

2009/10 BUDGET

Annual Budget Statements

For

Ministries and Portfolios

For the year ending 30 June 2010

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Preface

In accordance with the requirements of the Public Management and Finance Law (2005 Revision), this volume of documents contains the Annual Budget Statements for each Ministry, Portfolio and Office for the 2009/10 financial year.

The Annual Budget Statements specify the output delivery and ownership performance expected of the Ministry or Portfolio for the 2009/10 financial year.

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

The format and structure of the Annual Budget Statements are similar to 2008/9. The content of the Annual Budget Statements is as follows:

In Part A: Output Performance:

- Only those outputs that Cabinet is buying are included;
- A description of the output to be purchased;
- The quantity of each output to be purchased;
- The quality of each output to be purchased;
- The delivery dates of each output to be purchased;
- The place of delivery of each output to be purchased;
- The price to be paid for each output to be purchased;
- Output costs are measured on an accrual basis and do not include any inter-agency charges with the exception of the Audit Office.
- A "Payment Arrangement" section, including an invoice profile, is included; and

In Part B: Ownership Performance:

- A description of the Nature and Scope of Activities to better reflect outputs not being purchased by Cabinet;
- Strategic Goals and Objectives;
- Accrual-based forecast financial statements;
- The physical capability measures ;
- Major planned entity capital expenditures are reported rather than capital acquisitions;
- Information about planned equity investments and withdrawals into the Ministry or Portfolio are reported.

Cabinet Purchased Outputs and Interagency Charging

In 2009/10, most agencies with the exception of the Audit Office will charge the cost of producing their outputs to Cabinet.

Output Costs

The cost of outputs purchased by Cabinet reflects the inputs used in producing those outputs. This means that some additional costs (such as depreciation) are now included in output costs.

The Capital Charge

No capital charge has been budgeted for 2009/10 financial year.

Payment Arrangements

- *Cabinet will pay for the outputs that they are purchasing when the outputs are delivered, and on the actual input costs incurred. This means that a Ministry/Portfolio will only get paid/funded if they deliver outputs thereby providing an incentive to maintain productivity and ensure output delivery. Ministries/Portfolios will invoice Cabinet (via their Minister/Official Member) each month for the outputs delivered during that month and Treasury will fund a Ministry/Portfolio once that invoice has been authorized by the Minister/Official Member to certify that the outputs have indeed been delivered. A Payment Arrangement" section is included in the Annual Budget Statement to reflect these arrangements and the expected invoicing profile.*
- *Ministries/Portfolios maintain their own bank account (within a suite of accounts overseen by The Treasury) and will be responsible for managing their own working capital. This means that they will need to ensure that they have sufficient cash in their bank account before they authorize a cheque or payroll run. This in turn means that they will need to ensure that they collect their revenue (from the supply of outputs) in a timely manner and manage their debtor and creditor position so as to maximize their cash position.*

Accrual Forecast Financial Statements

The financial figure presented in the Annual Budget Statements reflects accrual budgeting required by the Public Management and Finance Law (2005 Revision).

The forecast financial statements of a Ministry/Portfolio for the 2009/10 financial year are provided in the Appendix to its Annual Budget Statement. These statements specify the financial performance the Ministry/Portfolio is seeking to achieve during the financial year and is specified in four different statements together with a Statement of Accounting Policies and Notes to the Forecast Financial Statements:

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

A Statement of Responsibility from the Chief Officer taking responsibility for the accuracy and integrity of the forecast financial statements is also provided.

The format of these forecast financial statements is similar to those used by private sector businesses and mirrors those that will be used to report Ministry/Portfolio financial performance in quarterly and annual reports. The forecast financials comply with the format and accounting policies required by The Financial Regulations, (2008 Revision) and the Public Management and Finance Law (2005 Revision). The Financial Regulations in turn comply with Generally Accepted Accounting Practice as specified by International Public Sector Accounting Standards issued by the International Federation of Accountants.

Financial Performance Measures

Part 5 of the Annual Budget Statements now identifies the key measures of Ministry/Portfolio financial performance measured on an accrual accounting basis. These measures are the key numbers from the forecast financial statements and include the following:

Operating Statement Measures:

- **Revenue from Cabinet:** this is the revenue a Ministry/Portfolio is forecast to earn from Cabinet for producing and delivering outputs that Cabinet is buying (these are the outputs that are specified in Part A of the Annual Budget Statement). For 2009/10, Cabinet will purchase **all** outputs from Ministries/Portfolios with the exception of some outputs from the Audit Office. These will be charged to the various Ministries/Portfolios.
- **Revenue from Statutory Authorities and Government Companies:** this is the revenue a Ministry/Portfolio is forecast to earn from Statutory Authorities and Government Companies for producing and delivering outputs that those agencies are buying (these outputs are also specified in Part A of the Annual Budget Statement (as in most cases Cabinet is also buying them).
- **Revenue from others:** this is the revenue a Ministry/Portfolio is forecast to earn from the public for producing and delivering outputs that members of the public (including private sector businesses) are buying i.e. paying for directly through user charges (these outputs are also specified in Part A of the Annual Budget Statement (because Cabinet is also buying them).

- **Surplus/deficit from outputs:** this is the amount of revenue earned from producing outputs less the cost of producing those outputs;
- **Ownership expenses:** this is any one-off operating expenses not directly related to the production of outputs in a particular financial year (such as the write-off of an asset destroyed by a fire, or restructuring expenses);
- **Operating Surplus/Deficit;** this is total revenue less total expenses;

Balance Sheet Measures:

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

Cash Flow Measures:

- **Cash flows from operating activities:** this is the net amount of cash flowing into and out of the Ministry's/Portfolio's bank account as a result of activity recorded in the operating statement;
- **Cash flows from investing activities:** this is the net amount of cash flowing into and out of the Ministry's/Portfolio's bank account resulting from the purchase or sale of Ministry/Portfolio assets;
- **Cash flows from financing activities:** this is the net amount of cash flowing into and out of the Ministry's/Portfolio's bank account as a result of equity contributions by Cabinet into the Ministry/Portfolio or the repayment of surpluses to Cabinet.

The three revenue measures tell the reader the source of a Ministry's/Portfolio's revenue (i.e. who its customers are) and therefore how exposed it is to changes in market conditions and/or changes in Cabinet expenditure priorities.

The surplus/deficit from outputs measure tells the reader whether the agency is earning enough revenue to cover the cost of producing its outputs (a deficit means it is producing its outputs at a loss; a zero balance means it is breaking even, and a surplus means that it is making a profit in producing its outputs). This is an important measure because the Public Management and Finance Law (2005 Revision) prohibits Ministries/Portfolios from producing an output unless someone (including Cabinet) is paying for the full cost of the output. That means that the "surplus/deficit from outputs" measure should never be a deficit. In most cases the measure is zero and this is because the budgeting rule is that Cabinet should pay for the outputs they are buying at a price equal to the output cost. However, in a few cases, the measure is a surplus. This happens when the user-charge price paid by the public for outputs is higher than the (accrual) cost of producing those outputs.

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

The Operating Surplus/Deficit is the key operating statement measure. The Public Management and Finance Law (2005 Revision) requires that a Ministry/Portfolio not run an operating deficit so this measure should always be zero or better. Where it is a surplus, the budgeting assumption is that this surplus is paid over to Cabinet (and therefore forms part of Executive revenue) rather than being retained by the Ministry/Portfolio concerned.

The Net Worth measure summarizes the Ministry's/Portfolio's balance sheet position (assets and liabilities) at the end of the forecast year. An increase in net worth during the year means that the Cabinet's/citizen's financial investment in the Ministry/Portfolio has increased. Conversely, a reduction means that it has declined. As a Ministry/Portfolio is not allowed to make a deficit and is required to repay all surpluses, the budgeted net worth would normally be expected to remain constant from one year to the next. However, where the Cabinet is making an equity injection into a Ministry/Portfolio to fund the purchase of new entity assets (see the discussion below) then the budgeted net worth would increase by this amount.

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

The investing cash flows measure would normally be expected to be negative as the value of asset purchases is usually significantly greater than the value of asset sales in a year. Indeed given the nature of Ministry/Portfolio assets, it is likely that no asset sales will normally be budgeted for.

Standard financial performance ratios. Two ratios are provided in Part 5 of the Annual Budget Statement. These are:

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

Physical Capability Measures

Section 5.2 of the Annual Budget Statement provides measures to show how well the human and physical capabilities of the Ministry/Portfolio are being maintained. The human capability measures are the same as in previous years. These measures are:

- **Value of total assets:** this shows the dollar value of the Ministry's/Portfolio's assets. As a general rule, a decline in this measure between years indicates a reduction in capability;
- **Book value of assets:** cost of those assets: the book value of an asset is the cost of the asset less its accumulated depreciation so this ratio provides a measure of how worn out the Ministry's/Portfolio's assets are. A high ratio means that (on average) the assets are fairly new, whereas a low ratio means the assets are nearing the end of their useful life and therefore a significant amount of asset replacement is needed or will be needed shortly;
- **Asset replacement: total assets:** this is the amount to be spent during the year buying new assets compared to the total value of the assets. This indicates how much of the stock of assets is being replaced. If assets are quite old/nearing the end of their useful life then as a general rule a low value in this measure indicates that the assets are not being replaced at a rate sufficient to maintain capability;
- **Depreciation: asset purchases:** depreciation is the measure of how much an asset wears out in a year and therefore this ratio indicates whether assets are being replaced at the same rate as they are wearing out. A ratio of 1:1 (100%) indicates that they are being replaced at the same rate, a ratio greater than 100% indicates that they are being replaced faster than they are wearing out (i.e. capability is being improved), and a ratio of less than 100% indicates that they are being replaced at a rate slower than they are wearing out (i.e. capability is declining).

Entity Capital Expenditure

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

Major Entity Capital Expenditure for the Year is shown in Part 5 of the Annual Budget Statement. Although these capital expenditures are under the control of the Chief Officer and are not explicitly approved or appropriated by the Legislative Assembly, this table provides important capability maintenance information. It reports the major (but not necessarily all) capital expenditures relating to its entity assets planned by the Ministry/Portfolio for the budget year.

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

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

- *Where the assets to be replaced are already depreciated:* Many of the assets owned by Ministries/Portfolios are quite old and are already significantly or fully depreciated even though they are still being used. This means Ministries/Portfolios are receiving little or no depreciation funding for those assets and therefore has no cash with which to replace the asset. An equity investment (conceptually equivalent to the amount of unfunded accumulated depreciation of that asset) is therefore necessary.

- *Where the assets to be purchased are new rather than replacements of existing assets:* If an asset is new rather than a replacement of an existing asset, it is inappropriate to use depreciation of existing assets to fund that purchase. To do so would mean no cash would be available to fund the replacement of the existing asset when that replacement is due. This situation essentially represents an expansion in the scope of business of the Ministry/Portfolio and an equity investment is required to increase the balance sheet commensurately.

Where an equity investment is being requested, this is reflected in the forecast financial statements and financial performance measures in the Annual Budget Statement. It is also reported in Part 6 of the Annual Budget Statement. Assets funded by way of equity investment are also included in the "Major Entity Capital Expenditure for the Year" table in Part 5 of the Annual Budget Statement.

BUDGET 2009/10

Annual Budget Statement

for

Portfolio of Internal and External Affairs

For the financial year ending

30 June 2010

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005
Revision)

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PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

Providing for the accommodation and operation of the Legislative Assembly and for the functioning of democratic and effective governance of a well-informed populace; providing policy advice to the Cabinet on immigration, public safety and law enforcement matters; contributing to the safety and well-being of the community through effective immigration controls, detention and rehabilitation of prisoners, policing, and disaster preparedness.

Scope of Activities

- Providing support for the duties and responsibilities of the Governor as set out in the Constitution and the Royal Instructions
- Providing for the formation and operation of governing institutions of Parliament
- Providing for the maintenance and enforcement of the immigration laws and regulations.
- Providing for the maintenance and enforcement of law and order, the preservation of the peace, the protection of life and property, the prevention and detection of crime and the apprehension of offenders
- Providing a range of services relating to naturalisation, the electoral register, the issuance of passports and the legalisation of documents
- Providing 24-hour emergency response to the people of the Cayman Islands and its visitors.
- Promoting disaster preparedness and mitigation for the Cayman Islands
- Providing for the detention and rehabilitation of offenders

Customers and Location of Activities

Customers of the Portfolio include the general public, visitors, public and private organizations, Members of the Legislative Assembly, and public servants.

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

2. Strategic Ownership Goals

The key strategic ownership goals for the Portfolio of Internal and External Affairs in 2009/10 and the subsequent two years are as follows:

- Facilitate the implementation of the revised constitution in accordance with the timetable set by the Government.
- Continue to improve on the offshore operational capabilities of the Royal Cayman Islands Police marine section
- Strengthen the efficiency and effectiveness of the RCIP through better use of human capital and equipment
- Install Aerial support for the Royal Cayman Islands Police Service
- Bring the Portfolio into reporting compliance with the Public Management Finance Law and improve the record keeping management reporting
- Continue to build upon the experiences of Hurricanes Paloma and Ivan to improve on the hazard management capabilities of the Cayman Islands
- Strengthen and improve the overall control of our borders by increased efficiency through co-operation with other enforcement agencies, the use of joint intelligence and the use of the latest technology including biometric checks of passengers.
- Construct an internal business framework that will establish a coherent and effective linkage between organizational objectives, individual objectives, job descriptions, targets, and performance.
- Improve on the infrastructure of the Prison Services to increase security
- Implement alternative sentencing capabilities

3. Ownership Performance Targets

The ownership performance targets for the Portfolio of Internal and External Affairs for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget	2008/9 Estimated Actual
	\$	\$
Revenue from Cabinet	69,475,446	77,330,118
Revenue from ministries, portfolios, statutory authorities, government companies	-	6,561,968
Revenue from others	6,077,123	6,545,372
Net Worth	75,352,569	90,437,458
Cash flows from operating activities	4,592,719	4,682,000
Cash flows from investing activities	(6,350,717)	(7,074,614)
Cash flows from financing activities	4,705,626	7,074,614
Change in cash balances	2,947,628	4,682,000

Financial Performance Ratio	2009/10 Budget	2008/9 Estimated Actual
	\$	\$
Current Assets: Current Liabilities (Working Capital)	109%	95%
Total Assets: Total Liabilities	279%	251%

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed	870	810
Staff turnover (%)		
Managers	7%	9%
Professional and technical staff	7%	8%
Clerical and labourer staff	8%	73%
Average length of service (number of years in current position)		
Managers	10	9
Professional and technical staff	8	7
Clerical and labourer staff	8	7

Physical Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Value of total assets	\$37,465,299	\$34,122,210
Asset replacements: total assets	0%	30%
Book value of assets: initial cost of those assets	59%	66%
Depreciation: cash flow on asset purchases	8%	13%
Changes to asset management policies	None	None

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
Helicopter Delivery	750,000
Construction of Custody Cells	350,000
Cayman Brac Police Station	60,000
Computer Aided Dispatch System	350,000
Canines	67,701
Office and other Police equipment	260,000
Fingerprinting Equipment	100,000
Renovations to Immigration building	50,000
Evidence tracking software for exhibits room	30,000
MESH Program	50,000
Digital Video Recorder	7,500
Air Quality Control Project	44,000
Automatic Weather Stations LCM	10,000
Electrostatic vacuum box	4,000
Livescan for Bodden Town/Eastern District	65,000
Multifunction photocopies (2)	16,000
Handheld Flair	16,000
CCTV (2)	30,516
Creation of second floor	30,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at July 2008/9
Prison - Building Renovations	1,000,000
Royal Cayman Islands Police – Marine Base	2,000,000

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Natural Disaster – Loss of Vital Information	Unchanged	Employees transfer vital information on a regular basis to the Archives Department for proper storage. Example of vital information transferred are Personnel Records, Cabinet Papers, etc.	
Natural Disaster – Loss of Communications	Unchanged	Ensure contingency plans are in place	
Loss of Vital Human Resources	Unchanged	Cross training of staff ensuring staff are well versed in all areas of operation to facilitate continued smooth operations in the event of loss of vital staff. Succession planning	
Equipment Failure or Loss	Unchanged	Ensuring that IT systems in the Portfolio of Internal and External Affairs are properly maintained and backed up on a regular basis to minimize data loss. Ensuring contingency manual systems are in place should an equipment failure occur.	
Security of Confidential Documents	Unchanged	All confidential documents are kept locked away and are only accessed by authorized personnel	
Inappropriate use of Coercive Power by Law Enforcement Officers	Unchanged	Ensure staff is properly trained in their respective areas. Close supervision and regular developmental meetings	

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget \$	2008/9 Estimated Actual \$
Equity Investment from Cabinet into the Portfolio of Internal and External Affairs	5,290,717	7,074,614
Capital (Equity) Withdrawal by Cabinet from the Portfolio of Internal and External Affairs	-	-

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

PIE 6	Maintenance of the Electoral Register	\$367,940
Description Maintenance of the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of electoral registers provided	4	4
Quality Registers provided are accurate to the information provided by registered voters and are in compliance with the Elections Law (2000 Revision)	97-100%	100%
Timeliness Register produced every quarter	100%	100%
Location Grand Cayman	100%	100%
Cost	\$367,940	\$650,214
Related Broad Outcome: 15. Strengthening our infrastructure		

PIE 15	Coordination of Official Visits and Ceremonial Occasions	\$8,617
Description The coordination of official visits and ceremonial occasions including: - Programmes for visits to the Cayman Islands by Consular Personnel, Royal and US Navy Ships, UK Representatives and other VIP's - The Investiture Service, Queen's Birthday celebration and other ceremonial occasions		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
- Number of official visits coordinated - Number of events coordinated	1-2 2-3	1 1
Quality		
All required activities arranged satisfactorily	98-100%	100%
Timeliness		
Arrangements completed in time for each visit or event	98-100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$8,617	\$7,482
Related Broad Outcome: 15. Strengthening our infrastructure		

Note: Overhead allocations to other departments under the Portfolio are now billed directly to Cabinet

PIE 22	Issuance of Clearance for Military Aircraft	\$5,335
Description Issuance of official clearance for transiting military aircraft		
Measures <i>Quantity</i> Number of aircraft clearances issued <i>Quality</i> Aircraft clearances issued in accordance with internal policies <i>Timeliness</i> Aircraft clearances issued within 24 hours of request <i>Location</i> Cayman Islands <i>Cost</i>	2009/10 Budget 84-168 100% 100% 100% \$5,335	2008/9 Estimated Actual 110 100% 100% 100% \$7,952
Related Broad Outcome: 15. Strengthening our infrastructure		

PIE 29	Support for the Electoral Boundary Commission	\$92,820
Description Preliminary work from the Elections office for the process of constitutional reform including (but not limited to): • Work on boundary proposals • Preliminary work for consultations exercise • Consultations with constitutional reform working groups • Amendments to current Elections legislation		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours spent on preliminary constitutional reform	900-1,300	0
Quality Work on preliminary constitutional reform carried out by experienced Elections office staff	100%	N/A
Timeliness Work carried out to timetable agreed with Cabinet	100%	N/A
Location Grand Cayman	100%	N/A
Cost	\$92,820	\$0
Related Broad Outcome: 15. Strengthening our infrastructure		

PIE 32	Hurricane Response	\$200,000
Description Provision of services by the National Hurricane Committee (NHC) following the impact of a Hurricane warning or impact		
Measures Quantity - Capacity to provide shelter occupancy - Number of people evacuated by air at the NHC's cost Quality Services provided in line with NHC recovery plans and mitigation guidelines Timeliness Shelter remain open until alternative accommodation is found for displaced people Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	3,000-4,000	3,000-4,000
	800-1,100	800-1,100
	100%	100%
	100%	100%
	100%	100%
	\$200,000	\$200,000
Related Broad Outcome: 15. Strengthening our infrastructure		

PIE 35	Administrative Services and Advice to the Parole Commissioners Board	\$36,635
Description Policy advice to the Chief Secretary on policing, immigration, public administration and other matters		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of inmates' profiles reproduced, collated and distributed to Board Members - Number of inmates eligible for parole - Number of Parole Board meetings arranged - Number of minutes produced - Number of interviews conducted with eligible inmates	160-300 40-80 4-6 4-6 30-60	206 61 5 5 31
Quality - Ensure parole board correspondence is relevant and is proof read before distributing - Ensure that all necessary information is submitted for inmate profiles	100% 100%	100% 100%
Timeliness - Distribute relevant correspondence within two weeks after board meetings and/or receipt of query - Maximum time to distribute material to board members is five working days prior to board meeting	90-100% 90-100%	100% 100%
Location Grand Cayman	100%	100%
Cost	\$36,635	\$105,392
Related Broad Outcomes: 6: Addressing Crime and Policing		

PIE 37	Administration of Immigration Laws Relating to Deportation, Governor's Permit and Status	\$16,451
Description Enforcement of Immigration Laws relating to: • Issuance of a Governor's permit to persons declared prohibited immigrants • Issuance of a deportation and exclusion orders • Processing of submission for the grant of Cayman status		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of Governor's permit issued • Number of deportation and exclusion orders issues • Number of status submissions processed	1-2 25-50 1-4	0 20 2
Quality All matters are handled in accordance with the Immigration Laws	100%	100%
Timeliness All services provided within one day to four weeks	90-100%	100%
Location Grand Cayman	100%	100%
Cost	\$16,451	\$31,045
Related Broad Outcome: 6: Addressing Crime and Policing		

PIE 38	Administrative Services and Advice to the Prison Inspection Board	\$16,451
Description Policy advice to the Chief Secretary on policing, immigration, public administration and other matters		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of Inspection Board meetings conducted - Number of inspections conducted - Number of inspection reports produced - Number of minutes produced	6-12 48-52 12-14 6-10	N/A N/A N/A N/A
Quality - Ensure prisons inspection board correspondence is relevant and is proof read before distributing - Ensure that all necessary information is submitted for inspection reports	100% 100%	N/A N/A
Timeliness - Distribute relevant correspondence within two weeks after board meetings and/or receipt of query - Maximum time to distribute material to board members is five working days prior to board meeting	90-100% 90-100%	N/A N/A
Location Grand Cayman	100%	N/A
Cost	\$16,451	\$0
Related Broad Outcomes: 6: Addressing Crime and Policing		

Note: This is a new output for the 2009/10 fiscal year

DCR 9	Community-Based Services for Adult Offenders	\$822,910
Description Provision of reports and rehabilitative services for adult offenders at the request of the courts.		
Measures Quantity - Number of reports submitted to the courts - Number of court duty services offered - Number of community based orders supervised Quality - Reports to be prepared in the established format as required by the court - Initiate and maintain contact with clients based on case plan requirements Timeliness Ongoing throughout the period as specified by a court order condition or based on the request of the courts. Location Cayman Islands Cost	2009/10 Budget 2,000-2,500 300-350 3,000-3,500 95-100% 95-100% 95-100% 100% \$822,910	2008/9 Estimated Actual N/A N/A N/A N/A N/A N/A N/A \$0
Related Broad Outcome 6: Addressing Crime and Policing		

Note: This is a new output for the 2009/10 fiscal year

DCR 10	"Through-Care" and "After-Care" Services for Prisoners	\$416,489
Description Provision of "Through-Care" and "After-Care" services to assist persons in and on release from the prison system through • Home background reports • Educational presentations pre-lease • Rehabilitative programmes and support groups to help reduce the likelihood of re-offending • Supervision		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of reports submitted to the Parole Board • Number of aftercare support groups offered • Number of through-care services offered	50-60 65-70 460-470	55 65 461
Quality • Reports to be prepared in the established format as required by the Parole Board • Initiate and maintain supervision based on case plan requirements (Supervision is based on client contact through home visits, office visits, and other community contacts which may include job sites, and group participation)	95-100% 95-100%	100% 100%
Timeliness • Through-care services provided weekly, between 8:30a.m.-5:00p.m., Monday to Friday and ongoing • After-care services for the period as specified by a parole licence or supervision release condition	95-100% 95-100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$416,489	\$475,867
Related Broad Outcome 6: Addressing Crime and Policing		

Note: This output was formerly delivered as DCR 2 and DCR 3 by the Ministry of Health and Human Services.

DCR 11	Community Education and Policy Advice	\$442,355
Description Provision of information, education and advice on rehabilitative services aimed at crime reduction in the Cayman Islands.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of psycho-educational programmes offered - Number of probation and parole projects - Number of reports and advice offered to the Ministry/Portfolio - Number of interdepartmental meetings for strategic advice offered	10-12 1 24-30 48-50	10 1 N/A N/A
Quality - Information based on research, experience and professional guidelines - Group facilitation based on departmental guidelines	95-100% 95-100%	95% 100%
Timeliness - Ongoing based on need - Annual probation and parole educational week	95-100% 1	100% 1
Location Cayman Islands	100%	100%
Cost	\$442,355	\$532,043
Related Broad Outcome 6: Addressing Crime and Policing		

Note: This output was formerly delivered as DCR 1 and DCR 4 by the Ministry of Health and Human Services. New measures are specified in the 2009/10 budget.

DCR 12	Victim and Witness Support Services	\$338,559
Description Provision of reports and advocacy services to empower victims and witnesses affected by crime.		
Measures Quantity - Number of victim impact reports offered - Number of witness accompaniment offered Quality - Programmes delivered in accordance with Department guidelines - Reports prepared in the established format as needed by the police or courts Timeliness - Reports provided as required by the Police or Courts - Services provided on a need by need basis Location Primarily in Grand Cayman, with occasional services to the Sister Islands	2009/10 Budget	2008/9 Estimated Actual
	30-35 8-10 95-100% 95-100% 95-100% 95-100% 100%	34 N/A 100% 100% 95% N/A 100%
Cost	\$338,559	\$138,693
Related Broad Outcome 6: Addressing Crime and Policing		

Note: This output was formerly delivered as DCR 7 by the Ministry of Health and Human Services. New measures are specified in the 2009/10 budget.

EMC 1	24-Hour Emergency Response	\$1,248,519
Description - Provision of a 24-hour emergency service for Police, Fire and Emergency Medical Services - Provision of written reports to support emergency calls - Provide vehicle, traffic and weapons violation information to Police personnel carrying out vehicle stops/checks for Officer's safety - Increase public awareness of the benefits of 911 through presentations to businesses and schools		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of calls received	120,000-125,000	131,433
• Number of reports issued	12,000-14,000	15,646
• Number of vehicle, traffic and weapons violations reports provided to police personnel	23,000-24,000	N/A
• Number of presentations delivered	10-15	20
Quality		
• Accurate reports with action taken recorded for each call (meets criteria)	98-100%	100%
• Quality assurance and evaluations prepared for all staff by supervisors each month	98-100%	100%
• Presentations evaluated favorably by participants	98-100%	100%
Timeliness		
• Calls answered within 10 seconds	99-100%	100%
• Reports are completed by end of shift and signed off by supervisors	100%	100%
• Emergency personnel dispatched within 1-2 minutes of call once call meets dispatch criteria	100%	100%
Location Cayman Islands		
Cost	\$1,248,519	\$1,055,601
Related Broad Outcome 6: Addressing Crime and Policing		

Note: New measure is specified in the 2009/10 budget.

EMC 2	Electronic Monitoring of Select Offenders	\$339,186
Description Electronic monitoring of select subjects chosen by the courts or agreed by the prison service as an alternative either to remand or to a prison sentence or as a way of promoting resettlement through early release from prison		
Measures Quantity Number of offenders placed on electronic monitoring Quality - All subjects tagged by electronic monitoring systems. - Accurate records maintained for all subjects, detailing their compliance history, visits by monitoring officer to subject's home, etc. Timeliness - All subjects are tagged within 24 hours of notification by the courts or the prison - Each subject monitored according to specific daily schedules required by the courts or agreed with the prison (e.g. 6:00 p.m. to 6:00 a.m.). - Monitoring equipment checked by monitoring office every 30 days or less - Subjects breaching a curfew followed up by monitoring officer within 15 minutes of a breach Location Grand Cayman Cost	2009/10 Budget 50-75 100% 98-100% 98-100% 98-100% 98-100% 100% 100% \$339,186	2008/9 Estimated Actual 0 N/A N/A N/A N/A N/A N/A N/A \$0
Related Broad Outcome: 6: Addressing Crime and Policing		

GOV 1	Management and Maintenance of Government House	\$421,384
Description Management of Government House including: • Co-ordination of food preparation for His Excellency and guests • Maintenance of Government House and grounds		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Numbers of guests served and catered to • Days of upkeep of House and grounds	1,500-2,500 365	6,880 365
Quality • Meals served in line with internal rules • Upkeep of grounds and house are done in compliance with request as set by His Excellency	99-100% 95-100%	100% 100%
Timeliness • Meals provided within specified periods • Maintenance of House and grounds - items resolved within 1 - 3 weeks	95-100% 95-100%	100% 100%
Location Government House, Grand Cayman	100%	100%
Cost	\$421,384	\$740,008
Related Broad Outcome: 15. Strengthening our infrastructure		

GOV 2	Coordination of Engagement Programme and Support for Governor	\$290,547
Description Coordination of engagement programmes involving: • Coordination and supporting of functions at Government House • Coordinating and supporting the Governor's attendance at local/overseas events • Travel to local/overseas events		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of invitations prepared and issued • Local/overseas events attended • Travel itineraries/plans	3,000-4,000 100-150 3	8,599 187 5
Quality • Refer to checklist and verified by the Social Secretary ensuring all details are accurate for an event His Excellency is attending • Ensure menu, set up and presentation is satisfactory to checklist	98-100% 95-100%	100% 100%
Timeliness • Invitations to be distributed three weeks prior to function date • Checklist completed three days prior to event • Travel check list completed one week prior to events or within one day of last minute itinerary changes	95-100% 95-100% 95-100%	100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$290,547	\$499,413
Related Broad Outcome: 15. Strengthening our infrastructure		

GOV 3	Administrative Support for the Foreign and Commonwealth Office	\$162,151
Description Support, including administrative and accommodations, provided to the Foreign and Commonwealth Office (FCO) staff housed in the Governor's Office		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of FCO staff members supported	3	N/A
Quality All administrative and accommodations expenses are contracted at the most efficient and economic price	98-100%	N/A
Timeliness Support and accommodations are provided year-round	95-100%	N/A
Location Grand Cayman		
Cost	\$162,151	\$0
Related Broad Outcome: 15. Strengthening our infrastructure		

IMM 1	Policy Advice on Immigration Matters	\$418,343
Description To formulate and present policy advice and proposals to the Portfolio of Internal and External Affairs, Ministers and Cabinet on all aspects of immigration policy. Subject matter may include: • Provision of statistics relating to work permits, permanent residence, visitors, visas, offences committed under the Immigration Law • Policy proposals relating to prohibited immigrants, deportees, implementation of new initiatives such as the Immigration Accreditation System, Work Permit Administrator System, asylum, Cuban migrants, pre-clearance by US Immigration/Customs authorities		
Measures Quantity Number of reports submitted Quality • All policy advice, speeches, statements, drafting instructions, Cabinet papers will be will be prepared with due professional care and will define the nature and scope of the issues clearly • All reports will be properly researched and written in language appropriate to the subject matter • Statistical information will reflect the current status of work permits, the right to be Caymanian, permanent residence, business staffing plans, and other categories in a manner that will be comprehensive and accurate Timeliness Provide in a timely manner depending on the scope and complexity of the exercise and in accordance with any deadlines set by the requester. Location Grand Cayman Cost		2009/10 Budget 10 100% 100% 100% 95-100% 100% \$418,343
		2008/9 Estimated Actual 13 100% 100% 100% 100% \$323,107
Related Broad Outcome: 6: Addressing Crime and Policing		

IMM 2	Issuance of Visas	\$196,294
Description Processing of applications for: - Students who require student visas in order to study in the Cayman Islands - Foreign national who require visas to visit the Cayman Islands		
Measures Quantity - Number of student visas processed - Number of foreign visitors visas processed Quality - Compliance with Section 83 of the Immigration Law (2007) and established guidelines - Files prepared with due care attached to any application information that would be pertinent to the decision making process of the Chief Immigration Officer - Ensure that sufficient and accurate information is received from applicants - Meet with sponsors as is deemed necessary regarding visa applications and record minutes of such meeting Timeliness - Processing time of a complete application from receipt to dissemination within 10 working days - Letters issued within five working days of the Visa Manager's decision Location Grand Cayman, La Ceiba Honduras, Kingston Jamaica	2009/10 Budget	2008/9 Estimated Actual
	300-500	425
	5,000-9,000	7,979
	99-100%	100%
	99-100%	100%
	96-100%	100%
	96-100%	100%
	98-100%	100%
	100%	100%
	100%	100%
	\$196,294	\$193,710
Related Broad Outcome: 6: Addressing Crime and Policing		

Note: The total cost of supplying this output is \$602,794. However, the estimated entity revenue of \$406,500 from third parties reduces the cost to Cabinet to \$196,294.

IMM 5	Immigration Appeal Statements	\$555,325
Description Submit Appeal Statements to Immigration Appeals Tribunal upon request in response to appeals against decisions of the Work Permit Board, the Caymanian Status and Permanent Residency Board, the Business Staffing Plan Board, and the Trade and Business Licensing Board: and to the Work Permit Board and Business Staffing Plan Board in relation to decisions made by Immigration Officers.		
Measures Quantity Number of appeal statements produced Quality - Define issues clearly and succinctly; with the nature and scope of the issues being clear, in a way that properly explains the Board's decision - Contain references to the relevant sections of the Immigration Law (2007 Revision) and the Immigration Regulations (2007 Revision) Timeliness Will be processed within 28 days of receipt of appeal statement request in accordance with the Immigration Law (2007 Revision) Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	800-1,200	979
	100%	100%
	100%	100%
	98-100%	100%
	100%	100%
	\$555,325	\$1,069,731
Related Broad Outcome: 1. Addressing the Economic Crisis in the Cayman Islands		

IMM 6	Detection and Prosecution of Immigration Offenders	\$1,221,773
Description The detection, investigation and prosecution of offenders of Immigration Legislation. To include: Recording of question and answer interviews, collecting witness statements, collection and handling of evidence, visiting sites, planning internal and multi agency operations, conducting inquiries including but not limited to following up on information received from the public concerning immigration offences.		
Measures Quantity - Number of cases files created - Number of administrative fines levied - Number of reports to the boards Quality - All interviews will be conducted with judges' rules and the rules of natural justice - All investigations will be conducted and managed with the highest degree of probity and professionalism - Objective reports entailing detailed research and sound evidence will be presented to support conclusions reached. - Visits will be conducted professionally and authorized by Senior Immigration Officers and above and as per operation orders. - Files will contain all the relevant information required to assist with the determined action deemed appropriate (Prosecution, Administrative Fine, Warning letters or No further Action). Timeliness - Files to be acted on within 14 days of arrival in the Enforcement Section - Reports will be submitted within seven days of the conclusion of the case. - Case file submitted to Legal Department within 7-30 days of an arrest, which is taken to prosecution stage. (All files are subject to the statute of limitations - six months). Location Cayman Islands	2009/10 Budget 15-20 50-75 50 100% 95-100% 96-100% 96-100% 96-100% 95-100% 95-100% 95-100% 100%	2008/9 Estimated Actual 49 N/A N/A 100% 100% 100% 100% 100% 100% 100% 100% 100%
Cost	\$1,221,773	\$1,465,214
Related Broad Outcomes: 6: Addressing Crime and Policing		

IMM 7	Entry and Embarkation Control	\$3,031,882
Description Provide an entry and embarkation control for all passengers/persons seeking permission to enter/depart the Cayman Islands.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of passengers by air processed - Number of cruise passengers processed	400,000-590,000 1,275,000-1,700,000	471,521 1,498,533
Quality All passengers will be processed in accordance with Immigration Laws and established guidelines	98-100%	100%
Timeliness Passengers from vessels and aircraft should be cleared within 10-30 minutes of arrival	95-100%	100%
Location Cayman Islands	100%	100%
Cost	\$3,031,882	\$2,536,771
Related Broad Outcomes: 6. Addressing Crime and Policing		

IMM 8	Work Permits	\$2,321,247
Description Processing annual and temporary work permit application on behalf of the Chief Immigration Officer and the Work Permit Board involving:		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of temporary work permit applications processed	10,000-14,000	14,950
• Number of annual work permits processed	10,000-16,000	16,471
Quality		
• Compliance with Immigration Law (2007 Revision), Immigration Directives, Immigration Regulations(2007 Revision), and established guidelines	100%	100%
• Files and agendas prepared with accuracy and completeness	100%	100%
• Temporary work permit files reviewed by and signed off by Manager, T.W.P Section, and the Chief Immigration Officer or his designate	100%	100%
• Annual work permits reviewed and signed off by the Secretary, Work Permit Board or their designate	90-100%	100%
• Percentage of applications per agenda with sufficient information on file	95-100%	100%
• Percentage of work permits issued containing accurate information	95-100%	100%
Timeliness		
• Processing time of a complete application from receipt to dissemination of decision will be up to four weeks for annual work permits and up to five business days for temporary work permits	95-100%	100%
• Decision letter issued within 10 days of work permit board decision for annual work permits and four days for temporary work permits	100%	100%
Location Grand Cayman	100%	100%
Cost	\$2,321,247	\$1,179,317
Related Broad Outcome: Addressing the Economic Crisis in the Cayman Islands		

Note: The total cost of supplying this output is \$3,941,747. However, estimated entity revenue of \$1,620,500 from third parties reduces the cost to Cabinet to \$2,321,247.

IMM 9	Status and Permanent Residency Applications	\$481,522	
Description Processing: Acknowledgement of the right to be Caymanian, Grant of the right to be Caymanian, Residency and Employment Rights Certificate, Residency Certificates for Persons of Independent Means and Permission to reside as a dependant of a Caymanian applications on behalf of the Caymanian Status and Permanent Residency Board and the Chief Immigration Officer.			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of acknowledgements of the right to be Caymanian applications and notifications processed - Number of the grant of the right to be Caymanian applications and notifications processed - Number of Residency and Employment Rights Certificate applications and notifications processed - Number of applications for Residency Certificate for Persons of Independent Means and notifications processed - Number of applications for permission to reside as a dependant of a Caymanian and notifications processed		100-300 100-300 10-20 10-20 10-20	N/A N/A N/A N/A N/A
Quality - Compliance with Immigration Law (2007 Revision), Immigration Directives, Immigration Regulations(2007 Revision), and established guidelines - Files and Agendas prepared with due care, accuracy and completeness - Agendas reviewed and signed off by Secretary, Caymanian Status and Permanent Residency Board and Assistant Chief Immigration Officer		98-100% 95-100% 100%	N/A N/A N/A
Timeliness - Processing time from receipt of applications to dissemination of decision will be up to six weeks - Letters issued within 10-15 days of decision - Percentage of deferred applications per agenda due to insufficient information on file		85-100% 85-100% 85-100%	N/A N/A N/A
Location Grand Cayman		100%	100%
Cost		\$481,522	\$406,330
Related Broad Outcome: Addressing the Economic Crisis in the Cayman Islands			

IMM 10	Trade and Business Licenses	\$147,880				
Description						
Processing Trade and Business and Local Company Control Law License applications on behalf of the Trade and Business Licensing Board						
Measures	Quantity	2009/10 Budget	2008/9 Estimated Actual			
		4,500-5,000 100-200	5,202 151			
		Quality	99-100% 95-100% 100%	100% 100% 100%		
		Timeliness	98-100% 98-100%	98% 98%		
		Location	100%	100%		
Cost		\$147,880	\$523,611			
Related Broad Outcome:						
1. Addressing the Economic Crisis in the Cayman Islands						
5. Supporting our Caymanian small businesses						

Note: The total cost of supplying this output is \$542,880. However, the revenue of \$395,000 from third parties reduces the cost to Cabinet to \$147,880.

IMM 11	Business Staffing Plans	\$621,535
Description		
Processing business staffing plan applications on behalf of the Business Staffing Plan Board		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of business staffing plan applications processed	10-15	13
Quality	100%	100%
- Compliance with Immigration Law (2007 Revision), Immigration Directives, Immigration Regulations (2007 Revision), and established guidelines. - Files and Agendas prepared with due care, accuracy and completeness - Agendas reviewed and signed off by Secretary, Business Staffing Plan Board or their designate	95-100% 100%	100% 100%
Timeliness	85-100%	90%
- Applications for business staffing plans from receipt of application to scheduling of meeting with Board and issuance of business staffing plan authority will be processed within 30 days - Presentation of work permit applications received under a business staffing plan authority will be processed within 3-4 weeks	85-100%	90%
Location Grand Cayman	100%	100%
Cost	\$621,535	\$939,213
Related Broad Outcome:		
1. Addressing the Economic Crisis in the Cayman Islands 3. Ensuring Success and participation of Caymanians in the Financial Industry		

Note: The total cost of supplying this output is \$633,535. However, estimated entity revenue of \$12,000 from other third parties reduces the cost to Cabinet to \$621,535.

IMM 12	Visa, Passport and Other Travel Documents	\$234,875
Description Visa/Waivers, Passports and other travel documents (certificates of identity, travel documents for refugees, emergency certificates - British)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of passports issued - Number of waivers - Number of certificates of identity/document for travel - Number of travel documents for refugees - Courier service to USA Embassy - Courier service to UK Passport Office – Liverpool	3,500-4,000 5,500-6,100 40-80 0-1 50-60 296	4,360 6,161 98 2 82 1,115
Quality - Passports, visas/waivers and other travel documents are issued in accordance with the Passport Law, overseas travel regulations and office procedures - All applications checked and issued by Passport Officer or the Administrative Officer	99-100% 99-100%	100% 100%
Timeliness - Passports issued 1 - 3 weeks after application - Waivers issued two working days after application - Certificate of identity/document for travel issued three working days after application - Courier to US Embassy: 3 - 4 weeks	99-100% 99-100% 99-100% 99-100%	100% 100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$234,875	\$381,770
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands		

Note: The total cost of supplying this output is \$510,925. However, estimated entity revenue of \$276,050.00 from other third parties reduces the cost to Cabinet to \$234,875. The immigration ceased the processing of British passports this fiscal year.

IMM 13	Issuance of Marriage Licenses	\$78,660
Description Issuance of the Governor's Special Marriage Licenses to visitors		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of marriage licenses issued	550-600	492
Quality Licenses issued within accordance with the Marriage Law	100%	100%
Timeliness Licenses issued within 30 minutes of receipt of application	90-100%	90%
Location Grand Cayman	100%	100%
Cost	\$78,660	\$19,881
Related Broad Outcome: 1. Addressing the Economic Crisis in the Cayman Islands		

IMM 15	Freedom of Information	\$248,534
Description Processing applications for information submitted under the Freedom of Information Law, 2007		
Measures Quantity Number of requests processed Quality - Compliance with Section 7(4) of the Freedom of Information Law, 2007, The Freedom of Information (General) Regulations, 2008 and established guidelines and procedures - Requests processed with due care and attention and in accordance with the FOI Law and the FOI Regulations, with particular attention as to whether information being sought is subject to an exemption under the Law - Prepare cases for internal review or appeal to the Information Commissioner Timeliness - Acknowledgement letters issued within 10 calendar days of receiving request - FOI Law prescribes a processing time from when a complete application is received of 30 calendar days. In certain cases, the Law allows this period to be extended a further 30 calendar days. - Documents to be provided to applicant within 14 calendar days of making decision to release. Location Cayman Islands Cost	2009/10 Budget 100-200 100% 99-100% 99-100% 100% 100% 100% 100%	2008/9 Estimated Actual N/A N/A N/A N/A N/A N/A N/A
Related Broad Outcome: 2. Restoring Prudent Fiscal Management		

Note: This is a new output for the 2009/10 fiscal year.

IMM 16	Key Employee Applications	\$79,138
Description Processing Key Employee Applications on behalf of the Work Permit and Business Staffing Plan Boards.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of applications processed	100-300	N/A
Quality - Compliance with Immigration Law (2007 Revision), Immigration Regulations (2007 Revision), and established guidelines - Files and Agendas prepared with due care, accuracy and completeness - Agendas reviewed and signed off by Secretary, Business Staffing Plan Board, and Secretary, Work Permit Board or their designates	100% 95-100% 100%	N/A N/A N/A
Timeliness - Processing time from receipt of applications to dissemination of decision will be up to six weeks - Letters issued within 10-15 days of decision	90-100% 90-100%	N/A N/A
Location Grand Cayman	100%	N/A
Cost	\$79,138	\$0
Related Broad Outcome: 1. Addressing the Economic Crisis in the Cayman Islands		

Note: The total cost of supplying this output is \$154,138. However, estimated entity revenue of \$75,000 from other third parties reduces the cost to Cabinet to \$79,138. This is a new output for the 2009/10 fiscal year.

IMM 17	Working by Operation of Law Applications	\$116,952
Description Processing Working by Operation of Law applications on behalf of the Chief Immigration Officer.		
Measures Quantity Number of applications processed Quality - Compliance with Immigration Law (2007 Revision), Immigration Directives, Immigration Regulations (2007 Revision), and established guidelines - Applications reviewed with due care, accuracy and completeness - Applications approved/refuse by Chief Immigration Officer or their designate Timeliness From receipt of application to decision making will be processed within 10-30 minutes Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	2,000-3,500	N/A
	100%	N/A
	95-100%	N/A
	100%	N/A
	100%	N/A
	\$116,952	\$0
Related Broad Outcome: 1: Addressing the Economic Crisis in the Cayman Islands		

Note: The total cost of supplying this output is \$291,952. However, estimated entity revenue of \$175,000 from other third parties reduces the cost to Cabinet to \$116,952. This is a new output for the 2009/10 fiscal year.

LGL 1	Sale of Laws	\$45,300
Description Sale of Cayman Islands Laws to the Public		
Measures <i>Quantity</i> Number of Laws sold <i>Quality</i> Laws provided are the current revision or amendment <i>Timeliness</i> - Orders taken at window: within five minutes - Orders taken by Email/Fax/Letter: Prepared within 15 minutes <i>Location</i> Grand Cayman Cost	2009/10 Budget 5,000-6,500 99-100% 95-100% 85-95% 100% \$45,300	2008/9 Estimated Actual 6,044 100% 100% 100% 100% \$183,813
Related Broad Outcome 15. Strengthening our infrastructure		

LGL 2	Servicing and Supporting Sitzings of the House	\$1,150,074
Description		
Servicing and supporting sittings of the House and meetings of Committees involving: • Receipt and examination of bills, motions, and other business to be dealt with by the House • Certification of bills and motions passed by the House • Preparation of business papers and order papers and their distribution to members • Provision of Clerks-at-the-Table, Sergeant-at-Arms, and the record of proceedings duties • Preparation of daily journals for Speaker's signature • Custody of votes, records, bills and other House documents • Preparation and production of daily Hansard • Procedural advice to Speaker and Members of the House • Receipt of journalists' registration of interests forms and issuing of press passes • Preparation of agenda, minutes of proceedings and reports for all Committees		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of sitting days	50-80	32
• Number of Hansards produced	60-70	55
• Number of Committee meetings scheduled	60-95	60-95
• Number of order papers, daily journals, agendas and minutes of proceedings prepared	250-275	250-275
• Number of reports from Committees prepared	15-35	18
• Number of hours spent on advice and information research	250-500	183
Quality		
• Papers, agendas and minutes are accurate and reflect decisions	100%	100%
• Documents are prepared, edited and accurate	100%	100%
• Proper communication and facilities accommodating all attendees	100%	100%
• Full investigation ensuring accurate information	100%	100%
Timeliness		
• Documents prepared timely for House sittings	100%	100%
• Clerks-at-the-Table and Sergeant-at-Arms duties, recording of proceedings: at all times when House is sitting	100%	100%
• Maintenance of the order book and records: before the commencement of the next meeting	90-100%	100%
• Provision of daily journals by the end of the next day	95-100%	100%
• Hansard prepared within 6 months of the sitting	95-100%	100%
• Bills, motions and questions: examined before, and proofed/certified after, consideration by the House	100%	100%
Location		
Grand Cayman	100%	100%
Cost	\$1,150,074	\$688,707
Related Broad Outcome:		
15. Strengthening our infrastructure		

LGL 4	Management of the Legislative Assembly	\$53,938
Description Management of the Legislative Assembly Building and precincts involving: • Provision of security • Maintenance of equipment, building and precincts, • Audio and video; and • Housekeeping and mail service		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of working days that the Legislative Building is operative	220-250	243
Quality • Security provided by trained security staff • Equipment operative when building open	100% 95-100%	100% 100%
Timeliness Facilities provided are operative every working day	95-100%	100%
Location Grand Cayman		
Cost	\$53,938	\$144,718
Related Broad Outcome 15. Strengthening our infrastructure		

NEM 1	National Disaster Preparedness	\$311,147
Description Maintain a state of maximum preparedness through the provision of necessary resources and ensure the existence of hazard management plans from community to national level, and for all sectors. Through: • Public awareness • Training • Shelter Development and Maintenance • Development and Maintenance of Disaster Plans		
Measures Quantity • Number of public awareness programs • Number of training sessions • Number of hours providing disaster preparedness Quality • Create high level of public awareness and knowledge through ongoing public education and awareness programmes • Develop local capacity through training and development of community hazard management teams and NGO network • Ensure alignment of plans with credible scenarios and that plans address business continuity for all sectors Timeliness National disaster activities performed in accordance within the timescales agreed with the National Hazard Management Council and the Deputy Chief Secretary Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	10-12	12
	20-25	10-20
	2,500-3,000	1,800-2,400
	90-100%	100%
	90-100%	100%
	90-100%	100%
	95-100%	100%
	100%	100%
	\$311,147	\$300,160
Related Broad Outcome 15. Strengthening our infrastructure		

NEM 2	Policy Advice and Ministerial Servicing	\$241,322
Description Provide policy advice to the Ministers, Chief Secretary, Government Departments and others on matters relating to national hazard management and disaster preparedness. Coordinate and monitor the implementation of the national disaster risk management program.		
Measures Quantity - Hours of meetings attended - Hours of provision of advice on Hazard Management Quality All personnel providing policy advice is qualified in his/her area of expertise Timeliness Response to request for advice answered within the timeframe as agreed at time of request Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	200-350	200-350
	300-450	300-450
	100%	100%
	90-100%	100%
	100%	100%
	\$241,322	\$173,634
Related Broad Outcome 15. Strengthening our infrastructure		

NEM 3	Hazard Mitigation	\$201,656
Description A cooperative proactive partnership of the public, private sectors to build a culture of safety and resilience, to encourage and facilitate implementation of mitigation measures and minimize the consequences of natural and other disasters.		
Measures Quantity - Hours of risk assessments, including socio-economic impacts, used to ensure public safety and to contribute to sustainable national development for all hazards - Hours to ensure periodic review and update all application of codes and standards to meet emerging or changing threats - Days to provide seismic monitoring the Cayman Islands of any natural seismic events that can have an adverse effect on the people, the land and man-made structures - Hours to develop the National Mitigation Policy Quality - Track performance in mitigation/risk reduction by using proven measures - Maintain seismic monitoring stations will also be part of a Caribbean wide network to allow greater accuracy in pinpointing area of seismic disturbance Timeliness - Risk assessment and development of policies within the time frame agreed with the National Hazard Management Council and Deputy Chief Secretary - Seismic monitoring 365 days per year Location Cayman Islands Cost	2009/10 Budget 300-400 100-150 365 300 100% 100% 95-100% 100% 100% \$201,656	2008/9 Estimated Actual 300-400 100-150 365 250 100% 100% 100% 100% \$290,571
Related Broad Outcome 15. Strengthening our infrastructure		

NEM 4	National Disaster Response	\$379,972
Description Provide the tools and support needed to ensure National Response readiness in the event of any national disaster. The provision of assistance during or immediately after a disaster for the preservation of life and the provision of basic essential supply and services for those people affected		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
National Emergency Operation Center management and coordination. Number of activations.	4	4
Annual disaster exercise	1	1
Hours to manage and coordinate relief assistance to the affected population.	350-400	250-300
Hours to develop and coordinate community response through Community Emergency Response Teams.	300-350	150-200
Hours to ensure readiness of emergency telecommunications and electronic incident management systems	500	500
Quality		
Ensure existence of coordinating focal point for multi-hazard responses	100%	100%
Improved coordination and communication between response agencies	90-100%	90%
Relief operations meet or exceed stated standards of basic essential supply and services for those people affected.	80-90%	90%
Increased community resilience through community based preparedness and response	100%	100%
Emergency telecommunications and electronic incident management systems available on standby	100%	100%
Timeliness		
National Emergency Operation Center activation depends on the occurrence of a national incident	100%	100%
Annual national exercise prior to 1 June each year	100%	100%
Disaster relief can be of an immediate, short-term, or protracted duration	100%	100%
Develop local capacity through training and development of community hazard management teams and NGO network within agreed timelines	100%	100%
Available 24 hours 365 days per year	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$379,972	\$287,800
Related Broad Outcome 15. Strengthening our infrastructure		

NEM 6	Management of Hurricane Preparedness Activities	\$230,930
Description Promotion, facilitation and management of hurricane preparedness activities by maintaining and complying with the National Hurricane Plan.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of hurricane shelters managed - Number of meetings of the National Hazard Management Council - Maintain and fuel shelter generators - Maintain shelter cisterns and provide adequate water supply	21 10-15 21 21	21 10-30 21 21
Quality All National Hurricane Plan requirements are complied in agreement with the National Hazard Management Council and shelters are available for activation	100%	100%
Timeliness - All Hurricane shelter capacity is available in the event of a hurricane occurring. - Meetings convened within ½ hour and concluded within 1 ½ hours of issue of weather reports by U.S. National Hurricane Centre - All Shelter generators are maintained and fueled for operation - Adequate water supply is available at shelters	100% 80-90% 100% 100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$230,930	\$447,538
Related Broad Outcome 15. Strengthening our infrastructure		

POL 6	Investigate Reported and Detected Crime	\$11,272,934
Description Investigate crime reported to, or detected by, the police: - The Criminal Investigations Department to investigate serious crimes, burglaries and theft and stolen property in excess of \$5,000 - Uniform police to investigate other crimes (assaults, damage to property, disorderly conduct, traffic offences etc.)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours of investigations	191,400-211,548	185,481
Quality Investigations conducted in accordance with the Police Law, other relevant Laws and police policies and procedures	100%	100%
Timeliness - Investigate on a prioritized basis, but within 24 hours of formal reporting of complaint - A centralized complaints desk will receive telephone and walk-in complaints 24 hours a day	95-100% 100%	95-100% 100%
Location Cayman Islands	100%	100%
Cost	\$11,272,934	\$11,233,642
Related Broad Outcome: 6: Addressing Crime and Policing		

POL 7	Security Services	\$1,654,181
Description Provide security services to persons or events warranting police security including: • Security for Government members • Security for Law Courts • Security for Official Delegate's when necessary • Security for money transfer for Cayman Islands Monetary Authority • Security for events such as international conferences on the Island		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of security hours provided	37,506-41,454	2,040
Quality Officers have appropriate and adequate security training	99-100%	100%
Timeliness Security provided when requested	98-100%	100%
Location Cayman Islands	100%	100%
Cost	\$1,654,181	\$247,572
Related Broad Outcome: 6: Addressing Crime and Policing		

POL 8	Policy Advice on Policing and Security Matters	\$48,326
Description Provide advice to His Excellency the Governor, Chief Secretary and Cabinet on policing and security issues.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Hours spent on oral briefings, policy advice papers and reports	380-420	N/A
Quality - Oral briefings include all current security matters - Policy papers technically accurate. Complete and reviewed and confirmed by senior advisors	98-100% 99-100%	N/A N/A
Timeliness - Oral briefings: weekly - Policy papers: ongoing throughout the period	96-100% 100%	N/A N/A
Location Cayman Islands	100%	N/A
Cost	\$48,326	\$341,088
Related Broad Outcome 6: Addressing Crime and Policing		

Note: New measures have been specified in the 2009/10 budget.

POL 9	Firearms Vetting and Licensing	\$106,296
Description Vetting for firearm applications and issuing of firearm licenses.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of applications vetted - Hours spent monitoring firearms use	238-263 1,720	259 1,556
Quality - Licenses only issued to persons with no criminal convictions - All premises certified secure safe prior to issuing of license	100% 100%	100% 100%
Timeliness Applications vetted within 90 days of receipt	95-100%	100%
Location Cayman Islands	100%	100%
Cost	\$106,296	\$198,483
Related Broad Outcome: 6: Addressing Crime and Policing		

Note: The total cost of supplying this output is \$139,846. However, the revenue of \$33,550 from third parties reduces the cost to Cabinet to \$106,296.

POL 13	Police Services	\$16,219,768
Description - Patrolling and responding of streets, residential and commercial areas and response to reported - Promotion of community crime prevention through the organization of community groups, education prevention programs and crime prevention advice to victims of crime		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of patrolling / responding hours including training - Number of hours spent on community meetings / school programs / victims provided with advice	232,114-256,547 82,337-91,004	223,885 84,373
Quality - Uniform patrols visible and interacting with the public - Uniform and covert patrols targeting locations and individuals identified by the police - Appropriate police response to emergency calls in accordance with police procedures - Crime advice to be relevant to the crime against the victim - Community groups to be a partnership of members of the community who are well informed and can influence or cause to be influenced those problems in the community which effect the quality of life - School programmes approved by Education Department and internal peer review	90-100% 90-100% 99-100% 98-100% 98-100% 98-100%	100% 100% 100% 100% 100% 100%
Timeliness - Patrolling occurs 24 hours, 7 days a week but with different levels of patrolling in different areas at different times as determined by Intelligence - Provide a 24 hour response to all incidents requiring a Police presence - A response time of 15 minutes in urban area and 20 minutes in rural areas - Community activities provided to agreed timetables	100% 100% 99-100% 99-100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$16,219,768	\$17,607,366
Related Broad Outcome 6: Addressing Crime and Policing		

POL 14	Maritime Patrols	\$4,029,297
Description Patrolling of the territorial waters of the Cayman Islands		
Measures Quantity - Number of vessel hours as requested by cabinet - Number of patrolling hours for marine unit including training Quality Patrols targeted at areas identified by police information Timeliness Patrolling at a minimum 12-18 hours, 6 days per week but with different levels of patrolling in different areas at different times as determined by Intelligence Location Within the territorial waters of the Cayman Islands Cost	2009/10 Budget 6,669-7,371 33,197-36,691 90-100% 95-100% 100% \$4,029,297	2008/9 Estimated Actual N/A 22,131 100% 100% 100% \$3,884,244
Related Broad Outcome: 6: Addressing Crime and Policing		

Note: The new measure is specified in the 2009/10 budget.

POL 15	Aerial Patrols	\$1,258,244
Description Aerial patrolling of the territorial jurisdiction of the Cayman Islands		
Measures Quantity Number of Helicopter hours as requested by cabinet Number of patrolling hours for aerial unit Quality Patrols targeted at areas identified by police information Timeliness Patrolling at a minimum 1 - 2 hours, six days per week but with different levels of patrolling in different areas at different times as determined by Intelligence Location Within the territorial jurisdiction of the Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	380-420	N/A
	694-767	222
	90-100%	100%
	95-100%	100%
	100%	100%
	\$1,258,244	\$716,361
Related Broad Outcome: 6: Addressing Crime and Policing		

Note: New measure has been specified in the 2009/10 budget.

POL 16	Police Criminal Justice Services	\$1,204,355
Description - Serving and executing all summons and warrants from the courts - Prosecuting all category 'C' offences in the courts - Processing and detention of police prisoners including secure housing, feeding and transportation		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
- Number of summons served - Number of warrants executed - Number of offences prosecuted - Number of prisoners accused and detained	6,555-7,245 665-735 3,230-3,570 2,280-2,520	6,953 690 2,456 2,407
Quality		
- Summons and warrants served or executed in accordance with the procedural code and the terms of the warrant - Prosecutions to be undertaken by trained prosecutors - Processing of prisoners conducted in accordance with the Police Law, other relevant laws and police policies and procedures - Detention is secure - Detainees legal and human rights observed in accordance with the Police Law, other relevant laws, judges rules and police policies and procedures	99-100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness		
- Summons and Warrants to be served or executed within 60 days - Prosecutions within six months of coming to police notice - Accused persons processed within 24 hours	99-100% 95-100% 99-100%	100% 100% 100%
Location		
Cayman Islands	100%	100%
Cost	\$1,204,355	\$1,322,292
Related Broad Outcome: 6: Addressing Crime and Policing		

POL 17	Private Security Licensing Services	\$209,793
Description Vetting of personnel for the provision of security guards		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of security guards/ security technicians licensed	2,428-2,684	N/A
Quality Licenses only issued to persons with no criminal convictions	98-100%	N/A
Timeliness Applications vetted within one month of receipt	96-100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$209,793	\$0
Related Broad Outcome 6: Addressing Crime and Policing		

Note: The total cost of supplying this output is \$236,293. However, the revenue of \$26,500 from third parties reduces the cost to Cabinet to \$209,793. This is a new output for the 2009/10 fiscal year.

PRI 13	Custodial Services	\$5,207,721
Description To provide safe and secure custody, whilst promoting and protecting the individual rights of all prisoners committed by the courts including receptions, secure accommodation, illegal drug use testing, searching, escorting and discharging prisoners.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of prisoners held in secured custody – average per day - Number of prisoners received and discharged - Number of prisoner escorts to courts and other environments	185-220 540-720 2,160-2,400	228 738 2,466
Quality Staff supervising custodial duties do so in accordance with National Occupational Standards for Custodial Care (NSO) and Prison Inspection Board	100%	100%
Timeliness - Security and services provided 24 hours, seven days per week - Court escorts to be delivered on time	95-100% 95-100%	100% 100%
Location Grand Cayman	100%	100%
Cost	\$5,207,721	\$5,573,244
Related Broad Outcome 6: Addressing Crime and Policing		

PRI 14	Prison Order	\$3,061,693
Description To ensure that good order is maintained during prisoner movements and activities; to ensure there are effective internal complaints and disciplinary procedures; and to ensure that effective incident response procedures are maintained.		
Measures <i>Quantity</i> - Provision of safe and orderly supervision of prisoners (average per day) - Number of prisoner adjudications heard <i>Quality</i> - Maintenance of good order is in accordance with National Occupational Standards for Custodial Care (NSO) and Prisons Inspection Board - Complaint and disciplinary actions are conducted through the appropriate review stages and approved by authorized senior officials <i>Timeliness</i> - Order maintained 24 hours, seven days a week - Complaints and adjudications are dealt within the specified timeframe <i>Location</i> Grand Cayman	2009/10 Budget	2008/9 Estimated Actual
	185-220	228
	300-360	515
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$3,061,693	\$2,019,627
Related Broad Outcome 6. Addressing Crime and Policing		

PRI 15	Prisoners Care	\$2,437,132
Description To provide prisoners with healthcare, food, clothing, bedding and the facilities and resources to maintain personal hygiene.		
Measures Quantity - Number of meals provided (three meals per day per prisoner) - Number of medical treatments and examinations in prison and external Quality - Percentage of prisoners served meals without upheld complaints - Care of prisoners in line with UN rules for the treatment of prisoners Timeliness All activities are provided within specific times Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	202,575-240,900	249,906
	1,800-2,040	1,944
	98-100%	100%
	100%	100%
	100%	100%
	\$2,437,132	\$2,217,473
Related Broad Outcome 6: Addressing Crime and Policing		

PRI 16	Prisoner Development Opportunities	\$3,259,160
Description To provide a programme of sentence planning, education, group work, and work skills development.		
Measures Quantity Number of prisoners attending prisoner development opportunities Quality - Group work programmes accredited by an awarding body - Vocational Training Programmes accredited by an awarding body - Educational programmes accredited by an awarding body Timeliness - Group work programmes to be provided Monday – Friday as per programme - Education classes to be provided Monday – Friday as per programme - Vocational classes to be provided Monday – Friday as per programme - All programmes delivered within agreed timeframes Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	130-150	162
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$3,259,160	\$3,384,451
Related Broad Outcome 6: Addressing Crime and Policing		

6. Payment Arrangements

Cabinet will pay The Portfolio of Internal and External Affairs for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	PIE 6 \$	PIE 15 \$	PIE 19 \$	PIE 22 \$	PIE 29 \$	PIE 32 \$	PIE 35 \$
July	30,662	718	149,623	445	7,735	16,667	3,053
August	30,662	718	149,623	445	7,735	16,667	3,053
September	30,662	718	149,623	445	7,735	16,667	3,053
October	30,662	718	149,623	445	7,735	16,667	3,053
November	30,662	718	149,623	445	7,735	16,667	3,053
December	30,662	718	149,623	445	7,735	16,667	3,053
January	30,662	718	149,623	445	7,735	16,667	3,053
February	30,662	718	149,623	445	7,735	16,667	3,053
March	30,662	718	149,623	445	7,735	16,667	3,053
April	30,662	718	149,623	445	7,735	16,667	3,053
May	30,662	718	149,623	445	7,735	16,667	3,053
June	30,662	718	149,623	445	7,735	16,667	3,053
TOTAL	367,940	8,617	1,795,472	5,335	92,820	200,000	36,635

MONTH	PIE 37 \$	PIE 38 \$	EMC 1 \$	EMC 2 \$	GOV 1 \$	GOV 2 \$	GOV 3 \$
July	1,371	1,371	104,043	28,266	35,115	24,212	13,513
August	1,371	1,371	104,043	28,266	35,115	24,212	13,513
September	1,371	1,371	104,043	28,266	35,115	24,212	13,513
October	1,371	1,371	104,043	28,266	35,115	24,212	13,513
November	1,371	1,371	104,043	28,266	35,115	24,212	13,513
December	1,371	1,371	104,043	28,266	35,115	24,212	13,513
January	1,371	1,371	104,043	28,266	35,115	24,212	13,513
February	1,371	1,371	104,043	28,266	35,115	24,212	13,513
March	1,371	1,371	104,043	28,266	35,115	24,212	13,513
April	1,371	1,371	104,043	28,266	35,115	24,212	13,513
May	1,371	1,371	104,043	28,266	35,115	24,212	13,513
June	1,371	1,371	104,043	28,266	35,115	24,212	13,513
TOTAL	16,451	16,451	1,248,519	339,186	421,384	290,547	162,151

MONTH	DCR 9 \$	DCR 10 \$	DCR 11 \$	DCR 12 \$	IMM 1 \$	IMM 2 \$	IMM 5 \$	IMM 6 \$
July	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
August	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
September	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
October	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
November	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
December	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
January	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
February	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
March	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
April	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
May	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
June	68,576	34,707	36,863	28,213	34,862	16,358	46,277	101,814
TOTAL	822,910	416,489	442,355	338,559	418,343	196,294	555,325	1,221,773

MONTH	IMM 7 \$	IMM 8 \$	IMM 9 \$	IMM 10 \$	IMM 11 \$	IMM 12 \$	IMM 13 \$	IMM 15 \$	IMM 16 \$
July	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
August	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
September	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
October	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
November	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
December	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
January	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
February	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
March	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
April	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
May	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
June	252,657	193,437	40,127	12,323	51,795	19,573	6,555	20,711	6,595
TOTAL	3,031,882	2,321,247	481,522	147,880	621,535	234,875	78,660	248,534	79,138

MONTH	IMM 17 \$	LGL 1 \$	LGL 2 \$	LGL 3 \$	LGL 4 \$	NEM 1 \$	NEM 2 \$	NEM 3 \$	NEM 4 \$
July	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
August	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
September	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
October	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
November	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
December	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
January	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
February	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
March	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
April	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
May	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
June	9,746	3,775	95,840	9,702	4,495	25,929	20,110	16,805	31,664
TOTAL	116,952	45,300	1,150,074	116,426	53,938	311,147	241,322	201,656	379,972

MONTH	NEM 6 \$	POL 6 \$	POL 7 \$	POL 8 \$	POL 9 \$	POL 13 \$	POL 14 \$
July	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775
August	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775

September	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775
October	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775
November	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775
December	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775
January	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775
February	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775
March	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775
April	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775
May	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775
June	19,244	939,411	137,848	4,027	8,858	1,351,647	335,775
TOTAL	230,930	11,272,934	1,654,181	48,326	106,296	16,219,768	4,029,297

MONTH	POL 15 \$	POL 16 \$	POL 17 \$	PRI 13 \$	PRI 14 \$	PRI 15 \$	PRI 16 \$
July	104,854	100,363	17,483	433,977	255,141	203,094	271,597
August	104,854	100,363	17,483	433,977	255,141	203,094	271,597
September	104,854	100,363	17,483	433,977	255,141	203,094	271,597
October	104,854	100,363	17,483	433,977	255,141	203,094	271,597
November	104,854	100,363	17,483	433,977	255,141	203,094	271,597
December	104,854	100,363	17,483	433,977	255,141	203,094	271,597
January	104,854	100,363	17,483	433,977	255,141	203,094	271,597
February	104,854	100,363	17,483	433,977	255,141	203,094	271,597
March	104,854	100,363	17,483	433,977	255,141	203,094	271,597
April	104,854	100,363	17,483	433,977	255,141	203,094	271,597
May	104,854	100,363	17,483	433,977	255,141	203,094	271,597
June	104,854	100,363	17,483	433,977	255,141	203,094	271,597
TOTAL	1,258,244	1,204,355	209,793	5,207,721	3,061,693	2,437,132	3,259,160

Appendix: Forecast Financial Statements

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Forecast Statement of Changes in Net Worth

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Portfolio of Internal and External Affairs

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at *30th June, 2010* and performance for the 2009/10 financial year;
- (c) comply with generally accepted accounting practice.

Franz I Manderson

Chief Officer

Portfolio of Internal and External Affairs

30th September, 2009

Portfolio of Internal and External Affairs
FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Revenue			
Outputs to Cabinet		69,475	77,330
Outputs to other government agencies			6,545
Outputs to others		7,599	6,562
Interest revenue		-	-
Total Operating Revenue		<u>77,074</u>	<u>90,437</u>
Operating Expenses			
Personnel costs	1	55,427	62,564
SUPPLIES AND CONSUMABLES	2	15,333	23,191
Depreciation	3	3,008	2,209
Capital charge		-	2,473
Other operating expenses		967-	-
Total Operating Expenses		<u>73,768</u>	<u>90,437</u>
Surplus from operating activities and before extraordinary items		3,107	-
Extraordinary items		-	-
Net Surplus		<u>3,107</u>	<u>-</u>

Portfolio of Internal and External Affairs
FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Opening balance net worth		33,069	25,994
Net surplus		3,107	-
Property revaluations		-	-
Investment revaluations		-	-
Net revaluations during the period		-	-
Total recognised revenues and expenses		36,176	25,994
Equity investment		5,291	7,075
Repayment of surplus		(3,107)	-
Capital withdrawal		-	-
Closing balance net worth		<u>38,360</u>	<u>33,069</u>

Portfolio of Internal and External Affairs
FORECAST BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Current Assets			
Cash and cash equivalents	4	14,715	10,293
Accounts receivable	5	10,373	10,372
Inventories	6	215	215
Other current assets		21	21
Total Current Assets		25,324	20,901
Non-Current Assets			
Property, plant and equipment	7	34,583	34,122
Other non-current assets		-	-
Total Non-Current Assets		34,583	34,122
Total Assets		59,906	55,023
Current Liabilities			
Accounts payable	8	20,381	20,788
Unearned revenue	9	-	-
Employee entitlements	10	940	940
Other current liabilities	11	173	173
Total Current Liabilities		21,494	21,901
Non-Current Liabilities			
Employee entitlements	12	53	53
Other non-current liabilities	13	-	-
Total Non-Current Liabilities		53	53
Total Liabilities		21,547	21,954
TOTAL ASSETS LESS TOTAL LIABILITIES		39,360	33,069
NET WORTH			
Contributed capital		48,451	42,160
Asset revaluation reserve			
Accumulated surpluses		(9,091)	(9,091)
Total Net Worth		39,360	33,069

Portfolio of Internal and External Affairs
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Outputs to Cabinet		69,476	77,330
Outputs to other government agencies		-	6,545
Outputs to others		7,599	6,562
Interest received		-	-
Payments			
Personnel costs		(55,427)	(62,564)
Suppliers		(15,533)	(23,191)
Other payments		-	-
<i>Net cash flows from operating activities</i>	14	6,115	4,682
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of non-current assets		(5,351)	(7,075)
Proceeds from sale of non-current assets		1,476	-
<i>Net cash flows from investing activities</i>		(3,875)	(7,075)
CASH FLOWS FROM FINANCING ACTIVITIES			
Equity investment		5,291	7,075
Repayment of surplus		(3,107)	-
Capital withdrawal		-	-
<i>Net cash flows from financing activities</i>		2,184	7,075
<i>Net increase/(decrease) in cash and cash equivalents</i>		4,423	4,682
Cash and cash equivalents at beginning of period		10,292	5,610
Cash and cash equivalents at end of period	4	14,715	10,292

Portfolio of Internal and External Affairs
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the Portfolio of Internal and External Affairs.

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities***Accounts Payable***

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

Portfolio of Internal and External Affairs
NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Salaries and wages (including employee pension contributions)	53,226	60,203
Employer/Government pension expense	2,201	2,361
Total Personnel Costs	55,427	62,564

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Supply of goods and services	13,226	18,641
Operating lease rentals	2,212	2,569
Other	95	1,981
Total Supplies and Consumables	15,533	23,191

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Buildings	450	507
Vehicles	848	957
Aeroplanes	450	80
Boats	101	158
Furniture and fittings	52	68
Computer hardware and software	622	147
Office equipment	288	44
Other plant and equipment	97	74
Other assets	99	174
Total Depreciation	3,008	2,209

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	40-60
Vehicles	4-12
Aeroplanes	9-20
Boats	9-20
Furniture and fittings	3-20
Computer hardware and software	3-10
Office equipment	3-20
Other plant and equipment	5-25
Other assets	3-25

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Cash on hand	9	9
Bank accounts	13,230	10,283
Total Cash and Cash Equivalents	13,239	10,292

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Outputs to Cabinet	5,500	5,500
Outputs to other government agencies	-	-
Outputs to others	2,051	2,051
Prepayments	140	140
Other Receivables	2,681	2,681
Total Gross	10,372	10,372
Less Provision for Doubtful Debts	-	-
Total Net Accounts Receivable	10,372	10,372

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Raw Materials (including Consumable Stores)	129	129
Finished Goods	86	86
Total Inventories	215	215

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Depreciation	Closing Balance 2008/9 Forecast
	\$000	\$000	\$000	\$000	\$000
Land	2,555	1,000			3,555
Buildings	13,380	1,714		(450)	14,644
Vehicles	2,611	60		(847)	1,824
Aeroplanes	-	3,600		(450)	3,150
Boats	139	-		(101)	38
Furniture and fittings	577	160		(52)	685
Computer hardware and software	705	-		(622)	83
Office equipment	258	38		(289)	7
Other plant and equipment	240	212		(196)	256
Construction in progress	13,640	2,350	(2,850)		13,140
Other assets	17	68			85
Total	34,122	9,202	(2,850)	(3,007)	37,467

	HC or Revalued Amount	Accumulated Depreciation	2009/10 Unaudited Actuals	2008/9 Est Actual
	\$000	\$000	\$000	\$000
Land	3,555		3,555	2,555
Buildings	34,008	(19,364)	14,644	13,380
Vehicles	4,722	(2,898)	1,824	2,611
Aeroplanes	3,600	(450)	3,150	-
Boats	736	(698)	38	139
Furniture and fittings	1,169	(484)	685	577
Computer hardware and software	1,024	(941)	83	705
Office equipment	736	(729)	7	258
Other plant and equipment	845	(589)	256	240
Construction in progress	13,140	-	13,140	13,640
Other assets (list if material)	95	(10)	85	17
Total	63,630	(26,163)	37,467	34,122

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Trade Creditors	5,625	5,625
Operating lease rental	(7)	(7)
Other Accounts Payable	15,170	15,170
Accruals	-	-
Total Accounts Payable	20,788	20,788

NOTE 9. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Long service leave and other leave entitlements	875	875
Other salary related entitlements	65	65
Total Employee Entitlements	940	940

NOTE 10. OTHER CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Provision	19	19
Other	154	154
Total Other Current Liabilities	173	173

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Long service leave and other leave entitlements	53	53
Total Employee Entitlements (Non-Current)	53	53

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Operating surplus/(deficit)	1,585	-
Non-cash movements		
Depreciation	3,008	2,209
Increase in payables/accruals	-	-
Personnel	-	-
Increase in receivables	-	-
Net cash flows from operating activities	4,593	2,209

BUDGET 2009/10

Annual Budget Statement

for

Portfolio of the Civil Service

For the financial year ending

30 June 2010

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005 Revision)

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1. Nature and Scope of Activities
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3. Ownership Performance Targets
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6. Payment Arrangements

Appendix: Forecast Financial Statements

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

The Portfolio of the Civil Service (PoCS) is responsible for supporting the further development of Human Resources Management across the Civil Service, including the development and implementation of a Civil Service College and other learning and development opportunities, and the promotion of HR best practice. We provide policy advice on HR matters to His Excellency the Governor and the Head of the Civil Service, monitor and evaluate compliance with the Public Service Management Law (PSML) and Personnel Regulations, and provide strategic oversight and administrative support for a Civil Service Appeals Commission. The PoCS also provides a range of operational HR services on a fee-for-service basis, and is responsible for the implementation and monitoring of Public Sector reform initiatives.

Scope of Activities

Strategic HR services

- Policy advice and support relating to service wide, human resource policies and practices for the civil service and the personnel functions of the Governor and the Head of the Civil Service.
- Development and maintenance of legislation and regulations governing civil service HR practices.
- Advice to civil service agencies to support the effective implementation of the PSML and Personnel Regulations.
- Promotion of the public service values and public servant's code of conduct.
- Job evaluation assessments for civil service positions.
- Monitoring trends and developments in HR matters across the service as a whole, including reports on service-wide trends and data
- Providing professional advice on the potential HR impacts and implications of Government proposals and initiatives and other developments within the civil service
- Development of capability and promotion of HR best practice across the civil service.
- Management of compensation and benefits

Operational HR services

- Technical and administrative support to the Head of the Civil Service (and where relevant the Governor) in relation to Chief Officer HR matters including appointment, remuneration, dismissal, succession planning, and performance agreement and performance assessments of Chief Officers, and in relation to civil service entity staff HR matters.
- HR services for Ministries and Portfolios, on a fee- for -service basis, including, recruitment, job analysis and the preparation of job descriptions, records management, succession planning and advice on specific HR matters.

HR Audit services

- Audits of civil service entity HR systems, to establish the extent of compliance with the PSML and PR and relevant legislative requirements.
- Special Investigations into HR issues and practices, including any alleged breaches of the code of conduct by chief officers.
- Promotion of self-assessment and publication of audit findings to share HR best practice and identify priorities for improvement within the civil service.

Civil Service Appeals Commission

- Strategic oversight of and administrative support for the Civil Service Appeals Commission.

Management Support for Civil Service Agencies

- Provision of free internal consultancy support to government agencies to enhance capability and improve performance in their strategic, financial or HR management functions.

Public Sector Reform

- Monitor and support the effective implementation of Civil Service Reform, the HR reform and other public sector management reform initiatives

Learning and Development Opportunities within the Civil Service

- Identification of priorities for human capital development within the civil service.
- Implementation of learning and development interventions to meet the identified needs.
- Strategic development and management of a Civil Service College (CSC), to provide learning and development opportunities for all civil servants, as well as other public sector and overseas clients.

Customer and Location Activities

- The services are provided to the Governor, Chief Secretary and Government Agencies.
- The Portfolio provides services within the Cayman Islands and overseas.

2. Strategic Ownership Goals

The key strategic ownership goals for the *Portfolio of the Civil Service* in 2009/10 and the subsequent two years are as follows:

- To maintain and further develop audit programs and staff capabilities in the HR Audit function.
- To strengthen cross functional training initiatives to enable the Portfolio to deliver its services more efficiently.
- Develop effective professional development strategies to ensure staff are capable of delivering HR best practice.
- Undertake process reengineering to streamline the processes within the portfolio.
- Implement a five year strategic plan for the portfolio.
- Develop systems and process capabilities for the effective implementation of Freedom of Information
- Develop the Portfolio's website as an effective informational and marketing tool.
- Complete the implementation electronic document management systems.
- Further develop the infrastructure of the Civil Service College.
- Develop Professional Diploma Programme for the Uniform Branches
- Identify job clusters service wide and link training to appropriate clusters

3. Ownership Performance Targets

The ownership performance targets for the *Portfolio of the Civil Service* for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$	2008/9 Estimated Actual \$
Revenue from Cabinet	3,953,272	3,388,125
Revenue from ministries, portfolios, statutory authorities, government companies	5,766	1,143,049
Revenue from others	12,000	72,426
Surplus/deficit from outputs	0	0
Ownership expenses	0	
Operating Surplus/Deficit	0	0
Net Worth	1,753,212	989,601
Cash flows from operating activities	(368,680)	746,265
Cash flows from investing activities	(10,000)	(19,415)
Cash flows from financing activities	-	75,000
Change in cash balances	(378,680)	801,850

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	299%	188%
Total Assets: Total Liabilities	378%	233%

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget %	2008/9 Estimated Actual %
Total full time equivalent staff employed	28	27
Staff turnover (%)	17%	29%
Managers	20%	0%
Professional and technical staff	0%	0%
Clerical and labourer staff		
Average length of service (number of years in current position)	2	2
Managers	4	3
Professional and technical staff	9	8
Clerical and labourer staff		
Changes to personnel management system:		

Physical Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Value of total assets	\$535,253	\$614,713
Asset replacements: total assets	2%	4%
Book value of assets: initial cost of those assets	61%	71%
Depreciation: cash flow on asset purchases	11%	29%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
Replacement Computers	10,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2009
None	0

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Natural Disaster - Loss of Vital Information	Approximately 90% complete	Implementation of electronic storage filing.	
Natural Disaster – Loss of public communications	Changed	Refresher training on use of handheld two-way radios and satellite phone, purchase of solar powered chargers for alternative power supplies for electrical equipment.	
Loss of Vital Human Resources	Unchanged	- Continue cross training of staff ensuring that staff are well versed in all areas of operation to facilitate continued smooth operations in the event of loss of vital staff. - Succession Planning	
Equipment Failure or Loss	Unchanged	- Ensure that IT Systems in the Portfolio of the Civil Service are properly maintained and backed up on a regular basis to minimize data loss. - Ensure computers have uninterrupted power supplies (UPS).	
Security of Confidential Documents	Unchanged	All confidential documents to be kept locked away and are only accessed by authorised personnel.	

