CAYMAN ISLANDS
GOVERNMENT

2011/12
SUPPLEMENTARY ANNUAL PLAN AND ESTIMATES

For

THE GOVERNMENT
OF THE CAYMAN ISLANDS

FOR THE
FINANCIAL
YEAR
ENDING
30th JUNE 2012

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1. Introduction

Purpose

On the 27th June, 2011 the Legislative Assembly approved the Annual Plan and Estimates for 2011/12 which outlined the Government's planned policy actions for the 2011/12 financial year.

As commonly happens, changes in circumstances since the preparation of the 2011/12 Annual Plan and Estimates have resulted in the need to make changes to the approved Annual Plan and Estimates and the appropriations requested to fund those actions.

This Supplementary Annual Plan and Estimates 2011/12 outlines changes the Government has made to its policy actions for 2011/12 financial year, together with the additional appropriations requested to fund those actions.

Reference to the term "approved"

Throughout this document references to the following terms: "approved Annual Plan and Estimates"; "approved plan"; or "approved Budget", is meant to be the Approved 2011/12 Annual Plan and Estimates approved in June 2011 .

Content of the Supplementary Annual Plan and Estimates

The structure and content of the 2011/12 Supplementary Annual Plan and Estimates is similar to that of the approved 2011/12 Annual Plan and Estimates. In line with the requirements of the Public Management and Finance Law (2010 Revision) only those items that are additional or changed from the approved Annual Plan and Estimates are included.

Part A contains the ***Changes to the Annual Plan for 2011/12*** and outlines planned changes from the approved Annual Plan and Estimates to the policy actions (in this case, ownership actions) the Cabinet intends to take. Part A also summarises the revised financial forecasts for 2011/12 that are documented in detail in Part C.

Part B contains ***the Estimates of Supplementary Appropriations*** for the 2011/12 financial year. The Estimates list the approved, supplementary and total appropriations requested by the Cabinet to support its revised policy actions.

Part C contains the detailed ***Unaudited Forecast Financial Statements*** for the 2011/12 financial year. These provide an updated forecast of expected revenue and expenditure for the financial year and take into account the proposed changes in policy actions from Part A.

PART A

CHANGES TO THE ANNUAL PLAN

For the 2011/12 Financial Year

2. Overview of Key Changes to the 2011/12 Annual Plan

Introduction

This section of the Supplementary Annual Plan and Estimates reports the changes that the Government intends to make to the various policy actions contained in the approved Annual Plan and Estimates for the 2011/12 financial year. The changes to appropriations that reflect these changes are contained in Part B.

Changes to Broad and Specific Outcome Goals

There are no changes to the broad and specific outcome goals specified in the approved Annual Plan and Estimates for the 2011/12 financial year.

The approved nineteen broad outcome goals defined in the approved 2011/12 Annual Plan and Estimates are:

1. Creating a Vibrant Yet Stable and Sustainable Economy
2. Setting the Stage for Success in the Tourism Industry
3. Addressing Crime and Policing
4. Developing a World Class Education System to Foster Growth and to Benefit from Development
5. Improving Healthcare
6. Paving a Better Way Forward for Cayman Brac and Little Cayman
7. Developing our Youth
8. Strengthening Families
9. Restoring Prudent Fiscal Management
10. Ensuring Success and Participation of Caymanians in the Financial Services Industry
11. Supporting our Caymanian Small Businesses
12. Preparing our Labour Market for Future Opportunities
13. Improving the Lives of the Elderly and Disabled
14. Reducing Substance Abuse
15. Empowering Women
16. Addressing Energy and the Environment
17. Strengthening our Infrastructure
18. Preserving our Culture
19. Enhancing Agriculture

Summary of Changes to Key Policy Actions

Sections 5 through 10 of this Supplementary Annual Plan and Estimates outline the additional or changed specific policy actions that the Government intends to take during the 2011/12 financial year.

The following is an overview of the changes to key policy actions by category.

Output Groups

Ministry/Portfolio Output Groups

The requested appropriation changes for Ministry/Portfolio output groups result in an increase of $4.5 million.

This increase is largely due to:

- $2.9 million to the Royal Cayman Islands Police Services and Her Majesty Prison Northward for enhanced security and crime prevention measures;
- $2.9 million provided to the Ministry of District Administration, Works, Land and Agriculture for the Procurement and Maintenance of Government Fleet, Recycling and Disposal of Waste, Management of Government Properties, vehicle and driver licensing and mosquito control services;
- $1.1 million provided to the Ministry of Finance Tourism and Development to promote new Cayman Airways routes and to enhance capabilities at the Customs Department; and
- $0.5 million provided to the Ministry of Education, Training and Employment to support Primary and Secondary Education.

As a result of prudent financial management, the increases in this category; were partially offset by savings in other areas of operations. It should also be noted that the cost of living adjustment to civil servant salaries is expected to be fully funded by savings projected across the Government.

Statutory Authority/Government Company Output Groups

The requested appropriation changes for Statutory Authorities output groups' is for an increase of $8.4 million

This increase is due to:

- $7.0 million to the National Roads Authority;
- $0.3 million to the University College of the Cayman Islands;
- $0.3 million to Cayman Islands National Insurance Company for Health Insurance for Civil Service Pensioners; and
- $0.8 million to Cayman Airways for new routes.

Non-Government Supplier Output Groups

As a result of increased demand, an additional $6.6 million is being requested as changes in appropriation for Non-Government Supplier output groups'. The most significant increases are related to the following:

- $5.0 million for Tertiary level medical services at overseas health care facilities, for indigents and uninsured persons;
- $1.2 million for Rental Accommodation for Persons in Need;
- $0.2 million for Services to Refugees; and
- $0.2 million for Primary and Secondary Education by Private Schools.

Transfer Payments

The requested appropriation change for Transfer Payments is an increase of $5.4 million. The most significant items are;

- $1.3 million for Local, Overseas Scholarships and Bursaries;
- $1.8 million for Poor Relief Vouchers;
- $0.9 million for Housing Assistance;
- $0.4 million for Children and Family Services Support;
- $0.3 million for Poor Relief Payments;
- $0.2 million for Ex-Gratia Benefit Payments to Seamen; and
- $0.2 million for Other Youth, Sports and Cultural Programme Assistance

Other Executive Expenses

The requested appropriation changes for Other Executive Expenses results in an increase of $3.0 million. The most significant increases are related to Compensation which amounts to $2.1 million and Ex-Gratia pensions plan payments which amount $0.8 million.

Equity Investments

An additional $18.8 million is being requested to fund changes in Equity Investments. This is largely due to:

- $14.5 million to fund various Education projects: on-going construction of the Clifton Hunter and John Gray High Schools as well as construction of additional classrooms at Primary schools throughout Grand Cayman;
- $1.6 million for enhancement of Crime fighting capability;
- $1.2 million for the Ministry of District Administration, Works, Land and Agriculture to fund various Ministry projects; and
- $1.0 million for Cayman Islands National Insurance Company to strengthen their capital base.

Executive Assets

The Government intends to make $3.3 million in additional investments in Executive Assets during the 2011/12 fiscal year. The major items in this category are:

- $1.0 million for internal office layout changes to the Government Administration Building;
- $0.8 million for Cayman Brac and Little Cayman Roads; and
- $0.8 million for Gazetted Land claims.

These increases to Executive assets are partially offset by a reduction of $1.7 million in EA 87 Juvenile Facilities and $0.7 million for EA 36 Road surfaces upgrades.

Loans Made

The requested appropriation change for Loans Made is for a new loan LM 10 – Mortgage Assistance in the amount of $2.1 million which is partially offset by a reduction in overseas medical loans of $0.4 million.

3. Revised Forecast Financial Results for 2011/12

Overview of Results

A summary of the 2011/12 revised forecast financial statements is provided in Table 1 below.

Table 1

Summarised Revised Forecast Financial Statements

	Core Government		Entire Public Sector	
	2011/12	**2011/12**	**2011/12**	**2011/12**
	Revised Forecast	**Approved Budget**	**Revised Forecast**	**Approved Budget**
	$000s	**$000s**	**$000s**	**$000s**
Operating Statement:				
Operating Revenue	552,752	535,882	724,198	707,328
Operating Expenses (exclusive of Net Loss in Public Authorities)	(519,013)	(489,972)	(689,256)	(661,686)
Net Loss in Public Authorities	(6,934)	(8,405)	0	0
Surplus from Operating Activities	26,805	37,505	34,942	45,642
Financing Expense and Gains/(losses) on foreign exchange transactions	(33,827)	(33,826)	(41,709)	(41,708)
Deficit before Extraordinary Items	(7,022)	3,679	(6,767)	3,934
Extraordinary Items	0	0	(255)	(255)
Net Deficit after Extraordinary Items	(7,022)	3,679	(7,022)	3,679
Balance Sheet :				
Cash and Cash Equivalents @ 30th June 2012	92,420	109,405	145,473	162,412
Borrowings (Balance Outstanding)	599,287	599,287	736,272	736,272
Net Worth at 30th June 2012	491,216	489,317	491,216	489,317
Cash Flow :				
Net Operating Cash Flows	26,361	37,396	36,950	47,514
Net Investing Cash Flows	(93,082)	(72,203)	(100,919)	(79,615)
Net Financing Cash Flows	(25,928)	(25,928)	(37,581)	(37,581)
Opening Cash Balance (@ 1st July 2011	184,708	170,140	246,662	232,094
Net Increase/(Decrease) in Cash	(92,649)	(60,735)	(101,550)	(69,682)
Closing Cash Balance (@ 30th June 2012	92,059	109,405	145,112	162,412

The commentary that follows relates to the revised forecast financial statements of the Core Government only.

Revised Net Operating Position

After taking into account, the appropriation changes requested as part of this supplementary budget, the forecast operating deficit after financing expenses for 2011/12 is $7.0 million. This figure represents a $10.7 million negative change to Government's net operating position when compared to the approved 2011/12 Budget. This change is due to increased operating expenses of $27.6 million which are partially mitigated by an increase in revenue projections of $16.9 million.

Revised Operating Revenues

Operating revenues are projected to increase by approximately $16.9 million, the main reasons are:

Some $8 million of this increase is driven by Government's decision not to proceed with a change to the funding model for the National Roads Authority (NRA). When the 2011/12 Budget was originally prepared, it was assumed that certain coercive revenue streams totalling $8 million would have been assigned directly to the NRA to fund its operations rather than the Cabinet purchasing Outputs from the NRA. Due to a variety of reasons this was not implemented, therefore, the revenue streams are now being recognized as revenues of the Core Government.

Additionally, the estimated revenues from Diesel and Gasoline duties are being increased by $4.5 million to reflect the Cabinet's decision not to proceed with a rebate of import duty on fuel used in the generation of electricity for residential consumers. The original 2011/12 Budget assumed that some $4.5 million would have been rebated to consumers via Caribbean Utilities Company.

Finally, the Government received a donation of $4.1 million under the "For Cayman Investment Alliance" agreement with the Dart group of companies.

Revised Operating Expenses

The revised operating expenses are $27.6 million higher than the amount shown in the original 2011/12 Budget. This increase is primarily due to $8.4 million in outputs to be purchased from Statutory Authorities and Government Companies (SAGC); $5.4 million for Ministry/Portfolio output groups; $6.6 million in outputs to be purchased from Non-Government Output Suppliers; $5.3 million for Transfer Payments; and $3.0 million in Other Executive Expenses.

The net losses in SAGC's are forecast to decrease by $1.5 million from $8.4 million to $6.9 million. This is a combined result of the projected improvement in performance by the Civil Aviation Authority and the National Housing Development Trust totalling $1.6 million; less a $0.1 decrease in the projected operating surplus of the Water Authority.

Revised Cash Position

The revised 2011/12 closing cash balance for restricted and reserved funds is expected to be $101.2 million. However, when netted with an expected overdraft balance on Government's operating bank account of $9.2 million, the resulting net cash balances total some $92.0 million. This is $17.4 million less than the $109.4 million forecasted in the approved 2011/12 budget.

Net cash flows from operating activities are expected to decrease by $11.0 million. This is mainly due to increased operating expenditures of $27.6 million offset by increased revenues of $16.9 million.

Net cash outflow from investing activities is now forecasted to be $93.1 million which is $20.9 million higher than forecasted in the 2011/12 approved Budget. This amount primarily relates an increase of $18.8 million in Equity Investments to Ministries, Portfolios, Statutory Authorities and Government Companies, a $1.7 million increase in Loans Made and a $0.9 million increase in the purchase of Executive Assets offset by a $0.5 million increase in dividends from Statutory Authorities.

4. Compliance with Principles of Responsible Financial Management

The table below details the level of compliance with Principles of Responsible Financial Management as specified in Section 14 of the Public Management and Finance Law (2010 Revision).

Table 2
Compliance with Principles of Responsible Financial Management

Principle	Degree of Compliance	
	Revised Forecasts 2011/12	Approved Budget 2011/12
Operating Surplus: should be positive (Operating surplus = core government operating revenue – core government operating expenses)	**Does Not Comply** Deficit = $-7.022 million	**Complies** Surplus = $3.679 million
Net Worth: should be positive (Net worth = core government assets – core government liabilities)	**Complies** Net Worth = $491.22 million	**Complies** Net Worth = $489.32 million
Borrowing: Debt servicing cost for the year should be no more than 10% of core government revenue. (Debt servicing = interest + other debt servicing expenses + principal repayments for core government debt and self- financing loans)	**Does Not Comply** Debt Servicing Ratio = 10.86 %	**Does Not Comply** Debt Servicing Ratio = 11.2%
Net Debt: should be no more than 80% of core government revenue. (Net debt = outstanding balance of core government debt + outstanding balance of self-financing loan balance + weighted outstanding balance of statutory authority/government company guaranteed debt - core government liquid assets)	**Does Not Comply** Net Debt Ratio = 107.9 %	**Does Not Comply** Net Debt Ratio = 108.1 %
Cash Reserves: should be no less than 90 Days estimated executive expenses for 2011/12. (Cash Reserves = core government cash and other liquid assets)	**Does Not Comply** Cash Reserves = 65.5 days	**Does Not Comply** Cash Reserves = 87 days
Financial Risks: should be managed prudently so as to minimize risk	**Complies** Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane / Disaster Preparedness and Response Strategy in place.	**Complies** Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane/ Disaster Preparedness and Response Strategy in place.

5. Changes to Output Groups

Output Groups to be purchased by the Premier

Output Supplier: Cabinet Office

CBO 1	**Coordination of Government Policy**	**$746,834**

Description

Coordination of Government policy including:

- Policy advice and coordination
- Coordinating and monitoring of policy implementation

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of hours of advice, management and coordination provided	1,000-1,100	1,000-1,100
• Number of hours spent coordinating and monitoring policy implementation	450-500	450-500
• Number of hours of secretarial support	700-775	700-775
Quality		
• Advice, management, coordination reviewed or provided by senior personnel	95-100%	95-100%
• Policies coordinated and monitored by senior personnel	90-100%	90-100%
• Secretarial support provided by qualified officer	90-100%	90-100%
• Work completed by suitably qualified experienced IT professionals	90-100%	90-100%
Timeliness		
• Advice provided in accordance with timelines agreed	90-100%	90-100%
• Monitoring is conducted on an on-going basis	90-100%	90-100%
• Secretarial support provided as requested by the Premier	90-100%	90-100%
• Complete requirements; produce relevant reports and recommendations to deadline agreed with Chief Officer	90-100%	90-100%
Location		
Cayman Islands	100%	100%
Cost	**$743,105**	**$746,834**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS outputs: CAB 1, CAB 2, CAB 8, CSD 39)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
743,105	**3,729**	**746,834**

CBO 2	**Cabinet Support and Servicing**	**$706,674**

Description

Cabinet support servicing involving:

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

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of agendas and minutes prepared and circulated	80-90	80-90
• Number of appeal meetings supported and attended	20-23	20-23
• Number of Tax Undertaking Certificates issued	4,500-5,500	4,500-5,500
Quality		
• Agendas signed by the Clerk to the Cabinet or Acting Clerk	95-100%	95-100%
• Appeal meeting minutes issued are an accurate account of the meeting – signed by the chair of the meeting	95-100%	95-100%
• Tax undertaking certificates and licenses processed in accordance with the relevant laws checked and signed by Clerk or Deputy Clerk of the Cabinet	95-100%	95-100%
Timeliness		
• Agendas circulated at least two working days prior to meetings	90-100%	90-100%
• Minutes of Cabinet meeting circulated within three working day	90-100%	90-100%
• Minutes of appeal meetings issued up to three working days	90-100%	90-100%
• Tax Undertaking Certificates issued 2 to 3 weeks from receipt of application	90-100%	90-100%
Location Grand Cayman	100%	100%
Cost	**$701,364**	**$706,674**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS outputs: CAB 4, CAB 6, CAB 7)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
701,364	**5,310**	**706,674**

CBO 5	**Administration of Temporary Housing Initiative**	**$320,051**

Description

Administering the operation of the temporary housing units owned by Government under the temporary housing initiative including:

- Organising the maintenance of the Government owned units
- Collecting rental payments from tenants
- Coordinating with tenants regarding relocation to permanent property solutions
- Coordinating relevant social programmes for tenants

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity • Number of temporary housing units administered /or maintained	20	20
Quality • Housing activity prioritised completed in accordance with priorities established by Cabinet	100%	100%
Timeliness • Housing activity completed in accordance with timeliness established by the Cabinet Secretariat	100%	100%
Location Cayman Islands	100%	100%
Cost	**$315,472**	**$320,051**

Related Broad Outcome:

8. Strengthening Families

(Group comprises ABS output: CAB 11)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
315,472	**4,579**	**320,051**

CBO 6	**Disaster Tolerant Central Information Technology Infrastructure**	**$179,985**

Description

The provision of an Information Technology 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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of file servers housed in secure facilities – Grand Cayman	70-80	70-80
• Number of servers devices housed in Cayman Brac	3-4	3-4
• Disaster Tolerant networking to main government sites	1	1
Quality		
• Secure facilities rated as to withstand a category 5 hurricane /or coastal flooding of 15 feet	100%	100%
• Facilities equipped with back up utilities to keep the IT systems running in the event of a category 5 hurricane /or coastal flooding of 15 feet	100%	100%
• All work carried out by qualified technical staff members and qualified contractors	95-100%	95-100%
Timeliness		
• Secure facilities operational 24 hours a day, seven days a week	95-100%	95-100%
• Brac data centre operational as a backup site for key systems 24 hours a day, seven days a week	95-100%	95-100%
• Provision of Disaster Tolerant network ring to main government sites	95-100%	95-100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	**$180,432**	**$179,985**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS output: CSD 40)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
180,432	**(447)**	**179,985**

CBO 7	**Public Information Services and Products**	**$847,995**

Description

The provision of the IT infrastructure for the Government's internet website portal www.gov.ky including:

- Provide a single point of access for all Government Websites
- 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

Coordinating public information and communications strategies of the Government relating to policy initiatives through use of:

- Press releases and other copy
- Events
- Speeches
- Newsletters
- Strategic Advice

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Percentage of uptime which the Government's Website is accessible	98-100%	98-100%
• Number of online Government services created/ hosted and managed	2-3	2-3
• Number of press releases, articles, speeches, newsletters and other advice prepared	65-70	65-70
Quality		
• Services are delivered using Industry accepted web portal technologies	95-100%	95-100%
• E-Government services delivered by trained qualified staff members and external contractors as required	95-100%	95-100%
• All products reviewed by manager prior to release	95-100%	95-100%
Timeliness		
• Web site provides is available to the public as a source of information 24 hours a day, seven days a week	95-100%	95-100%
• Delivery of E-government services in accordance with agreed project time lines	95-100%	95-100%
• As agreed with client	90-100%	90-100%
Location		
Grand Cayman	100%	100%
Cost	**$844,815**	**$847,995**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS outputs: CSD 41 & CAB 3)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
844,815	**3,180**	**847,995**

CBO 9	**Protocol Services**	**$915,392**

Description

The provision of protocol services and interventions to the Cayman Islands Government and to the wider community as required including various ceremonies such as:

- Hero's Day
- Official Funerals
- Remembrance Day

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Advice and reporting in relation to protocol matters	3,000-3,500	3,000-3,500
• Number of protocol policies and services developed	6-8	6-8
• Number of ceremonial and official events coordinated	3-5	3-5
• Number of official visits (local/overseas) planned and organized	8-10	8-10
• Number of protocol officers trained in various entities	50-60	50-60
Quality		
• All policies and practices will be developed with key stakeholders in conformance with international best practice while being tailored specifically for the Cayman Islands	100%	100%
• Protocol advice, services and training to be provided by suitably experienced staff	100%	100%
• Protocol advice, services and training in accordance with agreed policies guidelines	100%	100%
• Delivery of airport chaperone service to be provided in a professional efficient manner	100%	100%
Timeliness		
• Protocol services will be delivered in line with timetables agreed with Cabinet Secretary	95-100%	95-100%
• Ceremonial and official events coordinated as required	95-100%	95-100%
• Planning and organization of visits as required	95-100%	95-100%
• Training to be provided throughout the year	95-100%	95-100%
Location Cayman Islands	100%	100%
Cost	**$928,353**	**$915,392**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS output: PCF 1)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
928,353	**(12,961)**	**915,392**

CBO 11	**Freedom of Information and Data Protection Coordination**	**$291,345**

Description

The Freedom of Information (FOI) Unit will:

- Lead and coordinate freedom of information across government.
- Implementation of the Freedom of Information (FOI) legislation primarily by developing tools procedures, organizing and conducting training for staff in public entities
- Raise awareness in the entire public sector
- Data Protection Awareness

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of proactive training and awareness sessions	22	22
• Number of reactive assistance interactions with public entities	70	70
• Number of statutory, regulatory and policy requirements reviewed	8	8
• Number of implementation progress reports submitted	6	6
• Number of web sites maintained	1	1
Quality		
• Training and awareness to be provided by qualified officer	95-100%	95-100%
• Assistance provided by qualified officer	95-100%	95-100%
• Reports will be accurate, concise provide clear recommendations	90-100%	90-100%
• Web site information approved by Senior FOI Officer	95-100%	95-100%
Timeliness		
• Extensive training completed by June 2012	90-100%	90-100%
• Assistance provided as required	90-100%	90-100%
• Reports submitted quarterly	90-100%	90-100%
• Website online maintained throughout the year	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	**$293,570**	**$291,345**

Related Broad Outcome:

1. Creating a Vibrant Yet Stable and Sustainable Economy

(Group comprises ABS output: CAB 12)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
293,570	**(2,225)**	**291,345**

CBO 17	**Information Services Provided to Other Government Agencies**	**$934,599**

Description

Provision of the following services to Other Government Agencies:

- Multimedia products
- Written Products
- Crisis Communications
- Communication Media Training

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Hours developing multimedia products	8,500-9,500	8,500-9,500
• Hours developing written products	3,200-3,500	3,200-3,500
• Hours developing crisis products services	300-350	300-350
• Hours developing training workshops	100-150	100-150
Quality		
• All products reviewed by manager prior to release	100%	100%
• All services provided by qualified communications professionals	100%	100%
Timeliness		
As agreed with client	90-100%	90-100%
Location		
Cayman Islands	90-100%	90-100%
Cost	**$936,691**	**$934,599**

Related Broad Outcomes:

17. Strengthening our Infrastructure

Group comprises ABS output: GIS 20, 21 , 23)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
936,691	**(2,092)**	**934,599**

CBO 18	Information Technology Support	$5,553,498

Description:

- Build, Implement, and Enhance Software Applications
- Provision of Server, Network 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.
- Provision of IT Projects and other on demand driven services and deliverables.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Servers hosted for Website	1	1
• Number of Website hosted -Shared	15-25	15-25
• Number of Remote Services accesses granted – Blackberry/Forward Email/Token	900-1,600	900-1,600
• Number of Leased Circuit provided – Dedicated 100 Mb	1	1
• Number of Website hosted – Dedicated 3 Mb	1	1
• Number of Special Projects requests	1-25	1-25
• Number of IT Applications - 3rd Party Developed	7	7
• Number of IT Applications - In House Developed	22	22
• Number of Databases	70	70
• Number of Government Financial System	1	1
• Number of internal secured Network services	2,300-2,600	2,300-2,600
• Number of PCs Supported – Full	1,700-2,600	1,700-2,600
Quality Work completed by suitably qualified, experienced IT professionals and vetted by a Manager	95-100%	95-100%
Timeliness Requests responded to in agreed time frames:		
• Logged “Urgent” responded within four hours	90-100%	90-100%
• Logged “High” priority responded within one working day	90-100%	90-100%
• Logged “Medium” priority responded within three working days	90-100%	90-100%
• Logged Low Priority responded within five working days	90-100%	90-100%
Location Cayman Islands	100%	N/A
Cost	**$5,611,067**	**$5,553,498**

Related Broad Outcomes:

17. Strengthening our Infrastructure

(Group comprises ABS output: CSD 42,CSD 43)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
5,611,067	**(57,569)**	**5,553,498**

CBO 19	**Information Technology Supplies and Procurement Services**	**$82,774**

Description

Provision of binding and procurement services. This includes services of:

- Procurement quotations services for IT equipment
- Document binding (Agencies requesting will provide materials)

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of procurement quotations requests processed	120-180	120-180
• Number of binding requests processed	25-50	25-50
Quality		
Work completed by suitably qualified and experienced staff	95%	95%
Timeliness		
• Respond to procurement quotations requests within three working days after request received.	95-100%	95-100%
• Complete procurement quotations within two working days of receiving quote from vendor.	95-100%	95-100%
• Complete binding requests within agreed time scales by both parties.	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$82,375**	**$82,774**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS output: CSD 38)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
82,375	**399**	**82,774**

Output Groups to be purchased by the Minister of Finance, Tourism and Development

Output Supplier: Ministry of Finance, Tourism, and Development

FTD 1	**Policy Advice and Ministerial Services to the Minister of Finance, Tourism and Development**	**$8,702,824**

Description

Provision of policy advice and support to the Minister of Finance on matters relating to the following:

- Budgetary and revenue matters
- Customs related matters
- Capital investments
- Economic issues
- Risk Management matters
- General Registry matters
- Planning matters
- Overseas matters
- International Tax and Regulatory initiatives
- Matters relating to Government finances
- Financial services industry matters
- Financial reform
- Anti-Money Laundering matters
- Tourism matters
- Fire and Emergency matters
- Investment and commerce matters

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of cabinet papers, cabinet notes, speeches, speaking notes, pieces of advice/papers, briefings, policy papers, reports and responses to parliamentary questions	357-624	357-624
• Number of hours available to provide briefings, speeches, speaking notes, policy advice, verbal advice, parliamentary questions and other ministerial servicing	6,080-7,600	6,080-7,600
• Number of Economic updates and forecasts	6	6
• Number of meetings organized and attended	6-11	6-11
Quality		
• All reports will be subject to managerial and peer review and will be signed off by senior management	100%	100%
• Verbal advice, briefings and speeches will be undertaken by knowledgeable and professional personnel	100%	100%
• Representations at meeting/briefings by knowledgeable and professional personnel	100%	100%

Timeliness • All will be delivered by agreed target dates • Attendance at meetings within time frame agreed • Participants are present for meetings	 100% 100% 100%	 100% 100% 100%
Location Grand Cayman and worldwide	 100%	 100%
Cost	**$8,210,029**	**$8,702,824**
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 2. Setting the Stage for Success in the Tourism Industry 9. Restoring Prudent Fiscal Management 10. Ensuring Success and Participation of Caymanians in the Financial Services Industry 11. Supporting our Caymanian Small Businesses		
(Group comprises ABS outputs: MFT 1, MFT 2, FSA 1, FSA 2, FSS 1, FRE 14, IVB 7, PLN 24, REG 1, TOU 25, UKO 9, BMS 17, ESO 9, ESO 10, FIN 12, REV 7, RSK 6, TSY 24)		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
8,210,029	**492,795**	**8,702,824**

FTD 3	**Governance and Administrative Services**	**$1,863,934**

Description

Provision of governance and administrative services to the following statutory authorities, boards and committees:

- Water Authority
- Asset Sharing Review Committee
- Public Service Pensions Board
- National Drug Council
- Cayman Airways
- Port Authority Board
- Cayman Islands Airport Authority
- Hotels Aid licensing Board
- Cayman Islands Development Bank
- Cayman Airways Ltd
- Tourism Attractions Board
- Cayman Islands Airports Authority
- Port Authority
- Cayman Turtle Farm(1983) Limited
- National Hurricane Committee
- Central Tenders Committee
- Scholarship Review Committee
- Records Advisory Committee
- National Pensions Office
- Liquor Licensing Board
- National Roads Authority
- Investment Bureau
- Miss Cayman Committee
- Public Transport Board
- Beautification Committee
- Cayman Islands Monetary Authority
- Cayman Islands Stock Exchange Limited

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
Number of meetings attended	314-415	314-415
Quality		
• Representations at meetings by knowledgeable and professional personnel	100%	100%
• Agendas and minutes accurately reflect Board decisions	100%	100%
Timeliness		
Attendance at meetings within time frame agreed	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$1,790,831**	**$1,863,934**

Related Broad Outcomes

1. Creating a Vibrant Yet Stable and Sustainable Economy
2. Setting the Stage for Success in the Tourism Industry
9. Restoring Prudent Fiscal Management

(Group comprises ABS outputs: (MFT 3, MFT 6, TOU 4, PLN 34, BMS 19, CUS 17, FIN 13, IAU 4, REV 8, TSY 32)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,790,831	**73,103**	**1,863,934**

FTD 4	**Inspection, Testing and Licensing Services**	**$451,381**

Description

Inspection, testing and licensing services involving:

- 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
- Processing of liquor licenses, music and dancing licenses and extensions of licensing hours
- Tourist accommodation inspections and licensing on behalf of the Hotel Licensing Board.
- Enforcement of Cayman Islands fire prevention code and fire prevention section of the fire brigade law.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of liquor license inspections and licenses renewed	410-570	410-570
• Number of tourist accommodation inspections	1,710-2,461	1,710-2,461
• Number of premises inspected for fire prevention	700-1,000	700-1,000
Quality		
• Liquor license inspections conducted as required by Law	100%	100%
• Renewals done in accordance with the Liquor Licensing Law	100%	100%
• Internationally accepted standards and practices will be incorporated into accommodation and public facilities inspection evaluation process	100%	100%
• Fire Prevention Inspections carried out by qualified personnel	100%	100%
Timeliness		
• Results of liquor licensing inspections released within one week of inspection and re-inspections occur	100%	100%
• Condo/Apartments, Villa/Guest Houses - between the period April 15-Aug 31 Hotels - between the period 15 June-31 October	100%	100%
• Fire Prevention Inspections will be carried out within 3 days of notifications of completion	98-100%	98-100%
Location		
Cayman Islands	100%	100%
Cost	**$549,996**	**$451,381**

Related Broad Outcomes:

1. Creating a Vibrant Yet Stable and Sustainable Economy
2. Setting the Stage for Success in the Tourism Industry
9. Restoring Prudent Fiscal Management

(Group comprises ABS outputs: MFT 17, TOU 14, FRE 11)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
549,996	**(98,615)**	**451,381**

FTD 5	**Emergency Fire Services**	**$5,153,817**

Description

Provide a capacity to respond to domestic fire and other emergencies.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
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	96%	98-100%
• Ensure compliance of CI fire brigade law and codes, the CI Fire Service operation orders.	100%	99-100%
• Capacity to provide sufficient staff and equipment	100%	98-100%
• Compliance with National Fire Protection Association(NFPA) guidelines	100%	80-100%
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	100%	98-100%
Location		
Cayman Islands	100%	100%
Cost	**$4,981,504**	**$5,153,817**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS outputs: FRE 9)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
4,981,504	**172,313**	**5,153,817**

FTD 6	Fire Prevention and Emergency Preparedness Activities	$518,272

Description

- Fire investigation for vehicles and buildings that are involved in a fire;
- 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	2011/12 Approved Budget	2011/12 Revised Budget
Quantity		
• Number of fire incidents investigated	25-30	25-30
• Number of assessment reports	25-30	25-30
• Number of Radio/Telephone announcements	168-200	168-200
Quality		
• Inspection undertaken by certified fire investigator and in compliance with laws, codes or standards	100%	100%
• Reports identify key issues make recommendations for action related to the implementation of fire safety standards and codes based on Cayman Islands Laws and Codes	100%	100%
• Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented	100%	100%
Timeliness		
• Investigation completed within two days	100%	100%
• Report completed with 3 days of incident if further investigation is not required	98-99%	98-99%
• Radio/Telephone announcements updated every six hours	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$482,455**	**$518,272**

Related Broad Outcome:
17. Strengthening our Infrastructure

(Group comprises ABS output: FRE 12, FRE 15)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
482,455	**35,817**	**518,272**

FTD 7	**Aerodrome Fire Services**	**$4,433,241**

Description

- To provide emergency services for the release and rescue of persons and property from all aircraft, incidents and vessels in hazardous situations.
- Provide protection services for fuel distribution to aircraft.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• To provide and maintain coverage for the release and rescue of persons and property from aircrafts and vessels in hazardous situations	96%	96%
• Properly equipped to respond to emergencies	96%	96%
• To provide protection services in accordance of the category of the airport	96%	96%
• Inspections of distribution of fuel to aircraft	2-3	2-3
Quality		
• Vehicles and quality are in compliance with International Civil Aviation Organisation (ICAO) e.g. performance time 0-50 mph in 40 seconds	100%	98%
• Fire fighting media in compliance with ICAO	100%	100%
• Equipment Grand Cayman - Category 8 - 4 vehicles, Cayman Brac – Category 6 - 3 vehicles and Little Cayman - 1 vehicle	100%	100%
• Number of personnel and training are in compliance with ICAO and approved organization expositions	98%	100%
• Rescue equipment is in compliance with ICAO	100%	100%
Timeliness		
• During all hours airport is open to traffic.	98%	98%
• To respond within 2 to 3 minutes to the end of each runway.	100%	100%
• Monthly Inspections	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$4,593,224**	**$4,433,241**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS output: FRE 10)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
4,593,224	**(159,983)**	**4,433,241**

FTD 8	Public Education Programmes	$1,433,597

Description

- Provide on-the-job training, combined with classroom instruction, and competency certification to raise the occupational competencies of both young people preparing for careers in tourism, and for incumbent tourism industry personnel who want to advance their careers in tourism
- Increase the community's awareness of issues surrounding sustainable tourism, and the importance of tourism to the Cayman Islands economy. Plan and execute tourism education and scholarship programmes
- Provide a fire and life safety strategies programs by ensuring public education
- Provide drug awareness education sessions for schools and service clubs as well as K-9 training on the following:
  - Drug identification
  - Negative effects of drug abuse
  - Maintenance training to meet the needs of other law enforcement agencies

Measures	2011/12 Approved Budget	2011/12 Revised Budget
Quantity		
• Number of customer service training sessions/workshops and programme performance reports	54-80	54-80
• Number of scholarship summary reports, tourism career awareness presentations and tourism community awareness events	66-150	66-150
• Number of Fire Safety Educational demonstrations and workshops	16-28	16-28
Quality		
• Training will be provided by highly recognized institutions and qualified personnel	90-100%	90-100%
• Tourism scholarship program to be managed according to scholarship guidelines on behalf of the Ministry of Finance, Tourism and Development	100%	100%
• Tourism career awareness presentations and expos will be delivered by knowledgeable, qualified personnel and according to Department of Tourism guidelines	100%	100%
• Community tourism awareness programme will meet intended objectives	100%	100%
• Ensuring that content is appropriate for various age groups and useful guidance on fire safety measures.	100%	100%
Timeliness		
• Certification training sessions (March–July)	100%	100%
• Ministry of Finance, Tourism and Development scholarships awarded once per year and reports are generated three times per year	100%	100%
• Tourism career awareness presentations and expos throughout the period	100%	100%
• Community tourism awareness events to take place over the period of the year	100%	100%
• Material is available at request	100%	100%

Location Cayman Islands	100%	100%
Cost	**$1,544,001**	**$1,433,597**
Related Broad Outcome: 2. Setting the Stage for Success in the Tourism Industry		
(Group comprises ABS outputs: FRE 13, TOU 11, TOU 19, CUS 11)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
1,554,001	**(120,404)**	**1,433,597**

FTD 9	**Tourism Public Relations**	**$1,643,054**

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:
- Attend briefings or meetings on any incidents of national importance which require crisis/emergency communications

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of press releases	150-200	150-200
• Number of 'crisis' press releases	10-20	10-20
• Number of visiting journalists	70-120	70-120
• Number of published stories	100-120	100-140
• Number of press conferences held	1-3	1-3
• Number of media events held	10-20	10-20
• Number of speeches written	15-25	15-25
• Number of welcome letters written	10-20	10-20
• Number of electronic newsletters written	40-55	40-55
• Event Photography and Graphic Design (Banners, Invitations, Ads etc.)	550-600	550-600
• Number of hurricane and emergency related meetings	25-40	25-40
Quality		
• Branding image to be maintained at all times	100%	100%
• E. newsletters to be drafted at least one week prior to distribution and content should be timely and appropriate	100%	100%
• Media Relations will be assessed annually	100%	100%
• Distribute timely releases which provide accurate information and which close with an indication of when the next communication will occur	100%	100%
• Success of media relations will be assessed based on review of any resulting media coverage	100%	100%

Timeliness		
• Press releases will be written and approved, 1–7 days prior to release date	100%	100%
• ‘Crisis’ press releases to be distributed within two hours of the end of each briefing	80-100%	80-100%
• Speeches written a minimum of 3 days before event.	80%	80%
• Welcome letters to be drafted 1-7 days prior to due date	80%	80%
• E. newsletters to be drafted 1-14 days prior to distribution date	100%	100%
• Press Conferences to be arranged and media advisories distributed, 2 hours – 2 weeks, prior to the press conference dependent upon receipt of request to arrange such	100%	100%
• Photography available upon request	100%	100%
• Attend all briefings as required by Chairpersons or by the Ministry	100%	100%
Location Cayman Islands, USA, Canada and UK	100%	100%
Cost	**$1,638,380**	**$1,643,054**
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 2. Setting the Stage for Success in the Tourism Industry		
(Group comprises ABS output: TOU 9)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
1,638,380	**4,674**	**1,643,054**

FTD 10	**Tourism Advertising Activities**	**$9,733,748**

Description

Market the Cayman Islands through the following methods of advertising:
- Print
- Radio
- Television
- Web/ Internet
- Outdoors (Billboards, sports screens etc.)

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of print insertions	350-380	350-380
• Number of radio spots	450-520	450-520
• Number of Television spots	2,400-2,600	2,400-2,600
• Number of web locations	1,140-1,200	1,140-1,200
Quality		
• Content of all materials to be in compliance with the agreed strategy set forth by the Department of Tourism	100%	100%
• In compliance with agreed plans and strategy	100%	100%
• Branding image to be maintained at all times	100%	100%
Timeliness		
In accordance with agreed plan/ timelines of Department of Tourism's media plan	100%	100%
Location		
Cayman Islands, USA, UK and Continental Europe and Canada	100%	100%
Cost	**$9,109,226**	**$9,733,748**

Related Broad Outcomes:

1. Creating a Vibrant Yet Stable and Sustainable Economy
2. Setting the Stage for Success in the Tourism Industry

(Group comprises ABS output: TOU 22)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
9,109,226	**624,522**	**9,733,748**

FTD 11	Tourism Sales and Promotion	$5,972,379

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 (FAM) trips for travel agents to online presence through the management of seven websites used for promotional purposes.

Trade

- Participate in trade shows
- Conduct trade training seminars
- Sales "Blitz"
- Sales calls
- Partnership/affinity programs
- Familiarisation trips

Consumer

- Events sponsorships
- Consumer shows
- Partnership/affinity programs

Measures	2011/12 Approved Budget	2011/12 Revised Budget
Quantity		
• Number of trade shows attended	100-120	100-120
• Number of agents represented at training	500-700	500-700
• Number of sales' blitz conducted	5-15	5-15
• Number of Sales Calls	1,050-1,200	1,050-1,200
• Number of partnerships/ affinity programs entered into	12-25	12-25
• Number of agencies represented on FAM trips	60-80	60-80
• Number of events sponsored	50-100	50-100
• Number of consumer shows participated	60-100	60-100
• Number of affinity programs	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%

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	90-100% 75-100%	90-100% 75-100%
Location US, UK, Canada and Cayman Islands	100%	100%
Cost	**$6,001,217**	**$5,972,379**
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 2. Setting the Stage for Success in the Tourism Industry		
(Group comprises ABS output: TOU 21)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
6,001,217	**(28,838)**	**5,972,379**

FTD 12	**Tourism Marketing**	**$1,846,458**

Description

Direct marketing of the Cayman Islands to:

- Consumer -potential and past visitors and visitor groups.
- Trade (Sellers = travel agents, wholesalers and suppliers = hotels, airlines etc)

Marketing is done through:

- Hard copy e.g. post cards, promotional brochures
- Electronic e.g. electronic post cards and newsletters

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
Number of direct marketing initiatives:		
Consumer		
Printed Promotional Material	40-50	40-50
Electronic Promotional Material	280-310	280-310
Trade		
Printed Promotional Material	20-40	20-40
Electronic Promotional Material	40-45	40-45
Quality		
• In accordance with agreed plan/ timelines of DOT's annual marketing plan	100%	100%
• Maintain compliance with agreed plans and strategy	100%	100%
• Branding image to be maintained at all times	100%	100%
Timeliness		
In accordance with the annual marketing plan	100%	100%
Location		
Cayman Islands US, UK and Canada	100%	100%
Cost	**$1,889,796**	**$1,846,458**

Related Broad Outcomes:

1. Creating a Vibrant Yet Stable and Sustainable Economy
2. Setting the Stage for Success in the Tourism Industry

(Group comprises ABS output: TOU 20)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,889,796	**(43,338)**	**1,846,458**

FTD 13	**Support for Local Tourism Providers**	**$1,897,873**

Description

Support for local tourism providers involving:

- Implement pilot environmental program for the tourism sector- Environment Management Systems (EMS)
- Identification and facilitation of physical product enhancement projects
- Identification and facilitation of tourism service enhancement projects
- Data collection, preparation and publication of statistical reports, to be provided to Department of Tourism stakeholders, industry partners and tourism related associations
- Cruise Tourism Management

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of EMS support sessions, EMS training workshops and Accredited Activities	14-37	14-37
• Number of tourist way finding and attraction location signage, nature tourism infrastructure projects and support projects	18-49	18-49
• Number of reports produced	107-151	107-151
• Number of Heritage Awareness Projects, Product Development Initiatives and Cultural Activities to enhance visitor experience	21-39	21-39
• Number of cruise industry outlook reports , training sessions, workshops and consultation meetings with Cruise Industry Partners	31-78	31-78
Quality		
• Environmental Management Systems (EMS) set up will meet: The internationally recognised environmental standards of Green Globe Certification or another similar accredited environmental programme	100%	100%
• Signage will comply with guidelines set forth by the Department of Tourism	100%	100%
• Visitor experience programmes will be enhanced by local musicians and qualified Frontier staff	100%	100%
• Data gathered and reports written according to Tourism Law (1995 Revision) and Tourism Regulations (1996 Revision)	100%	100%
• Programmes will be carried out in accordance with NTMP and the annual work plan of the Department of Tourism	75-100%	75-100%
Timeliness		
• Ongoing throughout the period	100%	100%
• Reports for any particular month will be produced and approved for release by the last Friday of the following month.	100%	100%
Location Cayman Islands	100%	100%
Cost	**$2,014,361**	**$1,897,873**

Related Broad Outcome:

2. Setting the Stage for Success in the Tourism Industry

(Group comprises ABS outputs: TOU 15, TOU 16, TOU 18, TOU 23, TOU 24)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
2,014,361	**(116,488)**	**1,897,873**

FTD 14	Collection of Coercive Revenue	$2,207,641

Description

Collection of coercive revenues on the following:

- Import Duty
- Package and Timeshare Tax (TST)
- Customs and Procedural Fines
- Bonded Warehouse
- Tourist Accommodation Tax (TAT)
- Tourist Accommodation License Fees
- Environmental Protection Fund Fees for airlines and cruise ships
- Cruise Ship Departure Charges
- Debit transaction 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
- Collection of executive revenue including the processing of annual fees for Companies, Partnerships, Trusts, Patents and Trademarks and filing annual returns for Companies.

Measures	2011/12 Approved Budget	2011/12 Revised Budget
Quantity		
• Number of tourist accommodation tax collection transactions	3,700-3,900	3,700-3,900
• Number of timeshare tax collection transactions	80-100	80-100
• Number of license fee transactions	300-340	300-340
• Number of resorts to be audited (including physical inspection of financial records)	10-20	10-20
• Number of annual fees posted and returns filed	93,100-103,700	93,100-103,700
• Number of duty or revenue items processed	60,371-70,490	60,371-70,490
• Number of receipts produced	1,955-2,209	1,955-2,209
• Number of invoices to cruise and airlines	250-300	250-300
Quality		
• All TAT and TST due for the months of July 2011 to June 2012 is collected according to Tourism Law	95-100%	95-100%
• License fees collected from all new properties opening and all new units or properties entering the rental pool during this period as well as all renewals	95-100%	95-100%
• Revenue submission to be in compliance with the relevant laws and policies	95-100%	95-100%
• Revenue collected as a legislative requirement	100%	100%
Timeliness		
• Collect tourist accommodation and timeshare tax on or by the 28th of each month, following the month in which accommodation was provided	95-100%	95-100%
• Collect tourist accommodation license fees upon the application for a license or renewal	95-100%	95-100%
• Revenue from fees to be submitted to the bank on a daily basis	95-100%	95-100%
• Annual fees and Returns to be processed within two weeks of receipt	98%	98%

Location Cayman Islands	100%	100%
Cost	**$2,188,974**	**$2,207,641**
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		
(Group comprises ABS output: : TOU 17, REG 12, CUS 14, TSY 25)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
2,188,974	**18,667**	**2,207,641**

FTD 15	**Promoting Commerce and Inward Investment**	**$1,605,130**

Description

- Building a positive and attractive image of the Cayman Islands as a premier jurisdiction for conducting business and investment via the design and execution of advertising campaigns, attendance at industry conferences and the organization of events and public relations activities to increase awareness of the Department of Commerce and Investment and its services.
- The generation of foreign investment interest in the Cayman Islands through direct contact with foreign investors through overseas offices.
- 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
- Administration of production incentives package for film, television and video productions that meet eligibility criteria and which have Advisory Board approval.
- Processing Trade & Business Licence and Local Company (Control) Licence applications.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of marketing/advertising campaigns/PR activities conducted & conferences attended/organized	12-15	12-15
• Number of new clients (foreign investors)	5-10	5-10
• Number of new clients (entrepreneurs and business owners)	75-100	75-100
• Number of training workshops	8-10	8-10
Quality		
• Content subject to internal peer review for accuracy	90-100%	90-100%
• Graphics to be consistent with branding image	90-100%	90-100%
• Exhibit display to visually represent the Cayman Islands business environment	90-100%	90-100%
• Advising services conducted in accordance with department’s Service Standards	90-100%	90-100%
• Meetings arranged to encourage wide participation from relevant groups	90-100%	90-100%

Timeliness • Information materials updated periodically as necessary • Advertisements produced within deadlines agreed on with provider • Events organized to meet conference deadlines and guidelines as provided by conference host • Acknowledgement of registration requests will be provided within 2 business days • Incentives decision communicated to production within timeframe specified in incentives guidelines	90-100% 90-100% 90-100% 90-100% 90-100%	90-100% 90-100% 90-100% 90-100% 90-100%
Location Cayman Islands, US, UK, Europe, Asia, Middle East	100%	100%
Cost	**$1,766,560**	**$1,605,130**
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 10. Ensuring Success and Participation of Caymanians in the Financial Services Industry 11. Supporting our Caymanian Small Businesses		
(Group comprises ABS outputs: DCI 2, DCI 4,DCI 5,DCI 8,DCI 9)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
1,766,560	**(161,430)**	**1,605,130**

FTD 17	Management of Planning Applications	$2,720,644

Description

Processing and enforcement of planning applications, permits and regulations including:
Processing of development applications for planning permission

- Issuing building permits
- Undertaking building inspections
- Enforcement of the Planning Law and Regulations
- Preparing annual report as required pursuant to s.50 of the Development and Planning Law (2006) Regulations
- Compiling appeal briefs for onward transmission to the Ministry of Finance, Tourism and Development

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Annual Central Planning Authority(CPA) reports	1	1
• Number of applications for planning permission	100-1,150	100-1,150
• Number of briefs prepared	10-12	10-12
• Number of enforcement cases opened	120-145	120-145
• Number of Inspections and reviews	17,500-18,500	17,500-18,500
• Number of building permits and Certificate of Occupancy issued	1,225-1,300	1,225-1,300
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	100%	100%
Timeliness		
Date of submission to the Ministry of Finance, Tourism and Development in accordance with current CPA approved work plan as follows:		
• Routine applications – seven calendar days completion of initial review	90-100%	90-100%
• Semi-routine applications – ten calendar days completion of initial review	90-100%	90-100%
• Non-routine applications – fourteen calendar days completion of initial review	90-100%	90-100%
• Trade and Business letter – seven calendar days	90-100%	90-100%
• Zoning queries – seven calendar days	100%	100%
• Building Permits:	100%	100%
• Routine applications – 14 calendar days	99%	99%
• Non routine – 35 calendar days	99%	99%
• Inspections conducted within three calendar days of request		
Enforcement Actions:		
• Investigate complaint – within five calendar days	99%	99%
• Contract relevant parties – within ten calendar days of investigation	90-100%	90-100%
• Insurance of enforcement notice within five calendar	90-100%	90-100%
• Appeal briefs compiled within 12 calendar days of notice of appeal	90-100%	90-100%
• Report delivered to the Ministry of Finance, Tourism and Development by February 1, 2012	100%	100%

Location Cayman Islands	100%	100%
Cost	**$2,696,897**	**$2,720,644**
Related Broad Outcomes: 16. Addressing Energy and the Environment 17. Strengthening our Infrastructure		
(Group comprises ABS outputs: PLN 26, PLN 27, PLN 28, PLN 30)		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
2,696,897	**23,747**	**2,720,644**

FTD 18	**Financial Services Public Relations**	**$511,323**

Description

Provide strategic communications counsel and advice to the Ministry regarding issues affecting the financial services industry domestically and internationally including:

- Development of 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 communications programmes to build the image and reputation of the Cayman Islands' financial services industry
- Provision of support and expertise on government relations and lobbying programmes
- Provision of strategic counsel and support in relation to reputation management and marketing communications for international trade shows and events

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
Number of Programmes developed and implemented	4-6	4-6
Quality		
• Information developed by the Financial Services Secretariat should be of the highest calibre – error free (to the degree possible), expertly presented and informative.	100%	100%
• Strategies and programmes should have a clear set of objectives with cost/benefit implications and measurement criteria.	100%	100%
• Intelligence and activity reports should be clear, concise and relevant to the Financial Service Secretariat's and the Ministry's to measure progress and ensure objectives are met	100%	100%
• Colleagues within the Ministry, other Government departments and external public should feel they receive excellent 'service' from the Financial Services Secretariat. Measurement will be made through excellent stakeholder relationship management and regular face-to-face feedback.	100%	100%
Timeliness		
Programs developed and implemented within an agreed timeframe	100%	100%
Location		
Cayman Islands and Overseas	100%	100%
Cost	**$887,335**	**$511,323**

Related Broad Outcomes:

1. Creating a Vibrant Yet Stable and Sustainable Economy
9. Restoring Prudent Fiscal Management
10. Ensuring Success and Participation of Caymanians in the Financial Services Industry

(Group comprises ABS output: FSS 4)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
887,335	**(376,012)**	**511,323**

FTD 19	**Acting on Tax Information Matters**	**$914,860**

Description

- Negotiate tax cooperation agreements in accordance with government policies and priorities. Coordinate visits/assessments by international bodies which are visiting the Cayman Islands as part of an official assessment or fact finding missions and monitoring of review achievements
- Administer, manage and implement international Tax Information Arrangements and Agreements entered into by the Cayman Islands and perform all statutory functions under the Tax Information Authority Law, including the execution of requests for assistance under relevant legislation and agreements
- Engaging with and participating in the work of the Cayman Islands International Tax Cooperation Team and the OECD Global Forum on Transparency and Exchange of Information for Tax Purposes
- 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
- Perform all statutory functions under the Reporting of Savings Income Information (European Union) Law, including reporting prescribed savings income information received from paying agents to counterpart Competent Authorities in EU Member States

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of countries engaged in the negotiation of tax cooperation agreements	4-6	4-6
• Number of visits/assessments by international bodies coordinated	1-2	1-2
• Number of hours acting as competent authority for Tax Information Agreements(TIA)	3,000-3,525	3,000-3,525
• Number of hours acting as competent authority for Agreements on the Reporting of Savings Income Information	1,000-1,174	1,000-1,174
Quality		
• Negotiations conducted by knowledgeable and trained personnel, in accordance with negotiating parameters established by Cabinet	100%	100%
• 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 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 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%

Timeliness		
- Negotiations will be completed within agreed timeframe	100%	100%
- 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 advice to be provided within requested timeframe	95-100%	95-100%
- All certificates to be issued within prescribed timeframes	95-100%	95-100%
Location Cayman Islands and Overseas	100%	100%
Cost	**$1,227,720**	**$914,860**
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy		
(Group comprises ABS outputs: TIA 3, TIA 4, FSS 2)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
1,227,720	**(312,860)**	**914,860**

FTD 20	**Services Provided by the London Office**	**$724,891**

Description

- Provide information on the Cayman Islands in the United Kingdom (UK) including:
- Provision of recruitment and relocation services for a variety of Government Departments
- Promotion of the Cayman Islands in the UK
- Information on the Cayman Islands to the Public in Europe
- Provision of Consular Services
- Liaise with Her Majesty's Government and international organizations

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of pieces of information provided	500-600	500-600
• Number of persons assisted	200-250	200-250
• Number of events, meetings, conferences and official functions attended	80-120	80-120
Quality		
• Information provided by qualified personnel	90-100%	90-100%
• Assistance provided by officers experienced in dealing with the UK public sector agencies	100%	100%
• Meetings, conferences and official functions attended by qualified officer	95-100%	95-100%
Timeliness		
• All enquires answered: immediately or within two working days	98-100%	98-100%
• All assistance provided within two working days of request	95-100%	95-100%
• Meetings, conferences and official functions attended as necessary	100%	100%
Location		
Europe and UK	100%	100%
Cost	**$591,693**	**$724,891**

Related Broad Outcomes:

1. Creating a Vibrant Yet Stable and Sustainable Economy
9. Restoring Prudent Fiscal Management

(Group comprises ABS outputs: UKO 11, UKO 12, UKO 13)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
591,693	**133,198**	**724,891**

FTD 21	**Registration of Births, Deaths and Marriages**	**$83,759**

Description

Registration of Births, Deaths and Marriages.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
Number of registration applications processed:		
• Births	800-900	800-900
• Deaths	160-180	160-180
• Marriages	1,100-1,200	1,100-1,200
Quality		
Registrations to meet legislative requirements	100%	100%
Timeliness		
• Birth registrations and certificates processed within 10 minutes	100%	100%
• Death and marriage registrations processed within the same day	100%	100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	**$72,844**	**$83,759**

Related Broad Outcome:

1. Creating a Vibrant Yet Stable and Sustainable Economy

(Group comprises ABS output: REG 13)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
72,844	**10,915**	**83,759**

FTD 22	**Preparation and Publication of Statistical Reports**	**$1,320,481**

Description

Publication of statistical reports, which include:

- Social and economic statistics
- Survey services
- Distribution and sale of general statistical information
- Details of development applications for the economic analysis by the public and private sectors

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of reports	80-90	80-90
• Number of Census Training, Consultation and Publicity Activities	7	7
Quality		
• All reports to be reviewed by Director before publication	100%	100%
• Internal review and data quality assurance measures applied	100%	100%
Timeliness		
• Annual reports to be completed and submitted to Cabinet for notation within seven months after the end of the preceding year	100%	100%
• Quarterly reports to be completed and submitted to Cabinet within the following quarter	100%	100%
• Household and Business Register updates to be completed three weeks before the start of the field work for which they are used	100%	100%
• Quarterly reports on development submitted within five working days of quarter end	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$1,337,107**	**$1,320,481**

Related Broad Outcomes:

1. Creating a Vibrant Yet Stable and Sustainable Economy
9. Restoring Prudent Fiscal Management
17. Strengthening our Infrastructure

(Group comprises ABS outputs: PLN 31, ESO 7)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,337,107	**(16,626)**	**1,320,481**

FTD 23	**Financial Reporting and Management Services**	**$3,039,948**

Description

Management of the financial activities of the Government, involving:

- Monitoring and management of the Government’s Bank accounts and cash funds
- Management of debt repayment and loans made
- Financial reporting and forecast for whole of Government
- Internal auditing and review services
- Defunct companies trust
- Management of centralized accounting information system
- Recovering outstanding debts on behalf of Cabinet
- Revenue Forecasting

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of self financing, public debt, Loans-Made, debt recovery, investment, trust assets and bank accounts managed.	1,623-1,707	1,623-1,707
• Number of Financial statement, Forecasts, bank reconciliation and reports reviewed and/or produced	1,422-1,555	1,422-1,555
• Number cheques processed	1,238-1,438	1,238-1,438
• Number of hours updating procedure manuals, providing training and support and providing advice and assistance	1,050-1,190	1,050-1,190
Quality		
• Training and IRIS Functionality to be consistent with the requirements of the Public Management and Finance Law (2010 Revision)	100%	100%
• Audits will be completed in accordance with the Internal Auditing unit methodology as specified in the Unit policies and procedures manual	100%	100%
• Loans are managed in accordance with conditions laid out in the relevant bank loan agreements	100%	100%
• Bank reconciliation statements reviewed by supervisor and approved by manager	100%	100%
• Trust Assets to be managed in accordance with Public Management and Finance Law (2010 Revision) and the Financial Regulations	100%	100%

Timeliness • Audits will be completed within agreed timeframes • Bank reconciliation to be prepared and approved by the end of the following month • Principal repayments and interest payments made by the due date • Bi-annual and annual trust assets financials to be submitted by statutory deadline • Procedures manual, training and IRIS upgrades, changes and testing to be carried out within deadline agreed with Accountant General	90% 85-100% 100% 100% 100%	90% 85-100% 100% 100% -
Location Grand Cayman	100%	100%
Cost	**$3,128,885**	**$3,039,948**
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		
(Group comprises ABS outputs: IAU 3,REV 6,TSY 19, TSY 20, TSY 21,TSY 22, TSY 23, TSY 26, TSY 27, TSY 28, TSY 29, TSY 30, TSY 31)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
3,128,885	**(88,937)**	**3,039,948**

FTD 24	**Processing and Inspection of Aircrafts, Vessels and Cargo**	**$3,520,111**

Description

Processing, inspection and clearance of passengers and cargo involving:

- Processing of arriving air and marine craft (both local and international)
- Pre-clearance of goods
- Inspection, monitoring and clearance of imported and exported cargo entries
- Issuing of temporary importation permits

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of aircrafts and marine crafts processed and inspected	11,900-14,200	11,900-14,200
• Number of pre-clearance processed	3,000-5,500	3,000-5,500
• Number of import/export entries processed	102,500-124,000	102,500-124,000
• Number of temporary importation permits per month	20-50	20-50
• Number of inspections	868-1,522	868-1,522
Quality		
• Aircrafts and marine crafts are cleared in accordance with Customs Laws and Regulations (17 of 1990), (2007 Revision) and Customs Regulations (1998)	100%	100%
• Clearance and inspections are carried out in accordance with the Customs Law (17 of 1990) (2007 Revision)	100%	100%
• Pre-clearance and importation permits to be reviewed by Senior Customs Officer	100%	100%
• Inspecting officers will be highly trained by local and regional instructors	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 arrival	100%	100%
• Private vessels processed within 1 to 2 hours of arrival	100%	100%
• Monday to Friday, 8:30 a.m. to 4:30 p.m. and Saturday, 8:30 a.m. to 12:30 p.m.	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$3,091,303**	**$3,520,111**

Related Broad Outcome:

3. Address Crime and Policing

(Group comprises ABS outputs: CUS 10, CUS 12)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
3,091,303	**428,808**	**3,520,111**