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget	2008/9 Estimated Actual
	\$	\$
Equity Investment from Cabinet into the <i>Portfolio of the Civil Service</i>	-	75,000
Capital (Equity) Withdrawal by Cabinet from the <i>Portfolio of the Civil Service</i>	-	-

PART B
OUTPUT PERFORMANCE

5. **Outputs to be Delivered**

PCS 1	Policy Advice and Support on Civil Service Matters	\$309,466
Description Policy advice to the Head of the Civil Service and the Governor relating to civil service matters including: • Advice on service-wide human resource policies and practices for the civil service • Advice on remuneration for government employees other than civil servants • Advice on the Head of the Civil Service's machinery of government powers • Drafting of legislation and regulation • Drafting of replies to Parliamentary questions and general correspondence relating to Civil Service matters • Policy advice on the strategic development of the Civil Service College and other learning and development strategies within the Civil Service • Administrative Circulars		
Measures Quantity • Number of hours of policy advice provided • Number of Five-Star Award for Customer Excellence (FACE) Ceremony Quality Policy advice reviewed by Chief Officer prior to submission FACE awards ceremonies overseen by multi-agency advisory committee		2009/10 Budget 1,820-2,000 1 95-100% 95-100% 95-100% 100% \$309,466
Timeliness • All advice submitted in accordance with schedules as agreed by the Head of the Civil Service • FACE Award will take place in November 2009 Location Cayman Islands		2008/9 Estimated Actual 1,922 1 95-100% 95-100% 95-100% 100% \$242,930
Related Broad Outcome: 8: Preparing our Labour Market for Future Opportunities		

PCS 3	Support on Chief Officer Employment Matters	\$25,230
Description Provision of technical and administrative support to the Head of the Civil Service and, where relevant, the Governor, in relation to employment arrangements for chief officers including: - Managing chief officers' appointment processes - Assisting with negotiating remuneration levels with chief officers - Managing the processes surrounding the disciplining, dismissing or early retirement of chief officers - Developing succession plans for chief officers positions - Ensuring annual performance agreements are prepared for each chief officer and providing advice on the fairness of the agreement for the Head of the Civil Service's certification - Managing the process for annual performance assessment of chief officers including undertaking an initial assessment for consideration by the Head of the Civil Service		
Measures Quantity - Number of hours of technical and administrative support - Number of performance agreements prepared and advised on - Number of performance assessments prepared and advised on Quality - Technical and administrative support provided by Senior HR personnel - Preparation of and advice on Performance agreements and performance assessments by Senior HR personnel Timeliness - Support provided within timelines established by the Head of the Civil Service or Governor for the issue concerned - Preparation of performance agreements provided in November 2009 and June 2010 - Advice on performance assessments ongoing throughout the period Location Grand Cayman		2009/10 Budget 75-150 20 20 100% 100% 95-100% 95-100% 95-100% 100%
		2008/9 Estimated Actual 106 11 0 100% 100% 95-100% N/A N/A 100%
Cost		\$25,230 \$100,056
Related Broad Outcome: 8: Preparing our Labor Market for Future Opportunities		

PCS 4	Auditing Compliance with Human Resource (HR) Policies	\$386,190	
Description Auditing civil service entity compliance with Government Human Resource (HR) policies as established by the Public Service Management Law (2007 Revision) (PSML) and Personnel Regulations (2006) including: • Undertaking ongoing audits of civil service personnel systems to establish the extent of compliance with the Public Service Management Law (2007 Revision) and advising the Head of the Civil Service accordingly • Inquiring into alleged breaches of the code of conduct by Chief Officers and reporting to the Head of the Civil Service on the results of such enquiries • Undertaking such other investigations and human resource related services as the Governor, Head of the Civil Service or Cabinet may from time to time request			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of HR audits • Number of investigations		45-50 1-5	55 3
Quality HR Audits and investigations conducted in accordance with established methodology and policies		100%	100%
Timeliness • HR Audits completed within agreed timetable • Investigations commenced within 10 days of request		100% 85-100%	100% 85-100%
Location Grand Cayman and Cayman Brac		100%	100%
Cost		\$386,190	\$512,751
Related Broad Outcome: 8: Preparing our Labor Market for Future Opportunities			

PCS 5	Management of Public Sector Reform	\$131,582
Description Facilitate the enhancement of the Government's management system and provide advice to the Head of the Civil Service on opportunities for improvement, including the facilitation of such initiatives as: • Personnel Reform • Freedom of Information • E-government • 2009 Constitution Implementation • Modifications to Public Management and Finance Law (2005 Revision)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Hours spent on the management of reforms	700-775	764
Quality Facilitation of reforms provided by qualified Management Support Unit personnel	100%	100%
Timeliness • Personnel reform implemented in accordance with the implementation timeline established by the Head of the Civil Service • Delivery of reform activities in line with timelines agreed with Head of the Civil Service • Delivery of new constitution activities in line with timelines agreed with Cabinet	100% 100% 90%	100% 100% 90%
Location Grand Cayman	100%	100%
Cost	\$131,582	\$121,302
Related Broad Outcome: 2: Restoring Prudent Fiscal Management 8: Preparing our Labor Market for Future Opportunities		

PCS 7	Management Advice and Support	\$277,439
Description Provide advice and capability support to civil service entities in relation to public sector management issues, including strategic management, financial management, production management, management systems and Human Resource management		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours of advice and support provided	2,760-2,900	2,755
Quality Advice provided by qualified and experienced advisors who have a good knowledge of the Cayman Islands public sector management system and the technical areas concerned	100%	100%
Timeliness Advice provided in accordance with a schedule agreed with the relevant Chief Officer	100%	100%
Location Grand Cayman	100%	100%
Cost	\$277,439	\$471,218
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management 8: Preparing our labor market for future opportunities		

PCS 9	Recruitment Services	\$49,405
Description Provision of recruitment and orientation services to include: • Finalization of draft advert from client • Placement of ad based on client's requests • Logging, collation and forwarding of application forms to client electronically • Reference Checks • Follow-up after the interview • Preparation of Job Advert • Assessment and Forwarding of Applications and Resumes • Develop Interview Questions and Evaluation Documentation • Organize the Interview Panel and/or participate in Interviews • Telephone interviews • Preparation and organization of job sample testing best sources for ad placements • Other recruitment services as requested by client • Administration of standard pre-employment testing of candidates		
Measures Quantity • Number of recruitments • Number of hours of recruitment services Quality • Advice and guidance to be based on best HR practice and compliant with the Public Service Management Law (2007 Revision) and the Personnel Regulations • Services to be provided by qualified HR Professionals Timeliness Work output and turn around times to be as specified in our publications or as agreed with clients Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	2-3	N/A
	400-450	
	100%	N/A
	100%	N/A
	100%	N/A
	100%	N/A
	\$49,405	\$126,979
Related Broad Outcome: 8: Preparing our Labor Market for Future Opportunities		

Note: The above output was previously an Interagency output, therefore the estimated actual for 2008/9 has not been provided.

PCS 10	Job Descriptions, Reviews and Evaluations	\$250,385
Description: Provision of job evaluation services including:- • Registration, Pre-screening and job analysis • Feedback on improvements to job description, advice on organization structure and job re-design • Evaluation of job descriptions written in compliance with HAY standards • Job Descriptions evaluated and results recorded on a Job Evaluation request form		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of Job Descriptions evaluated	305	N/A
Quality Job evaluation process conducted in compliance with HAY standards	100%	N/A
Timeliness • Reference for job evaluation request to be provided within 48 hours • Job analysis commenced within five working days after request received • Job Evaluation (including feedback) completed within 10 working days of receipt of Job Description meeting compliance standards	90-100% 90-100% 90-100%	N/A N/A N/A
Location Grand Cayman	100%	100%
Cost	\$250,385	\$175,004
Related Broad Outcome: 8: Preparing our Labor Market for Future Opportunities		

Note: The above output was previously an Interagency output, therefore the estimated actual for 2008/9 has not been provided.

PCS 11	Operational Human Resource Advice, Support and Guidance	\$391,207
Description: Provision of oral and written advice and guidance on: - o Developing and/or enhancing Human Resource (HR) policies and procedures or assessing their compliance with the Law and Regulations - o General HR best practice matters HR advice and support to clients in regards to: - o Employee discipline, dismissal, retirement or other terminations - o Employee relations and retention - o Support on grievance and appeals - o Performance management - o Bespoke reports and statistical analysis - o Other consultancy services Job descriptions: - o Preparation of job descriptions (JD), including consultation with clients - o Revision of JDs to meet standard required for evaluation		
Measures Quantity • Number of employees in the department at the end of the month • Number of hours of advice and guidance to agencies on Public Service and Management Law (2007 Revision) (PSML) or Personnel Regulations (2006) • Number of hours of HR advice and support • Number of hours of advice on job descriptions Quality • Advice, guidance and support to be based on best HR practice and compliant with the PSML(2007 Revision) and Personnel Regulations 2006 • Services to be provided by qualified HR Professionals • Job description to be prepared in compliance with HAY standards Timeliness • Client requests to be acknowledged within two working days of receipt • Information provided and turnaround times to be as agreed with clients Location Grand Cayman		2009/10 Budget 3,750 255-280 1,400 45 90-100% 90-100% 90-100% 90-100% 90-100% 90-100% 100% \$391,207
		2008/9 Estimated Actual N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A \$0
Related Broad Outcome: 8: Preparing our Labor Market for Future Opportunities		

Note: The above output was previously an Interagency output, therefore the estimated actual for 2008/9 has not been provided.

PCS 12	Employee Records	\$309,238	
Description: Maintenance of employee records: - o Maintenance of files containing information relating to staff members' pension rights - o Provision of information relating to individual current and ex-employees that is held by the Portfolio of the Civil Service. Maintenance of Personnel records, to include: - o Storage and maintenance of personnel records - o Provision of access to and information relating to personnel records held by the Portfolio of the Civil Service Maintenance of IRIS records, to include: - o Data input of information onto IRIS from source documents including employee information and dependents for medical benefits. - o Provision of standard information (both individual and summary) relating to personnel records held on IRIS			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of employees in the department at the end of the month • Number of personnel files maintained • Number of requests for information processed		3,750	N/A
Quality • Records to be maintained in compliance with any record keeping standards established by government policy and in compliance with forthcoming Freedom of Information (FOI) requirements • Access to files provided in accordance with specifications agreed with client or as required by law to personnel information • Information entered onto IRIS reflects source information		90-100%	N/A
		90-100%	N/A
		90-100%	N/A
Timeliness • Information from a current employee's file to be retrieved within three working days of request • Requests for access to employee file by authorized persons to be met in accordance with FOI requirements • Data input to be undertaken to meet deadline for payroll processing or where this is not relevant within 48 hours of receipt of completed documentation • Information provision to be delivered in timeline agreed with requesting officer		90-100%	N/A
		90-100%	N/A
		90-100%	N/A
		90-100%	N/A
Location Grand Cayman		100%	N/A
Cost		\$309,238	\$0
Related Broad Outcome: 8: Preparing our Labor Market for Future Opportunities			

Note: The above output was previously an interagency output, therefore the estimated actual for 2008/9 has not been provided.

PCS 13	Administrative Support and Technical Advice to the Civil Service Appeals Commission	\$293,168
Description Administrative and technical advice to the Civil Service Appeals Commission (CSAC) relating to appeals from Civil Servants and Chief Officers made under: - Public Service Management Law (2007 Revision) - Personnel Regulations (2006)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours available to hear and decide on appeals	1,200-1,300	1,200-1,300
Quality All appeal hearings in compliance with four basic principles established within the Commission's handbook	100%	100%
Timeliness All appeals processed within 30 working days	90-100%	90-100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$293,168	\$309,116
Related Broad Outcome: 8: Preparing our Labor Market for Future Opportunities		

PCS 14	Accounting Services to Cabinet Office	\$107,777
Description Provision of financial services to the Cabinet Office including budget preparation, quarterly and monthly reporting, the maintenance of the IRIS ledgers and their associated control systems.		
Measures Quantity - Number of quarterly reports provided to the Cabinet Secretary - Number of annual and supplementary budgets Quality - Reports inclusive of all outputs and reported in the accordance with Public Management and Finance Law (2005 Revision) - Budgets prepared in accordance with Budget and Management Unit (BMU) requirements evidenced by being passed by the Legislative Assembly Timeliness - Quarterly reports submitted within three weeks of the end of each quarter - Budgets completed within deadline set by BMU Location Grand Cayman	2009/10 Budget	2008/9 Estimated Actual
	4	N/A
	2	N/A
	80-90%	N/A
	80-90%	N/A
	80-90%	N/A
	80-90%	N/A
	100%	N/A
Cost	\$107,777	\$0
Related Broad Outcome: 8: Preparing our Labor Market for Future Opportunities		

Note: The above output was previously an interagency output, therefore the estimated actual for 2008/9 has not been provided.

PCS 15	Civil Service College	\$1,216,555	
Description - Provision of learning and development opportunities to the Cayman Islands' Civil Service and other clients, through continued strategic development and management of a Civil Service College (CSC), to deliver: - Courses for academic accreditation and/or professional certification - Focus on certain professional groupings for intensive staff development (e.g. uniformed services supervisor training, procurement professionals training, etc) - Framework for linking training to Performance Management and Succession Planning - Discussion paper on consolidating training elements across a range units to achieve better value for money - Special courses on matters such as statutory authority governance as requested (to include HR, IRIS, FOI, Governance etc.)			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of accredited courses delivered - Number of professional groupings supported - Number of frameworks - Number of studies - Special courses		32-38 2-3 1 1 4-6	41 N/A 0 3 1
Quality - Courses and programmes subject to approval by Director of CSC, and other participating institutions where appropriate - Discussion papers and Framework to be approved by Chief Officer prior to distribution - Delivered by qualified staff based on Director of CSC approval		90-100% 100% 100%	90-100% 100% 100%
Timeliness - Accredited courses delivered in line with agreed schedule - Special courses as demanded - Professional grouping strategies and programmes delivered - Discussion papers delivered as follows: - Consolidating training elements -Apr 10		90-100% 90-100% 90-100% 90-100%	90-100% 90-100% 90-100% 90-100%
Location Cayman Islands and Overseas		90-100%	90-100%
Cost		\$1,216,555	\$1,120,247
Related Broad Outcomes: 7: Education: The Key to Growth and Development			

6. Payment Arrangements

Cabinet will pay the *Portfolio of the Civil Service* for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	PCS1 \$	PCS2 \$	PCS3 \$	PCS4 \$	PCS5 \$	PCS7 \$	PCS9 \$	PCS 10 \$	PCS 11 \$	PCS 12 \$	PCS13 \$	PCS14 \$	PCS15 \$
August	25,789	17,136	2,103	32,183	10,965	23,120	4,117	20,865	32,600	25,770	24,431	8,981	101,380
September	25,789	17,136	2,103	32,183	10,965	23,120	4,117	20,865	32,600	25,770	24,431	8,981	101,380
October	25,789	17,136	2,103	32,183	10,965	23,120	4,117	20,865	32,600	25,770	24,431	8,981	101,380
November	25,789	17,136	2,103	32,183	10,965	23,120	4,117	20,865	32,600	25,770	24,431	8,981	101,380
December	25,789	17,136	2,103	32,183	10,965	23,120	4,117	20,865	32,600	25,770	24,431	8,981	101,380
January	25,789	17,136	2,103	32,183	10,965	23,120	4,117	20,865	32,600	25,770	24,431	8,981	101,380
February	25,789	17,136	2,103	32,183	10,965	23,120	4,117	20,865	32,600	25,770	24,431	8,981	101,380
March	25,789	17,136	2,103	32,183	10,965	23,120	4,117	20,865	32,600	25,770	24,431	8,981	101,380
April	25,789	17,136	2,103	32,183	10,965	22,926	4,117	20,865	32,600	25,770	24,431	8,981	101,380
May	25,789	17,136	2,103	32,183	10,965	23,120	4,117	20,865	32,600	25,770	24,431	8,981	101,380
June	25,789	17,136	2,103	32,183	10,965	23,120	4,117	20,865	32,607	25,770	24,431	8,981	101,380
TOTAL	309,466	205,632	25,230	386,190	131,582	277,439	49,405	250,385	391,207	309,238	293,168	107,777	1,216,555

Appendix: Forecast Financial Statements

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Portfolio of the Civil Service

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at *30 June 2010* and performance for the 2009/10 financial year; and
- (c) comply with generally accepted accounting practice.

Gloria McField-Nixon
Chief Officer
Portfolio of the Civil Service

30th September, 2009

Portfolio of the Civil Service
FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Cabinet		3,953	3,388	3,469
Outputs to other government agencies		6	1,143	1,146
Outputs to others		12	72	15
Interest revenue		-		3
Total Operating Revenue		3,971	4,603	4,633
Operating Expenses				
Personnel costs	1	2,329	2,356	2,388
Supplies and consumables	2	1,586	1,807	1,636
Depreciation	3	56	89	92
Capital charge		0	59	55
Other operating expenses		0	0	0
Total Operating Expenses		3,971	4,311	4,171
Surplus from operating activities and before extraordinary items		0	292	462
Extraordinary items		0	1	0
Net Surplus		0	291	462

**FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net worth		1,753	1,386	924
Net surplus		0	291	462
Property revaluations		-		
Investment revaluations		-		
Net revaluations during the period		-		
Total recognised revenues and expenses		1,753		
Equity investment		-	75	
Repayment of surplus		-		
Capital withdrawal		-		
Closing balance net worth		1,753	1,753	1,386

Portfolio of the Civil Service
FORECAST BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	700	1,086	285
Accounts receivable	5	1,093	1,343	1,680
Other current assets	6	22	29	29
Total Current Assets		1,815	2,458	1,994
Non-Current Assets				
Property, plant and equipment	7	568	615	684
Other non-current assets		-		
Total Non-Current Assets		568	615	684
Total Assets		2,383	3,073	2,678
Current Liabilities				
Accounts payable	8	188	878	811
Unearned revenue	9	42	42	42
Employee entitlements	10	295	295	295
Other current liabilities		94	94	94
Total Current Liabilities		619	1,309	1,242
Non-Current Liabilities				
Employee entitlements	11	11	11	50
Other non-current liabilities	12	0	0	
Total Non-Current Liabilities		11	11	50
Total Liabilities		630	1,320	1,292
TOTAL ASSETS LESS TOTAL LIABILITIES		1,753	1,753	1,386
NET WORTH				
Contributed capital		1,139	1,139	1,063
Asset revaluation reserve		-		
Accumulated surpluses		615	615	323
Total Net Worth		1,753	1,753	1,386

Portfolio of the Civil Service
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		3,953	2,891	3,368
Outputs to other government agencies		206	1,253	1,127
Outputs to others		12	72	
Interest received				
Payments				
Personnel costs		(2,329)	(2,356)	(2,322)
Suppliers		(2,211)	(1,058)	(2,018)
Other payments				
<i>Net cash flows from operating activities</i>	13	(369)	746	155
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(10)	(19)	(45)
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		(10)	(19)	(45)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		0	75	0
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>		0	75	0
<i>Net increase/(decrease) in cash and cash equivalents</i>		(379)	802	110
Cash and cash equivalents at beginning of period		1,079	285	175
Cash and cash equivalents at end of period	4	700	1,086	285

STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Portfolio of the Civil Service*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2010.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities***Accounts Payable***

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

NOTES TO THE FORECAST FINANCIAL STATEMENTS**NOTE 1. PERSONNEL COSTS**

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	1,998	2,241	2,275
Employer/Government pension expense	109	115	112
Total Personnel Costs	2,329	2,356	2,387

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	1,387	1,611	1,383
Operating lease rentals	199	198	188
Other	0	1	0
Total Supplies and Consumables	1,586	1,810	1,571

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings			
Vehicles			
Aeroplanes			
Boats			
Furniture and fittings	24	24	23
Computer hardware and software	0	36	39
Office equipment	33	29	29
Other plant and equipment			
Other assets			
Total Depreciation	56	89	92

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	40-60
Vehicles	4-12
Aeroplanes	9-20
Boats	9-20
Furniture and fittings	3-20
Computer hardware and software	3-10
Office equipment	3-20
Other plant and equipment	5-25
Other assets	3-25

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand	0	0	0
Bank accounts	700	1,086	285
Deposits with Portfolio Finance and Economic (Treasury)	0	0	0
Total Cash and Cash Equivalents	700	1,086	285

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet	263	575	595
Outputs to other government agencies	563	715	1,027
Outputs to others			3
Interest receivable			
Prepayments	11	75	3
Interest Receivable			7
Other Receivables	256	0	54
Total Gross	1,093	1,365	1,689
Less provision for doubtful debts			0
Total Net	1,093	1,365	1,689

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)			
Work in Progress			
Finished Goods			
Total Inventories	0	0	0

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings	17				1	16
Vehicles						
Aeroplanes						
Boats						
Furniture and fittings	399				98	301
Computer hardware and software	94	10			82	22
Office equipment	367				151	215
Other plant and equipment						
Construction in progress						
Other assets	23				0	23
Total	900	10	0	0	332	568

	HC or Revalued Amount \$000	Accum Depr \$000	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Buildings				
Vehicles				
Aeroplanes				
Boats				
Furniture and fittings	416	99	301	341
Computer hardware and software	95	82	22	3
Office equipment	367	184	215	248
Other plant and equipment				
Construction in progress				
Other assets (list if material)	23		23	23
Total	900	365	568	615

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Trade Creditors	109	109	146
Operating lease rental			
Accruals	79	769	570
Total	188	878	716

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance	42	42	0
Total	42	42	0

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	295	295	336
Other salary related entitlements			
Total Employee Entitlements	295	295	336

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	11	11	50
Other salary related entitlements			
Total	11	11	50

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable	0	0	0
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total	0	0	0

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast \$000	2008/9 Est. Actual This Year \$000	2007/8 Actual \$000
Operating surplus/(deficit)	0	292	462
Non-cash movements			
Depreciation	56	89	92
Increase in provision for doubtful debts			
Increase in payables/accruals	(625)	67	(290)
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			
Increase in receivables	200	298	(190)
Net cash flows from operating activities	(369)	746	155

BUDGET 2009/10

Annual Budget Statement

for

Portfolio of Legal Affairs

For the financial year ending

30 June 2010

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005 Revision)

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

The provision of legal advice, prosecution and legal education services.

Scope of Activities

The Portfolio's scope of activities involves:

- The provision of legal services and legal advice to the Government, government agencies, and the Cayman Islands Mutual Legal Assistance Authority
- The prosecution of criminal offences
- International legal cooperation activities
- Conducting Civil Litigations on behalf of Government
- Drafting of legislation
- The provision of legal education and training
- Provision of financial intelligence services to the Attorney General
- Law Revision services
- Law Reform Commission

Customers and Location of Activities

Customer for all activities is the Attorney General, Government agencies and general public. All services located in the Cayman Islands

2. Strategic Ownership Goals

The key strategic ownership goals for the *Portfolio of Legal Affairs* in 2009/10 and the subsequent two years are as follows:

- Ensure optimum use of Government resources so that costs are reduced as much as possible
- Development of Staff Retention Program to ensure that department continues to be adequately staffed
- Provision of optimum legal services to the Government and Government entities
- Complete the joint web-site for the Courts and the Portfolio
- The diligent training of articulated clerks
- The continuing professional education of qualified attorneys in Government service
- Training of administrative and support staff to paralegal standard
- Comply with the performance appraisal system
- Developing and maintaining legal research tools and data base
- The maintenance of equipment conducive to the production of the Portfolio's outputs

3. Ownership Performance Targets

The ownership performance targets for the Portfolio of Legal Affairs for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$	2008/9 Estimated Actual \$
Revenue from Cabinet	7,710,300	7,629,000
Revenue from ministries, portfolios, statutory authorities, government companies	200,000	1,065,000
Revenue from others	875,000	846,000
Surplus/deficit from outputs		
Ownership expenses	8,,875,300	9,540,000
Operating Surplus/Deficit		
Net Worth		
Cash flows from operating activities	292,000	26,000
Cash flows from investing activities	(250,000)	(240,000)
Cash flows from financing activities	35,000	120,000
Change in cash balances	77,000	(94,000)

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	241	171
Total Assets: Total Liabilities	411	348

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed	70	74
Staff turnover (%)	0%	0%
Managers		
Professional and technical staff	10%	10%
Clerical and labourer staff	10%	10%
Average length of service (number of years in current position)	7	6
Managers		
Professional and technical staff	4	4
Clerical and labourer staff	4	4
Changes to personnel management system:		

Physical Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Value of total assets	\$2,546,000	\$2,654,000
Asset replacements: total assets	10%	9%
Book value of assets: initial cost of those assets	60%	67%
Depreciation: cash flow on asset purchases	86%	50%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
Library books Office equipment	250,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2009

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Loss of Files	Reduced risk partially by implementing case file management system	Improved Alternative Storage Continue with implementation of case file management system	Unknown
Insufficient Administrative Support	Unchanged	Continue to add support staff.	Unknown
Loss of Staff	Unchanged	• Ensure that the compensation differential with the private sector is at an acceptable level • Improve the physical working environment • Ensure that departments are adequately staffed which will ensure an equitable distribution of workload • Retention of staff continues to be a major issue and is affecting the performance of the Portfolio	Unknown

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget \$	2008/9 Estimated Actual \$
Equity Investment from Cabinet into the <i>Portfolio of Legal Affairs</i>	35,000	130,000
Capital (Equity) Withdrawal by Cabinet from the Portfolio of Legal Affairs		

PART B
OUTPUT PERFORMANCE

6. Outputs to be Delivered

PLG 2	Drafting of Legislation and Regulations	\$910,700
Description Drafting of legislation and regulations for the Government		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of drafting hours	7,000-8,000	7,664
Quality - Work undertaken by qualified and experienced legal drafters - Law revisions accurately reflect amendment laws	100% 100%	100% 100%
Timeliness Laws drafted with the deadlines established by Cabinet	100%	100%
Location Grand Cayman	100%	100%
Cost	\$910,700	\$959,925
Related Broad Outcome Addressing the Economic Crisis in the Cayman Islands Restoring Prudent Fiscal Management Ensuring Success and Participation of Caymanians in the Financial Services Industry Setting the stage for success in the Tourism Industry Addressing Crime and Policing Education: The key to growth and development opportunities Improving the lives of the elderly and disabled Reducing substance abuse Development our Youth Addressing energy and the Environment		

PLG 15	Prosecution and Victim Support	\$2,501,656
Description Provision of prosecution services relating to criminal matters		
Measures Quantity - Number of cases for which legal rulings provided - Number of cases prosecuted Quality - Availability of qualified Crown Counsel - Percentage of indictments that were drafted correctly and did not required revision - Percentage of indictments that were successfully lodged - Percentage of times that disclosures provided to the defense was satisfactory to the expectations of the end-user Timeliness - Percentage of rulings within specified time - Percentage of advice given within specified time - Percentage of indictments drafted within period prescribed by Grand Court practice direction one working day - Percentage of prosecution undertaken within a given period or as required - Percentage of disclosure provided within reasonable time to assist the defense in their preparation prior to trial/hearing - Percentage of Preliminary Bundles prepared within time specified the court - Percentage of times hearings are accomplished within time set for such hearings Location Grand Cayman	2009/10 Budget 1,200-1,400 900-1,100 100% 100% 100% 95% 100% 98% 100% 100% 95% 100% 95% 100%	2008/9 Estimated Actual 1,292 1,081 100% 100% 100% 95% 100% 98% 100% 100% 95% 100% 95% 100%
Cost	\$2,501,656	\$2,772,734
Related Broad Outcome Addressing Crime and Policing		

PLG 16	Legal Advice and Representation	\$1,023,857
Description Provision of legal advice on civil matters to Government Ministries and Portfolios.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours of advice and representation	10,000-10,500	N/A
Quality Advice and representation provided by qualified Crown Counsel and Attorneys	100%	N/A
Timeliness - Opinions issued within - Representations when proceedings occur	2 weeks 100%	N/A N/A
Location Grand Cayman	100%	N/A
Cost	\$1,023,857	\$0
Related Broad Outcome Addressing Crime and Policing		

Note: This was an interagency output in 2008/9.

PLG 19	International Legal Cooperation Activities	\$517,187
Description Administer, manage and implement the various forms of International Legal Assistance available through the Portfolio. Conduct criminal prosecutions and make ancillary applications arising out of international requests for assistance.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of request for assistance from Authority	40-50	40-50
Quality Qualified Attorneys to provide requested assistance	100%	100%
Timeliness Assistance given within required time line	100%	100%
Location Grand Cayman	100%	100%
Cost	\$517,187	\$452,261
Related Broad Outcome Addressing Crime and Policing		

PLG 20	Ministerial Servicing and Policy Advice for the Attorney General	\$807,500
Description Provision of Ministerial Services to support the Attorney General including secretarial administrative, law revision and policy advice		
Measures Quantity Number of hours providing secretarial and administrative support and policy advice Quality - Policy advice provided by competent experienced lawyers and other professionals - Work undertaken by qualified personnel Timeliness - Correspondence responded to within one week of receipt - Policy advice within the timeframe set by the Attorney General Location Cost	2009/10 Budget	2008/9 Estimated Actual
	7,500-9,000	6,400-8,000
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$807,500	\$1,090,887
Related Broad Outcome Addressing the Economic Crisis in the Cayman Islands Addressing Crime and Policing Improving the lives of the elderly and disabled Reducing substance abuse Empowering Women Development our Youth Addressing energy and the Environment		

PLG 21	Financial Intelligence Services	\$762,000
Description Provision of financial intelligence services to the Attorney General including: • Receipt of financial intelligence [suspicious activity reports (SARs)] under the Proceeds of Criminal Conduct Law, the Misuse of Drugs Law and anti-terrorism legislation • Handling requests for financial intelligence from overseas counterparts • Appropriately disseminate intelligence to those authorised by law to receive them in a timely manner • Guidance to the industry on money laundering typologies • Statistical reports to the Anti Money Laundering Steering Group (AMLSG) relating to financial intelligence services • Representation of the Cayman Islands in the Egmont Group, CFATF and other international forums		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Total number of cases (SARs' and Overseas Requests) received Breakdown of cases as follows: - o Number of cases analyzed - o Number of cases (SARs) received locally - o Number of cases (Requests) for financial intelligence from Overseas Financial Intelligence Units (FIUs') - o Number of requests answered within 30 days - o Number of financial intelligence disclosures to local authorities - o Number of cases voluntarily disclosed to overseas FIUs' and Law Enforcement Agencies - o Number of cases (SARs) in progress at year end - o Number of cases (Requests) in progress at year end • Number of guidance pamphlets issued on money laundering typologies • Annual Report produced as per the Proceeds of Criminal Conduct Law (PCCL) • Number of days spent on representation activities	300-350 280-320 250-300 60-70 50-65 70-90 25-40 30-50 5-15 1 1 25-40	320 284 258 62 55 87 35 31 5 0 1 25
Quality • Case information received , logged into database and kept secure from unauthorized use or disclosure • Thorough analysis of cases leading to closure by the Director within 90 days (accurate and useful financial intelligence) • Dealings with local authorities and overseas counterparts (including in Egmont Group context) conducted in accordance with the PCCL and operating policies • Annual Report approved by the AMLSG	100% 90% 100% 100%	95% 87% 100% 100%
Timeliness • Cases entered into database and acknowledged within four days • Cases analysed within 18 days of receipt (2008/09 – 16 days) • Cases reviewed and closed by Director within 90 days of receipt • Respond to requests from overseas counterparts within 1 month • Turnaround time on financial intelligence to local authorities within one week of Director's approval being given • Annual Report produced on or before the 30th September as per the Proceeds of Crime Law (PoCL)	90% 90% 90% 90% 90% 100%	94% 79% 87% 87% 83% 100%
Location • Grand Cayman • Other Overseas Locations	95% 5%	95% 5%
Cost	\$762,000	\$916,608
Related Broad Outcome: Address Crime and Improve Policing		

PLG 24	Review and Modernization of Laws	\$376,700
Description The study and review of statutes and other laws comprising the law of the Cayman Islands with a view to its systematic development and reform, including in particular: - - the modification of any branch of the law as far as that is practicable - the elimination of anomalies in the law, the repeal of obsolete and unnecessary enactments and the simplification and modernization of the law - the development of new areas in the law with the aim of making them more responsive to the changing needs of Cayman Islands society - the adoption of new or more effective methods for the administration of the law and the dispensation of justice; and - the codification of the unwritten laws of the Cayman Islands		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of review hours	3,400-3,700	3,544
Quality Work undertaken by qualified and experienced lawyers	100%	100%
Timeliness Within the deadlines agreed by members of the Commission	100%	100%
Location Grand Cayman	100%	100%
Cost	\$376,700	\$451,972
Related Broad Outcome Addressing Crime and Policing Education: The Key to Growth and Development Improving the lives of the Elderly and Disabled Reducing Substance Abuse		

PLG 26	Law Teaching and Publications	\$810,700
Description • Provision of law teaching relating to: • Attorney at Law Certificate of the Cayman Islands • Individual courses with or without University of Liverpool certification • LLB (Hons) degree from the University of Liverpool • Continuing education, professional development seminars and short courses for Magistrates, Justices of the Peace and local interest groups • General advice and training for various government agencies • Publication of Legal research in various local, regional and international law journals		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of student - o Attorney of Law Certificate - o Full –Time LLB degree - o Part-Time LLB degree - o Individual courses • Attorney of Law Certificate - o Courses provided within academic year - o Hours of classroom lecturing per academic year • LLB (Hons) - o Modules taught over three academic years - o Hours of classroom teaching per module - o Hours of classroom lecturing per academic year • Number of publications	12-15 70-75 27-33 2 7 200 19 50 950 2-4	19 74 30 1 7 200 19 50 950 2-4
Quality		
Attorney of Law Certificate		
• Percentage of courses taught by lecturers qualified to teach in the field • Percentage of courses taught in accordance with a curriculum approved by Legal .Advisory Council • Peer review of assessment criteria (setting of examinations) by External examiners • Peer review of internal assessment of coursework by external examiners	100% 100% 90% 90%	100% 100% 90% 90%
LLB Degree		
• Percentage of courses taught by lecturers qualified to teach in the field • Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool • Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University • Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University	100% 100% 90% 90%	100% 100% 90% 90%
Publications		
Meet standards required for publication	90%	90%
Timeliness		
• Courses offered during each academic year • Research papers are completed on an ongoing basis throughout the calendar year	100% 100%	100% 100%
Location		
Grand Cayman	100%	100%
Cost	\$810,700	\$984,613
Related Broad Outcome Education: The Key to Growth and Development		

Note: The total cost of supplying this output is \$1,685,700. However, the revenue of \$875,000 from third parties reduces the cost to Cabinet to \$810,700.

6. Payment Arrangements

Cabinet will pay the *Portfolio of Legal Affairs* for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	PLG 2 \$	PLG 15 \$	PLG 16 \$	PLG 19 \$	PLG 20 \$	PLG 21 \$	PLG 24 \$	PLG 26 \$
July	75,892	208,471	85,321	43,099	67,292	63,500	31,392	67,558
August	75,892	208,471	85,321	43,099	67,292	63,500	31,392	67,558
September	75,892	208,471	85,321	43,099	67,292	63,500	31,392	67,558
October	75,892	208,471	85,321	43,099	67,292	63,500	31,392	67,558
November	75,892	208,471	85,321	43,099	67,292	63,500	31,392	67,558
December	75,892	208,471	85,321	43,099	67,292	63,500	31,392	67,558
January	75,892	208,471	85,321	43,099	67,292	63,500	31,392	67,558
February	75,892	208,471	85,321	43,099	67,292	63,500	31,392	67,558
March	75,892	208,471	85,321	43,099	67,292	63,500	31,392	67,558
April	75,892	208,471	85,321	43,099	67,292	63,500	31,392	67,558
May	75,892	208,471	85,321	43,099	67,292	63,500	31,392	67,558
June	75,888	208,475	85,326	43,098	67,288	63,500	31,388	67,562
TOTAL	910,700	2,501,656	1,023,857	517,187	807,500	762,000	376,700	810,700

Appendix: Forecast Financial Statements

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Portfolio of Legal Affairs

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30 July 2010 and performance for the 2009/10 financial year;
- (c) comply with generally accepted accounting practice.

Cheryl Richards
Chief Officer
Portfolio of Legal Affairs

30 September, 2009

Portfolio of Legal Affairs
**FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Cabinet		7,710	7,629	6,266
Outputs to other government agencies		200	1,065	1,067
Outputs to others		875	846	818
Interest revenue				18
Total Operating Revenue		8,785	9,540	8,169
Operating Expenses				
Personnel costs	1	(5,999)	(6,104)	(5,417)
Supplies and consumables	2	(2,571)	(3,212)	(2,474)
Depreciation	3	(215)	(119)	(181)
Capital charge			(105)	(97)
Other operating expenses				
Total Operating Expenses		(8,785)	(9,540)	(8,169)
Surplus from operating activities and before extraordinary items		0	0	0
Extraordinary items				
Net Surplus		0	0	0

Portfolio of Legal Affairs

**FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net worth		1,891	1,771	1,651
Net surplus				
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses		1,891	1,771	1,651
Equity investment		35	120	120
Repayment of surplus				
Capital withdrawal				
Closing balance net worth		1,926	1,891	1,771

Portfolio of Legal Affairs
FORECAST BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	459	382	892
Accounts receivable	5	700	920	1,426
Inventories	6			
Total Current Assets		1,159	1,302	2,318
Non-Current Assets				
Property, plant and equipment	7	1,387	1,352	1,265
Other non-current assets				8
Total Non-Current Assets		1,387	1,352	1,273
Total Assets		2,546	2,654	3,591
Current Liabilities				
Accounts payable	8	300	470	1,248
Unearned revenue	9			
Employee entitlements	10	180	177	235
Other current liabilities				237
Total Current Liabilities		480	647	1,720
Non-Current Liabilities				
Employee entitlements	11	140	116	100
Other non-current liabilities	12			
Total Non-Current Liabilities		140	116	100
Total Liabilities		620	763	1,820
TOTAL ASSETS LESS TOTAL LIABILITIES		1926	1,891	1,771
NET WORTH				
Contributed capital		1,926	1,891	1,771
Asset revaluation reserve				
Accumulated surpluses				
Total Net Worth		1,926	1,891	1,771

Portfolio of Legal Affairs
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		7,710	7,549	6,190
Outputs to other government agencies		420	1,035	687
Outputs to others		875	846	818
Interest received				18
Payments				
Personnel costs		(5,972)	(6,067)	(5,327)
Suppliers		(2,741)	(3,202)	(2,515)
Other payments			(135)	(97)
<i>Net cash flows from operating activities</i>	13	292	26	(226)
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(250)	(240)	(345)
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		(250)	(240)	(345)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		35	120	120
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>		35	120	120)
<i>Net increase/(decrease) in cash and cash equivalents</i>		77	(94)	(451)
Cash and cash equivalents at beginning of period		382	476	1,343
Cash and cash equivalents at end of period	4	459	382	892

Portfolio of Legal Affairs
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the Portfolio of Legal Affairs

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities***Accounts Payable***

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

NOTES TO THE FORECAST FINANCIAL STATEMENTS**NOTE 1. PERSONNEL COSTS**

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	5,719	5,804	5,179
Employer/Government pension expense	280	300	238
Total Personnel Costs			
	5,999	6,104	5,417

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	1,730	2,398	1,674
Operating lease rentals	841	814	800
Other			
Total Supplies and Consumables	2,571	3,212	2,474

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings			3
Vehicles			
Aeroplanes			
Boats			
Furniture and fittings		25	24
Computer hardware and software			5
Office equipment			25
Other plant and equipment			
Other assets	215	94	124
Total Depreciation	215	119	181

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	5
Vehicles	
Aeroplanes	
Boats	
Furniture and fittings	10
Computer hardware and software	4
Office equipment	6
Other plant and equipment	
Other assets	10

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand	459	382	892
Bank accounts			
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	459	382	892

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet	400		
Outputs to other government agencies	300	685	1,279
Outputs to others		200	
Interest receivable			
Prepayments			19
Interest Receivable			
Other Receivables		35	141
Total Gross	700	920	1,439
Less provision for doubtful debts			13
Total Net	700	920	1,426

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)			
Work in Progress			
Finished Goods			
Total Inventories			

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings						
Vehicles						
Aeroplanes						
Boats						
Furniture and fittings						
Computer hardware and software						
Office equipment						
Other plant and equipment						
Construction in progress						
Other assets	1,352	250			(215)	1,387
Total	1,352	250			(215)	1,387

	HC or Revalued Amount \$000	Accum Depr \$000	2009/10 Forecast \$000	2008/9 Est Actual \$000
Buildings				
Vehicles				
Aeroplanes				
Boats				
Furniture and fittings				
Computer hardware and software				
Office equipment				
Other plant and equipment				
Construction in progress				
Other assets (list if material)	2,330	(943)	1,387	1,352
Total	2,330	(943)	1,387	1,352

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet			749
Trade Creditors		20	5
Operating lease rental			
Accruals	300	330	494
Total	300	350	1,248

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance			
Total			

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	180	177	235
Other salary related entitlements			
Total Employee Entitlements	180	177	235

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	140	116	100
Other salary related entitlements			
Total	140	116	100

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total			

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast	2008/9 Est. Actual This Year	2007/8 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)			
Non-cash movements			
Depreciation	215	119	181
Increase in provision for doubtful debts			
Increase in payables/accruals	(143)	17	65
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			
Increase in receivables	220	(110)	(472)
Net cash flows from operating activities	292	26	(226)

BUDGET 2009/10

Annual Budget Statement

for

Portfolio of Finance and Economics

**For the financial year ending
30 June 2010**

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005 Revision)

Contents

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

- Manage budget process
- Collect coercive revenues
- Develop and initiate insurance programmes to implement safety and loss control activities in order to minimize the financial impact of natural hazards, accidents and other unexpected losses to the Cayman Islands Government.
- Prevent import and export of prohibited and restricted goods
- Prepare consolidated core government forecasts and annual financial statements
- Manage cash and government borrowings
- Provide internal audit support for objective assurance, examinations and appraisal of controls, performance, risk and governance
- Conduct and analyze statistical research as well as social and economic surveys

Scope of Activities

- Design, prepare and execute budgets and provide financial reports for Ministries/Portfolios and the Entire Public Sector.
- Process and inspect vessels and aircrafts
- Provide drug awareness education and K-9 support
- Conduct macro-economic analysis and research
- Update household and business registers
- Identify and evaluate exposures to loss and develop appropriate risk minimization strategies
- Report on actual and forecasted government financial results
- Process payroll, recover debts, manage trust assets and loans made for Ministries/Portfolios and the Executive
- Manage government's financial information systems (IRIS)
- Carry out the functions of the CTC in accordance with the CTC process and the PMFL
- To promote the acceptance and use of IPSAS through the Accounting Policies Committee (APC)

Customers and Location of Activities

Customers of the Portfolio of Finance and Economics included the Financial Secretary, General Public, and Cabinet

2. Strategic Ownership Goals

The key strategic ownership goals for the Portfolio of Finance and Economics and Economics in 2009/10 and the subsequent two years are as follows:

- Improve the quality of customer service both internally and externally
- Develop and maintain an organizational structure that allows upward mobility for staff
- Upgrade information technology infrastructure to meet the requirements of the current program of surveys, macroeconomic compilation program and the 2010 census
- Continue development of record management systems to facilitate requirements under the Freedom of information Act
- Improve the storage and retrieval of documents by the implementation of Electronic storage/Enterprise Content Management
- Develop robust econometric models for forecasting coercive revenues
- Develop and implement a macroeconomic compilation program to provide technical assistance to regional and international agencies on economic and statistical matters.

3. Ownership Performance Targets

The ownership performance targets for the **Portfolio of Finance and Economics** for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$	2008/9 Estimated Actual \$
Revenue from Cabinet	18,250,851	20,113,471
Revenue from ministries, portfolios, statutory authorities, government companies	40,999	1,277,849
Revenue from others	1,303,000	12,590,245
Surplus/deficit from outputs		6,406,361
Ownership expenses		2,170
Operating Surplus/Deficit		6,404,191
Net Worth	15,713,722	14,077,492
Cash flows from operating activities	2,200,403	5,335,610
Cash flows from investing activities	(1,887,951)	(979,140)
Cash flows from financing activities	1,887,951	937,324
Change in cash balances	2,200,403	5,293,794

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	141.72	134.03
Total Assets: Total Liabilities	166.46	154.13

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed	238	240*
Staff turnover (%) Managers Professional and technical staff Clerical and labourer staff	2	7
Average length of service (number of years in current position) Managers Professional and technical staff Clerical and labourer staff	14	13
Changes to personnel management system:	N/A * does not include figures from General Registry, TIA or PRU	

Physical Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Value of total Capital assets	\$5,849,823	\$5,226,079
Asset replacements: total assets	32.28%	18.74%
Book value of assets: initial cost of those assets	76.05%	59.93%
Depreciation: cash flow on asset purchases	29.64%	71.85%
Changes to asset management policies	N/A	

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
Phase II TRIPS Automated System – Customs	1,200,000.00
X-Ray Scanning Machine for air cargo and courier – Customs	450,000.00
Signage for New Processing System-Airport – Customs	1,000.00
Glass Installation for Airport Expansion – Customs	5,000.00
Data and Telephone Cables -Airport project – Customs	8,800.00
Security Cameras/Door Access System for Airport Expansion – Customs	2,550.00
Photocopier/Printer for Airport – Customs	7,500.00
Video Door Access System-Narcotics Unit – Customs	1,100.00
Computers/Printers – Customs	25,000.00
Refurbishment Warehouse – Customs	100,000.00
Computers – ESO	5,000.00
On-line questionnaire software – ESO	28,560.00
Household register program development – ESO	10,584.00
CPI program development – ESO	20,000.00
Cheque Printer – TSY	3,000.00
Photocopier – TSY	15,000.00
Computers – IAU	3,657.00
Computers – FIN	1,200.00

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2010
N/A	

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Loss/absence of critical staff	Ongoing	Provide on-the job training and cross –training Formulation of a succession plan for key staff Use acting appointments to ensure staff are exposed to different roles Develop an organizational structure and environment which provides challenges, promotes advancement and recognize achievements.	Unquantifiable
Aged Computers and other office equipment	Ongoing	Maintenance and upgrade on a regular basis; replacement where feasible.	Unquantifiable
Destruction, damage or loss of assets	Ongoing	Update and adhere to the Continuity Plan	Unquantifiable
Absence of accounting skills	Outstanding	Management to initiate more training courses for relevant staff in accrual based accounting.	Unquantifiable
Inadequate warehouse storage space in cases of natural disaster.	Unchanged	Review and reconfigure existing space or seek alternative storage accommodation at Depot	Unquantifiable
Inefficient data management system - CTSS	Ongoing	Implementation of TRIPs system	Unquantifiable
Failure of Management and staff to use new IT system effectively	New System to be introduced in 2009/10	Training and reconfiguration of existing policies and procedures	Unquantifiable
Failure to exercise due diligence or employ informed business judgments	Unchanged	Support staff in continuing professional education Conduct training workshops for Managers and junior staff. Frequently monitor and evaluate performance to identify weaknesses and opportunities for improvement.	Unquantifiable
Border Control	Profile Training	Strengthen Officers in Behavior Analysis and Profiling	Unquantifiable

Lack of support for the Business Survey arising from legal issues	Unchanged	Amendment of Statistics Law (1996 revision)	Unquantifiable
Occurrence of weather disturbances which may prolong the schedule of the Pilot Census and Labor Force Survey	This risk is more pronounced this year due to the concurrent timing of the 2 field works.	Commission as many enumerators as possible to do enumeration work during fair-weather days. However, this is subject to availability of enumerators.	Unquantifiable
Delay in Census preparation due to delays in hiring of key technical staff	This risk could be more pronounced this year as the Census day gets closer.	Facilitate recruitment efforts and approval from the Portfolio of Civil Service	Unquantifiable
Delay in the conduct of Annual SNA and BOP Surveys arising from the process in preparation of Survey Order	Unchanged	Constant follow-up with the concerned Government offices	Unquantifiable
Failure of IRIS system if unavailable for more than one week	None	Financial transactions prepared and recorded in GL manually	Unquantifiable
Loss of workplace	Unchanged	Identify alternative workplace facility and equipment for key employees	Unquantifiable

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget \$	2008/9 Estimated Actual \$
Equity Investment from Cabinet into Portfolio of Finance and Economics	1,887,951	937,324
Capital (Equity) Withdrawal by Cabinet from the Portfolio of Finance and Economics		

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

BMS 3	Entire Public Sector Budget Documents	\$394,734	
Description			
Preparation of the Government's budget documents as a whole, involving:			
• Design of budget process and preparation of timeline • Planning and arranging Ministerial retreat • Preparation of Strategic Policy Statement (SPS) • Preparation of budget templates • Consolidation of EPS budget • Quality Assurance on budget submissions • Preparation and production of Budget books including Annual Plan and Estimates, Annual Budget Statements, Purchase and Ownership Agreements and Supplementary Annual Plan and Estimates • Preparation of Annual Appropriation/Supplementary Appropriation Bills • Provision of support at Finance Committee meetings • Uploading and maintenance of budget data into IRIS General Ledger			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity			
• Number of Timeline		1	1
• Number of Strategic Policy Statement		1	1
• Number of Annual Budget books		2	1
• Number of Supplementary Budget Books		1-2	1
• Number of Annual Appropriation Bills		2	1
• Number of Supplementary Appropriation Bills		1-2	1
• Number of Finance Committee sessions attended		3-4	-
Quality			
• Timeline is prepared in accordance with Cabinet's directive and in the approved format		100%	100%
• SPS is prepared based on Cabinet's directives		100%	100%
• Budget books will be accurate and prepared in accordance with the PMFL (2005 Revision) and Cabinet's directives		100%	100%
• Supplementary Books will be prepared based on Cabinet's directives		100%	100%
• Annual Appropriation Bills/Supplementary Bills are accurate and relative to the Annual/Supplementary Plan and Estimates; Bills are prepared in accordance with the established format set by the Legislative Counsel		100%	100%
• All documents are reviewed, edited and checked by management		100%	100%
• Support at Finance Committee is provided by experienced and knowledgeable personnel		100%	N/A
Timeliness			
• Timeline is prepared before 1 October , 2009		100%	100%
• SPS prepared before 1 December, 2009		100%	100%
• Annual Budget Books prepared by 1 October, 2009; 1 May 2010		100%	100%
• Supplementary Budget Books/Supplementary Appropriation Bills prepared as requested by Financial Secretary or directed by Cabinet		100%	100%
• Appropriation Bill prepared by 1 October, 2009 and 1 May, 2010		100%	100%
• Finance Committee meetings will be attended as scheduled		100%	100%
Location			
Grand Cayman		100%	100%
Cost		\$394,734	\$631,434
Related Broad Outcomes:			
2: Restoring Prudent Fiscal Management			

BMS 4	Entire Public Sector Budget Performance and Compliance Reports	\$186,337
Description - Monitoring, analyzing and reporting to Financial Secretary and Cabinet on EPS performance involving:- - Ministry/Portfolio Financial Performance - Ownership Performance of Ministries, Portfolios, Statutory Authorities and Government Companies - Appropriations Compliance - Government overall financial position - Reviewing and reporting to Cabinet on compliance of EPS cost reduction measures		
Measures Quantity - Number of budget performance reports - Number of cost-reduction compliance reports Quality Reports will be subject to peer review where possible; and sign-off by management Timeliness Reports will be prepared in accordance with agreed timeline or as required Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	8-10 12-15	3 -
	100%	100%
	100%	100%
	100%	100%
	\$186,337	\$215,875
Related Broad Outcome 2. Restoring Prudent Fiscal Management		

BMS 13	Policy Advice and Ministerial Servicing	\$61,266
Description		
- Provision of policy advice and ministerial servicing and administrative support to the Financial Secretary and Cabinet including: - Preparation of Cabinet Papers and Notes relating to budget, compliance, performance reports and other related matter - Preparation of speaking notes for the Financial Secretary relating to budget and other matters being tabled in the Legislative Assembly - Providing advice on fiscal and budget strategies - Attending meetings of National Roads Authority and Project Steering Committee – High School Projects		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
- Number of cabinet papers/notes - Number of speaking notes - Number of ministerial briefings - Number of meetings attended - Number of pieces of advice	8-12 3-5 8-10 25-30 20-25	6 1 12 23 24
Quality		
- All will be subject to peer review where possible and signed off by senior management - Meetings will be attended and briefings will be delivered by knowledgeable and professional personnel	100% 100%	100% 100%
Timeliness		
All will be delivered as required or by agreed target dates	100%	100%
Location		
Grand Cayman	100%	100%
Cost	\$61,266	\$84,977
Related Broad Outcomes:		
2. Restoring Prudent Fiscal Management		

BMS 14	Training and Support on Budget Matters	\$108,266	
Description Training and Support on budget and related matters including:- • Output specification and output costing • Training on requirements of the Public Management and Finance Law (2005 Revision) and Financial Regulations (2008 Revision) • Preparation of budget submissions • Any other budget or related matter			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of training sessions • Number of support sessions		3-5 8-12	6 11
Quality • Training sessions delivered by trained and experienced personnel familiar with the requirements of PMFL (2005 Revision) and Financial Regulations (2008 Revision) • Support sessions will be conducted by qualified and experienced staff and supervised by management		100% 100%	100% 100%
Timeliness • Training sessions will be delivered within the time-frame agreed • Support sessions will be provided as required or as requested by the relevant entity		100% 100%	100% 100%
Location Grand Cayman		100%	100%
Cost		\$108,266	\$81,575
Related Broad Outcomes: 2. Restoring Prudent Fiscal Management			

CUS 1	Processing and Inspection of Vessels and Aircrafts	\$1,996,032
Description Processing of air and marine craft (both local and international)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of aircrafts processed and inspected	12,500-13,500	14,954
• Number of marine crafts processed and inspected	850-1,200	1,286
Quality		
• Aircrafts and marine crafts are cleared in accordance with Customs Laws (17 of 1990) 2007 Revision and Customs Regulations (1998)	100%	100%
Timeliness		
• Aircrafts processed within 30 to 60 minutes of arrival	100%	100%
• Cruise ship and commercial vessels processed within 15 to 30 minutes of receipt of documents	100%	100%
• Private vessels processed within 1 to 12 hours of arrival	100%	100%
Location George Town, Grand Cayman	100%	100%
Cost	\$1,996,032	\$1,422,132
Related Broad Outcomes: 6: Address Crime and Policing		

Note: The total cost of supplying this output is \$2,746,032. However, the revenue of \$750,000 from third parties reduces the cost to Cabinet to \$1,996,032.

CUS 2	Drug Awareness Education and K-9 Support: by Customs Department	\$94,194
Description Provide drug awareness education sessions for schools and service clubs as well as K-9 support on the following: • Drug identification • Negative effects of drug abuse • Maintenance training to meet the needs of other law enforcement agencies		
Measures Quantity • Number of sessions delivered to schools, government agencies, general public etc. • Number of training / support sessions for law enforcement agencies including H.M. Customs Quality Sessions are covered by qualified and experienced officers Timeliness Session conducted within two weeks of request Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	6-10	7
	40-50	70
	100%	100%
	90-100%	90%
	100%	100%
	\$91,194	\$107,854
Related Broad Outcomes: 6: Address Crime and Policing 10: Reducing Substance Abuse 12: Developing our Youth		

CUS 3	Inspection and Clearance of Cargo	\$2,231,298
Description Inspection and clearance of cargo, involving: • Pre-clearance of goods • Inspection, monitoring and clearance of imported cargo entries • Inspection and clearance of exported cargo • Issuing of temporary importation permits		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of pre-clearance entries processed • Number of import entries processed • Number of export entries processed • Number of temporary importation permits processed • Number of hours spent on inspections and monitoring of cargo	1,600-2,500 100,000-120,000 2,500-3,000 20-50 13,000-18,000	1,827 109,638 3,341 40 20,811
Quality • Pre-clearance and importation permits to be reviewed by Senior Customs Officer • Clearance and inspections are carried out in accordance with the Customs Law (17 of 1990) 2007 Revision • Inspecting officers will be trained by local and regional instructors e.g. Caribbean Customs Law Enforcement Council.	100% 100% 100%	100% 100% 100%
Timeliness • Monday to Friday, 8:30 a.m. to 4:30 p.m. • Saturday, 8:30 a.m. to 12:30 p.m.	100% 100%	100% 100%
Location Grand Cayman	100%	100%
Cost	\$2,231,298	\$2,671,362
Related Broad Outcomes: 6: Address Crime and Policing		

Note: The total cost of supplying this output is \$2,781,298. However, the revenue of \$550,000 from third parties reduces the cost to Cabinet to \$2,231,298.

CUS 4	Ministerial Servicing for the Financial Secretary on Customs Matters	\$28,583
Description		
Provision of support services to the Financial Secretary including: - Recommendations on requests for concessions and waivers of duty - Responses to parliamentary questions		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours to be spent on recommendations, reports and responding to parliamentary questions	20-30	32
Quality Information provided must be comprehensive, accurate with nature and scope clearly defined and approved by Senior Management	100%	100%
Timeliness Information submitted within timeframes agreed by parties involved	100%	100%
Location Grand Cayman	100%	100%
Cost	\$28,583	\$41,380
Related Broad Outcomes:		
2: Restoring Prudent Fiscal Management		

CUS 5	Policy Advice on Customs Related Matters	\$56,022
Description Policy advice to other Government departments on customs matters, including: • Advice on Importation / Exportation of goods • Tariffs • Provision of financial and statistical reports		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours spent on policy advice on customs related matters	20-50	23
Quality • Information provided must be comprehensive and accurate with nature and scope as defined by requesting party • Information provided by professionally trained and knowledgeable senior members of staff	100% 100%	100% 100%
Timeliness Information provided within 1-2 weeks from request	100%	100%
Location Grand Cayman	100%	100%
Cost	\$56,022	\$106,856
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

CUS 6	Collection of Customs Duties	\$2,160,478
Description Collection of coercive revenues on the following: • Import Duty • Package Tax • Customs Fines • Procedural Fines • Bonded Warehouse • Compounded Penalties		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of duty or revenue items processed • Number of inbond entries processed • Number of refunds of revenue processed	68,000-80,000 120-140 150-250	77,784 120 352
Quality • Duties and revenue will be levied in accordance with the Customs law, Tariff and Public Management Finance Law (PMFL) (2005 Revision) • Collection and banking of revenue in accordance with PMFL (2005 Revision)	100% 100%	100% 100%
Timeliness • Monday – Friday, 8:30 a.m. – 4:30 p.m. • Saturday, 8:30 a.m. – 12:30 p.m. • Revenue processed and deposited next business day or within 72 hours of receipt • Refunds will be processed within 90 business days	100% 100% 100% 100%	100% 100% 100% 100%
Location Customs Offices, Grand Cayman	100%	100%
Cost	\$2,160,478	\$2,792,944
Related Broad Outcome: 2: Restoring Prudent Fiscal Management		

Note: The total cost of supplying this output is \$2,163,478. However the revenue of \$3,000 from third parties reduces the cost to Cabinet to \$2,160,478.

CUS 7	Patrolling of Coastal Waters: by Customs Department	\$225,336
Description Patrol (with the Police Department) of coastal and territorial waters including sister islands to target and combat drug trafficking, prevent and detect marine conservation and safety offences, apprehend offenders and conduct search and rescue operations involving: • Regular air and sea borne patrols of coastal and territorial waters • Responding to calls of suspicious activity or for emergency assistance • Regular searches of vessels entering the territorial waters		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours spent on aerial, marine and emergency assistance	5,000-6,510	6,291
Quality • Patrols will be carried out in accordance with the Customs Law (17 of 1990) 2007 Revision • Calls for emergency assistance or investigation of suspicious activities will be attended to by suitably qualified and trained officers	100%	100%
Timeliness • Emergency Patrols will be done in conjunction with the police department • Calls are responded to within 5 to 30 minutes of receiving notice	100%	100%
Location Cayman Islands	100%	100%
Cost	\$225,336	\$256,824
Related Broad Outcomes: 6: Address Crime and Policing		

CUS 8	Identification and Investigation of Customs Offences	\$1,130,858
Description Identify arrest and investigate offenders suspected of committing offences under the Customs Law, Misuse of Drugs Law and the Firearms Law. This includes: • Profiling suspicious persons and activities • Conducting searches of persons and premises in connection with suspected offences • Collection and handling of evidence, interviewing and collecting statements from persons • Preparing material for presentation or attendance in Court • Conducting K-9 sniff searches of persons, cargo, baggage and vessels and premises		
Measures Quantity Number of reports prepared on identifying and investigating offences, and arresting offenders Quality • Investigations are conducted in accordance with the Customs Law (17 of 1990) 2007 Revision, Penal Code (2006 Revision) and other relevant laws and accepted legal procedures • Searches are conducted in accordance with the Customs Law (17 of 1990) 2007 Revision, Penal Code (2006 Revision) and other relevant laws and accepted legal procedures • Prosecution files are complete, factual and accurate Timeliness • Investigations completed within six months from laying formal charges • Prosecution files submitted to the Legal Department within three days of laying formal charges Location Grand Cayman Cost		2009/10 Budget 36-48 100% 100% 100% 100% 100% 100% 100% \$1,130,858
		2008/9 Estimated Actual 36 100% 100% 100% 100% 100% 100% \$1,398,670
Related Broad Outcomes: 6: Address Crime and Policing		

CUS 9	Governance and Administrative Services	\$57,057
Description Provision of governance and administrative services to statutory authorities, boards and committees including: • Port Authority Board • Cayman Islands Airport Authority • Investment Bureau • Hotels Aid licensing Board • National Drug Council • Liquor Licensing Board		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours providing governance and administrative services	200-400	358
Quality Board meetings will be attended by competent and qualified personnel	100%	100%
Timeliness On time attendance at meetings when meetings are called	100%	100%
Location Cayman Islands	100%	100%
Cost	\$57,057	\$114,105
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

ESO 1	Publication of Statistical Reports and Conduct of Statistical Services	\$1,371,988
Description - Publication of statistical reports, which include social and economic statistics - Delivery of census, survey and other statistical services - Distribution of statistical information		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Compendium of Statistics - Compendium of Statistics Online - Annual Overseas Trade Report - Quarterly CPI Report (New Basket) - Quarterly CPI Report (Old Basket) - CPI Rebasing Report - Labour Force Survey - Household Register - Business Register - Annual National Accounts Survey - Annual Balance of Payments (BOP) Survey - GDP (Production Accounts) Report - BOP Report - Pilot Census - Census Test and Final Questionnaires - Census On-line Test Questionnaire - Census Training, Consultation and Publicity Activities - Statistical Information Set for International Agencies - Statistical Information Set for Local Agencies		
Quality All reports to be reviewed by Director before publication	100%	100%
Timeliness - Annual reports to be completed and submitted to Cabinet for notation within seven months after the end of the preceding year - Quarterly reports to be completed and submitted to Cabinet within the following quarter - Household and Business Register updates to be completed three weeks before the start of the field work for which they are used	100%	100%
Location Grand Cayman	100%	100%
Cost	\$1,371,988	\$1,500,825
Related Broad Outcomes: 1: Addressing the economic crisis in the Cayman Islands 2: Restoring prudent fiscal management 8: Preparing our labor market for future opportunities		

ESO 4	Monitoring and Reporting on the Economy	\$368,383
Description Monitoring and reporting on the economy, involving: - Quarterly and annual economic reporting - Country reports for regional and international agencies		
Measures Quantity - Quarterly economic reports on domestic economy - Annual report on domestic economy - Annual report on world economy - Economic information sets for other agencies - Special economic report Quality Reports are subject to managerial and/or peer review to ensure that quality standards are met and signed off by the Director of Economics and Statistics Timeliness - Annual reports to be completed and submitted to Cabinet for notation within seven months after the end of the preceding year - Quarterly reports to be completed and submitted to Cabinet within the following quarter subject to data availability Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	3	3
	1	1
	1	1
	3	6
	1	1
	100%	100%
	100%	100%
	100%	100%
	\$368,383	\$346,476
Related Broad Outcomes: 1: Addressing the economic crisis in the Cayman Islands 2: Restoring prudent fiscal management		

ESO 5	Advice on Capital Investments and Other General Information	\$2,891
Description Provision of advice on Capital Investments and other general information, involving: • Reviews of project proposals for the Public Sector Investment Committee (PSIC) • Public Sector investment programme • Training workshop • Servicing of PSIC meetings		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of documents on the terms of reference of the PSIC • Number of PSIC meetings organized upon request	1 1	- -
Quality • Managerial and peer review will be maintained to ensure that quality standards are met • Project proposals for PSIC reviewed in accordance with PSIC Guidelines	100% 100%	- -
Timeliness Within agreed time period from date of request for project evaluation	100%	-
Location Grand Cayman	100%	-
Cost	\$2,891	\$ 2,414
Related Broad Outcomes: 1: Addressing the economic crisis in the Cayman Islands 2: Restoring prudent fiscal management		

ESO 6	Policy and Technical Advice on Statistical Matters and Economic Issues	\$146,447
Description Provision of policy and technical advice to the Financial Secretary, Cabinet and other government agencies on: • Data collection • Survey design and associated methodology • Report and update on economic outlook • Macroeconomic forecasting • Technical assistance on economic analysis • Research on selected economic issues • Economic outlook for annual strategic policy statement		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Updates on economic outlook • Macro economic forecasts • Technical assistance to agencies	2 4 2	2 4 2
Quality • Reports and papers are subject to internal peer review • Technical advice subject to internal peer review	100% 100%	100% 100%
Timeliness Updated economic outlook and macro economic forecasts to be produced within deadlines set for the Strategic Policy Statement preparation	100%	100%
Location Grand Cayman	100%	100%
Cost	\$146,447	\$139,106
Related Broad Outcomes: 1: Addressing the Economic Crisis in the Cayman Islands 2: Restoring Prudent Fiscal Management		

FIN 7	Policy Advice and Ministerial Servicing	\$1,179,762
Description Provision of policy advice and ministerial services on issues falling within the scope of activities of the Portfolio of Finance and Economics including: • All Government financial, budgeting and reporting responsibilities as specified under the Public Management and Finance Law (2005 Revision) and the Financial Regulations, 2008 • Any financial related legislative development; • Other general financial matters		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Hours spent providing policy advice and ministerial services	5,500-6,500	20,859
Quality Advice and services provided by competent personnel	100%	100%
Timeliness Advice and services will be delivered within the agreed timeframes	80%	80%
Location Grand Cayman	100%	100%
Cost	\$1,179,762	\$2,063,623
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

FIN 8	Governance and Administrative Services	\$75,039
Description Provision of governance and administrative services to statutory authorities, boards and committees including: - Water Authority - Cayman Islands Monetary Authority - Asset Sharing Review Committee - Public Service Pensions Board - Company Sector Consultative Committee - Maritime Authority of the Cayman Islands - National Drug Council - Cayman Airways - Cayman Turtle Farm - Port Authority Board - Stock Exchange Authority - National Hurricane Committee - University College of the Cayman Islands - Risk Management Advisory Committee - Public Accounts Committee of the Legislative Assembly		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of meetings attended	60-85	82
Quality Service will be provided by competent personnel	100%	100%
Timeliness Attendance when meetings are called	85%	85%
Location Grand Cayman	100%	100%
Cost	\$75,039	\$204,945
Related Broad Outcome: 2: Restoring Prudent Fiscal Management		

FIN 9	Administration and Processing of Applications	\$582,238
Description Administration and processing of applications for: • Fee and customs duty waivers • Stamp duty abatements and assessments • Government loans (civil servants personal loans and farmers/ranchers loans) • Approvals under sections 32, 80, 178 and 181 of the Companies law (2004 Revision)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of applications processed	700-800	710
Quality Applications processed in compliance with applicable laws and Portfolio guidelines	100%	100%
Timeliness Response provided within 5-8 working days of receipt of application	90%	90%
Location Grand Cayman	100%	100%
Cost	\$582,238	\$491,680
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

FIN 10	Oversight and Coordination of the Accounting Task Force	\$1,890,862
Description Oversight and coordination of the Accounting Task Force, including: - Briefing the Financial Secretary on status of the Project - Technical assistance to ministries/portfolios - Advice on structural/process and systems issues		
Measures Quantity Number of Ministry/Portfolio Entity and Executive ledgers analyzed and/or adjusted Quality All adjustments to ledgers will be approved by Senior CFO prior to being processed Timeliness All ledgers will be analyzed and/ or adjusted by April 30, 2010 Location Grand Cayman Cost		2009/10 Budget 60-80 100% 80% 100% \$1,890,862
		2008/9 Estimated Actual N/A N/A N/A N/A \$0
Related Broad Outcome: 2: Restoring Prudent Fiscal Management		

Note: This is a new output for 2009/10 budget.

IAU 1	Internal Auditing Assurance, Advisory and Assistance Services	\$743,765
Description - Provision of internal auditing assurance services to the Financial Secretary and the entire public sector - Provide advice and assistance to ministries/portfolios/statutory authorities and government companies based on requests		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of Audit reports to be completed - Advice and assistance services to be provided based on requests, resource availability and risk priority/urgency within departments/statutory authorities/government companies across all ministries and portfolios	12-16 350-400	13 N/A
Quality - Audits will be completed in accordance with the Standards for the professional Practice of Internal Auditing and the Internal Audit Unit methodology as specified in the Unit's policies and procedures manual - Advisory and assistance projects will be performed, prepared and reviewed in accordance with the Standards for the professional Practice of Internal Auditing, management requests and service level agreements, the Unit's methodologies, policies and procedures	90% 90%	90% N/A
Timeliness - Audits will be completed within agreed timeframes - Audit/Consulting services will be completed within the time frame and budgets agreed with requesting agencies	90% 90%	90% N/A
Location All audits and consulting engagements will be conducted within Government Departments, Statutory Authorities and Government Companies wherever these are located	100%	100%
Cost	\$743,765	\$796,051
Related Broad Outcome 2: Restoring Prudent Fiscal Management		

REV 4	Revenue Forecasting	\$137,738
Description Provision of revenue forecasts to the Financial Secretary and Cabinet, including: • Short term revenue forecasts • Medium term revenue forecasts		
Measures Quantity • Number of short term revenue forecasts • Number of medium term revenue forecasts • Number of quarterly revenue re-forecasts Quality • Forecasts are based on related technical standards • Subject to peer review and sign off by senior management Timeliness Forecasts are prepared in accordance with budgeting and reporting timelines Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	2-3	2
	2-3	-
	3-4	-
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$137,738	\$174,786
Related Broad Outcome: 2: Restoring Prudent Fiscal Management		

REV 5	Policy Advice and Ministerial Servicing on Revenue Matters	\$181,977
Description Provision of policy advice and ministerial services to the Financial Secretary and Cabinet on: - Revenue measures - Collection and enforcement mechanisms for revenue		
Measures Quantity - Number of cabinet papers and notes - Number of hours spent on policy paper - Number of policy papers produced - Number of queries researched - Number of responses to parliamentary questions - Number of hours providing verbal advice - Number of briefings, speeches and/or speaking notes - Number of hours spent on boards, committees, meetings and seminars attended Quality - All will be prepared and presented accurately, in the required format - All will be subject to review and sign off by senior management - Briefings undertaken by knowledgeable and professional personnel Timeliness All will be delivered by agreed target dates Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	7-8	1
	1,125-1,200	972
	2	-
	2-3	-
	2-3	-
	900-1,000	297
	1-2	-
	75-80	219
	95%	95%
	100%	100%
	100%	100%
	95%	95%
	100%	100%
	\$181,977	\$200,864
Related Broad Outcome: 2: Restoring Prudent Fiscal Management		

RSK 5	Risk Management Services	\$262,206	
Description - Management of operational, financial, strategic and hazardous risks, involving: - Developing and managing risk management projects - Identifying, evaluating and reviewing risks - Examining incidents - Reviewing contractual agreements - Arranging and coordinating loss control and risk awareness courses - Conducting on-site inspections - Provision of policy advice and ministerial services to the Financial Secretary and Cabinet on risk management issues			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of insurance policies managed - Number of cabinet papers/notes		16-20 4-6	N/A N/A
Quality - Policies to be reviewed by trained and competent personnel - All advice will be prepared and presented accurately, in required format - All advice will be reviewed and signed off by senior management		100% 100% 100%	N/A N/A N/A
Timeliness - Policies to be reviewed before expiration date - Cabinet papers/notes will be delivered by agreed target dates		100% 100%	N/A N/A
Location Cayman Islands		100%	N/A
Cost		\$262,206	\$0
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management			

Note: This was an interagency output in 2008/9 Budget.

TSY 2	Financial Reporting of Government Results	\$226,014
Description Financial Reporting to the Financial Secretary including: • Monthly core government financial reports • Financial Statements for the Entire Public Sector (EPS) • Review changes made to IPSAS and provision of guidance for whole of government		
Measures Quantity • Number of core government monthly financial reports • Number of Annual Entire Public Sector (EPS) Financial Statements • Number of Ministries/Portfolios ledgers and financials reviewed quarterly • Number of reports on changes made to International Public Sector Accounting Standards (IPSAS) Quality • Financial Reports are reviewed by Accountant General and/or Deputy Accountant General before submission to the Financial Secretary • Review of Ministries / Portfolios ledgers and financials in accordance with Financial reporting checklist, PMFL, (2005 Revision) and IPSAS • Reports on changes made to IPSAS provided after review by Accounting Policy Committee and approval of Accountant General Timeliness • Monthly financials to be submitted within 4-6 weeks of month end • Annual financials to be submitted by statutory deadline or other date agreed by the Financial Secretary • Review of ledgers and financials carried out within one month of each quarter • Reports on changes made to IPSAS within three months of publication by International Federation of Accountants (IFAC) Location Grand Cayman	2009/10 Budget	2008/9 Estimated Actual
	8 -10 2 91-104 2-3	10 - 91 -
	100%	100%
	100%	100%
	100%	-
	90%	31%
	100%	N/A
	100%	89%
	100%	N/A
	100%	100%
Cost	\$226,014	\$644,260
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

TSY 3	Financial Reporting of Forecasted Government Results	\$61,938
Description Reporting to the Financial Secretary including: Financial forecasts		
Measures <i>Quantity</i> Number of financial forecasts <i>Quality</i> All financial forecasts are reviewed by Accountant General and/or Deputy Accountant General prior to release <i>Timeliness</i> Financial forecast completed within one month <i>Location</i> Grand Cayman <i>Cost</i>	2009/10 Budget	2008/9 Estimated Actual
	3-4	4
	100%	100%
	75-100%	75%
	100%	100%
	\$61,938	\$103,807
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

TSY 4	Management of Public Debt	\$138,998
Description Negotiate, record, maintain and monitor borrowing of public funds including draw downs and repayments		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of public debt loans managed - Number of self-financing loans managed - Number of new loans negotiated	10-12 5 1-2	12 5 1
Quality - Loans are managed in accordance with conditions laid out in the relevant bond/loan agreements - New loans negotiated in accordance with evaluation criteria in tender documents	100% 100%	100% 100%
Timeliness - Principal repayments and interest payments made by the due date - Invoice Statutory Authorities within 15 days following Treasury payment date to the lending institution - New loans finalized within timeframe agreed with Financial Secretary	100% 100% 100%	100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$138,998	\$167,976
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

TSY 6	Government Payroll	\$307,908
Description Process payroll and other employee related payments on behalf of all monthly and bi-weekly employees.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of monthly and bi-weekly payroll processed	38	N/A
Quality Accurate processing of payroll based on payroll data provided by other Ministries/Portfolios	100%	N/A
Timeliness - Monthly payroll to be forwarded to banks three days prior to pay-date - Bi-weekly wages to be forwarded to banks two days prior to pay date	100%	N/A
Location Grand Cayman	100%	N/A
Cost	\$307,908	\$0
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

Note: This was an interagency output in 2008/9 Budget.

TSY 7	Process Creditor Payments	\$92,112
Description Process creditor payments on behalf of Ministries/Portfolios		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of annual cheque runs	1,200-1,400	1,494
Quality - Verify that request for payment is signed by Chief Officer, Chief Financial Officer or other designated person(s) - Ensure that sufficient funds exist in bank accounts prior to cheque runs	100%	100%
Timeliness - Cheque runs processed by 3:00 pm daily - Quick cheques processed within an hour of request	100%	100%
Location Grand Cayman	100%	100%
Cost	\$92,112	\$0
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

Note: This was an interagency output in 2008/9 Budget.

TSY 8	Ministerial Servicing for the Financial Secretary	\$56,479
Description Provide ministerial servicing to the Financial Secretary, including: • Preparation of replies to parliamentary questions • Serve as member(s) of committees/boards as directed by the Financial Secretary • Preparation of draft papers and notes for Cabinet's consideration • Provision of policy advice		
Measures Quantity • Number of replies to parliamentary questions • Number of draft cabinet papers • Number of draft cabinet notes • Number of committees/boards meetings attended • Number of hours providing policy advice Quality • All replies and papers are reviewed by the Accountant General (AG) and/or Deputy Accountant General (DAG) • Services to Boards and Committees in accordance with Civil Servants Code of Conduct • Policy advice reviewed by AG and DAG Timeliness • Cabinet papers and notes within timeframe agreed • Replies to parliamentary questions for Legislative Assembly provided within 2 - 3 working days before the due date set by Financial Secretary • Attendance at all board and committee meetings as required • Policy advice by deadline specified by Financial Secretary Location Grand Cayman Cost		2009/10 Budget 2-5 1-2 10-12 55-60 150-175 100% 100% 100% 95-100% 95% 95-100% 95-100% 100% \$56,479
		2008/9 Estimated Actual - 1 14 55 170 100% 100% 100% 100% N/A 100% 100% 100% \$31,735
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

TSY 11	Collection of Coercive Revenue	\$116,863
Description Receipting and management of coercive revenue for: • Environmental Protection Fund Fees for airlines and cruise ships • Cruise Ship Departure Charges • Debit transaction fees		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of invoices sent to airlines and cruise ship companies • Number of receipts produced for debit transaction fees	275-325 65-75	337 75
Quality • Review of manifest by management to ensure accuracy of amount invoiced and collected • Invoices prepared in compliance with Travel Tax Law	100% 100%	100% 100%
Timeliness • Invoices to be sent within two business day after receipt of the manifest • Debit transaction receipted within two days of receipt of funds from bank	100% 95-100%	100% 100%
Location Grand Cayman	100%	100%
Cost	\$116,863	\$137,041
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

TSY 12	Debt Recovery and Management	\$339,657
Description Recovering outstanding Core Government coercive debts on behalf of Cabinet		
Measures Quantity Number of government debts managed (Entity and Executive) Quality Collection efforts will be carried out in accordance with departmental procedures Timeliness - Action will be initiated within 30 days of debt being referred by requesting department - Contact initiated with all new debtors within one week of referral Location Grand Cayman Cost	2009/10 Budget 1,400-1,500 100% 95-100% 80-100% 100% \$339,657	2008/9 Estimated Actual 1,490 100% 100% 98% 100% \$135,003
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

Note: The total cost of supplying this output is \$342,775; however, revenue of \$3,118 from other government agencies reduces the cost to Cabinet to \$339,657.

TSY 13	Management and Administration of Loans-Made	\$135,912
Description Management and Administration of loans made including: • Set up loans in IRIS and maintain files • Preparation of repayment schedule • Following up late or missed payments • Provision of management reports		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of loans managed	175-225	206
Quality • Loans are processed in accordance with conditions laid out in the relevant loan agreement • Loans secured where required • Loans approved by management and disbursement does not exceed approved amount	100% 100% 100%	100% 99% 100%
Timeliness • Approved loan applications are processed within five working days on receipt of approved application • Late or missed payments followed up within 10 working days of following month	100% 100%	100% 100%
Location Grand Cayman	100%	100%
Cost	\$135,912	\$148,398
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

TSY 14	Bank Reconciliation	\$392,014
Description Bank reconciliations on behalf of Cabinet on all Core Government bank accounts including: • Clearing of all reconciling items • Transfer revenues from Executive to Entity bank accounts • Provision of reconciliation statements to Chief Financial Officers		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of bank reconciliations	900-950	936
Quality Bank reconciliation statements reviewed by Supervisor and approved by Manager	100%	100%
Timeliness Bank reconciliation prepared and approved by the end of the following month	100%	99%
Location Grand Cayman	100%	100%
Cost	\$392,014	\$419,450
Related Broad Outcome: 2: Restoring Prudent Fiscal Management		

Note: The total cost of supplying this output is \$429,895; however, the revenue of \$37,881 from other government agencies reduces the cost to Cabinet to \$392,014.

TSY 15	Forecast and Management of Core Government's Cash Flows, Investments and Reserves	\$493,639
Description Forecast and Management of Core Government's Cash Flows, Investments and Reserves, including: • Management of Investments, reserves and aggregate cash position for Core Government • Management of Entire Public Sector (EPS) Executive Bank Accounts • Negotiate investment rates for Core Government		
Measures Quantity • Number of investments managed • Number of reserve funds managed • Number of bank accounts managed Quality • Compliance with the Public Management and Finance Law (2005 Revision) and the Financial Regulations (2007 Revision) • Compliance with instructions given by the Legislative Assembly and Finance Committee for transfer of funds to or from Reserve Funds Timeliness • Activities recorded in General Ledger for investments within one week of date of transaction • Reconciliation of reserve funds by the 10th of the following month Location Grand Cayman		2009/10 Budget 15-20 10-12 90-100 100% 100% 95-100% 95-100% 100%
		2008/9 Estimated Actual 22 13 96 100% 97% 97% 100% 100%
Cost		\$493,639 \$609,084
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

TSY 16	Management of Trust Assets on behalf of the Financial Secretary	\$45,473
Description Management of Trust Assets on behalf of the Financial Secretary including: • Mutual Legal Assistance Treaty (MLAT) Trust • Defunct Companies Trust • Other General Trusts as specified from time to time		
Measures Quantity Number of trust assets managed Quality Trust assets to be managed in accordance with Public Management and Finance Law (2005 Revision) and the Financial Regulations (2008 Revision) Timeliness Half yearly and annual trust assets financials to be submitted by statutory deadline or other date agreed by Financial Secretary Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	3	3
	100%	100%
	100%	N/A
	100%	100%
	\$45,473	\$23,721
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

TSY 17	Management and Administration of the Central Tenders Committee	\$136,792
Description Management and administration of the Central Tenders Committee (CTC) including: • Manage meetings of the CTC • Evaluate tenders received • Provide procurement advice to Entire Public Sector • Respond to complaints from suppliers and other investigations by the Office of the Complaints Commissioner (OCC) • Ensure entire public sector (EPS) complies with Public Management and Finance Law, (2005 Revision), Financial Regulations, (2008 Revision) and CTC procedure manuals		
Measures Quantity • Number of meetings • Procurement Manual Quality • Meetings held and tenders processed in accordance with Financial Regulations (2008 Revision) and CTC Procedures • Procurement Manual to clearly state best practice procurement and tendering processes and requirements in accordance with PMFL Timeliness • Meetings scheduled at least twice per month • Procurement Manual available by third quarter of fiscal year Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	20-24	26
	-	1
	100%	100%
	-	100%
	100%	100%
	-	100%
100%	100%	
\$136,792	\$194,168	
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

TSY 18	Management and Support of IRIS Functionality	\$63,295
Description In accordance with the Public Management and Finance Law (PMFL), (2005 Revision): - Establish, operate and manage a centralized accounting information system for the Government - Prepare and update a Financial and Operating Procedures Manual for Core Government		
Measures Quantity - Number of hours updating procedures manual and providing training and support to Ministries and Portfolios - Number of hours supporting and implementing necessary changes to IRIS Quality Procedures manual, training and IRIS functionality to be consistent with requirements of the PMFL, (2005 Revision) Timeliness Procedures manual, training and IRIS upgrades, changes and testing to be carried out within deadline agreed with Accountant General Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	250-300	262
	600-700	705
	100%	100%
	100%	100%
	100%	100%
	\$63,295	\$81,614
Related Broad Outcomes: 2: Restoring Prudent Fiscal Management		

7. Payment Arrangements

Cabinet will pay the *Portfolio of Finance and Economics* for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	BMU 3 \$	BMU 4 \$	BMU 13 \$	BMU 14 \$	CUS 1 \$	CUS 2 \$	CUS 3 \$
July	32,895	15,528	5,106	9,022	99,802	7,850	148,753
August	32,895	15,528	5,106	9,022	99,802	7,850	148,753
September	32,895	15,528	5,106	9,022	99,802	7,850	148,753
October	32,895	15,528	5,106	9,022	188,514	7,850	297,506
November	32,895	15,528	5,106	9,022	188,514	7,850	297,506
December	32,895	15,528	5,106	9,022	188,514	7,850	297,506
January	32,895	15,528	5,106	9,022	188,514	7,850	148,753
February	32,895	15,528	5,106	9,022	188,514	7,850	148,753
March	32,895	15,528	5,106	9,022	188,514	7,850	148,753
April	32,895	15,528	5,106	9,022	188,514	7,850	148,753
May	32,895	15,528	5,106	9,022	188,514	7,850	148,753
June	32,889	15,529	5,100	9,024	188,514	7,844	148,756
TOTAL	394,734	186,337	61,266	108,266	1,996,032	94,194	2,231,298

MONTH	CUS 4 \$	CUS 5 \$	CUS 6 \$	CUS 7 \$	CUS 8 \$	CUS 9 \$
July	2,382	4,669	144,032	18,778	94,238	4,755
August	2,382	4,669	144,032	18,778	94,238	4,755
September	2,382	4,669	144,032	18,778	94,238	4,755
October	2,382	4,669	288,064	18,778	94,238	4,755
November	2,382	4,669	288,064	18,778	94,238	4,755
December	2,382	4,669	288,064	18,778	94,238	4,755
January	2,382	4,669	144,032	18,778	94,238	4,755
February	2,382	4,669	144,032	18,778	94,238	4,755
March	2,382	4,669	144,032	18,778	94,238	4,755
April	2,382	4,669	144,032	18,778	94,238	4,755
May	2,382	4,669	144,032	18,778	94,238	4,755
June	2,381	4,663	144,030	18,778	94,240	4,752
TOTAL	28,583	56,022	2,160,478	225,336	1,130,858	57,057

MONTH	ESO 1 \$	ESO 4 \$	ESO 5 \$	ESO 6 \$	FIN 7 \$	FIN 8 \$	FIN 9 \$	FIN 10 \$
July	114,332	30,699	241	12,204	98,314	6,253	48,520	157,572
August	114,332	30,699	241	12,204	98,314	6,253	48,520	157,572
September	114,332	30,699	241	12,204	98,314	6,253	48,520	157,572
October	114,332	30,699	241	12,204	98,314	6,253	48,520	157,572
November	114,332	30,699	241	12,204	98,314	6,253	48,520	157,572
December	114,332	30,699	241	12,204	98,314	6,253	48,520	157,572
January	114,332	30,699	241	12,204	98,314	6,253	48,520	157,572
February	114,332	30,699	241	12,204	98,314	6,253	48,520	157,572
March	114,332	30,699	241	12,204	98,314	6,253	48,520	157,572
April	114,332	30,699	241	12,204	98,314	6,253	48,520	157,572
May	114,332	30,699	241	12,204	98,314	6,253	48,520	157,572
June	114,336	30,694	240	12,203	98,308	6,256	48,518	157,570
TOTAL	1,371,988	368,383	2,891	146,447	1,179,762	75,039	582,238	1,890,862

MONTH	IAU 1 \$	REV 4 \$	REV 5 \$	RSK 5 \$	TSY 2 \$	TSY 3 \$	TSY 4 \$	TSY 6 \$	TSY 7 \$
July	61,980	11,478	15,165	21,851	18,835	5,162	11,583	25,659	7,676
August	61,980	11,478	15,165	21,851	18,835	5,162	11,583	25,659	7,676
September	61,980	11,478	15,165	21,851	18,835	5,162	11,583	25,659	7,676
October	61,980	11,478	15,165	21,851	18,835	5,162	11,583	25,659	7,676
November	61,980	11,478	15,165	21,851	18,835	5,162	11,583	25,659	7,676
December	61,980	11,478	15,165	21,851	18,835	5,162	11,583	25,659	7,676
January	61,980	11,478	15,165	21,851	18,835	5,162	11,583	25,659	7,676
February	61,980	11,478	15,165	21,851	18,835	5,162	11,583	25,659	7,676
March	61,980	11,478	15,165	21,851	18,835	5,162	11,583	25,659	7,676
April	61,980	11,478	15,165	21,851	18,835	5,162	11,583	25,659	7,676
May	61,980	11,478	15,165	21,851	18,835	5,162	11,583	25,659	7,676
June	61,985	11,480	15,162	21,845	18,829	5,156	11,585	25,659	7,676
TOTAL	743,765	137,738	181,977	262,206	226,014	61,938	138,998	307,908	92,112

MONTH	TSY 8 \$	TSY 11 \$	TSY 12 \$	TSY 13 \$	TSY 14 \$	TSY 15 \$	TSY 16 \$	TSY 17 \$	TSY 18 \$
July	4,707	9,739	28,305	11,326	32,668	41,137	3,789	11,399	5,275
August	4,707	9,739	28,305	11,326	32,668	41,137	3,789	11,399	5,275
September	4,707	9,739	28,305	11,326	32,668	41,137	3,789	11,399	5,275
October	4,707	9,739	28,305	11,326	32,668	41,137	3,789	11,399	5,275
November	4,707	9,739	28,305	11,326	32,668	41,137	3,789	11,399	5,275
December	4,707	9,739	28,305	11,326	32,668	41,137	3,789	11,399	5,275
January	4,707	9,739	28,305	11,326	32,668	41,137	3,789	11,399	5,275
February	4,707	9,739	28,305	11,326	32,668	41,137	3,789	11,399	5,275
March	4,707	9,739	28,305	11,326	32,668	41,137	3,789	11,399	5,275
April	4,707	9,739	28,305	11,326	32,668	41,137	3,789	11,399	5,275
May	4,707	9,739	28,305	11,326	32,668	41,137	3,789	11,399	5,275
June	4,702	9,734	28,302	11,326	32,666	41,132	3,794	11,403	5,270
TOTAL	56,479	116,863	339,657	135,912	392,014	493,639	45,473	136,792	63,295

Appendix: Forecast Financial Statements

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Portfolio of Finance and Economics

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June, 2010 and performance for the 2009/10 financial year;
- (c) comply with generally accepted accounting practice.