FTD 25	**Identification and Investigation of Customs Offences**	**$1,241,874**
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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity Number of reports	12-15	12-15
Quality • Investigations are conducted in accordance with the Customs Law (17 of 1990), 2007 Revision, Penal Code (2006 Revision) and other relevant laws and accepted legal procedures • Searches are conducted in accordance with the Customs Law (17 of 1990), 2007 Revision, Penal Code, (2006 Revision) and other relevant laws and accepted legal procedures • Prosecution files are complete, factual and accurate	100% 100% 100%	100% 100% 100%
Timeliness • Investigations completed within six months from arrest • Prosecution files submitted to the Legal Department within three days of an arrest	100% 100%	100% 100%
Location Grand Cayman	100%	100%
Cost	**$1,237,230**	**$1,241,874**
Related Broad Outcome: 3. Addressing Crime and Policing		
(Group comprises ABS outputs: CUS 16)		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,237,230	**4,644**	**1,241,874**

FTD 26	**Patrolling of Coastal Waters by Customs**	**$226,614**

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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
Number of hours spent on aerial, marine and emergency assistance	4,000-5,000	4,000-5,000
Quality		
• Patrols will be carried out in accordance with the Customs Law (17 of 1990), (2007 Revision)	100%	100%
• 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	100%	100%
• Calls are responded to within 5 to 30 minutes of receiving notice	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$229,478**	**$226,614**

Related Broad Outcome:

3. Addressing Crime and Policing

(Group comprises ABS output: CUS 15)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
229,478	**(2,864)**	**226,614**

FTD 27	**Administration and Processing of Applications**		**$522,382**
Description Administration and processing of applications for: • Fee and customs duty waivers • Stamp duty abatements and assessments • Government loans (civil servant personal loans and farmers/ranchers loans) • Approvals under sections 32, 80, 178 and 181 of the Companies Law (2004 Revision)			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity Number of applications processed		800-850	800-850
Quality Applications processed in compliance with applicable laws and Ministry guidelines		100%	100%
Timeliness Response provided within 5 to 8 working days of receipt of application		90%	90%
Location Grand Cayman		100%	100%
Cost		**$522,535**	**$522,382**
Related Broad Outcome 9. Restoring Prudent Fiscal Management			
(Group comprises ABS output: FIN 14)			

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
522,535	**(153)**	**522,382**

FTD 28	**Entire Public Sector Budget Management**	**$482,664**

Description

Preparation of the Government’s budget documents, involving:

- Design of budget process, preparation and gazetting of timeline
- Preparation of Strategic Policy Statement (SPS)
- Preparation of Entire Public Sector (EPS) Budget Documents
- Preparation of Annual and Supplementary Appropriations Bills
- Monitoring of Entire Public Sector performance

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Timelines/Strategic Policy Statements prepared	2	2
• Number of Annual and Supplementary Budget Books; Annual Appropriation and Supplementary Bills prepared	8-11	8-11
• Number of reports	3-5	3-5
• Number of sessions	11-18	11-18
Quality		
• Budget/Supplementary books will be accurate, reflect Cabinets directives and reviewed by Management	100%	100%
• Annual Appropriation Bill/Supplementary Bills correspond to the Annual/Supplementary Plan and Estimates	100%	100%
• Forecasts are based on professional technical standards	100%	100%
• Training Sessions delivered by trained and experienced personnel familiar with the requirements of the Public Management and Finance Law (2010 Revision) and Financial Regulations, (2010 Revision)	100%	100%
• Support Sessions will be conducted by qualified and experienced staff and supervised by management	100%	100%
• All documents are reviewed and edited by Senior Management and are prepared in accordance with the requirements under the Public Management and Finance Law, (2010 Revision) where applicable	100%	100%

Timeliness		
• Timeline prepared by October 1, 2011	100%	100%
• SPS presented to Cabinet by December 1, 2011 or subject to Cabinet directive	100%	100%
• Annual Budget books and Appropriation Bill prepared within Cabinet's directive	100%	100%
• Supplementary Annual Plan and Estimates and Supplementary Appropriation Bills prepared within agreed timeframe.	100%	100%
• Forecasts and reports are prepared in accordance with reporting timelines	100%	100%
• Training and Support Sessions will be delivered and provided within timeframe agreed	100%	100%
Location Grand Cayman	100%	100%
Cost	**$502,824**	**$482,664**
Related Broad Outcome 9. Restoring Prudent Fiscal Management		
(Group comprises ABS outputs: BMS 15, BMS 16, BMS 18)		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
502,824	**(20,160)**	**482,664**

FTD 29	**Monitoring and Reporting on the Economy**	**$229,067**

Description

Monitoring and reporting on the economy, involving:

- Quarterly and annual economic reporting
- Country reports for regional and international agencies

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of reports	4	4
• Economic monitoring tables/reports for regional and international agencies	2	2
Quality		
• Reports are subject to managerial and/or peer review to ensure that quality standards are met and signed off by the Director of Economics and Statistics	100%	100%
Timeliness		
Completed and submitted within given deadlines	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$230,547**	**$229,067**

Related Broad Outcome:

9. Restoring Prudent Fiscal Management

(Group comprises ABS output: ESO 8)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
230,547	**(1,480)**	**229,067**

FTD 30	**Summer Student Employment Programme**		**$175,400**
Description Provision of a summer employment program for students studying locally and overseas			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity Number of students		N/A	190-200
Quality Program geared towards the promotion of career development in youth .		N/A	90-100%
Timeliness 1st July 2011 to 26 August 2011		N/A	100%
Location Cayman Islands		N/A	100%
Cost		**$0**	**$175,400**
Related Broad Outcome: 12. Preparing our Labour Market for future Opportunities			
(Group comprises ABS outputs:			

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
0	**175,400**	**175,400**

Statutory Authority/Govt Company Output Groups

Output Supplier: Auditors Oversight Committee

AOA 1	**Oversight of Auditors of Regulated Market Companies**		**$60,000**
Description The Authority is established to meet the European Union requirement that all auditors and audit entities that provide audit reports concerning the annual or consolidated accounts of certain companies incorporated out of or within the European Community whose transferable securities are admitted for trading on a regulated market are regulated and supervised.			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity Number of hours engaged in regulatory activity as outlined in The Auditors Oversight Law, 2011		N/A	150-450
Quality All functions to be performed in accordance with statutory obligations by suitably qualified and experienced personnel		N/A	90-100%
Timeliness All functions to be provided within requested timeframe.		N/A	90-100%
Location Cayman Islands		N/A	100%
Cost		**$0**	**$60,000**
Related Broad Outcome:			
(Group comprises Purchase Agreement outputs: AOA 1)			

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
0	**60,000**	**60,000**

Statutory Authority/Govt Company Output Groups

Output Supplier: Cayman Airways Limited (CAL)

<table>
<tr><td>CAL 2</td><td colspan="2">Strategic Tourism, Regional and Core Air Services</td><td>$13,270,000</td></tr>
<tr><td colspan="4">Description
Cayman Airways provides direct air service to strategic US and regional gateways identified as key source markets for expanding the Cayman Islands tourism base and for facilitating the economic development of the Cayman Islands.</td></tr>
<tr><td colspan="2">Measures</td><td>2011/12 Approved Budget</td><td>2011/12 Revised Budget</td></tr>
<tr><td colspan="2"><i>Quantity</i>
• Number of direct, one way flights per annum
• Number of one ways passengers carried per annum</td><td>4,400-5,000
300,000-375,000</td><td>4,400-5,000
300,000-375,000</td></tr>
<tr><td colspan="2"><i>Quality</i>
• All flights will be operated in accordance with the airline’s operating, safety, and maintenance standards</td><td>100%</td><td>100%</td></tr>
<tr><td colspan="2"><i>Timeliness</i>
• Operates each month of the year with seasonal fluctuations
• Flights are expected to operate on Schedule (departure and/or arrival within 15 minutes of schedule)</td><td>85%
85%</td><td>85%
85%</td></tr>
<tr><td colspan="2"><i>Location</i>
• Strategic US gateways including:
o New York, Miami, Tampa, and Chicago, Dallas, Panama
• Regional gateways including:
o Kingston, Montego Bay, La Ceiba and Havana</td><td>100%
100%</td><td>100%
100%</td></tr>
<tr><td colspan="2"><i>Cost</i></td><td>$12,500,000</td><td>$13,270,000</td></tr>
<tr><td colspan="4">Related Broad Outcome:
1.Creating a Vibrant Yet Stable and Sustainable Economy
2. Setting the Stage for Success in the Tourism Industry</td></tr>
<tr><td colspan="4"><i>(Group comprises Purchase Agreement output: CAL 2)</i></td></tr>
</table>

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
12,500,000	**770,000**	**13,270,000**

Output Groups to be purchased by the Minister of District Administration, Works, Lands and Agriculture

Output Supplier: Ministry of District Administration, Works, Lands and Agriculture

DWG 1	**Advice and Support to the Minister of District Administration, Works, Lands and Agriculture**	**$2,817,206**

Description

To maintain the capacity to provide policy advice to the Minister of District Administration, Works, Lands and Agriculture:

- Environmental Health policies
- Mosquito control and related scientific matters
- Matters related to the Planning Law
- Matters relating to the preparation of development plans for Grand Cayman, Cayman Brac and Little Cayman
- Buildings
- Miscellaneous policy matters relating to the Minister's responsibilities

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Cabinet submissions	70-80	70-80
• Number of hours spent on briefing Minister	75-85	75-85
• Parliamentary answers per session	9-23	9-23
• Number of pieces of policy advice	19-49	19-49
• Attendance at meetings	495-530	495-530
Quality		
• Reports on advice are thoroughly researched, comprehensive and accurate	100%	100%
• Must be signed off by the Hon. Minister or the Chief Officer	100%	100%
• Activities will comply and be carried out within relevant Government guidelines and regulations as well as applicable to local legislation	100%	100%
• Written and verbal communicationswill be thoroughly researched, comprehensive and accurate	100%	100%
Timeliness		
• Cabinet submissions, Minister briefings, parliamentary answers, Legislative Motions must be delivered by target dates	95-100%	95-100%
• Policy advice and reports will be completed within the specified time frame	95-100%	95-100%

Location Grand Cayman	100%	100%
Cost	**$2,580,807**	**$2,817,206**

Related Broad Outcomes

1: Creating a Vibrant Yet Stable and Sustainable Economy
15: Empowering Women
16: Addressing Energy and the Environment
17: Strengthening our Infrastructure
19: Enhancing Agriculture

(Group comprises ABS outputs: MDA1, MDA 2, AGR 32 , DAD 16, EVH 15, MRC 11, PWD 1, RPC 1)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
2,580,807	**236,399**	**2,817,206**

DWG 2	**Collection, Recycling and Disposal of Waste**	**$3,858,696**

Description

Maintain capability for the collection and disposal of waste including;

- Collection of all residential, commercial waste, litter and recyclable materials and processing, marketing and sales of recycled waste
- Management of landfills including disposal of biomedical and hazardous waste

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Total waste managed at the land filled (tons)	160,000-180,000	160,000-180,000
• Total infectious waste incinerated / managed (tons)	250-275	250-275
• Tons of waste collected from commercial and residential properties	60,000-80,000	60,000-80,000
Quality		
• Waste (tons) managed complying with applicable regulations and environmental/industry standards	95-100%	95-100%
• Infectious waste incinerated to applicable environmental/industry standards	95-100%	95-100%
Timeliness		
• Infectious waste incinerated within 24-48 hours	90-95%	90-95%
• Landfills: Number of operating days per week on Grand Cayman	95-100%	95-100%
Location		
Grand Cayman, Cayman Brac and Little Cayman	100%	100%
Cost	**$3,631,728**	**$3,858,696**

Related Broad Outcome

16: Addressing Energy and the Environment

(Group comprises ABS outputs: (EVH 5, EVH 18)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
3,631,728	**226,968**	**3,858,696**

DWG 5	Emergency Response Services	$266,405

Description

Provide emergency response services to include**:**

- Hazardous waste operations and emergency response to natural or manmade events.
- Maintenance and use of capacity to provide an appropriate response, on a full cost basis, in the event of a hurricane or other emergency to all Government departments, statutory authorities and committees
- Maintenance of stand-by generators, a fleet repair and fuel capacity to respond to service demands by fleet clients and committees, on a full cost basis in the event of a hurricane or any other natural emergency.
- Provision of emergency response services to the National Security Committee, National Hurricane Committee and other organizations and the deployment of telecommunications equipment and trained personnel.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Shipment of hazardous waste products (gallons)	15,000-20,000	15,000-20,000
• Number of preparedness exercises executed	1	1
• Number of maintenance and inspection assignments required for 22 stand-by generators.	375	375
Quality		
• Hazardous waste products shipped complying with external vendor standards	95-100%	95-100%
• Buildings shuttered in accordance with accepted hurricane standards, namely Public Works Department's Hurricane Inspector's checklist	95%	95%
• Services and maintenance performed in accordance with international and established departmental maintenance and repair standards.	95%	95%
Timeliness		
• Identification of unknown chemicals and shipment of hazardous wastes to be undertaken as scheduled by the laboratory	95-100%	95-100%
• Preparedness exercise executed minimum three weeks in advance of hurricane season start	100%	100%
• Stand-by generators checked Bi-weekly checks during hurricane season.	100%	100%
• In accordance with various emergency preparedness plans	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$318,405**	**$266,405**

Related Broad Outcomes:

16: Addressing Energy and the Environment
17: Strengthening our Infrastructure

(Group comprises ABS outputs: DVE 5, EVH 14, PWD 10)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
318,405	**(52,000)**	**266,405**

DWG 6	**National Mail Service**	**$1,073,204**

Description

National mail service including;

- Receipt and delivery of local, international and Expedited Mail Service(EMS)
- Sale of postage stamps and philatelic sales
- Rental of post office boxes

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Provision of domestic and International categories of mail services		
o Local Grand Cayman	6.515-7.017M	6.515-7.017M
o Cayman Brac and Little Cayman	175,550-185,650	175,550-185,650
• Sale of Postage Stamps		
o Grand Cayman	96,000-100,000	96,000-100,000
o Cayman Brac and Little Cayman	4,000-5,000	4,000-5,000
• Box Rentals		
o Grand Cayman	11,000-13,000	11,000-13,000
o Cayman Brac and Little Cayman	350-1,000	350-1,000
• Number of stamp issues produced for sale	3-4	3-4
Quality		
• Transactions handled in accordance with the Postal Law	100%	100%
• Universal Postal Union regulations activities performed by trained staff	95-100%	95-100%
Timeliness		
• Local: mail posted in Grand Cayman by 10:00 a.m., Monday – Friday delivered to any Grand Cayman postal destination by close of business next day	95%	95%
• International; mail incoming by area processed for local delivery within two days; outgoing – received by 10:00 a.m. readied for overseas same day	95%	95%
• Expedited: items incoming by 3:00 p.m. Monday – Friday processed for same day delivery; outgoing by 1:00 p.m. Monday – Friday readied for dispatch overseas on same day	98%	98%
• Grand Cayman: customers processed within 5 – 7 minutes	100%	100%
• Cayman Brac: customers processed within 2 – 5 minutes	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$1,326,018**	**$1,073,204**

Related Broad Outcome:

9: Restoring Prudent Fiscal Management

(Group comprises ABS outputs : POS 2, POS 4, POS 5)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,326,018	**(252,814)**	**1,073,204**

DWG 7	Management of Public Recreational Facilities and Cemeteries	$1,614,553

Description

Monitoring the construction of parks in George Town and Bodden Town; and all public beaches, cemeteries and roads.
Landscaping, maintenance and management of public areas including portable toilets; provision of cemetery capacity reports and inspection of vaults.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of recreational parks managed	8-15	8-15
• Number of public beaches and beach accesses maintained	27-40	27-40
• Number of cemeteries maintained	12-15	12-15
• Number of streets/sidewalks maintained	10-25	10-25
Quality		
• Planning requirements to be met before commencement of works	100%	100%
• Environmental and public safety standards to be adhered to including flooding and traffic regulations	100%	100%
• Comply with all regulations pertaining to changes to traffic signs etc.	90-100%	90-100%
• Inspection of streets/sidewalks by Supervisor and Assistant Manager	80-100%	80-100%
Timeliness		
• In accordance with itineraries	90-100%	90-100%
• Each site to be maintained at least monthly	100%	100%
• Each location to be serviced at least twice weekly	90-100%	90-100%
• Conduct works and services on streets/sidewalks consistent with the scheduled time table	80-100%	80-100%
Location		
Grand Cayman	100%	100%
Cost	**$1,798,763**	**$1,614,553**

Related Broad Outcomes:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: RPC 2, RPC 5)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
1,798,763	**(184,210)**	**1,614,553**

DWG 8	**Radio Broadcasts**	**$933,565**

Description

Radio broadcasts involve the following:

- Delivery of public information and newscasts and sportscasts on local and international events
- Delivery of various on air programmes
- Production and delivery of Legislative Assembly Broadcasts
- Provision of broadcast services to the Sister Islands

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of bulletin board items	8,000-8,500	8,000-8,500
• Number of news items	31,000-31,500	31,000-31,500
• Number of general information programmes	750-800	700-800
• Number of religious programmes	2,000-2,500	2,000-2,500
• Number of educational programmes	2,000-2,500	2,000-2,500
• Number of entertainment programmes	3,500-4,000	3,000-4,000
Quality		
• Compliance of general information programs with ICTA/NAB standards	90-100%	90-100%
• ICTA/NAB minimum standards for entertainment programmes	90-100%	90-100%
Timeliness		
• Emergency/urgent public information delivered within 10 minutes of the incident	90-100%	90-100%
• Other public information newscasts broadcast on Radio Cayman's established schedule	90-100%	90-100%
Location		
Grand Cayman	100%	100%
Cost	**$1,020,501**	**$933,565**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS outputs: RCY 1, RCY 2)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,020,501	**(86,936)**	**933,565**

DWG 9	**Services to Farmers**		**$1,844,218**
Description Provision of services to the agricultural sector (sale of supplies, assistance to farmers, animal health and crop husbandry); technical advice and support to the agricultural sector.			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity			
• Number of transactions processed		20,000-25,000	20,000-25,000
• Number of hours for agricultural land clearing		1,000-2,000	1,000-2,000
• Number of animals received for Artificial Insemination		60-80	60-80
Quality			
• Transactions in accordance with Public Management and Finance Law (2010 Revision)		100%	100%
• All livestock and crop husbandry services to be performed by qualified personnel		100%	100%
Timeliness			
• Service available to customers 8.0 hours per day Monday –Friday and four hours on Saturday (Grand Cayman)		100%	100%
• Service available to customers 7.5 hours per day Monday – Friday (Cayman Brac)		100%	100%
• All Genetic Improvement services to be authorize within 30 days of receipt of written request.		100%	100%
• Land Clearing Services offered to farmers once per year		80-100%	80-100%
• Minimum jobs completed within five working days of set schedule		75-100%	75-100%
• All programmes and projects developed and delivered in a timeframe considered appropriate to the project		100%	100%
Location Cayman Islands		100%	100%
Cost		**$1,945,367**	**$1,844,218**
Related Broad Outcome: 19: Enhancing Agriculture			
(Group comprises ABS outputs: AGR 21, AGR 27,AGR 28)			

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Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,945,367	**(101,149)**	**1,844,218**

DWG 10	**Agriculture Regulatory Services**	**$1,938,626**

Description

- Issuance of permits and certificates prior to the importation or exportation of plants, animals, their products and construction aggregate
- Administration of programmes to detect and prevent the entry, establishment and spread of new plant and animal pests and diseases
- Administration of a programme to regulate the importation, distribution, transportation, use and storage of pesticide products
- Ante-mortem examinations of farm animals to establish their state of health prior to slaughter for human consumption
- Provision of a facility for the slaughter and dressing of domestic livestock for sale to the public.
- Provision of an animal welfare control service to reduce the number of stray and neglected animals including public awareness events to educate residents

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of import and phytosanitary permits and certificates issued	400-500	400-500
• Number of public education/ awareness events	8-12	8-12
• Number of animals attended: ambulatory medical/surgical	2,200-2,600	2,200-2,600
• Number of animals slaughtered	550-650	550-650
Quality		
• Import permits issued in compliance with local regulations	100%	100%
• Plant phytosanitary and/or animal export health certificates issued in compliance with regulations set by country of import	100%	100%
• Public awareness events organised by qualified personnel and appropriate to target audience	100%	100%
• All services are carried out by trained personnel	100%	100%
• Medical/surgical services carried out by qualified personnel	100%	100%
• Slaughter and dressing carried out in accordance with International Health and Welfare Standards	100%	100%
Timeliness		
• Maximum period between receipt of application and rendering a decision: two working days	100%	100%
• All consignments of aggregate inspected within 24 hours of arrival	100%	100%
• Animals slaughtered within 24 hours of delivery to Abattoir	100%	100%
• All livestock slaughtered within 24 hours of arrival at the Abattoir	100%	100%
• Emergency calls: Calls responded to within two hours	95-100%	95-100%
• Quarterly Public Awareness Events	100%	100%
Location Cayman Islands	100%	100%
Cost	**$1,693,626**	**$1,938,626**