[Signature]
Sonia McLaughlin
Chief Officer
Portfolio of Finance and Economics

30th September, 2009

PORTFOLIO OF FINANCE AND ECONOMICS
FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Cabinet		18,250,851	20,113,471	20,516,600
Outputs to other government agencies		40,999	1,227,849	1,547,061
Outputs to others		1,303,000	12,590,245	22,414,819
Interest revenue		-	8,463	183,761
Total Operating Revenue		19,624,850	33,940,028	44,662,240
Operating Expenses				
Personnel costs	1	15,389,448	18,974,512	17,912,311
Supplies and consumables	2	3,675,884	7,496,171	8,177,422
Depreciation	3	559,518	703,541	688,775
Capital charge		-	359,442	1,361,670
Other operating expenses		-	-	-
Total Operating Expenses		19,624,850	27,533,666	28,140,178
Surplus from operating activities		-	6,406,361	16,522,062
Non-Operating Revenue/(Expense)		-	(2,170)	(4,576)
Net Surplus		-	6,404,191	16,517,487

PORTFOLIO OF FINANCE AND ECONOMICS
FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net worth		13,825,771	13,140,168	12,702,878
Net surplus		-	6,404,191	16,517,487
Property revaluations		-	-	-
Investment revaluations		-	-	-
Net revaluations during the period		-	-	-
Total recognised revenues and expenses				
Equity investment		1,887,951	937,324	720,239
Repayment of surplus		-	(6,404,191)	(16,800,436)
Capital withdrawal		-	-	-
Closing balance net worth		15,713,722	14,077,492	13,140,168

PORTFOLIO OF FINANCE AND ECONOMICS
FORECAST BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	29,783,616	27,583,413	22,289,619
Accounts receivable	5	3,711,706	7,124,017	7,097,624
Inventories	6	-	699	-
Other current assets		12,217	151,540	801
Total Current Assets		33,507,539	34,859,668	29,388,044
Non-Current Assets				
Property, plant and equipment	7	5,849,123	5,226,079	4,951,445
Other non-current assets		-	-	-
Total Non-Current Assets		5,849,123	5,226,079	4,951,445
Total Assets		39,356,662	40,085,748	34,339,489
Current Liabilities				
Accounts payable	8	-	2,232,155	3,406,512
Unearned revenue	9	-	-	-
Employee entitlements	10	355,384	412,725	827,520
Other current liabilities		23,287,566	23,363,375	16,965,288
Total Current Liabilities		23,642,940	26,008,256	21,199,321
Non-Current Liabilities				
Employee entitlements	11	-	-	-
Other non-current liabilities	12	-	-	-
Total Non-Current Liabilities		-	-	-
Total Liabilities		23,642,940	26,008,256	21,199,321
TOTAL ASSETS LESS TOTAL LIABILITIES		15,713,722	14,077,492	13,140,168
NET WORTH				
Contributed capital		3,321,394	1,657,563	8,796,681
Asset revaluation reserve		-	-	-
Accumulated surpluses		12,392,328	12,419,929	4,343,487
Total Net Worth		15,713,722	14,077,492	13,140,168

PORTFOLIO OF FINANCE AND ECONOMICS
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		17,894,717	22,670,082	19,003,892
Outputs to other government agencies		40,999	1,641,848	2,058,778
Outputs to others		5,437,930	9,577,257	22,595,769
Interest received		-	8,463	210,198
Payments				
Personnel costs		(15,512,948)	(19,515,279)	(17,360,972)
Suppliers		(5,660,296)	(8,686,010)	(6,973,676)
Other payments		-	(360,751)	(1,361,670)
<i>Net cash flows from operating activities</i>	13	2,200,403	5,335,610	18,172,319
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(1,887,951)	(979,140)	(723,765)
Proceeds from sale of non-current assets		-	-	-
<i>Net cash flows from investing activities</i>		(1,887,951)	(979,140)	(723,765)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		1,887,951	937,324	720,239
Repayment of surplus		-	-	-
Capital withdrawal		-	-	-
<i>Net cash flows from financing activities</i>		1,887,951	937,324	720,239
<i>Net increase/(decrease) in cash and cash equivalents</i>		2,200,403	5,293,794	18,168,793
Cash and cash equivalents at beginning of period		27,583,213	22,289,619	4,120,826
Cash and cash equivalents at end of period	4	29,783,616	27,583,413	22,289,619

PORTFOLIO OF FINANCE AND ECONOMICS
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Portfolio of Finance and Economics*.

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities***Accounts Payable***

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

PORTFOLIO OF FINANCE AND ECONOMICS
NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	14,649,781	18,160,149	17,138,578
Employer/Government pension expense	739,667	814,363	773,733
Total Personnel Costs	15,389,448	18,974,512	17,912,311

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	2,559,960	5,913,507	4,408,900
Operating lease rentals	1,112,924	1,392,461	1,333,381
Other	3,000	190,204	2,435,141
Total Supplies and Consumables	3,675,884	7,496,171	8,177,422

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings	116,533	116,533	116,533
Vehicles	55,838	59,672	54,696
Aeroplanes	-	-	-
Boats	-	-	-
Furniture and fittings	16,992	54,212	52,818
Computer hardware and software	233,611	83,580	80,752
Office equipment	37,714	54,490	49,471
Other plant and equipment	98,830	355,054	71,347
Other assets	-	-	263,158
Total Depreciation	559,518	703,541	688,775

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	40 – 60
Vehicles	4 – 12
Aeroplanes	9 – 20
Boats	9 – 20
Furniture and fittings	3 – 20
Computer hardware and software	3 – 10
Office equipment	3 – 20
Other plant and equipment	5 – 25
Other assets	3 – 25

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand	5,025	5,225	4,425
Bank accounts	29,086,055	26,885,653	21,601,032
Deposits with Portfolio Finance and Economic (Treasury)	692,535	692,535	684,162
Total Cash and Cash Equivalents	29,783,616	27,583,413	22,289,619

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet	1,523,404	1,932,523	4,391,975
Outputs to other government agencies	-	-	2,296,989
Outputs to others	2,056,389	5,057,727	247,315
Interest receivable	-	-	161,344
Prepayments	(1,116)	(1,116)	-
Interest Receivable	-	-	-
Other Receivables	133,029	134,882	-
Total Gross	3,711,706	7,124,017	7,097,624
Less provision for doubtful debts	-	-	-
Total Net	3,711,706	7,124,017	7,097,624

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)	-	699	-
Work in Progress	-	-	-
Finished Goods	-	-	-
Total Inventories	-	699	-

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings	2,742,961	100,000			116,533	2,726,428
Vehicles	122,955				55,838	67,117
Aeroplanes	-					
Boats	-					
Furniture and fittings	91,561				16,992	74,569
Computer hardware and software	123,025	2,055,510			233,611	1,944,924
Office equipment	139,309	25,500			37,714	127,095
Other plant and equipment	341,465	472,124			98,300	714,759
Construction in progress	955,740	(761,509)			-	194,231
Other assets	3,674	(3,674)			-	-
Total	4,520,690	1,887,951			559,518	5,849,123

	HC or Revalued Amount \$000	Accum Depr \$000	2009/10 Forecast \$000	2008/9 Est Actual \$000
Buildings	4,671,205	1,928,244	2,742,961	2,849,625
Vehicles	356,414	233,459	122,955	151,006
Aeroplanes	-	-	-	-
Boats	-	-	-	-
Furniture and fittings	239,341	147,780	91,561	436,073
Computer hardware and software	492,734	369,709	123,205	198,360
Office equipment	393,656	245,346	139,309	168,871
Other plant and equipment	578,849	237,384	341,465	872,627
Construction in progress	955,740	-	955,740	298,675
Other assets (list if material)	3,674	-	3,674	-
Total	7,691,612	3,170,922	4,520,690	4,975,238

Note: The disposals identified above

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Trade Creditors	-	419,043	401,526
Operating lease rental	-	-	-
Accruals	-	1,813,112	3,004,986
Total	-	2,232,155	3,406,512

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance	-	-	-
Total	-	-	-

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	355,384	412,725	827,520
Other salary related entitlements	-	-	-
Total Employee Entitlements	355,384	412,725	827,520

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	-	-	-
Other salary related entitlements	-	-	-
Total	-	-	-

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable	-	-	-
Provision for restructuring	-	-	-
Accounts payable	-	-	-
Unearned revenue	-	-	-
Other	-	-	-
Total	-	-	-

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast	2008/9 Est. Actual This Year	2007/8 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)	-	6,404,191	16,522,062
Non-cash movements			
Depreciation	559,518	703,541	688,775
Increase in provision for doubtful debts			
Increase in payables/accruals	(2,247,934)	(1,189,943)	1,755,084
Net gain/loss from sale of fixed assets	-	965	
Net gain/loss from sale of investments	-	-	
Increase in other current assets	140,022	-	
Increase in receivables	3,748,796	(42,377)	(793,603)
Net cash flows from operating activities	2,200,403	5,335,610	18,172,319

BUDGET 2009/10

Annual Budget Statement

for

Cabinet Office

For the financial year ending

30 June 2010

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005 Revision)

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Appendix: Forecast Financial Statements

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

Providing support for Leader of Government Business and the Cabinet; providing critical infrastructure support and management of Government's information technology assets; providing for a well-informed populace through the communication of information relating to the activities of Government agencies and the maintaining of Freedom of Information legislation; providing for the administration of the temporary housing initiative after as a result of Hurricane Ivan; providing advice and support to Government agencies with responsibility for protocol services.

Scope of Activities

- Support for the Cabinet in coordinating the collection and dissemination of information regarding the decisions of the Cabinet.
- Coordinating and monitoring the policy initiatives of the Government and providing secretarial, administrative and policy support for the Leader of Government Business.
- Providing information technology advice, evaluation and consulting services; establish IT standards; procure, install, maintain and support computer equipment, network and computing services; provide analysis, design, programming, implementation and support for software solutions; provide support and assistance for office automation and related products; procure and distribute computing consumables; provide centralised photocopying, printing, mail, fax distribution and associated services.
- Providing for the support of government agencies in communicating proactively and responsively with the public, utilising the mass media as primary partners.
- Providing for the administration of the Government's temporary housing initiative in the aftermath of Hurricane Ivan, including the provision of social programmes and transition to permanent housing.
- Providing advice and training to Government agencies on protocol for officials visiting the Cayman Islands.
- Facilitate the implementation of the new constitutional.
- Facilitating the further administration of Freedom of Information.

Customers and Location of Activities

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

The Cabinet Office provides services throughout the Cayman Islands.

2. Strategic Ownership Goals

The key strategic ownership goals for the *Cabinet Office* in 2009/10 and the subsequent two years are as follows:

- The establishment of mechanisms to improve the coordination of Government Policy, encourage innovation and creativity in policymaking, and identify and oversee policy which encompasses a number of ministries and portfolios.
- The development of a set of modelling tools and information sources in order to assess the impact of Government policies.
- Upgrade Government information technology infrastructure network resilience, Internet and electronic transaction security, making Government less susceptible to loss of revenue and productivity, as a result of damage to computing equipment.
- Increase and improve the quality and depth of consulting and project management services offered to Government Agencies.
- To extend the functionality of the Government hosted Internet Portal and e-Government services in partnership with Government departments agencies. To produce an E-Government strategy.
- Facilitate the completion of any further constitutional review exercises in accordance with the timetable set by the Government.
- Create greater administrative efficiency to ensure that all services to Government agencies are provided in a timely, quality- oriented, customer focused, efficient and effective manner.
- Administer Freedom of Information across Government departments.

3. Ownership Performance Targets

The ownership performance targets for the *Cabinet Office* for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$	2008/9 Estimated Actual \$
Revenue from Cabinet	15,334,096	5,546,145
Revenue from ministries, portfolios, statutory authorities, government companies	702,938	11,065,561
Revenue from others	485,673	878,145
Surplus/deficit from outputs		
Ownership expenses		
Operating Surplus/Deficit		
Net Worth	10,915,845	10,536,282
Cash flows from operating activities	3,558,066	1,961,498
Cash flows from investing activities	(1,013,000)	(1,061,432)
Cash flows from financing activities	380,000	1,015,567
Change in cash balances	2,925,066	2,007,346

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	291	268
Total Assets: Total Liabilities	340	332

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed	118	121
Staff turnover (%)		
Managers	3%	3%
Professional and technical staff	0%	0%
Clerical and labourer staff	8%	8%
Average length of service (number of years in current position)		
Managers	13	13
Professional and technical staff	6	6
Clerical and labourer staff	6	6
Changes to personnel management system:		

Physical Capital Measures	2009/10 Budget	2008/9 Forecast
Value of total assets	\$2,865,725	\$2,911,468
Asset replacements: total assets	8%	14%
Book value of assets: initial cost of those assets	24%	32%
Depreciation: cash flow on asset purchases	104%	105%
Changes to asset management policies	None	None

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
Infrastructure – Archiving Storage and Auditing Solutions for Files, Emails, Enterprise Content Management, and Databases (CSD)	180,000
Infrastructure – Disaster Tolerance and New Building Works (CSD)	200,000
Secured vehicle (Protocol)	100,000
Vehicle (CSD)	18,000
Replacement of 10 servers which are 8-10 years old supporting IRIS and the Time Recording System	87,000
Immigration, Customs, GOV.KY, Cayman Prepared, Maritime Authority of the Cayman Islands, Vehicle Licensing and General Registry	65,000
Securing communication links	10,000
Recapitalization of software	350,000
Replacement of Laptops	3,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2010
None	

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Natural Disaster – Loss of Vital Information	Unchanged	- Employees transfer vital information on a regular basis to the Archives - Archiving of application files and other documents - Off site real-time copies of data	
Security of Confidential Documents	Unchanged	All confidential documents e.g. personnel records, are kept locked away in cabinets and are only accessed by authorised personnel	
Providing incorrect advice to client agencies	Increased risk due to the Creation of the Protocol Unit	- Ensure personnel are trained in the analysis of policy and protocol impacts - Policy Unit personnel to be familiar with the current division of policy responsibilities between Government agencies - Protocol Unit personnel to be familiar with the current protocol guidelines	
Staff retention and recruitment	Unchanged	- Upgrade and promote staff in high demand positions. - Create job advertisements that inform potential new employees of the intangible benefits of living in the Cayman islands - Sharing of responsibilities by current staff/cross training - Succession Planning	
Destruction, damage or loss of Assets due to Natural Disaster	Unchanged	- Prevention and Recovery - Provide back-up devices - Build disaster tolerant data communications room. - Establishing disaster tolerant facilities at Grand Cayman and on Cayman Brac. - Provide training exercises and preparedness - Regular fire inspections	

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Breach of Central Government Computer Security	Unchanged	- Implement IT audits and hire an experienced IT security manager - Approve an IT user policy	
Loss of Government's networked computer system	Unchanged	Progressively update core IT infrastructure	

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget \$	2008/9 Forecast \$
Equity Investment from Cabinet into the <i>Cabinet Office</i>	380,000	1,039,850
Capital (Equity) Withdrawal by Cabinet from the <i>Cabinet Office</i>	0	0

PART B
OUTPUT PERFORMANCE

4. Outputs to be Delivered

CAB 1	Policy Advice and Coordination	\$335,919
Description Research and Development of policy proposals, actions or strategies for Cabinet and the Leader of Government Business and the coordination of policy development between Ministries/Portfolios and other Government Sector Agencies. Additionally, this output encompasses sustainable development policies, the organization and management of special projects in the national and regional or international interest.		
Measures Quantity Number of hours of advice, management and coordination provided Quality Advice, management, and coordination reviewed or provided by senior personnel Timeliness All advice submitted in accordance with schedules as agreed by the Leader of Government Business Location Cayman Islands and overseas Cost		2009/10 Budget 1,000-1,100 95-100% 90-100% 100% \$335,919
		2008/9 Estimated Actual 1,366 95-100% 90-100% 100% \$595,222
Related Broad Outcomes: 1: Addressing the Economic Crisis in the Cayman Islands 2: Restoring Prudent Fiscal Management		

CAB 2	Coordinating and Monitoring of Policy Implementation	\$122,461
Description Coordinating and monitoring the implementation of policy initiatives by Ministries and Portfolios and public agencies to avoid the duplication of activity and promote synergy in areas of common responsibility.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of hours spent coordinating and monitoring policy implementation - Number of policy implementation reports prepared	450-500 12-15	463 14
Quality - Policies coordinated and monitored by senior personnel - Reports are prepared accurately, properly researched and are signed off by Cabinet Secretary	98-100% 98-100%	98-100% 98-100%
Timeliness - Monitoring is conducted on an on-going basis - Reports arising from monitoring are provided monthly	100% 90-100%	100% 90-100%
Location Grand Cayman	100%	100%
Cost	\$122,461	\$241,870
Related Broad Outcomes: 1: Addressing the Economic Crisis in the Cayman Islands 2: Restoring Prudent Fiscal Management		

CAB 3	Public Relations Advice and Services	\$403,877
Description Coordinating public information and communications strategies of the Government relating to policy initiatives through use of: • Press releases • Articles • Speeches • Newsletters		
Measures Quantity Number of press releases, articles, speeches, newsletters and other advice prepared Quality Press releases reviewed by Senior Policy Officer Timeliness Press releases issued within three working days of request Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	70-75	71
	95-100%	95-100%
	90-100%	90-100%
	100%	100%
	\$403,877	\$352,531
Related Broad Outcomes: 1: Addressing the Economic Crisis in the Cayman Islands 2: Restoring Prudent Fiscal Management		

CAB 4	Administrative Support for Cabinet	\$380,165
Description Administrative support to Cabinet involving: • Prepare and circulate cabinet agendas and minutes to Members and Ministers • Prepare and circulate cabinet extracts to Members and Permanent Secretaries • Arranging and preparing secretarial support for Cabinet meetings and subcommittees • Advising on procedures regarding the conduct of Cabinet meetings • Briefing the Cabinet • Preparing and Maintaining Code of Conduct for Ministers and Business Guide for Cabinet		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of agendas prepared and circulated • Number of minutes prepared and circulated • Number of extracts prepared and circulated • Number of Cabinet briefings conducted	80-90 80-90 1,600-1,700 40-45	93 84 1,755 45
Quality • All Agendas, minutes and extracts are prepared in accordance with the Guidelines to the Operation of Cabinet • Agendas signed by the Clerk to the Cabinet or Acting Clerk • Minutes reviewed by Cabinet Secretary • Briefings conducted by qualified and experienced personnel	100% 95-100% 100% 100%	100% 95-100% 100% 100%
Timeliness • Agendas circulated at least two working days prior to meetings • Minutes circulated within three working days after meeting • Extracts Issued within two working days after confirmation of Minutes • Briefings provided within the time frame agreed upon	90-100% 90-100% 90-100% 90-100%	90-100% 90-100% 90-100% 90-100%
Location Grand Cayman	100%	100%
Cost	\$380,165	\$468,227
Related Broad Outcomes: 1: Addressing the Economic Crisis in the Cayman Islands 2: Restoring Prudent Fiscal Management		

CAB 6	Administrative and Secretarial Support for the Processing of Appeals	\$19,168
Description Support for the Processing of appeals on behalf of Cabinet involving work permits, Caymanian Status and permanent residence.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of meetings supported and attended	20-23	22
Quality Minutes issued are an accurate account of the meeting – signed by the chair of the meeting	95-100%	95-100%
Timeliness Minutes issued up to three working days after meeting to the chair of the meeting	90-100%	90-100%
Location Grand Cayman	100%	100%
Cost	\$19,168	\$66,910
Related Broad Outcomes: 1: Addressing the Economic Crisis in the Cayman Islands 2: Restoring Prudent Fiscal Management		

Note: The total cost of supplying this output group is \$ 229,168. However, the revenue of \$210,000 from third parties reduces the cost to Cabinet to \$19,168.

CAB 7	Tax Undertaking Certificates	\$157,853
Description Preparation and distribution of: • Tax Undertaking Certificates for Exempted Companies, Trusts and Limited Partnerships • Licenses issued under Section 80(d) of the Companies Law		
Measures Quantity • Number of Tax Undertaking Certificates issued • Number of licenses (Section 80) issued Quality Tax undertaking certificates and licenses processed in accordance with the relevant laws and checked and signed by Clerk or Deputy Clerk of the Cabinet Timeliness • Tax undertaking certificates issued 2 – 3 weeks from receipt of application • Licenses issued up to two working days after confirmation of minutes Location Grand Cayman Cost		2009/10 Budget 5,500-6,000 5-10 95-100% 90-100% 90-100% 100% \$157,853
		2008/9 Estimated Actual 7,607 5-10 95-100% 90-100% 90-100% 100% \$271,624
Related Broad Outcomes: 1: Addressing the Economic Crisis in the Cayman Islands 2: Restoring Prudent Fiscal Management		

CAB 8	Ministerial Servicing for the Leader of Government Business	\$153,274
Description Provision of support services to the Leader of Government Business including: • Preparation of Cabinet Submissions • Ministerial Briefings • Responses to Parliamentary Questions • Preparation of Speeches and Presentations • Secretarial Services • Ministerial representation at forums and conferences		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of ministerial briefings • Number of speaking notes • Number of hours of secretarial support	13-15 15-17 700-775	13 16 953
Quality • Ministerial briefings, responses to parliamentary questions and notes are prepared accurately, using robust data and analytical and appropriate methods to support findings and recommendations • All are subject to peer review and signed off/delivered by the Cabinet Secretary or other senior personnel • Secretarial support provided by qualified officer	95-100% 90-100% 90-100%	95-100% 90-100% 90-100%
Timeliness • Ministerial briefings responses and notes are delivered by target dates • Responses to parliamentary questions are prepared within the timeframe set by the Leader of Government Business • Secretarial support provided as requested by the Leader of Government Business	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Location Grand Cayman	100%	100%
Cost	\$153,274	\$353,950
Related Broad Outcomes: 1: Addressing the Economic Crisis in the Cayman Islands 2: Restoring Prudent Fiscal Management		

CAB 11	Administration of Temporary Housing Initiative	\$381,395
Description Administering the operation of the temporary housing units owned by Government under the temporary housing initiative including: • Organising the maintenances of the Government owned units • Collecting rental payments from tenants • Coordinating with tenants regarding relocation to permanent property solutions • Coordinating relevant social programmes for tenants		
Measures Quantity Number of temporary housing units administered and/or maintained Quality Housing activity prioritised and completed in accordance with priorities established by Cabinet Timeliness Housing activity completed in accordance with timeliness established by the Cabinet Secretariat Location Cayman Islands Cost		2009/10 Budget 50-60 100% 100% 100% \$381,395
		2008/9 Estimated Actual 70-88 100% 100% 100% \$303,885
Related Broad Outcome: 6: Addressing Crime and Policing 9: Improving the Lives of the Elderly and Disabled		

Note: The total cost of supplying this output is \$501,395. However, the revenue of \$120,000 from third parties reduces the cost to Cabinet to \$381,395.

Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Case notes written	12	12
• Research papers and legal opinions written	6	6
• Final case reports and other special reports published	4	4
• Annual Report published	1	1
• HRC meetings supported	12	12
• Public education sessions delivered	6	6
• Newsletters produced	4	4
• Public meetings, conferences and other forums attended	12	12
Quality		
• Case notes providing accurate summaries of the facts in a petition and identifying relevant local and international law	90-100%	90-100%
• Research completed to a professional legal standard	90-100%	90-100%
• Reports consistent with international human rights law	90-100%	90-100%
• Annual Report includes data and information on all aspects of HRC's Terms of Reference	90-100%	90-100%
• HRC agendas and minutes professionally produced	90-100%	90-100%
• Human rights principles conveyed accurately to general public	90-100%	90-100%
• Information provided to the public in an accessible format	90-100%	90-100%
• Public presence of HRC enhanced	90-100%	90-100%
Timeliness		
• Case notes drafted within one month of receipt of petition or need for update required by HRC	90-100%	90-100%
• Research paper or opinion drafted within one month of assignment by HRC	90-100%	90-100%
• Reports published within six months of the issue being formally accepted by the HRC	90-100%	90-100%
• 2008 Annual Report to be completed by January 2010	90-100%	90-100%
• HRC to meet on a monthly basis	90-100%	90-100%
• Three public education sessions delivered quarterly	90-100%	90-100%
• One newsletter to be published quarterly	90-100%	90-100%
• Attendance at public meetings, conferences and other forums as scheduled	90-100%	90-100%
Location		
Cayman Islands	100%	100%
Cost	\$193,172	\$191,367
Related Broad Outcome:		
15. Strengthening our Infrastructure		

ICO 1	Freedom of Information Appeals	\$230,525
Description The Office of the Information Commissioner will process, mediate, and hear appeals to ensure that the public's rights under the law have been upheld.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours available to mediate, hear and decide on appeals	250-300	250-300
Quality - Appeals processed in accordance with internal policies and procedures developed in accordance with the Law - Suitable qualified staff available to process appeals	90-100% 90-100%	90-100% 90-100%
Timelines - Appeals processed within timelines established in internal policies and procedures - Staff available to process appeals 10am to 4pm on working days	90-100% 100%	90-100% 100%
Location Cayman Islands	100%	100%
Cost	\$230,525	\$221,295
Related Broad Outcome: 15. Strengthening our Infrastructure		

ICO 2	Compliance with Freedom of Information Legislation	\$230,525
Description		
The Office of the Information Commissioner will monitor and report on Public Authorities compliance in accordance with their obligations under the FOI law within the Cayman Islands.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
- Monitor and report on compliance by public authorities with their obligations under the FOI Law - Number of Public Authorities (as defined by FOI Law) monitored - Number of reports to the Legislative Assembly - Number of investigations of public entities conducted - Recommendations for reform both of a general nature and directed at specific public bodies	89 1 2 6	89 1 N/A N/A
Quality		
- Content of annual report on the operation of this Law during the year containing: - The number of applications for access received, granted, deferred, refused or granted subject to deletions; - The categories of exemptions claimed and the number of each category; - The number of applications received for (i) amendment of personal records (ii) annotation of personal records - The number of- (i) applications for internal review of relevant decisions (ii) appeals against relevant decision, and the rate of success or failure thereof - All public authorities monitored in compliance with the Information Commissioner's requirements - Investigations carried out in accordance with ICO procedures	90-100% 90-100% 85-100%	90-100% 90-100% N/A
Timelines		
- Annual report presented to the Legislative Assembly by the end of March 2010 - Monitoring - reports obtained from departments on a quarterly basis - Investigations completed in accordance with timelines in ICO policies and procedures - Recommendations for Law reform by the end of June 2010	100% 100% 100% 100%	100% 100% N/A N/A
Location		
Cayman Islands	100%	100%
Cost	\$230,525	\$221,275
Related Broad Outcome:		
15. Strengthening our Infrastructure		

ICO 3	Public Awareness of Freedom of Information Legislation	\$230,525
Description The Office of the Information Commissioner will publicize the requirements of this Law to ensure the public is informed on how they can exercise their rights.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of promotional activities planned to promote awareness of FOI	30	8-10
Quality Promotional activities approved by the Information Commissioner	90-100%	90-100%
Timelines Public awareness of FOI will be carried out on a monthly basis	95-100%	95-100%
Location Cayman Islands	100%	100%
Cost	\$230,525	\$221,274
Related Broad Outcome: 15. Strengthening our Infrastructure		

PCF 1	Protocol Services	\$1,202,125
Description Included in this output are: The provision of a wide range of protocol services and interventions to the Cayman Islands Government and to the wider community as required. Additionally, this output includes: • The budget of the Leader of Government Business • Various Ceremonies including - o Hero's Day - o Official Funerals - o Remembrance Day		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Advice and reporting in relation to protocol matters • Number of protocol policies and services developed • Number of ceremonial and official events coordinated • Number of official visits (local/overseas) planned and organized • Number of protocol officers trained in various entities	1,000-1,100 6-8 3-5 8-10 50-60	845 4 3 3 20-24
Quality • All policies and practices will be developed with key stakeholders in conformance with international best practice while being tailored specifically for the Cayman Islands • Protocol advice, services and training to be provided by suitably experienced staff • Protocol advice, services and training in accordance with agreed policies and guidelines • Delivery of airport chaperone service to be provided in a professional and efficient manner	100% 100% 100% 100%	100% 100% 100%
Timeliness • Protocol services will be delivered in line with timetables agreed with Cabinet Secretary • Ceremonial and official events coordinated as required • Planning and organization of visits as required • Training to be provided throughout the year	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
Location Grand Cayman	100%	100%
Cost	\$1,202,125	\$466,981
Related Broad Outcomes: 4. Setting the stage for success in the Tourism Industry 15. Strengthening our Infrastructure		

CRS 1	Constitutional Review	\$598,725
Description Constitutional Commission will be established to coordinate and manage the entire Constitutional Implementation process, which will be comprehensive and involve the entire populace of the Cayman Islands		
Measures <i>Quantity</i> Number of hours of coordination <i>Quality</i> Implementation carried out in accordance with guidelines established <i>Timeliness</i> Implementation of the constitutional review will be delivered in line with timetables agreed with Cabinet Secretary <i>Location</i> Grand Cayman <i>Cost</i>	2009/10 Budget	2008/9 Estimated Actual
	5,500-6,000	5,736
	90-100%	90-100%
	95-100%	95-100%
	100%	100%
	\$598,725	\$631,560
Related Broad Outcome: 4. Setting the Stage for Success in the Tourism Industry 15. Strengthening our Infrastructure		

CSD 12	Policy Advice	\$10,435
Description Develop Information Technology (IT) Policies, Procedures, and strategies for the Ministries/Portfolios, Government Agencies and the Computer Services Department.		
Measures <i>Quantity</i> Number of reports, responses, advice provided and parliamentary questions answered <i>Quality</i> Work completed by suitably qualified and experienced IT professionals <i>Timeliness</i> Complete requirements; produce relevant reports and recommendations to deadline agreed with Chief Officer <i>Location</i> Cayman Islands <i>Cost</i>	2009/10 Budget	2008/9 Estimated Actual
	1-2	2
	98-100%	100%
	90-100%	100%
	100%	100%
	\$10,435	\$13,689
Related Broad Outcome: 15. Strengthening our Infrastructure		

CSD 26	Copy/Mail Centre and Procurement Services	\$453,956
Description Provision of Copy/Mail Centre and Procurement Services. This includes services of: - o Printing, Copying, Binding, Shredding - o Internal Sales of Paper, PC and Print Consumables items - o Providing internal Mail distributions services - o Procurement Quotations services for Copy/Mail Centre and for IT equipment		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of pages printed or copied • Number of Paper, PC and Print Consumables and Procurement Quotations requests items filled • Mail Services Distributed for Government Agencies	675,000 -950,000 48,000-68,000 35 -40	N/A
Quality • Work completed by suitably qualified and experienced staff • Copies and prints at the quality standard of the original or output device	95% 95%	N/A
Timeliness • Completed within agreed time scales with Customer • Complete procurement quotations within two working days • Mail sorted within one hour of receipt from Post Office	90% 90% 90%	N/A
Location Cayman Islands	100%	N/A
Cost	\$453,956	\$0
Related Broad Outcome: 15. Strengthening our Infrastructure		

**This was an interagency output in 2008-9*

CSD 27	Disaster Tolerant Central Information Technology Infrastructure	\$418,466
Description The provision of an IT infrastructure which is highly tolerant to disasters such as hurricanes including; • A secure physical location for central Government file servers • The duplication of essential Government applications servers • A secure physical location for data back up • A location from which essential systems procedures can be carried out in the event of existing facilities being unavailable • Provision of Disaster Tolerant network ring to main government sites		
Measures Quantity • Number of file servers housed in secure facilities – Grand Cayman • Number of servers and devices housed in Cayman Brac • Disaster Tolerant network ring to main government sites Quality • Secure facilities rated as to withstand a category five hurricane and/or coastal flooding of 15 feet • Facilities equipped with back up utilities to keep the IT systems running in the event of a category 5 hurricane and/or coastal flooding of 15 feet • All work carried out by qualified technical staff members and qualified contractors Timeliness • Secure facilities operational 24 hours a day, seven days a week • Brac data centre operational as a backup site for key systems 24 hours a day, seven days a week • Provision of Disaster Tolerant network ring to main government sites Location Grand Cayman and Cayman Brac Cost		2009/10 Budget 70-80 3-4 1 100% 100% 95-100% 95-100% 95-100% 95-100% 100% \$418,466
		2008/9 Estimated Actual 166 0 1 100% 100% 95-100% 95-100% 95-100% 95-100% 100% \$640,189
Related Broad Outcome: 15. Strengthening our Infrastructure		

CSD 34	Government Wide Internet Portal and E-Government Support Services	\$519,186
Description The provision of the IT infrastructure for the Government's internet portal www.gov.ky including: • Hosting the web site on central servers • Protecting the site against unauthorized access and viruses • Updating the site architecture as required • Support for day to day problems with accessing and updating the site • To deliver E-Government services moving Government to delivering a breath of online services		
Measures Quantity • Number of days on which the Government's internet portal is accessible • To deliver E-Government services moving Government to delivering a breath of online services Quality • Services are delivered using Industry Accepted Web portal technologies • E-Government services delivered by trained and qualified staff members and external contractors as required Timeliness • Web site provides is available to the public as a source of information 24 hours a day, seven days a week • Delivery of E-government services in accordance with agreed project time lines Location Grand Cayman		2009/10 Budget 350-365 2-3 95-100% 95-100% 95-100% 95-100% 100%
		2008/9 Estimated Actual 358 2 100% 95% 98% 90% 100%
Cost		\$519,186 \$547,224
Related Broad Outcome: 15. Strengthening our Infrastructure		

CSD 36	Information Technology Support Services	\$6,845,491
Description: • Build, Implement, and Enhance Software Applications • Provision of Server, Network and Database Installation and Management • Provision of Information Technology (IT) Training • Provision of Technical Information Technology Support • Provision of Information Technology Analysis and Design. • Maintain licenses, maintenance and support contracts for IT hardware and software		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • IT Applications Users Assisted - 3rd Party Developed • IT Applications Users Supported - In House Developed • Databases Users Administered • Number of IRIS licenses and Users supported - Core • Security, Server and Network Users supported • PCs Supported – Basic • PCs Supported – Full	100-140 2,700-3,100 2,700-3,000 490-540 2,300-2,600 40-60 1,700-2,000	N/A
Quality Work complete suitably qualified by and experienced IT professionals	90%	N/A
Timeliness • Logged “Urgent” priority problems responded within four hours • Logged “High” priority problems responded within one working day • Logged “Medium” priority problems responded within three working days • Logged Low Priority problems responded within five working days	90% 90% 90% 90%	N/A
Location Cayman Islands, Other overseas territories	100%	N/A
Cost	\$6,845,491	\$0
Related Broad Outcome: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 15. Strengthening our Infrastructure		

**This was an interagency output in 2008-9*

CSD 37	Information Technology Project and Demand Services	\$425,367
Description Provision of cost variable IT Projects and on demand driven services and deliverables.		
Measures Quantity - Number of Internet Users - Basic - Number of Internet Users - Low Video Streaming - Number of Servers hosted for Website - Number of Website Hosted -Shared - Number of Remote Services Users – Blackberry/Forward Email - Number of Remote Services Users – Token - Number of Leased Circuit – Dedicated 100 Mb - Number of Website Hosted – Dedicated 3 Mb - Project Requests for IT work (Applications, Operations, Tech Support, ECM, and IRIS) Quality Work completed by suitably qualified and experienced IT professionals Timeliness - Logged "Urgent" priority problems responded within four hours - Logged "High" priority problems responded within one working day - Logged "Medium" priority problems responded within three working days - Logged Low Priority problems responded within five working days Location Cayman Islands, Other overseas territories Cost	2009/10 Budget	2008/9 Estimated Actual
	1,100-1,350	N/A
	34-45	
	1	
	15-25	
	550-650	
	350 -400	
	1	
	1	
	1-25	
	90%	N/A
	90%	
	90%	
	90%	
	100%	N/A
	\$425,367	\$0
Related Broad Outcome: 15. Strengthening our Infrastructure		

**This was an interagency output in 2008-9*

GIS 1	Events and Communication Campaigns	\$67,121
Description Development, monitoring of execution, and evaluation of events and communications campaigns		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Hours spent on events and communication campaigns	50	N/A
Quality All services provided by communications professionals	100%	N/A
Timeliness Delivery as agreed with client, provided lead-time and content from client department are arranged to the agreed timetable. Overtime incurred due to the late delivery of content by the client will be billed separately	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$67,121	\$0
Related Broad Outcomes: 15. Strengthening our Infrastructure		

Note: This was an interagency output in 2008/9 Budget.

GIS 2	Public Information Services and Products	\$395,059
Description - Public information services involving: - Information provided at the public's request on Government matters - Services provided to the local/overseas media - Public relations advice provided to all government agencies - Issues management - Public Information Products: - Calendar of events - Updating local/overseas publications - Weekly television programme - Annual report		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of public information services hours - Number of calendar of events published - Number of local/overseas publications handled - Number of television programmes - Number of annual reports	1,600-1,800 45-52 4-6 45-48 1	2,059 0 0 32 0
Quality - Public Information Services provided by experienced Information Officers (IOs) - Updating of calendar of events supervised by Manager of IOs - Local/Overseas press relations handled by the Chief Information Officer (CIO) or Manager of IOs or designates - Overseas publication updates undertaken by senior GIS staff - Television programmes overseen by senior GIS staff - Annual Report reviewed by Senior GIS Staff and Chief Information Officer	100% 95-100% 100% 100% 100% 100%	100% 95-100% 100% 100% 100% 100%
Timeliness - Public Information Services provided in accordance with timescale agreed with the relevant agency - Calendar updated and placed on the Government website each Friday - Response to local/overseas press within 24 hrs of request - Meet deadline set by overseas publishers - Annual Report published by December 2009	100% 90-100% 95-100% 100% 90-100%	100% 90-100% 95-100% 100% 90-100%
Location Grand Cayman	100%	100%
Cost	\$395,059	\$481,185
Related Broad Outcome: - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management - Strengthening our Infrastructure		

GIS 5	Press Conferences, Public Liaison and Advice	\$31,962
Description - Media Contacts (Not billable to clients but to "Whole Government" covered under ABS). - Provision of arrangements for press conferences, which may include issuing media advisories, arranging location, electronic media set up, press kits, participant preparation and dry run of event, moderation of event and media follow-ups - Provision of issues-related public relations advice (Not billable to clients, covered under ABS) - Issue of press advisories and bulletins (Not billable to clients but to "Whole Government", covered under ABS)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of press conferences arranged annually	8	N/A
Quality All services provided by communications professionals	100%	N/A
Timeliness A minimum of five working days' notice is required for press conferences. Overtime incurred due to the late delivery of content by the client will be billed separately.	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$31,962	\$0
Related Broad Outcomes: 15. Strengthening our Infrastructure		

Note: This was an interagency output in 2008/9 Budget.

GIS 6	Crisis Communication and Response Plans	\$53,569
Description Development and maintenance of crisis communications and response plans		
Measures Quantity Number of crisis communication plans maintained Quality Plans developed and maintained by communications professionals and (where appropriate) trained volunteers Timeliness Plans maintained on an on-going basis Location Cayman Islands Cost	2009/10 Budget 1 100% 100% 100% \$53,569	2008/9 Estimated Actual N/A N/A N/A N/A \$0
Related Broad Outcomes: 15. Strengthening our Infrastructure		

Note: This was an interagency output in 2008/9 Budget.

GIS 7	Special Editorial Services	\$88,727
Description Provision of editorial services for information items fully or partly written or edited by GIS. Development of content for special avenues of publication, such as Internet, internal or external magazines, newsletters, etc.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours per quarter spent providing editorial services and advice on editorial matters	1,300-1,310	N/A
Quality Editorial services provided by communications professionals	100%	N/A
Timeliness Service provided to a timescale agreed with client	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$88,727	\$0
Related Broad Outcomes: 15. Strengthening our Infrastructure		

Note: This was an interagency output in 2008/9 Budget.

GIS 8	Public Interest News Releases	\$393,630
Description Provision of print and video news releases on subjects of interest to the public.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of print releases issued to the media - Number of video releases issued to the media	225-250 175-200	55 0
Quality News releases reviewed by Senior Information Officer	95-100%	95-100%
Timeliness - Print news releases issued to the media within two working days of request - Video news releases provided as agreed	95-100% 95-100%	95-100% 95-100%
Location Grand Cayman	100%	100%
Cost	\$393,630	\$13,532
Related Broad Outcomes: - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management - Strengthening our Infrastructure		

GIS 10	Special Video and Audio Assignments	\$157,484
Description Video and audio assignments carried out, including pre-production, production and post-production of information videos, DVDs, CD's audio presentations and one-off items to be aired in the local media.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Average number of hours per assignment (plus external cost items**)	66	N/A
Quality Overall client satisfaction rating of 4 or higher on a scale of 1 to 6 on questionnaires returned within 14 days of invoice date.	100%	N/A
Timeliness Delivery as agreed with client, provided content from client department is delivered to the agreed timetable.	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$157,484	\$0
Related Broad Outcomes: 15. Strengthening our Infrastructure		

Note: This was an interagency output in 2008/9 Budget.

GIS 12	Graphic Products	\$221,621
Description Supply of graphic products such as brochures, posters, flyers, logos, banners direct mail pieces, website design, etc.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours spent on design	100	N/A
Quality Overall client satisfaction rating of 4 or higher on a scale of 1 to 6 on questionnaires returned within 14 days of invoice date	100%	N/A
Timeliness Design delivered as agreed with client, provided content from client department is delivered to the agreed timetable	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$221,621	\$0
Related Broad Outcomes: 15. Strengthening our Infrastructure		

Note: This was an interagency output in 2008/9 Budget.

GIS 13	Special Photography Assignments	\$36,300
Description Carrying out special photography assignments, including shoots for photo spreads in the media, for external publications, special projects and official portraits.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours spent on assignment	115	N/A
Quality All assignments carried out using professional grade digital cameras	100%	N/A
Timeliness Assignment delivered as agreed with the requesting client	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$36,300	\$0
Related Broad Outcomes: 15. Strengthening our Infrastructure		

Note: This was an interagency output in 2008/9 Budget.

GIS 17	Providing Content for the Government's Internet Portal	\$43,738
Description Providing content for the Government's Internet Portal including; • Adding special reports and items written by other Government Departments • Maintaining and updating general public information on Government Internet (gov.ky) • Uploading press releases • Uploading the Cayman Islands Official Gazette and -related Internet matters		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours	600-650	374
Quality All activities undertaken or supervised by a GIS senior manager	95-100%	95-100%
Timeliness • Upload reports or releases immediately on availability to GIS • Update central Government website material quarterly	95-100% 95-100%	95-100% 95-100%
Location Grand Cayman	100%	100%
Cost	\$43,738	\$22,493
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 15. Strengthening our Infrastructure		

6. Payment Arrangements

Cabinet will pay the *Cabinet Office* for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	CAB 1 \$	CAB 2 \$	CAB 3 \$	CAB 4 \$	CAB 6 \$	CAB 7 \$	CAB 8 \$	CAB 11 \$	CAB 12 \$
July	27,993	10,205	33,656	31,680	1,597	13,154	12,773	31,783	37,499
August	27,993	10,205	33,656	31,680	1,597	13,154	12,773	31,783	37,499
September	27,993	10,205	33,656	31,680	1,597	13,154	12,773	31,783	37,499
October	27,993	10,205	33,656	31,680	1,597	13,154	12,773	31,783	37,499
November	27,993	10,205	33,656	31,680	1,597	13,154	12,773	31,783	37,499
December	27,993	10,205	33,656	31,680	1,597	13,154	12,773	31,783	37,499
January	27,993	10,205	33,656	31,680	1,597	13,154	12,773	31,783	37,499
February	27,993	10,205	33,656	31,680	1,597	13,154	12,773	31,783	37,499
March	27,993	10,205	33,656	31,680	1,597	13,154	12,773	31,783	37,499
April	27,993	10,205	33,656	31,680	1,597	13,154	12,773	31,783	37,499
May	27,993	10,205	33,656	31,680	1,597	13,154	12,773	31,783	37,499
June	27,996	10,206	33,661	31,685	1,601	13,159	12,771	31,782	37,501
Total	335,919	122,461	403,877	380,165	19,168	157,853	153,274	381,395	449,990

MONTH	HRC 1 \$	ICO 1 \$	ICO 2 \$	ICO 3 \$	PCF 1 \$	CRS 1 \$	CSD 12 \$	CSD 26 \$
July	16,098	19,210	19,210	19,210	100,177	49,894	870	37,830
August	16,098	19,210	19,210	19,210	100,177	49,894	870	37,830
September	16,098	19,210	19,210	19,210	100,177	49,894	870	37,830
October	16,098	19,210	19,210	19,210	100,177	49,894	870	37,830
November	16,098	19,210	19,210	19,210	100,177	49,894	870	37,830
December	16,098	19,210	19,210	19,210	100,177	49,894	870	37,830
January	16,098	19,210	19,210	19,210	100,177	49,894	870	37,830
February	16,098	19,210	19,210	19,210	100,177	49,894	870	37,830
March	16,098	19,210	19,210	19,210	100,177	49,894	870	37,830
April	16,098	19,210	19,210	19,210	100,177	49,894	870	37,830
May	16,098	19,210	19,210	19,210	100,177	49,894	870	37,830
June	16,094	19,215	19,215	19,215	100,178	49,891	865	37,826
TOTAL	193,172	230,525	230,525	230,525	1,202,125	598,725	10,435	453,956

MONTH	CSD 27 \$	CSD 34 \$	CSD 36 \$	CSD 37 \$	GIS 1 \$	GIS 2 \$	GIS 5 \$
July	34,872	43,265	570,458	35,447	5,593	32,922	2,663
August	34,872	43,265	570,458	35,447	5,593	32,922	2,663
September	34,872	43,265	570,458	35,447	5,593	32,922	2,663
October	34,872	43,265	570,458	35,447	5,593	32,922	2,663
November	34,872	43,265	570,458	35,447	5,593	32,922	2,663
December	34,872	43,265	570,458	35,447	5,593	32,922	2,663
January	34,872	43,265	570,458	35,447	5,593	32,922	2,663
February	34,872	43,265	570,458	35,447	5,593	32,922	2,663
March	34,872	43,265	570,458	35,447	5,593	32,922	2,663
April	34,872	43,265	570,458	35,447	5,593	32,922	2,663
May	34,872	43,265	570,458	35,447	5,593	32,922	2,663
June	34,874	43,271	570,453	35,450	5,598	32,917	2,669
TOTAL	418,466	519,186	6,845,491	425,367	67,121	395,059	31,962

MONTH	GIS 6 \$	GIS 7 \$	GIS 8 \$	GIS 10 \$	GIS 11 \$	GIS 12 \$	GIS 13 \$	GIS 17 \$
July	4,464	7,394	32,803	13,124	6,750	18,468	3,025	3,643
August	4,464	7,394	32,803	13,124	6,750	18,468	3,025	3,645
September	4,464	7,394	32,803	13,124	6,750	18,468	3,025	3,645
October	4,464	7,394	32,803	13,124	6,750	18,468	3,025	3,645
November	4,464	7,394	32,803	13,124	6,750	18,468	3,025	3,645
December	4,464	7,394	32,803	13,124	6,750	18,468	3,025	3,645
January	4,464	7,394	32,803	13,124	6,750	18,468	3,025	3,645
February	4,464	7,394	32,803	13,124	6,750	18,468	3,025	3,645
March	4,464	7,394	32,803	13,124	6,750	18,468	3,025	3,645
April	4,464	7,394	32,803	13,124	6,750	18,468	3,025	3,645
May	4,464	7,394	32,803	13,124	6,750	18,468	3,025	3,645
June	4,465	7,393	32,797	13,120	6,755	18,473	3,025	3,645
Total	53,569	88,727	393,630	157,484	81,005	221,621	36,300	43,738

Appendix: Forecast Financial Statements

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Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
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Cabinet Office

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June, 2010 and performance for the 2009/10 financial year;
- (c) comply with generally accepted accounting practice.

Orrett Connor
Chief Officer
Cabinet Office

30th September, 2009

Cabinet Office
FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Cabinet		15,534	5,546	6,176
Outputs to other government agencies		703	11,065	11,782
Outputs to others		486	878	680
Interest revenue		-	-	10
Total Operating Revenue		16,523	17,490	18,648
Operating Expenses				
Personnel costs	1	9,685	9,549	8,619
Supplies and consumables	2	5,780	6,383	7,990
Depreciation	3	1,058	1,007	1,330
Capital charge		-	290	702
Other operating expenses		-	-	-
Total Operating Expenses		16,523	17,222	18,641
Surplus from operating activities and before extraordinary items		0	269	8
Extraordinary items				
Net Surplus			269	8

**FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net worth		10,536	9,027	8,509
		-		8
Net surplus		-	269	
Property revaluations		-		
Investment revaluations		-		
Net revaluations during the period		-		
Total recognised revenues and expenses		10,536		
		-		
Equity investment		380	1,240	510
Repayment of surplus		-		
Capital withdrawal		-		
Closing balance net worth		10,916	10,536	9,027

Cabinet Office
FORECAST BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	4,924	1,999	210
Accounts receivable	5	8,321	9,321	11,003
Other current assets	6	847	847	649
Total Current Assets		14,092	12,167	11,863
Non-Current Assets				
Property, plant and equipment	7	2,866	2,911	2,891
Other non-current assets		-	6	6
Total Non-Current Assets		2,866	2,917	2,897
Total Assets		16,957	15,077	14,760
Current Liabilities				
Accounts payable	8	4,876	3,376	5,251
Unearned revenue	9	152	152	152
Employee entitlements	10	389	389	329
Other current liabilities		623	623	0
Total Current Liabilities		6,040	4,540	5,733
Non-Current Liabilities				
Employee entitlements	11	1	1	1
Other non-current liabilities	12	-		0
Total Non-Current Liabilities		1	1	1
Total Liabilities		6,042	4,542	5,734
TOTAL ASSETS LESS TOTAL LIABILITIES		10,916	10,536	9,026
NET WORTH				
Contributed capital		7,131	6,751	5,755
Asset revaluation reserve		-		0
Accumulated surpluses		3,785	3,785	3,271
Total Net Worth		10,916	10,536	9,026

Cabinet Office
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		15,334	13,679	5,620
Outputs to other government agencies		703	5,361	9,932
Outputs to others		1,486	154	40
Interest received		-	10	5
Payments		-		
Personnel costs		(9,685)	(9,555)	(8,359)
Suppliers		(4,280)	(7,668)	(6,737)
Other payments		-	(21)	(3)
<i>Net cash flows from operating activities</i>	13	3,558	1,961	497
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(1,013)	(1,061)	(1,294)
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		(1,013)	(1,061)	(1,294)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		380	1,015	510
Repayment of surplus		-		
Capital withdrawal		-		
<i>Net cash flows from financing activities</i>		380	1,015	510
<i>Net increase/(decrease) in cash and cash equivalents</i>		2,925	2,007	(287)
Cash and cash equivalents at beginning of period		1,999	210	497
Cash and cash equivalents at end of period	4	4,924	1,999	210

STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Cabinet Office*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities***Accounts Payable***

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	9,241	9,146	8,223
Employer/Government pension expense	144	404	396
Total Personnel Costs	9,685	9,549	8,619

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	4,948	5,445	6,963
Operating lease rentals	611	887	1,028
Other	221	51	0
Total Supplies and Consumables	5,780	6,383	7,990

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings	22	21	21
Other Infrastructure assets	117	117	
Vehicles	15	15	15
Aeroplanes	-	-	-
Boats	-	-	-
Furniture and fittings	13	5	28
Computer hardware and software	836	815	1,099
Office equipment	46	29	44
Other plant and equipment	3		117
Other assets	6	6	6
Total Depreciation	1,058	1,007	1,330

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	40-60
Vehicles	4-12
Aeroplanes	9-20
Boats	9-20
Furniture and fittings	3-20
Computer hardware and software	3-10
Office equipment	3-20
Other plant and equipment	5-25
Other assets	3-25

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand	2	2	1
Bank accounts	4,922	1,997	83
Deposits with Portfolio Finance and Economic (Treasury)			0
Total Cash and Cash Equivalents	4,924	1,999	84

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet	2,958	2,958	3,588
Outputs to other government agencies	4,492	6,267	7,274
Outputs to others	-	96	120
Interest receivable	-	-	-
Prepayments	107	-	21
Interest Receivable	-	-	-
Other Receivables	764	-	-
Total Gross	8,321	9,321	11,003
Less provision for doubtful debts	-	-	-
Total Net	8,321	9,321	11,003

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)	-	679	575
Work in Progress	763	170	-
Finished Goods	-	-	-
Total Inventories	763	847	575

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings	221				22	199
Other Infrastructure	904	542			117	1,329
Vehicles	18	118			15	121
Aeroplanes	-					-
Boats	-					-
Furniture and fittings	76				10	66
Computer hardware and software	767	353			832	287
Office equipment	59				46	13
Other plant and equipment	324				3	321
Construction in progress	140					140
Other assets	401				6	395
Total	2,911				1,051	2,873

	HC or Revalued Amount	Accum Depr	2009/10 Forecast	2008/9 Est Actual
	\$000	\$000	\$000	\$000
Buildings	314	114	199	221
Other Infrastructure	2,140	811	1,329	904
Vehicles	219	99	121	18
Aeroplanes	-	-	-	-
Boats	-	-	-	-
Furniture and fittings	182	119	66	76
Computer hardware and software	5,943	5,659	287	766
Office equipment	236	223	13	59
Other plant and equipment	336	16	321	324
Construction in progress	140		140	141
Other assets (list if material)	408	12	396	402
Total	9,918	7,045	2,873	2,911

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Trade Creditors	3,006	1,506	1,517
Operating lease rental	-	-	-
Accruals	1,873	1,873	2,792
Total	4,876	3,376	5,251

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance	152	152	152
Total	152	152	152

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	357	351	357
Other salary related entitlements	32	38	-
Total Employee Entitlements	389	389	357

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	1	1	-
Other salary related entitlements	-	-	-
Total	1	1	-

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable	0	0	0
Provision for restructuring	0	0	0
Accounts payable	0	0	0
Unearned revenue	0	0	0
Other	0	0	0
Total	0	0	0

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Operating surplus/(deficit)	0	290	8
Non-cash movements			
Depreciation	1,058	1,007	1,330
Increase in provision for doubtful debts			
Increase in payables/accruals	1,500	2,152	(2,216)
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			(1,779)
Increase in receivables	1,000	(1,452)	3,154
Net cash flows from operating activities	3,558	1,961	497

BUDGET 2009/10

Annual Budget Statement

for

***Ministry of Financial Services, Tourism and
Development***

**For the financial year ending
30 June 2010**

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005 Revision)

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3. Ownership Performance Targets
4. Equity Investments and Withdrawals

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6. Payment Arrangements

Appendix: Forecast Financial Statements

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

Fire Department

The Cayman Islands Fire Service activities involve providing a rapid response to fires, aircrafts accidents and any other emergencies.

Cayman Islands Investment Bureau

The Cayman Islands Investment Bureau is an economic development agency that works to stimulate and strengthen appropriate, long-term, inward and local investment in the Cayman Islands in partnership with other Government agencies and the private sector. This entails activities such as marketing and promotion of the jurisdiction, guidance and advice on business development projects, training for entrepreneurs, and the provision of information and policy recommendations on the local business climate.

General Registry

The General Registry Department is responsible for collecting a significant portion of revenue through registry management and the maintenance of public records. It also provides advice and information to facilitate the formulation of new Government policies, Laws and Regulations.

Department of Planning

The Department of Planning is (a) the critical conduit between the Central Planning Authority (CPA) and the wider community, its customers, the citizens and stakeholders. As such the Department's primary purpose is to ensure that the CPA's recommendations on development plans strive for (i) a strong economy, (ii) promotes aesthetically pleasing developments, (iii) are environmentally friendly and sustainable, (iv) technically sound, and (v) promotes and provides an unparalleled quality of life for existing and for future generations; (b) to ensure that all applications that require either the CPA, Development Control Board (DCB) or Administrative Approval with respect to the use and development of land in the Islands are processed and inspected efficiently, in an enabling and facilitating manner, but in accordance with the relevant legislation.

Public Relations Unit

The Public Relations Unit, Ministry of Financial Services, Tourism and Development, is responsible for the development and implementation of a global communications and public affairs strategy to promote and protect the Cayman Islands' financial services industry. This mandate requires the Public Relations Unit to work under tight timelines, within a fast-changing domestic and international environment associated with global financial services and requires interface with a broad cross section of stakeholders.

Department of Tourism

The Department of Tourism is a public sector agency charged with short and medium term responsibility for strategic planning and general destination management for the Cayman Islands tourism industry. It requires business management in the public sector environment and involves a close working relationship with a wide range of stakeholders. To be successful, the Department must maintain a global perspective and a parallel local sensitivity in order to meet its broadest objectives as outlined in the National Tourism Management Policy. The nature of the activities executed by the Department range from research and policy advice to international marketing and sales, from industry training programmes to the development of environmentally responsible management of the tourism industry. At all times, the Department seeks to advance the heritage, culture and values of the Cayman Islands and promote the advancement of sustainable tourism policies for the benefit of future generations

Tax Information Authority

The nature of the business of the Tax Information Authority is to act on behalf of the Minister of Financial Services, Tourism and Development under delegated authority, as the sole dedicated channel in the Cayman Islands for exchange of information in tax matters under international agreements entered into by the Cayman Islands.

Scope of Activities

Fire Department

The scope of the Cayman Islands Fire Service activities is as follows:

- Eliminations and reduction of fire hazards.
- Inspection of all buildings
- Investigating the causes of fires and implementing preventative measures
- Enforcing the fire-safety building standards and design
- Continuing the internal and external training programme

Cayman Islands Investment Bureau

- Develop and implement marketing campaigns that enhance the image and profile of the Cayman Islands as an investment location of choice
- Arrange and participate in conferences and events that showcase the strengths of the jurisdiction and which will encourage investor interest
- Lead investors through the business development process by providing information on incentives, legislation or regulatory requirements, and steps in the approval process
- Link potential investors with potential customers, suppliers and other business partners
- Provide technical assistance to local entrepreneurs and small businesses
- Provide assistance to film and photography projects seeking to utilize the jurisdiction
- Conduct primary research and investigations into the Cayman Islands business climate with a view to developing recommendations on policy as it relates to investment and commerce

General Registry

- Advise on economic and financial matters that may impact the growth of the registry.
- Preparation of statistics on companies, partnerships, trusts, patents and trademarks, birth, deaths and marriage
- Registry Function
- Maintain a registry of documents relating to companies, partnerships, Trusts, patents and Trademarks, births, deaths, marriages, public records, trade unions and friendly societies.
- Examine and hold documents required by Law
- Retrieve and make information available to the Public.

Department of Planning

Physical Development Management

- Process development applications for the CPA/ DCB's consideration at their bi-monthly meetings.
- Issue building permits to ensure that buildings and structures meet minimum health, safety requirements.
- Conduct inspections (Plumbing, Electrical, Structural, Mechanical, and Liquor License) to ensure that developments are being constructed and operated to approved applications
- Ensure compliance with the Planning Law, Regulations and Guidelines by enforcing against those who choose not to apply for planning permission
- Issue Certificates [of Fitness] for Occupancy (COs) and sign strata plans when developments have been completed in accordance with the planning permission granted
- Compile Appeal Briefs for the Ministry of Financial Services, Tourism and Development (Ministry FS,T and D) for CPA/ DCB decisions that have been appealed
- Review existing Laws, Regulations, Codes, Policies and Guidelines for concurrence with risk mitigation initiatives and to ensure they continue to evolve to meet the needs of the Public and the Development Industry.

Preparation of Development Plans

- Facilitate and coordinate the review and completion of development plans for the Grand Cayman.
- Prepare area plans for various districts and / or planning regions for the Islands

Public Relations Unit

- Stakeholder relations programmes that seek to inform and influence business, regulatory and political opinion leaders regarding issues and opportunities in the Cayman Islands
- Development of targeted public relations programmes that help continue to build the image and reputation of the Cayman Islands' financial services industry
- Proactive and reactive media relations activities that seek to gain positive editorial coverage for the Cayman Islands in the leading business press
- Provision of strategic communications counsel and advice to Government regarding issues affecting the industry domestically and internationally
- Provision of support and expertise on government relations and lobbying programmes
- Delivery of strategic counsel and support in relation to reputation management and marketing communications for international trade shows and events across key sectors (e.g., funds, insurance, shipping and aircraft registry)

Department of Tourism

- Strategic planning for the Tourism Industry
- Technical Advice, Research and Policy Input
- Coordinate the implementation of the National Tourism Management Policy;
- Support for Tourism Boards and Committees
- Tourism Public Relations Services
- Crisis and Emergency Communications
- Product Development and Regulatory Activities
- Collection and Audit of Tourism Revenue
- Marketing and Public Relations (International and National)
- Development of Human Capital for the Tourism Industry

Tax Information Authority

The activities of the Tax Information Authority are as follows:

- the administration, management and implementation of the Tax Information Authority Law (2009 Revision) and relevant international Tax Information Agreements entered into by the Cayman Islands;
- the administration, management and implementation of the Reporting of Savings Income Information (European Union) Law (2007 Revision)

Customers and Location of Activities

Activities are provided in the Cayman Islands, USA, Canada, UK, Asia and Europe.

2. Strategic Ownership Goals

The key strategic ownership goals for the *Ministry of Financial Services, Tourism and Development* in 2009/10 and the subsequent two years are as follows:

Fire Department

- Aerodrome
 - o Continue the required re-certification programme of Fire Service Personnel in accordance with the requirements and standards of UK Civil Aviation Organization and CI Civil Aviation. Officers will attend training at the Fire Service College Morton-N-March between Sept '09 and Jun '10.
- To train and re-certify officers in Domestic Fire Fighting at a institution in U.S.A and/or England, between November 2009 and May 2010.
- To train additional officers as Fire Inspectors and Fire Investigators to upgrade the Fire Prevention Section of Department.

Cayman Islands Investment Bureau

- Disseminate current and accurate information about the Cayman Islands as a place to conduct business.
- Enhance the image of the Cayman Islands through representation at both local and overseas conferences and events;
- Attract the interest of foreign and local investors who have an interest in business development projects within the jurisdiction.
- Attract the interest of foreign film and television productions who can utilize the jurisdiction for filming purposes.
- Promote the image and services of the CIIB locally, internally and internationally.
- Provide technical assistance that directly impacts the creation of new business and new jobs within the Cayman Islands.
- Provide a one stop repository of information for businesses seeking to expand, relocate or establish a presence in the Cayman Islands.
- Research and monitor investment and commerce in the Cayman Islands in order to provide policy advice on ways to stimulate sustainable economic development.

General Registry

Electronic Document Management System

- Improve the storage and retrieval of documents by the implementation of Electronic Document Management System (EDMS)
- The development of a website
- Enhancement of the Company Registry System
- Restructuring of the Patents and Trademarks Register
- Public Records – Conversion Of Records

Department of Planning

- To provide analytical support and continue the tradition of sophisticated and timely policy analysis of development as set forth by the Ministry of FS, T, and D, and the CPA. Identify and analyses long-term development trends and issues and prepare working policy papers.
- Prepare development plans for all three islands.
- To process development applications in a timely and efficient manner, and ensure that development is in compliance with The Development and Planning Laws and Regulations.
- Enforce the Development and Planning Laws and Regulations in a timely and efficient manner, and to discourage illegal development.
- To ensure that all buildings are constructed in accordance with all applicable Codes, through the provision of timely and accurate, plan reviews, issuance of building permits, inspections and certificates of occupancy.

- Provide support to the Central Planning Authority, the Electrical Board of Examiners in a timely and efficient manner, and ensure that financial and Human Resources reports comply with the PFML, PSML, and acceptable accounting practices.
- Contact with the public and communication exchanges are to be done in a professional and courteous manner.
- To continue to build partnerships with the development community.
- Freedom of Information.

Public Relations Unit

Goals for the 2009/10 financial year:

- Continue diligence to address "danger areas" affecting future commercial opportunities for the Cayman Islands financial services industry – changes in key political regimes (e.g., U.S., U.K., E.U.), increase intensity of international initiatives
- Continue momentum of media outreach – regular flow of positive stories to enhance Cayman's position on the world stage; ensure focus on new markets (e.g., Dubai, China)
- Continue investments in key global relationships – direct outreach to governments, stakeholders – partnership with the private sector, other government departments
- Refined focus for marketing activities – Develop concrete strategies for event marketing across all sectors of involvement – Insurance, CSX, CAACI, MACI/CISR, etc.)

Goals for the 2010/11 financial year:

Furthering progress on the goals above and addition of the following:

- Reputation/issue-based advertising strategy depending on global climate and international developments
- Continued evolution of integrated policy and communications function
- Increased use of electronic media to facilitate information flow – as capabilities and global adoption continue
- Further investments in research initiatives – economic contribution of OFCs – other key macro areas that support positioning; publications programmes to support

Goals for the 2011/12 financial year:

Furthering progress on the goals above and addition of the following:

- Formation of a public-private partnership – Cayman Finance (based on global model for jurisdictional marketing and communications)

Department of Tourism

- Provide high quality products and services for the visitor
- Present a distinctive Caymanian experience
- Adopt a sustainable approach to tourism development
- Protect and enhance the marine and terrestrial environment
- Attracting a more discerning and higher spending visitor
- Develop a highly skilled Caymanian workforce
- Develop nature-based/soft adventure tourism in the Sister Islands and Grand Cayman
- Organise tourism in the Cayman Islands more effectively
- Research, monitor and report on the tourism economy more effectively
- Increase awareness of and positive attitudes towards tourism in the community
- Brand Management - Management and Enhance the Image of the Cayman Island Tourism Brand

Tax Information Authority

In accordance with its statutory responsibilities and functions, the Authority's strategic goals are:

- to implement, manage and administer the legal structures and mechanisms for fulfilling its statutory roles, including appropriate systems and procedures to accommodate the third-party driven request process for international co-operation in tax matters
- to ensure the effective operation of the statutory regimes relating to international tax information agreements entered into by the Cayman Islands and the requirements for the reporting of savings income information
- to cooperate effectively with counterpart competent authorities and operate in accordance with current and developing international standards

- to maintain human and other resources at levels which demonstrate and provide capacity to carry out all functions in accordance with international standards

3. Ownership Performance Targets

The ownership performance targets for the *Ministry of Financial Services, Tourism and Development* for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$000's	2008/9 Estimated Actual \$000's
Revenue from Cabinet	51,695	
Revenue from ministries, portfolios, statutory authorities, government companies	50	
Revenue from others	10,214	
Surplus/deficit from outputs	6,511	
Ownership expenses	0	
Operating Surplus/Deficit	6,511	
Net Worth	16,458	
Cash flows from operating activities	8,174	
Cash flows from investing activities	(1,103)	
Cash flows from financing activities	(5,508)	
Change in cash balances	1,663	

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	336%	
Total Assets: Total Liabilities	514%	

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed	426	
Staff turnover (%)	12%	
Managers	15%	
Professional and technical staff	10%	
Clerical and labourer staff		
Average length of service (number of years in current position)	11 years	
Managers	8 years	
Professional and technical staff	10 years	
Clerical and labourer staff		
Changes to personnel management system:	None	

*Due to restructuring of the Ministry, no actual was provided

Physical Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Value of total assets	\$20,431	\$
Asset replacements: total assets	5%	%
Book value of assets: initial cost of those assets	42%	%
Depreciation: cash flow on asset purchases	166%	%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
Ministry Administration	
Computer Equipment	15,000
Public Transport Unit	
Ticket Booth and Restrooms	67,000
Fire Services	
Building Repairs and Upgrades	624,000
Computer Equipment	15,000
Life Rafts	16,000
Boat Engines and Trailers	38,000
Cayman Islands Investment Bureau	
Computer Equipment	5,000
General Registry	
Electronic Document Management System - CORIS Upgrade	63,750
Website	11,250
Computer Equipment	5,000
Department of Planning	
Vehicles (2)	39,100
Electrical Megometers	1,603
Computer Equipment	17,547
Digital Cameras	1,750
Department of Tourism - All Regions	
Computer Equipment	34,500
Furniture and Equipment	16,500
Office Equipment	24,000
London Office	
Office Equipment	3,500
Computer Equipment	4,000
TOTAL:	1,002,500

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Risk of reduced allocation/spending approval due to further restrictions on Government spending	New	Prioritize strategies to ensure that approved funding is focused on the mission critical areas	
Failure of the electronic Company Registry System	None	The Computer Services Department provides back-up. A disaster recovery workshop was held with an external consultant to determine a plan of action to be carried out to continue work in the event of a natural disaster.	
Loss of key personnel	Due to the current recession which has resulted in job loss the risk appears to have decreased significantly	• An initiative was taken to review job descriptions and salaries in an attempt to award appropriate increases and reduce the inequity between staff within each job function • Some job descriptions were reviewed. Customer Service Officers were re-graded from Q to P. All other job descriptions remained at the previous grade. • Review of staff performance is done occasionally and internal promotions are given based on merit when available. • In an attempt to improve job satisfaction and continuity the department has • Rotated staff over various work areas. • Introduced "Employee of the Quarter". This has been well accepted and officers appear motivated to achieve this honor.	

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Change in Government policies, Laws, Regulations that are unfavorable to clients.		- The department has taken the decision to maintain the Officers and Directors Office as a permanent feature in preparation for making this information current and available on CORIS. - A back office was utilised again this year to provide more expeditious service to our clients who had in previous years complained about the turnaround time in posting accounts and providing stamped copies of annual returns.	
Loss of physical files		The electronic storage which should be less susceptible to loss is currently being developed. Phase I completed.	
Technological advancement that could result in the services offered being unattractive when compared with other jurisdictions		- The website will be launched September 09. - Electronic Document Management System is being launched September 2009. - There is also continuous improvement being carried out to the Companies Online Registry Information System (CORIS). - A new receipting system is currently being designed to facilitate Births, Deaths, Marriages and Public Record. The old system is slow and inadequate and soon won't be supported by Computer Services	
Permit Tracking System taken offline	- Six staff members trained as software administrators. - Institute read-only electronic copy of tracking system for use when database is offline.	- Purchase of new sever for database to improve administration efficiency and reliability. CSD to upgrade database software to improve database resiliency - Relocate servers to CSD Cat5 NOC - Migration of database to latest software release. - Real-time back-ups of database	

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Lost of application files due to fire, flooding, or other natural disaster	Purchase large-format scanner, to implement scanning of approved plans	- Seal warehouse access points during warning phase - Files removed from vulnerable locations during hurricane threats as part of hurricane preparedness plan - Purchase new server with sufficient storage space to accommodate scanned plans - Off-site electronic back-ups of files	
Capital acquisitions and furniture being damaged due to inclement weather		- Contents insurance in place for the Department's assets through Risk Management. - Furniture and equipment covered and/or elevated as a part of hurricane preparedness plan - Vehicles elevated to safe locations as part of hurricane preparedness plan.	
Loss of key personnel	Same	Continue implementing the Dept's succession planning and training plan	
Permit Tracking System taken offline	- Six staff members trained as software administrators - Institute read-only electronic copy of tracking system for use when database is offline	- Purchase of new sever for database to improve administration efficiency and reliability. CSD to upgrade database software to improve database resiliency - Relocate servers to CSD Cat5 NOC - Migration of database to latest software release - Real-time back-ups of database	
Continued Support of Public Relations Unit Strategy – Need to ensure the investment in strategic, two-way communication continues and the value of the Public Relations Unit's contributions to the success of the financial services industry is known and understood	Some high-profile issues in which the Public Relations Unit provided advice and counsel demonstrated the value of this investment. As such, the Public Relations Unit enjoys a strong profile among key opinion formers	Moving forward, the Public Relations Unit will need to continue to 'merchandise' its successes and contributions to help keep the momentum of the new Government. This will be done through proactive communications about the new Government Ministry in support of the financial services sector, other milestones and contributions, particularly within government and to domestic stakeholders	Accounted for as part of overall Public Relations Unit budget

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Staffing and Continuity – While the Public Relations Unit is now fully staffed, we will need to ensure staff are up-to-date and engaged in industry developments; also need to ensure staff deliver on benefits of an integrated policy function (i.e., newly created Financial Services Secretariat)	PR Unit staff were able to work together effectively following their first full year as a team and deliver on multiple projects and programmes	Ensure performance agreements for staff include training and development programmes to facilitate uptake of industry knowledge; develop a targeted outreach programme to the private sector to support formal training activities; seek out opportunities to contribute to integration process with policy/legislative drafting professionals	Accounted for as part of overall Public Relations Unit budget
Threats to Reputation – The current political environment outside of Cayman continues to place pressure on the reputation of our industry. The US, UK and EU – in addition to several international initiatives from the OECD, FSB, etc. – are likely present threats to Cayman's reputation. There is also the real and constant threat of an adverse event/crisis (e.g., collapse of a fund or Cayman entity) that could implicate Cayman	Some work in the crisis preparedness area has been completed, and many of the investments made in the previous two years have also helped create somewhat of a buffer	Continued diligence is required in this area to mitigate these risks and assert Cayman's position globally	May require "over and above" expenditures on resources to manage Government's interests
Quantity and timing of workload driven by external 3rd party requests	None	• Produce and maintain clearly expressed procedures • Maintain caseload tracking system • Promote culture of innovative and flexible professionalism which understands and meets priorities	
Ensuring integrity and confidentiality of information	None	• Recruit high caliber staff • Install and maintain suitably protected IT systems • Maintain a culture of excellence	
Natural disaster / loss of vital information or equipment/infrastructure	None	• Maintain disaster preparedness plan • Maintain appropriate back-up systems and information storage	

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget 000's	2008/9 Forecast 000's
Equity Investment from Cabinet into the <i>Ministry of Financial Services, Tourism and Development</i>	1,003	
Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of Financial Services, Tourism and Development</i>		

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

MFT 1	Policy Advice	\$1,522,107
Description Provision of policy advice to the Minister and Cabinet on matters impacting the Fire Services Department, Department of Planning, Department of Tourism, Financial Services, London Office, General Registry, Cayman Islands Investment Bureau, Liquor Licensing, Public Transport Board, Cayman Airways, Port Authority, Cayman Turtle Farm, Tourism Attractions Board, Cayman Islands Airports Authority, Cayman Islands Monetary Authority, Cayman Islands Stock Exchange, Tax Information Authority, Cayman Islands Development Bank, Film Commission Advisory board, Electrical Trade Licensing Board of Examiners, Planning Appeals Tribunal, Central Planning Authority, Private Sector Consultative Committee, as well as the subjects of E-Business Advisory Board, Hotel Licensing Board, Tourism Advisory Council, Cayman Islands Tourism Association and Sister Islands Tourism Association.		
Measures Quantity - Number of policy advice papers and notes - Number of Government motions and tabling of reports to the Legislative Assembly - Number of minister's briefing notes Quality - All Cabinet papers and notes will be signed off by the Chief Officer and will define issues clearly and succinctly, include pertinent research and data, have an unambiguous statement of policy objectives, and identify all viable options and assess the same - Legislation will be accurate and reflect the desires of Government - Reports and Financial Statements will be accurate and audited as required Timeliness - All papers and notes will be submitted by the designated deadline established by Cabinet - Legislation Motions and reports to the Legislative Assembly will be submitted in accordance with Ministers directives Location Grand Cayman Cost		2009/10 Budget 20-50 4-12 10-25 100% 100% 100% 100% 100% 100% 100% \$1,522,107
		2008/9 Estimated Actual 20-50 4-12 10-25 100% 100% 100% 100% 100% 100% 100% \$888,382
Related Broad Outcomes: - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management - Ensuring Success and Participation of Caymanians in the Financial Services - Setting the Stage for Success in the Tourism Industry - Supporting our Caymanian Small Businesses - Strengthening our Infrastructure - Preserving our Culture		

MFT 2	Ministerial Servicing	\$1,178,262
Description Provision of administrative support services to the Minister; • Speeches and statements • Replies to written enquires • Response to parliamentary questions		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of speeches and statements prepared for the Minister • Number of replies to written enquires • Number of responses to parliamentary questions	70-120 60-100 5-15	70-120 60-100 5-15
Quality • Speeches and statements will clearly set out stated policies and will be appropriate for the target audience, subject to peer review and signed of • Written replies will be factual and well researched • Responses to parliamentary questions will be approved by the Minister and prepared with due professional care and will be subject to a formal peer review process	100% 100% 100%	100% 100% 100%
Timeliness • Speeches and statements will be finalised and approved a minimum of one day before the event • Written replies issued within one week of receipt • Responses to parliamentary questions will be submitted one day in advance of the item appearing on the order paper of the Legislative Assembly	100% 100% 95%	100% 100% 95%
Location Grand Cayman	100%	100%
Cost	\$1,178,262	\$1,144,427
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring success and participation of Caymanians in the Financial Services 4. Setting the stage for success in the Tourism Industry 5. Supporting our Caymanian small businesses 15. Strengthening our Infrastructure 16. Preserving our culture		

MFT 3	Consultative and Secretarial Services for Boards	\$276,119
Description Provision of consultative and secretarial services to the Statutory Authorities, Boards, Committees and Crown Corporations which fall under the Ministry and particularly: • Cayman Islands Development Bank • Cayman Airways Ltd • Tourism Attractions Board • Cayman Islands Airports Authority • Port Authority • Turtle Farm • Miss Cayman Committee • Public Transport Board • Beautification Committee • Cayman Islands Monetary Authority • Cayman Islands Stock Exchange		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of Agenda/minutes prepared: • Turtle Farm • Cayman Airways Ltd • Port Authority • Cayman Islands Airports Authority • Tourism Attractions Board • CI Development Bank • Miss Cayman Committee • Public Transport Board • Beautification Committee	6-12 10-15 7-12 5-10 2-6 6-12 12-24 6-10 1-6	6-12 10-15 7-12 5-10 2-6 6-12 12-24 6-10 1-6
Quality • Agenda and minutes accurately reflect Board decisions, vetted and amended as necessary by respective board • Advice is technically accurate	100% 100%	100% 100%
Timeliness • Attendance - when required • Agendas - within two-three working days before scheduled meeting • Minutes - circulated within ten working days after meeting	90-100% 90% 90%	90-100% 90% 90%
Location Grand Cayman	100%	100%
Cost	\$276,119	\$392,266
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Ensuring Success and Participation of Caymanians in the Financial Services 4. Setting the Stage for Success in the Tourism Industry 5. Supporting our Caymanian Small Businesses 16. Preserving our Culture		

MFT 6	Liquor License Services	\$264,346
Description Inspection of properties which are applying for, or are in possession of, a liquor licence, enforcement of the Law and Board regulations, and the collection of liquor licensing fees on behalf of Cabinet, in accordance with the Law		
Measures Quantity - Number of inspections conducted - Number of observational visits - Number of liquor licenses and music and dancing licenses renewed - Number of occasional liquor licenses and occasional music and dancing licenses issued - Number of extensions of licensing hours granted Quality - Inspection conducted as required by Law - Observational visits to cover all areas required by Law - Renewals, Occasional Licenses and extensions done in accordance with the Liquor Licensing Law Timeliness - Results of inspection released within one week of inspection - Renewals, occasional licenses and extensions processed within agreed timeframe Location Grand Cayman and Cayman Brac Cost	2009/10 Budget	2008/9 Estimated Actual
	20-40	20-40
	100-150	100-150
	400-500	400-500
	40-60	40-60
	50-100	50-100
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$264,346	\$354,172
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services 5. Supporting our Caymanian Small Businesses		

MFT 7	Policy Advice on International Tax and Regulatory Initiatives	\$599,038
Description Provide advice to the Minister and Cabinet on threats and opportunities affecting the Financial Services Sector as well as servicing of the Financial Services Council (FSC). Participate in Cayman Islands delegations to various local, regional and international meetings, seminars and conferences.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of meetings, seminars and conferences attended - Number of reports on relevant international initiatives - Number of policy analysis reports and supporting documentation - Number of speech notes - Number of briefings for meetings - Number of information requests dealt with - Number of issues briefings - Number of Cabinet Papers - Number of Financial Services Council meetings and minutes - Number of bi-weekly monitoring reports	12-18 5-7 10-12 10-12 8-10 6-12 10-15 6-9 4-6 25	N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A
Quality - Advice and service will be complete, accurate and reviewed by management - Policy advice includes all relevant information and designed to deliver efficient and effective responses - Director vets all reports, policy papers and minutes	100% 100% 100%	N/A N/A N/A
Timeliness - Participants are present for meetings - Reports completed not later than four weeks after the end of each quarter - All requests processed within agreed time period from date of request, not exceeding three weeks	100% 95-100% 100%	N/A N/A N/A
Location Grand Cayman and Overseas	100%	N/A
Cost	\$599,038	\$0
Related Broad Outcome 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services		

New Output for 2009/10

MFT 8	Tax Cooperation Agreements	\$359,576
Description Negotiate tax cooperation agreements in accordance with government policies and priorities.		
Measures Quantity - Number of ongoing tax negotiations - Number of new negotiations (initial advice required) Quality - Negotiations conducted by knowledgeable and trained personnel, in accordance with negotiating parameters established by Cabinet - When necessary support will be sought from external appropriately qualified personal - All agreements signed off by the Financial Secretary prior to submission to Cabinet Timeliness Negotiations will be completed within agreed timeframe Location Grand Cayman and Overseas Cost	2009/10 Budget	2008/9 Estimated Actual
	15-20	15-20
	5	5
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$359,576	\$195,297
Related Broad Outcome 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services		

PTO 2	Public Transportation Regulatory and Administrative Services	\$373,221
Description Manages or regulates access to public transportation system through issuance of permits to taxi, tours, bus, water sports, vehicles, school buses and church prior to operations. This involves:- • Vetting applications • Investigating of operators • Attending Public Transport Board meetings • Issuing permits • Preparing identification cards • Data collection and preparation of statistical reports		
Measures Quantity • Number of reports prepared • Number of applications processed • Number of board meetings attended • Number of agendas prepared for board meetings • Number of permits and identification cards issued Quality • Reporting will be in accordance with established law and regulations • Applications process in accordance with established laws and regulations • Meetings attended by Public Transportation Board members and Ministry FS,TandD representative • Agendas reflect correct decision • Permits issued in accordance with decision by the Public Transport Board Timeliness Reports will be prepared within ten working days of the following month Location Cayman Islands Cost		2009/10 Budget 12-24 800-1,000 8-15 10-20 500-800 100% 100% 75-100% 100% 100% 90-100% 100% \$373,221
		2008/9 Estimated Actual 12-24 800-1,000 8-15 10-20 500-800 100% 100% 75-100% 100% 100% 90-100% 100% \$239,685
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

PTO 3	Monitoring and Investigations	\$202,861
Description Monitoring safety and security standards of all public transportation vehicles, Ensuring compliance with rules and appropriate laws and carrying out incident investigations. This involves • Random vehicle inspections • Complaints investigation		
Measures Quantity • Number of random inspections carried out • Number of complaints investigated Quality • Inspections carried out in accordance with established laws • Investigations carried out in accordance with the Traffic Law and Public Transport Vehicle Regulations Timeliness Complaint investigations will be conducted within Two working days of receipt Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	350-600	350-600
	75-150	75-150
	100%	100%
	100%	100%
	75-100%	75-100%
	100%	100%
	\$202,861	\$201,751
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

PTO 4	Manage the Operation of Omni Bus Depot	\$62,707
Description Managing the dispatch of Omni Bus operators from the George Town bus depot		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Average number of Omni buses ranked and dispatched per month	1,600-2,000	1,600-2,000
Quality Omni bus dispatched in accordance with established rules and guidelines	70-100%	70-100%
Timeliness Omni buses will be dispatched every 15 -30 minutes	60-100%	60-100%
Location Cayman Islands	100%	100%
Cost	\$62,707	\$103,738
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

FRE 9	Responding to Domestic Fire Emergencies	\$5,995,683
Description		
Provide a capacity to respond to domestic fire and other emergencies		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of days providing 24 hour coverage for the community:	365	365
Quality - Ensuring that Firemen are properly equipped to respond to one call for fire fighting per station at any given time - Ensure compliance of CI Fire Brigade Law and Codes, the CI Fire Service operation orders. - Capacity to provide sufficient staff and equipment - Compliance with NFPA's guidelines	98-100% 99-100% 98-100% 80-100%	98% 99% 98% 80%
Timeliness 24 hours per day 365 days per year, to respond (exit the station) within 20 seconds on receipt of calls to arrive at scene of fire-George Town and Cayman Brac within 20 minutes	98-100%	98%
Location Cayman Islands	100%	100%
Cost	\$5,995,683	\$4,999,602
Related Broad Outcomes:		
1.Addressing the Economic Crisis in the Cayman Islands 2.Restoring Prudent Fiscal Management		

Note: This output was FRE 1 in 2008/9 Budget under the Portfolio of Internal and External Affairs.