Related Broad Outcome:

19: Enhancing Agriculture

(Group comprises ABS outputs: AGR 24, AGR 25, AGR 29, AGR 31)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,693,626	**245,000**	**1,938,626**

DWG 11	**Agriculture Development Services**	**$375,152**

Description

- Provision of technical, administrative and logistical assistance towards the continued development of the agricultural sector
- Provision of extension information and training for farmers, student interns, landscapers, lawn and garden maintenance workers in agricultural related disciplines
- Promote the development of aquaculture and hydroponics as commercially viable industries within the agricultural sector
- Identify and evaluate aquaculture species suitable to local conditions
- Educate local entrepreneurs of the potential for aquaculture and hydroponics production so as to encourage entry in the industry

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of man-hours spent in preparation and delivery of marketing, agri-business, promotional, technical, administrative and logistical services to support the development of the sector and to improve and enhance National Food Security	1,500-2,000	1,500-2,000
Quality		
• All programmes, advice and training delivered shall be provided by suitably qualified personnel	100%	100%
• Approved by Head of Department or Ministry as appropriate	100%	100%
• All educational projects, published research and seminars and analytical procedures are accurate and subject to peer review	100%	100%
Timeliness		
• Training courses, publications and public awareness events produced : ongoing	100%	100%
• All aquaculture and hydroponics development services and programmes to be developed and delivered within designated time schedules as agreed appropriate to that project	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$456,152**	**$375,152**

Related Broad Outcomes:

10: Supporting our Caymanian Small Businesses
19: Enhancing Agriculture

(Group comprises ABS output: AGR 26)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
456,152	**(81,000)**	**375,152**

DWG 12	**Garden and Decorative Services**		**$87,785**
Description Provision of a plant decorative service for government entities and Non-Governmental Organisations.			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity Number of functions decorated of various sizes		85-110	85-110
Quality • Percentage of times that service provided is in total accordance with customer's requirement. • All services carried out according to internal departmental standards		95-100% 90-100%	95-100% 100%
Timeliness Service provided meets all timeframes agreed with customer		90-100%	90-100%
Location Cayman Islands		100%	100%
Cost		**$118,785**	**$87,785**
Related Broad Outcome: 2**:** Setting the Stage for Success in the Tourism Industry			
(Group comprises ABS outputs: AGR 22)			

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
118,785	**(31,000)**	**87,785**

DWG 13	**Collection of Revenue**	**$352,478**

Description

- The assessment and collection of stamp duty including the provision of related valuation advice
- Collection of Government Revenue
- Provision of value added services allowing customers to use postal facilities to pay fees for other Government Departments or entities, and pay for utility company services or bills

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Duty stamped documents issued and commercial leases assessed	8,500-9,000	8,500-9,000
• Number of valuations	1,700-1,900	1,700-1,900
• Number of revenue collection transactions / receipts	8,500-10,000	8,500-10,000
• Provision of utility company payment services	30,000-35,000	30,000-35,000
Quality		
• All documents properly assessed and duty (plus interest when appropriate) collected, in accordance with the Stamp Duty Law (2006 Revision),	100%	100%
• Assessment/valuation of all leases in accordance with Royal Institute of Chartered Surveyors(RICS) Manual of Valuation	100%	100%
• Revenue collected in accordance with Public Management and Finance Law (2010 Revision)	100%	100%
Timeliness		
• Valuation turn-around time for all cases – two working days	95-100%	95-100%
• Stamp duty adjudication notification letters sent out – within two days of assessment	95-100%	95-100%
• Revenue deposited within two working days of collection	100%	100%
• Maximum 5 – 7 minutes per customer per transaction for postal business	90-100%	90-100%
Location		
Cayman Islands	100%	100%
Cost	**$512,979**	**$352,478**

Related Broad Outcome:

9: Restoring Prudent Fiscal Management

(Group comprises ABS outputs: DAD 20, LSU 1, POS 1)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
512,979	**(160,501)**	**352,478**

DWG 14	**Management of Special Projects**		**$1,205,770**
Description Execution and monitoring of special projects for the Minister of District Administration, Works, Lands and Agriculture for 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.			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity			
• Number of hours executing and monitoring Government Office Accommodation Building		1,250-2,500	1,250-2,500
• Number of projects managed by PWD Project Management Unit		20-30	20-30
Quality			
• Special Projects will be overseen by Chief Project Manager within the Ministry of District Administration, Works, Lands and Agriculture.		100%	100%
• 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 10% of time frames agreed, at outset / in project SLA or within client agreed extensions to that time frame.		75%	75%
Location			
Cayman Islands		100%	100%
Cost		**$1,553,463**	**$1,205,770**
Related Broad Outcome: 17: Strengthening our Infrastructure			
(Group comprises ABS output: MDA 3, PWD 8)			

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
1,553,463	**(347,693)**	**1,205,770**

DWG 15	**Regulation of Dangerous Substances**	**$254,736**

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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of inspections at liquefied petroleum gas (LPG) facilities	1-2	1-2
• Number of inspections at compressed gas facilities	10-13	10-13
• Number of inspections of bulk petroleum terminals	6-7	6-7
• Number of consultations for planning applications (tanks)	25-35	25-35
• Number of inspections at service stations	20-24	20-24
• Number of petroleum pump calibrations	20-24	20-24
• Number of inspections at industrial sites	220-250	220-250
• Number of inspections of LPG tanks over 250 gallons	130-140	130-140
Quality		
• Comply with the Dangerous Substances handling and Storage Law, 2003 and codes for tanks specified in the Fire Code.	100%	100%
• Inspections will be carried out by qualified inspectors	100%	100%
Timeliness		
• Inspections completed within four working days	95-100%	95-100%
• Turnaround time of two days for fully compliant planning applications (tank installations)	95-100%	95-100%
Location		
Cayman Islands	100%	100%
Cost	**$288,536**	**$254,736**

Related Broad Outcomes:

16: Addressing Energy and the Environment
17: Strengthening our Infrastructure

(Group comprises ABS output: CPI 1)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
288,536	**(33,800)**	**254,736**

DWG 16	**Management of Land Information**	**$2,500,047**

Description

The collection storage maintenance and provision of information in respect of land titles and related matters including;

- Advice and information relating to the various laws administered by Lands and Survey departments
- Maintenance of the Land Registry
- The provision of cadastral engineering topographical and hydrographic surveying services plus aerial photography and digital imagery
- The control of cadastral surveys in the Cayman Islands
- Surveying control services
- The computer – networked land information system
- A mapping service to meet statutory requirements and to publish various cartographic products
- A Street Addressing Database including the allocation of street numbers

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of new parcels recorded	1,000-1,100	1,000-1,100
• Number of maps produced	1,000-1,100	1,000-1,100
• Number of surveys conducted	12	12
• Number of surveys authenticated	300	300
• Number of applications/solutions developed	8-10	8-10
• Number of National GIS and Cayman Land Information License Agreements	100-300	100-300
• Number of inspections conducted on GPS base stations	24	24
Quality		
• All documents meet the requirements of the Registered Land Law (2004 Revision) as directed by the Manual of Land Registry Procedure	100%	100%
• Surveys conducted in compliance with Land Surveyors Law (1996 Revision) and the Land Survey Regulations (1996 Revision)	100%	100%
• Inspections are conducted according to Lands and Survey policies and principle	100%	100%
Timeliness		
• Turnaround time for authentication of fully compliant submissions within ten working days	90-100%	90-100%
• GIS licenses are issued within one business day once the agreement is signed and payment received.	95-100%	95-100%
• Six working days turnaround time for statutory plan production – after receipt of instruction	85-100%	85-100%
• Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of request	80-100%	80-100%
• Inspections of GPS base stations conducted 6 times per year	95-100%	95-100%

Location Cayman Islands	100%	100%
Cost	**$2,642,687**	**$2,500,047**
Related Broad Outcome: 17: Strengthening our Infrastructure		
(Group comprises ABS outputs : LSU 2, LSU 3, LSU 4, LSU 5, LSU 6, LSU 10, LSU 11, LSU 12)		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
2,642,687	**(142,640)**	**2,500,047**

DWG 17	**Management of Government Properties**	**$15,426,513**

Description

Management of Government properties including;

- Property procurements (by way of lease or outright purchase)
- Management of crown property (including crown leases), involving negotiating the provisions and conditions of agreements, the up-keep and maintenance of property, in addition to rent collection
- Real estate valuation and appraisal service

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of acquisitions, sale or lease of land and building to CI government or third parties processed	180-200	180-200
• Number of Town Hall/Civic Centres inspections completed	300	300
• Number of contracts managed (facilities management)	50-60	50-60
• Number of valuation reports completed	18-20	18-20
• Number building, mechanical, plumbing, electrical and other maintenance orders issued on Government facilities	7,600-9,000	7,600-9,000
• Number of meetings attended support of Government agencies on buildings and other related matters	25-35	25-35
Quality		
• All acquisitions, disposal or leasing are in accordance with Statutory regulations and current applicable Laws- Roads Law (2005 Revision) and Land Acquisition Law (1995 Revision)	100%	100%
• All contracts go through a tendering process, are monitored and managed to deliver the expected outcomes	95-100%	95-100%
• All service calls □authorize and inspections of town hall/civic centre are signed off by the Facilities Manager or the Chief Valuation Officer	100%	100%
• All valuation opinions/reports to be prepared in strict accordance with the Royal Institute of Chartered Surveyors Manual of Valuation	100%	100%
• Based on customer satisfaction surveys of 10% of completed maintenance work orders, building maintenance services carried out to a satisfactory of better standard:	90%	90%
• Meetings attended by appropriately qualified persons	100%	100%
Timeliness		
• Requests for acquisitions, sale or lease requests are concluded within three to six months of date of valuation completion.	90-100%	90-100%
• Monthly inspections of Town Hall/Civic Centres	95-100%	95-100%
• Requests for acquisitions, sale or lease requests are concluded within three to six months of date of valuation completion.	90-100%	90-100%
• Turn-around time for all valuation reports – four weeks	90-100%	90-100%
• Work orders for repairs and maintenance issued and □authorize in accordance within agreed timeframes systematically recorded in tracking system.	90-100%	90-100%
• Meetings to be attended at agreed times	90-100%	90-100%

Location Grand Cayman	100%	100%
Cost	**$15,799,473**	**$15,426,513**
Related Broad Outcomes: 9: Restoring Prudent Fiscal Management 17: Strengthening our Infrastructure		
(Group comprises ABS outputs: LSU, 7, LSU 8, LSU 9, MDA 4, PWD 2, PWD 9)		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
15,799,473	**(372,960)**	**15,426,513**

DWG 18	**Mosquito Control Services**	**$5,815,038**

Description

Program to control mosquitoes through

- Non chemical (physical and biological) means
- Annual hatch and strand program
- Larviciding program
- Adulticide program
- Program to control grassland breeding mosquitoes
- Container breeding mosquito prevention and control
- Port disinfection service
- Mosquito control call – out service

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Hectares of canalized swamp maintained	1,500	1,500
• Number of swamps flooded and drained	2	2
• Aerial sorties	70-115	70-115
• Ground applications	230-370	230-370
• Ovipots collected	5,000-6,000	5,000-6,000
• Treatment of arriving aircrafts, vessels, vehicles and containers	3,500-4,000	3,500-4,000
• Number of call-out requests	150-200	150-200
• Number of visits/presentations	3	3
Quality		
• Operations to be completed with supervisor sign off and in compliance with operational plan expected	100%	100%
• Sorties conform to aerial operations manual	100%	100%
• Applications conform to operations manual and other relevant guidelines	100%	100%
• Call–out requests responded to and mosquito complaint resolved	100%	100%
• Visits/presentations carried out by qualified personnel	100%	100%
Timeliness		
• Ongoing throughout the period. Provide capability to make larvicide and adulticide applications at any time, as environmental conditions require	100%	100%
• Applications completed within a timescale set by the Director or supervisor	100%	100%
• Respond to call out request within 24 hours	100%	100%
Location		
Aerial applications – Grand Cayman	100%	100%
Other activities - Cayman Islands	100%	100%
Cost	**$5,279,517**	**$5,815,038**

Related Broad Outcome:

16: Addressing Energy and the Environment

(Group comprises ABS outputs: MRC 3, MRC 4, MRC 8, MRC 12, MRC 14, MRC 15)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
5,279,517	**535,521**	**5,815,038**

DWG 19	**Government Services in Cayman Brac and Little Cayman**	**$2,566,709**

Description

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

- Organizing official visits and ceremonial events
- Information and advice to the general public
- Child care facility

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of travel documents processed	726-938	726-938
• Number of registration applications processed	145-190	145-190
• Visits and events arranged	175-200	175-200
• Number of work hours utilized to provide information and advice to the General Public	7,000-10,000	7,000-10,000
• Number of children at childcare facility daily	35-50	35-50
• Number of transactions / batches processed	1,800-2,200	1,800-2,200
• Number of promotional material distributed	2,500-3,500	2,500-3,500
• Number of passengers processed	3,500-4,000	3,500-4,000
• Number of aircrafts and marine vessels cleared	2,625-3,150	2,625-3,150
• Number of responses to world-wide requests for information	400-600	400-600
• Number of vehicle, electrical and other inspections and licensing services	1,429-1,651	1,429-1,651
Quality		
• Travel documents with full compliance of guidelines	100%	100%
• Registration application meet legislative requirements	100%	100%
• Visits and events organised by senior staff	100%	100%
• Information research/response by trained staff	100%	100%
• Childcare meets standards set by Education Department	100%	100%
• Payments executed in accordance with Public Management and Finance Law (2010 Revision) and department policy	100%	100%
• Brochure created of highest quality and distributed to high circulation magazines	100%	100%
• Passengers processed in full compliance with customs and immigration laws	100%	100%
Timeliness		
• Within two days for waivers and other documents; 4 – 6 weeks for U.S. visas and two weeks for passports	100%	100%
• Registration within one day for marriage license and one hour for birth and death certificates	100%	100%
• In accordance with itineraries	100%	100%
• Routine response: immediately, if research is needed: 2-3 working days	100%	100%
• Childcare service provided 8:00 A.M. – 5:30 P.M., Monday – Friday	100%	100%
• Payments processed within one week of receipt	100%	100%
• Passenger processed within two minutes	100%	100%

Location Cayman Brac and Little Cayman	100%	100%
Cost	**$2,545,638**	**$2,566,709**
Related Broad Outcome: 6: Paving a Better Way Forward for Cayman Brac and Little Cayman		
(Group comprises ABS outputs: DAD17, DAD 18, DAD 19, DAD 22, DAD 23, DAD 25, DAD 27, DAD 28, DAD 29)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
2,545,638	**21,071**	**2,566,709**

DWG 20	**Management of Executive Assets in Cayman Brac and Little Cayman**	**$4,720,770**

Description

- Disaster management, preparedness and response services
- Construction and maintenance of public facilities and infrastructure
- Collection, preservation and display of material evidence significant to our culture, history and heritage, including:
  - Collection, documentation and preservation of material
  - Providing exhibitions and displays and general public access to them and museum facilities
  - Preservation of historical sites

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Mock exercise/workshops organized/attended	2-4	2-4
• Number of emergency shelters maintained	4	4
• Number of miles of road maintenance and construction	800-1,000	800-1,000
• Number of job orders processed for building/facility maintenance	200-250	200-250
• Other projects	200-250	200-250
• Number of artefacts preserved	3,500-4,000	3,500-4,000
• Number of displays/exhibitions	24-36	24-36
• Number of hours spent on preservation of historical sites	4,000-4,500	4,000-4,500
• Number of tours arranged	250-300	250-300
Quality		
• Annually updated Hurricane and Disaster Plan	100%	100%
• Training exercises conducted according to guidelines	100%	100%
• Roads are constructed to National Engineering standards	100%	100%
• Buildings are constructed to National Building Code standards	100%	100%
• Artefacts secured, exhibited and preserved in accordance with National Museum standards	100%	100%
• Historical Sites marked with descriptive signs to United States Parks standards	100%	100%
Timeliness		
• Cover hurricane season June – November	100%	100%
• Immediate response to other disasters	100%	100%
• As set out in annual budget guidelines and approved works program	100%	100%
• Open to public access seven days per week	100%	100%
Location		
Cayman Brac and Little Cayman	100%	100%
Cost	**$5,164,730**	**$4,720,770**

Related Broad Outcome:

6: Paving a Better Way Forward for Cayman Brac and Little Cayman

(Group comprises ABS outputs: DAD 21, DAD 24, DAD 26)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
5,164,730	**(443,960)**	**4,720,770**

DWG 21	**Weather Forecast Services**	**$75,478**

Description

Aeronautical and Non Aeronautical Services relating to Domestic and International Aviation, as well as warnings of Tropical Storms, Hurricanes, Floods, Marine and Severe Weather are provided to various social and economic sectors including the Construction and Tourism industry and the General Public.

This results in the provision of the following:

- Hourly Aviation Weather Observations
- Public Weather Forecast
- Inclement Weather and Associated Impacts Warnings
- Disaster Risk Reduction (Public Education and Outreach)
- Severe Weather and Hurricane Preparedness and Mitigation

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Aviation Weather Observations	10,575-10,600	10,575-10,600
• Number of Public Weather Forecast	1,075-1,100	1,075-1,100
• Number of Weather Warnings	200-250	200-250
• Number of Special Reports	10-20	10-20
Quality		
• Weather Observations, Forecasts and Pilots Briefings are undertaken to meet the requirements of the International Civil Aviation Organisation (ICAO), Chicago convention and its annexes that dictate the standards and recommended practices to be met by the World Meteorological Organisation (WMO) for International and Regional Aeronautical Service provisions. Additionally, All Forecast, Warnings and Reports are undertaken under the guidelines, standards and recommendation practices authorized by the World Metrological Organisation (WMO)	95-100%	95-100%
Timeliness		
• Public Weather Forecast will be issued 3 times daily	95-100%	95-100%
• Warnings will be issued as required for threatening severe weather systems for the Cayman Islands	95-100%	95-100%
• Meteorological Observations transmitted hourly	95-100%	95-100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost:	**$746,245**	**$75,478**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: NWS 1 and NWS 2)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
746,245	**(670,767)**	**75,478**

DWG 23	**Licensing of Drivers and Vehicles**	**$697,549**

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

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Vehicle Inspection	33,000-35,000	33,000-35,000
• Vehicle Licensing	55,000-58,000	55,000-58,000
• Written Tests	1,800-2,000	1,800-2,000
• Road Testing of Drivers	1,600-1,800	1,600-1,800
• Provisional, GDL and Full Drivers' Licenses first issued	20,000-22,000	20,000-22,000
• Input of disqualifications/endorsements in Licensing register	800-900	800-900
• Extract of records of Vehicles Licensed	625-675	625-675
• Extract of records of Drivers Licensed	550-600	550-600
Quality		
• Compliance with Traffic Law and Regulations, PFML and strict departmental standard by qualified personnel:	95-100%	95-100%
Timeliness		
• Vehicle Inspection and Licensing, Written Tests and Road Testing of Drivers – 5 – 15 minutes	95-100%	95-100%
• Provisional, GDL and Full Drivers' Licenses issued - 5 – 15 minutes	95-100%	95-100%
• Input of disqualifications/endorsements within 1 – 2 working days upon receipt from Court office and Police Dept.	95-100%	95-100%
• Extract of records within 3 – 5 working days	95-100%	95-100%
Location Grand Cayman	100%	100%
Cost	**$40,329**	**$697,549**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: VLT 9)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
40,329	**657,220**	**697,549**

DWG 24	**Procurement and Maintenance of Government Fleet**	**$5,092,391**

Description

Acts as the client's agent, conducting and performing acquisition processes leading to the purchase the most suitable fleet for its intended purpose(s) and at the best economic price.
Provision of preventative maintenance and repair services are provided to ensure:-

- Compliance with the Approved 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.