FRE 10	Aerodrome Fire Services	\$4,684,565
Description The release and rescue of persons and property from, all aircrafts incidents and vessels in hazardous situations, in a capacity to provide protection services in accordance with inspection of fuel distribution to aircraft.		
Measures Quantity - Provide and maintain coverage for the release and rescue of persons and property from aircrafts and vessels in hazardous situations - Properly equipped to respond to one full emergencies - Provide protection services in accordance of the category of the airport - Inspections of distribution of fuel to aircrafts Quality - Vehicles and quality are in compliance with International Civil Aviation Organization (ICAO) e.g. performance time 0-50 mph in 40 seconds - Fire fighting media in compliance with ICAO. - Equipment Grand Cayman - Category 8 - 4 vehicles, Cayman Brac - Category #6 - 3 vehicles and Little Cayman - 1 vehicle - Number of personnel and training are in compliance with ICAO and approved organization expositions - Rescue equipment is in compliance with ICAO Timeliness - During all hours airport is open to traffic - To respond within 2 to 3 minutes to the end of each runway - Monthly Inspections Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	98%	98%
	100%	98%
	100%	100%
	90-100%	80%
	100%	98%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$4,684,565	\$4,669,759
Related Broad Outcomes: 1. Addressing Energy and the Environment		

Note: This output was FRE 2 in 2008/9 Budget under the Portfolio of Internal and External Affairs.

FRE 11	Inspection for Compliance with Fire Code	\$391,102
Description Enforcement of CI Fire Prevention Code and fire prevention section of the Fire Brigade Law including: - All commercial development. - Inspection of Liquor Licensing premises. - Tourist accommodations premises in compliance with Laws/Code		
Measures Quantity - Number of premises inspected - Number of development drawings reviewed - Number of assessment reports prepared re: building control and relevant development Quality - Developments are in compliance with laws, standard and codes e.g. CI Fire Prevention Code and section of Fire Brigade Law, Liquor Law, Cinema Graphic Law etc. - Inspection and drawings cover all methods required by relevant Laws, standards and codes of practice - Inspection carried out by qualified personnel. - Reports are comprehensive, relevant and accurate subject to peer review and signed off by qualified personnel Timeliness - Inspection within three days of notifications of completion - Annual inspection to meet deadlines for annual general meetings of CI Tourism Accommodation Board and Liquor License Board - Reports submitted with three days of completion Location Cayman Islands Cost		2009/10 Budget 1,500-2,000 800-960 800-960 98-100% 100% 100% 100% 98-100% 98-100% 98-100% 100% \$391,102
		2008/9 Estimated Actual 1,500-2,000 800-960 800-960 98% 100% 100% 100% 98% 98% 98% 100% \$413,878
Related Broad Outcomes: 1.Addressing the Economic Crisis in the Cayman Islands 2.Restoring Prudent Fiscal Management		

Note: This output was FRE 3 in 2008/9 Budget under the Portfolio of Internal and External Affairs.

FRE 12	Investigation of Fires	\$139,876
Description Fire investigation for vehicles and buildings that are involved in a fire. - Determining cause and origin - Preparation of assessment reports - Attending as witness in courts of Law, when summons to arson cases		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of cause and origin investigated. - Number of assessment reports - Number of hours as witness	25-30 25-30 24	12-15 12-15 10-12
Quality - Inspection undertaken by certified fire investigator and in compliance with laws, codes or standards - Reports identify key issues make recommendations for action related to the implementation of fire safety standards and codes based on CI Laws and Codes - Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented	100% 100% 100%	100% 100% 98%
Timeliness - Investigation completed within two days - Report completed with three day of incident if further investigation is not required - Witness attendance whenever courts summons	100% 98-99% 100%	100% 98% 100%
Location Cayman Islands	100%	100%
Cost	\$139,876	\$299,826
Related Broad Outcomes: - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management		

Note: This output was FRE 4 in 2008/9 Budget under the Portfolio of Internal and External Affairs.

FRE 13	Fire Safety Education and Training Programmes	\$173,246
Description Provide a fire and life safety strategies programs by ensuring public education		
Measures Quantity - Number of educational demonstrations - Number of workshops - Number of media announcements - Number of publications per year Quality Ensuring that material is: - Clear jargon-free language, concise and accurate - Vetted by professional in their individual areas of expertise and experience - Content is appropriate for various age groups and useful guidance on fire safety measures - Extensive feedback from participants will rate course by formal survey Timeliness - Material is available at request - Timeliness required for workshops and publications Location Cayman Islands Cost	2009/10 Budget 15-25 8-10 1-2 daily 1 100% 100% 100% 80% 100% 100% 100%	2008/9 Estimated Actual 15-25 8-10 1-2 daily 1 100% 100% 100% 80% 100% 100% 100%
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 7 .Education: The Key to Growth and Development		

Note: This output was FRE 5 in 2008/9 Budget under the Portfolio of Internal and External Affairs.

FRE 14	Policy Advice on Fire and Emergency Matters	\$333,298
Description		
Provision of policy advice and information to the Ministry on matters relating to the Fire Service		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Provision of information for various government documents and proceedings:		
• Throne Speech	1	1
• Parliamentary questions	1-3	1-3
• Additional reports on response to request for information and advice	1-3	1-3
• Statistical information on fire related matters	4-5	4-5
Quality Reports will include:		
• Key issues will identify and make recommendations for action related to the implementation of fire safety and appropriate fire coverage	100%	100%
• They will provide comprehensive, relevant and accurate information, which is clearly and succinctly presented	100%	100%
• Be subject to review and final approval for release by Chief Fire Officer	100%	100%
Timeliness Advice and reports submitted in line with timetable agreed with senior Ministry Officers	100%	N/A
Location Cayman Islands	100%	100%
Cost	\$333,298	\$61,028
Related Broad Outcomes:		
1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

Note: This output was FRE 4 in 2008/9 Budget under the Portfolio of Internal and External Affairs.

FRE 15	Emergency Communication, Planning and Preparedness	\$137,769
Description Maintenance and use of a capacity to provide communication, management, coordination and operations during and after a natural disaster in accordance with the national hurricane/disaster plan in relation to communication.		
Measures Quantity - Provide radio/telephone communication to coordinate during all hurricanes and other disasters - Number of Radio/Telephone announcements - Press release - in accordance with national hurricane/disaster plan - Annual training for how to handle disasters Quality - Top of the line equipment including backup equipment in compliance with CI Hurricane Disaster plan - Identify key issues - Make recommendations for action related to the implementation of standards and codes - Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented Timeliness - Available 24 hours 365 days per year - Radio/Telephone announcements updated every six hours Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	365	365
	168-200	168-200
	100%	100%
	1	1
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$137,769	\$115,120
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

Note: This output was FRE 7 in 2008/9 Budget under the Portfolio of Internal and External Affairs.

IVB 1	Production of Collateral and Promotional Material	\$137,387
Description Promotion of the Cayman Islands through various printed or electronic materials that contain essential information on conducting business in the jurisdiction.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of generic promotional/collateral brochure packages produced - Number of miscellaneous graphics products not related to conferences, events or training programmes. - Monthly update/maintenance of websites	2-4 5-10 12	1-3 N/A 24
Quality - Content subject to internal peer review for accuracy - Photography depicting business environment included where applicable	90-100% 90-100%	100% 100%
Timeliness Informational materials updated periodically as necessary	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$137,387	\$133,697
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services 5. Supporting our Caymanian Small Businesses		

IVB 2	Marketing and Public Relations Activities	\$273,952
Description Building a positive and attractive image of the Cayman Islands as a premier jurisdiction for conducting business and investment; public relations activities to increase awareness of the CIIB and its services.		
Measures Quantity - Number of marketing/advertising campaigns conducted - Number of public relations activities (e.g. press releases, editorials, articles, speaking engagements, media events, interviews, community service programmes) not related to conferences, forums or training sessions - Number of sponsorships - Number of newsletters Quality - Graphics to be consistent with branding image - Content subject to internal peer review for accuracy Timeliness - Advertisements produced within deadlines agreed on with provider - Information should be disseminated within one day of approval - Newsletter released by the last Friday of a given month Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	18-23	18-23
	10-15	10-15
	0-1	N/A
	12	N/A
	90-100%	100%
	90-100%	100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	100%	100%
	\$273,952	\$350,198
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services 5.Supporting our Caymanian Small Businesses		

IVB 3	Conferences and Events	\$261,901
Description Conferences or special events that generate investment or filming leads or encourage business development within the Cayman Islands		
Measures Quantity - Number of trade fairs and conferences organized or attended which promote business development in the jurisdiction - Number of investment seminars / mini-conferences conducted - Number of in-bound or out-bound missions Quality - Exhibit display to visually represent the Cayman Islands business environment - Seminar overall rating of a minimum of 4 out of 5 on participant rating assessment - Representation on behalf of the Cayman Islands will be accessible, informed, and responsive Timeliness Events organized to meet conference deadlines and guidelines as provided by conference host Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	5-7	5-7
	1-2	1-2
	1-2	1-2
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	100%	100%
	\$261,901	\$347,239
Related Broad Outcomes: - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management - Ensuring Success and Participation of Caymanians in the Financial Services - Supporting our Caymanian Small Businesses		

IVB 4	Inward Investment Targeting	\$235,826
Description The generation of foreign investment interest in the Cayman Islands through direct contact with foreign investors through overseas offices.		
Measures Quantity Number of target companies contacted Quality - Target companies must meet criteria outlined in approved strategy - Communication with target companies will be courteous and professional Timeliness Follow-up contact with investors to be made within agreed time period Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	5-10	5-10
	90-100%	100%
	90-100%	100%
	90-100%	100%
	100%	100%
	\$235,826	\$83,912
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services 5.Supporting our Caymanian Small Businesses		

IVB 5	Advice and Support to Investors and Entrepreneurs	\$516,823
Description Provision of services to potential and current investors in order to secure an investment commitment, or to induce existing investors to reinvest and/or expand.		
Measures Quantity - Number of information requests and/or requests for referrals handled - Number of new clients (local and foreign investors/entrepreneurs/filmmakers) - Number of successful business case studies documented Quality - Communication with investors and entrepreneurs will be courteous and professional - Comprehensive research will be conducted in order to answer investor inquiries - Advising services conducted in accordance with CIIB Service Standards Timeliness Acknowledgement of requests will be provided within two business days Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	35-45	35-45
	70-90	70-90
	3-5	3-5
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	100%	100%
	\$516,823	\$557,831
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services 5.Supporting our Caymanian Small Businesses		

IVB 6	Training and Businesses Advocacy and Support	\$245,155
Description Activities that support and encourage business development in the Cayman Islands, and which contribute to improvements to the business climate.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of training events organized. - Number of business procedures documented - Monthly support sessions for small business resource networks/associations	6-10 3-5 10-14	6-10 3-5 10-14
Quality - Industry research will be thorough and detail oriented - Meetings arranged to encourage wide participation from relevant groups	90-100% 90-100%	90-100% 90-100%
Timeliness Acknowledgement of registration requests will be provided within two business days	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$245,155	\$144,698
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring success and participation of Caymanians in the Financial Services 5. Supporting our Caymanian Small Businesses		

IVB 7	Policy Advice and Ministerial Servicing	\$153,975
Description Providing advice on issues affecting commerce and investment in the Cayman Islands.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of policy advice reports produced - Number of briefing papers produced	1-3 4-9	1-3 4-9
Quality - All papers and reports will defined issues clearly and succinctly - Accuracy and relevance of reports as determined by internal peer review - Recommendations will be clear and unambiguous - Reform proposals will involve consultation with relevant agencies	90-100% 90-100% 90-100% 90-100%	100% 100% 100% 100%
Timeliness Within timeframe required	100%	100%
Location Cayman Islands	100%	100%
Cost	\$153,975	\$87,965
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services 5. Supporting our Caymanian Small Businesses		

IVB 8	Cayman Islands Film Commission Project Facilitation	\$506,015
Description Administration of production incentives package for film, television and video productions that meet eligibility criteria and which have Advisory Board approval.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of meetings of the C.I.F.C. Advisory Board - Number of production incentives negotiated	1-2 1-2	N/A N/A
Quality - Meetings arranged to ensure broadest possible participation by board members - Advisory Board feedback documented prior to award of incentives certificate	90-100% 90-100%	N/A N/A
Timeliness Incentives decision communicated to production within timeframe specified in incentives guidelines	90-100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$506,015	\$0
Related Broad Outcomes: - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management - Ensuring Success and Participation of Caymanians in the Financial Services - Supporting our Caymanian Small Businesses		

Note: This is a new output

PLN 24	Policy Advice to the Ministry	\$169,713
Description Provide advice to the Minister of Financial Services, Tourism and Development and the Central Planning Authority on policy issues related to planning and development throughout the three islands		
Measures Quantity - Amendment to the Planning Laws - Amendment to the Planning Regulations - Development plan issues - Number of responses to parliamentary questions - Number of requests for advice Quality Reviewed for compliance with the Development and Planning Laws (2005 Revisions) and Regulations (2006 Revisions), Central Planning Authority policies and vetted through internal review processes , where applicable	2009/10 Budget	2008/9 Estimated Actual
Timeliness - Drafting instructions for First Legislative Council so that the amendments in accordance with the Minister's request- within 20 working days of CPA instructions to proceed with drafting - Development Plan Issues varies - Responses to parliamentary questions provided within ten working days - Response to requests for advice within 14 working days of request Location Cayman Islands		
Cost	\$169,713	\$271,300
Related Broad Outcome - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management - Addressing Energy and the Environment - Strengthening our Infrastructure - Enhancing Agriculture		

PLN 25	Preparation of Development Plan – Grand Cayman	\$603,661
Description Proposed amendments to the Development Plan 1997 to serves as the basis for the creation of land use planning policies, procedures and plans that are formulated, implemented and enforced in an equitable manner, that strike a balance between economic and social development and environmental protection		
Measures Quantity Number of reports:- - Area Plans - CPA Policy Guideline Documents - Land Use Policy Guidance Quality Reviewed for compliance with the Development and Planning Laws (2008 Revisions) and Regulations (2006 Revisions), Central Planning Authority policies and vetted through internal review processes , where applicable Timeliness Date of submission to the Ministry of Financial Services, Tourism and Development in accordance with current CPA approved work plan Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	1	4
	2	
	2	
	100%	100%
	98-100%	98-100%
	100%	100%
	\$603,661	\$418,262
Related Broad Outcome 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 14. Addressing Energy and the Environment 15. Strengthening our Infrastructure 17. Enhancing Agriculture		

PLN 26	Central Planning Authority – Development Control Board Annual Report	\$8,762
Description Prepare the annual report as required pursuant to Section 50 of the Development and Planning Law (2006 Revision). This report details the activities of the Central Planning Authority (CPA), the Development Control Board (DCB) and the Planning Department during the previous calendar year.		
Measures Quantity Number of reports Quality - Reviewed for compliance with the Development and Planning Laws (2008 Revisions) and Regulations (2006 Revisions), Central Planning Authority policies and vetted through internal review processes , where applicable - Report is certified by CPA Chairman , DCB Chairman and Executive Secretary Timeliness Report to the Ministry of Financial Services, Tourism and Development by February 1, 2010 Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	1	1
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$8,762	\$24,250
Related Broad Outcome - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management - Addressing Energy and the Environment - Strengthening our Infrastructure - Enhancing Agriculture		

PLN 27	Process Development Applications	\$693,423
Description The processing of development applications for planning permission		
Measures Quantity - Routine applications - Semi-routine applications - Non-routine applications - Trade and Business letters - Zoning queries Quality Reviewed for compliance with the Development and Planning Laws (2008 Revisions) and Regulations (2006 Revisions), Central Planning Authority policies and vetted through internal review processes Timeliness Meet the following review time targets : - Routine applications – seven calendar days - Semi-routine applications – twenty eight calendar days - Non-routine applications – fifty six calendar days - Trade and Business letter – seven calendar days - Zoning queries – seven calendar days Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	600-650 500-550 100-190 200-250 50-75	380-450 180-200 90-110 200-350 45-65
	100%	100%
	85-100% 85-100% 83-100% 95% 100%	90% 75% 75% 90% 100%
	100%	100%
	\$693,423	\$821,842
Related Broad Outcome - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management - Addressing Energy and the Environment - Strengthening our Infrastructure - Enhancing Agriculture		

PLN 28	Enforcement of Planning Laws and Regulations	\$214,716
Description Enforcement of planning laws and regulations		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of enforcement cases opened	400-450	450-500
Quality Reviewed for compliance with the Development and Planning Laws (2008 Revisions) and Regulations (2006 Revisions), Central Planning Authority policies and vetted through internal review processes , where applicable	100%	100%
Timeliness		
• Investigate complaint – within five calendar days	70-85%	75-90%
• Contact relevant parties – within ten calendar days of investigation	70-90%	N/A
• Issuance of enforcement notice within five calendar days of CPA authorization	95%	95%
• Demolition of illegal structure with in sixty calendar days after court order	70-80%	75%
Location Cayman Islands	100%	100%
Cost	\$214,716	\$243,799
Related Broad Outcome 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 14. Addressing Energy and the Environment 15. Strengthening our Infrastructure 17. Enhancing Agriculture		

PLN 29	Compiling Appeal Briefs	\$14,391
Description Compiling appeal briefs for onward transmission to the Ministry Financial Services , Tourism and Development		
Measures Quantity Number of briefs prepared Quality Reviewed for compliance with the Development and Planning Laws (2005 Revisions) and Regulations (2006 Revisions), Central Planning Authority policies and vetted through internal review processes , where applicable Timeliness Appeal brief compiled within 12 calendar days of notice appeal Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	14-20	10-15
	100%	100%
	90%	100%
	100%	100%
	\$14,391	\$11,961
Related Broad Outcome 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 14. Addressing Energy and the Environment 15. Strengthening our Infrastructure 17. Enhancing Agriculture		

PLN 30	Processing Building Applications	\$2,233,967
Description 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		
Measures Quantity - Number of reviews - Number of building permits issued - Number of Inspections - Number of Certificate of Occupancy (CO) issued Quality Reviewed for compliance with the Development and Planning Laws (2005 Revisions) and Regulations (2006 Revisions), Central Planning Authority policies and vetted through internal review processes , where applicable Timeliness Meet the following review targets :- - Processing routine applications –fourteen calendar days - Processing non-routine applications – thirty-five calendar days - Inspections conducted within five calendar days of request - Issues Cos within five calendar days of final inspection and other reviewing agencies sign off Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	6,500-7,500	4,000-45,00
	950-1,050	960-1,000
	13,500-14,000	13,000-13,500
	500-600	480-540
	100%	100%
	95%	0%
	85%	0%
	90%	0%
	90%	0%
	100%	100%
	\$2,233,967	\$2,271,784
Related Broad Outcome - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management - Addressing Energy and the Environment - Strengthening our Infrastructure - Enhancing Agriculture		

PLN 31	Statistical Information	\$10,588
Description Preparation of statistical reports on the details of development applications for the economic analysis by the public and private sectors		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of reports	4-12	4-8
Quality Internal review and data quality assurance measures applied	100%	100%
Timeliness - Quarterly reports submitted within five working days of quarter end - Other reports processed within 15 working days of request	99-100% 95-100%	99-100% 95-100%
Location Cayman Islands	100%	100%
Cost	\$10,588	\$21,542
Related Broad Outcome - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management - Addressing Energy and the Environment - Strengthening our Infrastructure - Enhancing Agriculture		

PLN 32	Support to Boards and Committee	\$80,990
Description Provide administrative and technical support to the Central Planning Authority (CPA), Development Control Board (DCB), EBE, and PLandRRC to aid them in carrying out their mandates.		
Measures Quantity • Number of CPA meeting agendas • Number of CPA minutes • Number of CPA decision letters • Number of DCB meeting agenda • Number of DCB meeting minutes • Number of DCB decision letters • Number of EBE meeting agenda • Number of EBE meeting minutes • Number of EBE decision letters Quality Grammatically correct and factually accurate Timeliness • Agenda – four working days before the meeting • Minutes – ten working days after the meeting is held • Letters – five working days after the meeting is held Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	32-35	N/A
	32-35	N/A
	1,120-1,225	N/A
	24-28	N/A
	24-28	N/A
	360-420	N/A
	12-14	N/A
	12-14	N/A
	300-350	N/A
	100%	N/A
	95%	N/A
	95%	N/A
	95%	N/A
	100%	N/A
	\$80,990	\$0
Related Broad Outcome 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 14. Addressing Energy and the Environment 15. Strengthening our Infrastructure 17. Enhancing Agriculture		

Output has been revised for 2009/10

PRU 3	Media and Public Relations Support	\$992,591
Description Continued development and implementation of a global communications and public affairs strategy to promote and protect the Cayman Islands' financial services industry involving : - o Stakeholder relations programmes that seek to inform and influence business, regulatory and political opinion leaders regarding issues and opportunities in the Cayman Islands - o Development of targeted public relations programmes that help continue to build the image and reputation of the Cayman Islands' financial services industry - o Proactive and reactive media relations activities that seek to gain positive editorial coverage for the Cayman Islands in the leading business press - o Provision of strategic communications counsel and advice to Government regarding issues affecting the industry domestically and internationally - o Provision of support and expertise on government relations and lobbying programmes		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of news stories resulting from proactive PR efforts (press releases, proactive outreach, etc.) • Number of communications programmes/ recommendations developed and implemented to support Government initiatives • Number of daily media monitoring reports, weekly legislative monitoring reports, quarterly reports on PR and monthly media analysis reports	60-70 40-50 200-300	30-40 30-40 350-400
Quality • Information developed by the PR Unit should be of the highest calibre – error free (to the degree possible), expertly presented and informative. To ensure delivery of this, all programmes have a sponsor at Director/Deputy Director level responsible for sign off • Strategies and programmes should have a clear set of objectives with cost/benefit implications and measurement criteria. Senior management will set a number of benchmarks to regularly measure progress and have final programme sign-off • Intelligence and activity reports should be clear, concise and relevant to the PR Unit's and Government's objectives. Senior Management will set a number of benchmarks to regularly measure progress and ensure the Unit and Government objectives are met • Colleagues within the Ministry, other Government departments and external publics should feel they receive excellent 'service' from the PR Unit. Measurement will be made through excellent stakeholder relationship management and regular face-to-face feedback. Where budgets allow feedback will be formally sought through market research and focus group feedback	100% 100% 100% 100%	100% 100% 100% 100%

Timeliness • Requests for information should be responded to within an acceptable timeframe (e.g., media – within the deadline indicated by the outlet; general inquiries – within 24-48 hours or less) • Activity reports should be done monthly with a quarterly reconciliation against overall objectives • Briefings and intelligence should be delivered within the appropriate timeframe in order to minimise risk or exploit opportunities that may impact Cayman	100%	100%
	100%	100%
	100%	100%
Location Cayman Islands	100%	100%
Cost	\$992,591	\$949,975
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services		

PRU 4	Financial Services Marketing and Event Management	\$178,466
Description Delivery of strategic counsel and support in relation to reputation management and marketing communications for international trade shows and events across key sectors (e.g., funds, insurance, shipping and aircraft registry)		
Measures Quantity - Number of trade shows, conferences and events that require the PR Unit's input in areas such as attendance, planning and implementation, media support, intelligence gathering and general marketing support. - Number of pre- and post-event plans and/or reports associated with the defining the scope of work and analysing presence Quality - Cayman's presence at international events is organised, of high quality and addresses both commercial and reputational goals for the jurisdiction. This is measured by quantitative data supplied by the trade show organisers, media coverage and the number of business networking opportunities for partners - Each event has a defined objective and anticipated outcome which is documented and tied to the value of the investment. This is measured by a post-show evaluation meeting with all partners and the production of a post-show report summarising successes and failures Timeliness - Ensure that all stakeholders – the partner organisation (e.g., CSX, MACI, etc.), the private sector representatives and Government officials involved are aware of the support available from the PR Unit prior, during and after the event and that all activities and plans require collective participation on a timely basis to maximise the opportunity - Post show reports completed within two weeks of event Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	12-15	12-15
	24-30	24-30
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$178,466	\$301,512
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services		

REG 12	Collection of Executive Revenue	\$196,094
Description Collection of executive revenue including: - Processing annual fees for Companies, Partnerships, Trusts, Patents and Trademarks - Filing annual returns for Companies		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of annual fees posted and returns filed: - Companies - Partnerships - Trusts - Patents and Trademarks	82,000-92,000 8,700-9,700 1,400-1,600 3,800-4,300	83,491 8,161 1,421 4,013
Quality Revenue collected as a legislative requirement	100%	100%
Timeliness Annual fees and Returns to be processed within two weeks of receipt	98%	98%
Location Grand Cayman	100%	100%
Cost	\$196,094	\$198,533
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

REG 13	Birth, Death and Marriage Registration	\$99,450
Description Registration of Births, Deaths and Marriages		
Measures Quantity Number of registration applications processed: • Births • Deaths • Marriages Quality Registrations to meet legislative requirements Timeliness • Birth registrations and certificates processed within 10 minutes • Death and marriage registrations processed within the same day Location Grand Cayman and Cayman Brac Cost	2009/10 Budget	2008/9 Estimated Actual
	950-1,100 2,100-2,300 6,000-7,000	1,884 1,999 3,917
	100%	100%
	100%	100%
	100%	100%
	\$99,450	\$34,300
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

TOU 4	Support for Tourism Boards and Committees	\$66,973
Description Provide administrative and consultative services to the following Boards and Committees: • Hotel Licensing Board (HLB) • Tourist Attractions Board (TAB) • Public Transportation Board (PTB) • National Tourism Management Policy (NTMP) Steering Committee - o Transportation - o Environment - o Research and Information - o GT and Port Development - o Human Research - o Infrastructure and Product Enhancement		
Measures Quantity Number of meetings: • Hotels Licensing Board • Tourist Attractions Board • Public Transportation Board • National Tourism Management Policy Steering Committee • National Tourism Management Sub Committees Quality Board members/ committee members will define specific issues/opportunities, conduct necessary research, identify best practices and offer guidance or potential solutions to each respective board as necessary Timeliness DOT Representative will attend meetings as called by committee chair Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	5-12	5-12
	5-12	1-5
	5-12	5-12
	5-12	1-5
	1-2	1-2
	75-100%	75-100%
75-100%	75-100%	
100%	100%	
\$66,973	\$137,180	
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the Stage for Success in the Tourism Industry		

TOU 9	Tourism Public Relations Services	\$1,691,264	
Description • Increase awareness and enhance the image of the Cayman Islands, in order to promote tourism interests. • Maintain capacity to manage communications with the media, tourism industry partners and trade partners during times of national emergency or crisis: - o Press releases - o Visiting journalist program - o Media relations - o Press conferences and media events - o Speech writing - o Event photography and graphic design - o Attend briefings or meetings on any incidents of national importance which require crisis/emergency communications			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of press releases • Number of 'crisis' press releases • Number of visiting journalists • Number of published stories • Number of press conferences held • Number of media events held • Number of speeches written • Number of welcome letters written • Number of E newsletters written • Event photography and graphic design (banners, invitations, ads etc.) • Number of hurricane and emergency related meetings		150-200 25-45 70-120 100-140 1-3 5-15 15-25 10-20 40-55 550-600 25-40	150-200 25-45 70-120 150-200 25-35 5-15 12-25 10-20 30-50 750-800 20-35
Quality • Branding image to be maintained at all times • E. newsletters to be drafted at least one week prior to distribution and content should be timely and appropriate • Media relations will be assessed annually • Distribute timely releases which provide accurate information and which close with an indication of when the next communication will occur • Success of media relations will be assessed based on review of any resulting media coverage		100% 100% 100% 100% 100%	100% 100% 100% 100% 100%

Timeliness • Press releases will be written and approved, 1–7 days prior to release date • 'Crisis' press releases to be distributed within two hours of the end of each briefing • Speeches written a minimum of three days before event • Welcome letters to be drafted 1-7 days prior to due date • E. newsletters to be drafted 1-14 days prior to distribution date • Visiting journalist programme spans a calendar year, trip maybe centred around specific calendar events or maybe customized for specific journalist stories • Press conferences to be arranged and media advisories distributed, two hours – two weeks, prior to the press conference dependant upon receipt of request to arrange such • Photography available upon request • Attend all briefings as required by Chairpersons or by the Ministry Location Cayman Islands, USA, Canada and UK Cost	100% 80-100% 80% 80% 100% 100% 100% 100% 100% 100% 100% 100%	100% 80-100% 80% 80% 100% 100% 100% 100% 100% 100% 100% 100%
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the Stage for Success in the Tourism Industry		

TOU 11	Tourism Industry Customer Service Training	\$1,529,529
Description - To provide Customer Service training and improvement methods for private sector employees and public sector personnel - To provide on-the-job training, combined with classroom instruction, and competency certification to raise the occupational competencies of both young people preparing for careers in tourism, and for incumbent tourism industry personnel who want to advance their careers in tourism		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity The following programmes will be provided to staff in the private sector and public sector - Number of certification training sessions - Number of customer service workshops to be conducted - Number of assessments and survey reports apprentice training - Number of program performance reports - Number of apprentice council meetings		
	2-5	3-10
	45-55	50-100
	2-5	1-5
	2-5	1-3
	5-15	3-10
Quality - Programmes will be designed to meet CIDOT's performance metrics (learning objectives met, learning impact assessed) - Programs will be customized, through consultation and feedback, to meet the needs of the target group (participant evaluations) - Training will be provided by highly recognized institutions and qualified personnel - The Tourism Apprenticeship Council will be established by the Ministry of Financial Services, Tourism and development through wide consultation from the education and business community - The Tourism Apprenticeship Training Program and Internships will be guided by the Tourism Apprenticeship Council, comprised of: - Representatives of the Tourism Industry - Members of the Education Community - The Tourism Apprenticeship Council will establish policies and procedures for the management of the Tourism Apprenticeship Training Program and Summer Internships, and monitor, through regular reports, the progress of Interns, Apprentices and Masters - Tourism Apprentices will undergo thorough screening, testing, and evaluations throughout the Apprenticeship period - Tourism Masters Coaches will undergo thorough screening, training, and evaluations throughout the Apprenticeship period - Tourism interns will be evaluated throughout the placement period	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
Timeliness - Customer service excellence - Minimum customer service standards - Certified customer service trainer cadre - Trained customer service employees and personnel	100%	100%
	100%	100%
	100%	100%
	100%	100%
Location Programs will be conducted in the Cayman Islands	100%	100%
Cost	\$1,529,529	\$1,440,427
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the Stage for Success in the Tourism Industry 7. Education: The Key to Growth and Development 16. Preserving our Culture		

TOU 14	Tourist Accommodation Inspections and Licensing Services	\$412,612
Description Provide Tourist Accommodation Inspections and Licensing Services on behalf of the Hotel Licensing Board		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of bedroom inspections: Grand Cayman (4,820) - o Condo/Apartment - o Villa/Guest House - o Hotel Sister Islands (451) - o Condo/Apartment - o Villa/Guest House - o Hotel		
	700-1,000	1,100-1,120
	250-400	550-600
	635-775	950-1,000
	55-96	100-120
	20-70	150-170
	50-120	60-100
Quality • Bedrooms will be inspected based upon standards and regulations laid down in the Tourism Law • Internationally accepted standards and practices will be incorporated into accommodation and public facilities inspection evaluation process • Properties will be inspected by qualified personnel • Consultation and award of accommodation licenses will be done by the Hotel Licensing Board	100%	100%
	100%	100%
	100%	100%
	100%	100%
Timeliness Inspections and re-inspections occur: • Condo/Apartments, Villa/Guest Houses - between the period April 15-August 31 • Hotels - between the period June 15-October 31 • Public Facilities – ongoing throughout the period	100%	100%
	100%	100%
	100%	100%
Location Cayman Islands	100%	100%
Cost	\$412,612	\$412,194
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the Stage for Success in the Tourism Industry		

TOU 15	Pilot Environmental Program for the Tourism Sector	\$179,419
Description Implement a program to increase awareness and use of environmentally responsible management practices in Tourism sector. Cayman Islands Environmental Program for the Tourism Sector (CEPTS)		
Measures Quantity - Number of EMS awareness sessions - Number of EMS training workshops - Number of accreditation activities, including assessments - Number of properties within the Cayman Islands participating in phase I of project - Number of Government departments participating in phase I of project Quality - Environmental audits will be conducted by the consulting company and qualified independent personnel for each of the properties - Environmental Management Systems (EMS) set up will meet the standards for obtaining membership of the regional sustainability organization CAST (Caribbean Action for Sustainable Tourism) - The internationally recognized environmental standards of Green Globe Certification Timeliness July 2009 – June 2010 Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	5-10 1-4 3-5 2-4 1-2	8-12 1-5 5-10 2-4 2-5
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$179,419	\$264,423
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the stage for success in the Tourism Industry 7. Education: The key to growth and development 16. Preserving our culture		

TOU 16	Tourism Physical Product Enhancement Projects	\$236,659
Description - Identify and facilitate Physical Product Enhancement Projects as outlined in the annual work plan - To implement action items as assigned in the NTMP		
Measures Quantity - Number of tourist way finding and attraction location signage - Number of Grand Cayman nature tourism infrastructure projects - Number of Sister Islands nature tourism infrastructure projects - Number of artificial reef projects - Number of dive related attractions (land based) - Number of Tourism Attractions Board (TAB) projects supported - Other miscellaneous projects Quality - Signage will be highly visible and in keeping with the aesthetics of the attractions/facilities - Success of these improvements will be measured by cruise and stay-over exit surveys - Signage will comply with guidelines set forth by DOT - Projects and Craft Market will be guided by the NTMP recommendations - Internationally accepted standards and practices will be incorporated into public facilities inspection evaluation process Timeliness - Ongoing - Public Facilities – Ongoing Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	1-4	5-10
	4-8	3-10
	1-3	2-6
	1-2	0
	1-2	0
	3-6	3-6
	1-3	5-10
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$236,659	\$383,886
Related Broad Outcomes - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management - Setting the Stage for Success in the Tourism Industry - Preserving our Culture		

TOU 17	Collection of Tourism Revenue	\$254,535
Description - Collect and record Tourism Revenue including: - Tourist Accommodation Tax Charges (TAC) - Timeshare Tax Charges (TSC) - Tourist Accommodation License Fees - Review records of tourist resorts to ensure that the revenue submitted to the department is in compliance with the Tourism Law and Tourist Accommodation Taxation (TAT) Law		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of tourist accommodation tax collection transactions - Number of timeshare tax collection transactions - Number of license fee transactions - Number of resorts to be audited (including physical inspection of financial records)	3,700-3,900 80-100 300-340 10-20	3,700-3,900 80-100 300-340 5-10
Quality - All TAT and TST due for the months of July 2009 to June 2010 is collected according to Tourism Law - License fees collected from all new properties opening and all new units or properties entering the rental pool during this period as well as all renewals - Revenue submission to be in compliance with the relevant laws and policies	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Timeliness - Collect Tourist Accommodation and Timeshare Tax on or by the 28th of each month, following the month in which accommodation was provided - Collect Tourist Accommodation License Fees upon the application for a license or renewal - Revenue from fees to be submitted to the bank on a daily basis	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Location Cayman Islands	100%	100%
Cost	\$254,535	\$240,659
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the Stage for Success in the Tourism Industry		

TOU 18	Collection, Preparation and Publication of Statistical Information	\$1,041,375
Description Data collection, preparation and publication of statistical reports, to be provided to Department of Tourism stakeholders, industry partners and tourism related associations - Estimated hotel and apartment occupancy rates - Estimated hotel and apartment average length of stay - Tourist air arrivals by month - Tourist cruise arrivals by month - Public tourism arrivals report - Average daily rate - Customized statistical reports (industry partners, tourism related associations) - Data collection - Air and cruise exit survey		
Measures Quantity Number of reports produced: - Estimated hotel and apartment occupancy rate report - Estimated hotel and apartment average length of stay report - Tourist air arrivals by month report - Tourist cruise arrivals by month report - Public tourism arrivals report - Exit survey report - Data mining services to industry partners, tourism related associations Data Collection using: - Sample of air exit surveys - Sample of cruise exit surveys Quality - Data gathered and reports written according to Tourism Law (1995 Revision) and Tourism Regulations (1996 Revision) - All reports will follow the guidelines set out by the DOT to be posted on the Department of Tourism's official website at www.caymanislands.ky/statistics and distributed through press releases Timeliness - Reports for any particular month will be produced and approved for release by the last Friday of the following month. - Exit survey reports will be produced quarterly and the data collection is done daily Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	10-15	10-15
	10-15	10-15
	10-15	10-15
	10-15	10-15
	10-15	10-15
	2-6	5-10
	55-70	100-105
	1,450-1,500	1,250-1,270
	970-1,120	800-830
	100%	100%
	100%	100%
	100%	100%
	100%	100%
\$1,041,375	\$584,988	
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the Stage for Success in the Tourism Industry		

Quality All Tourism education programs will be designed and delivered to meet CIDOT's performance metrics (learning objectives met, learning impact assessed) • Tourism scholarship program to be managed according to Scholarship guidelines on behalf of the Ministry of FS,TandD • Tourism scholarship reports to be generated three times per year on behalf of the Ministry of FS, TandD and according to scholarship guidelines. • International partner competitions and speak off competition managed according to international tourism partner standards • Tourism career awareness presentations and expos will be delivered by knowledgeable, qualified personnel and according to DOT guidelines • Summer sea school enrichment camp sessions to be managed according to DOT Guidelines • Tourism curriculum infusion to be delivered and continuously monitored • Community tourism awareness programme will meet intended objectives Timeliness • Ministry of FS,TandD scholarships awarded once per year and reports are generated three times per year • Tourism competitions throughout the period • Tourism career awareness presentations and expos throughout the period • Summer sea school enrichment camp sessions July 2009 – September 2009 • Tourism curriculum infusion session to be developed, monitored, and evaluated throughout the period • Community tourism awareness events to take place over the period of the year Location Cayman Islands Cost	100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100%	100% N/A N/A 90-100% 90-100% 90-100% N/A 100% 100% 100% 100% 100% 100% 100% 100% 100%
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the Stage for Success in the Tourism Industry 7. Education: The Key to Growth and Development 12 Developing our Youth		

TOU 21	Promotional Activities	\$7,977,466	
Description			
Promote an awareness of, and travel to, the Cayman Islands using a variety of tools for both our trade and consumer audiences. These tools will range from in person sales calls with travel agents to Familiarization trips for travel agents to online presence through the management of seven websites used for promotional purposes.			
Trade			
o Participate in trade shows			
o Conduct trade training seminars			
o Sales "Blitz"			
o Sales calls			
o Partnership/affinity programs			
o Familiarisation trips			
Consumer			
o Events sponsorships			
o Consumer shows			
o Partnership/affinity programs			
o Special events			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity			
Trade			
o Number of trade shows attended		125-150	150-170
o Number of agents represented at training		1,860-1,875	1,300-1,400
o Number of sales' blitz conducted		10-20	120-125
o Number of agencies visited		2,800-2,850	2,810-2,830
o Number of partnerships/ affinity programs entered into		25-40	25-40
o Number of agencies represented on Fam trips		25-40	25-50
Consumer			
o Number of events sponsored		25-40	50-60
o Number of consumer shows participated		90-110	100-120
o Number of affinity programs		10-20	10-20
o Number of special events hosted		30-40	20-30
Web Site Management			
o Number of special events hosted		5-12	40-50
o Website content updates		45-55	45-50
o Partner E-brochure updates		115-125	70-100
o Website (consumer) enhancement		2-10	10-15
o Revenue share report (booking engine – Expedia)		10-20	10-20
o Monthly customer support report		10-20	10-20
Quality			
• Exhibits at Trade Shows to be displayed in accordance with Tourism Guidelines		100%	100%
• Special events, familiarisation trips, sales calls, sales blitz's and training to be conducted by qualified, knowledgeable personnel		100%	100%
• Quality should be in compliance with agreed plans and strategy		100%	100%
• Branding image to be maintained at all times		100%	100%
• Web site will be maintain in accordance with agreed timelines and plan as specified by Department of Tourism		75-100%	75-100%
• Branding image to be maintained at all times		75-100%	75-100%

Timeliness • Ongoing throughout the period • Web site management in accordance with regional and seasonal trends as outline in the annual marketing plan reports for any particular month will be produced and approved for release by the last Friday of the following months Location US, UK, Canada and Cayman Islands Cost	90-100% 75-100% 100% \$7,977,466	90-100% 75-100% 100% \$8,432,344
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the Stage for Success in the Tourism Industry		

TOU 22	Advertising Activities	\$9,860,788
Description Market the Cayman Islands through the following methods of advertising: • Print • Radio • Television • Web/ Internet • Outdoors (Billboards, sports screens etc.)		
Measures Quantity • Number of print insertions • Number of radio spots • Number of television spots • Number of web locations Quality • Content of all materials to be in compliance with the agreed strategy set forth by the Department of Tourism • In compliance with agreed plans and strategy • Branding image to be maintained at all times Timeliness In accordance with agreed plan/ timelines of Department of Tourism media plan Location Cayman Islands, USA, UK, Continental Europe and Canada Cost	2009/10 Budget	2008/9 Estimated Actual
	360-380 430-445 2,630-2,350 1,140-1,160 100% 100% 100% 100% 100%	350-370 150-160 7,220-7,240 920-940 100% 100% 100% 100% 100%
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the Stage for Success in the Tourism Industry		

TOU 23	Tourism Services Enhancement Projects	\$351,592
Description Identify and facilitate Tourism Service Enhancement Projects such as: • Cruise Product • Visitor Experience • NTMP • Other miscellaneous projects		
Measures Quantity • Number of NTMP action items executed • Number of NTMP activities coordinated and implemented • Number of conferences/seminars/meetings/workshops conducted • Number of other miscellaneous projects (Ministerial requests) Quality • Success of cruise product development will be measured by visitor experience and satisfaction noted by cruise and stay-over exit surveys • Visitor experience programmes will be enhanced by local musicians and qualified Frontier staff • Projects and initiatives will be done in accordance with the NTMP Timeliness Ongoing throughout the period		2009/10 Budget 4-6 6-12 2-4 1-4 100% 100% 100% 100%
		2008/9 Estimated Actual 0 0 5-10 11-15 100% 100% 100% 100%
Location Cayman Islands		100%
Cost		\$351,592
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the stage for success in the Tourism Industry		
\$347,606		

TOU 24	Cruise Tourism Management	\$309,226
Description Coordinate and implement the Ministry's cruise tourism policy alignment with the NTMP and to achieve the goals of spreading the economic benefits of cruise tourism, create the framework for better distribution of cruise passengers throughout the country and ensure high levels of guest satisfaction.		
Measures Quantity - Cruise Conversion Program – Welcome Back and Free Stay - Special events and meetings to enhance cruise visitor experience - Cruise industry outlook reports - Cruise public awareness and promotion events – (Cruise line visits, media requests) - Cruise sector/ stakeholder meetings (ACT, Shore Excursion Ops) - Training sessions, workshops and consultation meetings with Cruise industry partners - Cruise policy Input and research reports - FCCA/CIG/Industry meetings and events - Cruise /port development meetings with the Port Authority Quality Programmes etc. will be carried out in accordance with NTMP and the annual work plan of the Department of Tourism Timeliness Ongoing through out the year Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	1-5	10-15
	5-10	5-10
	10-15	10-15
	5-10	10-15
	1-5	5-10
	1-5	5-10
	1-5	1-5
	1-4	1-5
	1-5	5-10
	75-100%	75-100%
	75-100%	75-100%
	100%	100%
	\$309,226	\$365,834
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the Stage for Success in the Tourism Industry		

TOU 25	Technical and Policy Advice on Tourism Matters	\$49,977
Description Provide Tourism Advice to the Ministry of Tourism and other Government Ministries, Departments and other Industry Stakeholders on issues likely to impact the economy and infrastructure of the Cayman Islands. • Technical research reports • Policy input and advice • Special papers and reports as requested		
Measures Quantity • Number of technical research reports • Policy input and advice in written format • Number of special papers, reports and responses as requested Quality • Submitted by the Director of Tourism, all reports, responses and/or advice in written format will be prepared based on available research, existing international and national policy documents and drawing on the technical expertise available to the Department of Tourism in order to provide a comprehensive, objective, accurate and fact based information to the Ministry of Tourism and other agencies • Each submission will be presented with a statement of the issues, include pertinent data, have an unambiguous statement of policy objectives, identify viable options and assess the same Timeliness Advice provided within five working days of the timeframe mutually agreed between the Ministry/other agencies and department Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	1-2	0
	1-2	0
	1-2	0
	75-100%	75-100%
	75-100%	75-100%
	75-100%	75-100%
	100%	100%
	\$49,977	\$278,043
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 4. Setting the stage for success in the Tourism Industry		

TIA 3	Acting as Competent Authority for Tax Information Agreements	\$155,545
Description		
- Administer, manage and implement international Tax Information Arrangements and Agreements (TIA's) entered into by the Cayman Islands - Execute requests for assistance under relevant legislation and TIA's including related court applications, enforcement action and exercise of statutory powers - Develop and enter into agreements with other Competent Authorities on TIA operational matters, provide advice on matters relating to tax information and perform ancillary statutory functions under the Tax Information Authority Law		
Measures	2009-10 Budget	2008/9 Estimated Actual
Quantity		
Number of hours acting as competent authority for Tax Information Agreements:		
in administration, management and implementation of TIA's	773	600
in executing requests for assistance	773	600
in developing and entering agreements, providing advice and performing other ancillary statutory functions	295	226
Quality		
All functions to be performed in accordance with statutory and treaty obligations by suitably qualified and experienced personnel and executed by, or under the supervision of, the Director of the Tax Information Authority	100%	100%
All requests and related procedures to be executed in accordance with parameters established by applicable Laws, Regulations, Grand Court Rules and individual TIA's	100%	100%
All formal notices, certificates, consents and determinations to be issued by the Director	100%	100%
All advice to be signed-off by the Director	100%	100%
Timeliness		
All requests and related procedures to be executed within timeframes established by applicable Laws, Regulations, Grand Court Rules and individual TIA's	95-100%	95-100%
All formal notices, certificates, consents and determinations to be issued within prescribed timeframes	95-100%	95-100%
All advice to be provided within requested timeframe	95-100%	95-100%
Location		
Grand Cayman	100%	100%
Cost	\$155,545	\$188,382
Related Broad Outcomes:		
1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services		

TIA 4	Acting as Competent Authority with EU States on Reporting of Savings Income Information	\$103,696
Description		
- Administer, manage and implement the legal regime for reporting of savings income information in accordance with relevant legislation and agreements on the reporting of Savings Income Information - Report prescribed savings income information received from paying agents to counterpart competent authorities in accordance with relevant legislation and agreements - Issue UCITS certificates, tax residency certificates and guidance notes, provide advice on matters relating to the operation of the relevant legislation and agreements, and perform ancillary statutory functions under the reporting of Savings Income Information (European Union) Law		
Measures	2009-10 Budget	2008/9 Estimated Actual
Quantity		
Number of hours acting as competent authority for agreements on the reporting of Savings Income Information:		
in administration, management and implementation of savings income information reporting requirements	515	375
in reporting prescribed information to counterpart competent authorities	515	475
in issuing certificates and guidance notes, providing advice and performing other ancillary statutory functions	197	101
Quality		
All functions to be performed in accordance with statutory and treaty obligations by suitably qualified and experienced personnel and executed by, or under the supervision of, the Director of the Tax Information Authority as Competent Authority	100%	100%
All information to be received, transmitted and reported in accordance with parameters established by applicable laws, regulations, guidance notes and individual agreements on the reporting of Savings Income Information	100%	100%
All certificates to be issued by the Director as competent authority	100%	100%
All advice to be signed-off by the Director	100%	100%
Timeliness		
All receipt, transmission and reporting of information to be effected within timeframes established by applicable laws, regulations, guidance notes and individual agreements on the reporting of Savings Income Information	95-100%	95-100%
All certificates to be issued within prescribed timeframes	95-100%	95-100%
All advice to be provided within requested timeframe	95-100%	95-100%
Location		
Cayman Islands	100%	100%
Cost	\$103,696	\$125,677
Related Broad Outcomes:		
1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services		

UKO 3	Recruitment Services	\$44,012
Description Provision of recruitment and relocation services for Government Departments		
Measures <i>Quantity</i> Number of recruitment services <i>Quality</i> Recruitment carried out by officers experienced in dealing with recruitment and relocation <i>Timeliness</i> Services carried out within the agreed timeframe <i>Location</i> London Office <i>Cost</i>	2009/10 Budget	2008/9 Estimated Actual
	2-12	2-10
	100%	100%
	98-100%	98-100%
	100%	100%
	\$44,012	\$198,496
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

Note: This output was previously funded by Inter-Agency revenue.

UKO 9	Policy Advice on Overseas Matters	\$70,150
Description Provision of advice and information to the Government and its agencies on events, policies and developments in the UK and Europe based on Press and Media Reports, Parliamentary Reports, European Union Reports, Trade Reviews, Financial Publications, Statistical Data etc.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of pieces of advice provided	375-425	375-425
Quality Advice is provided by qualified personnel	98-100%	98-100%
Timeliness Advice on events and policies in the UK and Europe is provided immediately or within three working days following the identification of relevant issues	98-100%	98-100%
Location London Office	100%	100%
Cost	\$70,150	\$84,124
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

UKO 10	Promotion of the Cayman Islands in Europe	\$103,041
Description Promotion of the Cayman Islands through; • Participating in meetings and conferences • Involvement with media organizations and other associates • Administration and support for the Friends of Cayman group		
Measures Quantity • Number of promotional events and meetings attended • Number of media contacts, press releases etc. Quality Officers promoting the Cayman Islands are well versed in all aspects of the Cayman Islands and are able to network as required Timeliness • Attendance at promotional events and meetings subject to invitation • Media activities as dictated by media requests or opportunities Location Europe Cost	2009/10 Budget	2008/9 Estimated Actual
	300-350 10-12	300-350 10-12
	100%	100%
	98-100%	98-100%
	100%	100%
	100%	100%
	\$103,041	\$112,192
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

UKO 11	Information on Cayman Islands to the Public in Europe	\$109,025
Description Provision of written and verbal information on the Cayman Islands to companies, organizations and the public in the United Kingdom (UK) and Europe including updating information in UK publications and requests for documents/reports/publications from the Government departments.		
Measures <i>Quantity</i> Number of hours of information provided <i>Quality</i> Information provided by qualified personnel <i>Timeliness</i> All enquires answered: immediately – two working days <i>Location</i> Europe Cost	2009/10 Budget	2008/9 Estimated Actual
	500-550	500-550
	90-100%	90-100%
	98-100%	98-100%
	100%	100%
	\$109,025	\$145,601
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

UKO 12	Consular Services	\$102,851
Description Provision of assistance to persons resident or visiting the United Kingdom including: • Assistance with visa and passport enquiries • Assistance to Caymanians, especially students		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of persons assisted	130-140	130-140
Quality Assistance provided by officers experienced in dealing with the UK public sector agencies	100%	100%
Timeliness All assistance provided within two working days of request	95-100%	95-100%
Location London Office	100%	100%
Cost	\$102,851	\$134,207
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

UKO 13	Representational Duties and International Relations	\$165,781
Description Liaise with Her Majesty's Government and International Organizations: • Participating in and arranging meetings, conferences, functions and official visits • Entertainment of official guests • Attendance at ceremonial and official functions (receptions dinners etc.) • Administration and support for the All Party Parliamentary Group for the Cayman Islands • Participation in the United Kingdoms Overseas Territory Association • Participation in Commonwealth Organizations • Participation in and administrative support for the Overseas Countries and Territories Association (OCTA) • Representing Cayman Islands and develop international relations		
Measures Quantity • Number of hours • Number of meetings, conferences and official functions attended Quality • Assistance provided by officers experienced in dealing with international organizations • Meetings, conferences and official functions attended by qualified officer Timeliness • All assistance provided within four working days of request • Meetings, conferences and official functions attended as necessary Location London and Cayman Islands Cost		2009/10 Budget 1,000-1,200 300-350 95-100% 95-100% 100% 100% 100% \$165,781
		2008/9 Estimated Actual 1,000-1,200 300-350 95-100% 95-100% 100% 100% 100% \$200,904
Related Broad Outcomes 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management		

6. Payment Arrangements

Cabinet will pay the *Ministry of Financial Services, Tourism and Development* for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	MFT 1 \$	MTF 2 \$	MFT 3 \$	MTF 4 \$	MTF 6 \$	MTF 7 \$	MTF 8 \$	PTO 2 \$
July	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
August	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
September	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
October	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
November	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
December	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
January	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
February	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
March	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
April	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
May	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
June	126,842	98,188	23,010	3,236	22,029	49,920	29,965	31,102
TOTAL	1,522,107	1,178,262	276,119	38,833	264,346	599,040	359,580	373,221

MONTH	PTO 3 \$	PTO 4 \$	FRE 9 \$	FRE 10 \$	FRE 11 \$	FRE 12 \$	FRE 13 \$	FRE 14 \$
July	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
August	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
September	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
October	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
November	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
December	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
January	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
February	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
March	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
April	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
May	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
June	16,905	5,226	499,640	390,380	32,592	11,656	14,437	27,775
TOTAL	202,861	62,707	5,995,683	4,684,565	391,102	139,876	173,246	333,298

MONTH	FRE 15 \$	IVB 1 \$	IVB 2 \$	IVB 3 \$	IVB 4 \$	IVB 5 \$	IVB 6 \$	IVB 7 \$
July	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
August	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
September	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
October	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
November	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
December	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
January	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
February	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
March	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
April	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
May	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
June	11,481	11,449	22,829	21,825	19,652	43,069	20,430	12,831
TOTAL	137,769	137,387	273,952	261,901	235,826	516,823	245,155	153,975

MONTH	IVB 8 \$	PLN 24 \$	PLN 25 \$	PLN 26 \$	PLN 27 \$	PLN 28 \$	PLN 29 \$	PLN 30 \$
July	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
August	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
September	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
October	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
November	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
December	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
January	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
February	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
March	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
April	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
May	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
June	42,168	14,143	50,305	730	57,785	17,893	1,199	186,164
TOTAL	506,015	169,713	603,661	8,762	693,423	214,716	14,391	2,233,967

MONTH	PLN 31 \$	PLN 32 \$	PRU 3 \$	PRU 4 \$	REG 1 \$	REG 12 \$	REG 13 \$	TIA 3 \$
July	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
August	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
September	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
October	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
November	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
December	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
January	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
February	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
March	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
April	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
May	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
June	882	6,749	82,716	14,872	1,184	16,341	8,288	12,962
TOTAL	10,588	80,990	992,591	178,466	14,210	196,094	99,450	155,545

MONTH	TIA 4 \$	TOU 4 \$	TOU 9 \$	TOU 11 \$	TOU 14 \$	TOU 15 \$	TOU 16 \$	TOU 17 \$
July	8,641	5,581	140,939	127,461	34,384	14,952	19,722	21,211
August	8,641	5,581	140,939	127,461	34,384	14,952	19,722	21,211
September	8,641	5,581	140,939	127,461	34,384	14,952	19,722	21,211
October	8,641	5,581	140,939	127,461	34,384	14,952	19,722	21,211
November	8,641	5,581	140,939	127,461	34,384	14,952	19,722	21,211
December	8,641	5,581	140,939	127,461	34,384	14,952	19,722	21,211
January	8,641	5,581	140,939	127,461	34,384	14,952	19,722	21,211
February	8,641	5,581	140,939	127,461	34,384	14,952	19,722	21,211
March	8,641	5,581	140,939	127,461	34,384	14,952	19,722	21,211
April	8,641	5,581	140,939	127,461	34,384	14,952	19,722	21,211
May	8,641	5,581	140,939	127,461	34,384	14,952	19,722	21,211
June	8,641	5,581	140,939	127,461	34,388	14,952	19,722	21,211
TOTAL	103,696	66,973	1,691,264	1,529,529	412,612	179,419	236,659	254,535

MONTH	TOU 18 \$	TOU 19 \$	TOU 20 \$	TOU 21 \$	TOU 22 \$	TOU 23 \$	TOU 24 \$	TOU 25 \$
July	86,781	33,597	158,474	664,789	821,732	29,299	25,769	4,165
August	86,781	33,597	158,474	664,789	821,732	29,299	25,769	4,165
September	86,781	33,597	158,474	664,789	821,732	29,299	25,769	4,165
October	86,781	33,597	158,474	664,789	821,732	29,299	25,769	4,165
November	86,781	33,597	158,474	664,789	821,732	29,299	25,769	4,165
December	86,781	33,597	158,474	664,789	821,732	29,299	25,769	4,165
January	86,781	33,597	158,474	664,789	821,732	29,299	25,769	4,165
February	86,781	33,597	158,474	664,789	821,732	29,299	25,769	4,165
March	86,781	33,597	158,474	664,789	821,732	29,299	25,769	4,165
April	86,781	33,597	158,474	664,789	821,732	29,299	25,769	4,165
May	86,781	33,597	158,474	664,789	821,732	29,299	25,769	4,165
June	86,781	33,602	158,474	664,789	821,732	29,299	25,769	4,165
TOTAL	1,041,375	403,169	1,901,692	7,977,466	9,860,788	351,592	309,226	49,977

MONTH	UKO 3 \$	UKO 9 \$	UKO 10 \$	UKO 11 \$	UKO 12 \$	UKO 13 \$
July	3,668	5,846	8,587	9,085	8,571	13,815
August	3,668	5,846	8,587	9,085	8,571	13,815
September	3,668	5,846	8,587	9,085	8,571	13,815
October	3,668	5,846	8,587	9,085	8,571	13,815
November	3,668	5,846	8,587	9,085	8,571	13,815
December	3,668	5,846	8,587	9,085	8,571	13,815
January	3,668	5,846	8,587	9,085	8,571	13,815
February	3,668	5,846	8,587	9,085	8,571	13,815
March	3,668	5,846	8,587	9,085	8,571	13,815
April	3,668	5,846	8,587	9,085	8,571	13,815
May	3,668	5,846	8,587	9,085	8,571	13,815
June	3,668	5,846	8,587	9,085	8,571	13,815
TOTAL	44,012	70,150	103,041	109,025	102,851	165,781

Appendix: Forecast Financial Statements

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Ministry of Financial Services, Tourism and Development

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June, 2010 and performance for the 2009/10 financial year;
- (c) comply with generally accepted accounting practice.

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Carson K. Ebanks
Chief Officer
Ministry of Financial Services, Tourism and Development

30th September, 2009

Ministry of Financial Services, Tourism and Development
FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Cabinet		51,695		
Outputs to other government agencies		50		
Outputs to others		10,214		
Interest revenue		-		
Total Operating Revenue		61,959		
Operating Expenses				
Personnel costs	1	25,524		
Supplies and consumables	2	28,261		
Depreciation	3	1,663		
Capital charge		-		
Other operating expenses		-		
Total Operating Expenses		55,448		
Surplus from operating activities and before extraordinary items		6,511		
Extraordinary items		-		
Net Surplus		6,511		

Ministry of Financial Services, Tourism and Development
FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net worth		15,455		
Net surplus		6,511		
Property revaluations		-		
Investment revaluations		-		
Net revaluations during the period		-		
Total recognised revenues and expenses		21,966		
Equity investment		1,103		
Repayment of surplus		-		
Capital withdrawal		(6,511)		
Closing balance net worth		16,458		

*Due to restructuring of the Ministry, no actual was provided

Ministry of Financial Services, Tourism and Development
FORECAST BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	7,353		
Accounts receivable	5	5,266		
Inventories	6	0		
Other current assets		690		
Total Current Assets		13,310		
Non-Current Assets				
Property, plant and equipment	7	7,222		
Other non-current assets		-		
Total Non-Current Assets		7,222		
Total Assets		20,431		
Current Liabilities				
Accounts payable	8	3,428		
Unearned revenue	9	1		
Employee entitlements	10	525		
Unfunded Pension liability		-		
Current portion of Borrowings		-		
Other current liabilities		9		
Total Current Liabilities		3,964		
Non-Current Liabilities				
Employee entitlements	11	-		
Other non-current liabilities	12	10		
Total Non-Current Liabilities		10		
Total Liabilities		3,973		
TOTAL ASSETS LESS TOTAL LIABILITIES		16,458		
NET WORTH				
Contributed capital		(5,508)		
Asset revaluation reserve		-		
Accumulated surpluses		21,966		
Total Net Worth		16,458		

*Due to restructuring of the Ministry, no actual was provided

Ministry of Financial Services, Tourism and Development
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		51,695		
Outputs to other government agencies		50		
Outputs to others		10,214		
Interest received		-		
Other Receipts		-		
Payments				
Personnel costs		(25,524)		
Suppliers		(28,261)		
Other payments		-		
<i>Net cash flows from operating activities</i>	13	8,174		
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(1,103)		
Proceeds from sale of non-current assets		-		
<i>Net cash flows from investing activities</i>		(1,103)		
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		1,103		
Repayment of surplus		-		
Capital withdrawal		(6,511)		
Proceeds from borrowings		-		
Repayment of borrowings		-		
<i>Net cash flows from financing activities</i>		(5,508)		
<i>Net increase/(decrease) in cash and cash equivalents</i>		1,664		
Cash and cash equivalents at beginning of period		5,689		
Cash and cash equivalents at end of period	4	7,353		

*Due to restructuring of the Ministry, no actual was provided

Ministry of Financial Services, Tourism and Development
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Ministry of Financial Services, Tourism and Development*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June, 2010.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities***Accounts Payable***

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

Ministry of Financial Services, Tourism and Development
NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	20,788		
Employer/Government pension expense	1,109		
Other personnel related expenses	3,432		
Movement in leave provision expense	196		
Total Personnel Costs	25,524		

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	13,600		
Purchases of services	8,990		
Operating lease rentals	2,580		
Other	3,090		
Total Supplies and Consumables	28,261		

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings	159		
Roads and sidewalks	-		
Water reticulation and sewage	-		
Other Infrastructure assets	1		
Vehicles	853		
Aeroplanes	-		
Boats	40		
Furniture and fittings	135		
Computer hardware and software	137		
Office equipment	42		
Other plant and equipment	57		
Other assets	238		
Total Depreciation	1,663		

*Due to restructuring of the Ministry, no actual was provided

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	40-60
Vehicles	4-12
Aeroplanes	9-20
Boats	9-20
Furniture and fittings	3-20
Computer hardware and software	3-10
Office equipment	3-20
Other plant and equipment	5-25
Other assets	3-25

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand	0		
Bank accounts	7,352		
Deposits with Portfolio Finance and Economic (Treasury)	-		
Total Cash and Cash Equivalents	7,352		

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet	690		
Outputs to other government agencies	-		
Outputs to others	4,023		
Interest receivable			
Prepayments	434		
Interest Receivable			
Other Receivables	119		
Total Gross	5,266		
Less provision for doubtful debts	-		
Total Net	5,266		

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)	1		
Work in Progress	-		
Finished Goods			
Total Inventories	1		

*Due to restructuring of the Ministry, no actual was provided

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Land	-				-	
Buildings	247	691			159	779
Other Infrastructure assets	2	0			1	2
Vehicles	4,420	39			853	3,606
Aeroplanes	-	0			0	-
Boats	80	54			40	94
Furniture and fittings	483	9			135	357
Computer hardware and software	533	171			138	566
Office equipment	183	6			42	147
Other plant and equipment	368	8			57	319
Construction in progress	533	0			0	533
Other assets	933	25			239	719
Total	7,782	1,003	-	-	1,664	7,122

	HC or Revalued Amount	Accum Depr	2009/10 Forecast	2008/9 Est Actual
	\$000	\$000	\$000	\$000
Land				
Buildings	1,201	422	779	
Other Infrastructure assets	4	3	1	
Vehicles	10,774	7,168	3,606	
Aeroplanes	-	-	-	
Boats	134	40	94	
Furniture and fittings	702	345	357	
Computer hardware and software	986	420	566	
Office equipment	499	353	147	
Other plant and equipment	1,285	1,173	112	
Construction in progress	533	-	533	
Other assets (list if material)	1,018	92	926	
Total	17,136	10,014	7,122	

*Due to restructuring of the Ministry, no actual was provided

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Trade Creditors	-		
Operating lease rental	-		
Other Accounts Payable	3,344		
Accruals	84		
Total	3,428		

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance	1		
Total	1		

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	525		
Other salary related entitlements	-		
Total Employee Entitlements	525		

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	-		
Other salary related entitlements	-		
Total	-		

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable	-		
Unearned revenue	-		
Other	10		
Total	10		

*Due to restructuring of the Ministry, no actual was provided

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast	2008/9 Est. Actual This Year	2007/8 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)	6,511		
Non-cash movements			
Depreciation	1,663		
Increase in provision for doubtful debts	-		
Increase in payables/accruals	-		
Net gain/loss from sale of fixed assets	-		
Net gain/loss from sale of investments	-		
Increase in other current assets	-		
Increase in receivables	-		
Net cash flows from operating activities	8,174		

*Due to restructuring of the Ministry, no actual was provided

BUDGET 2009/10

Annual Budget Statement

for

***Ministry of Education, Training and
Employment***

**For the financial year ending
30 June 2010**

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005
Revision)

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Financial Statements

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

Nature of Activities

The Ministry as a whole is responsible for providing policy, administrative and governance support and the delivery of a range of products and services to the public, to enable the Minister to achieve the strategic goals for his areas of ministerial responsibility: Education, Training and Employment.

Departments/Units within the ministry's remit include: The Department of Education Services (DES), The Early Childhood Unit, The Educational Standards and Assessment Unit (ESAU), The Department of Employment Relations (DER), Public Libraries (LIB), The National Pensions Office (NPO), the National Archive (CAN) and the Sunrise Adult Training Centre (SRC).

The University College of the Cayman Islands (UCCI), a Government Owned Company, also falls within the remit of the Ministry.

Scope of Activities

The scope of the Ministry's activities includes:

- Policy advice, development, implementation, communication and evaluation services to the Hon. Minister, and support for legislation
- Funding and governance services by the core ministry to its departments/units, and, on the Minister's behalf, for UCCI. The Ministry also manages executive expenditure and executive assets which fall within the Minister's areas of responsibility
- General secretarial and administrative services to the Hon. Minister, as well as services to support the administration of the Government Scholarship programme, Secretariat services to the Education Council and Project Management of the New Clifton Hunter and John Gray Campuses.
- Managing the provision of Primary, Secondary and Special Education in public schools, leading and managing the education service, and driving school improvement and education reform, through services provided by the DES
- Providing support to pre-schools and monitoring compliance of established pre-school standards through services provided by the Early Childhood Unit of the DES
- Monitoring, evaluating and reporting on educational standards in private and public schools, and other institutions as required, through services provided by ESAU
- Providing programmes and therapeutic services for adults with Disabilities through services provided by the Sunrise Adult Training Centre
- Providing tertiary education, through funding and governance service provide to UCCI and funding support to the International College of the Cayman Islands (ICCI)
- Promoting harmonious labour relations and the adoption of good human resource practices in the workplace through services provided by the DER, which include: the administration of the Labour Law, provision of support for Employment Tribunals, Job Placement Service and provision of Labour Market Information
- Supporting the development, administration and enforcement of the National Pensions Law, through services provided by the National Pensions Office (NPO)
- Preserving and protecting government historical archives, providing access to current and historic information, advising and setting protocols for records management within Government, including the protection and recovery of vital records, through services provided by the National Archive
- Managing the Public Library system, including the main George Town library and community libraries, through services provided by the Public Libraries

Customers

The Ministry's customers are the Minister of Education, Training and Employment, the Cabinet, all its departments and Units, UCCI and other Government Ministries. Externally, services are provided to the business community, students, employers and employees and the general public.

Services of this Ministry are provided from various locations throughout the Cayman Islands.

2. Strategic Ownership Goals

The key strategic ownership goals for the Ministry of Education, Training and Employment for 2009/10 and the subsequent two years are as follows:

- To clarify roles and responsibilities and strengthen systems and procedures for policy support to the Hon. Minister
- To implement a business/strategic planning process for the core ministry and its departments/units, with effective links to the budget process and performance management.
- To strengthen budget preparation, monitoring and reporting systems and processes across the ministry
- To maximize economy, efficiency and effectiveness in the structure and operations of the core ministry and its departments
- To strengthen performance management and implement succession planning across the ministry

The following are the broad strategic priorities to be pursued by the Ministry of Education, Training and Employment in 2009/10:

- To identify and address existing barriers to achieving a high-performing Cayman Islands education system. Strategies will focus on ensuring:
 - o Every child succeeds
 - o There is a clear picture of the educational standards being achieved in our schools and clear targets are set for improvement and pursued rigorously
 - o Principals and teachers have the materials, knowledge, and capability to deliver high quality learning environments
 - o Educators feel challenged, valued and supported to help their students improve
 - o Education planning is enhanced and informed by a comprehensive “health check” of our system, to ensure we invest better to invest more in education
 - o A new governance and management system for the education is developed, focused on school improvement, with clear defined roles and responsibilities, and opportunities for principals and teachers to have a real voice in decision-making and changes in education
- To advance a new national reform agenda based on enhancing productivity and participation, with human capital development as a key component. Strategies will aim to:
 - o Achieve an effective transition to the new secondary schools and realize their potential as community and learning resources
 - o Introduce a range of innovative initiatives to develop, support and invest in our people, including our unemployed youth, our youth “at risk”; lay the foundation for effective provision for technical and vocational education; and, in collaboration with the Ministry of Financial Services, Tourism and Development
 - o Strengthen the governance, management and performance of our national tertiary institution UCCI; establish a strategic direction for tertiary/higher education for the islands and ensure that national tertiary policies acknowledge and are responsive to our workforce needs for education, retooling, retraining and lifelong learning
 - o Strengthen capacity and performance in promoting the development and application of sound employment and labour policies; enhance our understanding of the supply and demands of on our local workforce, to inform our planning and investment in training and learning; and improve our support for the growing numbers of unemployed, including job placement, counseling and interest assessments
 - o Advance the cause of persons with additional educational needs and disabilities, including new legislation and enhancements to facilities and programmes

3. Ownership Performance Targets

The ownership performance targets for the *Ministry of Education, Training and Employment* for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$	2008/9 Estimated Actual \$
Revenue from Cabinet	69,560,935	84,063,873
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others	578,000	710,905
Surplus/deficit from outputs		
Ownership expenses	70,138,935	83,621,278
Operating Surplus/Deficit before extraordinary	0	1,153,500
Extra ordinary expense		(2,025,295)
Operating Surplus/(Deficit) after extraordinary	0	(871,795)
Net Worth	266,847,000	182,301,000
Cash flows from operating activities	(5,647,423)	10,274,000
Cash flows from investing activities	(89,327,483)	(54,546,000)
Cash flows from financing activities	84,545,400	64,820,000
Change in cash balances	(10,429,506)	20,548,000

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	144.3%	136%
Total Assets: Total Liabilities	2135%	671%

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed	833-848	848
Staff turnover (%)	10%	15%
Managers		
Professional and technical staff	14%	14%
Clerical and labourer staff	11%	11%
Average length of service (number of years in current position)	3	2
Managers		
Professional and technical staff	5	4
Clerical and labourer staff	4	3
Changes to personnel management system:	Nil	

Physical Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Value of total assets	\$258,633,000	\$173,745,000
Asset replacements: total assets	0%	0%
Book value of assets: initial cost of those assets	74.2%	59.6%
Depreciation: cash flow on asset purchases	5%	6.9%
Changes to asset management policies	None	None

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
Construction costs of new John Gray Campus and Clifton Hunter Campus	71,610,000
Ancillary costs of new John Gray Campus and Clifton Hunter Campus	9,620,100
Development of Sunrise Centre, other capital purchases and minor capital works	3,315,299
Total	84,545,399

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2009
Construction of the new John Gray Campus and Clifton Hunter Campus	On-going

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Loss of key Personnel	Unchanged	• Succession planning • Cross training • Developing of existing staff • Work to attract and retain more Caymanians to work in key roles in education and to build capacity for leadership and other key roles within the organization	Unquantifiable at this time
Data Security Loss of network use from external attacks on data and applications.	Unchanged	• Established data security protocols including use of anti-virus and anti spy ware software. Software protocols supplemented by hardware firewall to protect against unauthorized access to data through the Internet.	
Environmental Potential legal claims for environmental health hazards	Unchanged	• All buildings insured by CIG- Risk Mgt. or a recognized Insurer • Managing Environmental controls i.e. air/heating systems • Regular environmental testing • Regular cleaning and maintenance of properties • Improve preparation procedures for a disaster	Risk should be adequately covered by public liability insurance.
Damage of schools by natural/unnatural disasters	Unchanged	• Continue with wire upgrades and alarm systems • Identify fire exits • All buildings insured by CIG- Risk Management insurance providers	
Injury or death of students while using transportation services contracted by the Education Department	Unchanged	• All contractors or transportations staff is required to provide up to date proof of a valid driver's license with no traffic related convictions. Vehicle insurance is also checked by the Education department	.

Canteen Operations Settlement of a liability claim arising from a food related illness	Unchanged	- All contractors and their staff providing the service must have valid food handling certificates issued by the health department. - All contractors must have at least \$2 million in public liability coverage	
Risks to vital records that was formerly stored in the warehouses and in the Town Hall building.	Unchanged	As a temporary measure five 40ft containers were outfitted and placed on the Archive site as a temporary measure	

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget \$	2008/9 Estimated Actual \$
Equity Investment from Cabinet into the Ministry of Education, Training and Employment	\$84,545,399	\$66,770,000
Capital (Equity) Withdrawal by Cabinet from the Ministry of Education, Training and Employment	nil	Nil

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

MET 1	Policy Advice, Development and Implementation	\$620,078
Provision of policy advice and support to the Minister in the areas of Education, Training and Employment, in relation to: • Setting of outcome goals • Options and recommendations for interventions • Policy development -policy communication • Policy implementation and effectiveness • Policy communication		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of contributions to the Throne Speech • Number of discussion papers • Information and decision-making briefs • Cabinet papers and notes • Parliamentary questions • Departmental letters and advisories • Speeches at departmental engagements and Legislative Assembly • Press releases and public announcements	1 2-3 20-30 10-15 10-20 5-15 5-10 5-10	1 N/A N/A 10 10 N/A N/A N/A
Quality • Policy development and advice informed by comprehensive and relevant research • Policies and advice consistent with any relevant regional or international conventions and/or best practice • Policies developed through a consultative process with key stakeholders • Policy documents, speeches, press releases and public announcements reviewed and approved by Chief Officer or delegate prior to release	100% 100% 100% 100%	N/A N/A N/A N/A
Timeliness All services delivered within established schedules or as agreed with Minister	100%	N/A
Location Cayman Islands	100%	100%
Cost	\$620,078	\$185,949
Related Broad Outcome: 7: Education: The Key to Growth and Development 8: Preparing our Labour Market for Future Opportunities		

Note: New measures included into this output for 2009/10.

MET 2	Legislative Initiatives	\$375,780
Description Provision of services to support the development of new or revised legislation for: • Legislation for persons with disabilities • Amendments to National Pensions Law and Regulations • Educational Modernisation Law - regulations Services to include: • Research and consultation with key stakeholders • Cabinet papers on legislative proposals and objectives • Preparation of drafting instructions and subsequent ongoing liaison and advice to Legal Draftsperson • Liaison with the Legal Department • Assistance for Minister during enactment phase		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of drafting instructions prepared • Number of cabinet papers • Number of speech notes • Number of press advisories and/or communications plans developed	2-4 2-4 2-4 2-4	3 3 N/A N/A
Quality • Drafting instructions and any amendments prepared by qualified and experienced personnel • Drafting instructions and any amendments developed through a consultative process to include relevant stakeholders • Cabinet papers, drafting instructions, speech notes and press advisories reviewed and approved by Chief Officer or delegate prior to submission	100% 100% 100%	100% 100% 100%
Timeliness Drafting instructions presented to the Legal Drafting Department: • Education Law by June 2010 • Legislation for persons with disabilities by June 2010 • Amendments to National Pensions Law by June 2010 • Cabinet Papers and Speech Notes completed 3 - 5 days prior to submission date or as agreed with Minister	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$375,780	\$100,701
Related Broad Outcome: 7: Education: The Key to Growth and Development 9: Improving the Lives of the Elderly and Disabled		

MET 3	Ministerial Services	\$707,388
Description Provision of administrative and executive services to support the Minister, including:: • Secretarial and administrative support • Public relations advice and support • Education Council Secretariat Services, including correspondence, research as requested, preparation of agendas and supporting documentation and minute-taking • Scholarship Administration Services • Representation on regulatory Boards and Councils (National Pensions Board, Library Management Committee, Investors in People Council, Education Council)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of hours of general secretarial and administrative support services	8,000-8,800	N/A
• Number of press briefings submissions	30-40	N/A
• Number of events hosted	3-5	20
• Number of general press releases	20-25	60-85
• Number of speeches for special events	10-15	N/A
• Number of Education Council Meetings supported	12-16	N/A
• Number of scholarships administered: local	700-750	N/A
• Number of scholarships administered overseas candidates: overseas	300-350	N/A
• Number of regulatory boards and Councils where represented	4	6
Quality		
• Clerical and administrative services provided by appropriately experienced and qualified personnel, under the general guidance of the Chief Officer	100%	100%
• Promotional events and speeches prepared by appropriately qualified and experienced personnel, under the general guidance and direction of Chief Officer	100%	100%
• Secretariat services provided by appropriately experienced and qualified personnel and agenda to be signed off by Chief Officer prior to distribution	100%	100%
• Scholarships issued to those suitably qualified, monitoring and administrative services provided by the Scholarships Unit.	100%	100%
• Representatives on Boards and Councils to be nominated from senior management team by Chief Officer	100%	100%
Timeliness		
• Clerical and administrative work done professionally through out the year	100%	100%
• Briefings and speeches: as scheduled or agreed with Minister	100%	100%
• Secretarial services provided within agreed schedule for Educational Council Meetings and/or as directed by Chair	100%	100%
• Approved scholarships funds provided within time schedules given to applicants.	100%	100%
• Representation on Boards and Councils in line with agreed schedules of meeting	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$707,388	\$3,955,757
Related Broad Outcomes: 7: Education: The Key to Growth and Development 8: Preparing our Labour Market for Future Opportunities		

MET 4	Support for International Obligations	\$31,525
Description Representation, information and support to Minister in relation to international obligations of the Cayman Islands Government in the areas of responsibility of the Minister, including: • Representation at relevant international forums/conferences • Representation on relevant international Boards/Committees • Preparing position papers and progress reports • Monitoring progress towards international standards and conventions • Responding to requests for data and reports		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of conferences/forums attended • Number of Memberships on Boards/Committees, (UWI) • Number of Position papers/progress reports • Number of responses to other requests for information and/or advice	3-6 1-3 1-3 6-10	10 2 10 20
Quality Submissions to relevant international organizations, either in person or by correspondence, will be: • Informed by relevant research and quantitative data, where available • in accordance with Ministry and Government policies, and • reviewed and approved by the Chief Officer prior to submission	100% 100% 100%	100% 100% 100%
Timeliness • Conferences and Forums: As advised throughout the year • Reports and other requests for information provided on or before stated deadlines	100% 100%	100% 100%
Location Cayman Islands		
Cost	\$31,525	\$134,738
Related Broad Outcome: 7: Education: The Key to Growth and Development		

MET 5	Governance Support Services	\$79,806
Description Provision of governance services in relation to Statutory Authorities and Government Owned Companies, University College of the Cayman Islands), for which the Minister is responsible, and also administering payments including: - • Negotiating purchase /ownership agreements • Monitoring compliance and liaison with boards/management • Processing transfer payments and vetting invoices and financial statements • Representing the Minister on Boards as may be required by Law • Advice to the Minister on appointments to Boards of Statutory Authorities and Committees		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of Purchase Agreements negotiated and monitored • Number of transfer or other executive payments administered • Number of Boards were represented • Number of Boards re/appointed	2 30 1 1	4 16 10 NEW
Quality • Purchase Agreements meet criteria established by Ministry • Progress reports (Quarterly reports) are received prior to the disbursement of funding • Statutory Authority or Government Company Boards are comprised of individuals experienced in the relevant subject areas with minimal conflict of interest affiliations, and who are representative of the appropriate interested parties	100% 100% 100%	100% 100% 100%
Timeliness • Payments made as per the payment schedule and in compliance with the agreements set out in the Purchase Agreement • Appointments of Board/Committee members submitted to Cabinet in a timely fashion and reappointments submitted at least one month prior to the appointment date(s)	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$79,806	\$177,508
Related Broad Outcome: 7: Education: The Key to Growth and Development		

MET 7	Information, Communications Technology Integration, Network Management and Policy	\$1,731,181
Description		
Strategic oversight and management of Information, Communications Technology (ICT) throughout the Ministry of Education, Training and Employment including integration of systems, ICT Policy, cost effectiveness of ICT, efficiency and automation of systems, and management of Education and Public Library networks. - Development of ICT policy and strategies to maximize technology services and integration throughout the Ministry of Education, Training and Employment - Provision of ICT systems and support for Public Libraries including online cataloguing system, wireless network and public Internet access - Provision of appropriate ICT support for national education priorities - Provision of services to support ICT integration in the public schools, to enhance teaching and learning - Provision of fully operational and reliable ICT infrastructure in all schools, supported by a centralized technical team - Provision of appropriate ICT support for the implementation of national teacher and student technology standards - Piloting new hardware and software initiatives in all schools - Ensure all sites fully operational with ICT infrastructure, wireless and internet access and appropriate software and hardware technology - Schools, Department of Education, the Ministry, Education Standards Assessment Unit - Public Libraries		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
Number of sites fully operational with ICT infrastructure, wireless and internet access and appropriate software and hardware technology	28	17
Number of online portals and websites supported	8	N/A
Number of laptops and desktops computers maintained	1,800-2,200	N/A
Number of end users supported	4,900-5,200	N/A
Policies developed	4	N/A
Quality		
ICT support structure for schools, educational sites and public libraries to be maintained by certified technical support technicians, systems administrators and qualified vendors with standardized ICT hardware and software infrastructure	100%	100%
Laptop and Desktop PC's to be maintained with approved hardware peripherals and consistent software updates	95%	N/A
End-users (Students, teachers, and public) provided with appropriate support for ICT hardware and software	95%	N/A
Policies Developed through a consultative process with strategic partners	100%	N/A

Timeliness • Online services available during normal working hours • Number of portal/website helpdesk tickets closed within five days • Number of ICT hardware helpdesk tickets closed within five days • Number of end user software and access helpdesk tickets closed within five days • Policies to be completed by 30 June, 2010 Location Cayman Islands		
	98%	N/A
	95%	N/A
	95%	N/A
	95%	N/A
	100%	N/A
Cost	\$1,731,181	\$1,576,774
Related Broad Outcome 7. Education: The Key to Growth and Development		

MET 9	Project Management Services on New Schools Capital Projects	\$843,849
Description Provision of services to coordinate, facilitate and deliver capital education building projects through all stages of development, including inception, design, construction and commissioning, and involving: • Management, direction and Coordination of project team • Management of claims management • Provision of legal advice to project team • Establishment, support for and reports to Steering Committee • Preparation of monthly project management reports on time, cost and quality of each project, • Cabinet notes and papers and cash flow diagrams and budget cost reports • Managing procurement and delivery matters • Coordinating the work and deliverables of various agencies to ensure project timely delivery and to manage costs and quality		
Measures Quantity • Number of Steering Committee meetings • Number of project management reports • Number of legal opinions provided • Number of technical committee meetings • Number of Building Maintenance Committee meetings • Number of Cabinet notes and papers Quality • Overarching oversight, guidance and decision-making on changes to be provided by a Steering Committee of Ministry project team and end User representatives • Building projects to be managed by appropriately qualified and experienced professionals • Mediation/claims assessment by qualified consultants Timeliness • Steering committee meetings: monthly or as scheduled • Project management reports: monthly • Legal opinions as required • Cabinet notes and papers on or before timelines agreed with Minister Location Cayman Islands Cost		2009/10 Budget 5-7 6-10 30-36 8-10 8-10 3-5 100% 100% 100% 100% 100% 100% 100% 100% \$843,849
		2008/9 Estimated Actual N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A \$0
7: Education: The Key to Growth and Development		

Note: This is a new output for 2009/10.

DES 1	Primary Level Teaching and Learning	\$16,541,062
Description Provision of teaching and learning services for children between the age of 5 and 11 at government primary schools.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of students - Number of schools - Number of school days for students - Number of national curriculum subjects taught - Student/teacher ratio (Students per teacher)	2,300-2,600 11 180-186 7 12-20	2,500 11 180 7 12
Quality - Student attendance - Students with no serious disciplinary incidents - Lessons provided by teachers with appropriate training and qualifications - Literacy: Schools with mean Reading score on TerraNova examinations no less than 1 standard deviation below the international mean - Numeracy: Schools with mean Mathematics score on TerraNova examinations no less than 1 standard deviation below the international mean	95% 95% 95% 90% 90%	95% 95% 95% 90% 90%
Timeliness Primary education programmes to be delivered over academic year from September through June	100%	100%
Location Cayman Islands	100%	100%
Cost	\$16,541,062	\$19,940,256
Related Broad Outcome: 7: Education: The Key to Growth and Development		

Note: The total cost of supplying this output is \$16,676,062. However, the revenue of \$135,000 from third parties reduces the cost to Cabinet to \$16,541,062.

DES 2	Secondary Level Teaching and Learning	\$19,090,608
Description Provision of secondary level teaching and learning services for children between the age of 11 and 16 at government secondary schools.		
Measures Quantity - Number of students - Number of schools - Number of school days for students - Number of national curriculum subjects taught at Key Stage 3 - Student/teacher ratio (Students per teacher) Quality - Student attendance - Students with no serious disciplinary incidents - Lessons provided by teachers with appropriate training and qualifications - Literacy Key Stage 3 (Years 7 – 9): Schools with mean Reading score on TerraNova examinations no less than 1 standard deviation below the international mean - Numeracy Key Stage 3 (Years 7 – 9): Schools with mean Mathematics score on TerraNova examinations no less than 1 standard deviation below the international mean - Students earning 5 or more high grade secondary passes in external examinations at end of Key Stage 4 Timeliness Secondary education programmes to be delivered over academic year from September through June	2009/10 Budget	2008/9 Estimated Actual
	2,100-2,400	2,300
	3	3
	180-186	180
	11	7
	12-20	12
	95%	95%
	95%	95%
	95%	95%
	90%	90%
	90%	90%
	35%	35%
	100%	100%
Location Cayman Islands	100%	100%
Cost	\$19,090,608	\$21,068,271
Related Broad Outcome: 7: Education: The Key to Growth and Development		

Note: The total cost of supplying this output is \$19,215,608. However, the revenue of \$125,000 from third parties reduces the cost to Cabinet to \$19,090,608.

DES 3	Teaching and Learning at Lighthouse School	\$2,071,825
Description Provision of educational and developmental services to students with disabilities within the compulsory education sector at the Lighthouse School (LHS).		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of students served in the Lighthouse School - Number of school days for students at LHS	50- 60 180-186	55 180
Quality - Student attendance - LHS students participating in ASDAN life skills programme - Lessons provided by teachers with appropriate training and qualifications - Graduates earning appropriate ASDAN certification	90-95% 90-95% 95% 90-100%	90% 90% 95% 90%
Timeliness All education programmes to be delivered over academic year from September through June	100%	100%
Location Cayman Islands	100%	100%
Cost	\$2,071,825	\$2,977,204
Related Broad Outcome: 7: Education: The Key to Growth and Development		

DES 4	Alternative Education Services	\$985,507
Description Provision of alternative education services for students with social, emotional and behavioural needs which require education outside of the mainstream schools.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of students participating in the Transitions programme - Key Stage alternative programmes at the AEC - Behavioural units operated within secondary schools - Suspension units operated within secondary schools - Days of operation of AEC	15-20 2 2 2 180-186	15 2 2 2 180
Quality - Student attendance at AEC - Students with active IEPs - Students in Transition Programme attaining at least a Level 1 qualification - Lessons provided by teachers with appropriate training and qualifications	90-95% 90-95% 90% 95%	90% 90% 90% 95%
Timeliness All education programmes to be delivered over academic year from September through June	100%	100%
Location Cayman Islands	100%	100%
Cost	\$985,507	\$998,373
Related Broad Outcome: 7: Education: The Key to Growth and Development		

DES 5	Student Services	\$1,119,233
Description Provision of services to students with significant barriers to learning in order to allow them to access the full range of educational opportunities.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Individual student psychological assessments - Individual speech and language assessments - Occupational therapy assessments - Students supported through ESL instruction - Students engaged in programmes for the gifted - Students served in occupational therapy sessions - Students served in speech and language therapy	150-175 150-160 90-100 50-70 30 -50 70-80 100-120	150 150 100 60 40 75 120
Quality - Therapy services to be provided by appropriately trained and qualified individuals - Students identified as needing speech and language therapy who are receiving services - Students identified as needing occupational therapy who are receiving services	100% 90% 90%	100% 95% 95%
Timeliness - Psychological assessments provided within 60 days of approved request - Speech and language assessment provided within 60 days of approved request - Occupational therapy assessment provided within 60 days of approved request	90% 100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,119,233	\$439,198
Related Broad Outcome: 7: Education: The Key to Growth and Development		

DES 6	School Support Services	\$11,089,719
Description Provision of support and infrastructure services to schools.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of janitorial contracts administered	10	10
• Number of transportation contracts administered	12	12
• Number of canteen contracts administered	8	8
Quality		
• Bus drivers and vehicles are properly licensed, inspected and insured	100%	100%
• Annual nutrition report prepared for each school canteen by nutritionist	100%	100%
• All canteen staff meet certification requirements	100%	100%
Timeliness		
• Transport services provided five days per week during school term	100%	100%
• Prescribed transport routes are serviced daily and on time	100%	100%
• Janitorial services are provided daily during the school year	100%	100%
• Canteens provide meals five days per week during school term	100%	100%
Cost	\$11,089,719	\$16,550,893
Related Broad Outcome: 7: Education: The Key to Growth and Development		

Note: The total cost of supplying this output is \$11,204,719. However, the revenue of \$115,000 from third parties reduces the cost to Cabinet to \$11,089,719.

DES 7	Educational Leadership and Management Services	\$4,425,100
Description The Department of Education Services will provide the administrative, management and overall leadership functions necessary for the efficient and effective operation of the Cayman Islands government education system.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - New teachers monitored and assessed - Students assessed by Annual Literacy and Numeracy testing - Annual school assessment reports prepared - Annual Department of Education Services report prepared	15-20 3,200 13 1	19 3,200 13 1
Quality - Compliance with performance management requirements - Professional staff participating in professional development - Schools completing annual review process	90% 95% 100%	90% 95% 100%
Timeliness - Annual school assessments completed by June 30 2010 - Annual school assessment reports completed by August 31 2009 - Annual departmental report submitted by August 31 2009	100% 100% 100%	100% 100% 100%
Cost	\$4,425,100	\$2,755,006
Related Broad Outcome: 7: Education: The Key to Growth and Development		

Note: The total cost of supplying this output is \$4,531,100. However, the revenue of \$106,000 from third parties reduces the cost to Cabinet to \$4,425,100.

DES 8	Early Childhood Services	\$909,180
Description The Department of Education Services, through its Early Childhood Service, will administer the early childhood assistance programme in order to provide greater access to early childhood settings; will provided early intervention services to promote the growth and development of children in the early years with significant barriers to learning; and will inspect, monitor and provide a range of training opportunities for both private and government early childhood settings with a view to ensuring the quality of education and care in early childhood settings across the Cayman Islands.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Preschool annual inspections	18-25	20
• Early Childhood Development Link Officer visits	80-100	100
• Private sector early childhood staff training sessions (programmes X participants)	80-100	80
• Children screened for early childhood assistance	180-200	190
• Number of children served through the Early Intervention Programme	125-175	150
Quality		
• Annual inspection reports meet established specifications for content, coverage and presentations	100%	100%
• All reports are approved by the Department and the Ministry prior to release to the public	100%	100%
• All applications approved for early childhood assistance meet policy guidelines	100%	100%
Timeliness		
• Preschool inspection reports completed to approved schedule	100%	100%
• Inspection reports submitted within 50 working days of visit	100%	100%
Cost	\$909,180	\$385,484
Related Broad Outcome: 7: Education: The Key to Growth and Development		

DES 9	National Policy Initiatives	\$242,700
Description The Department of Education Services will undertake special projects and programmes in line with national initiatives to support improved education provision within the Cayman Islands. Projects for 2009-10 • Ongoing support for implementation of the new National Curriculum • Support for the Primary Years Programme of the International Baccalaureate Organization • Educational Leadership Training • National Secondary Literacy Initiative • National Primary Numeracy Initiative		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Schools actively delivering the new National Curriculum • Schools engaged in the application process for the IB Primary Years Programme • Individuals enrolled in educational leadership training • Secondary students participating in Secondary Literacy Initiative • Primary schools implementing Primary Numeracy Initiative • Secondary schools implementing literacy support programme	12 6-8 30-45 1,000-1,100 11 3	12 7 40 1,100 new new
Quality • School final assessment reports use new National Curriculum format and levels • Participants successfully completing at least one module of the educational leadership training programme	90% 75%	90% 75%
Timeliness • Educational leadership programme to conclude by June 30th • Secondary literacy programme implemented by December 1st • Primary mathematics programme implemented by April 30th	100% 100% 100%	100% 100% 100%
Cost	\$242,700	\$19,567
Related Broad Outcome: 7: Education: The Key to Growth and Development		

DES 10	Facilities Maintenance Services	\$847,871
Description - Provision of facility maintenance services to all schools, Education Department and other educational facilities within the Ministry - Provision of project management to include chairing and participation in Building Management Committee meetings, to establish maintenance needs for new schools - Consultation to client departments on method of maintenance of their facility.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of facilities maintained	21	N/A
• Number of full inspections	21	N/A
• Number of maintenance plans/building manuals developed	6-8	N/A
• Number of site as built drawings commissioned and completed	6-8	N/A
• Number of facilities contracts managed	40-50	N/A
Quality		
• Adherence to industry best practice	90 -100%	N/A
• Maintained serviceability	100%	N/A
• Reports/Feedback providing adequate management information	90-100%	N/A
Timeliness		
• Facilities maintained as per maintenance schedule	21	N/A
• Inspections conducted within agreed upon timeframe	21	N/A
• Reports/Feedback providing timely management information (1per month)	12	N/A
Location		
Cayman Islands	100%	N/A
Cost	\$847,871	\$0
Related Broad Outcome: 7: Education: The Key to Growth and Development		

ESA 1	Evaluation and Reports on Schools and Other Educational Providers	\$569,343
Description This output includes: - Evaluating the effectiveness of government and private schools - Evaluating the effectiveness of other educational provision (as required) - Evaluation of progress against action plans - Reviews of unsatisfactory schools (as needed) - Evaluation of particular subjects or topics across schools (surveys) - Informal school visits - Written evaluation reports (full evaluations / progress check reports / reviews / surveys)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of school evaluations - Number of evaluations of other educational providers - Number of progress checks - Number of reviews - Number of surveys - Number of informal school visits - Number of completed evaluation reports*	4-6 1 4-6 1-2 0-1 9-12 10-14	2 0 9 N/A* 1 N/A 22*
Quality All reports and evaluations will comply with ESAU quality assurance guidelines	100%	N/A
Timeliness - All evaluations will be completed according to agreed schedule - All reports will be completed according to agreed schedule	100% 100%	N/A N/A
Location Cayman Islands	100%	100%
Cost	\$569,343	\$540,174
Related Broad Outcome 7: Education: The Key to Growth and Development		

Note: This output has been respecified for 2009/10.

ESA 2	Advice on School Related Issues	\$181,184
Description This output includes: • Providing advice and / or information to the Ministry, Department of education Services through meetings or other official communication • Evaluation of private schools' government funding requests • Checks on use of government funding • Thematic reports based on evaluation findings • Research papers (as required) • Providing advice and / or information to other education providers through meetings or other official communication		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of policy meetings or other official communication with Ministry / DES • Number of private school funding request evaluations • Number of reports of private schools' use of government funding • Number of thematic reports based on evaluation findings • Number of research papers • Number of meetings or other official communication with education providers	8-10 9-10 9-10 1-2 1-2 3-5	38 N/A N/A 0 0 N/A
Quality Reports / responses will • Provide comprehensive, relevant and accurate information in a clear and concise format • Comply with ESAU quality assurance guidelines	100% 100%	100% 100%
Timeliness All reports / responses will be completed according to agreed schedule	100%	100%
Location Cayman Islands	100%	100%
Cost	\$181,184	\$174,450
Related Broad Outcome 7: Education: The Key to Growth and Development		

Note: This output has been respecified for 2009/10.

CNA 15	Preservation of Vital Records	\$22,270
Description • Identification and protection of Vital Records, participate in the annual revision of the Standard Operational Procedures, Continuity of Operations Sub-Committee, initiate the annual revision of Hazard Management Plans for records and maintain a database • Secure Vital Records, on behalf of departments prior to a hurricane or other imminent disaster		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of government agencies contacted	80-100	36
Quality Advice in line with archive profession best practice and international standards	100%	100%
Timelines • Archive database of Vital Records updated (based on number of agency plans received) • Microfiche sub-master copies of vital records (and historical) records stored in secured, off-island storage by May 31st • Vital Records transferred to the Archive during the “Alert” and “Watch” periods of a hurricane • Vital Records boxes delivered to agencies (as determined by requesting agency) during the first 24hrs of a hurricane	100%	100%
Location Cayman Islands	100%	100%
Cost	\$22,270	\$11,148
Related Broad Outcome: 7: Education: The Key to Growth and Development		

CNA 16	Preservation of Archives and Records	\$293,853
Description - Preserving original government records and archives from fire, flood, theft, insect infestation, mould contamination, and chemical and physical deterioration - Specialised strong rooms provide the correct levels of temperature, relative humidity, security and flood and fire detection for the `non-invasive' preservation of archives and records of varying media (paper, computer tape and disc, photographic negatives, prints, film, etc.) - The Preservation Section monitors these strong rooms and also provides the theoretical and technical advice and expertise for the long-term preservation of records and archives through `invasive' treatments		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Capacity of linear feet preserved per month	9,290	8,855
Quality Compliance with published international standards of the archive profession (BS 5454, BS 4971)	98-100%	100%
Timeliness Storage 24 hours per day, seven days per week including monitoring Preservation advice and `invasive' treatment of archive and records during standard government working hours	100%	100%
Location Cayman Islands	100%	100%
Cost	\$293,853	\$289,049
Related Broad Outcomes: 7: Education: The Key to Growth and Development 16. Preserving our Culture		

CNA 17	Records Management	\$287,001
Description - Provision of a records management system, ensuring that government departments can manage the information they create efficiently and economically throughout the lifecycle of their records from creation to destruction - Advise departments on filing systems, transferring and retrieval of semi-active records to and from the records centre, disposal schedules, freedom of information responsibilities, facilitating electronic records management, consulting with agencies on their policies for these records, and advising on them on the status of their records in relation to these policies - Training and advice to agencies on records management practices, including a 'Help-Desk' service		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Minimum number of agency interactions	800-1,200	1,060
Quality Advice, support, training to be based on international standards and compliance with international standards of the archive profession (inc. ISO/BS 15489) and government regulations (National Archive and Public Records Law, 2007, Public Management and Finance Law, 2005 Revision)	90-100%	100%
Timeliness Records management advice as required - Records policy, advice and the operation of a Records Centre, during standard government working hours and delivered to timelines agreed with requesting agency - Training sessions in a timely manner as required by	100%	100%
Location Cayman Islands	100%	100%
Cost	\$287,001	\$417,741
Related Broad Outcome: 2. Restoring Prudent and Fiscal Management 7: Education: The Key to Growth and Development		

CNA 18	Reprography	\$114,129
Description • Microfilming and digitisation of archives and vital records • The production of micrographic and digital masters, sub-masters and working copies to promote the dissemination of information by making copies available to multiple sites (libraries, schools, etc. in Grand Cayman, Cayman Brac and overseas) • The storage of micrographic sub-masters overseas, to ensure the retention of information should original records is lost in a disaster • Microfiche and digital copies of 'open' archival records are also produced for sale to the general public		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of 'Master' images (microfilm and scans) produced	30,000-40,000	43,199
Quality Compliance with international standards (BSI Standards for microfilm)	100%	100%
Timeliness Monday to Friday, 8:30 a.m. to 5:00 p.m.	95-100%	100%
Location Cayman Islands National Archive Facility, Grand Cayman	100%	100%
Cost	\$114,129	\$134,476
Related Broad Outcomes: 7. Education: The Key to Growth and Development 16. Preserving our Culture		

CNA 19	Archival Acquisitions	\$138,014
Description Acquiring archives (on any medium) relating to the Cayman Islands by schedule and transfer from government agencies, by donation of private archives both locally and abroad, or by donation or purchase from overseas agencies or archival institution		
Measures Quantity Number of new acquisitions or new collections Quality Compliance with international archival standards for appraisal and acquisition of records Timeliness - Preliminary appraisal conducted upon receipt of acquisition - Collection accessioned and placed into the archives historical holdings - Data input into accession database Location Throughout the Cayman Islands and overseas Cost	2009/10 Budget	2008/9 Estimated Actual
	16-18	48
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$138,014	\$104,828
Related Broad Outcome: 7: Education: The Key to Growth and Development 16: Preserving our Culture		

CNA 20	Public Access to Archival Records and Publications	\$309,748
Description - To make archival records and publications accessible to the public, through preparation of descriptive finding aids and databases, and to make this historical information available to researchers, students and the general public by providing a Reading Room service - To provide information about and historical information from the Archive's collections for researchers, students and the general public, both within the islands and overseas, by providing an enquiry service for postal, telephone and e-mail enquiries		
Measures Quantity Number of researcher assisted Quality Compliance with international standards and archival best practices for providing access to historical collections Timeliness - Access to archival collections through a Reading Room service Monday to Friday, 9:00 a.m. - 4:30 p.m. and delivered as agreed with client - Inquiries to be acknowledged within two working days of receipt - Information turnaround times in agreement with client Location Grand Cayman Cost		2009/10 Budget 800-900 100% 95-100% 100% 100% 100% \$309,748
		2008/9 Estimated Actual 861 100% 95% 100% 100% 100% \$425,630
Related Broad Outcome: 7: Education: The Key to Growth and Development		

CNA 21	Outreach	\$62,596
Description Outreach to promote the holdings and services of the Cayman Islands National Archive and the history and culture of the Cayman Islands through: • publications in all formats (printed, microform, digital), • presentations and talks in government, in schools, for private or public sector institutions, and for archival organisations within the Caribbean and world-wide		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of interactions	800-1,000	966
Quality Compliance with international standards and archival profession best practices	100%	100%
Timeliness • Archive Bulletins issued quarterly • Minimum number of items for sale from photocopies, microfiche, photographic prints or scans and publications	100% 100%	100% 100%
Location Cayman Islands, the Caribbean and world-wide	100%	100%
Cost	\$62,596	\$68,293
Related Broad Outcome: 7: Education: The Key to Growth and Development 16: Preserving Our Culture		

CNA 22	Reference Library Service	\$37,298	
Description - Acquiring publications (on any medium) relating to the Cayman Islands, or of importance in the Caribbean context, by right (as national copyright library under the Public Records Law, 2007), by transfer from government agencies, by private donation both locally and abroad, or by purchase locally or from overseas - To make these publications accessible to researchers, students and to the general public through the preparation of catalogues and by providing a non-circulation Reading Room service			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity Number of new publications		100-115	649
Quality Compliance with international library standards for cataloguing		50-75%	75%
Timeliness Publications input into the systems as they become available		100%	100%
Location Grand Cayman		100%	100%
Cost		\$37,298	\$21,499
Related Broad Outcome: 7: Education: The Key to Growth and Development 16. Preserving our Culture			

CNA 23	Policy Advice on Records Management	\$271,418
Description Provision of information and policy advice to : • Records Advisory Committee • Government Agencies • Private Sector • Government Agencies – by request • Government Initiatives		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Minimum number of interactions (60 minute units)	1,500-1,700	2,707
Quality Compliance with published international standards of the archive profession (inc. ISO/BS 15489, BS 5454, BS 4971) and government regulations (National Archive and Public Records Law, 2007, and Public Management and Finance Law)	100%	100%
Timeliness Advice provided during standard government work hours or delivered to timelines agreed with requesting agencies	100%	100%
Location The Cayman Islands National Archive facility and government departments	100%	100%
Cost	\$271,418	\$440,070
Related Broad Outcome 7: Education: The Key to Growth and Development		

DER 1	Administration of the Labour Law	\$852,031																																																																								
Description To administer the Labour Law so as to ensure that the rights and dignity of both employers and employees are protected through: • Training and Education Programmes to facilitate compliance with the Labour Law • Resolution of individual disputes of rights • Labour inspections and investigations • Enforcement of non-compliance • Referral of cases to the Legal Department for prosecution																																																																										
		<table> <tr> <th></th><th>2009/10 Budget</th><th>2008/9 Estimated Actual</th></tr> <tr> <td>Quantity</td><td></td><td></td></tr> <tr> <td>• Number of training and education programmes delivered</td><td>18</td><td>18</td></tr> <tr> <td>• Number of clients assisted with individual disputes of rights</td><td>1,200-1,500</td><td>1,500</td></tr> <tr> <td>• Number of workplace inspections</td><td>220-300</td><td>40</td></tr> <tr> <td>• Number of workplace investigations</td><td>48-60</td><td>40</td></tr> <tr> <td>• Number of letters warning of non-compliance</td><td>60-120</td><td>70</td></tr> <tr> <td>• Number of cases referred for prosecution</td><td>36-48</td><td>30</td></tr> <tr> <td>Quality</td><td></td><td></td></tr> <tr> <td>• Training and education programmes are in accordance with certifying bodies and departmental guidelines</td><td>100%</td><td>100%</td></tr> <tr> <td>• Percentage of individual disputes of rights resolved</td><td>95%</td><td>95%</td></tr> <tr> <td>• Inspections and investigations are in compliance with internationally accepted best practice</td><td>100%</td><td>100%</td></tr> <tr> <td>• Reports to be prepared in accordance with internal procedures and to be compliant with the law and regulations</td><td>100%</td><td>100%</td></tr> <tr> <td>• Referrals to be prepared in accordance with established guidelines</td><td>100%</td><td>100%</td></tr> <tr> <td>Timeliness</td><td></td><td></td></tr> <tr> <td>• Training and Education programmes are delivered as scheduled</td><td>80-100%</td><td>100%</td></tr> <tr> <td>• Individual disputes of rights resolved within 60 days</td><td>100%</td><td>100%</td></tr> <tr> <td>• Inspection reports submitted to companies for action within five days</td><td>80-100%</td><td>100%</td></tr> <tr> <td>• Complaints investigated within five working days</td><td>80-100%</td><td>100%</td></tr> <tr> <td>• Notification to complainant of outcome of investigation within 21 days</td><td>80-100%</td><td>100%</td></tr> <tr> <td>• Complaints for Unfair Dismissal/Severance Pay referred to Employment Tribunal within 60 days of receipt</td><td>100%</td><td>100%</td></tr> <tr> <td>Location</td><td></td><td></td></tr> <tr> <td>Cayman Islands</td><td>100%</td><td>100%</td></tr> <tr> <td>Cost</td><td>\$852,031</td><td>\$1,267,437</td></tr> </table>		2009/10 Budget	2008/9 Estimated Actual	Quantity			• Number of training and education programmes delivered	18	18	• Number of clients assisted with individual disputes of rights	1,200-1,500	1,500	• Number of workplace inspections	220-300	40	• Number of workplace investigations	48-60	40	• Number of letters warning of non-compliance	60-120	70	• Number of cases referred for prosecution	36-48	30	Quality			• Training and education programmes are in accordance with certifying bodies and departmental guidelines	100%	100%	• Percentage of individual disputes of rights resolved	95%	95%	• Inspections and investigations are in compliance with internationally accepted best practice	100%	100%	• Reports to be prepared in accordance with internal procedures and to be compliant with the law and regulations	100%	100%	• Referrals to be prepared in accordance with established guidelines	100%	100%	Timeliness			• Training and Education programmes are delivered as scheduled	80-100%	100%	• Individual disputes of rights resolved within 60 days	100%	100%	• Inspection reports submitted to companies for action within five days	80-100%	100%	• Complaints investigated within five working days	80-100%	100%	• Notification to complainant of outcome of investigation within 21 days	80-100%	100%	• Complaints for Unfair Dismissal/Severance Pay referred to Employment Tribunal within 60 days of receipt	100%	100%	Location			Cayman Islands	100%	100%	Cost	\$852,031	\$1,267,437
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Related Broad Outcome: 8: Preparing our Labour Market for Future Opportunities																																																																										

Note: The total cost of supplying this output is \$912,031. However, the revenue of \$60,000 from third parties reduces the cost to Cabinet to \$852,031

DER 2	Job Placement Services	\$665,383
Description Provide improved access to employment for Caymanians job-seekers and students seeking summer jobs and assist employers with finding Caymanians for employment in a timely and appropriate manner so as to facilitate the smooth functioning of the labour market. This will be achieved by: • Assisting jobseekers in finding employment. • Assisting employers with finding Caymanians for employment • Liaising with the Immigration Board on Work Permit Issues • Contributing to the creation of the National Employment Passport Programme (NEPP)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of jobseekers assisted	1,760-1,800	1,620
• Number of job vacancies registered	2,400-3,360	2,400
• Number of youth seeking "Summer Jobs" assisted	150	150
• Number of Immigration Board Meetings attended/reported to	84-108	12
• Number of participants registered in the NEPP	300	N/A
Quality		
• All Jobseekers assisted in accordance with established procedures	100%	100%
• All vacancies handled in accordance with established procedures	100%	100%
• All meetings attended are in accordance with Departments schedules and guidelines	100%	100%
• All NEPP participants assisted in accordance with established procedures	80%	N/A
Timeliness		
• Job seekers registered and assisted within time lines outlined in procedures	80-100%	100%
• Response to employers seeking employees within ten working days	80-100%	100%
• Immigration Board Meetings attended/reported to	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$665,383	\$538,450
Related Broad Outcome: 8: Preparing our Labour Market for Future Opportunities		

DER 3	Labour Market Information	\$281,972
Description Produce timely and accurate relevant high quality Labour Market Information that adds value to government policy decision making and for use by other stakeholders such as employers and employer representatives, employees and HR practitioners. This will be done by: - Promoting the use of Labour Market Information amongst Government users, employers and employee representatives and HR practitioners - Completing the implementation of the CLMIS Project, a Labour Market Information System that supports a national human resources strategy including the Cayman Islands Standard Industrial Classification and the Cayman Islands Standard Classification of Occupations - Developing, planning, conducting and coordinating research projects on employment, labour and social issues - Analysing and disseminating labour market information - Providing information to the Immigration Department and its various Boards for use in ensuring that the provisions of the Immigration Law are complied with		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
Number of training seminars organised	8 -10	10
Produce and maintain Cayman Islands Standard Industrial Classification	1	1
Produce and maintain Cayman Islands Standard Classification of Occupations	1	1
Carry out Labour Market Research Projects	4-6	6
Produce Labour Market Reports	5	5
Produce methodology for the computation of points system for Immigration's Residency Board	1	1
Produce Unemployment Reports for Immigration Work permit boards	235-250	N/A
Quality		
Training Seminars are in accordance with departmental guidelines	100%	100%
Industrial and occupational classification codes are consistent with ILO or other international standards	100%	100%
Reports done in compliance with international best practice	80-100%	80-100%
Research projects are completed within estimated project time frames	100%	100%
The methodology for the computation of points system is in compliance with internationally accepted best practice and with the Immigration Law and Regulations.	100%	100%
Unemployment reports produced in accordance with Labour law regulations	100%	N/A
Timeliness		
ILO compliance reports within required time limit	100%	100%
Caribbean LMIS surveys- Annual Occupational Wages survey completed by January of each year	100%	100%
Review Cayman Islands Standard Industrial Classification monthly	80-100%	100%
Review Cayman Islands Standard Classification of Occupations monthly	80-100%	100%
Training Seminars organised quarterly	80-100%	100%
Location	100%	100%
Cayman Islands		
Cost	\$281,972	\$185,641
Related Broad Outcome: 8: Preparing our Labour Market for Future Opportunities		

LIB 5	Community Information, Education and Recreational Resource Centre	\$1,364,911
Description To be a primary community destination which encourages and promotes lifelong learning, literacy and culture through the provision of technologically enhanced materials, services and programmes. - Programmes include: story-times, poetry readings, craft, summer reading, homework assistance and orientation programmes, information literacy, workshops e.g. ICT and those geared for special needs and homebound clients delivered at various service points. - Materials in all formats - Services include self-check out, online access to electronic resources, public access to computers, resources and facilities for special needs users - Support to Library Committee		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of adult programmes - Number of juvenile programmes - Number of reference transactions processed - Number of bookmobile and service points visits - Number of community workshops - Number of Library Committee meetings	24-30 400-420 1,200-1,250 10-12 10-12 8-12	24 231 1,000 236 10 12
Quality - Programmes geared towards the promotion of life-long learning at all levels will be developed by professional staff - Qualified staff will be available at each library to fulfil the reference and information needs of patrons - Service points will be serviced by qualified professional staff - Workshops for children and adults will be planned and presented at learning centres by professional staff - Minutes of meetings will be accurate as determined by the Chairman and Committee members	90-100% 90-100% 90-100% 95-100% 95-100%	100% 100% 100% 100% 100%
Timeliness - Programmes will be delivered monthly throughout the financial year - Reference queries will be resolved within twenty four hours of request - Qualified staff will be available at service points once per week - Workshops will be presented quarterly - Library Committee meetings will be held monthly	95-100% 95-100% 95-100% 95-100% 90-100%	100% 100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,364,911	\$1,409,522
Related Broad Outcomes: 3: Improve Education and Training 8: Strengthen Family and Community		

Note: The total cost of supplying this output is \$1,376,911. However, the revenue of \$12,000 from third parties reduces the cost to Cabinet to \$1,364,911.

LIB 6	Public Education and Advocacy	\$114,569
Description To increase the visibility and awareness of Public Library Service whilst advocating and engendering a culture of literacy and reading in the Cayman Islands		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of press releases - Number of newsletters - Community needs assessment - Number of strategic partner meetings	12-15 4- 6 1 10-12	12 4 1 10
Quality - Press releases will be developed and delivered by professional staff - Newsletters will be developed by qualified staff with accurate and relevant information - Assessment conducted by professional staff with assistance of the Statistic Office - Meetings attended by professional staff and minutes recorded accurately	95-100% 95-100% 95-100% 95-100%	100% 100% 100% 100%
Timeliness - Press releases will be delivered within the agreed timeframe - Newsletters will be produced quarterly - Needs assessment will be conducted in the second quarter - Meetings will be held as requested and within agreed timeframe	90-100% 90-100% 90-100% 90-100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$114,569	\$530,963
Related Broad Outcome 7. Education: The Key to Growth and Development 12. Developing our Youth		

NPO 8	Compliance and Enforcement of the National Pensions Law	\$341,597
Description - Investigation of all reports of non-compliance with the National Pensions Law with respect to employers and employees, including reports received from: - administrators - employees - other employers - government departments - any other sources - Mediation of non-compliance issues identified through complaints and investigations - Calculations of amounts owing by employers and providing guidance to administrators on their calculations of amounts owing by employers - Preparation of cases for legal action - Responding to inquiries from the general public and employers regarding compliance with the National Pensions Law		
Measures		2009/10 Budget 2008/9 Estimated Actual
Quantity - Number of investigations completed - Follow-up investigations, from monthly reports - Number of cases referred for legal advice and/or prosecution		140-175 250-350 4-6
Quality - All investigations are to be carried out by suitably qualified and trained staff - All reports, investigations and preparation for prosecution must be handled in accordance with internal procedures and be compliant with Law and Regulations - Response to inquiries are in accordance with the provisions of the National Pensions Law		100% 70-80% 100%
Timeliness - Investigations are carried out within time frames established by Standard Operating Procedure including 1st directives, preparation for legal advice and prosecution guidelines. - Responses to inquiries are timely		80% N/A
Location Cayman Islands		100%
Cost		\$422,090
Related Broad Outcome 6. Addressing Crime and Policing 9. Improving the Lives of the Elderly and Disabled		

Note: This output was NPO 7 in 2008/9.

NPO 9	Administration of the Law - Pension Plans	\$130,152
Description - Registration/Renewal of private sector pension plans and approval of any amendments, ensuring compliance with the National Pensions Law and Regulations - General supervision and oversight of pension plans including: - o Answering questions from providers and their agents - o Meetings with administrators, trustees, other stakeholders - o Education sessions for administrators - o Authorization of pension disbursements - Processing of delinquency reports received from administrators - Revision of guidance notes for effective administration by providers and their agents		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of registration/renewals processed including amendments - Meetings with Administrators/Trustees and other Stakeholders (included meetings of multi-employer plan administrators) - Education sessions for administrators convened - Benefit Disbursements processed - Delinquency reports processed - Number of revised guidance notes for effective administration of plans issued	20-30 20-25 2 375-450 25-35 2-4	116 28 N/A 447 29 0
Quality - All pension plans/trust deeds and amendments will be reviewed and must comply with the National Pensions Law - Advice provided administrators will be in accordance with the Law - Disbursement applications processed will be in accordance with the Law and Internal Procedures - Delinquency reports processed will be in accordance with Standard Operating Procedures adopted by the Office - Guidance Notes will be compliant with the Law and its intent	100% 100% 100% 70-80% 100%	100% N/A 100% 75% N/A
Timeliness - Processing of registration/renewal applications and/or amendments completed within 60 days of receipt of complete documentation - Necessary follow-up to Administrator/Trustee meetings will be completed within 30 days of meeting, or other agreed timeline - Education sessions will be offered on subjects of joint interest to the administrators, the Office and/or the Board - Disbursement applications will be processed within 15 days of receiving complete documentation - Semi-annual distribution of revised Guidance Notes (Dec/Jan and May/June)	70-80% 90-100% 90-100% 90-100% 90-100%	70% 100% N/A 100% N/A
Location Cayman Islands	100%	100%
Cost	\$130,152	\$220,647
Related Broad Outcome 9. Improving the Lives of the Elderly and Disabled		

Note: The total cost of supplying this output is \$155,152. However, the revenue of \$25,000 from third parties reduces the cost to Cabinet to \$130,152. This output replaces NPO000517 which has an estimated value of \$220, 647 in the 2008/9 financial year.

NPO 10	Advice on Pension Related Matters and Support to the National Pensions Board	\$152,286	
Description - Co-ordination of the duties and responsibilities of the National Pensions Board - Continued work with actuaries, investment professionals, and other “pension” experts to ensure the pension laws of the Cayman Islands are serving the best needs of the population - Maintain contact with a formal or informal Caribbean Network of Pension Plan Regulators and the International Social Security Association - Conducting various research projects as determined necessary by the Ministry, Board or Department			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of cabinet notes, cabinet papers briefing notes and papers provided Ministry - Number of meetings of the National Pensions Board co-ordinated		5-10	N/A
		6-8	N/A
Quality - Advice provided to the Board and Ministry will be in accordance with industry best practice, tempered for this jurisdiction - Minutes accurately reflect meeting discussion and are approved by the Board and decisions are actioned		90-100%	N/A
		100%	N/A
Timeliness - Advice provided to the Board and Ministry will be within agreed time frame - Minutes distributed to board members within 25 days following the board meeting and decisions actioned		100%	N/A
		80-100%	N/A
Location Cayman Islands and Selected Jurisdictions		100%	100%
Cost		\$152,286	\$0
Related Broad Outcome			
9. Improving the lives of the elderly and disabled			

Note: This is a new output for 2009/10.

SRC 7	Programmes for Adults with Disabilities	\$755,820
Description Provide Training Programmes for Adults with Disabilities to promote individual growth and independence including Life Skills, Functional Literacy, Computer Skills, Communication, Arts and Crafts and Vocational Training and Placement.		
Measures Quantity - Number of types of training courses provided - Number of clients in established job placements Quality - Training will conform to ASDAN Guidelines and will reflect needs established by individual assessment of clients - Programme materials to include a combination of in-house and commercially produced resources - All training will be developed and supervised by qualified staff Timeliness Training Programmes will be delivered: - In-house programmes – Monday to Friday between 8:30 a.m. and 2:30 p.m. plus special events in the evening and on Weekends (Except for established holiday periods) - Vocational training and placement - Monday to Friday between 8:30a.m. and 2:30 p.m. or to suit the needs of the employer Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	6-8	12
	16-22	18
	100%	0%
	100%	100%
	100%	100%
	100%	95%
	100%	100%
	\$755,820	\$1,143,173
Related Broad Outcome 7. Education: The Key to Growth and Development		

SRC 8	Therapeutic Services for Disabled Adults	\$326,069
Description Therapeutic Services to promote the Health and fitness of clients will include • Evaluate and/or assess performance skills • Develop and implement treatment and fitness plans • Coordinate and monitor health care • Document results and maintain records		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of clients assessed or re-evaluated per month • Number of treatment or fitness plans implemented and maintained per month • Dental, medical and vision appointments arranged per month • Number of client records maintained	6-8 18-20 10-20 50-55	6 34 7 52
Quality • All evaluations and assessments will be done by qualified staff • All treatment or fitness plans will be developed and supervised by qualified staff • Staff will arrange regular dental, medical and vision appointments for clients as needed • Records will be kept on each Client and annual summary reports will be made	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • Evaluations and assessments will be done within a month of the referral conference • Treatment or fitness plans will be developed and implemented within a month of admission to the programme • Clients progress will be reevaluated and recorded annually • Dental, medical, mental health and vision appointments scheduled from September to July in cooperation with HSA and private practitioners • Acute care appointments arranged as needed • Individual files will be updated within a month of any change and/or annually	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
Location Sunrise Centre and health care providers in Grand Cayman	100%	100%
Cost	\$326,069	\$27,513
Related Broad Outcome 9. Improving the lives of the Elderly and the Disabled		

6. Payment Arrangements

Cabinet will pay the Ministry of Education, Training and Employment the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	CNA 15 \$	CNA 16 \$	CNA 17 \$	CNA 18 \$	CNA 19 \$	CNA 20 \$	CNA 21 \$	CNA 22 \$
July	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
August	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
September	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
October	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
November	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
December	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
January	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
February	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
March	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
April	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
May	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
June	1,856	24,488	23,917	9,511	11,501	25,812	5,216	3,108
TOTAL	22,270	293,853	287,001	114,129	138,014	309,748	62,596	37,298

MONTH	CNA 23 \$	DER 1 \$	DER 2 \$	DER 3 \$	DES 1 \$	DES 2 \$	DES 3 \$	DES 4 \$
July	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
August	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
September	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
October	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
November	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
December	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
January	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
February	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
March	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
April	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
May	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
June	22,618	71,003	55,449	23,498	1,378,422	1,590,884	172,652	82,126
TOTAL	271,418	852,031	665,383	281,972	16,541,062	19,090,608	2,071,825	985,507

MONTH	DES 5 \$	DES 6 \$	DES 7 \$	DES 8 \$	DES 9 \$	DES 10 \$	ESA 1 \$	ESA 2 \$
July	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
August	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
September	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
October	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
November	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
December	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
January	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
February	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
March	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
April	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
May	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
June	93,269	924,143	368,758	75,765	20,225	70,656	47,445	15,099
TOTAL	1,119,233	11,089,719	4,425,100	909,180	242,700	847,871	569,343	181,184

MONTH	LIB 5 \$	LIB 6 \$	MET 1 \$	MET 2 \$	MET 3 \$	MET 4 \$	MET 5 \$	MET 7 \$
July	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
August	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
September	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
October	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
November	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
December	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
January	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
February	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
March	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
April	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
May	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
June	113,743	9,547	51,673	31,315	58,949	2,627	6,651	144,265
TOTAL	1,364,911	114,569	620,078	375,780	707,388	31,525	79,806	1,731,181

MONTH	MET 8	MET 9	NPO 8	NPO 9	NPO 10	SRC 7	SRC 8
July	48,073	70,321	28,466	10,846	12,691	62,985	27,172
August	48,073	70,321	28,466	10,846	12,691	62,985	27,172
September	48,073	70,321	28,466	10,846	12,691	62,985	27,172
October	48,073	70,321	28,466	10,846	12,691	62,985	27,172
November	48,073	70,321	28,466	10,846	12,691	62,985	27,172
December	48,073	70,321	28,466	10,846	12,691	62,985	27,172
January	48,073	70,321	28,466	10,846	12,691	62,985	27,172
February	48,073	70,321	28,466	10,846	12,691	62,985	27,172
March	48,073	70,321	28,466	10,846	12,691	62,985	27,172
April	48,073	70,321	28,466	10,846	12,691	62,985	27,172
May	48,073	70,321	28,466	10,846	12,691	62,985	27,172
June	48,073	70,321	28,466	10,846	12,691	62,985	27,172
TOTAL	576,879	843,849	341,597	130,152	152,286	755,820	326,069

Appendix: Estimated Actuals Financial Statements

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Ministry of Education, Training and Employment

STATEMENT OF RESPONSIBILITY FOR ESTIMATED ACTUALS FINANCIAL STATEMENTS

These Estimated Actuals financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these Estimated Actuals financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the Estimated Actuals financial position as at 30th June, 2010 and performance for the 2009/10 financial year;
- (c) comply with generally accepted accounting practice.

Mary Rodrigues
Chief Officer
Ministry of Education, Training and Employment

30th September, 2009

Ministry of Education, Training and Employment
**ESTIMATED ACTUALS OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Cabinet		69,561	84,063	76,983
Outputs to other government agencies		-	-	26
Outputs to others		578	692	1,830
Interest revenue		-	19	137
Donations				120
Total Operating Revenue		70,139	84,774	79,096
Operating Expenses				
Personnel costs	1	51,779	53,080	49,495
Supplies and consumables	2	13,921	19,395	21,614
Depreciation	3	4,439	3,832	3,575
Capital charge		-	8,062	3,591
Other operating expenses		-	-	-
Total Operating Expenses		70,139	83,621	78,275
Surplus from operating activities and before extraordinary items		-	1,154	821
Extraordinary items		-	(2,025)	-
Net Surplus/(Deficit)		-	(872)	821

Ministry of Education, Training and Employment
**ESTIMATED ACTUALS STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net worth		182,301	115,531	77,904
Net surplus				821
Property revaluations		0		
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses				
Equity investment		84,546	66,770	37,294
Repayment of surplus				
Capital withdrawal				(487)
Closing balance net worth		266,847	182,301	115,531

Ministry of Education, Training and Employment
ESTIMATED ACTUALS BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	9,664	20,093	5,616
Accounts receivable	5	11,660	12,500	24,929
Inventories	6	0	-	126
Other current assets				738
Total Current Assets		21,324	32,593	31,409
Non-Current Assets				
Loans				
Other Investments				
Property, plant and equipment	7	258,633	173,745	99,395
Other non-current assets				28
Total Non-Current Assets		258,633	173,745	99,423
Total Assets		279,957	206,338	130,832
Current Liabilities				
Accounts payable	8	10,521	21,045	12,749
Unearned revenue	9			697
Employee entitlements	10	2589	2,992	904
Other current liabilities				952
Total Current Liabilities		13,110	24,037	15,302
Non-Current Liabilities				
Employee entitlements	11			
Borrowings				0
Other non-current liabilities	12			0
Total Non-Current Liabilities				0
Total Liabilities		13,110	24,037	15,302
TOTAL ASSETS LESS TOTAL LIABILITIES		266,847	182,301	115,530
NET WORTH				
Contributed capital		200,244	161,894	105,140
Asset revaluation reserve		20,407	20,407	20,407
Accumulated surpluses				(10,017)
Total Net Worth		266,847	182,301	115,530

Ministry of Education, Training and Employment
ESTIMATED ACTUALS CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		69,565	84,063	73,362
Outputs to other government agencies				0
Outputs to others		918	711	129
Interest received				95
Payments				
Personnel costs		(51,545)	(53,080)	(48,810)
Suppliers		(24,476)	(19,395)	(25,205)
Other payments		0	(2,025)	(2,300)
<i>Net cash flows from operating activities</i>	13	(5,647)	10,274	(2,730)
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets				
Proceeds from sale/purchase of non-current assets		(89,327)	(64,820)	(34,567)
<i>Net cash flows from investing activities</i>		(89,327)	(54,546)	(34,567)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		84,545	64,820	37,780
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>		84,545	64,820	37,780
<i>Net increase/(decrease) in cash and cash equivalents</i>		(10,429)	20,548	482
Cash and cash equivalents at beginning of period		20,093	(455)	5,134
Cash and cash equivalents at end of period	4	9,664	20,093	5,615

Ministry of Education, Training and Employment
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These Estimated Actuals financial statements are for the Ministry of Education, Training and Employment

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June, 2010.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities***Accounts Payable***

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

NOTES TO THE ESTIMATED ACTUALS FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	49,497	50,745	47,384
Employer/Government pension expense	2,281	2,334	2,111
Total Personnel Costs	51,779	53,079	49,495

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	12,753	14,836	20,492
Operating lease rentals	798	919	795
Other	370	3,640	327
Total Supplies and Consumables	13,921	19,395	21,614

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings	2,929	2,451	2,299
Vehicles	61	49	46
Aeroplanes	-	-	-
Boats	-	-	-
Furniture and fittings	253	252	197
Computer hardware and software	689	590	594
Office equipment	242	293	251
Other plant and equipment	101	105	104
Other assets	164	92	84
Total Depreciation	4,439	3,832	3,575

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	40-60
Vehicles	4-12
Aeroplanes	-
Boats	-
Furniture and fittings	3-10
Computer hardware and software	3-10
Office equipment	3-20
Other plant and equipment	5-25
Other assets	3-5

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand			
Bank accounts	9,664	17,717	3,712
Deposits with Portfolio Finance and Economic (Treasury)		2,377	1,903
Total Cash and Cash Equivalents	9,664	20,094	5,615

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet	9,255	9,254	9,493
Outputs to other government agencies			13,253
Outputs to others			568
Interest receivable			86
Prepayments			68
Interest Receivable			1,787
Other Receivables	2,405	2,906	1
Total Gross	11,660	12,500	25,256
Less provision for doubtful debts			327
Total Net	11,660	12,500	24,929

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)	-		
Work in Progress			
Finished Goods			
Total Inventories	-	-	126

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Land	3,067	0			0	3,067
Buildings	105,715	736			55,385	51,066
Vehicles	430	0			285	145
Aeroplanes	0	0			0	0
Boats	0	0			0	0
Furniture and fittings	4,447	0			2,555	1,892
Computer hardware and software	5,446	246			5,149	543
Office equipment	1,842	5			1,733	114
Other plant and equipment	908	125			584	449
Construction/other work in progress	112,966	86,718			0	199,684
Other assets	1,986	1,498			1810	1674
Total	190,611	89,327			67,501	212,437

	HC or Revalued Amount \$000	Accum Depr \$000	2009/10 Forecast \$000	2008/9 Est. Actual
Land	3,067	-	3,067	3,067
Buildings	106,451	55,385	51,066	53,316
Vehicles	430	285	145	206
Aeroplanes	0	0	0	0
Boats	0	0	0	0
Furniture and fittings	4,447	2,555	1,892	2,137
Computer hardware and software	5,692	5,149	543	976
Office equipment	1,847	1,733	114	349
Other plant and equipment	1,033	584	449	422
Construction/other work in progress	199,684	0	199,684	112,966
Other assets (list if material)	3,484	1810	1674	307
Total	326,135	67,501	258,633	173,745

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Trade Creditors	5,000	15,054	4,387
Operating lease rental			
Accruals	5,521	5,991	8,362
Total	10,521	21,045	12,749

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance	-	-	
Total			

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	2,589	2,606	
Other salary related entitlements		389	904
Total Employee Entitlements	2589	2,995	904

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements			
Other salary related entitlements			
Total	-		

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total	-	-	

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast	2008/9 Est. Actual This Year	2007/8 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)			821
Non-cash movements			
Depreciation	4,439	3,832	3,575
Increase in provision for doubtful debts			
Increase in payables/accruals	(10,555)	(100)	515
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Personnel	128		
Increase in receivables	339	6,542	(4,794)
Increase in other current assets			(2,847)
Net cash flows from operating activities	(5,649)	10,274	(2,730)

BUDGET 2009/10

Annual Budget Statement

For

***Ministry of District Administration, Works and Gender
Affairs***

**For the financial year ending
30 June 2010**

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005 Revision)

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6. Payment Arrangements

Appendix: Forecast Financial Statements

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

The Ministry of District Administration, Works and Gender Affairs funds, develops, and monitors the implementation of policy, legislation and services in the areas of Sister Islands' administration, telecommunications, infrastructure, management of Crown estates and public buildings, agriculture, environmental health, petroleum inspection, and gender affairs.

The departments and units within its remit include: District Administration, National Weather Service, Radio Cayman, Telecoms Unit, Postal Services, Government Office Accommodation Project Office (GOAP), Public Works, Sister Islands Sports, Vehicle and Drivers Licensing; Vehicle and Equipment Services; Lands and Survey; Recreation Parks and Cemeteries Unit; Agriculture, Environmental Health, Mosquito Research and Control Unit; Petroleum Inspectorate, and Gender Affairs.

The authorities, boards and committees within its remit include: Electricity Regulatory Authority, Information and Communications Technology Authority, Water Authority, National Roads Authority, Sister Islands Affordable Housing Development Corporation, Animal Welfare Advisory Committee, Veterinary Board, Assessment Committee (Roads), Land Surveyor's Board, and Street Naming and Numbering Committee.

Scope of Activities

The scope of activities for the Ministry of District Administration, Works, and Gender Affairs is as follows:

Gender Affairs:

- As the focal point within Government to address the issue of gender mainstreaming, the Ministry will provide sector specific gender training, public education efforts, and gender awareness training and analysis of the policies, operations and programmes within our Ministry and other government entities as required.

Human and Environmental Health and Safety

- Control of exotic diseases by vector mosquitoes
- Enforcement of building control standards
- The provision of government services in Cayman Brac and Little Cayman
- Conduct regulatory activities in accordance with several Laws, to protect the islands' natural and cultivated flora and fauna; and to indirectly protect the wellness of the resident human population
- Enforcement of high standards of food and water quality, pest control waste management, air emissions, occupational health and safety
- Maintenance of government roads and vehicles

Provision of Support of Infrastructure

- Control of nuisance mosquitoes to prevent the introduction of exotic disease-vector mosquitoes and to prevent local outbreaks of mosquito-transmitted diseases
- Maintenance of an accurate and up to date land information system
- Provision of policy advice and administrative support to the Ministry on scientific, technical and strategic matters relating to the agricultural sector
- Provision of agricultural, horticultural, livestock, aquaculture and veterinary medical services to support a modern, sustainable and diversified agricultural sector
- Provision of Pre-School and Child Care Services in Cayman Brac
- GIS: The Systems Section provides new GIS solutions and is developing (and maintaining) a networked GIS. The Production Unit (part of the Survey and Mapping Section) uses the GIS to provide mapping products for statutory purposes and for sale to the public
- Provision of advice on the safe handling and storage of hazardous substances and inspection of workplaces to ensure compliance with safety, health and environmental environment for hazardous materials
- Ensuring the provision of reliable excellent and reasonably priced utility and communications services
- Monitor competition within the telecommunications sector
- Promotion of e-commerce
- Provision of quality postal services
- Provision of quality roads within the islands
- Provision of quality piped water

Support Services for the Whole of Government

- Property valuations
- Leases and compensations
- Acquisition and disposal of crown estate
- Property management and security
- Preparation of Development Plans for Grand Cayman
- Natural hurricane response
- Oversee the maintenance of gardens surrounding public buildings and provision of potted plants for decorative purposes
- Disaster Management for Sister Islands
- Provision of all government land surveying work including the maintenance of an island-wide control network
- Postal and mail delivery services
- Vehicle procurement and maintenance

Collection of Government Revenues

- Stamp duty on land transfers
- Port dis-insection fees
- Planning fees
- Infrastructure fees
- Building permit fees
- Agricultural supplies and equipment fees
- Postal revenue
- Electricity royalties
- Broadcasting fees and royalties
- Infrastructure fees
- Garbage fees
- Water royalties

Customers and Location of Activities

Customers of the Ministry are wide ranging and include residents, Cabinet, and visitors as well as commercial, private and public sector entities, both internationally and on a local level

Great emphasis being placed on the provision of data and other services via the Lands and Survey departmental website www.caymanlandinfo.ky

Activities take place on the three islands of Grand Cayman, Cayman Brac and Little Cayman

2. Strategic Ownership Goals

The key strategic ownership goals for the *Ministry of District Administration, Works and Gender Affairs* in 2009/10 and the subsequent two years are as follows:

- To continue to work with the Ministry's departments and agencies to provide a cohesive, co-ordinated body of policies relating to the various Ministry subject areas, with the goal of providing the necessary legislative and policy framework to help the Cayman Islands plan and grow.
- Provide a Draft Prevention of Gender Discrimination Bill (2009) to the Legislative Assembly and contribute to the process of ensuring that the Convention of the Elimination of All Forms of Discrimination against Women (CEDAW) is extended to the Cayman Islands.
- To provide Project Management services for the new Government Office Accommodation Project, the new state-of-the art, energy efficient, 'green' building that will become the new home for Government's administration and financial services;
- Develop and implement financial reporting and monitoring systems to assist the organization in providing greater value for money with a cost containment focus;
- Development of training programs and succession plans for the advancement of Caymanians within the Ministry;
- To ensure staff complement, training and equipment are in accordance with industry standards;
- Encouragement of a performance based organization that appreciates and rewards exceptional work;
- Further develop and enhance the food hygiene and safety program to improve the standards at establishments within the Cayman Islands and to introduce the hazard analysis critical control point strategy;
- Further develop environmental health programs in the districts to improve the existing sanitary conditions in the districts; and
- Expand provision of value added services for customers of postal services.

3. Ownership Performance Targets

The ownership performance targets for the *Ministry of District Administration, Works and Gender Affairs* for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$	2008/9 Estimated Actual \$
Revenue from Cabinet	55,163	45,167
Revenue from ministries, portfolios, statutory authorities, government companies	2,028	21,555
Revenue from others	16,614	20,357
Surplus/deficit from outputs		
Ownership expenses	71,779	86,204
Operating Surplus/Deficit	2,027	876
Net Worth	50,890	54,999
Cash flows from operating activities	5,449	3,738
Cash flows from investing activities	(7,524)	(15,975)
Cash flows from financing activities	5,496	13,553
Change in cash balances	3,421	1,276

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	609.0%	522.87%
Total Assets: Total Liabilities	1472%	1614.17%

3.2 Maintenance of Capability

Human Capital Measures		2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed		871	882
Staff turnover (%)			
Managers		7%	64%
Professional and technical staff		21%	93%
Clerical and labourer staff		71%	21%
Average length of service (number of years in current position)			
Managers		5.1	4.8
Professional and technical staff		6	6
Clerical and labourer staff		5.1	5
Changes to personnel management system	- Given present economic challenges, propose a restructuring plan to improve the onerous supervisory structure. If this plan is approved, financial savings will be realized and new promotional opportunities for existing staff will be created - Continue human talent development and encourage staff participation in Civil Service College courses		
Changes to asset management policies	- Surveying technician to attend East London University, UK to undertake B Sc in Surveying - GIS Trainee to be provided with opportunity to undertake distanced learning/online tuition with a view to obtaining a formal GIS qualification. - Continued emphasis on cross training of staff in all areas - Two Land Registry Assistants to undertake Land Registry Certificates via distanced learning - GIS Assistance to undertake distanced learning re: GIS Certificate/diploma - Careful continued consideration to be given to the area of succession planning		

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
<u>Ministry Administration</u>	
Satellite Phone	2,000
Radios	8,000
	10,000
<u>Telecommunications</u>	
UPS Replacement	40,000
Emergency Communications Equipment	65,000
Cayman Brac Power Plant	18,000
	123,000
<u>Postal</u>	
Savannah Post Office Garbage Enclosure	12,100
	12,100
<u>Agriculture</u>	
Feed and Fertilizer Storage Building	20,000
Computers and IT Equipment	6,000
Small Trailer for Farm Tractor	3,000
Detector Dog and Vehicle for transportation	35,000
Vehicle for Animal Health- Replacement	45,000
Improvement to Lower Valley Station	30,000
Pesticide Storage Container - Reefer	20,000
	159,000
<u>Public Works Department</u>	
Computer Hardware - replace 22 fully depreciated computers, computer upgrades and replacements	5,000
Software licenses (CAD, MS Projects)	57,800
GPS Tracker (for vehicles)	10,000
PWD Building Expansion and Fit-outs	270,000
	342,800
<u>Radio Cayman</u>	
Broadcast Equipment	50,000
	50,000
<u>National Weather Service</u>	
Doppler - Government Contribution	100,000
	100,000
<u>Chief Petroleum Inspector</u>	
Oil Spill Equipment Storage Trailer	20,000
Digital Camera	310
Emergency District Tanks – Little Cayman	100,000
Emergency District Tanks - Cayman Brac	100,000
Emergency District Tanks – Grand Cayman	15,000
	235,310

<u>District Administration</u>	
IT Equipment (Customs, Immigration and Disaster Management)	30,000
Bobcat Loader	75,000
Front End Loader – Little Cayman	200,000
Vibrator Roller	150,000
Grader – Little Cayman	150,000
PWD Equipment Compound (Bluff) - Fill and Fence 2 Acres	100,000
Water Truck - 2500 gallon 2005 or later model	50,000
	755,000
<u>Lands and Survey</u>	
Pictometry navigator licence	15,000
VM ware	7,500
Computers/monitors/printers	10,000
Server upgrades	27,500
3D model upgrade	20,000
ESRI software	7,500
Arcade/survey analyst software	10,000
	97,500
<u>Mosquito Research and Control Unit</u>	
New Hangar	2,400,000
Cayman Brac Cayman Brac Facility	9,070
Replacement vehicles	22,000
Sluice gates and culverts	22,000
Bioreactor Fermentation Unit	32,000
Gyro Camera Mount	11,400
Mass spectrometer	37,000
	2,533,470
<u>Environmental Health</u>	
1 -20' ISO approved oil shipping tanks	50,000
Commercial Waste Containers - (Grand Cayman)	75,000
Laboratory Equipment	14,000
Tyre Shredding Machine	15,000
Photo and Video Equipment	15,000
Computer Hardware and Peripherals/ Office equipment	10,000
New EHO Software peripherals/ Field equipment	15,000
(2) Vehicles - 1 for EHO's and 1 for EHO in Cayman Brac	40,000
Hazardous Materials Disposal, Handling and Toxicity Testing	50,500
Laboratory Landfill Monitoring	16,000
Electronic/ Field testing Equipment -Engineering	10,000
Solid Waste - (1) Residential Rear Loader –Grand Cayman	216,000
Truck Tracking System	15,000
	541,500
<u>Department of Vehicle and Drivers License</u>	
Vehicle Licensing Building – Crewe Road Facility	2,264,708
TOTAL ENTITY ASSETS REQUESTED	7,244,388

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2009
<u>Department of Vehicle and Drivers License</u>	
Vehicle Licensing Building – Crewe Road Facility	75% completed

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Loss of Key personnel	The Ministry now has a Chief HR manager to assist in staffing issues/retention	Cross-training of staff to avoid loss of time if someone left employment Counseling and Training	Unquantifiable
Loss of staff that are on fixed-term contract.	Significant change	Encourage and support staff to further their education by attending Civil Service College, UCCI or other recognized institutions in order to improve their capabilities	Unquantifiable
Loss of fixed/capital assets, due to natural disasters	No change	Insurance coverage under Risk Management Implementing disaster preparedness procedures	Unquantifiable
Lack of qualified/skilled persons within the local labour force to fill key positions within the Ministry and Departments	No change	Attempts to cross train and further develop incumbent staff. Ministry and/or Department(s) may have to look to the foreign labour market for certain suitable staff	Unquantifiable
Work related injuries to persons	No change	Training and implementation of safety standards for heavy equipment machinery and workforce personnel	Unquantifiable
Public liability due to the nature of activities of the Department of Environmental Health, RPCU, Public Works Department and the Department of Vehicle and Equipment Supplies	No change	• Adequate insurance coverage • Legal vetting of all contracts with external parties to ensure adequate protection • "Round Table" consultation between senior managers for addressing exposure on larger projects • Quality assurance review on all large projects. • Implement driver-training courses • Disciplinary action for staff not demonstrating due care • Appropriate training in operation of vehicle or equipment to reduce operational misuse	
Natural disasters, (in particular hurricanes) leading to loss of assets.	No change	• Ensure all assets adequately covered by insurance and maintenance of a complete and accurate assets register • Adherence to the Civil Service's instructions on Hurricane Preparedness Activities	\$35,000,000

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Natural disasters leading to curtailed/interrupted operations	No change.	- Adherence to Civil Service's instructions on Hurricane Preparedness Activities - Maintenance of backup communications equipment	\$20,000,000
Loss of key personnel	No change	- Formulation of a succession plan for key staff, including understudy programmes - Use of acting appointments to ensure staff is exposed to different roles	Undefined
Loss of CIG's computer network	No change	Outside departmental control	Unquantifiable
Failure of departmental servers	Secure area created at new offices (Britcay) but budget cuts may necessitate cancellation.	Regular back-ups of data. Wrapping of equipment if hurricane imminent. Co-location of web server has been actioned	Unquantifiable But disruption to dept would be total
Successful claim for indemnification under the Registered Land Law.	None	Staff training and awareness	Legal costs can be extensive. General damages could be very significant
Total loss of building used for offices (Non-CIG)	Dept. located in new premises at Britcay House, George Town	Ensure that diligence shown in terms of protecting all equipment if hurricane approaching. Need to scan all Land Registry documents and purchase of proper doc. Mgmt. system	\$900 K fit-out costs for new offices if total loss of building
Control failure due to insecticide resistance.	No change	Monitor mosquito population for development of resistance	Loss through insecticide wastage, up to \$250,000
Loss of MRCU aircraft through accident.	No change	Operate two aircraft. Ensure pilots have suitable experience and flight simulator training	\$1,200,000 per aircraft
Loss of CAA Licensed Aircraft Engineer	No change	Provide arrangements for locum CAA Licensed Aircraft Engineer at short notice	Costs of hiring locum Aircraft Engineer approximately \$70,000 per year
Loss of MRCU Pilot	No change	Employ two pilots or make arrangements for locum pilot	Costs of hiring locum pilot, approx. \$90,000 per year
Failure of Aircraft Engine or Airframe	No change	Regular aircraft maintenance and periodic overhaul.	Up to \$1,200,000 per aircraft
Damage to buildings by natural disasters, fire, flooding, natural deterioration and burglary or vandalism	No change	Maintain older buildings as funding permits. Keep security systems operational and	Undefined loss of business and revenue and/or increased expenditure

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Damage resulting from the illegal shipment of dangerous substances such as Anthrax through the mail	This is always a threat of a high probability	Protective gloves for staff usage and supplies to contain suspicious items are kept in stock in each postal facility	Undefined financial cost to operations and undetermined injury to staff or the public
Work related injuries to staff	No change.	Introduction, training and implementation of safety standards for staff	Undetermined injury to staff or property
Lawsuit for defamation	None	Continuous sensitization of host and a delay system	Undetermined
Natural Disasters (especially hurricanes)	None	Increased Awareness and Preparedness	Undetermined
Insufficient accommodation at Elgin Avenue and Walkers Road Office	Site identified for new facility and final plans submitted	Site for all of the George Town operations and staff to work in one building	\$2,852,893

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget \$	2008/9 Estimated Actual \$
Equity Investment from Cabinet into the <i>Ministry of District Administration, Works and Gender Affairs</i>	7,244,388	665,389
Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of District Administration, Works and Gender Affairs</i>	0	0

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

MDA 1	Policy Advice	\$196,880
Description Maintain capacity for Provision of Policy Advice to the Hon. Minister of District Administration, Works, and Gender Affairs, and The Cabinet on electrical supplies, petroleum storage and handling, Vehicle purchase and servicing, Vehicle inspections and licensing, Broadcasting of news and information, upkeep of parks and cemeteries, environmental health, control of mosquitoes, Agriculture, management of Crown Estate and land survey regulation, land titles information, and management of public buildings, and gender affairs.		
Measures Quantity - Number of cabinet papers - Number of minister briefings - Number of parliamentary answers - Instructions on legislative motions - Number of bills and reports per meeting - Number of hours spent on gender mainstreaming initiatives and analysis Quality - All cabinet papers to be signed off by the Hon. Minister or the Chief Officer - All advice or analysis will be sought from qualified sources and signed off by the Hon. Minister or the Chief Officer - Comply with Cabinet instructions and Policies - Legislation will be accurate and reflect the desires of Government - Gender training sessions are evaluated by participants as good or better Timeliness - Cabinet submissions will be in line with the Cabinet's deadline. - Legislative Motions and Bills – within specified time frame for required meetings of the Legislative Assembly - Ministers Cabinet instructions will be actioned within a time frame agreed - Gender mainstreaming initiatives conducted throughout the financial year Location Cayman Islands		2009/10 Budget 70-80 70-80 1-3 3-6 15-25 500-600 100% 100% 100% 100% 80-90% 95% 95% 95% 100% 100%
		2008/9 Estimated Actual 73 75 1 3 19 N/A 100% 100% 100% 100% 80-90% 95% 95% 95% 100% 100%
Cost		\$196,880 \$92,778
Related Broad Outcomes 1: Addressing the Economic Crisis in the Cayman Islands 2: Restoring Prudent Fiscal Management 11: Empowering Women 14: Addressing Energy and the Environment 15: Strengthening our Infrastructure 17: Enhancing Agriculture		

MDA 2	Ministerial Servicing	\$2,268,607
Description Maintain capacity for provision of managerial, administrative and financial support to the Ministry of District Administration, Works, and Gender Affairs.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Attendance at meetings - Number of reports - Number of financial reports	475-525 6-12 9-12	478 6 2
Quality - Written and verbal communications will be accurate. - Activities will comply with relevant Government guidelines, regulations and legislation	100% 100%	100% 100%
Timeliness Reports completed within timelines set within the Ministry	95%	95%
Location Cayman Islands	100%	100%
Cost	\$2,268,607	\$1,699,430
Related Broad Outcomes 1: Addressing the Economic Crisis in the Cayman Islands 2: Restoring Prudent Fiscal Management 11: Empowering Women 14: Addressing Energy and the Environment 15: Strengthening our Infrastructure 17: Enhancing Agriculture		

MDA 3	Project Management	\$459,967
Description Execution and monitoring of Special Projects for the Minister of District Administration, Works, and Gender Affairs, covering attendance at meetings, and preparation of plans and reports.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Total Number of hours executing and monitoring Special Projects: Government Office Accommodation Building	2,800-3,000	4,220
Quality - Chief Officer will approve terms of reference - Multi – disciplinary approach will be taken to all projects - Projects will be overseen by Chief Project Manager within the Ministry of District Administration, Works and Gender Affairs	100% 100% 100%	100% 100% 100%
Timeliness Major Project – Government Office Accommodation	95-100%	95-100%
Location Cayman Islands	100%	100%
Cost	\$459,967	\$610,590
Related Broad Outcome 15: Strengthening our Infrastructure		

AGR 21	Agricultural Sales Service	\$1,154,451
Description Provide agricultural supplies to farmers, backyard gardeners and the general public in to promote 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 and calf-nursing bottles)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of sale transactions processed • Number of orders processed	20,000-25,000 180-220	23,653 188
Quality Transactions and orders are placed in accordance with the Public Management and Finance Law (2005 Revision), internal guidelines and are subject to approval by the Head of Dept. or his designate.	100%	100%
Timeliness Grand Cayman: • Service available to customer 8.5 hours per day Monday, Tuesday, Thursday, Friday (closed Wednesday) and 4.5 hours on Saturday. Cayman Brac: • Service available to customer 7.5 hours per day Monday-Friday	100% 100%	See Note 2 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$1,154,451	\$446,767
Related Broad Outcomes: 17. Enhancing Agriculture 5. Supporting our Caymanian Small Businesses		

Note 1: The total cost of supplying this output is \$2,154,451. However, revenue of \$1,000,000 from third parties reduces the cost to Cabinet to \$1,154,451.

AGR 22	Garden Maintenance and Decorative Services	\$179,718
Description Provision of a plant decorative service for government entities and Non-Government Organizations (NGO's).		
Measures Quantity Garden Maintenance - Number of maintenance agreements Decorative Services - Small decoration - Medium decoration - Large decoration Quality - Service provided is in accordance with customer's requirement - All services carried out according to internal departmental standards Timeliness Service provided meets all timeframes agreed with customer	2009/10 Budget	2008/9 Estimated Actual
	4	N/A
	50-60	67
	20-30	23
	15-20	12
	95-100%	95-100%
	90-100%	90-100%
	90-100%	90-100%
	100%	100%
	\$179,718	\$135,198
Related Broad Outcome: 5. Supporting our Caymanian Small Businesses 17. Enhancing Agriculture		

Note: The total cost of supplying this output is \$189,718. However, the revenue of \$10,000 from third parties reduces the cost to Cabinet to \$179,718.

AGR 23	Development of Aquaculture and Hydroponics	\$56,145
Description Promotion and development of Aquaculture and Hydroponics as commercially viable industries within the agricultural sector through research, development and education - Identify and evaluate aquaculture species deemed suitable to local conditions - Conduct adaptive research to evaluate and develop production systems appropriate to the Cayman Islands - Educate local entrepreneurs of the potential for aquaculture and hydroponics production so as to encourage entry into the industry - Encourage future generations of producers through educational projects at schools - Assist with the review of potential aquaculture projects submitted and make appropriate recommendations - Provide technical support and training to existing producers and new aquaculture businesses and hydroponics units		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of adaptive research trials conducted - Number of reports of trial results published - Number of producers' seminars conducted - Number of seminars conducted at local schools - Number of hours spent providing technical advice to producers and prospective producers of aquaculture and hydroponics	1-2 1-2 1-2 1-2 50-100	5 1 1 0 41
Quality - Research trials developed and supervised by qualified personnel and subject to peer review prior to implementation - Published research results authored by qualified personnel and subject to peer review - Information/presentations provided at seminars and educational projects subject to peer review prior to publication/presentation - Technical advice provided by suitably trained and experienced officers	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness All aquaculture and hydroponics trials, seminars, and services to be developed and delivered within the designated time schedules as agreed appropriate to the projects and approved by the Head of Department	100%	100%
Location Cayman Islands	100%	100%
Cost	\$56,145	\$40,031
Related Broad Outcomes: 5: Supporting our Caymanian Small Businesses 17: Enhancing Agriculture		

AGR 24	Plant Health, Regulatory and Inspection Services	\$737,540
Description Issuance of import permits and phyto-sanitary certificates prior to the importation or exportation of plants, plant products and construction aggregate. Administration of programmes to detect and prevent the entry, establishment and spread of new plant pests. Administer a program to identify, prevent the spread and manage existing plant pests. Activities to regulate the importation and promote the safe use and storage of pesticide products.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
<i>Issuance of Permits</i>		
Number of plant import permits and phyto-sanitary certificates issued	800-850	397
<i>Programme to detect new plant pests</i>		
Number of taskforce inspections	450-500	547
Number of customs warehouse inspections	650-700	820
Number of baggage inspections	2,500-3,000	5,473
Number of sentinel sites monitored	118	1,432
Number of samples collected, processed and identified taxonomically	450-500	807
Number of pest risk assessments conducted and completed	6-8	2
<i>Programme to manage existing plant pests</i>		
Number of samples collected, processed and identified for diagnostic purposes	120-360	341
Number of pest management projects	2-3	1
<i>Activities to regulate the use of pesticide products</i>		
Number of authorizations for importation issued	6-10	3
Number of public pesticide awareness events	1-4	3
Quality		
<i>Issuance of Permits</i>		
Import permits issued in compliance with local regulations	100%	100%
Plant phyto-sanitary certificates issued in compliance with regulations set by country of import	100%	100%
<i>Programme to detect new plant pests</i>		
Plant inspections executed in compliance with departmental procedures	100%	100%
Samples meet standard laboratory methods for collection and processing	90-100%	90-100%
Samples (new pests) tentatively identified that are confirmed by an accredited laboratory.	90-95%	90-95%
Pest risk assessments completed in accordance to Food and Agriculture Organization of the United Nations standards and signed-off by the Head of Department	100%	100%

Quality – cont'd		
Programme to manage existing plant pests		
• Samples of existing pests tentatively identified and confirmed by an accredited laboratory.	95-100%	95-100%
• Projects conducted in accordance with defined project proposals with clearly stated and agreed objectives.	100%	100%
Activities to regulate the use of pesticide products		
• Authorizations for importation issued based on detailed research, peer review and signed off by Head of Department.	100%	100%
• Public awareness events organized by qualified personnel and appropriate to the target audience	100%	100%
Timeliness		
Issuance of Permits		
• Maximum period between receipt of application and rendering a decision: two working days	100%	100%
Programme to detect/manage new and existing plant pests		
• All consignment of plants inspected within 24 hours of arrival	100%	100%
• All consignments of aggregate inspected within 24 hours of arrival	100%	100%
• Sentinel sites monitored monthly	100%	100%
• Maximum period between collection and processing of laboratory samples: 14 days	100%	100%
• Project reports to be submitted quarterly	100%	100%
Activities to regulate the use of pesticide products		
• Maximum time between receipt of request for authorization and issuance of a response: five working days	100%	100%
• Quarterly public awareness events	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$737,540	\$550,530
Related Broad Outcome:		
17. Enhancing Agriculture		
5. Supporting our Caymanian Small Businesses		
14. Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$747,540. However, the revenue of \$10,000 from third parties reduces the cost to Cabinet to \$737,540.

AGR 25	Animal Welfare and Control Services	\$370,870	
Description - 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			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of animals impounded - Number of animals euthanized - Number of animals returned/adopted - Number of public education/awareness events - Number of investigations conducted - Number of inspections of licensed premises - Number of revisits to ensure that breaches are corrected - Number of reports to Facility Managers - Number of reports to Animal Welfare Advisory Council		1,100-1,200 800-900 80-100 8-12 400-500 30-40 120-150 10-15 4-6	955 793 N/A 6 415 29 111 12 3
Quality - Maintenance and care of the animals impounded at DOA in accordance with established standard operating procedures - Animal euthanized in accordance with humane standards - All public awareness information well researched, current and relevant to the needs of the community, subject to internal review and approval by the Head of Department - Conducted in accordance with Animal Law, other relevant laws and established standard operating procedures - Inspections conducted by qualified persons and in accordance with Animals Law and supporting regulations. - Reports to be clear, concise and relevant		98-100% 100% 100% 98-100% 100% 98-100%	98-100% 100% 100% 98-100% 100% 98-100%
Timeliness - Impounding of animals done within 12 hours of receipt of request - All Public Awareness events, approved by the Head of Department, conducted to agreed timelines - Investigations are done on a prioritized basis within 24 hours of receipt of a formal complaint - Case files prepared for Court submission according to agreed timeframes - Inspections conducted throughout the year - Reports delivered to Facility Managers no later than 30 days following inspection unless otherwise advised by the Head of Department - Quarterly Report submitted to the Animal Welfare Advisory Council on the 10th working day of the 1st month of the next quarter		85-100% 100% 100% 100% 85-100% 90-100% 100%	85-100% 100% 100% 100% 85-100% 90-100% 100%
Location Cayman Islands		100%	100%
Cost		\$370,870	\$306,080
Related Broad Outcomes: 17. Enhancing Agriculture 5. Supporting our Caymanian Small Businesses			

Note 1: The total cost of supplying this output is \$378,370. However, the revenue of \$7,500 from third parties reduces the cost to Cabinet to \$370,870.

AGR 26	Assistance and Training Towards the Development of the Agriculture Sector	\$435,101
Description Provision of marketing, agri-business, promotional, public relations, training and logistical services to support the development of the Agricultural Sector, through: - Provision of marketing and agri-business services to farmers and entrepreneurs within the sector, including advising on and monitoring of financial assistance provided by government. - Coordination of technical and strategic support for infrastructure and other development within the sector (capacity building). - Coordination of marketing, promotional and public awareness programmes and projects. - Coordination of PR and Media liaison activities to inform the public on issues. - Coordination of training and educational programmes. - Collection and production of statistical data. - Coordination and administration of the Farmers' Registration Programme and support to Registered farmers in accessing benefits and services offered by the wider Government Service - Provision of strategic and logistical support to institutions and organizations.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
Number of press releases, written responses to media inquiries, interviews and media events, produced, conducted or organised	14-16	15
Number of training and educational activities coordinated	7-9	7
Number of statistical reports produced	4-6	4
Number of man-hours spent in preparation and delivery of marketing, agri-business, promotional, technical, administrative and logistical services to support the development of the sector, excluding support to the Cayman Island Agricultural Society	3,000-4,000	1,313
Number of man hours spent in provision of strategic, technical and logistical support to the Cayman Islands Agricultural Society	1,500-2,000	N/A
Number of man hours spent administering the Farmers' Registration Programme	250-350	400-500
Quality		
All promotional, PR and public awareness information released to be approved by the Head of Department or Ministry as appropriate	100%	100%
All interviews and media events conducted by personnel approved by Head of Department or Ministry as appropriate	100%	N/A
All technical, agri-business and marketing advice, training and logistical support to the sector and agricultural organizations to be provided by suitably qualified persons appropriate to the specific assignment	100%	N/A
Where specific marketing, promotional, training or infrastructure development programmes are embarked upon, these shall have clearly defined outcomes and be approved by the Head of Department	100%	N/A
All published statistics shall be based on sound data gathering procedures, accurate within the limits of the model and subject to internal peer review	100%	100%
All applications for registration, renewals and/or letters of support made under the Farmers Registration Programme are to be processed in accordance with established published guidelines and operating procedures	100%	100%

Timeliness • All press releases to be completed and be ready for approval by the Head of Department and/or the Ministry within the set timeframe • All written responses to the media are to be completed and be ready for approval by the Head of Department and/or the Ministry within three working days • All projects and programmes coordinated, which provide marketing, agri-business, promotional, PR and logistical support services, are to be reported on quarterly • All training courses coordinated to be delivered in accordance with an agreed schedule • All statistical reports to be published within one month of the end of the quarter to which the information is applicable • All applications for registration, renewals and/or letters of support made under the Farmers Registration Programme are to be processed within the timeframe established in the published guidelines and operating procedures	95-100%	95-100%
	100%	100%
	100%	100%
	95-100%	95-100%
	100%	100%
	95-100%	95-100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$435,101	\$525,200
Related Broad Outcomes: 17: Enhancing Agriculture 5: Supporting our Caymanian Small Businesses		

Note 1: The total cost of supplying this output is \$437,101. However, the revenue of \$2,000 from third parties reduces the cost to Cabinet to \$435,101.

AGR 27	Crop Husbandry Services	\$621,385
Description Support registered farmers and backyard gardeners involving: • Agricultural land clearing for registered farmers • Plant propagation services to farmers and backyard gardeners • Crop Husbandry Services, which involves pruning and chemical spraying for the management of pests and/or diseases, for registered farmers • Provision of technical advice and extension information to customers on matters relating to the proper care and maintenance of plants		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of hours providing agricultural land clearing	2,000-2,500	884
• Number of plants propagated	45,000-55,000	65,883
• Number of hours providing crop husbandry services	2,500-3,000	1,508
• Number of visits of extension queries	600-800	0
Quality		
• All land clearing is done in accordance with bulldozer policy guidelines	100%	100%
• Percentage of successful buds/grafts	80-100%	80-100%
• Plants that reach nursery are at hardened stage and can be sold	90-100%	90-100%
• Services carried out by trained and qualified personnel	100%	100%
• All handling and spraying of pesticides and care and maintenance of equipment is done in compliance with procedures in the Safe Use and Handling of Pesticide Products Manual	90-100%	90-100%
• All programmes, advice and training delivered shall be based on sound professional judgment, well researched, current and relevant to the needs of the client	100%	100%
Timeliness		
• Land clearing service provided to farmers in each district once a year	80-100%	80-100%
• Maximum period between receipt of application and first contact to applicant: three working days	100%	100%
• Minimum percentage of jobs completed within five working days of set schedule	75-100%	75-100%
• Maximum period between request for advice or information and response for a non-urgent query: five working days	100%	100%
• Maximum period between request for advice or information and response to an urgent query within one working day	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$621,385	\$521,420
Related Broad Outcomes: 17: Enhancing Agriculture 5: Supporting our Caymanian Small Businesses		

Notes: The total cost of supplying this output is \$711,385. However, the revenue of \$90,000 from third parties reduces the cost to Cabinet to \$621,385.

AGR 28	Animal Husbandry Services	\$330,180
Description 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 and Superior Sires for Natural Mating • Provision of a pasture fencing service to registered farmers • Provision of sound and appropriate technical advice on livestock nutrition, housing and infrastructure		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of animals registered • Number of animals received for Artificial Insemination • Number of animals Naturally mated • Number of man-hours spent providing technical advice • Number of technical reports produced • Number of farmers for whom fencing jobs are completed	500-750 40-60 100-120 500-700 10-12 7-10	240 18 44 0 0 0
Quality • All animals to be registered in accordance with established Standard Operating Procedures • All Artificial Insemination services to be performed by qualified and experienced personnel using semen supplied by approved sires • All Natural Mating Services are performed by proven sires • All technical advice to be provided by appropriately trained and experienced livestock extension personnel • All technical reports are to be produced by appropriately trained personnel and peer reviewed • All fencing jobs to be done in accordance with the standards set for the programme and subject to inspection and verification by the Farm Superintendent	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
Timeliness • All animals to be registered according to timeline as stated in the Standard Operating Procedures • All Genetic Improvement services to be actioned within 30 days of receipt of written request • All technical advice to be provided within the framework of a timetable as developed by the Department and approved by the Head of Department • All technical reports are to be produced within 10 working days of visit • All completed applications for fencing to be processed, site inspections completed and fencing estimate presented to the client within 10 working days of receipt of application • All fencing jobs to be completed no later than three working days of the projected completion time	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$330,180	\$238,400
Related Broad Outcomes: 17: Enhancing Agriculture 5: Supporting our Caymanian Small Businesses		

AGR 29	Abattoir Services	\$216,830	
Description			
- Slaughter and dressing of animals for human consumption in compliance with the regulations and departmental standards - Delivery of processed carcasses to clients			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity			
Number of animals slaughtered		450-540	449
Number of kill days		100-120	100
Number of carcasses delivered to clients		450-540	450
Quality			
Animals slaughtered and dressed in compliance with Regulations and Departmental Standards		100%	100%
Services are carried out by trained personnel		100%	100%
The operation of the Abattoir is in compliance with regulations and departmental standards		100%	100%
The transport of carcasses is completed in accordance with the Regulations and Departmental Standards		95-100%	95-100%
Timeliness			
Percentage of animals slaughtered within 24 hours of delivery to Abattoir		100%	100%
Percentage of time that animals are dressed within 1hr of entering slaughter floor		100%	100%
Percentage of carcasses processed within 24 hours of request		100%	100%
Length of kill day subject to approval by the Head of Department		100%	100%
Percentage of carcasses delivered within 24 hours of request		95-100%	95-100%
Location			
Grand Cayman		100%	100%
Cost		\$216,830	\$200,500
Related Broad Outcomes:			
17: Enhancing Agriculture			
5: Supporting our Caymanian Small Businesses			

AGR 31	Animal Health, Regulatory and Inspection Services	\$595,168
Description 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		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of animals attended	2,200-2,600	2,160
• Number of requests for services	1,200-1,500	1,090
• Number of permits and certificates issued	1,400-1,600	1,458
• Programmes to prevent new animal pests and diseases	6-8	105
• Number of animals treated under programmes for existing animal pests and diseases	4,000-5,000	4,345
• Number of port inspections completed - animals	850-950	864
• Number of port inspections completed - animal products and fish	4,750-5,500	4,997
• Ante-mortem Inspections completed	400-600	444
Quality		
• Medical/surgical services carried out by qualified personnel	100%	100%
• Number of complaints of unsatisfactory service	<2%	<2%
• Percentage of import/export permits/certificates issued in compliance with local regulations	99-100%	99-100%
• Percentage of animal export health certificates issued in compliance with regulations set by country of import	99-100%	99-100%
• Percentage of port inspections and/examinations that are executed in compliance with Departmental Standard Operating Procedures.	99-100%	99-100%
• Percentage of programmes that are executed in compliance with international and departmental and Standards	100%	100%
• Percentage of samples meeting International Standards for shipping	98-100%	98-100%

Timeliness - Emergency calls: percentage of calls responded to within two hours - Non-emergency calls: percentage of calls attended to or client contacted and appointment made within twelve (12) hours - Maximum period between receipt of completed and compliant application and rendering a decision: 3 working days - Maximum period of time between delivery of animals to agricultural office and completion of inspection: 24 Hours - Maximum period between collection and processing of laboratory samples: 48 Hours Location Cayman Islands	95-100%	95-100%
	95-100%	95-100%
	100%	100%
	100%	100%
	100%	100%
Cost	\$595,168	\$490,988
Related Broad Outcomes: 17: Enhancing Agriculture 5: Supporting our Caymanian Small Businesses 14: Addressing Energy and the Environment		

Notes: The total cost of supplying this output is \$685,168. However, the revenue of \$90,000 from third parties reduces the cost to Cabinet to \$595,168.