Disposal of obsolete and fully depreciated fleet that have no economic or useful value to the client.
Maintain a fuel capacity at the government's Refueling Facility that meets the needs of the client's fleet.
Provision of technical advice and assistance to the client on fleet related matters.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of authorized fleet applications processed	80	80
• Number of authorized maintenance work orders received	4,100	4,100
• Number of units authorized for disposal	33	33
• Number of imperial gallons of fuel required	450,000	450,000
• Number of applications for advice, discussions and recommendations relating to fleet	55	55
Quality		
• Tendering procedures conducted/performed in compliance with the PMFL and Financial Regulations (2010 Revision).	100%	100%
• Repair operations are performed in accordance with International Automotive Industry Standards and the Chilton Labour Guide by experienced and qualified technicians at a cheaper rate than private commercial entities.	100%	100%
• Relevant Chief Officer approval is received before disposal is implemented	100%	100%
• Daily stock-checks and re-stocking measures ensure fuel is available	95%	95%
• Professional technical advice based on current Automotive Technology, Industry Standards, Chilton and Mitchel labor guides	95%	95%

Timeliness - Orders placed within two (2) working days of receiving approval from the client's Chief Officer. - 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. - Disposals by public auction are provided in the local media for two weeks, twice per week followed by a public auction within fifteen working days after the adverts. - Fuel is available 24 hour per day, 365 days per year. - Processing of applications for advice will commence within two (2) working days of receipt.	100% 95% 95% 100% 95%	100% 95% 95% 100% 95%
Location Grand Cayman	100%	100%
Cost	**$3,587,839**	**$5,092,391**
Related Broad Outcome: 9: Restoring Prudent Financial Management		
(Group comprises ABS outputs: DVE 1, DVE 2, DVE 3, DVE 4, DVE 6)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
3,587,839	**1,504,552**	**5,092,391**

DWG 25	**Telecommunication Services**	**$723,684**

Description

- Provision of technical advice to Government agencies and the private sector on telecommunication matters
- Provision of technical services required for the planning, operating and maintaining of the telecommunication system infrastructure
- 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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of hours providing technical advice to Government	780-900	780-900
• Number of radios using system infrastructure	1,400-1,600	1,400-1,600
• Number of hours responding to emergency incidents	240	240
Quality		
• Technical Advice to Government Agencies reviewed and signed off by Head of Department	100%	100%
• System infrastructure is continuous monitored for availability and	95-99%	95-99%
• reliability (overall network availability)		
• In accordance with incident requirements	100%	100%
Timeliness		
• Technical Advice to Government Agencies given prior to due date requested	100%	100%
Response Times:		
• For Critical System(911 System; Paging Systems; fire department)		
o During normal working hours: 15 minutes	95-99%	95-99%
o Outside of normal working hours: 45 minutes	90-95%	90-95%
• Other Systems		
o Grand Cayman: within 1 Hour	90-95%	90-95%
o Cayman Brac and Little Cayman: Next available flight		
• In accordance with incident requirements	99%	99%
Location Cayman Islands	100%	100%
Cost	**$614,584**	**$723,684**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS outputs: TCO 8, TCO 9 and TCO 10)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
614,584	**109,100**	**723,684**

NRA 6	**Grand Cayman District Roads Programme**	**$2,200,000**

Description

- Materials, labour, and equipment for construction plus project management services for maintenance activities relating to the systematic rehabilitation and maintenance of local public roads and rights of way under regular public use. Local road projects are categorised by electoral district and prioritised based on Pavement Condition Index (PCI) determined by NRA and by political expediency and the level of available funding.
- The road network consists of: 13.7 miles of arterial roads, 88.7 miles of collector roads, 78.7 miles of public residential roads, and 120.3 miles of private residential roads for a total of 301.4 miles of road.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
Planned Maintenance and rehabilitation activities carried out on the road network as follows:		
District		
• Miles of secondary and local roads in George Town	N/A	6.0 miles
• Miles of secondary and local roads in West Bay	N/A	3.0 miles
• Miles of secondary and local roads in BoddenTown	N/A	2.5 miles
• Miles of secondary and local roads in Northside	N/A	0.5 miles
• Miles of secondary and local roads in East End	N/A	0.5 miles
		12.5 miles
Quality		
• Repair of pavement condition on all roads must be to the NRA's established standards of drivable roads.	N/A	100%
• Target Pavement Condition Index (PCI) for secondary roads achieved	N/A	100%
Timeliness		
Amount of roads improvements completed within the budget year/agreed timeframe	N/A	100%
Location		
Grand Cayman		100%
Cost	**$0**	**$2,200,000**

(Group comprises Purchase Agreement outputs:)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
0	**2,200,000**	**2,200,000**

NRA 9	**Routine Maintenance**	**$3,500,000**

Description

- Materials, labour, and equipment for construction plus project management services related to the general maintenance and upkeep of public roadways including: bush cutting, drainage systems, signage, barricades, traffic signals, speed humps, pavement markings, etc.
- The road network consists of: 13.7 miles of arterial roads, 88.7 miles of collector roads, 78.7 miles of public residential roads, and 120.3 miles of private residential roads for a total of 301.4 miles of road

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Existing drain well Maintenance (cleaning/clearing and redrilling)	N/A	135 each
• New drain well Installations	N/A	15 each
• Road verge cutting and maintenance (lane-miles of roadway approximately = miles of public road x 2.2lanes x2cuts)	N/A	800 miles
• Road marking maintenance (material tonnage)	N/A	30 tons
• Number of road signs maintained	N/A	1000 each
• Number of traffic signals maintained	N/A	7 each
• Guardrail & other safety barrier & roadway safety systems (ln.ft)	N/A	1000 lnft
• Customer service requests & work order processing	N/A	500 each
• New traffic calming installations (speed humps, etc)	N/A	10 each
• Pothole patching (tons of hotmix used)	N/A	800 tons
Quality		
• Drainage wells and other drainage installations repaired to functional status	N/A	90-95%
• Road shoulders cleared; sight distance maintained; and roadway obstructions removed.	N/A	70%
• Road markings and signage highly visible during daytime and nighttime.	N/A	90%
• Traffic signals functioning normally 24 hours a day	N/A	100%
• Potholes patched and satisfactory roadway ride quality maintained.	N/A	90%
Timeliness		
• Works provided within time frame agreed at outset	N/A	100%
Location		
Grand Cayman		100%
Cost	**$0**	**$3,500,000**

(Group comprises Purchase Agreement outputs:)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
0	**3,500,000**	**3,500,000**

NRA 10	**Government Street Lighting Programme**	**$1,224,000**

Description

- Management of Government street lighting programme

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of lights on the public road network.	N/A	5,200 ea
Quality		
• Percentage of streetlights that are functioning at any one time.	N/A	90-95%
Timeliness		
• Repairs to existing lights plus new light installations provided within time frame agreed at outset	N/A	100%
Location		
Grand Cayman	N/A	100%
Cost	**$0**	**$1,224,000**

(Group comprises Purchase Agreement outputs:)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
0	**1,224,000**	**1,224,000**

NRA 11	**Pavement and Other Roads Asset Management Programs**	**$150,000**

Description

Project management and administrative services related to annual survey and update of NRA road assets. These include annual survey of road pavement conditions; survey and recording of the conditions of roadway signage and markings, drain wells and drainage systems; guardrail systems and speed humps.

	2011/12 Approved Budget	**2011/12 Revised Budget**
Measures		
Quantity		
• Annual pavement conditions survey and report	1	1
• Annual inventory and report on roads assets such as signs, drains, culverts, guardrail and speed humps	1	1
Quality		
• Pavement Management system database (MicroPaver ®) maintained with current and accurate data relating to the condition of pavements in the Grand Cayman road network	90-95%	90-95%
• Asset management database (Cartegraph ®) maintained with current and accurate data relating to the condition status of road related assets (signs, wells and etc).	90-95%	90-95%
Timeliness		
• Works provided within time frame agreed at outset	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$74,000**	**$150,000**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises Purchase Agreement outputs: NRA 11)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
74,000	**76,000**	**150,000**

Output Groups to be purchased by the Minister of Education, Training and Employment

Output Supplier: Ministry of Education, Training and Employment

ETE 1	**Policy Advice, Governance and Ministerial Support Services**	**$3,797,691**

Description

Provision of:

- Policy research, development, communication, implementation and evaluation
- Strategy development and management of strategic priority projects
- Services to support the development of new or revised legislation
- Administrative and executive services to support the Minister

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of contributions to the Throne Speech	1	1
• Information and decision-making briefs	60-80	60-80
• Cabinet papers and notes	18-20	18-20
• Parliamentary questions	10-20	10-20
• Statements in the Legislative Assembly	5-8	5-8
• Number of strategic priority projects advised on and/or managed	20-25	20-25
• Number of drafting instructions prepared	2-6	2-6
• Number of press releases or press briefings prepared	45-50	45-50
• Number of Education Council Meetings supported	12-16	12-16
• Number of major capital works projects co-ordinated	3-4	3-4
• Number of memberships on Boards/Committees	1-3	1-3
• Number of Purchase Agreements negotiated and monitored	4-7	4-7
Quality		
• Policy development and advice informed by comprehensive and relevant research	100%	100%
• Policies and strategies developed through a consultative process with key stakeholders	100%	100%
• Policy and strategy documents reviewed and approved by Chief Officer or delegate prior to release	100%	100%
• Cabinet papers, drafting instructions, speech notes and press releases reviewed and approved by Chief Officer or delegate prior to submission.	100%	100%
• Services provided by appropriately experienced and qualified personnel.	100%	100%
• Representatives on Boards, Committees, Councils and Meetings to be nominated from senior management team by Chief Officer	100%	100%
• Purchase Agreements meet criteria established by Ministry	100%	100%

Timeliness • All services delivered within established schedules/milestones or as required by Minister • Cabinet Papers and speech notes delivered within established schedules or as required by Minister • Representations on Boards to be in line with agreed schedules of meetings	100% 100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	**$3,665,442**	**$3,797,691**
Related Broad Outcomes: 4: Developing a World Class Education System to Foster Growth and to Benefit from Development 12: Preparing our Labour Market for Future Opportunities		
(Group comprises ABS Outputs: MET 1, MET 2, MET 3, MET 5)		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
3,665,442	**132,249**	**3,797,691**

ETE 2	**Job Placement and Employer Support Activities**	**$1,014,234**

Description

Provision of services:

- To improve access to employment for Caymanian job-seekers (both employed and unemployed) including: assisting Job Seekers through registering, assessing, processing, job matching, job referrals to training and attendance at Immigration Board Meetings or preparation of reports on work permit issues.
- Aid employers with finding Caymanians for employment including: Processing of vacancies, review of jobs, coding of jobs, matching with job seekers, issuing of Job Waiver letters.
- Improve workforce readiness, including through career guidance and counselling, work readiness assessments, training and employment initiatives
- Analyse and disseminate labour market information, to include research, information to Immigration Boards and monthly Job Placement Statistics.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of jobseekers assisted	1,600-1,700	1,600-1,700
• Number of job vacancies processed	2,250-2,400	2,250-2,400
• Number of Registers of training institutions developed and maintained	1	1
• Number of training programmes and employment initiatives coordinated	7	7
• Number of Labour Market Research Projects conducted	1-3	1-3
• Number of Labour Market Reports prepared	12-16	12-16
Quality		
• All Jobseekers assisted in accordance with established procedures	100%	100%
• All vacancies handled in accordance with established procedures	100%	100%
• Registration of training institutions conducted in accordance with agreed criteria	100%	100%
• Research projects are completed in accordance with international best practice	100%	100%
• Labour Market Reports prepared according to agreed templates or as required	100%	100%
Timeliness		
• Job seekers registered and assisted within 10 working days of initial or subsequent contact seeking employment as outlined in procedures	100%	100%
• Response to employers seeking employees within 10 working days	100%	100%
• Research projects are completed within project time frames	100%	100%
• Development and maintenance of the register of training institutions by 30 June 2012	100%	100%
• Labour Market Reports produced monthly or as required	100%	100%
Location Cayman Islands	100%	100%
Cost	**$1,004,497**	**$1,014,234**

Related Broad Outcome:

12: Preparing our Labor Market for Future Opportunities

(Group comprises ABS outputs: HCD 1, HCD 2, HCD 3)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,004,497	**9,737**	**1,014,234**

ETE 3	**Employment Regulatory Activities**	**$1,624,777**

Description

Provision of services to administer the Labour and Pension Laws to ensure that the rights and dignity of both employers and employees are protected through: training and education programmes, dispute resolution, inspections and investigations, enforcement of non-compliance, administrative support for Labour Tribunals.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of labour related training and education programmes conducted	10-15	10-15
• Number of Pensions Communication Plans	1	1
• Number of cases of individual labour disputes of rights mediated/conciliated	1,000-1,200	1,000-1,200
• Number of labour workplace inspections/investigations	90-100	90-100
• Number of pensions investigations completed	300-350	300-350
• Number of pension cases for enforcement action prepared	50-70	50-70
• Number of pension Delinquency reports processed	60-72	60-72
Quality		
• Training and education programmes are in accordance with certifying bodies and departmental guidelines	100%	100%
• Individual disputes of rights resolved in accordance with established procedures	100%	100%
• Labour Inspections and investigations are in compliance with internationally accepted best practice	100%	100%
• All pension investigations, cases for enforcement action and delinquency reports carried out by suitably qualified and trained staff	100%	100%
• Matters for legal advice and cases for enforcement action are reviewed and signed off by Head of Department or designated person	100%	100%
Timeliness		
• Training and Education programmes are delivered as scheduled	100%	100%
• Pensions Communication Plan delivered to agreed schedule	100%	100%
• Individual labour disputes of rights cases processed within 60 calendar days	100%	100%
• Notification to complainant of outcomes of investigation within 14 working days of completion of investigation	100%	100%
• All pension investigations, cases for enforcement action and delinquency reports carried out within timeframes established by internal procedure	100%	100%
Location Cayman Islands	100%	100%
Cost	**$1,606,865**	**$1,624,777**

Related Broad Outcome:

12: Preparing our Labor Market for Future Opportunities

(Group comprises ABS outputs: DER 1, NPO 8 and NPO 11)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,606,865	**17,912**	**1,624,777**

ETE 5	**Public Library Services**	**$1,486,439**

Description

Provision of a central George Town library service and 5 Community library branches, to serve as a community destination for print and non-print resources, services and programmes to increase the visibility and awareness of the Public Library Service, whilst encouraging and promoting lifelong learning, culture and sharing the joy of reading.

- Services include online access to electronic resources, access to information and Communication Technologies (ICTs), circulations, book reservation, interlibrary loans.
- Programmes include: story-times, poetry readings, craft, summer reading programme, information literacy provided to schools, homework assistance and orientation programmes, information literacy, services to the homebound and elderly, workshops, and book clubs among others.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Items circulated throughout the year	35,000-40,000	35,000-40,000
• Number of reference transactions processed	1,200-1,400	1,200-1,400
• Number of adult programmes delivered	20-30	20-30
• Number of juvenile programmes delivered	400-500	400-500
• Number of newsletters	4	4
Quality		
• Operations in all locations overseen by suitably qualified staff	100%	100%
• Reference services provided by suitably trained staff	100%	100%
• Materials selected and newsletters developed by suitably qualified staff	100%	100%
• Programmes developed and monitored by suitably qualified staff	100%	100%
Timeliness		
• Library services provided minimum of 5 days per week	100%	100%
• Reference enquiries processed within twenty-four hours of receipt	100%	100%
• Programmes delivered on a monthly basis	100%	100%
• Newsletters produced quarterly	100%	100%
Location Cayman Islands	100%	100%
Cost	**$1,475,392**	**$1,486,439**

Related Broad Outcome:

4. Developing a World Class Education System to Foster Growth and to Benefit from Development

(*Group comprises ABS outputs: LIB 5 and LIB 6)*

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,475,392	**11,047**	**1,486,439**

ETE 6	**Primary Education**	**$16,644,968**

Description

Provision of teaching and learning services for children between the age of 5 and 11 at government primary schools, including:

- Delivery of the Key Stage 1 and 2 National Curriculum, in accordance with the aims and guiding principles of the National Curriculum Overview document
- Assessment, recording and reporting of students' achievement
- Student progress and achievement reports issued with reference to National Curriculum attainment targets at least twice yearly.
- Standardised testing administered to students annually to assess Reading, Language, and Mathematics skills, providing data to inform teaching and learning, to track students' progress and to report to parents. New for Yr 10/11: Students to sit Cognitive Ability Test (CAT) in Year 6
- National curriculum subject tests in core subjects of Mathematics and English

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of primary school places provided	3,300-3,450	3,300-3,450
• Number of students in primary schools	2,475-2,600	2,475-2,600
• Number of schools	10	10
• Number of instructional days for students	180	180
• Number of national curriculum subjects taught	9	9
• Number of annual standardised tests administered	2	2
• Number of national student progress and achievement reports per student	2	2
• Number of core curriculum subject tests administered	2	2
Quality		
• Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications	95-100%	95-100%
• Student/teacher ratio (Students per total teaching staff within the school)	11. 0-14.0	11. 0-14.0
• Standardised tests selected for reliability, validity and relevance for students educated in the Cayman Islands and for international currency	100%	100%
• National curriculum tests externally written, with extensive pre-testing	100%	100%
Timeliness		
• Primary education programmes to be delivered over academic year from September through June	100%	100%
• Standardised tests and National curriculum administered in last school terms	100%	100%
• Students progress reports to parents at least twice annually	100%	100%
Location Cayman Islands	100%	100%
Cost	**$16,410,441**	**$16,644,968**

Related Broad Outcome:

4. Developing a World Class Education System to Foster Growth and to Benefit from Development

(Group comprises ABS output: DES 1)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
16,410,441	**234,527**	**16,644,968**

ETE 7	**Secondary Education**	**$19,721,133**

Description

- Provision of secondary level teaching and learning services for children in Years 7 to 11 at Government Secondary schools
- Provision of a Further Education Programme for Year 12 students at the Centre for Further Education (CIFEC), with the following programme strands:
    - Advanced Placement (AP) Diploma programme
    - A vocational, career and technical programme, with a range of TVET programmes and work experience
    - A Foundations Programmes for re-sits of examinations
- Supervision of a Dual-Entry programme, for students attending offsite educational programmes for Year 12 credit (e.g. A' Levels)

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of students in Government Secondary schools	2,000-2,010	2,000-2,010
• Number of Government Secondary schools	3	3
• Number of Further Education Programmes for Year 12 students	1	1
• Number of instructional days for students	180	180
• Number of progress reports per student	2	2
• Number of national curriculum subjects taught in Key Stage 3	11	11
• Number of core subjects taught at Key Stage 4	6	6
• Number of optional subjects offered at Key stage 4	15-25	15-25
• Number of AP subjects offered at CIFEC	5-8	5-8
• Number of vocational, career and technical programmes offered at CIFEC	5-10	5-10
• Number of students placed on work experience/community services placements at CIFEC	200-250	200-250
Quality		
• Lessons and programmes delivered by appropriately qualified and experienced teachers	95-100%	95-100%
• Diploma subjects accredited through Advanced Placement Programme	100%	100%
• All KS4 subjects and Career and technical programmes accredited through external qualification schemes	100%	100%
• Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications	95-100%	95-100%
Timeliness		
• Secondary and Further Education Programmes to be delivered over academic year from September through June	100%	100%
• Student progress reports to parents at least twice annually	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$19,507,067**	**$19,721,133**

Related Broad Outcome:
4. Developing a World Class Education System to Foster Growth and to Benefit from Development

(Group comprises ABS outputs: DES 2 and DES 11)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
19,507,067	**214,066**	**19,721,133**

ETE 8	Education for Students with Special Needs	$4,344,104

Description

- Provision of educational and developmental services to students with disabilities within the compulsory education sector at the Lighthouse School (LHS)
- Provision of alternative education services for students with social, emotional and behavioural needs who require alternative delivery of the curriculum provided by mainstream schools
- Provision and co-ordination of assessment, identification and intervention services to students with significant barriers to learning in order to allow them to access the full range of educational opportunities
- Provision of early intervention services to promote growth and development of children in the early years with significant barriers to learning