AGR 32	Policy Advice on Matters Relating to the Agricultural Sector	\$144,410
Description 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		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of draft instructions for law revision prepared • Number of draft policy statements • Number of papers for strategic planning for Agriculture Sector • Number of correspondences/replies and request for information from Ministry • Number of answers to parliamentary questions	2-4 2-4 5-10 40-45 4-8	2 0 0 45 0
Quality Appropriately qualified personnel prepare all advice with professional care. Information provided is well researched, accurate, current and relevant. All advice is subject to internal peer review and must be signed off by the Head of Department	100%	100%
Timeliness • Advice provided in accordance with agreed deadlines with the Ministry • Urgent advice provided within one working day	90-100% 100%	90-100% 100%
Location Grand Cayman	100%	100%
Cost	\$144,410	\$87,525
Related Broad Outcome: 17. Enhancing Agriculture		

CPI 1	Monitoring and Controlling of Petroleum Products, Storage and Handling	\$314,092
Description Administration of the petroleum handling and storage law, including inspection of fuel storage terminals. Advising on the safe handling and storage of hazardous substances. Inspection of workplaces to ensure compliance with safety, health and environmental environment for hazardous materials.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of liquefied petroleum gas facilities inspected - Number of compressed gas facilities inspected - Number of bulk petroleum terminals inspected - Number of consultation on planning applications(tank installations) - Number of service stations Inspected - Number of petroleum pump calibrations witnessed - Number of industrial sites inspected - Number of LPG tanks over 250 gallons inspected	1-2 10-20 4-6 50-60 20-30 20-30 60-70 80-100	1 11 5 50 23 21 60 88
Quality - Comply with Dangerous Substance Handling and Storage Law, 2003 and codes for tanks specified in the Fire Code - Inspections will be carried out by qualified inspectors	100% 100%	100% 100%
Timeliness - Inspections completed within four working days - Turnaround time of two days for fully compliant planning applications (tank installations)	95% 95%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$314,092	\$287,027
Related Broad Outcome 14: Addressing Energy and the Environment		

DAD 16	Policy Advice on Cayman Brac and Little Cayman Matters	\$213,995
Description Provision of information and policy advice to Cabinet, Legislative Assembly, Portfolios and other Departments on matters relating to the Sister Islands.		
Measures Quantity - Number of parliamentary questions/ministry papers answered/prepared - Number of meetings held/attended Quality - Questions answered by qualified and experienced personnel - Meetings held and attended by senior personnel Timeliness - Parliamentary questions answered within agreed-upon timeline - Meetings held and attended as required Location Cayman Brac and Little Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	6-12	0
	20-30	26
	100%	100%
	100%	100%
	100%	85%
	100%	100%
	100%	100%
	\$213,995	\$134,160
Related Broad Outcomes: - Addressing the Economic Crisis in the Cayman Islands - Strengthening our Infrastructure		

DAD 17	Passports and Other Travel Documents	\$102,910
Description Provision of Passports; U.S. Visa Waivers, Naturalization and Emergency Identification Travel Document Services.		
Measures Quantity - Number of US Visa Waivers processed - Number of applications for U.S. Visas processed - Number of applications for new passports and renewals processed - Number of applications for Naturalization processed Quality Full compliance with established departmental procedures Timeliness Processing times: - Within 2 days for waivers 4-6 Weeks for U.S. Visas 2 Weeks for Passports and Renewal - Other documents within one day Location Cayman Brac and Little Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	500-600	135
	1-2	0
	200-300	47
	45-50	9
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$102,910	\$49,800
Related Broad Outcome: 2. Restoring Prudent Fiscal Management		

Note: The total cost of supplying this output is \$122,910. However, the revenue of \$20,000 from third parties reduces the cost to Cabinet to \$102,910.

DAD 18	Registration of Births, Deaths and Marriages	\$120,710
Description Registration of births, death and marriage services.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of birth certificate applications processed - Number of births registered - Number of deaths registered - Number of death certificates applications processed - Number of special marriage licenses issued - Number of marriage certificate applications processed	100-120 5-10 5-10 25-30 2-5 30-40	49 7 2 5 2 25
Quality - Documents verified by internal management review - All documents to meet legislative requirements	100% 100%	100% 100%
Timeliness - Within one hour of request for birth and death certificates - Within one day of request for marriage license	100% 100%	100% 100%
Location Cayman Brac and Little Cayman	100%	100%
Cost	\$120,710	\$19,796
Related Broad Outcomes: - Addressing the Economic Crisis in the Cayman Islands - Restoring Prudent Fiscal Management		

Note: The total cost of supplying this output is \$122,910. However, the revenue of \$2,200 from third parties reduces the cost to Cabinet to \$120,710.

DAD 19	Organization of Official Visits and Ceremonial Events	\$227,162
Description Organize and conduct official visits and ceremonial events for the Governor, Ministries, Portfolios and Departments		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of visits and events arranged	150-160	44
Quality Organized and coordinated by senior staff members	100%	100%
Timeliness In accordance with Itineraries	100%	100%
Location Cayman Brac and Little Cayman	100%	100%
Cost	\$227,162	\$22,300
Related Broad Outcome: 4. Setting the Stage for Success in the Tourism Industry 15. Strengthening our Infrastructure		

DAD 20	Collection of Revenue	\$477,487	
Description			
Collection of Government Revenue			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity			
Number of revenue collection transactions / receipts		8,500-9,500	3,103
Quality			
• Collect revenue in accordance with Public Management and Finance Law (2005 Revision), and other legal framework		100%	100%
• Activities performed by trained staff		100%	100%
• Revenue reconciliation carried out monthly		100%	100%
Timeliness			
• Revenue deposited within two working days of collection		100%	100%
• Legal penalties enforced within ninety calendar days on outstanding revenue		100%	100%
Location			
Cayman Brac and Little Cayman		100%	100%
Cost		\$477,487	\$518,800
Related Broad Outcome:			
2. Restoring Prudent Fiscal Management			

DAD 21	Hurricane and Other Disaster Preparedness and Response Services	\$214,065
Description Disaster Management, Preparedness and Response Services		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of meetings arranged / attended	8-12	4
• Mock exercise/workshops organized / attended	1-2	2
• Number of Active Committees	4-5	20
• Number of emergency shelters maintained	4	16
• Number of shuttering exercises held	1-2	0
Quality		
• Annually updated Hurricane and Disaster Plan	100%	100%
• Training exercises conducted according to guidelines	100%	100%
• Key committee members attend The U.S National Hurricane Conference and Governor's Hurricane Conference	100%	100%
• Emergency Shelters are maintained in accordance with established departmental procedures and PWD standards	100%	100%
Timeliness		
• Cover hurricane season June – November	100%	100%
• Immediate response to other disasters	100%	100%
Location Cayman Brac and Little Cayman	100%	100%
Cost	\$214,065	3,266,190
Related Broad Outcome: 15. Strengthening our Infrastructure		

DAD 22	Tourism and Business Development	\$292,274
Description Develop, implement and support Tourism and Business Initiatives to help energize the economy and create jobs.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of meetings to review activities and programmes - Number of quarterly adverts in an international magazine - Number of responses to world-wide requests for information - Number of brochures distributed - Number of Trade Shows attended - Number of Tours conducted - Number of websites maintained - Number of workshops held	40-50 1-2 400-500 3,000-4,000 1-2 100-200 2 6-8	3 0 146 0 1 21 8 2
Quality - Representatives attending trade shows are qualified officials - Create high quality ads in a magazine of more than 200,000 circulation - Produce brochures of highest quality using World Renown Photographers and printers and meet internal guidelines - Information provided in accurate and in accordance with established programmes and policies	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - Produce and circulate brochures not later than March each year - Develop Advertisement by June each year - Respond to inquiries with seven days	100% 100% 100%	100% 100% 100%
Location Cayman Brac	100%	100%
Cost	\$292,274	\$645,915
Related Broad Outcome: 4. Setting the Stage for Success in the Tourism Industry 16. Preserving our Culture		

DAD 23	Public Information	\$292,927	
Description			
Provide information and advice to the General Public			
Measures		2008/9 Budget	2008/9 Estimated Actual
	Quantity		
	Number of work hours utilized	7,000-9,000	2,549
	Quality		
	Responses to public inquiry are accurate and done by qualified personnel	100%	100%
	Timeliness		
	- Routine inquiries- immediate response - Research/Response – within 2-3 days on average	100% 100%	100% 100%
Location			
Cayman Brac and Little Cayman	100%	100%	
Cost		\$292,927	\$243,180
Related Broad Outcome:			
5. Supporting our Caymanian Small Businesses			

DAD 24	Construction and Maintenance of Public Facilities	\$4,075,323	
Description			
Construction and Maintenance of Public Facilities and Infrastructure			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity			
• Number of miles of road maintenance and construction		800-1,000	255
• Number of building/facility maintenance job orders processed		250-300	39
• Other Projects / Minor Works		200-250	30
Quality			
• Roads are constructed to National Engineering Standards		100%	100%
• Project Management and maintenance by professional staff		100%	100%
Timeliness			
As set out in Annual Budget Guidelines and approved works program		100%	100%
Location			
Cayman Brac and Little Cayman		100%	100%
Cost		\$4,075,323	\$2,257,322
Related Broad Outcomes:			
14. Addressing Energy and the Environment			
15. Strengthening our Infrastructure			

Note: The total cost of supplying this output is \$4,188,823. However, the revenue of \$113,500 from third parties reduces the cost to Cabinet to \$4,075,323.

DAD 25	Inspection and Licensing Services	\$145,707	
Description			
Vehicle, Electrical and Other Miscellaneous Inspection and Licensing Services			
Measures	2009/10 Budget	2008/9 Estimated Actual	
Quantity			
• Number of vehicles inspected / licensed	1,500-2,000	567	
• Number of Driving Licenses issues	1,200-1,400	317	
• Number of electrical inspections conducted	150-200	82	
• Number of Turtle Licenses issued	4-6	3	
• Number of Spear Gun Licenses issued	5-10	42	
• Number of Firearm Licenses issued	15-25	1	
• Number of other licenses	2-4	1	
Quality			
• In accordance with Vehicle/ Driving Licensing guidelines	100%	100%	
• Inspections performed by certified persons	100%	100%	
• Inspections performed to National Electrical Code Standards	100%	100%	
• Licenses issued by authorized personnel in accordance with legal framework	100%	100%	
Timeliness			
• Inspection and licensing services are processed within 24 hours of request	100%	100%	
• Services are provided 8:30 a.m. – 4:00 p.m. Monday - Friday	100%	100%	
Location			
Cayman Brac and Little Cayman	100%	100%	
Cost	\$145,707	\$159,720	
Related Broad Outcome:			
2. Restoring Prudent Fiscal Management			

Note: The total cost of supplying this output is \$258,207. However, the revenue of \$112,500 from third parties reduces the cost to Cabinet to \$145,707.

DAD 26	Preservation and Display of Materials and Sites of Historical Significance	\$329,013
Description Collection, preservation and display of material evidence significant to our culture, history and heritage, including: • Collection, documentation and preservation of material • Providing exhibitions and displays and general public access to them and museum facilities • Preservation of historical sites		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of artefacts preserved • Number of displays/exhibitions provided • Number of hours spent on preservation of historical sites • Number of tours provided • Number of Heritage House Bookings / Events	5,000-5,500 24-36 4,000-4,500 250-300 25-30	14,000 5 917 143 25
Quality • Artefacts secured, exhibited and preserved in accordance with National Museum Standards • Historical Sites marked with descriptive signs to U.S. Parks Standards	100% 100%	100% 100%
Timeliness Open for public access seven days per week	100%	100%
Location Cayman Brac and Little Cayman	100%	100%
Cost	\$329,013	\$162,225
Related Broad Outcomes: 4. Setting the Stage for Success in the Tourism Industry 16. Preserving our Culture		

DAD 27	Child Care and Pre-School Services	\$618,788
Description Provision of Child Daycare and Pre-School Services.		
Measures Quantity - One child care facility - Number of students attending the Centre (per day) Quality - Meets standards set by Education Department for Child Care Facilities - Facility Is licensed by the Education Department - Tasks performed by trained and qualified staff Timeliness Service Provided 8:00a.m. – 5:30p.m., Monday – Friday	2008/9 Budget	2008/9 Estimated Actual
	1 35-45	4 126
100% 100% 100%	100% 100% 100%	100% 100% 100%
100% 100%	100% 100%	100% 100%
Location Cayman Brac	100%	100%
Cost	\$618,788	\$488,940
Related Broad Outcome: 7. Education: The Key to Growth and Development		

Note: The total cost of supplying this output is \$690,788. However, the revenue of \$72,000 from third parties reduces the cost to Cabinet to \$618,788.

DAD 28	Customs and Immigration Services and Controls	\$1,079,829
Description Customs and Immigration Services and Controls, including: - Processing of all passengers and crew entering/departing the Cayman Islands - Processing and inspection of all vessels and aircraft entering/departing the Cayman Islands - Inspection and clearance of cargo imported into or exported from the Cayman Islands - Processing of work permit applications - Detection and prosecution of offenders		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of passengers processed	32,000-35,000	11,649
• Number of aircraft processed	2,500-3,000	919
• Number of vessels processed	125-150	35
• Imports – in tons	18,000-20,000	6,553
• Number of Board Meetings held	20-30	7
• Number of work permits processed	900-1,000	328
• Number of prosecutions effected	4-6	4
• Number of Trade and Business applications processed	150-180	54
• Number of arrests effected	10-20	1,009
• Number of investigations conducted	10-20	1,009
• Number of import entries cleared by customs	3,500-4,000	7,252
Quality		
• Full compliance with Customs and Immigration Laws, Regulations and Procedures	100%	100%
• All work is carried out by qualified officers	100%	100%
Timeliness		
• Attend all vessels/aircraft: on demand	100%	100%
• Passengers are processed within five minutes	100%	100%
• Work permits are processed within three weeks	100%	100%
• Cargo is inspected and cleared within 24 hours	100%	100%
• Investigations, arrests and prosecutions are conducted in accordance with established guidelines and legal framework	100%	100%
Location		
Cayman Brac and Little Cayman	100%	100%
Cost	\$1,079,829	\$1,123,803
Related Broad Outcome: 1. Addressing the Economic Crisis in the Cayman Islands 2. Restoring Prudent Fiscal Management 3. Ensuring Success and Participation of Caymanians in the Financial Services Industry 5. Supporting our Caymanian Small Businesses 6. Addressing Crime and Policing		

Note: The total cost of supplying this output is \$1,331,829. However, the revenue of \$252,000 from third parties reduces the cost to Cabinet to \$1,079,829.

DAD 29	Processing Accounts Payable Transactions	\$270,656
Description Treasury Services: Processing Account Payable and Receivable Transactions.		
Measures Quantity - Number of transactions / batches processed - Number of cheques processed Quality All payments executed In accordance with Public Management and Finance Law (2005 Revision) and departmental policy Timeliness Payments processed within one week of receipt Location Cayman Brac Cost	2009/10 Budget	2008/9 Estimated Actual
	1,800-2,000	408
	3,500-4,000	1,137
	100%	100%
	100%	100%
	100%	100%
	\$270,656	\$262,170
Related Broad Outcome: 2. Restoring Prudent Fiscal Management		

DVE 1	Acquisition of Fleet	\$19,586
Description Provision of fleet acquisition services to the Government : Conducting and performing acquisition processes leading to the purchase of most suitable fleet for its intended purpose(s).		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of authorized fleet applications processed	75-85	80
Quality • Consults with the client to determine the intended purpose(s) of the unit • Performs technical researches to assist with selecting and developing suitable unit specifications • Provides different purchase options, recommending the one that includes the most suitable type and make of unit to acquire • Negotiates economical purchase contracts with reputable suppliers • Conducts/performs tendering procedures in compliance with the PMFL and Financial Regulations (2005 Revision) • Places order with a supplier who has demonstrated an ability to provide quality fleet and efficient after sales support services, including repair warranties, driver/operator training, and availability of stock and timely delivery of associated fleet items at the best economic price • Inspect, receive, license, insure (commission) unit before deliver	95% 100% 100% 100% 100% 95% 95%	100% 100% 100% 100% 100% 100% 100%
Timeliness • Order placed within two (2) working days of receiving approval from the client's Chief Officer • Order confirmed to client within one (1) day of advice from the supplier • Unit prepared for hand-over to the client within five (5) working days of receipt from the supplier	100% 100% 95%	100% 100% 95%
Location Cayman Islands	100%	100%
Cost	\$19,586	\$23,727
Related Broad Outcome 14: Addressing Energy and the Environment 15: Strengthening our Infrastructure		

DVE 2	Preventative Maintenance and Repairs	\$2,267,097
Description Preventative maintenance and repair services are provided to ensure:- • Compliance with the Original Equipment Manufacturer (OEM) repair warranty standards and guidelines that the client can maximize return on fleet investments. • Monthly routine inspections and basic mechanical related checks are performed to reduce the risk of unnecessary unit-down-time and associated costly repairs by identifying potential mechanical failures and correcting them before they actually happen.		
Measures Quantity Number of authorized maintenance work orders processed Quality Consults with the fleet client when the application is received to: • Ensure the vehicle defect sheet/form is completed correctly, including sufficient and accurate fleet/client details to generate and process the work order as quickly as possible • Establish an understanding of the defects experienced by the operator/driver that Mechanics can more quickly diagnosis symptoms, identify faults and correct them at the best economic price • Monthly service schedules are submitted to the client (e-mail or facsimile), including fleet details and scheduled dates for servicing. Compliance with the schedule ensures an effective 'fleet management program' that focuses on preventing costly repairs and unnecessary unit down-time • Repair operations are performed in accordance with International Automotive Industry Standards and the Chilton Labor Guide by experienced and qualified technicians at a cheaper rate than private commercial entities Timeliness • Preventative maintenance is offered via a monthly service schedule that is submitted not less than three (3) working days in advance of the due date for servicing • Preventative maintenance will commence during the scheduled day, providing the unit is brought in on time • Work is completed within a pre-determined time-frame as prescribed by the Chilton labor guide • Unscheduled repairs are performed on a first come basis and as determined by Manager of Fleet Maintenance • The Client is informed within one (1) working day if labor and/or materials in addition to what was expected to complete a job are required or, if a delay will be encountered as a result of having to source materials from overseas • Essential and emergency fleet used by e.g. RCIP, Fire, Education, DoEH, Health Services, NRA receive priority service and work will commence within two (2) hours of receiving the assignment from the client Location Grand Cayman Cost		2009/10 Budget 3,500-4,000 95% 95% 100% 100% 100% 100% 95% 95% 95% 95% 100% 100%
		2008/9 Estimated Actual 4,000 100% 100% 100% 100% 100% 100% 100% 100% 100%
		100% \$2,267,097
		100% \$2,970,664
Related Broad Outcome 14: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$2,857,097. However, the revenue of \$590,000 from Statutory Authorities and Government Owned Companies reduces the cost to Cabinet to \$2,267,097.

DVE 4	Sale of Fuel	\$837,784
Description Maintain a fuel capacity at the government's Refueling Facility that meets the needs of the client's fleet.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Amount of imperial gallons of fuel required	400,000-450,000	450,500
Quality - Fully automated fuel system available - Qualified attendant to perform basic maintenance checks (e.g. checking water, oil, air levels etc.) - Auxiliary power and manual back-up systems in the event of a power failure from the CUC power line - Daily stock-checks and re-stocking measures ensure fuel is available	100% 95% 100% 95%	100% 100% 100% 100%
Timeliness - Fuel is available 24 hour per day, 365 days per year - Fuel Sales Assistant available to assist the client during normal working hours	95% 95%	100% 100%
Location Grand Cayman	100%	100%
Cost	\$837,784	\$1,789,832
Related Broad Outcome 14: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$1,373,284. However, the revenue of \$535,500 from Statutory Authorities and Government Owned Companies reduces the cost to Cabinet to \$837,784.

DVE 5	Servicing of Emergency Equipment	\$63,792
Description Maintenance of stand-by generators, a fleet repair and fuel capacity to respond to service demands by fleet clients and committees, in the event of a hurricane or any other natural emergency.		
Measures <i>Quantity</i> Number of maintenance and inspection assignments required for 22 stand-by generators <i>Quality</i> Services performed in accordance with international and established departmental maintenance and repair standards <i>Timeliness</i> - Monthly maintenance checks during inactive season - Bi-weekly maintenance checks during hurricane season <i>Location:</i> Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	360	360
	100%	100%
	95%	100%
	95%	100%
	100%	100%
	\$63,792	63,809
Related Broad Outcome: 15: Strengthening our Infrastructure		

DVE 6	Technical Advice and Assistance on Fleet Related Matters	\$28,973
Description Provide technical advice and assistance to the client on fleet related matters including: • Technical advice and guidance to the operator on basic and proper maintenance practices and procedures • Conducting driver and operator training programs • Fleet costs and activity reports • Advice on the most efficient fleet management practices, policies and procedures to ensure an effective disposal and replacement plan for the client to support and have implemented		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity The number of applications for advice, discussions and recommendations relating to fleet	40-50	41
Quality • Professional technical advice based on current Automotive Technology, Industry Standards, Chilton and Mitchel labor guides • Automotive needs are addressed in a manner that ensures efficient and effective Fleet Management	95%	100%
Timeliness Processing of applications will commence within two (2) working days of receipt	95%	100%
Location Grand Cayman	100%	100%
Cost	\$28,973	\$10,364
Related Broad Outcome: 14: Addressing Energy and the Environment		

Notes: The total cost of supplying this output is \$30,223. However, the revenue of \$1,250 from Statutory Authorities and Government Owned Companies reduces the cost to Cabinet to \$28,973.

This output was previously funded by interagency charges.

EVB 5	Waste Disposal	\$2,793,535
Description Management of landfills including disposal of biomedical and hazardous waste.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of landfills managed - Total waste managed at the landfills (tons) - Total infectious waste incinerated / managed (tons) - Island-Wide Clean-up Campaign	4 160,000-180,000 150-200 1	4 126,177 400 N/A
Quality - Waste (tons) managed complying with applicable regulations and environmental/industry standards - Infectious waste incinerated according to environmental/industry standards	95-100% 95-100%	95-100% 95-100%
Timeliness - Six operating days per week on Grand Cayman - Infectious waste incinerated within 24-48 hours	90-95% 90-95%	90-95% 100%
Location Cayman Islands	100%	100%
Cost	\$2,793,535	\$144,122
Related Broad Outcome: 14: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$2,881,135. However, the revenue of \$63,600 from third parties and the revenue of \$24,000 from Statutory Authorities and Government Owned Companies reduce the cost to Cabinet to \$2,793,535.

EVH 8	Rodent Control	\$299,531
Description		
Rodent control services including de-ratting certifications		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity\		
• Number of rodent control inspections of government buildings	250-280	371
• Number of routine control inspections of residential properties	2,000-3,000	2,895
• Number of commercial and institutional properties baited	10-15	10
• Number of response to rodent control requests/complaints	400-600	408
• Number of de-ratting certificate inspections	5-10	4
• Number of leaflets on rodent control issued	3,000-3,500	6,037
Quality		
• Maintain surveillance and baiting of buildings/properties (residential, commercial, institutional) in accordance with the Department of Environmental health standards	100%	100%
• Responses meeting departmental standards	95-100%	95-100%
• De-ratting certificate issued in accordance with International Standards and Public Health Law	100%	100%
• Printed leaflets to be clear, concise and informative in compliance with departmental standards	100%	100%
Timeliness		
• Properties for surveillance / baiting that meet the departmental and/or customer schedule	100%	100%
• Responses to complaints/requests which meet the following standards: Emergency (High) - within 24 hours; Medium Priority - within 72 hours; Low Priority – within 120 hours	95-100%	95-100%
• De-ratting certificates issued within one day of inspection (provided they passed)	95-100%	95-100%
• Printed leaflets available for immediate distribution	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$299,531	\$352,979
Related Broad Outcome:		
14: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$301,501. However, the revenue of \$1,970 from other third parties reduces the cost to Cabinet to \$299,531.

EVH 9	Food Safety and Hygiene Surveillance	\$405,001
Description Inspection and surveillance of food establishments including food recalls, food-borne illnesses, local meat inspections and training of food handlers		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of food handlers training course	20-25	25
• Number of food handlers trained	350-400	380
• Number of inspections of food establishments	1,000-1,200	1,014
• Number of inspections of imported containers	2,700-2,900	2,789
• Number of special food condemnation inspections	30-35	44
• Number of local meat slaughter inspection	1,300-1,500	1,525
• Number of procurement of sample	100-150	149
• Number of food related complaints investigated	20-30	17
• Number of food-borne illness investigations	4- 6	3
• Number of food advice reports	2-4	2
• Number of food recall surveillance	50-54	672
Quality		
• Training in compliance with internal peer review standards for format, accuracy, and comprehensiveness by departmental standards	95-100%	95-100%
• Measured by positive food handlers customer satisfaction survey	90-100%	90-100%
• Percentage of inspections, condemnations and investigations conducted in accordance with the Public Health Law and departmental guidelines	95-100%	95-100%
• Percentage of food and water samples collected and managed in accordance with acceptable laboratory standards	95-100%	95-100%
• Percentage of substantiated food related complaints resolved	95-100%	95-100%
• Food advice to be clear, comprehensive, and technical in compliance with departmental standards	95-100%	95-100%
• Percentage of food recalls acted on based on official recalls by the United States Department of Agriculture or other appropriate authority	95-100%	95-100%
Timeliness		
• Food handlers training to be held at least monthly during February to November	95-100%	95- 100%
• Inspections, and condemnations conducted as scheduled or on demand	95-100%	95-100%
• Percentage of investigations and complaints response: eight hours for hospital referrals; 24 hours for high risk; 72 hours for all other complaints	95-100%	95-100%
• Samples collected and delivered to laboratory standards. (Grand Cayman –within 6 hours/ Sister Islands no more than 24hours)	95-100%	95-100%
• Food recalls surveillance conducted at least weekly	100%	100%
Location Cayman Islands		
Cost	\$405,001	\$482,770
Related Broad Outcome: 14: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$410,541. However, the revenue of \$5,540 from other third parties reduces the cost to Cabinet to \$405,001.

EVH 10	Environmental Health Laboratory Services	\$446,919
Description Microbiological and chemical analytical services such as analysis of drinking water, recreational water and food samples including air and noise assessments		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of potable water samples analyzed and reported on	1,300-1,500	1,451
• Number of swimming pool samples analyzed	250-300	254
• Number of beach water samples analyzed	40-50	49
• Number of dialysis water samples analyzed	70-80	74
• Number of disinfections samples analyzed	45-50	54
• Number of food samples analyzed	125-150	100
• Number of special projects samples analyzed	45-50	45
• Number of training and seminars delivered and presented	6-8	10
• Number of indoor air quality assessments conducted and reported	25-30	9
• Number of noise assessments conducted and reported	4-6	0
• Number of used oil samples conducted	1,100-1,300	1,305
Quality		
• Samples analyzed/conducted in accordance with established international/acceptable laboratory standards	95-100%	95-100%
• Reports reviewed for accuracy, consistency, and readability and signed off by the Supervising Officer	95-100%	95-100%
• Training and seminars in compliance with internal peer review for format, accuracy and departmental standards	95-100%	95-100%
• Air and noise assessments complying with acceptable scientific protocols	95-100%	95-100%
Timeliness		
• Reports which are ready within: 72 hours for drinking water and seven days for all other tests	95-100%	95-100%
• Training and seminars to be conducted as scheduled	95- 100%	95-100%
• Air quality and noise assessments conducted as scheduled between clients	95-100%	95-100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	\$446,919	\$540,186
Related Broad Outcome: 14: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$453,673. However, the revenue of \$6,754 from other third parties reduces the cost to Cabinet to \$446,919.

EVH 11	Development and Engineering Control	\$222,318
Description Development and engineering services including environmental health impacts of projects, review of plans and recommending certificate of occupancy; housing and related accommodations, also cemetery management and capacity planning.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Reports on plan review applications	275-300	308
• Inspections and Reports for Certificate of Occupancy (CO)	125-150	145
• Engineering advice and reports	75-80	40
• Engineering Monitoring	280-300	153
• Number of new vaults inspected	100-110	117
• Number of other cemetery works / projects	4-6	0
• Number of cemetery capacity reports	3-4	6
• Construction of vaults to maintain cemetery capacity	110-120	117
• Number of cemetery vaults prepared prior to burial	75-85	84
Quality		
• Reports and inspections which meet internal peer review standards for accuracy, relevance and adherence to applicable laws and standards	95-100%	95-100%
• Engineering advice and reports to be in compliance with internationally acceptable codes and standards including local laws	95-100%	95-100%
• Field work and construction meeting internal review and acceptable departmental standards for compliance	95-100%	95-100%
• Capacity reports meeting terms of reference and other predetermined acceptable standards	95-100%	95-100%
Timeliness		
• Reports (plans review and Certificate of Occupancy) completed within two weeks	95- 100%	95- 100%
• Minimum of three days for final Inspection of construction projects	95-100%	95-100%
• Other reports which are completed within seven days after completion of the investigation/research	95-100%	95-100%
Location Cayman Islands	100%	100%
Cost	\$222,318	\$362,907
Related Broad Outcome: 14: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$334,318. However, the revenue of \$112,000 from other third parties reduces the cost to Cabinet to \$222,318.

EVH 14	Hazardous Waste and Emergency Management	\$176,976
Description		
Hazardous waste operations and emergency response to natural or manmade events.		
Measures	2008/9 Budget	2008/9 Estimated Actual
Quantity		
• Number of responses to all hazardous material incidents	3-5	2
• Number of disaster management responses	3-5	3
• Number of inspections and reports of potentially hazardous sites	8-10	8
• Number of response drills	2	1
• Shipment of hazardous waste products (gallons)	10,000-15,000	21,525
• Number of identification of unknown chemicals containers	35-45	1
Quality		
• Responses and drills which are appropriately conducted and assessed by peer review which will consider human and environmental safety	95-100%	95-100%
• The ability to respond promptly to a storm, hurricane or other event based on national and departmental plans	90-100%	90-100%
• Reports meeting internal standards for accuracy, relevance and adherence to applicable standards	90%	90%
• Hazardous waste products shipped complying with external vendor standards	95- 100%	95-100%
• Unknown chemicals analyzed in accordance with internationally acceptable laboratory standards and without incident	95-100%	95-100%
Timeliness		
• Activate the pre-hurricane response plan before the event as outlined in the departmental document and along with national plans	95-100%	95-100%
• Conduct drills and training before the start of the hurricane season	95-100%	95-100%
• Responses within 6-8 hours of receiving notification of a hazardous material spill or situation	95-100%	95-100%
• Identification of unknown chemicals and shipment of hazardous wastes to be undertaken as scheduled by the laboratory	95-100%	95-100%
Location		
Cayman Islands	100%	100%
Cost	\$176,976	\$185,770
Related Broad Outcome:		
14: Addressing Energy and the Environment		

EVH 15	Ministerial Servicing to the Minister of District Administration, Works and Gender Affairs	\$128,296
Description Provide support services and policy advice by means of reports, briefing notes, speeches and replies to Parliamentary questions and correspondence to the Minister and Cabinet on Boards and Committees		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of replies to parliamentary questions - Number of correspondence - Number of speeches and briefing notes - Number of technical reports - Number of Boards / Committees served on and supported - Number of meetings and hearings attended - Number of capacity planning reports - Number of monthly, quarterly, annual reports	3-7 75-80 25-30 2-4 4-6 25-30 2-3 17	1 73 16 7 6 31 1 25
Quality - Parliamentary questions properly researched, meeting format, accurate and submitted by deadlines - Correspondence and speeches/briefings complying with predetermined standards including accuracy, comprehension, and appropriateness - Technical and capacity reports meeting terms of reference and other predetermined acceptable standards - Representation on committees/boards based on relevant expertise - Meetings and hearings in compliance with predetermined standards	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness - Written questions or requests from Cabinet, Legislative Assembly, or Minister prepared and presented by the due date - Reports, speeches, briefings and Correspondence to Ministry by agreed deadline - Meetings/hearings/committees attended as scheduled	100% 100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$128,296	\$112,593
Related Broad Outcome: 14: Addressing Energy and the Environment		

EVH 17	Environmental Health Monitoring Services	\$455,898
Description Provision of services such as, statutory nuisance monitoring and enforcements, occupational hygiene and safety services, surveillance inspections and monitoring; control of pollution from sources; and protection of public premises		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of monitoring inspections of premises	1,700-1,900	1,897
• Number of complaints investigated	1,080-1,300	718
• Number of training courses	4-6	4
• Number of operatives trained	25-30	32
• Number of procurement of water samples	150-200	134
• Number of public housing and accommodation reports	5-7	0
• Number of reports and correspondence	50-70	50
• Number of abatement notices served	15-20	9
• Number of briefs to Legal Department	5-10	3
Quality		
• Investigations and reports which meet internal peer review standards for accuracy, relevance and adherence to applicable standards	90-100%	90-100%
• Investigations, training courses and reports which are appropriately conducted and reviewed for accuracy, relevance and adherence to applicable standards	90-100%	90-100%
• Fieldwork and correspondence meeting internal peer review, which will consider format, accuracy, and relevance	90-100%	90-100%
• Food and water samples collected and managed in accordance with acceptable laboratory standards	90-100%	90-100%
• Complaint investigations, letters, and correspondence assessed by peer review for accuracy, relevance and adherence to applicable laws and standards	90-100%	90-100%
• Abatement notices served in accordance with the Public Health Laws	90-100%	90-100%
• Briefs to the legal department that complies with proper format, accuracy and complies with departmental standards	90-100%	90-100%
Timeliness		
• Responses to complaints within allotted period: High-risk complaints within 24 hours; Medium risk within 72 hours; Low risk, within 120 hours	90-100%	90-100%
• Reports which are completed within seven days after completion of the investigation	90-100%	90-100%
• Scheduled inspections performed on time	90-100%	90-100%
• Samples collected and delivered to laboratory standards	90-100%	90-100%
• High risk complaint investigations within 24 hours; medium risk investigated within 72 hours; and low risk within 120 hours	90-100%	90-100%
• Letters and briefings completed and mailed within one week	90-100%	90-100%
• Abatement Notices served within 2 - 3 days of investigation	90-100%	90-100%
Location		
Cayman Islands	100%	100%
Cost	\$455,898	\$359,938
Related Broad Outcome: 14: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$456,028; however, the revenue of \$130 from other third parties reduces the cost to Cabinet to \$455,898.

EVH 18	Collection and Disposal of Waste and Litter Control	\$253,000
Description Collection of all solid waste materials and the provision and maintenance of roadside litter control programme.		
Measures Quantity - Tons of waste collected from commercial and residential properties - Miles of street receiving litter collection - Number of container or grab truck services provided - Number of community related services managed Quality - Collection of solid waste is in accordance to International standards - Comply with contracted obligations Timeliness - Twice per week as per current residential collection schedule - Time containers delivered as scheduled - Service all containers as per contracted obligations - Service community related locations as schedule - Service litter collection areas as schedule Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	50,000-70,000	69,197
	4,000-6,000	5,450
	250-300	269
	45-55	49
	95-100%	95-100%
	95-100%	95-100%
	90-95%	90-95%
	90-95%	90-95%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	100%	100%
	\$253,000	\$641,581
Related Broad Outcome: 14: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$3,785,206. However, revenue of \$5,060,000 from third parties reduces the cost to Cabinet to \$253,000.

LSU 1	Assessment and Collection of Stamp Duty	\$273,446
Description The assessment and collection of Stamp Duty including the provision of related valuation advice		
Measures Quantity - Number of stamped documents issued - Number of valuations completed - Number of commercial leases identified for stamp duty assessment - Number of re-assessments actioned Quality - All documents properly assessed and duty (plus interest when appropriate) collected, in accordance with the Stamp Duty Law (2006 Revision) - Assessment/valuation of all instruments in accordance with Royal Institute of Chartered Surveyors Manual of Valuation Timeliness - Valuation turn around time for all cases – two working days - Stamp Duty adjudication notification letters sent out – within two days of assessment Location Grand Cayman	2009/10 Budget	2008/9 Estimated Actual
	6,500-7,500	9,814
	1,600-2,000	2,232
	100	236
	200-250	484
	100%	100%
	100%	100%
	95-100%	95-100%
	95-100%	95-100%
	100%	100%
	\$273,446	\$315,931
Related Broad Outcome: 15. Strengthening our Infrastructure		

LSU 2	Advice and Information on Lands or Survey Issues	\$249,189
Description 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), and procedures to be followed; to make documents available for inspection/supply copies as prescribed by law; to witness and notarize execution of legal documents.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of counter enquiries processed	5,500-6,000	28,106*
Quality Bi-annual customer satisfaction survey and random audit of responses	85-100%	85-100%
Timeliness - Operating hours 8:30 a.m. – 4:30 p.m. weekdays - Counter enquiries processed within 10 minutes	100% 90-100%	100% 90-100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$249,189	\$717,101
Related Broad Outcome 15. Strengthening our Infrastructure		

LSU 3	Land Registry	\$1,437,541
Description Provision of a Land Registry to record land title information. New parcels, leases, strata parcels and registered title surveys include any plan which affects the Cadastre (Land Register and Registry Map) of the Cayman Islands.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of counter callers and enquiries processed - Number of transactions recorded - Number of new parcels, including leases and strata parcels created - Number of title surveys registered, (including BPs, PCMs, and Mutations) - Number of Strata Plans registered	16,500-17,500 17,000-18,000 1,000-1,100 130-150 20-40	20,639 15,541 1410 192 47
Quality All work to meet the requirements of the Registered Land Law (2004 Revision) as directed by the Manual of Land Registry Procedure, and verified by random sample examination.	100%	100%
Timeliness - Turnaround time for properly executed documents: 10 working days - Processing time after checking fees paid: 10 working days - Turnaround time for properly submitted strata plan: 10 working days	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$1,437,541	\$900,231
Related Broad Outcome 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$1,537,541; however, the revenue of \$100,000 from other third parties reduces the cost to Cabinet to \$1,437,541.

LSU 4	Surveying Services	\$305,790
Description The provision of Specialist Land Surveying services to Government to facilitate the national infrastructure. Services provided include: • Cadastral and road delimitation of Government lands • Hydrographic and coastal works surveys • Topographic and Site Setting out • Co-ordination and supervision of ortho-rectified Aerial photography • Consultancy and Contract supervision on behalf of Government • Monitoring of Seven Mile Beach topography for National interest • National Cadastre/System Unification • Legal surveys as requested by the Chief Surveyor/Registrar of Lands for correction to Registry Maps		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Team hour's effort for Cadastral and road definition of Government lands • Team hours effort for topographic and engineering surveys • Number of cadastral ground marks (Kaps) placed • Hours of consultation and contract supervision • Carry out a monthly one foot Seven Mile Beach contour survey • Carry out Seven Mile Beach profile surveys • Boundary Dispute Resolution (hours) • New survey software Implementation (hours) • Surveys undertaken for the purposes of Registry Map updates	1,000-1,100 375-400 200-225 150-160 12 2 15-20 175-200 4	1,091 406 247 1,144 12 2 18 115 N/A
Quality • Compliance with Land Surveyors Law (1996 Revision) and the Land Survey Regulations (1996 Revision) • Survey Quality Assurance testing by Cadastral Quality Assurance Officer results: - o Jobs with three or less minor errors - o Jobs with no major errors	100% 95-100% 95-100%	100% 95-100% 95-100%
Timeliness Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of request	80-100%	80-100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$305,790	\$218,315
Related Broad Outcome: 15. Strengthening our Infrastructure		

Notes: The total cost of supplying this output is \$605,790. However, the revenue of \$50,000 from third parties and revenue from other Government agencies of \$250,000 reduces the cost to Cabinet to \$305,790.

This output was previously funded by interagency charges.

LSU 5	Control of Cadastral Surveys in the Cayman Islands	\$193,209
Description: Quality Assurance (QA) 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 of cadastral and topographic surveys • QA of Boundary Plan (BP) and Prescribed Composite Map (PCM) production • QMS consultancy to Licensed Land Surveyors • Scanning of Survey Files and incorporation into Document Management System • Chairmanship of the Land Surveyor's Board including setting of examinations for licensure		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of survey plans authenticated • Submissions subjected to Quality Assurance processes • Land Surveyors Board meetings • Land surveyor examination for licensure • Scanning of survey plans • Rectification of Purged Survey Files	225-250 90-100% 2-3 1 25-30 100-120	253 70% 3 1 N/A N/A
Quality Compliance with the Land Surveyors Law (1996 Revision), the Land Survey Regulations (1996 Revision) and the Registered Land Law (1995 Revision)	100%	100%
Timeliness • Turn-around time for authentication of fully compliant submissions within ten days • Audit timescales - o Minimum percentage of minor errors followed up within ten working days - o Minimum percentage of Audits completed within three days of expected date	90% 90% 95%	80% 90% 95%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$193,209	\$252,448
Related Broad Outcome: 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$308,209. However, the revenue of \$115,000 from third parties reduces the cost to Cabinet to \$193,209.

LSU 6	Surveying Control Services	\$234,798
Description: The provision and maintenance of National Land Survey Control Network to facilitate the cadastre, mapping and National Land Information System Services provided include: • Global Positioning System (GPS) base stations • National horizontal control Network • National height network (Maintenance and Densification) • Geodetic consultancy • Tide gauge installation and data recording • Cayman Islands National Grid 08/Cadastre -Positional Accuracy Improvement (PAI)		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Network of control stations (including transmission of GPS base-station radio signals) • Number of GPS base stations operating 24/7 (17,520 hours) • Number of horizontal and vertical control traverse stations placed • Number of control consultations • Miles of standard levelling • Miles of Geodetic levelling • Tidal data collection (number of gauges installed) • Number of hours of Positional Accuracy Improvement (PAI)	1 4 50-60 50-60 5-10 30-35 4 250-300	1 3 23 56 15 26 124 135
Quality • Survey Control Horizontal Control: - o Minimum ratio of 1:10,000 in relative accuracy terms, is achievable between adjacent control pairs - o Minimum separation of 85% of known horizontal control less than 5,000 feet Levelling control - o Minimum separation between 85% of levelling bench marks is less than 1,600 feet - o Absolute accuracy at minimum of 0.02inches/mile Note:* Excludes Central Mangrove Wetlands • Monthly tidal downloads and updating of tidal records	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness • Service operational (target 8630 hours/year) GPS and tide gauges • Where control limit a) and b) is exceeded. Control placed to meet specification within four weeks of notification	95-100% 95-100%	95-100% 95-100%
Location Cayman Islands	100%	100%
Cost	\$234,798	\$192,124
Related Broad Outcome: 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$249,648. However, the revenue of \$14,850 from third parties reduces the cost to Cabinet to \$234,798

LSU 7	Government Property Procurement and Disposal	\$219,819
Description 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.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of Valuation Office hours to action acquisition, disposal, leasing, vesting, and Crown Grant requests :	1,325-1,350	167.42
Quality - Where Valuation Officers were involved in all negotiations: Settlement figure vs. valuation figure (no greater than 120% of valuation) - All actions to be in accordance with instructions and current applicable Laws- Roads Law (2005 Revision) and Land Acquisition Law (1995 Revision) - All unsettled claims over 6 months must be referred to the NRA/Ministry for referral to assessment Committee for determination	75-80% 100% 90%	75-80% 100% 90%
Timeliness Turn-around time: - Negotiations opened within three weeks of instruction/receipt of claim - Negotiations concluded within three months of date of valuation completion/instruction	95 -100% 75-100%	95-100% 75-100%
Location Grand Cayman	100%	100%
Cost	\$219,819	\$17,084
Related Broad Outcome: 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$230,769. However, the revenue of \$10,950 from Statutory Authorities and Government Owned Companies reduces the cost to Cabinet to \$219,819.

LSU 8	Management of Crown Property	\$703,273
Description Management of Crown Property in terms of maintaining the Crown Register, checking for encroachments, general enquiries regarding Crown Land plus rent collection for the Craft Market. Management of the letting, maintenance and use of seven Town Halls /Civic Centres in Grand Cayman		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of crown properties leased or licensed - Number of leases from private sector used for government departments - Number of town hall/civic centre bookings - Number of crown properties managed	75-80 80-90 375-425 862	77 99 552 727
Quality Management and procedures to be actioned according to Royal Institution of Chartered Surveyors (RICS) best practices	95-100%	100%
Timeliness - Rent invoiced within seven days of due date and arrears referred to CIG debt recovery within three months - General management instructions/cases to be actioned within three weeks - Building defect reports acknowledged and action requested within 24 hours - Bi-annual inspection of all crown lands - Quarterly inspection of Civic Centres	95-100% 95-100% 75-100% 95-100% 95-100%	95-100% 95-100% 75-100% 9-100% 95-100%
Location Grand Cayman	100%	100%
Cost	\$703,273	\$625,694
Related Broad Outcome: 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$750,773. However, the revenue of \$47,500 from third parties reduces the cost to Cabinet to \$703,273

LSU 9	Real Estate Valuation and Appraisal	\$23,933
Description The provision of a real estate valuation and appraisal service to Government, to permit negotiation of claims for compensation, acquisition/disposal of Government property and for general purposes		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of hours spent on preparation of valuation reports and opinions of value reported - Number of private sector independent valuations requested/delivered (up to CI\$10,000)	790-800 8	220 17
Quality All opinions/reports to be prepared in strict accordance with the current Royal Institution of Chartered Surveyors' Valuation	100%	100%
Timeliness Turn-around time for all cases: four weeks	90-100%	90-100%
Location Grand Cayman	100%	100%
Cost	\$23,933	\$41,395
Related Broad Outcome: 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$135,333. However, the revenue of \$111,400 from Statutory Authorities and Government Owned Companies reduces the cost to Cabinet to \$23,933.

LSU 10	Computer Networked Land Information System	\$82,643
Description: To coordinate, manage, facilitate and deliver the National GIS within which geospatial data is stored and contributed to by public and private sector entities. Services provided includes (but not necessarily limited to): • Provision of data-hub comprising geospatial data in graphic and tabular form • All work associated with design, configuration, deployment, facilitation, and functionality of the National GIS • Provision of Lands and Survey services and interactive mapping solutions online via Cayman Land Info website • GIS customer support and liaison • Ongoing development and evolution of core GIS infrastructure and data model		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of geospatial layers and databases supported: • Cayman Land Info website – Usage • Number of visitors to Cayman Land Info (Target) • Number of Cayman Land Info accounts	65-75 95,000-110,000 210-230	66 89,846 N/A
Quality • Geospatial layers and databases current • Quality Assure for accuracy and completeness of GIS metadata • Customer satisfaction: 85% of surveyed customers rate service/product good or better	95% 95% 85%	95% 95% 85%
Timeliness • Real-time data link 24/7 operability (target 8,628 hours) • Cayman Land Info 24/7 operability (target 8,628 hours) • National GIS core infrastructure available during normal office hours (dependent on Government network operability) • Data updates made within 2 days of collection/notification	98.5% 98.5% 95% 95%	98.5% 98.5% 95% 95%
Location Grand Cayman	100%	100%
Cost	\$82,643	\$35,382
Related Broad Outcome 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$524,593. However, the revenue of \$425,000 from third parties and revenue from Statutory Authorities and Government Owned Companies of \$16,950 reduce the cost to Cabinet to \$82,643.

LSU 11	Mapping Service	\$147,078
Description: To provide GIS and mapping services utilising the National Geographic Information System to meet statutory requirements for the benefit of Government and to publish on a commercial basis, a range of cartographic products. Services provided includes (but is not necessarily limited to): • Mapping service for the Land Registry • Service support to Licensed Land Surveyors (LLS) • Boundary Plans (BP) and Prescribed Composite Maps (PCM); Gazettements • Customised and topographic mapping • Publishing projects – Atlas and Tourist products • Buffer maps. (i.e. for planning control purposes) • Street Addressing maintenance and support • Provision of 3D visualisation products and solutions		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of parcel mutations supporting the Land Registry • Statutory plan production BP/PCM • Customer map enquiries, counter, phone, email and support of LLS • Street Addressing maintenance and support (Unit)	300-350 16-20 8,000-8,500 1	336 18 8,302 1
Quality Quality Assurance Audit testing: - o Mutation accuracy in Registry Map against underlying survey - o Customer satisfaction: 85% of surveyed customers rate service/product good or better	100% 85%	100% 85%
Timeliness • Turnaround time for statutory plan production - after receipt of instructions: six working days • Registry Map mutations: Registry Map updated within two working days in GIS section after generation of Registers	85-100% 100%	85-100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$147,078	\$66,916
Related Broad Outcome 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$445,908. However, the revenue of \$295,000 from third parties and \$3,830 from Statutory Authorities and Government Owned Companies reduces the cost to Cabinet to \$147,078.

LSU 12	Street Addressing Database	\$85,626
Description: To provide new GIS solutions in support of departmental and broader Government mandates and initiatives, and business development with the private sector, utilizing data within the National Geographic Information System (GIS). Services provided includes (but is not necessarily limited to): • GIS research and innovation • GIS application development and support of deployed services, including E911 • New GIS and address dependent applications • GIS business development • Departmental GIS and IT support • Government-wide GIS advice and support • Professional Services (e.g. GIS and Web/IT Consultancy/Design/Training) • TAOS storm Modelling and EMMA GIS application design and development in support of HMCI and E911/emergency services.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • New geospatial solutions and applications deployed • Number of users supported	10-12 250-300	12 274
Quality Customer satisfaction: 85% of surveyed customers rate service/product good or better	85%	85%
Timeliness GIS solutions completed according to specification and within estimate	95%	95%
Location Grand Cayman	100%	100%
Cost	\$85,626	\$178,097
Related Broad Outcome 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$258,126. However, the revenue of \$160,000 from third parties and the revenue from Statutory Authorities and Government Owned Companies of \$12,500 reduce the cost to Cabinet to \$85,626.

LSU 13	Facilities Management	\$3,126,897
Description: Provision of Facilities Management service for multi-user Government Buildings • Government Administration Building • Tower Building • Cayman Islands Environmental Centre (CIEC) • GOAP Car Park • Government switchboard/telephone exchange		
Measures Quantity Number of crown properties managed Quality Management and Procedures to be actioned according to Royal Institution of Chartered Surveyors (RICS) best practices. Timeliness • Building defect reports received from occupiers to be actioned according to occupancy services agreement (Internal leases) • Weekly inspection of each site and preparation of maintenance schedule once per year Location Grand Cayman Cost		2009/10 Budget 4 90-100% 90-100% 90-100% 100% \$3,126,897
		2008/9 Estimated Actual 4 90-100% 90-100% 90-100% 100% N/A
Related Broad Outcome 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$3,144,397. However, the revenue of \$17,500 Statutory Authorities and Government Owned Companies reduces the cost to Cabinet to \$3,126,897.

MRC 3	Larviciding Programme to Control Mosquitoes	\$1,592,490
Description Maintain the capability to carry out a larviciding programme to control swamp-breeding mosquitoes.		
Measures Quantity Maintain the capability to apply larvicide to swamp breeding sites (aerial and ground based) up to the following levels: - Aerial sorties - Ground Applications - Area treated (in hectares) Quality Applications conform to the Operations Manual and other relevant guidelines Timeliness - Ongoing throughout period. Provide capability to make larvicide applications at any time, as environmental conditions require - Applications completed within departmental timescale Location Grand Cayman, Cayman Brac (no aerial applications Cayman Brac) Cost	2009/10 Budget	2008/9 Estimated Actual
	57-87	48
	50-100	0
	20,000	96,000
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$1,592,490	\$2,558,662
Related Broad Outcomes 3. Setting the Stage for Success in the Tourism Industry 13. Improving Healthcare 17. Enhancing Agriculture		

MRC 4	Adulticiding Programme to Control Mosquitoes	\$1,951,089
Description Maintain capability to carry out an adulticiding programme to control swamp-breeding mosquitoes.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Maintain capability to carry out adulticide operations against mosquitoes (aerial and ground based) up to the following levels: - o Aerial sorties - o Ground Applications	30-55 200-300	42 242
Quality Applications conform to operations manual and other relevant guidelines	100%	100%
Timeliness • Ongoing throughout period. Capability to make adulticide treatments maintained as necessary during the period (i.e. at any time of day or night, seven days per week) • Applications made within timescale set by Director	100% 100%	100% 100%
Location Grand Cayman, Cayman Brac, Little Cayman; No aerial applications in Cayman Brac or Little Cayman	100%	100%
Cost	\$1,951,089	\$2,381,830
Related Broad Outcome: 3. Setting the Stage for Success in the Tourism Industry 13. Improving Healthcare 17. Enhancing Agriculture		

MRC 8	Mosquito Control Call-Out Service	\$116,436
Description Mosquito control call-out service		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of call-out requests	150-200	56
Quality Call-out requests responded to and mosquito complaint resolved	100%	100%
Timeliness Respond to call-out requests within 24 hours	100%	100%
Location Grand Cayman	100%	100%
Cost	\$116,436	\$81,224
Related Broad Outcomes: 1. Addressing the Economic Crisis in The Cayman Islands 13. Improving Healthcare		

MRC 11	Scientific Advice on Mosquito Matters	\$61,922
Description Provision of advice to Ministers, Government Departments, and others, on matters regarding mosquito control, related scientific matters, and the Mosquito Research and Control Law and Regulations.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of pieces of advice	19-49	8
Quality Supervisor sign-off where appropriate	100%	100%
Timeliness Request completed on agreed time	100%	100%
Location Cayman Islands	100%	100%
Cost	\$61,922	\$27,784
Related Broad Outcome: 3. Setting the Stage for Success in the Tourism Industry 13. Improving Healthcare 17. Enhancing Agriculture		

MRC 12	Mosquito Control Education Programme	\$62,275
Description: Provide education programme to promote awareness of mosquito control methods and public safety.		
Measures Quantity - Number of visits / presentations - Number of press releases Quality - Visits/presentations carried out by qualified personnel - Press releases completed to departmental standards Timeliness Completed according to departmental schedule Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	5 -10	5
	9-14	5
	100%	100%
	100%	100%
	100%	100%
	\$62,275	\$13,044
Related Broad Outcomes: 3. Setting the Stage for Success in the Tourism Industry 7. Education: The Key to Growth and Development 12. Developing our Youth 13. Improving Healthcare		

MRC 14	Non-Chemical Control of Mosquitoes	\$417,060
Description: Programme to control swamp-breeding mosquitoes by non-chemical (physical and biological) means, including the annual hatch and strand programme		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Hectares of canalized swamp maintained - Number of swamps flooded and drained	1,500 2	1,500 2
Quality Operations to be completed with supervisor sign-off and in compliance with the operational plan	100%	100%
Timeliness - Service provided throughout period, five days per week - Operations completed within timescale set by supervisor	100% 100%	100% 100%
Location Grand Cayman (canal/dyke network)	100%	100%
Cost	\$417,060	\$556,552
Related Broad Outcome: 3. Setting the Stage for Success in the Tourism Industry 13. Improving Healthcare		

MRC 15	Disease Prevention and Control	\$1,405,320
Description Programme to reduce the number of disease vector mosquitoes, monitor populations of these species, and prevent the importation of disease-carrying mosquitoes.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of ovipots collected - Treatment of arriving aircrafts, vessels, vehicles and containers	5,000-6,000 3,500-4,000	22,904 1,870
Quality Operations to conform with Operations Manual Guidelines	100%	100%
Timeliness - Provide service throughout year, as required - Operations completed within timelines set by Supervisor	100%	100%
Location Grand Cayman, Cayman Brac, and Little Cayman (disinsection of containers only)	100%	100%
Cost	\$1,405,320	\$1,219,369
Related Broad Outcomes: 3. Setting the Stage for Success in the Tourism Industry 13. Improving Healthcare		

Note: The total cost of supplying this output is \$1,426,320; however, the revenue of \$21,000 from other third parties reduces the cost to Cabinet to \$1,405,320.

POS 1	Revenue Collection	\$29,981
Description: Provide customers with opportunities to use postal facilities to pay fees for other Government Departments or entities, and pay for utility company services or bills, such as: • Post Office Clearance Fee • Garbage fee collection • Utility bill payments:- - o CUC - o Water Authority - o Weststar T.V. • LIME/Digicel Top-ups • CINICO • RPost Registered Email • Other Postal Business:- - o Photocopying - o Fax		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Provision of services on behalf of other Government departments • Provision of utility company payment services • Provision of other Postal Business	23,000-26,000 3,000-5,500 3,500-4,500	25,148 4,851 4,314
Quality Financial transactions conducted in accordance to Public Finance and Management Law and in compliance with agreements signed with agencies	100%	98%
Timeliness Maximum 5 – 7 minutes per customer per transaction	90-100%	N/A
Location Cayman Islands	100%	100%
Cost	\$29,981	\$177,845
Related Broad Outcome 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$214,484; however, the revenue of \$184,503 from other third parties reduces the cost to Cabinet to \$29,981.

POS 2	Mail Receipt and Delivery	\$719,630
Description Provision of a national mail service including the processing and delivery of domestic mail; the receipt and processing of international mail for domestic delivery; the processing and dispatch of mail to countries outside the Cayman Islands for the following categories of mail operations:- - Letters (domestic, international, airmail, surface airlifted) - Postcards (domestic, international) - Registered (domestic, international, airmail, surface airlifted) - Parcels (domestic, international, airmail, surface airlifted) - Small packets (domestic, international, airmail, surface airlifted) - EMS (Express Mail Service) - Unaddressed mail (domestic) - Printed matter (domestic, international, airmail, surface airlifted) - Prepaid mail (domestic, international) - Permit mail (domestic, international) - Rental of private bag - Business reply mail (domestic) - Registered return receipt (domestic, international) - General delivery - Safe Mail - Redirection (domestic, international) - Return to sender of undeliverable mail - Processing of mis-sent mail - Collection of monthly bills from a company - Financial services necessary to compliment listed mail operations		
Measures Quantity - Provision of domestic and international categories of mail services: - Provision of EMS (Express Mail Services): Types of financial services necessary to compliment mail operations: - Sale of postage stamps - Rentals of post office boxes - Licensing of franking meters - Deposit accounts - Encashment of postal money orders Quality - Domestic Mail Service: - All mail is processed in accordance with established Cayman Islands Postal Service procedures and the Universal Postal Union regulations - All mail is processed for local delivery to post office boxes or general delivery in accordance with the Postal Law and Regulations	2009/10 Budget	2008/9 Estimated Actual
	7M-9M	8.7M
	13,000 -17,000	14,767
	75,000-115,000	90,625
	10,000-13,000	14,554
	50-100	138
	5-15	11
	25-50	N/A
	100%	100%
	100%	100%

Quality cont'd • International Mail Service: - o Incoming: All mail is processed for local delivery in accordance with Universal Postal Union Regulations, Postal Law and Regulations, and Customs Law and Regulations - o Outgoing: All mail is processed for overseas dispatch in accordance with the Postal Law and Regulations, and Universal Postal Union Regulations • EMS (Express Mail Services): - o Incoming EMS: Items are processed for local delivery in accordance with Universal Postal Union Regulations, the Cayman Islands Postal Service policies and the Customs Law and Regulations - o Outgoing EMS: Items are processed for dispatch overseas in accordance with Universal Postal Union Regulations and the Postal Law and Regulations • Collection of Fees - o Fees are collected and banked in accordance with Financial Regulations (2007 Revision) and the Postal Law and Regulations Timeliness • Domestic Mail Service: - o Mail posted in Grand Cayman by 10:00 a.m. Monday-Friday will be delivered to any Grand Cayman postal destination the next business day - o Mail posted in Grand Cayman by 10:00 a.m. Monday-Friday will be dispatched to the Sister Islands by the next business day. • International Mail Service: - o Outgoing mail posted by 10:00 a.m. Monday-Friday will be processed for overseas dispatch by the next business day - o Incoming mail is processed for local delivery to post office boxes or general delivery within two business days of its collection from the port or airport • EMS (Express Mail Services): - o Outgoing EMS: Items posted by 1:00 p.m. Monday-Friday will be processed for dispatched overseas the same business day - o Incoming EMS: Items received by 3:00 p.m. Monday-Friday will be processed for attempted delivery same business day • Collection of Fees - o Fees are collected and banked in accordance with Financial Regulations (2007 Revision) and the Postal Law and Regulations Location All Post Offices on Grand Cayman: Airport, General, Seven Mile Beach, West Bay, Hell, Savannah, Bodden Town, North Side and East End Cost		
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	90-95%	90-95%
	90-95%	90-95%
	90-95%	90-95%
	85-90%	85-90%
	97-100%	97-100%
	97-100%	97-100%
	100%	100%
	100%	100%
	\$719,630	\$726,599
Related Broad Outcome 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is 4,302,747. However, the revenue of \$3,553,817 from third parties and \$29,300 from Statutory Authorities and Government owned Companies reduces the cost to Cabinet to \$719,630.

POS 4	Philately and Other Postal Business	\$263,186
Description The provision of services which includes the following: - Stamp Production - Philatelic Services		
Measures Quantity - Number of stamp issues produced for sale - Philatelic educational presentations Quality - Stamp production in accordance with guidelines set by Her Majesty, Cabinet and Stamp Advisory Committee - Revenue collected and banked in accordance with Financial Regulations (2007 Revision) and the Postal Law and Regulations - Ensure that presentations are conducted by postal staff knowledgeable in philately or by Stamp Advisory Committee members Timeliness - Stamp issues to be printed after Cabinet and Her Majesty's approvals and prior to planned release date - Philatelic educational presentations to be conducted within the school year Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	4-7	7
	2-4	6
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	90-100%	100%
	100%	100%
	\$263,186	\$239,752
Related Broad Outcome 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$295,092. However, the revenue of \$31,906 from third parties reduces the cost to Cabinet to \$263,186.

POS 5	Sister Islands International and Domestic Mail Service	\$428,273
Description: Provision of a national mail service including the processing and delivery of domestic mail; the receipt and processing of international mail for domestic delivery; the processing and dispatch of mail to countries outside the Cayman Islands for the following categories of mail operations:- • Letters (domestic, international, airmail, surface airlifted) • Postcards (domestic, international) • Registered (domestic, international, airmail, surface airlifted) • Parcels (domestic, international, airmail, surface airlifted) • Small packets (domestic, international, airmail, surface airlifted) • EMS (Express Mail Service) • Unaddressed mail (domestic) • Printed matter (domestic, international, airmail, surface airlifted) • Prepaid mail (domestic, international) • Permit mail (domestic, international) • Rental of private bag • Business reply mail (domestic) • Registered return receipt (domestic, international) • General delivery • Safe Mail • Redirection (domestic, international) • Return to sender of undeliverable mail • Processing of mis-sent mail • Collection of monthly bills from a company • Financial services necessary to compliment listed mail operations		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Provision of domestic and international categories of mail services: • Provision of EMS (Express Mail Services): Types of financial services necessary to compliment mail operations: - o Sale of postage stamps - o Rentals of post office boxes - o Deposit accounts	1,000-2,000 250-450 2,500-5,000 350-1,000 1-2	1,518 370 5,148 360 1
Quality • Domestic Mail Service: - o All mail is processed in accordance with established Cayman Islands Postal Service procedures and the Universal Postal Union regulations - o All mail is processed for local delivery to post office boxes or general delivery in accordance with the Postal Law and Regulations	100% 100%	100% 100%

Quality cont'd • International Mail Service: - o Incoming: All mail is processed for local delivery in accordance with Universal Postal Union Regulations, Postal Law and Regulations, and Customs Law and Regulations - o Outgoing: All mail is processed for overseas dispatch in accordance with the Postal Law and Regulations, and Universal Postal Union Regulations • EMS (Express Mail Services): - o Incoming EMS: Items are processed for local delivery in accordance with Universal Postal Union Regulations, the Cayman Islands Postal Service policies and the Customs Law and Regulations - o Outgoing EMS: Items are processed for dispatch overseas in accordance with Universal Postal Union Regulations and the Postal Law and Regulations • Collection of Fees - o Fees are collected and banked in accordance with Financial Regulations (2007 Revision) and the Postal Law and Regulations Timeliness • Domestic Mail Service: - o Mail posted by 10:00 a.m. Monday-Friday for delivery on the same island will be delivered to its destination by the next business day - o Mail posted by 10:00 a.m. Monday-Friday for delivery on another island will be dispatched to that island by the next business day • International Mail Service: - o Outgoing mail posted by 10:00 a.m. Monday-Friday will be processed for off-island or overseas dispatch by the next business day - o Incoming mail is processed for local delivery to post office boxes or general delivery within two business days of its collection from the port or airport • EMS (Express Mail Services): - o Outgoing EMS: Items posted by 1:00 p.m. Monday-Friday is processed for dispatched overseas the same business day - o Incoming EMS: Items received by 3:00 p.m. Monday-Friday will be processed for attempted delivery within two business days of its collection from the airport. Location All Post Offices on Cayman Brac (West End, Stake Bay, Watering Place, Creek and Spot Bay) and Little Cayman Cost	100% 100% 100% 100% 100% 95-100% 95-100% 95-100% 95-100% 97-100% 97-100% 100% \$428,273	100% 100% 100% 100% 100% 95-100% 95-100% 95-100% 95-100% 97-100% 97-100% 100% \$473,105
Related Broad Outcome 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$498,449. However, the revenue of \$70,176 from third parties reduces the cost to Cabinet to \$428,273.

PWD 1	Policy Advice	\$78,089
Description Policy advice provided to the Hon. Minister and Ministry of District Administration, Works and Gender Affairs on all matters relating to buildings and other / related facilities.		
Measures Quantity - Meetings attended - Business papers issued - Responses to Parliamentary Questions Quality - Advice prepared by appropriately qualified persons with due professional care - Information to be well researched, relevant, accurate, up to date and if occasion demands innovative Timeliness Advice to be provided within timeframes agreed at outset	2009/10 Budget	2008/9 Estimated Actual
	30-40 35-45 1-3	35 40 0
	95%	95%
	95%	95%
	90%	90%
Location Grand Cayman	100%	100%
Cost	\$78,089	\$93,756
Related Broad Outcome 15: Strengthening our Infrastructure		

PWD 2	Advice and Assistance to Government Agencies	\$39,288
Description Provision of advice and assistance to: • Departments 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		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours spent in preparation and delivery of advice to record and generate: • Advice papers issued to or meetings attended with clients • Responses to parliamentary questions for clients • Meetings attended of committees and boards, systematically recorded • Oral or written advice requests from Statutory Authorities or Government Owned Companies clients	1,250-1,750 10-25 10-50 10-25	1,506 0 12 0
Quality • Advice prepared by appropriately qualified persons • Information to be well researched, relevant, accurate, up to date	95% 100%	95% 100%
Timeliness Provided within time-frame agreed	90-100%	90%
Location Grand Cayman	100%	100%
Cost	\$39,288	\$59,828
Related Broad Outcome 15: Strengthening our infrastructure		

Note: The total cost of supplying this output is 42,288. However, the revenue of \$3,000 from Statutory Authorities and Government owned Companies reduces the cost to Cabinet to \$39,288.

PWD 8	Management of Building Projects	\$3,486,443	
Description Project management and consulting services for the design, construction of new buildings and renovations to existing buildings and their related facilities occupied by fund-holding Client Agencies. Services include the use, where appropriate, of a direct labour organisation and the delivery of the following activities using in-house or private sector resources, as defined in Project SLA's: - Assist Clients to create a Project Definition Document (PDD) at outset and obtaining master plan approval for project implementation - Project management services to ensure that projects are completed on time, within cost and to required specification - Designs, costing and contract documentation - Tendering and contract award processes; and - Construction management and inspection services, construction and hand-over activities			
Measures:		2009/10 Budget	2008/9 Estimated Actual
Quantity: Number of hours of service provision: - Architectural / drafting service hours - Quantity surveying service hours - Project Management service hours - Construction service hours		5,000-7,500 25-100 8,500-10,000 1,000-1,500	5,967 27 9,059 1,135
Quality Customers reporting PWD services on projects as satisfactory or better as measured by customer satisfaction surveys on project completion		85%	85%
Timeliness Services / projects delivered within time frames agreed, at outset / in project SLA or within client agreed extensions to that time frame		90-100%	90%
Location Cayman Islands		100%	100%
Cost		\$3,486,443	\$5,605,812
Related Broad Outcome 15: Strengthening our infrastructure			

Note: The total cost of supplying this output is \$3,586,443. However, the revenue of \$100,000 from Statutory Authorities and Government owned Companies reduces the cost to Cabinet to \$3,486,443.

PWD 9	Maintenance of Government Owned Facilities	\$7,084,150
Description Maintenance of buildings and other facilities in accordance with the Facility Manager's directions. The services cover all elements of the building and specifically agreed services to the property. Other services may be included as agreed within the framework of the Agency. In the instance of rented or leased facilities, services vary to meet Client needs if not provided by the lease-holder. The activity also involves the periodic inspection of the property, logging of service requests and issuance of work orders to execute, by in-house or private sector resources.		
Measures: Quantity. Number of hours of service provision: • Building maintenance service hours • Mechanical maintenance service hours • Plumbing maintenance service hours • Electrical maintenance service hours Quality Based on customer satisfaction surveys of 10% of completed work orders, building maintenance services carried out to a satisfactory of better standard Timeliness Work orders for repairs and maintenance issued and organised in accordance within agreed timeframes systematically recorded in tracking system Location Maintenance activities located in Grand Cayman. Occasionally in Sister Islands when Cayman Brac Public Works Department requests support Cost	2009/10 Budget	2008/9 Estimated Actual
	90,000-120,000	103,215
	14,000-17,000	14,020
	5,000-7,000	6,142
	15,000-20,000	18,757
	85%	85%
	95%	95%
	100%	100%
	\$7,084,150	\$4,121,942
Related Broad Outcome 7: Education: The Key to Growth and Development 6: Addressing Crime and Policing 13: Improving Healthcare 15: Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$7,293,150. However, the revenue of \$209,000 from Statutory Authorities and Government owned Companies reduces the cost to Cabinet to \$7,084,150.

PWD 10	Preparation and Implementation of National Hurricane Centre Plan	\$212,683
Description Preparation, updating and implementation of Agency specific responsibilities identified in the National Hurricane Plan including executing an annual hurricane preparedness exercise and maintaining a capacity for similar preparedness activities at times of live-storm events as instructed by the HMCI. Technical support for new shelters and shelter upgrades.		
Measures Quantity - Update Agency specific responsibilities of NHP - Number of preparedness exercises executed: - Live-storm preparedness - Number of facilities to be shuttered and inspected at each event - Number of electrical, water supply and generator installations to shelters and key facilities inspected at each event - Number of hours advising on new shelters and shelter upgrades Quality - Buildings shuttered in accordance with accepted hurricane standards, namely: Public Works Department's Hurricane Inspectors checklist - Generator installations functioning normally under load tests Timeliness - Updating Agency specific responsibilities of NHP in advance of season - Preparedness exercise executed in advance of hurricane season start - Exercise duration completed within: 6 Hours Location Grand Cayman	2009/10 Budget	2008/9 Estimated Actual
	1	1
	1	1
	1	2
	95-100	96
	30-40	34
	75-100	75
	95%	95%
	95%	95%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Cost	\$212,683	\$636,025
Related Broad Outcome 15: Strengthening our Infrastructure		

RCY 1	Public Information, Newscasts and Sports	\$501,318
Description Delivery of public information, newscasts and sports on local and international events		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of public information items - Number of news items - Number of sports items	5,000-6,000 15,000-20,000 2,000-3,000	5,300 31,246 1,457
Quality - Compliance of newscasts and sportscasts with Information, Communications, Telecommunications Authority (ICTA) or other good practice broadcast standards - Newscasts monitored by News Director, Director and Deputy Director	90-100% 90-100%	95% 95%
Timeliness - Other public information newscasts broadcast on Radio Cayman's established schedules - Emergency/urgent public information delivered within 10 minutes	90-100% 90-100%	95% 95%
Location Cayman Islands	100%	100%
Cost	\$501,318	\$860,709
Related Broad Outcome 15: Strengthening our Infrastructure 16: Preserving our Culture		

RCY 2	On Air Programmes	\$785,332
Description Delivery of various on air programmes including current affairs, entertainment, educational and religious programming, Legislative Broadcasts and Public Service Announcements.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of General Information Programmes - Religious Programmes - Educational Programmes - Entertainment Programmes - Legislative Assembly Broadcasts (hours) - Current Affairs and Cultural Programmes - Programmes Produced or Downloaded - Number of Public Service Announcements	500-700 1,500-2,500 500-700 2,500-3,500 80-100 70-80 1,000-2,000 5,000-7,000	691 2,386 511 3,497 169 84 1,359 2,873
Quality - Compliance of general information programmes with Information, Communications, Telecommunications Authority (ICTA) - Programmes monitored by Director/Deputy Director - Compliance for all programmes to good practice broadcast standards	90-100% 90-100% 90-100%	95% 95% 95%
Timeliness All programmes to be delivered on the date and times agreed with the requesting customer	90-100%	95%
Location Cayman Islands	100%	100%
Cost	\$785,332	\$989,577
Related Broad Outcomes 12: Developing our Youth 15: Strengthening our infrastructure 16: Preserving our Culture		

RPC 1	Policy Advice to the Minister of District Administration, Works and Gender Affairs	\$177,874
Description Support services to the Ministry of District Administration, Works and Gender Affairs and Cabinet on matters pertaining to recreational parks and cemeteries		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of replies to parliamentary questions - Number of replies to correspondence - Number of speeches and briefing notes - Number of consultant technical reports - Number of boards/committees served on and supported - Number of meetings attended - Number of management reports	1-2 5-20 1-2 2-4 1-2 8-12 1-4	0 300 0 0 0 27 11
Quality - Responses and correspondence subject to Ministerial review - Management and consultant/technical reports prepared and crosschecked by the General Manager	100% 100%	100% 100%
Timeliness - Prepare replies to parliamentary questions and other requests consistent with time table set by Ministry - Reports and correspondence delivered to Ministry by agreed deadline	100% 100%	100% 100%
Location Grand Cayman	100%	100%
Cost	\$177,874	\$104,594
Related Broad Outcome: 14: Addressing Energy and the Environment		

RPC 2	Public Facility Maintenance and Management	\$1,500,442
Description Maintain and manage public toilets, docks, ramps, cemeteries, beaches and parks		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of public restroom maintained - Number of docks/ramps maintained - Number cemeteries maintained - Number of beaches maintained - Number of beach accesses maintained - Number of parks maintained	14-16 8-15 12-15 12-15 15-25 8-15	15 13 12 15 23 15
Quality Assistant Managers and Supervisors monitor restrooms, docks/ramps cemeteries, beaches, beaches accesses upkeep and parks maintenance	100%	100%
Timeliness - Public restrooms maintained daily - Docks / Ramps and Parks maintained weekly - Cemetery grounds maintained - Beaches and beach accesses maintained daily/weekly	100% 100% 100% 100%	100% 100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$1,500,442	\$1,532,827
Related Broad Outcome 14: Addressing Energy and the Environment		

RPC 5	Town Planning, Beautification and Maintenance	\$242,368
Description Provision of advice on master planning and functional Town planning. Implementation and maintenance of the master plan for central George Town.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of master plan and technical survey reports on town planning proposals - Number of streets/sidewalks maintained - Number of miles of road cleaned - Number of George Town Business District Projects	1-2 10-25 50-100 10-40	0 23 83.9 39
Quality - Master plan and survey reports prepared and crosschecked by General Manager - Inspection of streets/sidewalks by Supervisor and Assistant Manager - Inspection of streets clean with MADVAC Street Sweeper by Assistant Manager	80-100% 80-100% 80-100%	80-100% 80-100% 80-100%
Timeliness Conduct works and services consistent with the scheduled time table	80-100%	80-100%
Location Grand Cayman	100%	100%
Cost	\$242,368	\$411,797
Related Broad Outcomes: 4: Setting the Stage for Success in the Tourism Industry 15: Strengthening our Infrastructure		

Note: There are new measures for 2009/10

TCO 1	Technical Advice on Telecommunications Infrastructure	\$279,620
Description Provision of technical advice to Government agencies and the private sector on telecommunication matters.		
Measures Quantity - Number of hours providing technical advice to Government - Number of hours providing technical advice to Private Sector Quality - Technical Advice to Government Agencies reviewed and signed off by Head of Department - Technical Advice to private sector meets customer requirements Timeliness - Technical Advice to Government Agencies given prior to due date requested - Technical Advice to private sector given within timeframe requested Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	780-900	780-900
	260-300	260-300
	100%	100 %
	100%	100 %
	95-99%	95-99%
	95-99%	95-99%
	100%	100%
	\$279,620	\$77,175
	Related Broad Outcome: 15. Strengthening our Infrastructure	

TCO 2	Technical Services for Telecommunication Equipment	\$496,901
Description Provision of technical services required for the planning, operating and maintaining of the telecommunication system infrastructure: Switching, Radio, Paging and ancillaries equipment that support the Government Agencies.		
Measures Quantity Number of radios using system infrastructure Quality System infrastructure is continuous monitored for availability and reliability (overall network availability) Timeliness Response Times: - For Critical System(911 System; Paging Systems; fire department) - During normal working hours: 15 minutes - Outside of normal working hours: 45 minutes - Other Systems - Grand Cayman: within 1 Hour - Cayman Brac and Little Cayman: Next available flight Location Cayman Islands Cost	2009/10 Budget 1,400-1,600 95-99% 95-99% 90-95% 90-95% 90-95% 90-95% 90-99% \$496,901	2008/9 Estimated Actual 1,400-1,600 95-99% 95-99% 90-95% 90-95% 90-95% 90-95% 90-99% \$929,280
Related Broad Outcome: 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$851,305. However, the revenue of \$244,844 from third parties and \$109,560 from Statutory Authorities and Government Owned Companies reduces the cost to Cabinet to \$496,901.

TCO 3	Telecommunications Emergency Response Capacity	\$31,754
Description Provision of emergency response services to the National Security Committee, National Hurricane Committee and other organizations that require maintaining an adequate level of preparedness and the deployment of telecommunications equipment and trained personnel.		
Measures Quantity - Number of hours maintaining an adequate level of preparedness - Number of hours responding to emergency incidents Quality - In accordance with various emergency preparedness plans - In accordance with incident requirements Timeliness - In accordance with various emergency preparedness plans - In accordance with incident requirements Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	208-240	208-240
	208-240	208-240
	95-99%	95-99%
	100%	100%
	95-99%	95-99%
	100%	100%
	100%	100%
	\$31,754	\$49,318
Related Broad Outcome: 15. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$202,620. However, the revenue of \$170,866 from third parties reduces the cost to Cabinet to \$31,754.

VLT 9	Licensing of Drivers and Vehicles	\$853,025
Description Provision of services relating to the collection of fees for testing vehicles and licensing of drivers.		
Measures Quantity - Vehicle Inspection - Vehicle Licensing - Written Tests - Road Testing of Drivers - Provisional, Graduated Driver's Licence (GDL) and Full Drivers' Licenses first issued - Input of disqualifications/endorsements in Licensing register: - Extract of records of Vehicles Licensed - Extract of records of Drivers Licensed Quality Compliance with Traffic Law and Regulations, PFML and strict departmental standard by qualified personnel	2009/10 Budget	2008/9 Estimated Actual
	38,000-40,000	38,000
	56,000-58,000	57,000
	2,400-26,00	2,400
	2,000-2,200	2,050
	24,000-27,000	25,550
	800-900	825
	625-675	650
	500-550	520
Timeliness - Vehicle Inspection and Licensing, Written Tests and Road Testing of Drivers within 5 – 15 minutes - Provisional, GDL and Full Drivers' Licenses issued within 5 – 15 minutes - Input of disqualifications/endorsements within 1 - 2 working days upon receipt from Court office and Police Department - Extract of records within 3 – 5 working days	95-100%	95%
Location Grand Cayman	100%	100%
Cost	\$853,025	N/A
Related Broad Outcome 6: Addressing Crime and Policing		

Note: The total cost of supplying this output is \$1,617,639. However, the revenue of \$764,614 from third parties reduces the cost to Cabinet to \$853,025.

WFC 1	Weather Forecast Information	\$184,778
Description The meteorological service provides: • Meteorological and related services to the various governmental departments and statutory bodies in the form of reports and special projects. • Range of weather information, forecast and warning services to the community at large through the media for protection of life and property • Maintenance of systems for the collection and quality control of observational data to assemble the national climate record and support meteorological research • Maintenance of the national climate archive as an integral part of providing climate monitoring and prediction services		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of air traffic control reports • Number of public forecasts reports • Number of media reports • Number of updates to government website • Number of reports as requested/needed during weather threats to public, media and NHC	13,500-14,000 1,095 730 1095 50-70	13,500-14,000 1,095 730 1095 50-70
Quality All the work and data gathering is done under the conventions and recommended standards and practices of the World Meteorological Organization (WMO) and the International Civil Aviation Organization (ICAO) using most up to date technology where available	100%	100%
Timeliness • Air traffic control reports will be submitted on an hourly basis • Public forecast reports will be updated three times daily • Media reports will be produced twice daily • Government website will be updated three times daily • Reports as requested by various Government departments for climate data to be used in project planning	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$184,778	N/A
Related Broad Outcome 15: Strengthening our Infrastructure		

Note: The total cost of supplying this output is 1,164,069. However, the revenue of \$979,291 from third parties reduces the cost to Cabinet to \$184,778.

6. Payment Arrangements

Cabinet will pay the *Ministry of District Administration, Works and Gender Affairs* for delivery of the outputs described in section 1.

Payment will be made on the basis of an invoice provided monthly to the *Minister of District Administration, Works and Gender Affairs*. The invoice will contain sufficient evidence of the outputs delivered for the Minister to be able to satisfy himself that the outputs have in fact been delivered.

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

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

Table 1: Expected Invoice Profile

MONTH	MDA 1 \$	MDA 2 \$	MDA 3 \$	AGR 21 \$	AGR 22 \$	AGR 23 \$	AGR 24 \$	AGR 25 \$	AGR 26 \$	AGR 27 \$
July	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
August	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
September	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
October	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
November	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
December	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
January	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
February	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
March	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
April	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
May	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
June	16,407	189,051	38,331	96,204	14,977	4,679	61,462	30,906	36,258	51,782
TOTAL	196,880	2,268,607	459,967	1,154,451	179,718	56,145	737,540	370,870	435,101	621,385

MONTH	AGR 28 \$	AGR 29 \$	AGR 31 \$	AGR 32 \$	CPI 1 \$	DAD 16 \$	DAD 17 \$	DAD 18 \$	DAD 19 \$	DAD 20 \$
July	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791
August	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791
September	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791
October	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791
November	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791

December	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791
January	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791
February	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791
March	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791
April	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791
May	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791
June	27,515	18,069	49,597	12,034	26,174	17,833	8,576	10,059	18,930	39,791
TOTAL	330,180	216,830	595,168	144,410	314,092	213,995	102,910	120,710	227,162	477,487

MONTH	DAD 21 \$	DAD 22 \$	DAD 23 \$	DAD 24 \$	DAD 25 \$	DAD 26 \$	DAD 27 \$	DAD 28 \$	DAD 29 \$
July	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
August	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
September	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
October	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
November	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
December	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
January	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
February	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
March	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
April	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
May	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
June	17,839	24,356	24,411	339,610	12,142	27,418	51,566	89,986	22,555
TOTAL	214,065	292,274	292,927	4,075,323	145,707	329,013	618,788	1,079,829	270,656

MONTH	DVE 1 \$	DVE 2 \$	DVE 3 \$	DVE 4 \$	DVE 5 \$	DVE 6 \$	EVH 1 \$	EVH 5 \$	EVH 8 \$	EVH 9 \$
July	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
August	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
September	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
October	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
November	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
December	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
January	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
February	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
March	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
April	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
May	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
June	1,632	188,925	940	69,815	5,316	2,414	10,542	232,795	24,961	33,750
TOTAL	19,586	2,267,097	11,284	837,784	63,792	28,973	126,505	2,793,535	299,531	405,001

MONTH	EVH 10 \$	EVH 11 \$	EVH 14 \$	EVH 15 \$	EVH 17 \$	EVH 18 \$	LSU 1 \$	LSU 2 \$	LSU 3 \$	LSU 4 \$	LSU 5 \$
July	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
August	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
September	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
October	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
November	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
December	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
January	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
February	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
March	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
April	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
May	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
June	37,243	18,527	14,748	10,691	37,992	21,083	22,787	20,766	119,795	25,483	16,101
TOTAL	446,919	222,318	176,976	128,296	455,898	253,000	273,446	249,189	1,437,541	305,790	193,209

MONTH	LSU 6	LSU 7	LSU 8	LSU 9	LSU 10	LSU 11	LSU 12	LSU 13	MRC 3	MRC 4
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
July	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
August	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
September	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
October	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
November	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
December	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
January	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
February	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
March	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
April	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
May	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
June	19,567	18,318	58,606	1,994	6,887	12,257	7,136	260,575	132,708	162,591
TOTAL	234,798	219,819	703,273	23,933	82,643	147,078	85,626	3,126,897	1,592,490	1,951,089

MONTH	MRC 8	MRC 11	MRC 12	MRC 14	MRC 15	POS 1	POS 2	POS 4	POS 5	PWD 1
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
July	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
August	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
September	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
October	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
November	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
December	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
January	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
February	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
March	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
April	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
May	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
June	9,703	5,160	5,190	34,755	117,110	2,498	59,969	21,932	35,689	6,507
TOTAL	116,436	61,922	62,275	417,060	1,405,320	29,981	719,630	263,186	428,273	78,089

MONTH	PWD 2 \$	PWD 8 \$	PWD 9 \$	PWD 10 \$	RCY 1 \$	RCY 2 \$	RPC 1 \$
July	3,274	290,537	590,346	17,724	41776	65,444	14,823
August	3,274	290,537	590,346	17,724	41776	65,444	14,823
September	3,274	290,537	590,346	17,724	41776	65,444	14,823
October	3,274	290,537	590,346	17,724	41776	65,444	14,823
November	3,274	290,537	590,346	17,724	41776	65,444	14,823
December	3,274	290,537	590,346	17,724	41776	65,444	14,823
January	3,274	290,537	590,346	17,724	41776	65,444	14,823
February	3,274	290,537	590,346	17,724	41776	65,444	14,823
March	3,274	290,537	590,346	17,724	41776	65,444	14,823
April	3,274	290,537	590,346	17,724	41776	65,444	14,823
May	3,274	290,537	590,346	17,724	41776	65,444	14,823
June	3,274	290,537	590,346	17,724	41782	65,444	14,823
TOTAL	39,288	3,486,443	7,084,150	212,683	501,318	785,332	177,874

MONTH	RPC 2 \$	RPC 5 \$	TCO 1 \$	TCO 2 \$	TCO 3 \$	VLT 9 \$	WFC 1 \$
July	125,037	20,197	23,302	41,408	2,646	71,085	15,398
August	125,037	20,197	23,302	41,408	2,646	71,085	15,398
September	125,037	20,197	23,302	41,408	2,646	71,085	15,398
October	125,037	20,197	23,302	41,408	2,646	71,085	15,398
November	125,037	20,197	23,302	41,408	2,646	71,085	15,398
December	125,037	20,197	23,302	41,408	2,646	71,085	15,398
January	125,037	20,197	23,302	41,408	2,646	71,085	15,398
February	125,037	20,197	23,302	41,408	2,646	71,085	15,398
March	125,037	20,197	23,302	41,408	2,646	71,085	15,398
April	125,037	20,197	23,302	41,408	2,646	71,085	15,398
May	125,037	20,197	23,302	41,408	2,646	71,085	15,398
June	125,037	20,197	23,302	41,408	2,646	71,085	15,398
TOTAL	1,500,442	242,368	279,620	496,901	31,754	853,025	184,778

Appendix: Forecast Financial Statements

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
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Ministry of District Administration, Works and Gender Affairs

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at *June 30, 2010* and performance for the 2009/10 financial year;
- (c) comply with generally accepted accounting practice.

Kearney Gomez, MBE, JP

Chief Officer

Ministry of District Administration, Agriculture, Works and Gender Affairs

September 30, 2009

Ministry of District Administration, Works and Gender Affairs
FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Cabinet		55,163	45,167	43,350
Outputs to other government agencies		2,028	21,555	18,728
Outputs to others		16,614	20,357	19,636
Interest revenue				
Total Operating Revenue		73,806	87,078	81,715
Operating Expenses				
Personnel costs	1	45,038	49,929	45,832
Supplies and consumables	2	23,302	31,471	30,714
Depreciation	3	3,422	2,819	2,678
Capital charge			1,984	2,161
Other operating expenses				
Total Operating Expenses		71,779	86,204	81,385
Surplus from operating activities and before extraordinary items		2,028	874	330
		0		
Extraordinary items				
Net Surplus		2,028	874	330

Ministry of District Administration, Works and Gender Affairs
FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net worth		43,366	41,688	35,140
Net surplus		2,028	874	330
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses		45,393	42,563	35,470
Equity investment		7,524	14,426	6,549
Repayment of surplus		(2,028)	(873)	(330)
Capital withdrawal				
Closing balance net worth		50,890	56,116	41,688

Ministry of District Administration, Works and Gender Affairs
FORECAST BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	7,753	5,078	3,801
Accounts receivable	5	8,941	8,941	9,739
Inventories	6	1,312	1,348	1,348
Other current assets		789	753	
Total Current Assets		18,795	16,120	14,888
Non-Current Assets				
Property, plant and equipment	7	35,801	43,702	30,506
Other non-current assets				
Total Non-Current Assets		35,801	43,702	30,506
Total Assets		54,597	59,821	45,395
Current Liabilities				
Accounts payable	8	1,613	1,612	1,612
Unearned revenue	9	108	108	108
Employee entitlements	10	904	904	904
Other current liabilities		459	459	459
Total Current Liabilities		3,084	3,083	3,083
Non-Current Liabilities				
Employee entitlements	11	623	623	623
Other non-current liabilities	12			
Total Non-Current Liabilities			623	623
Total Liabilities		3,707	3,706	3,706
TOTAL ASSETS LESS TOTAL LIABILITIES		50,890	56,115	41,688
NET WORTH				
Contributed capital		48,862	54,999	41,688
Asset revaluation reserve				
Accumulated surpluses		2,027	1,115	0
Total Net Worth		50,890	56,115	41,688

Ministry of District Administration, Works and Gender Affairs
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		55,163	45,211	42,402
Outputs to other government agencies		2,028	21,555	18,648
Outputs to others		16,614	20,357	19,582
Interest received				
Payments				
Personnel costs		(45,038)	(49,929)	(45,775)
Suppliers		(23,302)	(31,471)	(30,771)
Other payments			(1,984)	(2,035)
<i>Net cash flows from operating activities</i>	13	5,449	3,738	2,051
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(7,524)	(15,975)	(7,863)
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		(7,524)	(15,975)	(7,863)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		7524	14,427	6,549
Repayment of surplus		(2,028)	(873)	(330)
Capital withdrawal				
<i>Net cash flows from financing activities</i>		5,497	13,553	6,218
<i>Net increase/(decrease) in cash and cash equivalents</i>		3,422	1,276	406
Cash and cash equivalents at beginning of period		4,332	3,802	3,395
Cash and cash equivalents at end of period	4	7,753	5,078	3,801

Ministry of District Administration, Works and Gender Affairs
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Ministry of District Administration, Works and Gender Affairs*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities***Accounts Payable***

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

Ministry of District Administration, Works and Gender Affairs
NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	43,131	47,381	43,269
Employer/Government pension expense	1,907	2,548	2,562
Total Personnel Costs	45,039	49,929	45,832

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	21,713	29,065	26,350
Operating lease rentals	1,356	2,250	1,937
Other	233	156	2,427
Total Supplies and Consumables	23,302	31,471	30,713

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings	787	826	767
Vehicles	1,653	1,178	1,222
Aeroplanes	41	91	91
Boats	9	13	6
Furniture and fittings	87	84	130
Computer hardware and software	285	322	143
Office equipment	75	90	70
Other plant and equipment	234	175	156
Other assets	235	39	93
Other infrastructure assets	15	1	0
Total Depreciation	3,422	2,819	2,678

Assets are depreciated on a straight-line

	Years
Buildings	40-60
Infrastructure assets	6-50
Roads and sidewalks	6-50
Water reticulation and sewage	5-15
Other	
Vehicles	4-12
Aeroplanes	9-20
Boats	9-20
Furniture and fittings	3-20
Computer hardware and software	3-10
Office equipment	3-20
Other plant and equipment	5-25

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand	9	2	2
Bank accounts	7,744	5,076	3,799
Deposits with Portfolio Finance and Economic (Treasury)	0	0	0
Total Cash and Cash Equivalents	7,753	5,078	3,801

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet	3,936	3,936	3,981
Outputs to other government agencies	2,770	4,159	2,772
Outputs to others	2,186	2,186	2,186
Interest receivable	0	0	0
Prepayments	22	22	22
Interest Receivable	0	0	0
Other Receivables	25	25	25
Total Gross	8,941	7,261	8,988
Less provision for doubtful debts	0	0	0
Total Net	8,941	10,329	8,988

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)	1,312	1,312	351
Work in Progress	0	0	300
Finished Goods	0	0	661
Total Inventories	1,312	1,312	1,312

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Land	603	0	0	0	0	603
Buildings	13,549	5,313	0	0	787	18,075
Roads and sidewalks	5	0	0	0	0	5
Water reticulation and sewage	0	0	0	0	0	0
Other infrastructure	542	0	0	0	15	540
Vehicles	6,204	948	0	0	1,653	5,499
Aeroplanes	2,560	0	0	0	41	2,519
Boats	77	0	0	0	9	68
Furniture and fittings	99	0	0	0	87	11
Computer hardware and software	695	206	0	0	255	617
Office equipment	877	90	0	0	30	891
Other plant and equipment	3164	535	0	0	75	3,465
Other assets	3,310	431	0	0	234	3,493
Construction in progress	13	0	0	0	0	13
Total	31,698	7,524	0	0	3,422	35,801

	HC or Revalued Amount \$000	Accumulated Depreciation \$000	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Land	603	0	603	603
Buildings	37,147	19,072	18,075	13,549
Roads and sidewalks	5	0	5	5
Water reticulation and sewage	0	0	0	0
Other infrastructure	2,001	1,461	540	542
Vehicles	32,035	26,536	5,499	6,204
Aeroplanes	2,839	320	2,519	2,560
Boats	100	32	68	77
Furniture and fittings	1,042	1031	11	99
Computer hardware and software	2,378	1,761	617	695
Office equipment	1,675	784	891	877
Other plant and equipment	7,967	4,502	3,465	3164
Other assets	3,853	359	3,493	3,310
Construction in progress	13	0	13	13
Total	91,658	55,858	35,801	31,698

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Trade Creditors	825	1,572	1,572
Operating lease rental	9	9	9
Accruals	779	31	31
Other Accounts Payable	-	0	0
Total	1,613	1,612	1,612

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance	108	108	108
Total	108	108	108

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	904	904	904
Other salary related entitlements	-	0	0
Total Employee Entitlements	904	904	904

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	623	623	539
Other salary related entitlements	-	0	0
Total	623	623	539

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable	0	0	0
Provision for restructuring	0	0	0
Accounts payable	0	0	0
Unearned revenue	0	0	0
Other	0	80	0
Total	0	80	0

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast	2008/9 Est. Actual This Year	2007/8 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)	2,028	874	1,594
Non-cash movements			
Depreciation	0	0	0
Depreciation	3,421	2,819	2,257
Increase in provision for doubtful debts	0	0	0
Increase in payables/accruals	0	0	(555)
Net gain/loss from sale of fixed assets	0	0	0
Net gain/loss from sale of investments	0	0	0
Increase in other current assets	0	0	0
Increase in receivables	0	44	(277)
Net cash flows from operating activities	5,449	3,738	3,019

BUDGET 2009/10

Annual Budget Statement

for

***Ministry of Health, Environment, Youth, Sports and
Culture***

For the financial year ending

30 June 2010

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005 Revision)

Contents

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

The Ministry of Health, Environment, Youth, Sports and Culture is responsible for a wide range of services critical to the well-being of the people of the Cayman Islands. The Ministry will ensure a healthy population through the development and implementation of strategic policies and legislation; it will ensure sustainable use of natural resources and the environment, as well as the development of the youth through innovative programmes.

The departments/units under the Ministry of Health, Environment, Youth, Sports and Culture include: Public Health, Environment, Youth, Sports, Cadet Corps and the Health Regulatory Services.

Department of Environment

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

Sports

The Department of Sport's primary function is to provide sporting activities as a mechanism for social integration and development.

Cadet Corps

The Cadet Corps' main activity is to provide discipline and to develop leadership skills through the use of a military structure. The cadets will learn about field craft, map and compass, the Cayman Island's civics and history. The Cadets will also participate in community service activities and water sports activities. They will learn how to conduct and manage themselves in everyday life.

Youth

Empowerment of our youth through education such that their leadership skills, sense of national pride and civic responsibility are developed and they are able to achieve their full potential and become productive citizens.

Health Regulatory Services

The Health Regulatory Services will ensure that the provision of health insurance in the Cayman Islands is well regulated and that greater assistance is provided to the public in resolving complaints.

Through the Health Practice Commission, the Health Regulatory Services will provide supervision of the four Health Practice Councils, Policy Advice to the Ministry of Health, Environment, Youth, Sports and Culture and regulate healthcare facilities.

Scope of Activities

Department of Environment

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

Sports

The Department's scope of activities is intrinsically related to the needs of the community, sport associations, clubs, schools and youth organizations. The scope of activities includes and is not limited to: local and international games and events, training and development programmes, recreational and community events.

Cadet Corps

- Drill Training
- Civic and citizenship programmes
- Music and Band training
- Social Behavioral Adjustment programme
- Community Service
- BTEC Diploma in Public Service

Youth

Monitoring youth service providers to ensure vibrant youth programmes are run in each district and the management of mechanisms called for in the Youth Policy (such as the Youth Assembly) which empowers youth to be meaningfully involved in decision making forums. The Unit also collaborates with other services providers to ensure that young citizens access all services provided for the general populace.

Health Regulatory Services

The department's scope of business includes advising the Minister on any matter relating to health insurance, including advice on amendments to the Health Insurance Law and Regulations. The department investigates and resolves complaints and provides advice on fees to be paid by Approved Insurers to healthcare providers for healthcare benefits provided to compulsorily insured persons. It also has responsibility for the monitoring, assessment and regulation of premium rates charged by Approved Insurers for the Standard Health Insurance Contract, the collection of the Segregated Insurance Fund payments, the monitoring of the number of insured persons and the provision of a public education programme on health insurance.

Through the Health Practice Commission the department will do the following:

- Register and License Health Care Practitioners within their respective councils
- Certification of Health Care Facilities for operation
- Ensure compliance of healthcare facilities to international standards through the process of inspection
- Educate the public on the role of the Commission
- Collaborate with international and regional agencies to ensure an international standard of professional practice is required and maintained by all licensed practitioners

Customers and Location of Activities

Customers of the Ministry of Health, Environment, Youth, Sports and Culture include members of the public, members of Cabinet, members of the Legislative Assembly and public servants, private and public sector entities, health practitioners, health service providers, sports and youth organisations.

The Ministry of Health, Environment, Youth, Sports and Culture delivers services throughout the Cayman Islands.

2. Strategic Ownership Goals

The key strategic ownership goals for the *Ministry of Health, Environment, Youth, Sports and Culture* in 2009/10 and the subsequent two years are as follows:

Department of Environment

- Development of a National Sustainable Development Framework
- Planning and implementation of a terrestrial system of protected areas
- Implementation of the National Conservation Law
- Climate change adaptation and mitigation

Sports

The Department of Sports ownership performance is strongly connected to the various Sporting Associations, Clubs, Non Profit Organizations, Schools, Community and Church sporting activities. Each one of these agencies that are mentioned works as a tightly knit chain where development and performance of the human beings are the paramount.

The Department uses three methods to achieve development and performance in the Cayman Islands which are: Social/ Recreational/ Community Sporting Activities, National Program and assisting the Public and Private School with Sport.

The Department has an array of strategies to achieve its goal's which are as follows:

- To organize workshops and seminars to update and qualify individuals in a specific sport who have an interest in conducting sports programs within the community
- Assist the public and private schools in organizing their sport/physical education programs and coaching of students
- Assist in organizing various tournaments to acquire student and athlete participation.
- Assist in organizing leagues which cater to high performance athletes and events for recreational purposes
- To provide maintenance to all Government owned sporting facilities which are managed and operated by the Department

Cadet Corps

- Recruit cadets and maintain at least 75% attendance of at least 120 cadets
- To establish and maintain a standard of cadetting that is comparable internationally
- Develop leadership skills in cadets
- To ensure that cadetting is enjoyable
- To ensure that Cadets in the Cayman Islands are always well equipped
- To provide knowledge that will foster individual development
- To enhance community and citizenship awareness
- To ensure that our cadets have 75% pass rate in the BTEC Diploma in Public Service
- Establish cadet units/detachments within districts and secondary school across the islands
- To create frameworks for learning, training and improving employment qualifications
- To develop employment skills, training programmes that meet market needs

Health Regulatory Services

- To maintain a public education campaign on health insurance in the Cayman Islands
- To resolve disputed complaints and queries arising from the provision of health insurance
- To carry out the regulatory functions of the Health Insurance Commission as prescribed under the law and regulations
- To effectively collect the Segregated Insurance Fund payment and monitor the number of insured persons in the Cayman Islands
- Expansion of the facility registration process to include inspections
- Development of standards for all healthcare facilities in the Cayman Islands
- Ensure public access to information regarding all registered healthcare practitioners
- Development of new and strengthening of present links with international counterparts

3. Ownership Performance Targets

The ownership performance targets for the *Ministry of Health, Environment, Youth, Sports and Culture* for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$	2008/9 Estimated Actual \$
Revenue from Cabinet	11,562,849	11,574,137
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others	295,545	302,321
Surplus/deficit from outputs		
Ownership expenses	0	0
Operating Surplus/Deficit	0	0
Net Worth	13,213,034	13,213,034
Cash flows from operating activities	(536,883)	
Cash flows from investing activities	(817,500)	
Cash flows from financing activities	817,500	
Change in cash balances	(536,883)	

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	151.59%	118.96%
Total Assets: Total Liabilities	1714.16%	1052.92%

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed	125	121
Staff turnover (%)		
Managers	0%	0%
Professional and technical staff	0%	0%
Clerical and labourer staff	0%	0%
Average length of service (number of years in current position)		
Managers	5	5
Professional and technical staff	1	1
Clerical and labourer staff	1	1
Changes to personnel management system:	None	None

Physical Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Value of total assets	\$14,899,750	\$14,599,623
Asset replacements: total assets	5.9%	%
Book value of assets: initial cost of those assets	91%	%
Depreciation: cash flow on asset purchases	30%	%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
Fit out cost for relocation of Cadet Corps, Youth and Sports as part of rationalisation of lease rentals; expected savings in rentals, utilities and shared staff costs.	100,000
Fit out cost for relocation of the Health Regulatory Services	50,000
Completion of track perimeter at Truman Bodden Complex, Annex Field, Ed Bush Stadium and Bodden Town	250,000
Acquisition of equipment to maintain sports facilities	85,000
Replacement vehicle CYB	40,000
Replacement vehicles GCM	80,000
Replacement boat engines	30,000
Replacement computers	18,000
DoE compound fill and fencing	55,000
Design and permits for workshop/ wet lab/ animal holding facility	25,000
DoE Building renovations and security	80,000
Replacement underwater drill	4,500

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2009

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Draft National Conservation Law (NCL) not passed by Legislative Assembly	No change	Continued efforts to ensure NCL is passed.	Undetermined
Volunteers to the Cadet Corps may quit the Corps	Not change	Improved volunteer training	Undetermined

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget \$	2008/9 Estimated Actual \$
Equity Investment from Cabinet into the <i>Ministry of Health, Environment, Youth, Sports and Culture</i>	817,500	
Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of Health, Environment, Youth, Sports and Culture</i>		

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

MHE 1	Administrative Services for the Minister	\$840,938
Description The provision of administrative services for the Minister and Cabinet including: • Production of Cabinet Papers and Notes • Production of speeches and statements required by the Minister • Production of answers to Parliamentary Questions • Replies to correspondence • Initiate and research information for Press Releases and Public Service Announcements • Preparation of Press Briefings for media		
Measures Quantity • Number of hours of administrative services • Number of Cabinet papers and notes produced • Number of speeches, statements and any other information requested by the Minister • Number of responses to Parliamentary Questions • Number of press releases and Public Service Announcements • Number of statements for press briefings Quality • All information subject to internal peer review • Cabinet Papers and Notes are accurate and meet Cabinet guidelines • Accurate, easily understood and appropriate: - o Speeches and statements - o Responses to Parliamentary Questions - o Correspondence - o Press releases - o Public service announcements • Delivery of clear, appropriate and timely information for Media Timeliness • Cabinet Papers and Notes submitted to Cabinet Office by Wednesday to be placed on the agenda of the following week • Speeches and statements finalised no later than two days prior to due date • Responses to Parliamentary Questions submitted to Minister within ten working days of receipt • Replies to correspondence marked "urgent" completed within three working days of receipt. Routine replies to correspondence completed within seven working days • Press releases and Public Service Announcements to be initiated and background information dispatched to GIS no later than three working days after request is received • Press Briefings and other briefing notes are prepared within time period stipulated by Honourable Minister/Chief Officer Location Cayman Islands Cost		2009/10 Budget 5,000-6,500 25-35 25-35 5-10 10-15 5-10 90-100% 90-100% 90-100% 90-100% 90-100% 90-100% 90-100% 90-100% 90-100% 100% \$840,938
		2008/9 Estimated Actual N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A \$0
Related Broad Outcomes 12. Developing our Youth 13. Improving Healthcare 14. Addressing Energy and the Environment 16. Preserving our Culture		

MHE 2	Development of Legislation	\$323,354
Description Provision of original and revised drafting instructions for revision or creation of the following laws: • Cayman National Cultural Foundation Law • Health Practice Law • Tobacco Law and Regulations • National Conservation Law		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of drafting instructions or commentary prepared • Number of bills sent to Cabinet for approval • Number of bills sent to the Legislative Assembly for approval	3-6 2-5 2-5	N/A N/A N/A
Quality • Research and review current information to inform process of recommending revision to Laws • Provide clear, accurate and relevant drafting instructions and comments for the above Bills • Drafting instructions subject to peer review and signed off by the Chief Officer • Legislative Counsel rate instructions and comments as clear and relevant	90-100% 90-100% 90-100% 90-100%	N/A N/A N/A N/A
Timeliness Drafting instructions and commentary submitted to Legislative Counsel within timelines stipulated by the Honourable Minister.	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$323,354	\$0
Related Broad Outcomes: 12. Developing our Youth 13. Improving Healthcare 14. Addressing Energy and the Environment 16. Preserving our Culture		

MHE 3	Policy Advice to the Minister	\$457,374
Description Conduct research and a review of services to provide policy advice to the Minister and Cabinet on the following: • Mental Health • Primary Health Care • Public Health • Health Insurance • Environment • Youth and Sports		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours of policy advice Policy papers on: • National Mental Health Plan • Public Health • Health Insurance • Primary Health Care • Environment • National Sports Policy	3,000-4,500	2,194
Quality • Research and review relevant information prior to completing policy to ensure accuracy and clarity, relevance to stakeholders, and consistency with objectives • Drafting of policy statements subject to review of Deputy Chief Officer and signed off by the Chief Officer	90-100%	N/A
Timeliness All policy papers will be completed within timelines stipulated by the Honourable Minister	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$457,374	\$0
Related Broad Outcomes: 12. Developing our Youth 13. Improving Healthcare 14. Addressing Energy and the Environment 16. Preserving our Culture		

MHE 7	Monitor the Performance of Statutory Authorities, Government Companies and Non-Governmental Organisations	\$403,282
Description Monitor and review the delivery of outputs for: - Statutory Authorities (Health Services Authority, Cayman Islands National Insurance Company, National Drug Council, Cayman Islands National Museum, National Gallery and Cayman National Culture Foundation) - Government-Owned Companies - Youth, Sports and Cultural Organizations		
Measures Quantity - Number of Purchase Agreements - Number of Ownership Agreements - Collate Semi-annual Reports - Number of payment transactions - Meetings attended Quality - Purchase agreements to contain quantity, quality, cost and timeliness measures and to meet standards specified in the Public Management and Finance Law (2005 Revision) - Ownership agreements to conform to approved scope of business and financial parameters in accordance with the Public Management and Finance Law (2005 Revision) - Satisfaction of the Minister that the material incorporates and accurately reflects the agreed performance - Manage payments to ensure they are supported by evidence of output delivery - Reports are accurate, relevant and submitted within agreed timelines Timeliness - Purchase Agreements/Ownerships are finalized within specified deadline - Reports submitted on or before the 10th working day after the end of the quarter - Payment process in accordance with timeline specified in the Purchase Agreement Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	40-50	N/A
	6	N/A
	2	N/A
	300-350	N/A
	12-14	N/A
	90-100%	N/A
	90-100%	N/A
	90-100%	N/A
	90-100%	N/A
	75-100%	N/A
	95-100%	N/A
	75-100%	N/A
	75-100%	N/A
	100%	N/A
	\$403,282	\$0
Related Broad Outcomes 12. Developing our Youth 13. Improving Healthcare 14. Addressing Energy and the Environment 16. Preserving our Culture		

MHE 15	Coastal Works	\$123,593
Description Processing of coastal works applications for Cabinet review and approval		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of Cabinet papers submitted - Number of coastal works approval letters issued - Number of coastal works licenses issued and paid	20-40 15-20 10-15	20-40 15-20 10-15
Quality - All Cabinet papers will include the written advice of the technical Advisory Committee of the Department of Environment and other relevant agencies - Approval letters will be clear, unambiguous and expressly set out Cabinet conditions of approval	100% 100%	100% 100%
Timeliness - Completed applications will be reviewed within three weeks - Cabinet Papers will be submitted within two weeks of receipt of technical report - Approval letters issued within 7-14 days of cabinet approval - Licenses issued within 7-14 days of payment	90% 90% 90% 90%	90% 90% 90% 90%
Location Cayman Islands	100%	100%
Cost	\$123,593	\$208,488
Related Broad Outcomes 2. Restoring Prudent Fiscal Management 14. Addressing Energy and the Environment		

Note: This output was previously MTE 14 under the Ministry of Tourism, Environment, Investment and Commerce.

ENV 13	Installation and Maintenance of Public Moorings and Regulatory Markers	\$261,659
Description Installation and maintenance of the Cayman Islands Marine Parks' regulatory markers and provision of Cayman Islands Public Mooring Programme. Services include: • Marker site selection, installation, monitoring and maintenance • Maintenance of marker location database • Mooring site selection, installation, monitoring, maintenance and • Maintenance of mooring location database		
Measures Quantity • Number of marine park markers installed / repaired • Number of moorings replaced on an annual basis • Number of existing moorings repaired annually Quality • Percentage of marine park markers in functional condition • Percentage of moorings in safe and functional condition Timeliness • Damaged or missing markers repaired within five working days of report • Damaged or missing moorings repaired within five working days of report • All existing single pin moorings replaced by end of calendar year Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	20-50	90-120
	200-300	250-312
	70-100	100-200
	95%	95%
	95%	95%
	85%	85%
	90%	90%
	90%	90%
	100%	100%
\$261, 659	\$330,857	
Related Broad Outcome: 14. Addressing Energy and the Environment		

Note: This output was previously ENV 2 under the Ministry of Tourism, Environment, Investment and Commerce.

ENV 14	Environmental Policy Advice	\$256,851
Description Provide scientific reviews, management recommendations and policy advice for Government Ministries and other relevant agencies and Boards on a variety of environmental subjects including but not limited to the following: Establishment of a comprehensive sustainable development strategy, Climate Change Adaptation and Mitigation, the Cayman Islands Marine Parks, Animal Sanctuaries, other protected areas and the implementation of Multilateral Environmental Agreements (MEA), including review and updating of local environmental legislation.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Reviews, reports and recommendations conducted - Number of new and existing MEAs reviewed - Review of protected areas	20-50 1-5 1-2	20-50 1-5 1-2
Quality - All reviews, reports and recommendations will meet Department of Environment d Ministry requirements based on discussion and feedback between the relevant agencies - compliance - Be based on consensus advice received from DOE staff members responsible for planning, reviewing or formulating - compliance - Be based on consultation, advice and review by outside environmental experts when appropriate - compliance - Be based on thorough understanding of environmental and scientific issues following an extensive review by DOE staff - compliance - Presented in a clear, concise and professional manner - compliance - Approved by the Director of Environment - compliance	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
Timeliness All review, reports and recommendations to be conducted and concluded within time frames agreed between relevant agencies - compliance	100%	100%
Location - Cayman Islands - Overseas meetings, conferences seminars and workshops relevant to the MEA will be attended when appropriate	100% 100%	100% 100%
Cost	\$256,851	\$408,366
Related Broad Outcome: 14. Addressing Energy and the Environment		

Note: This output was previously ENV 3 under the Ministry of Tourism, Environment, Investment and Commerce

ENV 15	Administration of Environmental Legislation	\$125,392	
Description Perform functions of Scientific Authority for Convention on International Trade in Endangered Species of Flora and Fauna (CITES) and provide administration and permitting services to the Marine Conservation Board and other Boards and Committees as necessary. This includes: • Implementation of the Endangered Species Trade and Transport Law (2004) • Implementation of proposed National Conservation Law • Reviewing and issuing CITES import and export permits • Production of CITES Annual Country Report and • Provision of scientific reviews of new and existing CITES requirements • Issuing speargun, turtle fishing, seine net, fish pot and fishing licences • Issuing Ocean Disposal Permits; • Issuing Wildlife Interaction Zone Licences • Acting as Marine Conservation Board Secretary • Hosting Marine Conservation Board and Aggregate Advisory Committee meetings			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of CITES Import, Export and Re-Export permits processed • CITES annual country report submitted to UK Management Authority • Number of CITES reports and recommendations to CI MA • Number of various licences issued • Number of meetings hosted/number of minutes prepared		35-70 1 1-7 150-200 6-12	70-100 1 1-7 150-200 6-12
Quality • Percentage of CITES Permits accepted at final destination as correct • CITES annual country report accurately prepared in accordance with the standard format and accepted by the CITES Secretariat in Geneva • All CITES reports and recommendations to CIMA will be based on consensus of advice and thorough understanding of issues following an extensive review by Department of Environment staff and will be - o Presented in a clear, concise and professional format - o Approved by the Director of Environment • Licences issued in accordance with the Marine Conservation law • Minutes accurately describe events/less than three revisions per draft		95% 100% 100% 100% 100% 100% 100%	95% 100% 100% 100% 100% 100% 90%
Timeliness • CITES permits issued within 14 days of local application and all necessary documentation • Annual report submitted to CITES Secretariat within established time-frame • Licences issued within five working days of submission of all necessary documentation • Meeting room available as scheduled/minutes prepared prior to meeting		95% 100% 90% 95%	95% 100% 90% 95%
Location Cayman Islands		100%	100%
Cost		\$125,392	\$152,749
Related Broad Outcome: 14. Addressing Energy and the Environment			

Note: This output was previously ENV 5 under the Ministry of Tourism, Environment, Investment and Commerce

ENV 17	Research and Monitoring of Natural Resources	\$912,220	
Description			
Provide scientific research, monitoring and assessment services of the marine and terrestrial natural resources of the Cayman Islands			
Services include:			
• Annual monitoring and assessment of culturally important fisheries stocks, coral reef, sea grass, mangrove and other marine habitats • Monitoring and assessment of ecologically important terrestrial communities and species • Assistance with studies commissioned by Government or DOE and conducted by external consultants • Co-ordination of visiting scientist programme • Provision of environmental advice and short-term rapid assessment for incidents, events and activities impacting the environmental resources • Provision of routine marine water quality monitoring services			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity			
• Number of monitoring programmes		5-10	5-10
• Number of research programmes		4-8	4-8
• Number of reports written		1-5	1-5
• Number of external studies assisted		1-5	1-5
• Number of visiting scientists		2-6	2-6
• Number of short-term rapid assessments conducted		1-5	1-5
Quality			
• Research and Monitoring programs will be conducted using internationally recognised scientific protocols and address environmental and natural resource issues of the Cayman Islands		100%	100%
• Study reports, findings and recommendations will be written and reported in a clear, concise and professional manner and will be:		100%	100%
- o Based on a consensus of advice and thorough understanding of environmental and scientific issues following an extensive review by DOE staff		100%	100%
- o Based on additional advice sought from other agencies and professionals, both locally and overseas as appropriate		100%	100%
• Periodically submitted for peer review and publication in international journals		100%	100%
• Approved by the Director of Environment		100%	100%
Timeliness			
• All Research and monitoring programs completed within designated or agreed time schedules - compliance		90%	90%
• Project and monitoring status reports produced annually		90%	90%
Location			
Cayman Islands		100%	100%
Cost		\$912,220	\$1,158,496
Related Broad Outcome:			
14. Addressing Energy and the Environment			

ENV 18	Aquaculture Development Services and Species Enhancement Programmes	\$106,233
Description Provide aquaculture development services and species enhancement programmes for the Cayman Islands including: • Development of an Aquaculture Policy • Review and recommendations for potential aquaculture projects • Scientific and logistical support to approved Caymanian aquaculture projects • Scientific review and implementation of species enhancement programmes to assist locally threatened species • Review of exotic species importation requests		
Measures Quantity • Number of local individuals assisted • Number of potential aquaculture proposals reviewed • Number of species importation requests reviewed Quality • Aquaculture Development services will be conducted using internationally recognised aquaculture techniques • Advice in assistance for local projects based on current standards and best management practices • Address environmental and natural resource issues • Assist diversification of Caymanian-owned businesses • Follow criteria and protocols established in Aquaculture Development Policy • Study reports and research findings will be reported in a clear, concise and professional manner • Periodically submitted for peer review and publication in international journals Timeliness All Aquaculture Development services and programs completed within time schedules agreed between client and the department	2009/10 Budget	2008/9 Estimated Actual

Note: This output was previously ENV 8 under the Ministry of Tourism, Environment, Investment and Commerce.

ENV 20	Marine Pollution and Natural Resource Damage Incident Response	\$93,307
Description To provide oil spill contingency planning and response services in accordance with the local legislation and international agreements in the event of a marine pollution incident and to respond to natural resources damage incidents Services include: • Production and updating of the manual entitled CI National Oil Spill Contingency Plan • Provision of Oil Spill Response Management Services • Provision of tier one response equipment stockpile • Provision of appropriate response to natural resource damage incidents		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of incidents responded to • Responder staff training days • Equipment maintenance days	10-25 4-10 20-36	15-25 9-12 12-18
Quality • Compliance with OPRC convention • All equipment in serviceable condition • Contingency plan current • Incident response commensurate with environmental threat as assessed by a qualified individual	90% 80% 90% 90%	90% 80% 90% 90%
Timeliness • Incidents responded to on same day as report received • Oil Spill response capabilities available 24 hours a day for whole year	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$93,307	\$155,787
Related Broad Outcome: 14. Addressing Energy and the Environment		

Note: This output was previously ENV 10 under the Ministry of Tourism, Environment, Investment and Commerce.

PHD 4	Administration of Public Health Programmes and Policy Advice to the Minister	\$169,777
Description Provision of administrative services for the Public Health programmes and policy advice to the Minister including: • Preparation of programme documents for various public health programmes such as HIV/AIDS, school health, immunization, Influenza pandemic, tobacco control • Monitor and review the implementation of the public health programmes listed above • Monitor and review the public health outputs to Health Services Authority, CAF, Red Cross and Hospice Care • Maintain the Tobacco Traders Register		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of hours of administrative services • Number of hours in updating Public Health Laws and Regulations • Number of policy advice papers submitted • Number of programme documents / manuals prepared • Number of reviews of the programmes (quarterly) • Number of reports prepared (quarterly)	200-250 35-50 2-5 2-5 4 4	200-250 38-50 1-2 1-2 1 1
Quality • Programme documents and programme meet the quality review of Caribbean Epidemiology Centre (CAREC) / Pan American Health Organization (PAHO) • Policy papers and reports are accurate and subject to peer review • Monitoring system in accordance with international recommendations	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
Timeliness • Quarterly reviews conducted within four weeks of reports • Tobacco traders registration issued within three working days	100% 100%	100% 100%
Location Services provided through offices located in George Town, West Bay, Bodden Town and Cayman Brac.	100%	100%
Cost	\$169,777	\$112, 242
Related Broad Outcome: 13. Improving Healthcare		

PHD 5	Epidemiology and Disease Control	\$1,186,819
Description Monitoring, investigation and control of communicable (infectious) diseases. This includes: • Collection and compilation of communicable disease data • Investigation and application of relevant control measures • Stock piling of drugs and equipment • Provision of vaccines		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of communicable disease reports compiled from thirty-two reporting sites • Number of communicable disease cases/contacts investigated • Number of Epidemiology reports prepared • Number of press releases issued • Number of courses, treatment for flu pandemic stock piled • Establish a dedicated Flu Clinic at HSA	10-15 150-200 8-12 3-7 3,000-4,000 1	13 50-63 3 3-4 3,125 N/A
Quality • Percentage of sites reporting weekly • Percentage of cases investigated as per communicable disease protocols • Percentage of clients informed of results within 48 hours of receipt • Monthly reports on the operation of Flu Clinic	100% 95-100 98-100 1	100% 95-100 98-100 N/A
Timeliness • Percentage Compliance with weekly surveillance reports to CAREC • Percentage of cases where investigation is initiated within 48 hours of report • Availability of Tamiflu when needed • Dedicated Flu Clinic – October 2009 to March 2010	100% 95-100% 100% 100%	100% 95-100% 100% N/A
Location Services provided through offices located in George Town, West Bay, Bodden Town and Cayman Brac.	100%	100%
Cost	\$1,186,819	\$296,597
Related Broad Outcome: 13. Improving Healthcare		

PHD 6	Health Promotion	\$192,145
Description Provision of community health education that addresses the priority health needs of the population of the Cayman Islands including programme such as: • Workplace health and wellness • Diabetes education programmes • Cardiac care program through provision of defibrillators at public places • Promote physical activity through provision of equipment in the community		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of workplace health and wellness programmes conducted • Number of diabetes education courses organized • Number of community health events organized, such as World Health Day and World AIDS Day • Number of defibrillators provided • Number of pieces of physical activity equipment in the Community	5-10 2-5 1-2 5-13 3-4	3 2 1-2 5-13 3-4
Quality • Percentage of participants satisfied (average per survey respondents) • Percentage of participants improved in fitness	75% 50%	75% 50%
Timeliness Percentage of sessions/events conducted as scheduled	95%	95%
Location Cayman Islands	100%	100%
Cost	\$192,145	\$81,161
Related Broad Outcome: 13. Improving Healthcare		

DSP 9	Maintenance and Operational Management of Sports and Recreational Facilities	\$1,534,217
Description Government owned sports and recreational facilities are maintained/ managed to ensure safety, security and competition standards are adhered to. To ensure that necessary systems/ processes are in place for efficient utilization of facilities by community groups and organizations as well as minimize damages during use.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of Facilities maintained for International Competition - Track 1 - Fields 3 - Number of Facilities maintained for local competition and general recreation - Fields 11 - Hard Courts 11 - Pools 1		
Quality - Facilities designated for recreational competitions maintained at the highest levels to ensure accessibility, safety and security of the public 100% - Facilities designated for International Competitions maintained at standards set by governing sport bodies to ensure readiness and compliance with respective regulations 100%		
Timeliness - Facilities will be in a state of readiness for scheduled events 90-100% - Scheduling of sporting facilities within two business days 90-100% - Facilities maintained continuously throughout the year 90-100%		
Location Cayman Islands	100%	100%
Cost	\$1,534,217	\$865,303
Related Broad Outcome 15. Strengthening our Infrastructure		

Note: This output was previously DPS 1 under the Ministry of Education, Training, Employment, Youth, Sports and Culture.

DPS 10	Sport Education and Training	\$1,336,966
Description The provision of technical education and training primarily in six focus sports, from novice-elite levels, via community recreational programmes, national programmes, after-school programmes, summer camps and school sessions. Workshops conducted for the focus sports to facilitate coach and umpire development.		
Measures Quantity Number of sport programmes conducted - Community programmes - Summer camps - National programmes - Number of coaching sessions in schools (Public and Private) - Number of sports workshops conducted Quality - Programmes, camps and workshops are conducted by technical staff trained to standards set by the international governing body for the particular sport - School sessions aligned and conducted in compliance with school strategy/plan/curriculum Timeliness Provision of services in the timeframe established in conjunction with associations Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	40-44	40-44
	6-7	6-7
	13-16	13-16
	4,000-4,400	5,200-5,700
	10-12	10-12
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	100%	100%
	\$1,336,966	\$2,352,862
Related Broad Outcomes 7. Education: The Key to Growth and Development 12. Developing our Youth		

This output was previously DSP 4 under the Ministry of Education, Training, Employment, Youth, Sports and Culture.

CAD 4	Cadet Corp Training Program	\$402,062	
Description			
- Provision of an internationally recognized 4 star Cadet Corp program in Grand Cayman and Cayman Brac for youth including: - Land and marine training; - Training programme that develops physical and mental endurance - Volunteer and officer training - Regular reporting to parents - Participate in National Parades including: Remembrance Day, Heroes' Day, and Queen's Birthday. There are also local parades including Passing Out (Enrollment) and Awards/ Closing Parades. There are also special ceremonies including state visits, special conferences opening ceremonies where cadets bear the flags and sing the national song/anthem. This promotes education on Civic knowledge, enhances National pride and supports community involvement and citizenship education			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity			
- Number of training sessions (25-32 monthly) - Number of Parades (including National and Local Cadet Parade) attended		275-352 6-10	25-32 6-10
Quality			
- Training is in accordance with the Cadet Training handbook and regional and international standards - Land and Marine training conducted by competent drill instructors - Attendants at National Parades demonstrate knowledge of the parade		95% 95% 95%	95% 95% 95%
Timeliness			
- The Training Programme operates outside school hours Monday to Friday 4:00pm – 8:00pm and every Saturday 9:00am – 12:00pm during school term - Attend parades as scheduled by the organizers		95% 95%	95% 95%
Location			
Grand Cayman and Cayman Brac		100%	100%
Cost		\$402,062	\$497,831
Related Broad Outcome			
12. Developing our Youth			

Note: This output was previously CAD 1 under the Portfolio of Internal and External Affairs.

CAD 5	Cadet Corp Camps	\$83,141	
Description Plan and attend Camps and competitions which are used for testing and advancement in star levels. The Commandant has an opportunity to personally assess the progress of fulltime staff, part-time/ volunteers and cadets within a residential environment. Based on the competencies they have developed, cadets are expected to attend and participate in regional and international camps and competitions annually. These include: • The International Army Cadet Exchange (there are presently 10 countries involved with which we may exchange cadets) • The Regional Cadet Camp and Regional Commandants' Conference held at different Caribbean • Local annual camp • International Cadet Challenge camp • Adult Training Camp for Instructors and Officers			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity • Cadet Camp – local • Cadet Camp – regional		2-4 2-4	4 2
Quality • Camps cover all areas of cadet training such as, drill training, civic knowledge, field Craft and first aid • Cadets are comparable to their counterparts regionally and internationally in reference to their competencies at each star level and rank when attending international camps		95% 95%	95% 95%
Timeliness Camps held on weekends for 2 days and 14 days		95%	95%
Location Grand Cayman and Cayman Brac		95%	95%
Cost		\$83,141	\$95,795
Related Broad Outcome 12. Developing our Youth			

Note: This output was previously CAD 2 under the Portfolio of Internal and External Affairs.

CAD 6	Diploma Programme	\$74,156
Description Vocational and technical qualifications through the Business and Technology Education Council(BTEC) training programme. This allows cadets to earn a Diploma in Public Service (equivalent to four O'Level) and Music. These cadets at the same time are being prepared for induction in the local uniform services		
Measures Quantity Number of training session Quality • Delivery of modular units by trained instructors based on the BTEC programme administered by the CADET Vocational Qualification Officer programme in the UK • Course are delivered in accordance with the cadet Training Manual • Completion of two outdoor camps and at least one hour classroom session per module Timeliness Completion of the BTEC diploma within 24 months of the starting date. Location Grand Cayman and Cayman Brac Cost	2009/10 Budget	2008/9 Estimated Actual
	48-52	N/A
	95%	95%
	95%	95%
	95%	95%
	95%	95%
	\$74,156	\$71,789
Related Broad Outcomes 7. Education: The Key to Growth and Development 12. Developing our Youth		

Note: This output was previously CAD 3 under the Portfolio of Internal and External Affairs.

YSU 7	Monitoring Youth Development Work	\$240,125
Description Monitoring of youth service providers funded by Ministry with responsibility for Youth Affairs.		
Measures Quantity - Number of quarterly planning and reporting sessions - Number of Life Skills sessions Quality - Meetings should ascertain that the programme meets regularly and that its calendar of events is on target - Life skills sessions are timely and age appropriate and presented by qualified personnel Timeliness Reporting, recommendations and Life Skills session conducted quarterly Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	12	N/A
	4	N/A
	80-100%	N/A
	80-100%	N/A
	100%	N/A
	100%	N/A
	\$240,125	\$0
Related Broad Outcome 12. Developing our Youth		

Note: This is a new output for 2009/10 Budget.

YSU 8	Youth Leadership and Governance	\$246,520
Description Facilitation of a number of programmes whereby youth research and share (educate themselves and peers) their perceptions on national and international issues and platforms from which their recommendations may be considered in the national agenda.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of position papers produced by the Cayman Islands National Youth Assembly - Number of unit newsletters - Number of radio shows - Number of monthly community youth meetings - Number of summer programmes	2-3 4 47-49 N/A 2	3-4 4 48-52 12 2
Quality - Adheres to the standard of excellence for sound position papers set by the Youth Services Unit - Adheres to the standard for proper newsletters as set by the Youth Services Unit - Adheres to the quality measures held by Radio Cayman - Adheres to the standard of excellence for quality meetings held by the Youth Services Unit - Adheres to the standards of meaningful programme planning and delivery held by the Youth Services Unit	80% 80% 100% N/A 100%	80% 80% 100% 80% 100%
Timeliness - Position Papers are submitted for review within required timelines - Newsletters are produced quarterly - Radio shows are broadcast weekly - Community meetings are held monthly - Summer programmes are held annually	100% 100% 80-100% N/A 100%	100% 100% 80-100% 80-100% 100%
Location Cayman Islands	100%	100%
Cost	\$246,520	\$226,152
Related Broad Outcome 12. Developing our Youth		

This output was previously YSU 5 under the Ministry of Education, Training, Employment, Youth, Sports and Culture.

HRB 8	Administrative Services and Policy Advice to the Honourable Minister, Boards and Councils	\$359,725
Description • Production of papers, speeches, statements, responses to questions, replies to correspondence and board minutes • Advise the Minister on any pertinent matter relating to Health Insurance and Health Practice including, the Standard Health Insurance fees • Review and Research Legislation • Monitor the number of indigent persons • Administrative services to the Board and Councils		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of papers, speeches, statements, responses to questions, and replies to correspondence • Number of research reports outlining Standard Health Insurance Fees • Number of reports on the performance of health insurance stakeholders to the Board • Number of reviews and research carried out on legislation • Number of reviews/ amendments to indigent list • Number of board minutes produced	15-25 1 8-15 2-5 8-12 60-70	15-20 1 8-12 2-4 8-12 10-12
Quality • Reports/minutes and responses are accurate and relevant and subjected to peer review • Research reports complies with the Standard Health Insurance Fees legislation • Reviews and amendments according to legislation and guidelines	95-100% 95-100% 95-100%	95-100% 95-100% N/A
Timeliness • All advice and reports and responses delivered within the agreed timeframe • Recommendations/reviews delivered to the Ministry within the agreed timeframe	95-100% 95-100%	95-100% 95-100%
Location Cayman Islands	100%	N/A
Cost	\$359,725	\$221,644
Related Broad Outcome 13. Improving Healthcare		

HRB 9	Inspection of Health Care Facilities	\$76,997
Description Establish and maintain inspection program for health care facilities in accordance with the Health Practice Law (2005 Revision) and Regulations (2005 Revision)		
Measures Quantity - Number of facilities inspected - Number of site visits - Number of follow-up visits to ensure compliance with improvement recommendations - Number of reports submitted to Ministry - Number of policies and procedures for inspection of health care facilities Quality - Conducted in accordance with the Health Practice Law (2005 Revision) and Regulations (2005 Revision) - Completed by qualified and inspector and done according to established policies and procedures - Reports clearly set out inspection findings and submitted to manager - Certificates issues within guidelines established by the Health Practice Commission - Reports must be accurate and submitted within required deadlines Timeliness - All initial inspections and reports will be done by the end of the 3rd quarter - Reports submitted to the Ministry 60 days after reports to the Board Location Cayman Islands	2009/10 Budget	2008/9 Estimated Actual
	25-35 20-25 3-6 3-6 1-2	0 N/A 3-5 3-6 N/A
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	90-100%
	95-100%	90-100%
	95-100%	95-100%
	100%	N/A
Cost	\$76,997	\$58,160
Related Broad Outcome 13. Improving Healthcare		

Note: This output was previously HRB 2

HRB 10	Investigate, Resolve Complaints and Inquiries	\$284,820
Description Review, investigate and resolve complaints and inquiries received by the Department of Health Regulatory Services		
Measures Quantity - Number of complaints/ inquiries received, reviews and investigated - Number of complaints/ inquiries resolved - Number of reports on outstanding complaints/ inquiries - Number of letters/ notices issued Quality - Complaints/ inquiries are investigated based in the Health Insurance Commission's policy and procedures - Responses to complaints/ inquiries are current and are researched to establish accuracy and relevance Timeliness - Initial response to complaints provided within 10 working days - A written update will be provided to the complainant on all outstanding complaints within 180 working days of the receipt of the initial complaint Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	800-1,000	500-600
	450-550	350-450
	4-12	4-12
	300-500	300-400
	100%	100%
	100%	100%
	95-100%	95-100%
	95-100%	95-100%
	100%	100%
	\$284,820	\$220,869
Related Broad Outcome 13. Improving Healthcare		

This output was previously HRB 3

HRB 11	Collection of Segregated Insurance Fund Payments and Monitoring of the Number of Insured Persons	\$51,970
Description - Collection of Segregated Insurance Fund Payments - Deposit of Segregated Insurance Fund Payments - Review reports on the number of insured persons - Preparation of Segregated Insurance Fund financial statements for audit		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of payments received and processed from approved health insurers - Number of reports on the number of insured persons received and reviewed from approved insurers - Number of deposits - Number of financial statements produced - Number of applications analyzed for increases in premium rates	120-132 108-120 45-55 1 2-6	108-120 108-120 35-45 1 2-6
Quality - Receipts generated for payments must be accurate and processed based on approved policy and procedure - Deposits must be accurate and processed based on approved policy and procedure - Reports and payment from approved insurers must be checked for accuracy - Criteria for premium rates are supported by industry standards	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
Timeliness - Payments received from approved insurers will be processed and deposited within timeframe set out in the Public Management and Finance law (2005 Revision) - Financial statements to be delivered to the office of the Auditor General within the agreed time frame	95-100% 95-100%	95-100% 95-100%
Location Cayman Islands	100%	100%
Cost	\$51,970	\$130,573
Related Broad Outcome 13. Improving Healthcare		

This output was previously HRB 4

HRB 12	Public Education Campaign	\$52,411
Description Sustain public education campaign on health insurance, health practice and functions of the Department of Health Regulatory Services		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of information materials distributed for public education - Number of meetings with stakeholders	1,000-1,250 5-10	1,000-1,200 4-6
Quality - All disseminated information will be in compliance with the health insurance and health practice legislation - All material will be clear and written in layman's language - Persons presenting information must be knowledgeable about the Health Insurance and Health Practice Law and Regulations and the role of the Department of Health Regulatory Services	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Timeliness - Monthly- Distribution of materials - Monthly- Meetings with stakeholders	95-100% 95-100%	95-100% 95-100%
Location Cayman Islands	100%	100%
Cost	\$52,411	\$129,179
Related Broad Outcome 13. Improving Healthcare		

This output was previously HRB 5

HRB 13	Enforcement Issues Pertaining to the Health Insurance Law and Regulations	\$81,804
Description - Investigation of all report on non-compliance with the Health Insurance Law and Regulations - Preparation of cases for legal action - Onsite inspections of approved insurers - Onsite inspections of employers		
Measures Quantity - Number of investigations conducted - Number of onsite inspections - Number of reports to the Board and Councils - Number of cases submitted to the Legal Department for prosecution Quality - On-site inspections are carried out based on the approved Department of Health Regulatory Services' policies and procedures - Reports are current, accurate and relevant - Administrative offences are processed based on the Health Insurance and Health Practice Law and the Department of Health Regulatory Services' policies and procedures - Cases submitted to the Legal Department will be accurate and relevant Timeliness - Report on findings is submitted to the Superintendent of Health Insurance and the Health Practice Commission Registrar within fifteen working days of the date that the on-site inspection was conducted - Administrative offences will be processed within 45 working days of the initial notice to the respondent - Cases for legal action will be submitted to Legal Department within 120 working days of the initial complaints - Report on finds is provided to the Board, and or other relevant parties within 30 working days of the date that the on-site inspection was conducted Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	10-20	10-20
	10-15	10-12
	1-5	1-4
	1-5	3-6
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	100%	100%
	\$81,804	\$202,048
Related Broad Outcome 13. Improving Healthcare		

This output was previously HRB 6

HRB 14	Operations of the four Councils	\$31,129
Description Registration and certification of all Health Practitioners		
Measures Quantity Number of Medical Practitioners registered by: - Medical and Dental Council - Nursing and Midwifery Council - Council of Professions Allied with Medicine - Pharmacy Quality - Council to operate and issue certificates in accordance with the Health Practice Law (2005 Revision) and Regulations (2005 Revision) - Information in reports to be accurate and current and submitted within required deadlines Timeliness - Applications will be processed no later than 30 working days after receipt - Certificates to be mailed to health professionals within five working days after the Councils have submitted their recommendations Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	225-250	200-225
	325-375	325-375
	175-200	175-200
	50-60	50-60
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	100%	100%
	\$31,129	\$36,783
Related Broad Outcome 13. Improving Healthcare		

This output was previously HRB 7

6. Payment Arrangements

Cabinet will pay the *Ministry of Health, Environment, Youth, Sports and Culture* for delivery of the outputs described in section 1.

Payment will be made on the basis of an invoice provided monthly to the Minister of *Health, Environment, Youth, Sports and Culture*. The invoice will contain sufficient evidence of the outputs delivered for the Minister to be able to satisfy himself that the outputs have in fact been delivered.

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

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

Table 1: Expected Invoice Profile

MONTH	MHE 1 \$	MHE 2 \$	MHE 3 \$	MHE 7 \$	MHE 15 \$	PHD 4 \$	PHD 5 \$	PHD 6 \$
July	70,078	26,946	38,114	33,607	10,299	14,148	98,902	16,012
August	70,078	26,946	38,114	33,607	10,299	14,148	98,902	16,012
September	70,078	26,946	38,114	33,607	10,299	14,148	98,902	16,012
October	70,078	26,946	38,114	33,607	10,299	14,148	98,902	16,012
November	70,078	26,946	38,114	33,607	10,299	14,148	98,902	16,012
December	70,078	26,946	38,114	33,607	10,299	14,148	98,902	16,012
January	70,078	26,946	38,115	33,607	10,299	14,148	98,902	16,012
February	70,078	26,946	38,115	33,607	10,300	14,148	98,901	16,012
March	70,078	26,946	38,115	33,607	10,300	14,148	98,901	16,012
April	70,078	26,946	38,115	33,607	10,300	14,148	98,901	16,012
May	70,079	26,947	38,115	33,606	10,300	14,148	98,901	16,012
June	70,079	26,947	38,115	33,606	10,300	14,149	98,901	16,013
TOTAL	840,938	323,354	457,374	403,282	123,593	169,777	1,186,819	192,145

MONTH	HRB 8 \$	HRB 9 \$	HRB 10 \$	HRB 11 \$	HRB 12 \$	HRB 13 \$	HRB 14 \$	ENV 12 \$	ENV 13 \$	ENV 14 \$
July	29,977	6,416	23,735	4,331	4,368	6,817	2,594	19,259	21,805	21,404
August	29,977	6,416	23,735	4,331	4,368	6,817	2,594	19,259	21,805	21,404
September	29,977	6,416	23,735	4,331	4,368	6,817	2,594	19,259	21,805	21,404
October	29,977	6,416	23,735	4,331	4,368	6,817	2,594	19,259	21,805	21,404
November	29,977	6,416	23,735	4,331	4,368	6,817	2,594	19,259	21,805	21,404
December	29,977	6,416	23,735	4,331	4,368	6,817	2,594	19,259	21,805	21,404
January	29,977	6,416	23,735	4,331	4,368	6,817	2,594	19,259	21,805	21,404
February	29,977	6,417	23,735	4,331	4,367	6,817	2,594	19,259	21,805	21,404
March	29,977	6,417	23,735	4,331	4,367	6,817	2,594	19,260	21,805	21,404
April	29,977	6,417	23,735	4,331	4,367	6,817	2,594	19,260	21,805	21,405
May	29,977	6,417	23,735	4,330	4,367	6,817	2,594	19,260	21,805	21,405
June	29,978	6,417	23,735	4,330	4,367	6,817	2,595	19,260	21,804	21,405
TOTAL	359,725	76,997	284,820	51,970	52,411	81,804	31,129	231,112	261,659	256,851

MONTH	ENV 15 \$	ENV 16 \$	ENV 17 \$	ENV 18 \$	ENV 19 \$	ENV 20 \$	DSP 9 \$	DSP 10 \$
July	10,449	72,067	76,018	8,853	13,162	7,776	127,851	111,411
August	10,449	72,067	76,018	8,853	13,162	7,776	127,851	111,411
September	10,449	72,067	76,018	8,853	13,162	7,776	127,851	111,411
October	10,449	72,067	76,018	8,853	13,162	7,776	127,851	111,411
November	10,449	72,067	76,018	8,853	13,162	7,776	127,851	111,411
December	10,449	72,067	76,018	8,853	13,162	7,776	127,851	111,411
January	10,449	72,067	76,018	8,853	13,162	7,776	127,851	111,411
February	10,449	72,067	76,018	8,853	13,162	7,775	127,851	111,411
March	10,450	72,067	76,019	8,853	13,162	7,775	127,851	111,411
April	10,450	72,067	76,019	8,852	13,162	7,775	127,851	111,411
May	10,450	72,067	76,019	8,852	13,162	7,775	127,851	111,411
June	10,450	72,068	76,019	8,852	13,163	7,775	127,851	111,411
TOTAL	125,392	864,805	912,220	106,233	157,945	\$93,307	1,534,217	1,336,966

MONTH	YSU 7 \$	YSU 8 \$	CAD 4 \$	CAD 5 \$	CAD 6 \$
July	20,010	20,543	33,505	6,928	6,180
August	20,010	20,543	33,505	6,928	6,180
September	20,010	20,543	33,505	6,928	6,180
October	20,010	20,543	33,505	6,928	6,180
November	20,010	20,543	33,505	6,928	6,180
December	20,010	20,543	33,505	6,928	6,180
January	20,010	20,543	33,505	6,928	6,180
February	20,011	20,543	33,505	6,929	6,180
March	20,011	20,544	33,505	6,929	6,179
April	20,011	20,544	33,505	6,929	6,179
May	20,011	20,544	33,506	6,929	6,179
June	20,011	20,544	33,506	6,929	6,179
TOTAL	240,125	246,520	402,062	83,141	74,156

Appendix: Forecast Financial Statements

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Ministry of Health, Environment, Youth, Sports and Culture

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at June 30, 2010 and performance for the 2009/10 financial year;
- (c) comply with generally accepted accounting practice.

Jennifer Ahearn
Chief Officer
Ministry of Health, Environment, Youth, Sports and Culture

September 30, 2009

Ministry of Health, Environment, Youth, Sports and Culture
FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Cabinet		11,563	11,574	
Outputs to other government agencies				
Outputs to others		298	302	
Interest revenue				
Total Operating Revenue		11,861	11,876	
Operating Expenses				
Personnel costs	1	7,718	7,607	
Supplies and consumables	2	3,906	5,609	
Depreciation	3	237	290	
Capital charge				
Other operating expenses				
Total Operating Expenses		11,861	13,506	
Surplus from operating activities and before extraordinary items				
Extraordinary items				
Net Surplus		0	(1,630)	

Ministry of Health, Environment, Youth, Sports and Culture
FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net worth		13,213		
Net surplus		0		
Property revaluations		0		
Investment revaluations		0		
Net revaluations during the period		0		
Total recognised revenues and expenses		13,213		
Equity investment		817		
Repayment of surplus		0		
Capital withdrawal		0		
Closing balance net worth		14,030	13,213	

Ministry of Health, Environment, Youth, Sports and Culture
FORECAST BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	405	941	
Accounts receivable	5	913	601	
Inventories	6		55	
Total Current Assets		1,318	1,597	
Non-Current Assets				
Property, plant and equipment	7	13,582	13,002	
Other non-current assets				
Total Non-Current Assets		13,582	13,002	
Total Assets		14,900	14,599	
Current Liabilities				
Accounts payable	8	826	1,343	
Unearned revenue	9			
Employee entitlements	10	43	43	
Other current liabilities				
Total Current Liabilities		869	1,386	
Non-Current Liabilities				
Employee entitlements	11			
Other non-current liabilities	12			
Total Non-Current Liabilities				
Total Liabilities		869	1,386	
TOTAL ASSETS LESS TOTAL LIABILITIES				
NET WORTH				
Contributed capital		817	0	
Asset revaluation reserve				
Accumulated surpluses		13,213	13,213	
Total Net Worth		14,030	13,213	

Ministry of Health, Environment, Youth, Sports and Culture
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		11,172	11,574	
Outputs to other government agencies				
Outputs to others		346	302	
Interest received				
Payments				
Personnel costs		7,961	7,607	
Suppliers		4,093	5,609	
Other payments				
<i>Net cash flows from operating activities</i>	13	(536)	(1,340)	
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		817		
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>				
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment				
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>		817		
<i>Net increase/(decrease) in cash and cash equivalents</i>		(536)	(1,340)	
Cash and cash equivalents at beginning of period		941	2,281	
Cash and cash equivalents at end of period	4	405	941	

Ministry of Health, Environment, Youth, Sports and Culture
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Ministry of Health, Environment, Youth, Sports and Culture*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2010.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities*Accounts Payable*

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

Ministry of Health, Environment, Youth, Sports and Culture
NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	7,303	7,264	
Employer/Government pension expense	415	343	
Total Personnel Costs	7,718	7,607	

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	3,315	5,175	
Operating lease rentals	324	434	
Other	268		
Total Supplies and Consumables	3,907	5,609	

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings	12	62	
Vehicles	80	129	
Aeroplanes	0		
Boats	69	35	
Furniture and fittings	15	8	
Computer hardware and software	28	29	
Office equipment	18	6	
Other plant and equipment	14	15	
Other assets	1	6	
Total Depreciation	237	290	

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	40-60
Infrastructure assets	6-50
Vehicles	4-12
Boats	9-20
Furniture and fittings	3-20
Computer hardware and software	3-10
Office equipment	3-20
Other plant and equipment	5-25
Other assets	3-25

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand			
Bank accounts	405	941	
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	405	941	

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet	913	601	
Outputs to other government agencies			
Outputs to others			
Interest receivable			
Prepayments			
Interest Receivable			
Other Receivables			
Total Gross	913	601	
Less provision for doubtful debts			
Total Net	913	601	

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)		55	
Work in Progress			
Finished Goods			
Total Inventories		55	

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings	479	410			12	877
Vehicles	198	120			80	238
Aeroplanes						
Boats	196	30			69	157
Furniture and fittings	147	150			15	282
Computer hardware and software	39	18			28	29
Office equipment	43				18	25
Other plant and equipment	41	89			14	116
Construction in progress	11,842					11,842
Other assets	17				1	16
Total	13,002	817			237	13,582

	HC or Revalued Amount	Accum Depr	2009/10 Forecast	2008/9 Est Actual
	\$000	\$000	\$000	\$000
Buildings	900	24	876	479
Vehicles	824	585	239	198
Aeroplanes				
Boats	309	152	157	196
Furniture and fittings	375	92	283	147
Computer hardware and software	219	190	29	39
Office equipment	85	60	25	43
Other plant and equipment	315	198	117	41.5
Construction in progress	11,869	11	11,858	11,842
Other assets (list if material)				17
Total	14,896	1,312	13,584	13,002

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Trade Creditors	795	672	
Operating lease rental			
Accruals	31	671	
Total	826	1,343	

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance			
Total			

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	43	43	
Other salary related entitlements			
Total Employee Entitlements	43	43	

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements			
Other salary related entitlements			
Total			

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total			

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast	2008/9 Est. Actual This Year	2007/8 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)			
Non-cash movements			
Depreciation	237	290	
Increase in provision for doubtful debts			
Increase in payables/accruals			
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			
Increase in receivables			
Net cash flows from operating activities	237	290	

BUDGET 2009/10

Annual Budget Statement

for

Ministry of Community Affairs and Housing

For the financial year ending

30 June 2010

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005 Revision)

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1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
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Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

Administration

- Provide policy advice and administrative support to the Hon. Minister
- Ensure adequate emergency response capacity
- Provide advice, governance and monitor the performance of Boards and Government Companies under the Ministry
- Provide cross-ministerial collaboration on social issues
- Monitor executive assets inclusive of housing and social facilities
- Develop legislation of matters concerning the subjects under the Ministry

The Department of Children and Family Services

- The Department of Children and Family Services exists to work with vulnerable individuals, families and communities so that they can function effectively as members of a caring society and realize their full potential through professional Social Work, preventative strategies and encouraging social planning.
- This is accomplished through the provision of social service to the people of the Cayman Islands including social work services, services to the general adult population, and the elderly and disabled, foster care and adoption services, and the placement of vulnerable children in residential homes.

The Department of Counselling Services

- Provision of community based treatment services to residents of the Cayman Islands
- Provision of Driving under the Influence Programme
- Provision of intensive Substance Abuse Treatment including non-medical withdrawal management, primary residential treatment and re-entry programme to adult males and females.
- Crisis intervention and assessment of the needs of victims of family violence to ensure appropriate referrals to community resources, and emotional support and guidance to victims.
- Delivery of Education to Community members to increase their awareness of, and increase skills in dealing with, drug and alcohol issues, family and relationship issues, co-occurring disorders, issues related to personal growth and development, and to empower and motivate parents to develop positive and effective parenting skills.
- Provision of Policy Advice regarding treatment services and therapeutic interventions.

Scope of Activities

The Department of Children and Family Services

- Provide a full range of social work services to the people of the Cayman Islands through a cadre of qualified staff located in four district offices.
- Provide day and residential care for indigent elderly adults. This includes purchasing services from NGO's.
- Manage the school lunch programme.
- Manage Poor Relief.
- Execute duties of the Shelter Operations Sub-Committee of the Hazard Management Council of the Cayman Islands.
- Conduct needs assessments for poor relief, medical, indigent housing repairs and Means Assessments for Maintenance Court.
- Provide direct services to the Family Support Unit, Maintenance Court, Health Services and other related agencies.
- Management of adult care facilities operated by the Department.

- The full scope of therapeutic social work interventions required to address the varied child protective, delinquency, and family issues exhibited by the Department's target population.
- Residential care for children
- Adoption services
- Foster care services
- Services relating to the Juvenile Court and Youth Court matters
- Policy advice relating to the activities and areas of expertise of the Department.
- Celebration of Child Month and attendant activities.

The Department of Counselling Services

- Comprehensive Clinical assessments and reports.
- Individual, Couples, Family and Group Therapy
- Intensive Outpatient Programme.
- DUI programme – six-week psycho-educational group designed to increase knowledge and awareness around effects of alcohol, and its effect on driving.
- Intensive primary residential gender specific treatment programmes to address substance abuse.
- Extended programmes to offer continued therapeutic services and support to clients requiring longer treatment stay.
- Provision of outreach services in the community to engage persons who are experiencing difficulties with their substance misuse or abuse.
- Workshops, presentations, media events, training sessions designed to increase skills in dealing with drug and alcohol issues including co-occurring disorders, and family and relationship issues including those related to personal growth and development.

Customers and Location of Activities

The Department of Children and Family Services

The recipients of the services are the Ministry of Health, Health Services Authority, the Courts; Family Support Unit; Women's Crisis Centre; Prison; Department of Counseling Services; Probation/ After Care Services; Women's Resource Centre and other Departments; the general public, and the National Council of Voluntary Organisation (NCVO). The activities are conducted in George Town, West Bay, North Side, East End, Bodden Town and Cayman Brac.

The Department of Counselling Services

- Services are provided to adults and youth who are resident in the Cayman Islands.
- Community-based services are provided at The Counselling Centre in Grand Cayman and at Brac Haven – Sister Islands Counselling Centre in Cayman Brac. These services include intake/screenings, assessments, individual, group and family treatment, couples therapy, an Intensive Outpatient Programme, and a DUI Programme.
- Intensive residential treatment services including non-medical withdrawal management, primary treatment and extended supportive services for adult men and women, are provided at Caribbean Haven Residential Centre in Breakers, Grand Cayman and are available to residents of all three islands.
- Psycho-educational groups, substance abuse assessments for Court and Parole, and limited individual counselling are provided at HMP Northward, Fairbanks Prisons as well as Eagle House Youth Detention Centre as deemed appropriate.
- Psycho-educational workshops and limited individual counselling are provided at schools throughout Grand Cayman and Cayman Brac as requested.

- Parenting workshops and family programmes are provided by the Family Resource Centre throughout the community while crisis intervention services are provided at their offices.

2. Strategic Ownership Goals

The key strategic ownership goals for the *Ministry of Community Affairs and Housing* in 2009/10 and the subsequent two years are as follows:

- To provide social services to the people of the Cayman Islands through the provision of social work services to the adult population. Specific programmes through which these services will be offered include but are not limited to: The STARSS Programme (Support Towards Autonomy, Retraining and Self-Sufficiency), Adult Special Needs Programme, Foster Care and Adoption and services and any other programmes developed to serve the population. Provide reports to the Courts connected to these services as required.
- Purchase Residential and Day Care Services for the elderly and disabled indigent persons from the private sector, and provide the same services in facilities owned by the Department and where possible in the clients' homes.
- Educate the public on the care and welfare of the elderly impressing upon them the importance of assuming responsibility for such family members.
- Acquisition of furniture for the refurbished Golden Age Home in West Bay.
- Provide adequate staffing for all adult residential care facilities that have expanded (Golden Age Home and KCCC) for the indigent elderly and/or disabled persons, to ensure proper care and supervision of residents.
- Recruitment of shelter wardens, training of shelter management team and the proper preparation of all shelters in Grand Cayman for the appropriate and safe management of shelters by the Shelter Operations Sub-Committee during a disaster.
- Sensitizing family members and care-givers of mentally ill, elderly and /or disabled persons in regards to their needs and care in order to ensure quality care is provided by those persons.
- Recruit, train and support Foster Care families and conduct assessments on persons wishing to foster children in a similar manner to those who wish to adopt children.
- Put forward policy alternatives to allow for the construction of a facility where children who have offended can be remanded and which will serve the dual purpose of providing therapeutic services in a secure setting for severely troubled children.
- Implement the 2003 Children's Law and provide training for users of the Law.
- The development of a plan to deliver family programmes that are relevant to communities within the Cayman Islands.
- The continued implementation of a therapeutic milieu model of treatment in the residential treatment programme at Caribbean Haven.
- The continued development and provision of treatment services to meet the needs of participants in Drug Rehabilitation Court.
- The development and implementation of an array of group treatment options to more effectively meet the needs of clients at a community level at The Counselling Centre. This would include services to be provided to drug court participants, prisoners in HM Prisons, as well as persons in the community.
- The re-drafting of Policies and Procedures which reflect current client-centred best practices in operation at both The Counselling Centre and Caribbean Haven Residential Centre, and which incorporate any new programmes which have been introduced since Policies and Procedures were initially drafted.
- Maintaining and enhancing Employee Performance by operating in accordance with the Human Resource (HR) Policies and Procedures of the Ministry of Community Affairs and Housing, and within the framework of the Ministry's HR Philosophy.

3. Ownership Performance Targets

The ownership performance targets for the *Ministry of Community Affairs and Housing* for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$	2008/9 Estimated Actual \$
Revenue from Cabinet	15,403,961	
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others		
Surplus/deficit from outputs		
Ownership expenses	15,403,961	
Operating Surplus/Deficit	0	
Net Worth	2,647,882	
Cash flows from operating activities	122,559	
Cash flows from investing activities	(1,675,000)	
Cash flows from financing activities	1,675,000	
Change in cash balances	122,559	

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	53%	
Total Assets: Total Liabilities	679%	

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed	217	
Staff turnover (%)		
Managers	1%	
Professional and technical staff	10%	
Clerical and labourer staff	5%	
Average length of service (number of years in current position)		
Managers		
Professional and technical staff		
Clerical and labourer staff		
Changes to personnel management system:		

Physical Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Value of total assets	\$3,395,207	\$
Asset replacements: total assets		
Book value of assets: initial cost of those assets		
Depreciation: cash flow on asset purchases		
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2009
Golden Age Home	775,000
Francis Bodden Girls Home	200,000
Joyce Hilton Centre	496,000
Computer System Upgrades	85,000
Other Plant and Equipment	<u>119,000</u>
	\$1,675,000

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Management of Shelters and securing of the people in the shelters	No change	The Department of Children and Family Services train shelter wardens to provide shelter to persons in the Cayman Community in Grand Cayman during disasters.	
Safety of Social Work staff and community Care Workers.	No change	Provide ongoing advice to the staff about using safety techniques when making home visits. (e.g. radios, cell phones, travel in pairs).	
Social workers transporting clients in their private vehicles.	No change	Government to provide Social Workers with liability insurance.	

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget \$	2008/9 Estimated Actual \$
Equity Investment from Cabinet into the <i>Ministry of Community Affairs and Housing</i>	\$1,675,000	
Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of Community Affairs and Housing</i>		

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

CFS 1	Policy Advice and Support to the Minister of Community Affairs and Housing	\$67,561
Description Provide policy advice and support by means of reports and papers, to the Minister of Community, Affairs and Housing (CAandH) and the Cabinet on matters relating to Children and Family Services.		
Measures Quantity - Number of policy papers prepared - Number of bills and reports drafted Quality Policy papers, bills and reports subject to peer review by knowledgeable, professional and experienced personnel		2009/10 Budget 1-3 1-3 100%
Timeliness Policy papers, bills and reports provided according to the timelines agreed with the Minister		N/A
Location Cayman Islands		N/A
Cost		\$0
Related Broad Outcomes: 9. Improving the Lives of the Elderly and Disabled 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 5	Community Outreach Services	\$164,265
Description Provision of community outreach services involving presentations and/or workshops on child abuse and neglect, domestic violence, parenting or other such subjects to individuals, groups or external agencies such as Home School Association, Churches, Medical and Dental Society, Service Clubs and staff of various public and private schools.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of presentations and/or workshops delivered	15-20	N/A
Quality All presentations are of an acceptable standard as determined by and evaluated by Department of Children and Family Services trainers and/or peer review	90 -100%	N/A
Timeliness Throughout the period	90 -100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$164,265	\$0
Related Broad Outcomes: 9. Improving the Lives of the Elderly and Disabled 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 8	Accommodations in Residential Group Homes	\$897,860
Description Provision of residential accommodations to children placed in Maple House. Assigned staff provide: Personal care(e.g. bathing, grooming); Basic home care (e.g. medications, special feedings); Supervision (e.g. monitoring safety at all times); School supervision and Social stimulation (e.g. devotions, outings, social and physical development exercises).		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of residential homes managed - Number of reviews performed - Number of inspections	1 1 1	N/A N/A N/A
Quality - Residential home staff to implement care plans in accordance with case plan goals - Homes meeting standards of care required by Children Law as determined by an independent inspector	90-100% 85-100%	N/A N/A
Timeliness - Monthly reviews on the implementation of the care plans - Home inspected once per year	85-100% 90-100%	N/A N/A
Location George Town	100%	N/A
Cost	\$897,860	\$0
Related Broad Outcomes: 9. Improving the Lives of the Elderly and Disabled 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 9	Court Reports	\$299,015
Description Provision to the Courts of custody, adoption, juvenile, youth, means assessments and other reports as requested, to assist them in making the most suitable decision in the best interest of the client.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of reports provided to the Court	350-400	N/A
Quality - Percentage of reports acceptable to the courts based on timeliness, comprehensiveness and accuracy as determined by a survey of Judges, Magistrates and Justices of the Peace - Reports prepared by a Social Worker and reviewed by Supervisor or Director or Deputy	90% 90%	N/A N/A
Timeliness - Custody and adoption reports: 12 weeks after assessment - Criminal and care matters: 14-21 days after Court Order - Means assessment: 3 weeks	90-100% 90-100%	N/A N/A
Location Cayman Islands	100%	N/A
Cost	\$299,015	\$0
Related Broad Outcome: 6. Addressing Crime and Policing		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 10	Placement and Supervision of Abused Children	\$483,755
Description Investigation, placement and supervision of children who are either the victims of abuse and/or neglect.		
Measures Quantity - Number of investigations performed - Number of ongoing child abuse and neglect cases being monitored Quality Level of Social Workers intervention based on the Department of Children and Family Services criteria for assessment of risk factors associated with child abuse and or neglect investigation, response time frame and interaction with client, family members and other significant agencies: - Quality of investigations: within 24 hour of report - Quality of assessments of children: Safety Plan followed Timeliness Ongoing throughout the period Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	45-53	N/A
	200-246	N/A
	90-100%	N/A
	100%	N/A
	100%	N/A
	100%	N/A
	\$483,755	\$0
Related Broad Outcomes: 6. Addressing Crime and Policing 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 12	Assessment and Counselling of Adoptive Families	\$82,047
Description Screening and counselling of prospective adoptive families for children who have been cleared for adoption.		
Measures Quantity - Number of persons assessed - Number of counselling sessions offered - Number of applications processed - Number of adoptions finalized Quality - Adherence to established guidelines as set by the Adoption Law - Prospective adopters should have clear understanding of the adoption process, laws, rules and regulations as these pertain to their individual cases - Develop and apply questionnaire to test applicants understanding of the adoptive process Timeliness Ongoing throughout the year Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	4-6	N/A
	40-50	N/A
	10-15	N/A
	4-6	N/A
	100%	N/A
	100%	N/A
	100%	N/A
	100%	N/A
	100%	N/A
	\$82,047	\$0
Related Broad Outcomes: 7. Education: The Key to Growth and Development 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 14	Promotion of Child Month	\$25,821
Description The promotion of child month to improve community awareness of the needs of children throughout the year.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of events held	30-40	N/A
Quality Satisfactory feed back on activities carried out	90-100%	N/A
Timeliness Events are held in May 2010	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$25,821	\$0
Related Broad Outcomes: 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 15	Community Development Services	\$258,063
Description Provision of advice and guidance on social problems to the community enabling them to identify their needs and to develop strategies to address those needs. For example, the identification of prevailing drug problems in specific communities throughout the island and the community members coming together to plan strategies to address those problems.		
Measures Quantity - Number of meetings held - Number of projects and/or initiatives - Number of project proposals Quality - Percentage of Committee members in attendance at meetings - Percentage of Committee members involved in project/programmes and Initiatives in the Community Timeliness Ongoing throughout the period Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	72	N/A
	63	N/A
	3-5	N/A
	60-80%	N/A
	60-80%	N/A
	100%	N/A
	100%	N/A
	\$258,063	\$0
Related Broad Outcomes: 6. Addressing Crime and Policing 12. Developing our Youth 11. Empowering Women 13. Improving the lives of the elderly and disabled		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 28	Social Work Services	\$979,481
Description Provision of social work services including advocacy, counseling, case management and other services to individuals and families aimed at developing problem-solving, conflict resolution and self-empowerment skills to manage their lives.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of new cases in Grand Cayman - Number of new cases opened in the Sister Islands - Number of ongoing cases in Grand Cayman - Number of ongoing cases in Sister Islands - Number of new intakes in Grand Cayman - Number of new intakes in the Sister Islands	450-500 5-10 3,300-3,400 250-300 1,200-1,210 10-15	N/A N/A N/A N/A N/A N/A
Quality Number of cases reopened for the same or related matter within three months of closure	10-15%	N/A
Timeliness Social work services offered during the days and evenings (Monday to Friday - 8:30 a.m. - 5:00 p.m.)	90-100%	N/A
Location Grand Cayman and Cayman Brac	100%	N/A
Cost	\$979,481	\$0
Related Broad Outcomes: 1. Addressing the Economic Crisis in the Cayman Islands 6. Addressing Crime and Policing		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 29	Aftercare Support for Young Persons	\$93,518
Description Provision of social work services, guidance, financial assistance and continuing education assistance to young persons who were in the Government's care to enable them to function independently, including payment of rental, transportation, food, and community college fees.		
Measures Quantity Number of young persons provided with aftercare services Quality - Number of clients who complete course of studies - Number of clients who obtain employment - Number of clients who neither complete study/employment Timeliness Assistance given within one month of initial request Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	6-8	N/A
	2-4	N/A
	2-4	N/A
	2	N/A
	90-100%	N/A
	100%	N/A
Related Broad Outcomes: 7. Education: The Key to Growth and Development 12. Developing our Youth		
\$93,518		\$0

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 30	Care and Services for Elderly and Adult Disabled Persons	\$5,135,692
Description Provision of public education, in-home, residential and/or day care of indigent elderly and adult disabled persons through outreach programmes and the deployment of Community Care Workers by providing: • Education on the care and welfare of the elderly and disabled; • Personal care (e.g. bathing, grooming, supervision); • Basic home nursing (e.g. administering medication, blood pressure monitoring); • Social stimulation (e.g. arts and crafts, reminiscing and community outings); and • The performance of general housekeeping duties (e.g. cooking cleaning)		
Measures Quantity • Number of residential homes managed • Number of education sessions • Number of assessments completed Quality • Number of substantiated complaints about service from clients, family members and the general public • Number of unsubstantiated complaints • Persons are cared for in accordance with care plan • Survey shows awareness/knowledge increase of Education on the Care and Welfare of the elderly Timeliness • New referrals assessed within 10 working days • Minimum of quarterly Social Worker visits to assess client's overall well being Location Grand Cayman and Cayman Brac Cost		2009/10 Budget 5 4-6 10-15 1-2 1-2 95% 75-80% 85-90% 80-100% 100% \$5,135,692
		2008/9 Estimated Actual N/A N/A N/A N/A N/A N/A N/A N/A N/A N/A \$0
Related Broad Outcome: 9. Improving the Lives of the Elderly and Disabled		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 31	Needs Assessments	\$527,406
Description Completion of means and needs assessments in respect of applications for public welfare in the form of Poor Relief, Health Care, Housing Repairs for indigents and other such assessments to establish indigence and means assessments for maintenance matters, as required by the Government.		
Measures Quantity - Number of poor relief assessments completed - Number of health care assessments completed - Number of housing repairs assessments completed - Number of other needs assessments carried out - Number of means assessments completed Quality Completed assessments meeting required Department of Children and Family Services criteria, and accepted by the Director and/or the Poor Relief Committee Timeliness - Assessments to be completed within three months of assignment - Means assessments to be completed within 3-6 weeks Location Services provided through offices located in George Town, West Bay, Bodden Town and Cayman Brac Cost	2009/10 Budget	2008/9 Estimated Actual
	140-150	N/A
	240-250	N/A
	8-10	N/A
	4-6	N/A
	65-70	N/A
	75-80%	N/A
	90-100%	N/A
	90-100%	N/A
	100%	N/A
	\$527,406	\$0
Related Broad Outcomes: 6. Addressing Crime and Policing 9. Improving the lives of the elderly and disabled 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 32	Shelter Operations	\$272,369
Description Organise and co-ordinate shelter operations to ensure adequately prepared shelters and properly trained shelter management staff pre-disaster for the safe operation of shelters during and after a disaster.		
Measures Quantity - Number of shelters properly prepared - Number of training sessions delivered Quality - Training sessions delivered in accordance with the Department's guidelines - Evaluations of training sessions by participants - Debriefing with Shelter Wardens Timeliness - Operations during 1st June to 30th November - Training sessions done prior to 1st June annually Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	15	N/A
	2	N/A
	95-100%	N/A
	90-100%	N/A
	90-100%	N/A
	100%	N/A
	90-100%	N/A
	100%	N/A
	\$272,369	\$0
Related Broad Outcome: 15. Strengthening our Infrastructure		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

CFS 33	Support Towards Autonomy, Retraining and Self-Sufficiency (S.T.A.R.S.S.)	\$229,032
Description Provision of training services to individuals aimed at developing or enhancing employability and life skills leading to self-empowerment, autonomy and self-sufficiency.		
Measures Quantity - Total number of new persons enrolled in STARSS - Total number employed after completing the programme - Total number employed prior to completing programme - Number of workshops held Quality - Number of STARSS participants gainfully employed (who no longer receive assistance.) - Number of STARSS participants who receive periodic assistance Timeliness - Workshops are held over a six week period - Ongoing throughout the period Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	35-40	N/A
	45-50	N/A
	25-30	N/A
	50-55	N/A
	14-20	N/A
	14-20	N/A
	90%	N/A
	100%	N/A
	\$229,032	\$0
Related Broad Outcomes: 8. Preparing our Labor Market for Future Opportunities 11. Empowering Women		

Note: There is no 2008/9 Estimated Actual as the Department of Children and Family Services was previously under the Ministry of Health and Human Services.

DCS 15	Therapeutic Services	\$536,014
Description Provision of Individual, couples, family and group therapy to youth and adult residents of Grand Cayman requiring assistance with a variety of life challenges including: • Drug and Alcohol Issues/Co-occurring disorders • Family and Relationship Problems/Issues related to personal growth and development		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of intake appointments offered • Number of individual sessions offered • Number of group sessions offered	825-900 1,550-1,800 575- 625	N/A N/A N/A
Quality • Percentage of clients who report improvement in life areas during the course of treatment • Sessions conducted by skilled and qualified staff • Treatment informed by individualized treatment plan developed in collaboration with client	60-80% 100% 85-100%	N/A N/A N/A
Timeliness • A minimum of 15 hours of intake appointments provided per week on a walk-in basis at The Counselling Centre • Individual sessions offered Monday to Friday as scheduled with clients with the exception of statutory holidays • Group sessions available during evening and daytime hours	90-100% 100% 90-100%	N/A N/A N/A
Location • The Counselling Centre • HMP Northward, Fairbanks • Schools	100% 100% 100%	N/A N/A N/A
Cost	\$536,014	\$0
Related Broad Outcomes 6. Addressing Crime and Policing 10. Reducing Substance Abuse 11. Empowering Women		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 16	Clinical Assessments and Reports	\$198,707
Description Provision of Comprehensive multi-modal clinical assessment and preparation of assessment and progress reports for all clients accessing treatment services.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of assessment appointments offered - Number of reports completed and submitted	1,500-1,700 625-725	N/A N/A
Quality - Assessments and reports completed by skilled and qualified staff - Assessments and reports reviewed by senior management prior to distribution	100% 90-100%	N/A N/A
Timeliness - Initial assessment appointments within seven working days of completed intake - Report generated within five working days of completion of assessment	80-100% 75-90%	N/A N/A
Location - The Counselling Centre - HMP Northward, Fairbanks - Schools	100% 100% 100%	N/A N/A N/A
Cost	\$198,707	\$0
Related Broad Outcomes 6. Addressing Crime and Policing 10. Reducing Substance Abuse		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 17	Driving Under the Influence Programme	\$76,806
Description Provision of DUI Programme to court-referred clients resident in the Cayman Islands.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of DUI group placements offered	75-100	N/A
Quality - Increase in knowledge and awareness of programme graduates around effects of alcohol use in general and the impact of alcohol use on driving ability specifically - Programme delivered by trained staff - Reports sent to Court on each client re: client participation and recommendations for further treatment if appropriate	70-90% 90-100% 100%	N/A N/A N/A
Timeliness Six-week programme offered on a rotational basis throughout the year to adequately meet number of referrals from Court	100%	N/A
Location - The Counselling Centre - Brac Haven Sister Islands Counselling Centre – Cayman Brac	100% 100%	N/A N/A
Cost	\$76,806	\$0
Related Broad Outcomes 6. Addressing Crime and Policing 10. Reducing Substance Abuse		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 18	Male Residential Substance Abuse Treatment Programme	\$562,712
Description Gender-specific programme for males age 18 years and over providing individualized residential substance abuse treatment within a therapeutic community.		
Measures Quantity Minimum number of residential placements for men provided within the treatment programme per month Quality • Collaborative treatment plan developed with client stating individualized treatment goals in client's own language for each stage of their treatment • Transition plans and Discharge summaries completed for every client at each new stage of their treatment • Assessment tools completed on each client prior to transition from orientation stage • Outgoing reports reviewed by senior management prior to distribution Timeliness • Client oriented to residential treatment rules and expectations prior to transition from orientation stage • Support team development initiated for each client prior to transition to re-entry stage of treatment • Transition plans completed with client prior to completion of treatment Location Caribbean Haven Residential Centre Cost	2009/10 Budget	2008/9 Estimated Actual
	18	N/A
	80-100%	N/A
	80-100%	N/A
	90-100%	N/A
	95-100%	N/A
	90-100%	N/A
	90-100%	N/A
	90-100%	N/A
	100%	N/A
	\$562,712	\$0
Related Broad Outcomes 6. Addressing Crime and Policing 10. Reducing Substance Abuse		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 19	Public Awareness Initiatives	\$154,495
Description Organize, deliver and/or participate in public awareness campaigns, media appearances or events that raise awareness on topics such as domestic abuse, gender violence, teen pregnancy prevention, parenting and gender socialization issues, drug and alcohol issues, co-occurring disorders and other relevant topics. Public Awareness Campaigns include Honouring Women Month, Clothesline Project, 16 Days of Activism Against Gender Violence, Recovery Month etc.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of public awareness campaigns - Number of media events - Number of newsletters produced and distributed - Number of other public relation events participated in to raise awareness	2-4 60-75 10-12 5-10	N/A N/A N/A N/A
Quality - Accurate and relevant information is provided by qualified and trained professionals - Public awareness campaigns utilize various mediums	90-100% 90-100%	N/A N/A
Timeliness - Delivered throughout the year in accordance with established dates/ schedules - Newsletter published monthly	100% 100%	N/A N/A
Location Cayman Islands	100%	N/A
Cost	\$154,495	\$0
Related Broad Outcomes: 6. Addressing Crime and Policing 7. Education: The Key to Growth and Development 10. Reducing Substance Abuse 11. Empowering Women		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 20	Treatment Services and Public Awareness Activities to Cayman Brac and Little Cayman	\$93,196
Description Provision of community-based treatment informed by individualized treatment plans to youth and adult residents of Cayman Brac and Little Cayman, and delivery of Education to community members to increase their awareness of , and increase skills in dealing with, drug and alcohol issues,/co-occurring disorders, family and relationship issues,/issues related to personal growth and development.		
Measures Quantity - Number of Individual and group therapy hours offered - Number of community outreach hours offered - Number of hours of public awareness activities offered Quality - Percentage of clients who report improvement in life areas during the course of treatment - Treatment informed by individualized treatment plan developed in collaboration with client - Public awareness activities conducted and information presented by skilled and qualified staff Timeliness Individual and group therapy sessions offered Monday to Friday as scheduled with clients		2009/10 Budget 1,000-1,050 100-150 350-500 60-80% 90-100% 100% 90-100% 100% \$93,196
		2008/9 Estimated Actual N/A N/A N/A N/A N/A N/A N/A N/A \$0
Related Broad Outcomes 6. Addressing Crime and Policing 10. Reducing Substance Abuse		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 21	Non-Medical Detoxification Services	\$285,962
Description Provision of specialised treatment programme to provide non-medical detoxification services for men and women involving screening for withdrawal potential; non-medical withdrawal and relapse management; and initial clinical assessment of clients experiencing substance abuse problems.		
Measures Quantity - Minimum number of placements available for the provision of non-medical detoxification programme at the Withdrawal Management Unit in the men's centre - Minimum number of placements available for the provision of non-medical detoxification programme at the Withdrawal Management Unit in the Women's centre Quality - Admission and assessment conducted by skilled and qualified staff - Transition plan to identify appropriate level of care developed for all clients completing detoxification programme Timeliness - Access to programme available 24 hours per day - Initial assessment conducted to determine treatment readiness and appropriate level of treatment within 72 hours of admission - Written transition summary to be completed within 24 hours of transition meeting Location Caribbean Haven Residential Centre Cost	2009/10 Budget	2008/9 Estimated Actual
	2	N/A
	1	N/A
	90-100%	N/A
	95-100%	N/A
	90-100%	N/A
	90-100%	N/A
	90-100%	N/A
	100%	N/A
	\$285,962	\$0
Related Broad Outcomes 6. Addressing Crime and Policing 10. Reducing Substance Abuse		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 22	Female Residential Substance Abuse Treatment Programme	\$543,546
Description Gender-specific programme for female's age 18 years and over providing individualised residential substance abuse treatment within a therapeutic community.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Minimum number of residential placements for women provided within the treatment programme per month	9	N/A
Quality • Collaborative treatment plan developed with client stating individualized treatment goals in client's own language for each stage of their treatment • Transition plans and discharge summaries completed for every client at each new stage of their treatment • Assessment tools completed on each client prior to transition from orientation stage • Outgoing reports reviewed by senior management prior to distribution	80-100% 80-100% 90-100% 95-100%	N/A N/A N/A N/A
Timeliness • Client oriented to residential treatment rules and expectations prior to transition from orientation stage • Support team development initiated for each client prior to transition to re-entry stage of treatment • Transition plans completed with client prior to completion of treatment	90-100% 90-100% 90-100%	N/A N/A N/A
Location Caribbean Haven Residential Centre, Grand Cayman	100%	N/A
Cost	\$543,546	\$0
Related Broad Outcomes 6. Addressing Crime and Policing 10. Reducing Substance Abuse 11. Empowering Women		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 24	Treatment Services to Offenders	\$265,114
Description Provision of treatment services to offenders referred by the Court to participate in a drug intervention programme.		
Measures Quantity - Number of intake sessions offered to DRC clients - Number of group sessions provided to assess DRC clients - Number of individual sessions provided to DRC clients Quality - Percentage of clients who report improvement in life areas during the course of treatment - Individualized treatment plans developed in conjunction with client as evidenced by client's signature Timeliness - Intake sessions offered to DRC clients on a weekly basis - Assessment reports completed within 30 days of intake Location The Counselling Centre Cost	2009/10 Budget	2008/9 Estimated Actual
	80-100	N/A
	60-75	N/A
	600-700	N/A
	60-80%	N/A
	80-90%	N/A
	85-100%	N/A
	85-100%	N/A
	100%	N/A
	\$265,114	\$0
Related Broad Outcomes 6. Addressing Crime and Policing 10. Reducing Substance Abuse		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 26	Policy Advice to the Minister of Community Affairs and Housing	\$69,373
Description Policy Advice on matters pertaining to the provision of treatment services and therapeutic interventions, including responses to parliamentary questions, cabinet papers and speaking notes.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Reports, written or verbal, responses and advice provided to the Ministry • Number of parliamentary questions, cabinet papers and speaking notes drafted	5-10 1-5	N/A N/A
Quality Information provided based on research and best practice guidelines	100%	N/A
Timeliness Advice provided in accordance with agreed deadlines with the Ministry	100%	N/A
Location Grand Cayman	100%	N/A
Cost	\$69,373	\$0
Related Broad Outcomes 10. Reducing Substance Abuse 11. Empowering Women		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 27	Family Programmes	\$288,224
Description Delivery of family programmes aimed at enhancing protective factors and reducing risk factors within families in an effort to limit the development of social problems.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of family programmes delivered - Number of family groups offered	3-5 10-15	N/A N/A
Quality - Groups and programmes provided by skilled and qualified professionals - Number of participants who rate satisfaction with programme three or higher on a scale of 1-5	100% 80-100%	N/A N/A
Timeliness Throughout the year	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$288,224	\$0
Related Broad Outcomes 6. Addressing Crime and Policing 9. Improving the Lives of the Elderly and Disabled 10. Reducing Substance Abuse 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 28	Workshops and Presentations	\$254,454
Description Delivery of education via workshops and presentations aimed at empowering, educating and increasing the skills of participants on topics such as healthy relationships, violence prevention, drug and alcohol issues, co-occurring disorders, and gender socialization issues.		
Measures Quantity - Number of workshops facilitated or co-facilitated - Number of presentations provided Quality - Workshop, groups or presentation are delivered by qualified professionals - Participants who rate workshop or presentation three or higher on a scale of 1-5 - Participants show an increase in knowledge and skills Timeliness Workshops and presentations delivered throughout the financial year Location Cayman Islands Cost	2009/10 Budget 8-12 65-80 100% 90-100% 60-70% 100% 100% \$254,454	2008/9 Estimated Actual N/A N/A N/A N/A N/A N/A N/A \$0
Related Broad Outcomes: 6. Addressing Crime and Policing 10. Reducing Substance Abuse 11. Empowering Women		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 29	Crisis Intervention and Victim Advocacy	\$128,830
Description • Crisis intervention and assessment of the needs of victims of family violence to ensure appropriate referrals to community resources, and emotional support and guidance to victims throughout various stages including court accompaniment • Coordination of the Domestic Violence Intervention Training Programme (DVITP) for Police Officers, Social Workers and other front line professionals • Coordination of the Legal Befriender Service		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of DVITP trainings coordinated	2-4	N/A
• Number of coordinated sessions of Legal Befriender Service	80-90	N/A
• Number of hours crisis intervention services are offered per week	30-40	N/A
Quality		
• Percentage of spaces offered that are utilised	75-100%	N/A
• Facilitators are qualified, trained professionals who receive supervision	90-100%	N/A
• Advice provided by Legal Befriender Service is delivered by attorneys	100%	N/A
Timeliness		
• Training and skill-building initiatives are offered throughout the financial year	100%	N/A
• Crisis intervention services offered weekly	100%	N/A
Location		
Cayman Islands	100%	N/A
Cost	\$128,830	\$0
Related Broad Outcomes: 11. Empowering Women		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

DCS 30	Case Management Services	\$104,710
Description - Case managing young parents' needs by coordinating personal, social and/or life-skills sessions in order to improve their ability to effectively parent their child - Coordination of referrals and facilitating access to services provided by partner agencies for persons who present at the agency		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of placements offered to young parents per month	8-10	N/A
Quality - Percentage of young parents who have individualised support plans developed - Case management services provided to all persons who present at the agency - Referrals to partner agencies followed up to ensure necessary linkages are established	90-100% 90-100% 85-100%	N/A N/A N/A
Timeliness Follow-up with partner agencies completed within 10 working days	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$104,710	\$0
Related Broad Outcomes: 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Department of Counselling Services was previously under the Ministry of Health and Human Services.

MCA 1	Policy Advice	\$339,885
Description Provide policy advice by means of reports and papers, to the Minister of Community, Affairs and Housing (CA and H) and the Cabinet on Children and Family Services, Counseling Services, and Government Owned Companies and Committees.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of hours spent on Cabinet submissions - Number of hours spent on ministers briefing sessions - Number of hours spent on bills and reports - Number of hours spent on the establishment of a Housing Authority - Number of hours spent on dissemination of policy directives	250-300 600-700 10-15 50-100 150-200	N/A N/A N/A N/A N/A
Quality - All cabinet papers and notes to be reviewed and approved by the Chief Officer or his delegate prior to final approval by the Minister of CAandH - The policy advice should be based on the relevant laws to the advice requested or when needed technical/professional advice provided - The bills, reports and speaking notes must be reviewed and approved by the Chief Officer before submission to the Legislative Drafting Department - Directives dissemination should be based on relevant policy passed by the Cabinet and/or the Legislative Assembly	100% 100% 100% 100%	N/A N/A N/A N/A
Timeliness - All advice will be given in the timeframe agreed with the Minister of CA andH prior to 3:00 p.m. on Thursdays - Cabinet papers/notes are to be submitted to the Cabinet Office prior to 3:00 p.m. on Thursdays	90-100% 90-100%	N/A N/A
Location Grand Cayman, Cayman Brac	100%	N/A
Cost	\$339,885	\$0
Related Broad Outcomes: 6. Addressing Crime and Policing 9. Improving the Lives of the Elderly and Disabled 10. Reducing Substance Abuse 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Administration Department was previously under the Ministry of Communications, Works and Infrastructure.

MCA 2	Ministerial Services and Support	\$730,233
Description Provision of services to support the Minister and Cabinet including: • Provide answers to Parliamentary Questions • Contribution to speeches, briefings, statements, reports and other correspondences required by the Minister • Coordinating events • Contribution to quarterly and annual financial reports		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Number of hours spent preparing answers to parliamentary questions • Number of hours spent contributing to the preparation of throne speeches • Number of hours spent coordinating events • Number of hours spent preparing financial reports • Number of hours spent meeting/liasing with Heads of Department on administrative issues • Number of hours spent preparing/reviewing speeches and press briefing • Number of hours spent on replies to correspondence on behalf the Minister • Number of hours spent on meeting/liasing with departments and agencies on technical issues	30-40 5-10 60-70 100-110 120-150 200-250 4,000-6,000 50-100	N/A N/A N/A N/A N/A N/A N/A N/A
Quality • All answers to parliamentary questions reviewed and signed off by the Chief Officer or his delegate prior to final approval by the Minister • All replies to questions and preparation of speeches, press briefings, briefing notes must be reviewed by the Chief Officer or delegate • All financial reports will be in accordance with the Public Management and Finance Law (2005 Revision) and Regulations	100% 100% 100%	N/A N/A N/A
Timeliness • Replies to parliamentary questions should be ready: 1 - 5 days prior to due date • Contribution to throne speech and financial reports to Chief Officer: 3 - 5 working days prior to due date for submission • Press briefings/speeches: 1 - 5 working days prior to date of function/event	90-100% 90-100% 90-100%	N/A N/A N/A
Location Grand Cayman	100%	N/A
Cost	\$730,233	\$0
Related Broad Outcomes: 9. Improving the Lives of the Elderly and Disabled 10. Reducing Substance Abuse 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Administration Department was previously under the Ministry of Communications, Works and Infrastructure.

MCA 3	Emergency Response Services	\$49,436
Description Provision of emergency response services to the National Security Committee, National Hurricane Committee and other organizations that require maintaining an adequate level of preparedness.		
Measures Quantity - Number of hours maintaining an adequate level of preparedness - Number of hours responding to emergency incidents Quality - In accordance with Hazard Management Cayman Islands (HMCI) and other emergency preparedness plans - In accordance with HMCI's established disaster recovery policies and procedures Timeliness All necessary changes to hurricane plan/preparedness done within 5 - 7 days of issue of directive	2009/10 Budget 20-40 20-40 95% 100% 95-100% 100% \$49,436	2008/9 Estimated Actual N/A N/A N/A N/A N/A N/A \$0
Related Broad Outcomes: 15. Strengthening our Infrastructure		

Note: There is no 2008/9 Estimated Actual as the Administration Department was previously under the Ministry of Communications, Works and Infrastructure.

MCA 4	Advice and Governance of Boards and Government Owned Companies	\$151,081
Description Provision of governance and administrative support on the following Boards and Government Owned Companies: - Children and Youth Services Foundation (CAYS) - National Housing Development Trust		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of hours spent on governance and representation - Number of hours spent on administrative support to statutory authorities and committees	125-175 175-250	N/A N/A
Quality Advice given to statutory authorities is in compliance with the relevant laws and/or government policy	100%	N/A
Timeliness - Attendance at required meetings - Administrative duties should be completed within 2 - 5 days of being assigned by the Chief Officer and/or his delegate	90-100% 90-100%	N/A N/A
Location Grand Cayman	100%	N/A
Cost	\$151,081	\$0
Related Broad Outcomes: 9. Improving the Lives of the Elderly and Disabled 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Administration Department was previously under the Ministry of Communications, Works and Infrastructure.

MCA 5	Monitor the Performance of Government Companies and Provide Governance Support Services	\$86,395
Description - Monitor and review the delivery of outputs for: - Children and Youth Services Foundation - National Housing and Development Trust - Provision of administrative services and policy advice to develop/review criteria for grants and transfer payments in accordance with Government's policy for: - Seamen and Veterans - Community Development Grants - Other Output Suppliers		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of Purchase Agreements - Number of Ownership Agreements - Number of quarterly reports collated - Number of transfer payments managed	10 2 4 12,000-14,400	N/A N/A N/A N/A
Quality - Purchase agreements to contain quantity, quality, cost and timeliness measures and to meet standards specified in the Public Management and Finance Law (2005 Revision) - Ownership agreements to conform to approved scope of business and financial parameters in accordance with the Public Management and Finance Law (2005 Revision) - Satisfaction of the Minister that the material incorporates and accurately reflects the agreed performance - Quarterly reports are accurate, relevant and submitted within agreed timelines - Transfer payments are accurate and submitted within the agreed timelines	90-100% 90-100% 90-100% 90-100% 90-100%	N/A N/A N/A N/A N/A
Timeliness - Purchase Agreements drafted by August 2009 - Quarterly reports submitted on or before the 10th working day after the end of the quarter	95-100% 75-100%	N/A N/A
Location Grand Cayman	100%	N/A
Cost	\$86,395	\$0
Related Broad Outcomes: 9. Improving the Lives of the Elderly and Disabled 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Administration Department was previously under the Ministry of Communications, Works and Infrastructure.

MCA 6	Cross – Ministerial Collaboration on Social Matters	\$171,572
Description		
• Utilise NALC study to analyse and assess social policy priorities • Utilise NALC study to identify priorities for further research • Analyse local research findings and develop social policy priorities • Promote communication and cooperation across Ministries and agencies • Recommend and participate in research initiatives with a cross-ministerial approach • Promote and participate in inter-ministerial workshops and training sessions • Liaise and collaborate across Ministries and agencies in the development of research, policies, programmes, projects and legislation as necessary • Ongoing monitoring and evaluation of inter-ministerial policies, programmes, projects and legislation		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
• Number of hours spent - o in public liaison and analysis of feedback - o to assess and present policy priorities - o to recommend research initiatives - o to develop and present new policies/amendments - o to assess and present institutional/ service changes - o to promote the social development agenda • Number of hours spent on gender mainstreaming initiatives and analysis	1,800-2,200	N/A
Quality		
• Readings of public inputs must be accurate and inclusive • Policy options must be timely, well researched, and clearly linked to public need • Research must be geared to effective improvements in understanding and/or immediate practical improvements	95-100%	N/A
Timeliness		
Collaborate and liaise with other Ministries and agencies at least monthly	95-100%	N/A
Location		
Cayman Islands	100%	N/A
Cost	\$171,572	\$0
Related Broad Outcomes		
6. Addressing Crime and Policing 9. Improving the Lives of the Elderly and Disabled 10. Reducing Substance Abuse 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Administration Department was previously under the Ministry of Communications, Works and Infrastructure.

MCA 7	Management of Executive Assets – Housing and Social Facilities	\$234,025
Description On site inspection of low cost housing and government residential and retirement homes • Government Affordable Housing Initiative • Government owned retirement homes • All Government owned children residential homes • All counselling residence homes		
Quantity • Number of hours spent overseeing and reporting on projects • Number of hours spent overseeing and reporting on Executive Assets Quality • Planning requirements to be met before commencement of works • Environmental and Public Safety Standards to be adhered to • Oversight of executive assets to be carried out by Chief Officer and/or other staff as requested by the Minister Timeliness Oversight and reporting to be carried out at least once monthly on facilities under construction or currently being used Location Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	25-35	N/A
	30-40	N/A
	100%	N/A
	100%	N/A
	90-100%	N/A
	90-100%	N/A
	100%	N/A
	\$234,025	\$0
Related Broad Outcomes 9. Improving the Lives of the Elderly and Disabled 11. Empowering Women		

Note: There is no 2008/9 Estimated Actual as the Administration Department was previously under the Ministry of Communications, Works and Infrastructure.

MCA 8	Legislation Instructions	\$89,415
Description Prepare drafting instructions for revision to the following: • Poor Persons Relief Regulations • Children (Amendment) Bill • Children Regulations • Adoption of Children's Regulations • Adoption of Children's Law		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of drafting instructions prepared	2	N/A
Quality • Research and review current information to inform process of recommending revision to Laws • Provide clear, accurate and relevant drafting instructions for both of the above Bills • Drafting instructions subject to peer review and signed off by the Chief Officer • Legislative Counsel rate instructions as clear and relevant	90-100%	N/A
Timeliness Drafting instructions submitted to Legislative Counsel within the proposed time frames	90-100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$89,415	\$0
Related Broad Outcomes: 9. Improving the Lives of the Elderly and Disabled 11. Empowering Women 12. Developing our Youth		

Note: There is no 2008/9 Estimated Actual as the Administration Department was previously under the Ministry of Communications, Works and Infrastructure.

6. Payment Arrangements

Cabinet will pay the *Ministry of Community Affairs and Housing* for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	CFS 1 \$	CFS 5 \$	CFS 8 \$	CFS 9 \$	CFS 10 \$	CFS 11 \$	CFS12 \$	CFS14 \$	CFS 15 \$	CFS 28 \$
July	5,630	13,689	74,822	24,918	40,313	39,491	6,837			81,623
August	5,630	13,689	74,822	24,918	40,313	39,491	6,837			81,623
September	5,630	13,689	74,822	24,918	40,313	39,491	6,837			81,623
October	5,630	13,689	74,822	24,918	40,313	39,491	6,837			81,623
November	5,630	13,689	74,822	24,918	40,313	39,491	6,837			81,623
December	5,630	13,689	74,822	24,918	40,313	39,491	6,837			81,623
January	5,630	13,689	74,822	24,918	40,313	39,491	6,837		43,011	81,623
February	5,630	13,689	74,822	24,918	40,313	39,491	6,837		43,011	81,623
March	5,630	13,689	74,822	24,918	40,313	39,491	6,837		43,011	81,623
April	5,630	13,689	74,822	24,918	40,313	39,491	6,837	8,607	43,011	81,623
May	5,630	13,689	74,822	24,918	40,313	39,491	6,837	8,607	43,011	81,623
June	5,631	13,686	74,822	24,918	40,313	39,491	6,837	8,607	43,011	81,623
TOTAL	67,561	164,265	897,860	299,015	483,755	473,890	82,047	25,821	258,063	979,481

MONTH	CFS 29 \$	CFS 30 \$	CFS 31 \$	CFS 32 \$	CFS 33 \$	DCS 15 \$	DCS 16 \$	DCS 17 \$	DCS 18 \$
July	7,793	427,974	43,951	22,697	19,086	31,077	26,466	12,405	68,796
August	7,793	427,974	43,951	22,697	19,086	45,903	15,658	5,855	44,901
September	7,793	427,974	43,951	22,697	19,086	45,903	15,658	5,855	44,901
October	7,793	427,974	43,951	22,697	19,086	45,903	15,658	5,855	44,901
November	7,793	427,974	43,951	22,697	19,086	45,903	15,658	5,855	44,901
December	7,793	427,974	43,951	22,697	19,086	45,903	15,658	5,855	44,901
January	7,793	427,974	43,951	22,697	19,086	45,903	15,658	5,855	44,901
February	7,793	427,974	43,951	22,697	19,086	45,903	15,658	5,855	44,901
March	7,793	427,974	43,951	22,697	19,086	45,903	15,658	5,855	44,901
April	7,793	427,974	43,951	22,697	19,086	45,903	15,658	5,855	44,901
May	7,793	427,974	43,951	22,697	19,086	45,903	15,658	5,855	44,901
June	7,793	427,974	43,951	22,697	19,086	45,903	15,658	5,855	44,901
TOTAL	93,518	5,135,692	527,406	272,369	229,032	536,014	198,707	76,806	562,712

MONTH	DCS 19 \$	DCS 20 \$	DCS 21 \$	DCS 22 \$	DCS 24 \$	DCS 26 \$	DCS 27 \$	DCS 28 \$	DCS 29 \$	DCS 30 \$
July	28,375	4,380	30,480	65,070	40,190	1,900	0	29,841	11,725	12,250
August	11,465	8,074	23,226	43,498	20,448	6,134	26,202	20,419	10,646	8,405
September	11,465	8,074	23,226	43,498	20,448	6,134	26,202	20,419	10,646	8,405
October	11,465	8,074	23,226	43,498	20,448	6,134	26,202	20,419	10,646	8,405
November	11,465	8,074	23,226	43,498	20,448	6,134	26,202	20,419	10,646	8,405
December	11,465	8,074	23,226	43,498	20,448	6,134	26,202	20,419	10,646	8,405
January	11,465	8,074	23,226	43,498	20,448	6,134	26,202	20,419	10,646	8,405
February	11,465	8,074	23,226	43,498	20,448	6,134	26,202	20,419	10,646	8,405
March	11,465	8,074	23,226	43,498	20,448	6,134	26,202	20,419	10,646	8,405
April	11,465	8,074	23,226	43,498	20,448	6,134	26,202	20,419	10,646	8,405
May	11,465	8,074	23,226	43,498	20,448	6,134	26,202	20,419	10,646	8,405
June	11,465	8,074	23,226	43,498	20,448	6,134	26,202	20,419	10,646	8,405
TOTAL	154,495	93,196	285,962	543,546	265,114	69,373	288,224	254,454	128,830	104,710

MONTH	MCA 1 \$	MCA 2 \$	MCA 3 \$	MCA 4 \$	MCA 5 \$	MCA 6 \$	MCA 7 \$	MCA 8 \$
July	28,324	60,853	8,239	12,590	7,200	14,298	19,502	7,451
August	28,324	60,853	8,239	12,590	7,200	14,298	19,502	7,451
September	28,324	60,853	8,239	12,590	7,200	14,298	19,502	7,451
October	28,324	60,853	8,239	12,590	7,200	14,298	19,502	7,451
November	28,324	60,853	8,239	12,590	7,200	14,298	19,502	7,451
December	28,324	60,853		12,590	7,200	14,298	19,502	7,451
January	28,324	60,853		12,590	7,200	14,298	19,502	7,451
February	28,324	60,853		12,590	7,200	14,298	19,502	7,451
March	28,324	60,853		12,590	7,200	14,298	19,502	7,451
April	28,324	60,853		12,590	7,200	14,298	19,502	7,451
May	28,324	60,853		12,590	7,200	14,298	19,502	7,451
June	28,324	60,853	8,239	12,590	7,200	14,298	19,502	7,451
TOTAL	339,885	730,233	49,436	151,081	86,395	171,572	234,025	89,415

Appendix: Forecast Financial Statements

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
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Ministry of Community Affairs and Housing

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at *[relevant date]* and performance for the 2009/10 financial year;
- (c) comply with generally accepted accounting practice.

Dorine Whittaker
Chief Officer
Ministry of Community Affairs and Housing

30th September, 2009

Ministry of Community Affairs and Housing
FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Cabinet		15,403,961		
Outputs to other government agencies				
Outputs to others				
Interest revenue				
Total Operating Revenue		15,403,961		
Operating Expenses				
Personnel costs	1	11,919,144		
Supplies and consumables	2	3,362,258		
Depreciation	3	122,559		
Capital charge				
Other operating expenses				
Total Operating Expenses		15,403,961		
Surplus from operating activities and before extraordinary items				
Extraordinary items				
Net Surplus		0		

Ministry of Community Affairs and Housing
FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net worth		972,882		
Net surplus				
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses				
Equity investment		1,675,000		
Repayment of surplus				
Capital withdrawal				
Closing balance net worth		2,647,882		

Ministry of Community Affairs and Housing
FORECAST BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	146,048		
Accounts receivable	5	209,424		
Inventories and other current assets	6	8,113		
Total Current Assets		363,585		
Non-Current Assets				
Property, plant and equipment	7	3,031,623		
Other non-current assets				
Total Non-Current Assets		3,031,623		
Total Assets		3,395,208		
Current Liabilities				
Accounts payable	8	435,661		
Unearned revenue	9			
Employee entitlements	10	253,184		
Other current liabilities		58,481		
Total Current Liabilities		747,326		
Non-Current Liabilities				
Employee entitlements	11			
Other non-current liabilities	12			
Total Non-Current Liabilities				
Total Liabilities		747,326		
TOTAL ASSETS LESS TOTAL LIABILITIES		2,647,882		
NET WORTH				
Contributed capital		2,647,882		
Asset revaluation reserve				
Accumulated surpluses				
Total Net Worth		2,647,882		

Ministry of Community Affairs and Housing
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		15,403,961		
Outputs to other government agencies				
Outputs to others				
Interest received				
Payments				
Personnel costs		(11,919,143)		
Suppliers		(3,362,259)		
Other payments				
<i>Net cash flows from operating activities</i>	13	122,559		
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(1,675,000)		
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		(1,675,000)		
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		1,675,000		
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>		1,675,000		
<i>Net increase/(decrease) in cash and cash equivalents</i>		122,559		
Cash and cash equivalents at beginning of period		23,489		
Cash and cash equivalents at end of period	4	146,048		

Ministry of Community Affairs and Housing
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

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

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2010.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities*Accounts Payable*

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

Ministry of Community Affairs and Housing
NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	11,397,890		
Employer/Government pension expense	521,253		
Total Personnel Costs	11,919,143		

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	1,769,083		
Operating lease rentals	707,800		
Other	885,376		
Total Supplies and Consumables	3,362,259		

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings	51,460		
Vehicles	11,103		
Aeroplanes			
Boats			
Furniture and fittings	20,788		
Computer hardware and software	11,991		
Office equipment	24,674		
Other plant and equipment	944		
Other assets	1,599		
Total Depreciation	122,559		

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	40-60
Vehicles	4-12
Aeroplanes	9-20
Boats	9-20
Furniture and fittings	3-20
Computer hardware and software	3-10
Office equipment	3-20
Other plant and equipment	5-25
Other assets	3-25

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand	23,489		
Bank accounts	122,559		
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	146,048		

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet	206,424		
Outputs to other government agencies			
Outputs to others			
Interest receivable			
Prepayments	3,000		
Interest Receivable			
Other Receivables			
Total Gross	209,424		
Less provision for doubtful debts			
Total Net	209,424		

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)			
Work in Progress			
Finished Goods			
Total Inventories			

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings	774,356	1,471,000			51,460	2,193,896
Vehicles	106,886				11,103	82,882
Aeroplanes						
Boats						
Furniture and fittings	351,406				20,788	330,618
Computer hardware and software	30,557	85,000			11,991	103,566
Office equipment	40,435				24,674	15,761
Other plant and equipment	9,900				944	8,956
Construction in progress						
Other assets	175,025	119,000			1,599	292,426
Total	1,488,565	1,675,000			122,559	3,041,006

	HC or Revalued Amount \$000	Accum Depr \$000	2009/10 Forecast \$000	2008/9 Est Actual \$000
Buildings	2,700,503	506,607	2,193,896	
Vehicles	131,690	48,808	82,882	
Aeroplanes				
Boats				
Furniture and fittings	424,686	94,068	330,618	
Computer hardware and software	189,458	85,892	103,566	
Office equipment	106,780	91,019	15,761	
Other plant and equipment	41,305	32,349	8,956	
Construction in progress				
Other assets (list if material)	297,544	1,600	295,944	
Total	3,891,966	860,343	3,031,623	

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Trade Creditors and other accounts payable	435,661		
Operating lease rental			
Accruals			
Total	435,661		

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance			
Total			

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	253,184		
Other salary related entitlements			
Total Employee Entitlements	253,184		

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements			
Other salary related entitlements			
Total			

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total			

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast	2008/9 Est. Actual This Year	2007/8 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)			
Non-cash movements			
Depreciation	122,559		
Increase in provision for doubtful debts			
Increase in payables/accruals			
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			
Increase in receivables			
Net cash flows from operating activities	122,559		

BUDGET 2009/10

Annual Budget Statement

for

Judicial Administration

For the financial year ending

30 June 2010

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005 Revision)

Contents

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

To provide administrative support for the dispensation of Justice in the Cayman Islands, for Judicial and Mutual Legal assistance to foreign Courts and Governments, and for the resolution of disputes that come before the Courts.

Scope of Activities

Case Management – Criminal and Civil

- Provision of services to support the work of the Judiciary in determining and managing criminal and civil cases.
- Services include:
 - o Register all actions, ensure their custody and progress through the Judicial system.
 - o Scheduling cases and rostering judges
 - o Managing documents and exhibits
 - o Recording and transcribing evidence
 - o Undertaking functions prescribed by statute (for example granting bails, issuing summonses etc. in Criminal cases and dissolutions and probate etc. in Civil cases)
 - o Dealing with enquiries from parties and their lawyers

Financial Management

- Collection or enforcement of monetary penalties, and the enforcement of judgments of the Courts on behalf of Judgment creditors
- Administration of Legal Aid services
- Collection of forfeited funds

Customers and Location of Activities

The services provided by the Judicial Administration are provided to members of the Legal Profession, the Police, other Government Agencies and the general public of the Cayman Islands and abroad. Customers:- Chief Justice, Other Government Agencies

2. Strategic Ownership Goals

The key strategic ownership goals for the *Judicial Administration* in 2009/10 and the subsequent two years are as follows:

- Ensure optimum use of Government resources so that costs are reduced as much as possible.
- Establishment of the Family Court
- Creation of a Commercial and other Divisions of the Grand Court
- Continue ongoing technological modernization of the Courts system, including the creation of an inter-active website
- Implementation of Children's Law
- Implementation of the Alternative Sentencing Law and Policies

3. Ownership Performance Targets

The ownership performance targets for Judicial Administration for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$	2008/9 Estimated Actual \$
Revenue from Cabinet	5,040,975	5,702,867
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others		
Surplus/deficit from outputs		
Ownership expenses	5,040,975	5,702,867
Operating Surplus/Deficit		
Net Worth	2,514,000	2,182,000
Cash flows from operating activities	137,000	80,000
Cash flows from investing activities	(670,000)	(360,000)
Cash flows from financing activities	230,000	300,000
Change in cash balances	(303,000)	20,000

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	835	354
Total Assets: Total Liabilities	1,357	738

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed	65	65
Staff turnover (%)		
Managers	6	5
Professional and technical staff	6	5
Clerical and labourer staff		
Average length of service (number of years in current position)	6	6
Managers	10	9
Professional and technical staff	10	9
Clerical and labourer staff		
Changes to personnel management system:		

Physical Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Value of total assets	2,714,000	\$2,524,000
Asset replacements: total assets	25%	14%
Book value of assets: initial cost of those assets	54%	65%
Depreciation: cash flow on asset purchases	34%	22%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
Website, OE, Furniture, Website build-out new court, generator	670,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2009

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Loss of key personnel	Unchanged	• Training Plan • Regular Performance feedback	Unknown
Judicial Enforcement Management System (JEMS) training	Unchanged	• Continue with training and implementation schedule	Unknown
Hurricane or other damage and/or loss of confidential documents/exhibits and the inability of the courts to operate fully	Unchanged	• Maintenance of strong-room and vault; and back-up computer disks. • Generator to be acquired	Unknown
Insufficient security of buildings and grounds	Unchanged	• High-density lighting outside parameters of buildings; low density lighting inside for specific areas	Unknown

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget \$	2008/9 Estimated Actual \$
Equity Investment from Cabinet into Judicial administration	230,000	552,000
Capital (Equity) Withdrawal by Cabinet from Judicial Administration		

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

JUD 1	Administrative Support to the Judiciary	\$849,023
Description Administrative Support to the Judiciary, involving: • Secretarial, court reporting, listing and administrative support to the Chief Justice and the Judiciary • Administration of Justice in the Cayman Islands • Provision of a comprehensive legal library to be used by Judges, Magistrates, Attorneys and Public		
Measures Quantity • Number of judgments typed or transcribed • Number of statistical reports • Number of transcripts for appeals • Number of periodicals and bound volumes in library Quality • Judgments prepared accurately in accordance with the Judge's and Magistrates drafts and directions • Statistical reports are accurate and subject to peer review • Transcripts of trials and Hearings prepared accurately and based on Judges/Magistrates directions • Library requests for additional books to be met • Library staff qualified Timeliness • Judgments are prepared in accordance with Judges request • Transcripts are prepared within 2-4 weeks of appeals being lodged • Library opens 9am - 4:30pm on Monday-Friday • Policy initiatives to be developed within deadlines Location Courts Office, Grand Cayman		2009/10 Budget 75-100 1-2 70-100 3,937 100% 95% 95% 100% 100% 100% 95% 100% 100% 100%
		2008/9 Estimated Actual 75-100 1-2 70-100 3,937 100% 95% 95% 100% 100% 100% 95% 100% 100% 100%
Cost		\$849,023 \$948,081
Related Broad Outcome 6. Addressing Crime and Policing		

JUD 2	Collection of Revenue	\$263,723
Description Provide support for the collection and recording of Court and Traffic Ticket fines and Civil Court fees.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity Number of hours collecting and recording fine and fees	3,000-3,500	2,000-3,000
Quality - Amount collected equates to amount ticketed or fined or amount of fee - All monies collected recorded accurately and in accordance with government accounting regulations - Warrant accurate, and issued in accordance with relevant laws and signed by Judge/Magistrate	100% 95% 100%	100% 95% 100%
Timeliness - Money received deposited to the bank within one working day - Warrants issued on outstanding fines within one month of default	100% 60%	100% 60%
Location Courts Office Grand Cayman, Ashton Ratty Centre, Cayman Brac, Kirk House, Grand Cayman	100%	100%
Cost	\$263,723	\$229,229
Related Broad Outcome 6. Addressing Crime and Policing		

JUD 7	Administration of Legal Aid	\$169,184
Description Administration of legal aid including: • Processing applications • Assign Attorneys • Processing and issuing legal aid certificates • Taxation of legal aid bills		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity • Civil legal aid applications processed • Criminal legal aid applications processed • Legal aid certificates issued	200-250 180-220 250-300	200-250 180-220 250-300
Quality • Applications processed in accordance with the Legal Aid Law for Judges and Magistrates consideration • Attorney's assigned and certificates issued in accordance with Judge's/Magistrates decisions, and based on Attorney expertise in the relevant field • Assessment of bills to be in accordance with the Legal Aid Law and with the Chief Justice's Practice Direction	80% 80% 95%	80% 80% 95%
Timeliness • Applications processed within two days • Attorney assigned and legal aid certificate issued within five days after being granted • Court files reviewed when requested by Attorney or Judge or applicant • Number of days from receipt Certified bills processed for payment	80% 90% 90% 5	90% 100% 100% 5
Location Courts Office, Grand Cayman	100%	100%
Cost	\$169,184	\$145,090
Related Broad Outcome 6. Addressing Crime and Policing		

JUD 9	Court Room Services	\$1,422,538
Description Management of courts including: - Swearing in witnesses - Recording exhibits - Keeping order in court - Liasing with jurors - Court reporting - Checking the court list and making sure files are available for that particular court - Ushering Judges and Magistrates		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity - Court room services provided to five court rooms by: - Marshals - Court room reporters	9 4	9 4
Quality - Court room personnel to be prepared and in attendance before the start of court each day - Prepare courtrooms to ensure that everything is ready before the court commences - Correct files available for the relevant courts	90% 95% 95%	90% 95% 95%
Timeliness - Files delivered to courtroom at least ½ hour before court sitting - Case files to Judiciary at least four days (for Judges) and one day for Magistrates before hearing - Courtroom prepared at least one hour before court sits	100% 100% 100%	100% 100% 100%
Location Courts Office Grand Cayman, Ashton Ruttly Building, Cayman Brac	100%	100%
Cost	\$1,422,538	\$1,785,271
Related Broad Outcome 6. Addressing Crime and Policing		

JUD 13	Financial Management of Court Funds	\$383,664
Description Financial management of Court Funds for the Grand Court of the Cayman Islands Collect and distribute compensations and child support		
Measures Quantity - Number of nominated accounts - Number of general accounts - Number of financial statements Quality - Receipts and payments are in accordance with Court Order - Account balances reconciled to General Ledger monthly Timeliness - Disbursement of cheques three (3) times per week - Batches posted to General Ledger daily - Annual Financial Statements to be prepared on a timely basis Location Courts Office Grand Cayman Cost	2009/10 Budget	2008/9 Estimated Actual
	80-90	80-90
	1,500-1,600	1,500-1,600
	1	1
	100%	100%
	90%	90%
	95%	95%
	95%	95%
	60%	60%
	100%	100%
	\$383,664	\$249,950
Related Broad Outcome 6. Addressing Crime and Policing		

JUD 15	Administrative Support for the Conduct of Civil Proceedings	\$780,659
Description administrative Support for the Conduct of Civil proceedings, involving: • Receiving and filing legal documents relating to cases in the Grand and Summary Courts • Preparing Appeal Bundles • Issuing civil summonses and bail bonds • Maintenance of Originating Process, registers of Attorneys, Notaries Public and Justices of the Peace • Servicing and enforcement of court documents including: writs, petitions, originating summonses, foreign process, warrants of execution • Administration of the Maintenance and Affiliation Law (child and spouse support) involving: processing of applications, processing Court Orders, following-up delinquent payers and processing and issuing Attachment of Earnings Orders		
Measures Quantity • Number of Civil cases processed • Number of Divorce cases processed • Number of Probate and Administration processed • Number of Civil appeals processed • Number of Criminal Appeals processed • Number of Court documents serviced • Number of applications processed, summonses issued and Court orders processed • Number of Attachment of Earnings Orders issued Quality • Originating process filed accurately • Appeal bundles prepared in accordance with the relevant Law • Orders prepared and issued in accordance with the relevant laws and Court rulings • Court documents: to be serviced and executed in accordance with the rules of the relevant court and convention • Administration of the Maintenance and Affiliation Law (child and spouse support) relevant documents processed accurately and in accordance with the relevant laws and procedures Timeliness • Documents filed within 2-5 working days based on urgency • Bundles prepared before the relevant court session • Orders processed within five (5) days • Court documents serviced within 14 days • Administration of the Maintenance and Affiliation Law (child and spouse support) applications processed and summonses issued within one week Location Courts Office Grand Cayman, Kirk House Grand Cayman, Ashton Rutty Building Cayman Brac		2009/10 Budget 1,000-1,100 200-240 150-180 15-25 20-30 1,500-1,700 350-400 60-80 100% 100% 100% 100% 95% 100% 95% 95% 80% 95% 100% \$780,659
Related Broad Outcome 6. Addressing Crime and Policing		

Note: In 2008/9 Budget, this was part of Jud 14.

JUD 17	Administration of Drug Rehabilitation Court (DRC)	\$242,088
Description Administration and support for the conduct of Drug Rehabilitation Court proceedings, involving: • Processing applications • Receiving and filing legal documents relating to cases • Preparing pre-court and courtroom materials and reports • Issuing summonses and bail bonds • Maintenance of registers of DRC participants • Conducting U/A Random protocol and Courtroom U/A testing • Programme coordination and monitoring		
Measures Quantity • Number of DRC applications processed • Number of DRC Provisional Orders made • Number of DRC Prescribed Treatment Programme Orders Made • Number of DRC graduates • Number of U/A's • Number of DRC Team meetings Quality • Applications processed in accordance with the Drug Rehabilitation Court Law for consideration by the DRC Team • Orders signed and issued in accordance with the Rules of Court • Assessment for suitability completed within the 30-day provisional period • Client progress is assessed before advancement to next phase of programme • Client meets all the requirements for graduation as set out in Rule of Court Timeliness • Applications processed within 14 days • DRC materials and reports prepared before the relevant court session • Orders processed within two working days Location Courts Office Grand Cayman, Kirk House Grand Cayman Islands Government Cost		2009/10 Budget 50-100 50-100 50-100 10-15 1,000-1,200 10-12 80% 100% 80% 95% 100% 80% 100% 80% 100% \$242,088
Related Broad Outcome 6. Addressing Crime and Policing		

Note: In 2008/9 Budget, this was part of Jud 14.

6. Payment Arrangements

Cabinet will pay Judicial Administration for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	JUD 1 \$	JUD 2 \$	JUD 7 \$	JUD 9 \$	JUD13 \$	JUD 15 \$	JUD16 \$	JUD 17 \$
July	70,751	21,976	14,099	118,545	31,972	65,055	77,508	20,174
August	70,751	21,976	14,099	118,545	31,972	65,055	77,508	20,174
September	70,751	21,976	14,099	118,545	31,972	65,055	77,508	20,174
October	70,751	21,976	14,099	118,545	31,972	65,055	77,508	20,174
November	70,751	21,976	14,099	118,545	31,972	65,055	77,508	20,174
December	70,751	21,976	14,099	118,545	31,972	65,055	77,508	20,174
January	70,751	21,976	14,099	118,545	31,972	65,055	77,508	20,174
February	70,751	21,976	14,099	118,545	31,972	65,055	77,508	20,174
March	70,751	21,976	14,099	118,545	31,972	65,055	77,508	20,174
April	70,751	21,976	14,099	118,545	31,972	65,055	77,508	20,174
May	70,751	21,976	14,099	118,545	31,972	65,055	77,508	20,174
June	70,762	21,987	14,095	118,543	31,972	65,054	77,508	20,174
TOTAL	849,023	263,723	169,184	1,422,538	383,664	780,659	930,096	242,088

Appendix: Forecast Financial Statements

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Statement of Responsibility
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Judicial Administration

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June, 2010 and performance for the 2009/10 financial year;
- (c) comply with generally accepted accounting practice.

[_____
Delene Cacho
Chief Officer
Judicial Administration

30th September, 2009

Judicial Administration
**FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Cabinet		5,041	5,703	5,097
Outputs to other government agencies				100
Outputs to others				
Interest revenue				12
Total Operating Revenue		5,041	5,703	5,209
Operating Expenses				
Personnel costs	1	3,433	3,285	2,789
Supplies and consumables	2	1,378	2,166	2,215
Depreciation	3	230	140	142
Capital charge			112	63
Other operating expenses				
Total Operating Expenses		5,041	5,703	5,209
Surplus from operating activities and before extraordinary items				
Extraordinary items				
Net Surplus		0	0	0

Judicial Administration
**FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net worth		2,284	1,882	1,632
Net surplus				
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses		2,284	1,882	1,632
Equity investment		230	552	100
Repayment of surplus				
Capital withdrawal				
Closing balance net worth		2,514	2,284	1,732

Judicial Administration
FORECAST BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	969	1,272	427
Accounts receivable	5	625	625	1,357
Inventories	6	75	75	75
Total Current Assets		1,669	1,972	1,859
Non-Current Assets				
Property, plant and equipment	7	1,045	605	565
Other non-current assets				10
Total Non-Current Assets		1,045	605	575
Total Assets		2,714	2,577	2,434
Current Liabilities				
Accounts payable	8	170	263	672
Unearned revenue	9			
Employee entitlements	10	30	30	30
Other current liabilities				
Total Current Liabilities		200	293	702
Non-Current Liabilities				
Employee entitlements	11			
Other non-current liabilities	12			
Total Non-Current Liabilities		0	0	0
Total Liabilities		200	293	702
TOTAL ASSETS LESS TOTAL LIABILITIES		2,514	2,284	1,732
NET WORTH OPENING BALANCE				
Contributed capital		230	552	100
Asset revaluation reserve				
Accumulated surpluses				
Total Net Worth		2,514	2,284	1,732

Judicial Administration
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		5,041	5,703	4,910
Outputs to other government agencies				100
Outputs to others				
Interest received				12
Payments				
Personnel costs		(3,433)	(3,285)	(3,159)
Suppliers		(1,471)	(2,166)	(2104)
Other payments			(112)	(31)
<i>Net cash flows from operating activities</i>	13	137	473	(272)
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(670)	(180)	(255)
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		(670)	(180)	(255)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		230	552	100
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>		230	552	427
<i>Net increase/(decrease) in cash and cash equivalents</i>		(303)	845	428
Cash and cash equivalents at beginning of period		1,272	427	855
Cash and cash equivalents at end of period	4	969	1,272	427

General Accounting Policies

Reporting entity

These forecast financial statements are for the Judicial Administration

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2010.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

Judicial Administration
NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	3,030	3,120	2,653
Employer/Government pension expense	403	165	136
Total Personnel Costs	3,433	3,285	2,789

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	936	1,696	1,923
Operating lease rentals	442	470	291
Other			
Total Supplies and Consumables	1,378	2,166	2,214

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings			
Vehicles			
Aeroplanes			
Boats			
Furniture and fittings	230	140	142
Computer hardware and software			
Office equipment			
Other plant and equipment			
Other assets			
Total Depreciation	230	140	142

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	40
Vehicles	5
Aeroplanes	
Boats	
Furniture and fittings	10
Computer hardware and software	4
Office equipment	6
Other plant and equipment	6-12
Other assets	

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand	969	1,272	427
Bank accounts			
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	<u>969</u>	<u>1,272</u>	<u>427</u>

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet	625	625	594
Outputs to other government agencies			771
Outputs to others			
Interest receivable			12
Prepayments			
Interest Receivable			
Other Receivables			25
Total Gross			<u>1,402</u>
Less provision for doubtful debts			(45)
Total Net	<u>625</u>	<u>625</u>	<u>1,357</u>

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)			
Work in Progress			
Finished Goods	75	75	75
Total Inventories	<u>75</u>	<u>75</u>	<u>75</u>

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast \$000
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings						
Vehicles						
Aeroplanes						
Boats						
Furniture and fittings	605	670			(230)	1,045
Computer hardware and software						
Office equipment						
Other plant and equipment						
Construction in progress						
Other assets						
Total	605	670			(230)	1,045

	HC or Revalued Amount \$000	Accum Depr \$000	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Buildings				
Vehicles				
Aeroplanes				
Boats				
Furniture and fittings	1,950	(905)	1,045	605
Computer hardware and software				
Office equipment				
Other plant and equipment				
Construction in progress				
Other assets (list if material)				
Total				

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Trade Creditors			1
Operating lease rental			
Accruals	170	263	671
Total	170	263	672

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance			
Total			

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	30	30	30
Other salary related entitlements			
Total Employee Entitlements	30	30	30

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements			
Other salary related entitlements			
Total			

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total			

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast	2008/9 Est. Actual This Year	2007/8 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)			
Non-cash movements			
Depreciation	230	140	142
Increase in provision for doubtful debts			
Increase in payables/accruals	(93)	(409)	299
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			
Increase in receivables		742	(715)
Net cash flows from operating activities	137	473	(274)

BUDGET 2009/10

Annual Budget Statement

for

Office of the Auditor General

For the financial year ending

30 June 2010

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005 Revision)

Contents

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements for the year ended 30 June 2010

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

The provision of independent audit services to the Legislative Assembly, comprising of information, advice and assurance on whether Government's activities have been carried out and accounted for in accordance with the Legislature's intention and with due regard to securing value for money and the avoidance of waste.

Scope of Activities

Financial statement attest services:

- Entire Public Sector (EPS) consolidated financial statements
- The financial statements of Ministries, Portfolios, Statutory Authorities, Government companies and certain non-public funds.

Provision of special investigation services and the production of Auditor General Reports to either the Legislative Assembly or management into:

- Management of executive transactions
- Financial management of EPS or of any Ministry, Portfolio, agency or Statutory Authority
- Economy, efficiency, effectiveness in the way any Ministry, Portfolio, agency or Statutory Authority has used its resources in discharging its functions
- Information systems audits
- Accounting and other specialist technical advice to Chief Officers
- Public interest audits suggested by the Legislative Assembly, Public Accounts Committee (PAC) or Cabinet

Support for public accountability through:

- Assistance and advice provided to the Public Accounts Committee

Support Services to the National Hurricane Committee and Hazard Management through advice and assistance.

Customers and Location of Activities

Customers: The Legislative Assembly, the Public Accounts Committee and Cabinet.

Audit Clients: All Ministries/Portfolios, all Statutory Authorities and Government Companies.

Locations: Office of the Auditor General, 3rd Floor Anderson Square, George Town; Client's offices.

2. Strategic Ownership Goals

The key strategic ownership goals for the Office of the Auditor General in 2009/10 and the subsequent two years are as follows:

- To develop and strengthen the Audit Office human resource capability in order to provide an effective and efficient audit service.
- To ensure that we meet the changing needs and expectations of our stakeholders by focussing our resources on matters offering the greatest potential to improve their performance and accountability.
- To continuously improve our own business management practices through strategic planning to identify and give priority to the most important risks.
- To enhance the independence of the Audit Office through greater financial and operational autonomy.
- To enhance the effectiveness of public accountability through the release of relevant and timely audit reports to all stakeholders.
- To meet all deadlines and commitments of the Public Management and Finance Law (2005 Revision) and the Public Service Management Law (2007 Revision) and the Personnel Regulations, 2006.

3. Ownership Performance Targets

The ownership performance targets for the Office of the Auditor General for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$	2008/9 Estimated Actual \$
Revenue from Public Accounts Committee	688,000	573,000
Revenue from ministries, portfolios, statutory authorities, government companies	1,499,000	1,447,000
Revenue from others	-	-
Surplus/deficit from outputs	-	-
Ownership expenses	-	-
Operating Surplus/Deficit	-	-
Net Worth	206,000	206,000
Cash flows from operating activities	13,000	(39,000)
Cash flows from investing activities	(13,000)	(23,000)
Cash flows from financing activities	-	-
Change in cash balances	-	(62,000)

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	157%	157%
Total Assets: Total Liabilities	179%	183%

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed	20	19
Staff turnover (%)		
Managers	0%	25%
Professional and technical staff	25%	17%
Clerical and labourer staff	0%	0%
Average length of service (number of years in current position)		
Managers	6	5
Professional and technical staff	3	3.5
Clerical and labourer staff	7.5	6.5
Changes to personnel management system:	None	

Physical Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Value of total assets	\$466,000	\$455,000
Asset replacements: total assets	2.8%	5.1%
Book value of assets: initial cost of those assets	40%	49%
Depreciation: cash flow on asset purchases	154%	74%
Changes to asset management policies	None	None

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
Computers (Laptops and Desktops)	11,500
Office Equipment	1,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2009
None	

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
- Issuing an inappropriate audit opinion on government financial accounts, costed outputs and QQTL measures - Inappropriate conclusions and advice to agencies drawn from interim audit attest work	Unchanged	Internal activity: - Improved knowledge of business for all agencies and outputs - More emphasis on risk-based audit planning - Continue development of output audit methodology - Staff training on new developments in accounting and auditing - Reorganization of management structure for more focus on audit quality External activity: - Inviting CO and CFO participation in audit planning to ensure effective co-operation	Not quantifiable
Natural Disaster	Unchanged	Internal Activity: Employee awareness of risk and taking necessary precaution to protect physical assets and important information	Not quantifiable

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget \$	2008/9 Estimated Actual \$
Equity Investment from Cabinet into the <i>Office of the Auditor General</i>	-	-
Capital (Equity) Withdrawal by Cabinet from the <i>Office of the Auditor General</i>	-	-

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

AUD 2	Investigations and Reports	\$550,000
Description One audit report on the Government's annual financial statements. Investigations and Reports on: • Management of executive transactions • Financial Management of Entire Public Sector or of any Ministry, Portfolio, Statutory Authority or Government Company • Economy, efficiency and effectiveness – Value for Money (VFM) • Information systems controls		
Measures Quantity • Special Investigations in response to requests • Value-For-Money planned Audits/Reviews • Minor Reports – advisory and consultations Completion of Work in Progress Brought Forward 2008-09 • Value For Money planned Audits/Reviews • Minor Report – advisory and consultations Quality • Issued Special Investigation, VFM, and Minor Reports are to be reviewed and signed off by Audit Manager and/or Auditor General • Request client's comments on the draft report and amend the final report if necessary Timeliness • 1-3 Special Investigations to be completed throughout the year • VFM audits/reviews to be completed throughout the year - (1 by end of January 2010, 1 by the end of June 2010) • 3 Minor Reports – advisory and consultations to be completed throughout the year Completion of Work in Progress Brought Forward 2008-09 • Value For Money planned Audits/Reviews to be completed by September 2009, January 2010, and April 2010 • Minor Report – advisory and consultations by November 2009 Location Office of the Auditor General, 3 rd Floor Anderson Square, George Town, Client premises – Cayman Islands		2009/10 Budget 1-3 2 3 3 2 100% 100% 100% 100% 100% 100% 100% 100% 100% 100%
		2008/9 Estimated Actual 2 1 1 N/A N/A 100% 100% 100% N/A 100% 0% 0% 100%
Cost		\$550,000 \$484,000
Related Broad Outcome: 2. Restoring Prudent Fiscal Management		

AUD 3	Advice, Assistance and Reports to the Legislative Assembly and its Committees	\$98,000
Description The Office of the Auditor General reports is submitted to the Speaker of the Legislative Assembly and is referred to the Public Accounts Committee (PAC) to be reviewed. Advice and assistance is provided to the PAC through attendance at PAC meetings and in drafting the PAC report. PAC will table its report in the Legislative Assembly (LA) along with the Auditor General's report.		
Measures Quantity - Special Report - Caribbean Utilities Company Ltd - Summary Report (submitted to PAC March 2005) - Special Report – on the Affordable Housing Initiative (submitted to PAC March 2005) - Auditor General's Report on the financial statements of the Government of the Cayman Islands for the Year Ended 30 June 2004 (submitted December 2005) - Special Report – on the Royal Watler Cruise Terminal Capital Project (submitted to PAC May 2006) - Special Report – on the Cayman Islands Government's Property Insurance Settlement – Post Ivan (submitted to PAC February 2007) - Special Report – on the Review of Debt Financing Arrangements for Boatswain's Beach (submitted to PAC in July 2007) - Special Report – on the State of Financial Accountability Reporting (submitted to PAC July 2008) - Special Report – on the Scrap Metal Tender and Contract with Matrix International Inc. (submitted to PAC in August 2008) - Special Report – on the Purchase of a Helicopter by the Royal Cayman Islands Police (submitted to PAC in October 2008) - Special Report – on the Review of Gasoline Charges incurred by Pedro St. James and the Policies and Procedures in Place for the period July 2003 to April 2007 (submitted to PAC in January 2009) 1-3 Special Investigation Reports to be submitted in 2009-10 5 Value For Money Audit/Review Reports to be submitted to PAC in 2009-10 4 Minor Reports – advisory and consultation Reports submitted to PAC in 2009-10 Quality - Comments provided on the PAC Reports by an Audit Manager and/or the Auditor General prior to tabling it in the LA - Provision of Committee support services to the satisfaction of the PAC		2009/10 Budget 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 0-80% 0%-75% 50-100% 100% 100%
		2008/9 Estimated Actual 95% 0% 95% 85% 0% 0% 0% 0% 0% 0% N/A N/A N/A 100% 100%

Timeliness • Advice and assistance to be provided when required and agreed with the Public Accounts Committee • Auditor General Reports become public documents within one week of submission to the Honourable Speaker of the Legislative Assembly • Public availability through website within two days after becoming a public document Location Office of the Auditor General, 3rd Floor Anderson Square, George Town, Legislative Assembly Building, Grand Cayman		
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Cost	\$98,000	\$24,000
Related Broad Outcome 2. Restoring Prudent and Fiscal Management		

AUD 8	Support Services to the National Hurricane Committee and Hazard Management	\$40,000
Description		
Advice and assistance to the National Hurricane Committee (NHC) and Hazard Management Department.		
Measures	2009/10 Budget	2008/9 Estimated Actual
Quantity		
- Memo of Understanding (MOU) updated annually for coordination of National Hurricane international aid management resources - Attend National Hurricane Committee's annual preparation meetings - Attend international aid management meetings / NHC Administrative meetings - Training session provided on Logistics Support System (LSS) for distribution of international aid - Update Hazard Management Plan Report - Provide relief support services for disasters	3 1-3 3-6 1 1 0-1	0 4 19 0 1 1
Quality		
- MOUs are negotiated and signed off by the Auditor General and other party - Attendance and participation in annual NHC preparation meetings at an acceptable level to the NHC Chair - LSS training evaluation rated as very good by 80% of the participants - Hazard Management Plan in accordance with template issued by the Hazard Management Department - Relief support services provided at an acceptable quality National Emergencies Operations Centre Director	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness		
- MOU signed off by June 15 - NHC annual preparation meeting held in May/June - LSS training session to be held in May - Hazard Management Plan submitted by May 31 - Relief Support services provided within two days of the disaster	100% 100% 100% 100% 100%	0% 100% 0% 100% 100%
Location		
Cayman Islands	100%	100%
Cost	\$40,000	\$65,000
Related Broad Outcome		
2. Restoring Prudent Fiscal Management		

6. Payment Arrangements

Public Accounts Committee will pay the Office of the Auditor General for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	AUD 2 \$	AUD 3 \$	AUD 8 \$
July	59,000	12,000	-
August	55,000	12,000	-
September	55,000	12,000	8,000
October	55,000	5,000	7,000
November	35,000	5,000	6,000
December	35,000	5,000	-
January	40,000	10,000	-
February	40,000	10,000	-
March	40,000	6,000	-
April	40,000	6,000	5,000
May	56,000	6,000	7,000
June	40,000	9,000	7,000
TOTAL	550,000	98,000	40,000

Appendix: Forecast Financial Statements for the Year Ended 30 June 2010

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Office of the Auditor General

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June, 2010 and performance for the 2009/10 financial year;
- (c) comply with generally accepted accounting policy.

Dan Duguay, MBA, FCGA
Auditor General
Office of the Auditor General

30th September, 2009

**OFFICE OF THE AUDITOR GENERAL
FORECAST STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Public Accounts Committee		688	573	568
Outputs to other government agencies		1,499	1,447	1,568
Outputs to others		-	-	-
Interest revenue		-	-	3
Total Operating Revenue		2,187	2,020	2,139
Operating Expenses				
Personnel costs	1	1,776	1,792	1,670
Supplies and consumables	2	390	362	456
Depreciation	3	20	17	20
Capital charge		0	16	22
Other operating expenses		1	1	1
Total Operating Expenses		2,187	2,188	2,169
Surplus from operating activities and before extraordinary items		-	(168)	(30)
(Losses)/Gains on disposal of non-current assets		-	-	(1)
Extraordinary items		-	-	-
Net Surplus		-	(168)	(31)

**OFFICE OF THE AUDITOR GENERAL
FORECAST STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net assets		206	374	228
Net surplus		-	(168)	(31)
Property revaluations		-	-	-
Investment revaluations		-	-	-
Net revaluations during the period		-	-	-
Total recognised revenues and expenses		-	(168)	(31)
Equity investment		-	-	177
Repayment of surplus		-	-	-
Capital withdrawal		-	-	-
Closing balance net assets		206	206	374

**OFFICE OF THE AUDITOR GENERAL
FORECAST STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	70	70	132
Accounts receivable	5	338	320	522
Inventories	6	-	-	-
Total Current Assets		<u>408</u>	<u>390</u>	<u>654</u>
Non-Current Assets				
Property, plant and equipment	7	58	65	59
Other non-current assets		-	-	-
Total Non-Current Assets		<u>58</u>	<u>65</u>	<u>59</u>
Total Assets		<u>466</u>	<u>455</u>	<u>713</u>
Current Liabilities				
Accounts payable	8	166	142	173
Unearned revenue	9	-	-	-
Employee entitlements	10	94	107	166
Other current liabilities		-	-	-
Total Current Liabilities		<u>260</u>	<u>249</u>	<u>339</u>
Non-Current Liabilities				
Employee entitlements	11	-	-	-
Other non-current liabilities	12	-	-	-
Total Non-Current Liabilities		<u>-</u>	<u>-</u>	<u>-</u>
Total Liabilities		<u>260</u>	<u>249</u>	<u>339</u>
TOTAL ASSETS LESS TOTAL LIABILITIES		<u>206</u>	<u>206</u>	<u>374</u>
NET ASSETS				
Contributed capital		400	400	400
Asset revaluation reserve		-	-	-
Accumulated surpluses		(194)	(194)	(26)
Total Net Assets		<u>206</u>	<u>206</u>	<u>374</u>

**OFFICE OF THE AUDITOR GENERAL
FORECAST STATEMENT OF CASH FLOWS
FOR YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Public Accounts Committee		690	645	473
Outputs to other government agencies		1,479	1,552	1,453
Outputs to others		-	-	8
Interest received		-	3	2
Payments				
Personnel costs		(1,789)	(1,837)	(1,583)
Suppliers		(363)	(378)	(436)
Other payments		(4)	(24)	(12)
<i>Net cash flows from operating activities</i>	13	13	(39)	(95)
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(13)	(23)	(12)
Proceeds from sale of non-current assets		-	-	-
<i>Net cash flows from investing activities</i>		(13)	(23)	(12)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		-	-	177
Repayment of surplus		-	-	-
Capital withdrawal		-	-	-
<i>Net cash flows from financing activities</i>		-	-	177
<i>Net increase/(decrease) in cash and cash equivalents</i>		-	(62)	70
Cash and cash equivalents at beginning of period		70	132	62
Cash and cash equivalents at end of period	4	70	70	132

**OFFICE OF THE AUDITOR GENERAL
STATEMENT OF ACCOUNTING POLICIES
FOR YEAR ENDED 30 JUNE 2010**

General Accounting Policies

Reporting entity

These forecast financial statements are for the Office of the Auditor General.

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2010.

Specific Accounting Policies

Revenue

Output revenue

The Audit Office derives its revenue from the Public Accounts Committee for outputs provided to and at the request of the Legislative Assembly. The Audit Office also earns output revenue consisting of fees for attest services, other assurance work and special assignments undertaken on the initiative of the Auditor General or at the request of the Governor of the Cayman Islands. Output revenue is recognised in the accounting period in which it is earned.

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Leases

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under the operating leases are recognized as an expense on a straight line basis over the lease term.

Capital Charge

Capital charges on the net assets due to the Cayman Islands Government are recognised as an expense in the period in which they are incurred.

Assets

Cash and cash equivalents

Cash and cash equivalents include cash held in a bank account in the name of the Cayman Islands Audit Office maintained with the Royal Bank of Canada in the Cayman Islands.

Receivables and advances

Accounts receivables are recognised initially at fair value less a provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the Audit Office will not be able to collect all amounts due according to the original terms of the receivables. Significant delays in payments (more than 120 days overdue) are considered indicators that the trade receivable may be impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the operating statement. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are recognized as revenue in the operating statement.

Property, Plant and Equipment (including Infrastructure Assets)

Property, plant and equipment are carried at historical cost (which includes acquisition cost) less accumulated depreciation and are depreciated on the straight line basis at the following rates and estimated useful lives:

Furniture and fittings	6.66% (15 years) to 20% (5 years)
Computer Equipment	33.33% (3 years)
Office Equipment	10% (10 years) to 33.33% (3 years)

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

Contributed Capital

Contributed capital relates to equity injections for fixed asset acquisitions, working capital and initial start up cash of the Audit Office, which is funded by Cabinet.

OFFICE OF THE AUDITOR GENERAL
NOTES TO THE FORECAST FINANCIAL STATEMENTS
FOR YEAR ENDED 30 JUNE 2010

NOTE 1. PERSONNEL COSTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	1,695	1,707	1,592
Employer/Government pension expense	81	85	78
Total Personnel Costs	1,776	1,792	1,670

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	259	270	366
Operating leases	131	92	90
Other	-	-	-
Total Supplies and Consumables	390	362	456

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings	-	-	-
Vehicles	-	-	-
Aeroplanes	-	-	-
Boats	-	-	-
Furniture and fittings	5	7	6
Computer hardware and software	9	6	9
Office equipment	6	4	5
Other plant and equipment	-	-	-
Other assets	-	-	-
Total Depreciation	20	17	20

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	N/A
Vehicles	N/A
Aeroplanes	N/A
Boats	N/A
Furniture and fittings	5-15
Computer hardware and software	3
Office equipment	3-10
Other plant and equipment	N/A
Other assets	N/A

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand	-	-	-
Bank accounts	70	70	132
Deposits with Portfolio Finance and Economic (Treasury)	-	-	-
Total Cash and Cash Equivalents	70	70	132

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Public Accounts Committee	57	59	132
Outputs to other government agencies	280	260	364
Outputs to others	-	-	-
Interest receivable	-	-	3
Prepayments	1	1	21
Other Receivables	-	-	2
Total Gross	338	320	522
Less provision for doubtful debts	-	-	-
Total Net	338	320	522

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)	-	-	-
Work in Progress	-	-	-
Finished Goods	-	-	-
Total Inventories	-	-	-

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-
Aeroplanes	-	-	-	-	-	-
Boats	-	-	-	-	-	-
Furniture and fittings	31	-	-	-	5	26
Computer hardware and software	13	12	-	-	9	16
Office equipment	21	1	-	-	6	16
Other plant and equipment	-	-	-	-	-	-
Construction in progress	-	-	-	-	-	-
Other assets	-	-	-	-	-	-
Total	65	13	-	-	20	58

	HC or Revalued Amount \$000	Accum Depr \$000	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Buildings	-	-	-	-
Vehicles	-	-	-	-
Aeroplanes	-	-	-	-
Boats	-	-	-	-
Furniture and fittings	60	34	26	31
Computer hardware and software	56	40	16	13
Office equipment	29	13	16	21
Other plant and equipment	-	-	-	-
Construction in progress	-	-	-	-
Other assets (list if material)	-	-	-	-
Total	145	87	58	65

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Trade Creditors	34	16	49
Operating lease rental	-	-	-
Accruals	36	30	28
Surplus Payable	96	96	96
Total	166	142	173

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance	-	-	-
Total	-	-	-

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	94	107	121
Other salary related entitlements	-	-	45
Total Employee Entitlements	94	107	166

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	-	-	-
Other salary related entitlements	-	-	-
Total	-	-	-

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable	-	-	-
Provision for restructuring	-	-	-
Accounts payable	-	-	-
Unearned revenue	-	-	-
Other	-	-	-
Total	-	-	-

NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS FROM OPERATING ACTIVITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Operating surplus/(deficit)	-	(168)	(31)
Non-cash movements			
Depreciation	20	17	20
Increase in provision for doubtful debts	-	-	-
Increase/(Decrease) in payables/accruals	11	(90)	124
Net gain/loss from sale of fixed assets	-	-	1
Net gain/loss from sale of investments	-	-	-
Increase in other current assets	-	-	-
(Increase)/Decrease in receivables	(18)	202	(209)
Net cash flows from operating activities	13	(39)	(95)

BUDGET 2009/10

Annual Budget Statement

for

Office of the Complaints Commissioner

For the financial year ending

30 June 2010

Prepared in accordance with Section 42 of the Public Management and Finance Law (2005 Revision)

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Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

The Office of the Complaints Commissioner is responsible for undertaking the investigatory functions prescribed by the Complaints Commissioner Law (2006) Revision.

Scope of Activities

- Receiving written complaints from the public and deciding whether they should be investigated;
- Appointing mediators to resolve complaints involving only minor maladministration;
- Investigating written complaints from the public and reporting to the complainant and government entity on the results of the investigation;
- Making recommendations for actions to be taken where injustice has occurred as a result of maladministration, monitoring compliance with those recommendations and, where no adequate action is taken, preparing a special report to the Legislative Assembly;
- Referring to the relevant person or body for their action any evidence of breach of duty, misconduct or criminal offence;
- Ascertain the inequitable or unreasonable nature or operation of any enactment or rule of law; and
- Reporting annually to the Legislative Assembly on the performance of his/her functions.

Customers and Location of Activities

The OCC Oversight Committee of the Legislative Assembly is the customer.

The recipients of the services are the general public of the Cayman Islands.

2. Strategic Ownership Goals

The key strategic ownership goals for the Office of the Complaints Commissioner in 2009/10 and the subsequent two years are as follows:

- Improve presence on the internet for informational purposes and to register complaints on line.
- Implementation of performance appraisal system specified in Personnel Regulations.
- Assist Legislative Assembly to amend Complaints Commissioner Law.
- Provide reports to the media on the work of the OCC.
- Increase public awareness through media interviews, advertising.
- Continue in house training.
- Participate on the Anti-Corruption Law task force

3. Ownership Performance Targets

The ownership performance targets for the *Office of the Complaints Commissioner* for the 2009/10 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2009/10 Budget \$	2008/9 Estimated Actual \$
Revenue from Cabinet	1,001,888	985,000
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others		
Surplus/deficit from outputs		
Ownership expenses	1,001,888	985,000
Operating Surplus/Deficit		
Net Worth	500,070	238,000
Cash flows from operating activities	16,000	7,700
Cash flows from investing activities	0	0
Cash flows from financing activities	0	0
Change in cash balances	16,000	16,000

Financial Performance Ratio	2009/10 Budget %	2008/9 Estimated Actual %
Current Assets: Current Liabilities (Working Capital)	269	211
Total Assets: Total Liabilities	272	219

3.2 Maintenance of Capability

Human Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Total full time equivalent staff employed	6	6
Staff turnover (%)	100%	0
Managers		
Professional and technical staff	50%	0
Clerical and labourer staff	50%	50%
Average length of service (number of years in current position)		
Managers	1	4
Professional and technical staff	4	3
Clerical and labourer staff	3	2
Changes to personnel management system:		

Physical Capital Measures	2009/10 Budget	2008/9 Estimated Actual
Value of total assets	\$430,000	\$437,300
Asset replacements: total assets	0%	0%
Book value of assets: initial cost of those assets	83%	83%
Depreciation: cash flow on asset purchases	n/a	n/a
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2009/10 Budget \$
	0

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2008/9	Actions to manage risk	Financial value of risk
Loss of Key Personnel	Unchanged	Identify back-up resources	
Loss of Documents	Unchanged	Back-up storage	
Security of Staff	Update HMP	Secure building arrangements and execute HMP	

4. Equity Investments and Withdrawals

Equity Movement	2009/10 Budget \$	2008/9 Estimated Actual \$
Equity Investment from Cabinet into the Office of the Complaints Commissioner	0	0
Capital (Equity) Withdrawal by Cabinet from the Office of the Complaints Commissioner	0	0

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

OCC 1	Investigation of Written Complaints or Public Interests	\$733,291	
Description - Deal with enquiries and provide advice and guidance to the public that do not result in a formal investigation - Investigate written complaints made regarding injustice caused by improper, unreasonable or inadequate administrative conduct on the part of any Ministry/Portfolio and respective department, unit and section, Government owned company and statutory authority - Undertake public interest investigations			
Measures		2009/10 Budget	2008/9 Estimated Actual
Quantity - Number of enquiries - Number of complaints investigated - Number of public interest investigations/reports		200-400 40-80 2-5	200-400 40-80 2-5
Quality - All complaints, enquiries and public interest investigation are to be investigated by suitably qualified and trained staff - All reports to be signed off by the Complaints Commissioner or in his absence the Acting Commissioner - All complaints investigated in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)		100% 100% 100%	100% 100% 100%
Timeliness - All enquiries to be answered within five working days - Decision to investigate complaint and if accepted, commencement of investigation of complaint within one month - All investigations to be completed within four months of the investigation being commenced - All reports/public interest investigations to be completed within five months of the request		90-100% 95-100% 80-100% 80-100%	90-100% 95-100% 80-100% 80-100%
Location Cayman Islands		100%	100%
Cost		\$733,291	\$738,750
Related Broad Outcome: 2: Restoring Prudent Fiscal Management			

OCC 2	Monitor the Implementation of the Commissioner's Recommendations	\$235,509
Description - Monitor the implementation of the recommendations of the report of the Commissioner and the timescales specified in the report of action to be taken - Provide Special Reports to the Legislative Assembly where no adequate action has been made to remedy the injustice or evidence found of breach of duty, or criminal offence		
Measures	2009/10 Budget	2008/9 Estimated Actual
	Quantity	
	Number of recommendations to be monitored	20-50
	Number of special reports delivered to the Clerk of the Legislative Assembly Committee	2-4
	Quality	
	All monitoring carried out by suitably qualified and trained staff	100%
	All reports to be signed off by the Complaints Commissioner or in his absence the Acting Commissioner	100%
	All recommendations monitored in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)	100%
Timeliness		
Monitoring carried out on an on-going basis until recommendations are substantially implemented, or withdrawn or until they are included in a special report to the legislative assembly	95-100%	
Special Reports submitted to the Clerk of the Legislative Assembly Committee within one month of the Complaints Commissioner determining that no adequate action has been undertaken or evidence found of breach of duty or criminal office	90-100%	
Location		
Cayman Islands	100%	
Cost	\$235,509	\$246,250
Related Broad Outcome:		
2: Restoring Prudent Fiscal Management		

OCC 3	Policy Advice	\$16,544
Description Provision of policy advice on matters falling within the scope of activities of the Office of the Complaints Commissioner		
Measures <i>Quantity</i> - Number of meetings attended to provide strategic advice - Number of reports including statistical information <i>Quality</i> - Research and draft 5-12 amendments to the Complaints Commissioner Law (2006) and Regulation - All reports will be prepared with due professional care and will define issues clearly and succinctly - All reports will be appropriately researched, employing the necessary analytical techniques to ensure the production of comprehensive and complete reports - Reports will provide relevant and accurate information, which is clearly and succinctly presented and written by qualified and trained staff <i>Timeliness</i> - Attendance at meetings by the Commissioner or her delegate when meetings are called – within the agreed time frame - Amendments to the Law and or Regulations will be submitted to Cabinet, gazetted and posted to the website - Reports processed in accordance with the guidelines <i>Location</i> Cayman Islands <i>Cost</i>	2009/10 Budget	2008/9 Estimated Actual
	1-4	N/A
	1-4	N/A
	100%	N/A
	100%	N/A
	100%	N/A
	100%	N/A
	95-100%	N/A
	100%	N/A
	100%	N/A
	100%	N/A
Related Broad Outcome: 2: Restoring Prudent Fiscal Management		

OCC 4	Anti-Corruption Law investigations	\$16,544
Description Participation on the Anti-Corruption Law task force.		
Measures Quantity - Number of meetings attended - Number of investigations - Statistical information on investigations Quality - All reports will be prepared with due professional care and will define issues clearly and succinctly - All reports will be appropriately researched, employing the necessary analytical techniques to ensure the production of comprehensive and complete reports - All complaints are to be investigated by suitably qualified and trained staff - Reports will provide relevant and accurate information, which is clearly and succinctly presented and written by qualified and trained staff Timeliness - Attendance at meetings by the Commissioner or her delegate when meetings are called – within the agreed time frame - Investigative reports processed in accordance with the guidelines Location Cayman Islands Cost	2009/10 Budget	2008/9 Estimated Actual
	1-5	N/A
	1-5	N/A
	1-5	N/A
	100%	N/A
	100%	N/A
	100%	N/A
	100%	N/A
	95-100%	N/A
	100%	N/A
Related Broad Outcome: 2: Restoring Prudent Fiscal Management		

6. Payment Arrangements

Cabinet will pay the *Office of the Complaints Commissioner* for delivery of the outputs described in section 1.

Payment will be made on the basis of an invoice provided monthly to the *Chairman of the Oversight Committee of the Complaints Commissioner*. The invoice will contain sufficient evidence of the outputs delivered for the Minister to be able to satisfy himself that the outputs have in fact been delivered.

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

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

Table 1: Expected Invoice Profile

MONTH	OCC 1 \$	OCC 2 \$	OCC 3 \$	OCC 4 \$
July	61,108	19,626	1,379	1,379
August	61,108	19,626	1,379	1,379
September	61,108	19,626	1,379	1,379
October	61,108	19,626	1,379	1,379
November	61,108	19,626	1,379	1,379
December	61,108	19,626	1,379	1,379
January	61,108	19,626	1,379	1,379
February	61,108	19,626	1,379	1,379
March	61,108	19,626	1,379	1,379
April	61,108	19,626	1,379	1,379
May	61,108	19,626	1,379	1,379
June	61,103	19,623	1,375	1,375
TOTAL	733,291	235,509	16,544	16,544

Appendix: Forecast Financial Statements

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Office of the Complaints Commissioner

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2005 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2005 Revision).

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30 June 2010 and performance for the 2009/10 financial year; and
- (c) comply with generally accepted accounting practice.

Nicola Williams
Commissioner
Office of the Complaints Commissioner

30th September, 2009

Office of the Complaints Commissioner
**FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue				
Outputs to Cabinet		1,002	985	876
Outputs to other government agencies				
Outputs to others				
Interest revenue				
Total Operating Revenue		<u>1,002</u>	<u>985</u>	<u>876</u>
Operating Expenses				
Personnel costs	1	571	472	420
Supplies and consumables	2	415	492	337
Depreciation	3	16	15	19
Capital charge		0	6	0
Other operating expenses		0	0	0
Total Operating Expenses		<u>1,002</u>	<u>985</u>	<u>776</u>
Surplus from operating activities and before extraordinary items				
Extraordinary items		0	0	0
Net Surplus				<u>107</u>

Office of the Complaints Commissioner
**FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2010**

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Opening balance net worth		500	250	125
Net surplus				107
Property revaluations				
Investment revaluations				3
Net revaluations during the period				
Total recognised revenues and expenses		500	250	235
Equity investment		0	0	15
Repayment of surplus				
Capital withdrawal				
Closing balance net worth		<u>500</u>	<u>250</u>	<u>250</u>

Office of the Complaints Commissioner
FORECAST BALANCE SHEET
AS AT 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Current Assets				
Cash and cash equivalents	4	404	201	201
Accounts receivable	5	181	173	196
Inventories	6			
Total Current Assets		374	374	397
Non-Current Assets				
Property, plant and equipment	7	41	56	55
Other non-current assets				
Total Non-Current Assets				
Total Assets		626	430	452
Current Liabilities				
Accounts payable	8	71	78	7
Unearned revenue	9	0	55	56
Employee entitlements	10	2	6	6
Other current liabilities		32		114
Total Current Liabilities		105	139	183
Non-Current Liabilities				
Employee entitlements	11	21	19	19
Other non-current liabilities	12	0		
Total Non-Current Liabilities		0	19	19
Total Liabilities		126	158	202
TOTAL ASSETS LESS TOTAL LIABILITIES				250
NET WORTH				
Contributed capital		143	139	250
Asset revaluation reserve				
Accumulated surpluses		357	99	
Total Net Worth		500	238	250

Office of the Complaints Commissioner
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2010

	Note	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		1,002	985	749
Outputs to other government agencies		0	0	0
Outputs to others		0	0	0
Interest received		0	0	7
Payments				
Personnel costs		571	472	427
Suppliers		415	492	242
Other payments		0	7	0
<i>Net cash flows from operating activities</i>	13	<u>16</u>	<u>14</u>	<u>80</u>
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		0	0	(20)
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		<u>0</u>	<u>0</u>	<u>(20)</u>
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		0	0	15
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>		<u>0</u>	<u>0</u>	<u>15</u>
<i>Net increase/(decrease) in cash and cash equivalents</i>		<u>16</u>	<u>14</u>	<u>75</u>
Cash and cash equivalents at beginning of period		<u>388</u>	<u>201</u>	<u>126</u>
Cash and cash equivalents at end of period	14	<u><u>404</u></u>	<u><u>215</u></u>	<u><u>201</u></u>

Office of the Complaints Commissioner
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Office of the Complaints Commissioner*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2010.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2005) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities***Accounts Payable***

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

Office of the Complaints Commissioner
NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Salaries and wages (including employee pension contributions)	464	450	360
Employer/Government pension expense	26	22	60
Other personnel related expenses	81		
Total Personnel Costs	571	472	420

NOTE 2. SUPPLIES AND CONSUMABLES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Supply of goods and services	350	421	284
Operating lease rentals	65	71	53
Other			
Total Supplies and Consumables	415	492	337

NOTE 3. DEPRECIATION

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Buildings			
Vehicles			
Aeroplanes			
Boats			
Furniture and fittings	5	14	13
Computer hardware and software	11		6
Office equipment			
Other plant and equipment			
Other assets			
Total Depreciation	16	14	19

Assets are depreciated on a straight-line basis as follows:

	Years
Buildings	
Vehicles	
Aeroplanes	
Boats	
Furniture and fittings	6
Computer hardware and software	4-5
Office equipment	5 1/3
Other plant and equipment	
Other assets	

NOTE 4. CASH AND CASH EQUIVALENTS

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Cash on hand	404	215	201
Bank accounts			
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	404	215	201

NOTE 5. ACCOUNTS RECEIVABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Outputs to Cabinet	181	177	177
Outputs to other government agencies			19
Outputs to others			5
Interest receivable			3
Prepayments			(8)
Interest Receivable		7	
Other Receivables		3	
Total Gross	181	187	196
Less provision for doubtful debts			
Total Net			

NOTE 6. INVENTORIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Raw Materials (including Consumable Stores)			
Work in Progress			
Finished Goods			
Total Inventories	0	0	0

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2009/10 Forecast \$000
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings						
Vehicles						
Aeroplanes						
Boats						
Furniture and fittings	89				18	
Computer hardware and software						
Office equipment						
Other plant and equipment						
Construction in progress						
Other assets						
Total						

	HC or Revalued Amount \$000	Accum Depr \$000	2009/10 Forecast \$000	2008/9 Est. Actual \$000
Buildings				
Vehicles				
Aeroplanes				
Boats				
Furniture and fittings				
Computer hardware and software				
Office equipment				
Other plant and equipment				
Construction in progress				
Other assets (list if material)				
Total				

NOTE 8. ACCOUNTS PAYABLE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Trade Creditors		-	4
Operating lease rental			
Accruals	78	78	3
Total	78	78	7

NOTE 9. UNEARNED REVENUE

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Revenue received in advance			
Total	0	0	0

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	6	6	6
Other salary related entitlements			
Total Employee Entitlements	6	6	6

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Long service leave and other leave entitlements	21	19	19
Other salary related entitlements			
Total	21	19	19

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2009/10 Forecast \$000	2008/9 Est. Actual \$000	2007/8 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total	0	0	0

**NOTE 13. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2009/10 Forecast	2008/9 Est. Actual This Year	2007/8 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)			
Non-cash movements			107
Depreciation	16	14	
Increase in provision for doubtful debts			19
Increase in payables/accruals			24
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			
Increase in receivables			(70)
Net cash flows from operating activities	16	14	80

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