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of specialized programmes provided	4	4
• Number of Alternative Education Services Programmes delivered	3-4	3-4
• Number of school days	180	180
• Number of student progress reports per student	2	2
• Number of students served individually in counselling sessions	900-1,100	900-1,100
• Number of students provided Learning/Behavioural Specialist intervention services	275-325	275-325
• Number of psychological, speech and language and occupational therapy assessments	405-470	405-470
• Number of students served in programmes for hearing or visually impaired	28-40	28-40
• Number of children served through the Early Intervention Programme	125-175	125-175
Quality		
• Alternative Education services to be provided by staff with appropriate training and qualifications	90-100%	90-100%
• Lessons, programmes and progress reports provided by teachers with appropriate training and qualifications	95-100%	95-100%
• Assessments, counselling and interventions provided by appropriately trained and qualified individuals	95-100%	95-100%
• Early intervention assessments and interventions carried out by appropriately qualified and experienced staff	100%	100%
Timeliness		
• All education programmes to be delivered over academic year from September through June	100%	100%
• Student progress reports to parents at least twice yearly	100%	100%
• Assessments provided within 60 days of approved request	90-100%	90-100%
• Early Intervention assessment and interventions conducted in line with SEN Code of Practice	100%	100%
Location Cayman Islands	100%	100%
Cost	**$4,317,742**	**$4,344,104**

Related Broad Outcome:
4. Developing a World Class Education System to Foster Growth and to Benefit from Development

(Group comprises ABS outputs: DES 3, DES 4 and DES 5)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
4,317,742	**26,362**	**4,344,104**

ETE 10	Preservation and Management of Records	$1,268,830

Description

Provision of services to:

- Identify, protect and manage Government's Vital Records management system
- 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
- Promote the historical and cultural holdings of the Cayman Islands National Archive

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Master Images produced	20,000-25,000	20,000-25,000
• Number of government records conserve	4-5	2-3
• Number of government file requests processed	850-860	489-498
• Number of guidance papers produced	1-2	1-2
• Number of support sessions conducted	6-8	6-8
• Number of documents reproduced	880-890	880-890
• Number of photographic prints and scans produced	150-160	150-160
Quality		
• Master Images and government records conserved are carried out in compliance with international standards (BS 5454, BS 4971)	100%	100%
• All records management tasks carried out in accordance with National Archive and Public Records Law (2007) and in compliance with international standard ISO 15489	100%	100%
• Guidance papers and disposal schedules reviewed by senior manager and signed off by Director	100%	100%
• Support and training sessions conducted by qualified records management staff	100%	100%
• Documents reproduced in accordance with CINA's reproduction policy.	100%	100%
• Photographic prints and scans produced in accordance with CINA's operational procedures	100%	100%
Timelines		
• Conservation treatment conducted within 5 business days or based upon complexity of request by client	100%	100%
• Guidance papers produced by June 2012.	100%	100%
• Support sessions conducted as agreed with client	100%	100%
• Images produced, files requests processed, publications and prints available Monday to Friday, 8:30a.m – 5:00p.m	100%	100%
Location Cayman Islands	100%	100%
Cost	**$1,255,358**	**$1,268,830**

Related Broad Outcome:

4. Developing a World Class Education System to Foster Growth and to Benefit from Development

(Comprises ABS outputs: CNA 24, CNA 25, CNA 26 and CNA 27)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
1,255,358	**13,472**	**1,268,830**

ETE 11	Facilities Management and Procurement Management		$13,134,603
Description - Provision of building management and facility maintenance services to all schools, Department of Education Services and other educational facilities, including establishing and managing maintenance needs for new high schools - Provision of key infrastructural procurement and other services to support the effective operations of schools and the education system			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity			
- Number of facilities maintained		20-21	20-21
- Number of full inspections		20	20
- Number of maintenance plans developed		16-20	16-20
- Number of facilities contracts managed		20-24	20-24
- Number of educational sites for which procurement services provided		20	20
- Number of consolidated capital orders processed		35-40	35-40
- Number of janitorial contracts administered		11-12	11-12
- Number of schools for whom transportation contracts administered		10	10
- Number of canteen contracts managed		11-12	11-12
Quality			
- Procurement processes managed by appropriately qualified and experienced individuals		100%	100%
- Tendering processes administered in line with CTC Regulations		100%	100%
- Contracts awarded to be in line with tender specifications and any relevant legal requirements		100%	100%
- Maintenance services and inspection to be provided by appropriately qualified and/or experienced personnel		95-100%	95-100%
- Maintenance plans to reflect specific needs and key data for individual schools		100%	100%
Timeliness			
- Consolidated capital and overseas recurrent orders processed within 60 days of confirmation		90-100%	90-100%
- Contracts tendered by May 2012		90-100%	90-100%
- Janitorial and security services provided in accordance with agreed schedule		90-100%	90-100%
- Canteen meals provided each school day in the school year		100%	100%
- Facilities maintenance plans to be developed by June 2012		90-100%	90-100%
- Facilities Inspections conducted annually in July		100%	100%
- New contract documentation to be prepared 30 days prior to expiration of current contract		100%	100%
Location Cayman Islands		100%	100%
Cost		**$14,095,759**	**$13,134,603**
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development			
(Comprises ABS outputs: DES 6 and DES 10)			

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
14,095,759	**(961,156)**	**13,134,603**

ETE 13	**Training and Support for Adults with Disabilities**	**$1,044,983**

Description

- Provision of 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
- Provision of therapeutic Services to promote the health and fitness of clients including the evaluation of performance skills, the development of treatment and fitness plans as well as the coordination and monitoring of health care

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Individual Training Sessions provided	1,000-1,300	500-750
• Number of Group Training provided	7,500- 8,000	7,500- 8,000
• Number of Recreation Session/Outings provided for the group	50-60	50-60
• Number of Individual Treatment Sessions provided	1,000-1,200	1,000-1,200
• Number of Group Treatment Sessions provided	150-200	150-200
• Dental, Medical and Vision appointments completed	100-150	100-150
• Number of Hours of Support Sessions provided	900-1,200	900-1,200
• Number of Job Search Contacts	400-600	400-600
Quality		
• Training will conform to Award Scheme Development and Accreditation Network Guidelines and will reflect needs established by individual assessment of clients.	100%	100%
• Programme materials to include a combination of in-house and commercially produced resources	100%	100%
• All Training will be developed and supervised by qualified staff	100%	100%
• All Evaluations and Assessments will be done by qualified staff	100%	100%
• All Treatment Plans will be developed and supervised by qualified staff	100%	100%
• Staff will arrange regular dental, medical and vision appointments for clients as required by the Health Professionals, accompany the clients and ensure all instructions are forwarded to staff at the Centre and parents/family members at home.	100%	100%
• Support Services will be provided by qualified staff	100%	100%
• Training and placement will reflect needs established by individual assessment of clients	100%	100%
Timeliness		
• Training Sessions will be 30 minutes in length and will be delivered Monday to Friday between 8:30 a.m. and 2:30 p.m. 40 weeks per year plus Special Events in the evening and on Weekends	100%	100%
• 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.	100%	100%
• Support Services will be provided Monday to Friday between 8:30 a.m. and 2:30 p.m. 40 weeks per year plus evenings and on Weekends if required to deal with emergencies.	100%	100%
Location		
Sunrise Centre and Community locations as arranged	100%	100%
Cost	**$1,032,558**	**$1,044,983**

Related Broad Outcome:
13. Improving the Lives of the Elderly and Disabled

(Comprises ABS outputs: SRC 7, SRC 8, SRC 9 and SRC 10)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,032,558	**12,425**	**1,044,983**

ETE 14	**Education Evaluation and Support Services**	**$4,702,607**

Description

- Strategic oversight and management of Information, Communications Technology (ICT) throughout the Ministry of Education, Training and Employment
- Provision of services to improve the quality of and access to early childhood care and education (ECCE), in private and government settings
- The provision of services to inspect and report on educational standards in government and private schools and pre-schools, other educational provision and school related matters
- The provision of school improvement services to schools, to provide targeted challenge and support to schools, to raise standards of achievement and improve the quality of teaching and learning

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of sites fully operational with ICT Infrastructure, wireless and internet access and appropriate software and hardware technology	19	19
• Number of Online portals and websites supported	8-12	8-12
• Monitoring visits to ECCE settings	80-100	80-100
• Annual ECCE Training Plan developed and implemented	1	1
• Number of inspection reports on government and private schools	5	5
• Number of inspection reports on government reception classes and private pre-schools	20-27	15
• Number of School Improvement Plans advised, monitored and reported on	15-18	15-18
• Number of Structured Support Plans developed and implemented for schools requiring additional support	3-5	3-5
• Number of statistical reports on external exam results	1	1
Quality		
• ICT support structure for schools, educational centres, portals and websites to be maintained by certified technical support technicians, system administrators and qualified vendors with standardized ICT hardware and software infrastructure	100%	100%
• ECCE Monitoring visits conducted by appropriately qualified and experienced personnel	100%	100%
• ECCE Training Plan and curriculum projects to reflect national priorities, as agreed by Chief Officer	100%	100%
• All inspections and reports will comply with ESAU quality assurance guidelines	100%	100%
• School Improvement services delivered by professional with appropriate qualifications, training and experience	100%	100%
• Structured support plans to be developed in consultation with key stakeholders	100%	100%
• Statistical reports prepared according to template approved by Chief Officer and subject to sign off by Chief Officer prior to publication	100%	100%
Timeliness		
• ICT online services available during normal working hours	95%	95%
• ECCE Monitoring visits conducted Sept to June	100%	100%
• ECCE Training Plan developed by Aug 2011 and implemented by June 2012	90-100%	90-100%
• All inspections/evaluations will be completed according to agreed schedule	100%	100%
• Structured Support Plans prepared within 30 days of inspection or identified need	100%	100%
• Statistical report on external examinations by Sept, 2011	95-100%	95-100%

Location Cayman Islands	100%	100%
Cost	**$4,718,042**	**$4,702,607**
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development		
(Group comprises ABS outputs: MET 7, MET 10, ESA 1 and DES 7)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
4,718,042	**(15,435)**	**4,702,607**

Statutory Authority/Government Company Output Groups

Output Supplier: University College of the Cayman Islands

CCO 1	**Teaching of Tertiary Level, Professional and Vocational Programmes**	**$4,231,444**

Description

- Develop and deliver tertiary level educational programmes and continuing education courses and complimentary educational services
- Develop and deliver tertiary level professional programs
- Teaching of the Associate Degree specializations
- Teaching of adult and continuing education courses
- Teaching/development of baccalaureate degree/postgraduate programmes
- Delivery of comparable programs in Grand Cayman and Cayman Brac

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of professional programmes	9	9
• Number of academic programmes	18-20	18-20
• Number of adult/continuing classes	48	48
• Number of vocational programmes	10	10
• Number of baccalaureate/post graduate courses offered	16	16
Quality		
• Degree courses satisfy the standards (grading, course content, credit hours, etc.) required by overseas universities for acceptance of students and their credits	100%	100%
• University faculty members to have appropriate qualifications	100%	100%
• Professional and vocational courses to satisfy standards required by any accrediting body	100%	100%
• Course development and standards to be informed by consultation with key stakeholders	100%	100%
• Local professional organizations recognize qualifications	100%	100%
Timeliness		
Courses offered over appropriate time frame for curriculum covered	100%	100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	**$3,925,000**	**$4,231,444**

Related Broad Outcome:

4. Developing a World Class Education System to Foster Growth and to benefit from Development

(Group comprises Purchase Agreement outputs: COL 1, COL 2, COL 3, COL 4, COL 5 and COL 6)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
3,925,000	**306,444**	**4,231,444**

Non-Government Supplier Output Groups

Output Supplier: International College of the Cayman Islands

NGS 25	**Teaching of Tertiary Education Courses**	**$100,000**

Description

Teaching of the following degree courses:

- Master of Science: Management (Human Resources and Education)
- Master of Business Administration
- Bachelor of Science Degrees: Business Administration (Accounting and Finance), Human and Social Services, Liberal Studies and Office Administration.
- Associate of Science Degrees: Business (Accounting, Banking, Broadcasting, Finance, Hotel and Tourism Management and Information Systems), General Studies, and Office Administration
- Courses/programs of study may be expanded or altered based on demand

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of students enrolled in all degree programs	200-300	200-300
Quality		
• Programs taught in accordance with international tertiary educational standards based on an American Curriculum	100%	100%
• Institutionally accredited by the Accrediting Council for Independent Colleges and Schools (ACICS), Washington, D.C., U.S.A.	100%	100%
• Registered by the University Council of Jamaica (UCJ)	100%	100%
• Faculty holds recognized degrees at master's level or professional designation / certification or above	100%	100%
• Level of academic standard maintained to achieve 90 to 100% employers' satisfaction with ICCI graduates as indicated by the ICCI Annual Alumni Survey	100%	100%
Timeliness Fall, Winter, Spring and Summer quarters	100%	100%
Location ICCI Campus, Grand Cayman	100%	100%
Cost	**$65,100**	**$100,000**

Related Broad Outcome:

4. Developing a World Class Education System to Foster Growth and to benefit from Development

(Group comprises Purchase Agreement outputs: ICC 1)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
65,100	**34,900**	**100,000**

Output Supplier: Nadine Andreas Children Services

<table>
<tr><td>NGS 27</td><td>Supervision of Pre-School Children</td><td>$60,000</td></tr>
<tr><td colspan="3"><i>Description</i>
Provision of pre-school supervision to young children involving a Pre-school and Nursery/early education Programme</td></tr>
<tr><td>Measures</td><td>2011/12 Approved Budget</td><td>2011/12 Revised Budget</td></tr>
<tr><td><i>Quantity</i>
• Number of Pre-School Teachers
• Number of programmes</td><td>2
2</td><td>2
2</td></tr>
<tr><td><i>Quality</i>
• Personnel are trained and experienced in early childhood care and education</td><td>90-100%</td><td>90-100%</td></tr>
<tr><td><i>Timeliness</i>
• Personnel funded are full time staff.
• School open during regular pre-school hours Monday-Friday: 7:00 a.m. – 5:30 p.m.</td><td>100%
100%</td><td>100%
100%</td></tr>
<tr><td><i>Location</i>
NCVO, Richard Arch Children’s Centre, Anthony Drive, George Town – Grand Cayman</td><td>100%</td><td>100%</td></tr>
<tr><td><i>Cost</i></td><td>$55,800</td><td>$60,000</td></tr>
<tr><td colspan="3">Related Broad Outcomes:
4. Developing a World Class Education System to Foster Growth and to benefit from Development
13. Improving the Lives of the Elderly and Disabled</td></tr>
<tr><td colspan="3"><i>(Group comprises Purchase Agreement outputs: NAC 1)</i></td></tr>
</table>

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
55,800	**4,200**	**60,000**

Output Supplier: Private Schools

NGS 34	**Primary and Secondary Education by Private Schools**	**$1,800,000**
Description Teaching of primary and secondary education courses/classes by private schools		
Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
- Number of students taught (age 5 to 18)	2,500 -2,700	2,500 -2,700
Quality		
- Classes are in accordance with curriculum decided by each school, and in line with local and international educational standards	100%	100%
Schools to:		
- Hold a current education license;	100%	100%
- Comply with all relevant legislation, including (but not necessarily limited to) employment, pension, environmental health, immigration and planning laws	100%	100%
Timeliness		
During the school term from September to June	100%	100%
Location		
Cayman Academy, Cayman Prep and High School, Cayman International School, First Baptist Christian School, Grace Christian Academy, St Ignatius High School, St Ignatius Prep School, Triple C School, Truth for Youth School, Wesleyan Christian Academy	100%	100%
Cost	**$1,604,091**	**$1,800,000**
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to benefit from Development		
(Group comprises Purchase Agreement outputs: PSA 1)		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,604,091	**195,909**	**1,800,000**

Output Groups to be purchased by the Minister of Community Affairs, Gender and Housing

Output Supplier: Ministry of Community Affairs, Gender and Housing

CAH 1	**Policy Advice and Support to the Minister of Community Affairs, Gender and Housing**	**$1,681,638**

Description

Provision of policy advice and administrative services for the Minister and Cabinet including:

- Preparation of replies to correspondence, speeches, statements answers to parliamentary questions and any other information requested by the Minister
- Preparation of policy advice papers and papers for Cabinet
- Preparation of drafting instructions
- Monitor and review the delivery of outputs by Government-Owned Companies and Non-Government Organisations

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of meetings, conferences, workshops and training sessions attended and events coordinated	104-168	104-168
• Number of Parliamentary questions, papers, notes, drafting instructions, directives and reports prepared	153-221	153-221
• Number of inquiries, correspondences, speeches, consultations, statements and briefing sessions	503-702	503-702
• Number of plans and drills developed, maintained, monitored and/or organized and payments and applications processed	12,052-18,083	12,052-18,083
Quality		
• Governance and oversight given to Boards and Government Owned Companies are in compliance with the relevant laws and/or government policy	90-100%	90-100%
• All papers, notes and reports to be reviewed and approved by the Chief Officer or delegate prior to final approval by the Minister	90-100%	90-100%
• Provide clear, accurate and relevant drafting instructions for both of the above Bills	90-100%	90-100%
• Payments to be processed accurately and timely	85-100%	85-100%
Timeliness		
• Cabinet papers and notes submitted to Cabinet Office prior to 12:00pm Wednesday	90-100%	90-100%
• Speeches, statements, and reports submitted to Chief Officer 1-3 working days prior to due date	95-100%	95-100%

Location Cayman Islands	100%	100%
Cost	**$1,788,347**	**$1,681,638**
Related Broad Outcomes: 8. Strengthening Families 13. Improving the Lives of the Elderly and Disabled 14. Reducing Substance Abuse 15. Empowering Women		
(*Group comprises ABS outputs CFS 1, DCS 26, MCA 1, MCA 2, MCA 3, MCA 4, MCA 5, MCA 6, MCA 7, MCA 8)*		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
1,788,347	**(106,709)**	**1,681,638**

CAH 2	**Administration of Community Assistance Programmes**	**$4,212,246**

Description

The administration of Community Assistance Programmes including:

- The provision of in-home, residential and day care services provided for indigent elderly and adult disabled persons.
- Provision of means and needs assessments in respect of applications for public welfare.
- Provision of adequately prepared shelters and properly trained shelter management staff pre-disaster for the safe operation of shelters during and after a disaster.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of meetings, inspections, and training sessions conducted or attended	18-22	18-22
• Number of assessments completed	930-1,050	930-1,050
• Number of care and social activities performed	132,915-136,405	132,915-136,405
Quality		
• Training sessions delivered in accordance with the Department's guidelines.	95-100%	95-100%
• Assessments conducted based on criteria established by the Department of Children and Family Services	90-100%	90-100%
• Services provided by trained, experienced care givers	95-100%	95-100%
Timeliness		
• Training sessions performed April to June.	100%	100%
• Inspections ongoing throughout hurricane season	100%	100%
• Assessments completed within six months of assignment.	100%	100%
• Residential care: three 8 hour shifts	100%	100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	**$4,255,788**	**$4,212,246**

Related Broad Outcomes:

8. Strengthening Families
13. Improving the Lives of the Elderly and Disabled

(Group comprises ABS outputs: CFS 30, CFS 31, CFS 32)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
4,255,788	**(43,542)**	**4,212,246**

CAH 3	**Public Education on Social Issues**	**$167,051**

Public education and training activities relating to:

- The development of gender equity and equality for all residents
- Parenting skills and family planning courses
- Life skills and vocational training for young parents
- Community outreach presentations
- Public education of the Health Insurance Commission

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of newsletters produced and distributed	12	12
• Number of workshops, presentations and meetings held	9-13	9-13
• Number of public awareness campaigns and events held	12-17	12-17
Quality		
• Accurate and relevant information is provided by qualified and trained professionals	95-100%	95-100%
• All workshops, presentations and meetings held will be delivered by skilled and knowledgeable personnel in the subject area	90-100%	90-100%
• Public awareness campaigns utilize various mediums	80-100%	80-100%
Timeliness		
• Newsletters published monthly	90-100%	90-100%
• Workshop, presentations and meetings will be delivered as schedule	90-100%	90-100%
• Public awareness campaigns events held throughout the year	90-100%	90-100%
Location		
Cayman Islands	100%	100%
Cost	**$169,486**	**$167,051**

Related Broad Outcomes:

7. Developing our Youth
8. Strengthening Families
13. Improving the Lives of the Elderly and Disabled
14. Reducing Substance Abuse
15. Empowering Women

(Group comprises ABS outputs: CFS 5, DCS 19)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
169,486	**(2,435)**	**167,051**

CAH 4	**Counselling and Support Services**	**$4,940,582**

Description

Counselling and support services involving:

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

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of sessions, visits, conferences, workshops, and presentations	12,329-14,012	12,329-14,012
• Number of placements offered	507-527	507-527
Quality		
• Sessions, workshops, and presentations conducted by skilled and qualified staff	100%	100%
• Placement in compliance with agency standards	90-100%	90-100%
Timeliness		
• Sessions, programmes, workshops offered on a rotational basis throughout the year	100%	100%
• Social Work services offered during the days and evenings	90-100%	90-100%
Location		
Cayman Islands	100%	100%
Cost	**$4,981,314**	**$4,940,582**

Related Broad Outcomes:

7. Developing our Youth
8. Strengthening Families
13. Improving the Lives of the Elderly and Disabled
14. Reducing Substance Abuse
15. Empowering Women

(Group comprises ABS outputs: CFS 28, DCS 15, DCS 16, DCS 17, DCS 18, DCS 21, DCS 22, DCS 24, DCS 27, DCS 28, DCS 29, DCS 31, DCS 32, DCS 33)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
4,981,314	**(40,732)**	**4,940,582**

CAH 5	**Supervision and Support of Children**	**$1,515,520**

Description

Provision of social services to children and families involving:
- Residential care services for children and young adults with disabilities
- Placement and supervision of abused and/or neglected children
- Recruitment, assessment, approval, training and supervision of foster families for children needing short or long term placement
- Partial assessments and counselling of prospective adoptive families for children who have been cleared for adoption

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of care services and activities provided	11,405-14,110	11,405-14,110
• Number of reports, warrants, sessions, and minutes delivered	522-613	522-613
Quality		
• Care services provided in accordance with client's individualized care plans and by trained and experienced care givers	90-100%	90-100%
• Assessments and investigations of abuse matters carried out by qualified social workers	100%	100%
• Training conducted by facilitators qualified in subject area	90-100%	90-100%
• Adherence to established guidelines as set by the Adoption Law	100%	100%
Timeliness		
• Care services provided daily	90-100%	90-100%
• Investigations carried out within 24 hours	100%	100%
• Placement and supervision of children – ongoing	100%	100%
• Recruitment and Support of Foster Care Families – ongoing	100%	100%
• Assessment and counseling of prospective adoptive families – ongoing	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$1,519,274**	**$1,515,520**

Related Broad Outcomes:

7. Developing our Youth
8. Strengthening Families
13. Improving the Lives of the Elderly and Disabled

(Group comprises ABS outputs: CFS 8, CFS 9, CFS 10, CFS 11, CFS 12)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,519,274	**(3,754)**	**1,515,520**

CAH 6	**Community Development Services**	**$568,245**

Description

Community development service involves:

- Promotion and celebration of child month
- Provision of advice and guidance on social problems to the community enabling them to identify their needs and to develop strategies to address those needs.
- Developing or enhancing employability and life skills through: assessment of clients training needs, planning and delivery of the Support towards Autonomy, Retraining and Self-Sufficiency (STARSS), assisting with resume writing, organizing and hosting job fairs.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity Number of events, workshops, sessions, meetings, presentations, fairs, and workshops held or attended	665-734	665-734
Quality Percentage of Committee members in attendance at meetings	90-100%	90-100%
Timeliness Ongoing throughout the year	100%	100%
Location Cayman Islands	100%	100%
Cost	**$576,792**	**$568,245**

Related Broad Outcomes:

7. Developing our Youth
12. Preparing our Labour Market for Future Opportunities

(*Group comprises ABS outputs: CFS 14, CFS 15, CFS 33)*

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
576,792	**(8,547)**	**568,245**

Statutory Authority/Govt Company Output Groups

Output Supplier: Children and Youth Services (CAYS) Foundation

CAY 2	**Children and Youth Services (CAYS) Foundation**	**$2,206,868**

Description
To manage and operate a Therapeutic Community Programme which promotes positive peer interaction, healthy behaviours and lifestyles and builds resiliency and competency skills and a Care and Protection Programme for youth deemed to be in need of care and protection. The programmes are offered in safe, nurturing and home-like facilities owned by the Government of the Cayman Islands, namely Bonaventure Boys Home (BBH) and Frances Bodden Girls Home (FBGH). The facilities shall cater to children who are court-ordered into residential care due to offending and/or anti-social behaviour and/or are in need of care and protection through the delivery of: Positive Peer Interaction, Positive Youth Development, Life Skills Development, Behavioural, Cognitive and Family Therapy, Strength-based Group Process, Educational Services, Social and Community Involvement, Aftercare and Mentorship Services and Apprenticeship Opportunities.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Therapeutic Community Facility	1	1
• Care and Protection Facility	1	1
• Capacity of FBGH facility	14	14
• Capacity of BBH facility	10	10
• Number of residents reintegrated into the society	4-10	4-10
• Number of residents reintegrated into the regular Public Schools	8-10	8-10
• Number of monthly reports submitted to the Ministry	12	12
• Number of annual reports submitted to the Ministry	1	1
Quality		
• CAYS Foundation operates a therapeutic community programme and care and protection programme with qualified and specialist staff	80-100%	80-100%
• Provision of 24 hour supervision of residents by staff	100%	100%
• Monitor residents progress through the phases of the programme (orientation, self discovery, integration and transition) as determined by facility staff, input from other residents and family members and the resident them self. Quarterly evaluation reports by Ministry representatives of the programmes and inspection of facilities.	80-100%	80-100%
• Programmes geared towards the development of vocational, Educational, social and life skills	85-100%	85-100%
• Official school reports indicate improvement in academic performance and behaviour	80-100%	80-100%
• Accurate, timely and current reports submitted to the Ministry of Community Affairs, Gender and Housing	100%	100%
Timeliness		
• Programmes and Residents' Care Plans carried out within the established timeframes	80-100%	80-100%
• Monthly Reports submitted on the 10th working day of each month with the approval of the CAYS Foundation Board	100%	100%
• Annual Reports submitted within one month after the end of the budget year with the approval of the CAYS Foundation Board	100%	100%

Location Cayman Islands	100%	100%
Cost	**$2,251,906**	**$2,206,868**
Related Broad Outcome: 7. Developing our Youth		
(*Group comprises Purchase Agreement outputs: CAY 1)*		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
2,251,906	**(45,038)**	**2,206,868**

Output Supplier: National Housing Development Trust

NHT 7	**Administration of the Build on Your Own Property Initiative**		**$51,580**
Description Administer the build on your own property initiative which provides support services to low income Caymanian families.			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity • Number of applications processed • Number of site visits • Number of client meetings		9-12 45-60 150-200	9-12 45-60 150-200
Quality • Applications process according to approve guidelines • Site visits conducted by qualified personnel • Client meetings recorded in file notes and secured on client files		95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Timeliness • Maximum of 3 days for processing of applications • Maximum of 2 site visit reports completed quarterly • Maximum of 1 day for completing file note		95-100% 95-100% 100%	95-100% 95-100% 100%
Location 118 Dorcy Drive, Grand Cayman		100%	100%
Cost		**$65,000**	**$51,580**
Related Broad Outcome: 8. Strengthening Families			
(Group comprises Purchase Agreement outputs: NHT 7)			

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
65,000	**(13,420)**	**51,580**

Non-Government Supplier Output Groups

Output Supplier: Community Development Action Committees from Various Districts

NGS 62	**Community Development, Prevention and Beautification Programmes**		**$18,442**
Description Community development, prevention and beautification programmes provided by the Community Development Action Committees (CODACs) in Grand Cayman and Cayman Brac.			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity			
• Number of neighbourhood watch and crime prevention programme		7-14	7-14
• Number of functions for the youth		28-35	28-35
• Number of functions for the elderly		14-28	14-28
• Number of district cleanup/beautification projects		7-28	7-28
Quality Programmes should be in accordance with the requests/needs from the community		80-100%	80-100%
Timeliness			
• Programmes, functions and services should be provided as requested/agreed with the District Committee		90-100%	90-100%
• Ongoing		90-100%	90-100%
Location Grand Cayman and Cayman Brac		100%	100%
Cost		**$32,550**	**$18,442**
Related Broad Outcomes: 7. Developing our Youth 8. Strengthening Families 13. Improving the Lives of the Elderly and Disabled			
(Group comprises Purchase Agreement outputs: CSV1, CCB 1, CWB 1,CNS 1, CBT 1, CGT 1, CEE 1)			

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
32,550	**(14,108)**	**18,442**

Output Supplier: Pines Retirement Home

NGS 64	**Care of the Indigent, Elderly and Disabled Persons**	**$1,389,234**

Description

Accommodation and care for indigent, elderly and disabled persons and Intensive care unit (ICU) patients.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of residents requiring residential nursing care	28-31	28-31
• Number of ICU patients	6-8	6-8
Quality		
• Responsive to the clinical needs of each patient	80-100%	80-100%
• Care plan prepared by Registered Nurses to meet the specific needs of these patients	95-100%	95-100%
• Provision of all nursing care is delivered and or supervised by qualified, experienced licensed practical nurses or registered nurses licensed through the Cayman Islands Health Regulatory Board	100%	100%
• Patients assisted with all aspects of daily living in a professional and compassionate manner, with emphasis placed on the importance of preserving the dignity of these vulnerable individuals	95-100%	95-100%
• Treatment is provided in accordance with their General Practitioner's orders and instructions	95-100%	95-100%
• Ensure that family members are educated and supported emotionally in regard to the long term needs of these patients and their related chronic conditions	80-100%	80-100%
• General Practitioners meet the standards of the Cayman Islands Health Regulatory Board	100%	100%
• Supervision and coordination of services and accommodation is provided by the Pines Board of Directors acting through the Manager of the Pines	100%	100%
Timeliness		
• General Practitioner visits the Pines at least once per week	100%	100%
• Continuous, 24 hours per day, 365 days per year	100%	100%
Location		
The Pines Retirement Home, Grand Cayman	100%	100%
Cost	**$1,456,892**	**$1,389,234**

Related Broad Outcome:

13. Improving the lives of the Elderly and Disabled

(Group comprises Purchase Agreement outputs: PRH 1, PRH2, PRH 3)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,456,892	**(67,658)**	**1,389,234**

Output Supplier: Various Landlords

NGS 68	**Rental Accommodation for Persons in Need**		**$2,386,634**
Description Provision of rental accommodation for person in need of urgent housing assistance and who meet the established criteria			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity • Number of families receiving rental assistance		300-350	375-425
Quality • Accommodation meets standards established by Department of Children and Family Services		90-100%	90-100%
Timeliness • Services provided within 10 working days of persons being successfully assessed		90-100%	90-100%
Location Cayman Islands		100%	100%
Cost		**$1,186,634**	**$2,386,634**
Related Broad Outcome: 8. Strengthening Families			
(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Department of Children and Family Services)			

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,186,634	**1,200,000**	**2,386,634**

Output Supplier: Cayman Islands Crisis Centre

NGS 71	**Support for Battered Women and Children**	**$270,000**

Description

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

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

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of shelter facilities with an 18 bed capacity	1	1
• Number of women and children accessing the shelter facilities and provided with case management and counselling services	35-40	35-40
• Number of group counselling sessions	25-50	25-50
• Number of individual counselling sessions	100-200	100-200
• Number of public education presentations	24-36	24-36
• Number of persons receiving referral services and victims advocacy through the programme	10-25	10-25
• Number of annual reports	1	1
Quality		
• Shelter provides residents and staff with 24 hour security	100%	100%
• Shelter services provided by qualified, trained persons with relevant skills	100%	100%
• Public education programmes carried out by qualified persons and are culturally specific and age appropriate	100%	100%
• Referral services and victims advocacy services carried out by qualified persons and are culturally appropriate and age specific	100%	100%
• Annual report is current, relevant and approved by the Chairperson of the Cayman Islands Crisis Centre Board of Directors	100%	100%
Timeliness		
• Shelter services are available 24 hours a day 7 days a week	100%	100%
• Confidential crisis line is provided 24 hours a day 7 days a week	100%	100%
• Quarterly reports are provided two weeks prior to the end of the budget quarter	100%	100%
• Annual report is provided one month prior to the end of the budget year	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$251,100**	**$270,000**

Related Broad Outcome:

15. Empowering Women

(Group comprises Purchase Agreement output: CIC 1, CIC 2, CIC 3, CIC 4)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
251,100	**18,900**	**270,000**

Output Supplier: Various Suppliers

NGS 72	**Therapeutic Services for Young Persons**		**$14,650**
Description Provision of therapeutic services for young persons who need to develop skills in behavioural modification.			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity Number of persons assisted		1-2	4-6
Quality Services provided based on guidelines established by Department of Children and Family Services		80-100%	80-100%
Timeliness Ongoing		100%	100%
Location Cayman Islands		100%	100%
Cost		**$4,650**	**$14,650**
Related Broad Outcomes: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development 7. Developing our Youth			
(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Department of Children and Family Services)			

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
4,650	**10,000**	**14,650**

Output Groups to be purchased by the Minister of Health, Environment, Youth, Sports and Culture

Output Supplier: Output Supplier: Minister of Health, Environment, Youth, Sports and Culture

HES 1	**Policy Advice and Ministerial Servicing to the Minister of Health, Environment, Youth, Sports and Culture**	**$2,362,647**

Description

Provision of policy advice and administrative services for the Minister and Cabinet including:

- Preparation of policy advice papers and papers for Cabinet
- Preparation of drafting instructions
- Monitor and review the delivery of outputs for, Statutory Authorities, Government-Owned Companies and Non-Government Organisations
- Coastal Works
- Environment Policy/Issues

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number Cabinet Papers and Notes produced	30-40	30-40
• Number of coastal works approval letters issued	2-5	2-5
• Reviews, reports and recommendations conducted	10-20	10-20
Quality		
• Cabinet Papers and Notes are accurate and meet Cabinet guidelines	100%	100%
• Approval letters will be clear, unambiguous and expressly set out Cabinet's conditions of approval	100%	100%
• Presented in a clear, concise and professional manner following a standard format agreed by the DOE Technical Review Committee – compliance	100%	100%
Timeliness		
• Cabinet Papers and Notes submitted to Cabinet Office by Thursday to be placed on the agenda of the following week	90-100%	90-100%
• Approval letters issued within 7-14 days of cabinet approval	90-100%	90-100%
• All EIA guidelines, Terms of Reference and review reports to be conducted and concluded within timeframes agreed between relevant agencies – compliance	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	**$2,489,932**	**$2,362,647**

Related Broad Outcomes

5: Improving Healthcare
7: Developing our Youth
16: Addressing Energy and the Environment
18: Preserving our Culture

(Group comprises ABS output: MHE 1, MHE 2, MHE 3, MHE 7, MHE 15, HRB 15, ENV 14)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
2,489,932	**(127,285)**	**2,362,647**

HES 2	**Health Regulatory Services**	**$855,796**

Description

Inspection and regulatory services including:

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

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of certificates issued	60-100	60-100
• Number of complaints/ inquiries received, reviewed and investigated	1,000-1,200	1,000-1,200
• Number of publications (pamphlets) disseminated	12-36	12-36
• Number of investigations conducted	10-20	10-20
Quality		
• Certificates issues in accordance with established policies and procedures	100%	100%
• All disseminated information will be in compliance with the health insurance and health practice legislation	100%	100%
• Complaints/ inquiries are investigated based in the Health Insurance Commission's policy and procedures	100%	100%
• On-site inspections and investigations are carried out based on approved policies and procedures	100%	100%
Timeliness		
• Certificates issued 20 days after approval by Health Practice Commission Board	100%	100%
• Monthly- Distribution of materials	100%	100%
• Initial response to complaints provided within 10 working days	100%	100%
Location Cayman Islands	100%	100%
Cost	**$900,168**	**$855,796**

Related Broad Outcome

5: Improving Healthcare

(Group comprises ABS output: HRB 9, HRB 10, HRB 11, HRB 12, HRB 13, HRB 14, HRB 16)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
900,168	**(44,372)**	**855,796**

HES 4	**Sports Coaching and Training Programme**	**$3,550,687**

Description

Maintenance and management of Government owned sports and recreational facilities to ensure safety, Security and competition standards are adhered to.

Provision of Technical Education and training primarily in the six focus sports via community recreational programmes, national programmes, after-school programmes and school sessions.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Community Sport Development Programs	37-40	37-40
• Number of Coaching Sessions in Schools (Public and Private)	3,100-3,400	3,100-3,400
• Number of Facility Application Forms processed	140-185	140-185
Quality		
• School sessions aligned and conducted in compliance with school strategy/plan/curriculum.	100%	100%
• Programmes, camps and workshops are conducted by technical staff trained to standards set by the international governing body for the particular sport	100%	100%
• Facilities designated for International Competitions maintained at standards set by governing sport bodies to ensure readiness and compliance with respective regulations.	100%	100%
Timeliness		
• Community Coaching/National Programs held daily 5- 6 days a week	100%	100%
• Recreational Leagues/Events and Workshop are conducted quarterly- 3 per quarter	100%	100%
• Schools session provided daily 5 days per week	100%	100%
• Facilities will be in a state of readiness for scheduled events	100%	100%
Location Cayman Islands	100%	100%
Cost	**$3,222,390**	**$3,550,687**

Related Broad Outcome

7: Developing our Youth

(Group comprises ABS output: DSP 9, DSP 10, DSP 11)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
3,222,390	**328,297**	**3,550,687**

HES 5	**Youth Education Mentorship and Community Activities**	**$740,455**

Description

Facilitation of programmes whereby, youth research and share their views on national and international issues.

Provision of an internationally recognized Cadet Corps programme in Grand Cayman and Cayman Brac for youth including:

- Land and marine training;
- Training programme that develops physical and mental endurance
- Business Technology Education Council (BTEC) Diploma Programme

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Life Skills presentations conducted by Unit staff to youth in service provider groups	9	9
• Number of radio shows	28	28
• Number of training session	225-250	225-250
Quality		
• Presentations delivered by qualified youth workers	100%	100%
• Adheres to the quality measures held by Radio Cayman.	100%	100%
• BTEC sessions delivered by trained instructors that are certified by the Cadet Vocational Qualified Officer(CVQO)programme in the UK	95%	95%
Timeliness		
• Life Skills session conducted quarterly	100%	100%
• Radio shows are broadcast weekly	95%	95%
• Training Sessions held once a week during the school calendar year	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$663,012**	**$740,455**

Related Broad Outcome

7: Developing our Youth

(Group comprises ABS output: YSU 7, YSU 8, CAD 4, CAD 6)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
663,012	**77,443**	**740,455**

HES 6	**Environmental Services and Research**	**$2,483,147**

Description

- Provide environmental assessment reports and advice to government ministries, departments, developers and other stakeholders on issues likely to impact the natural environment.
- Installation and maintenance of the Cayman Islands Marine Parks' regulatory markers and provision of Cayman Islands Public Mooring Programme.
- Provision of conservation enforcement and search and rescue services
- Provide scientific research, monitoring and assessment services of the marine and terrestrial natural resources of the Cayman Islands

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Reports submitted to Planning Department	25-70	25-70
• Number of moorings replaced on an annual basis	300	300
• Number of research programmes	4-8	4-8
• Number of search and rescue missions	10-25	10-25
Quality		
• All reports will be based on consensus advice received from the Department of Environment(DOE) Technical Review Committee – compliance	100%	100%
• Percentage of moorings in safe and functional condition	95%	95%
• Research and Monitoring programs will be conducted using internationally recognised scientific protocols and address environmental and natural resource issues of the Cayman Islands	100%	100%
• Search and Rescue conducted safely and with best accepted practices of seamanship	95%	95%
Timeliness		
• Planning reports will be returned within the two-week deadline provided by the Planning Department on receipt of all relevant information – compliance	100%	100%
• Damaged or missing moorings repaired within five working days of report	85%	85%
• All Research and monitoring programs completed within designated or agreed time schedules – compliance	100%	100%
• Search and Rescue mission initiated within 10 minutes of report	100%	100%
Location Cayman Islands	100%	100%
Cost	**$2,493,169**	**$2,483,147**

Related Broad Outcome

16: Addressing Energy and the Environment

(Group comprises ABS output: ENV 13, ENV15, ENV 16, ENV 17, ENV 18, ENV 19, ENV 20,ENV 21)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
2,493,169	**(10,022)**	**2,483,147**

Changes to Non-Government Output Supplier Output Groups

Output Supplier: Various Overseas Hospitals

NGS 55	**Tertiary Care at Various Overseas Institutions**	**$13,213,179**
Description Provision of tertiary health care for indigents, seamen and veterans who are referred for treatment overseas		

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
Number of patients treated abroad		
• Indigents	1,000-1,100	1,000-1,100
• Seamen and Veterans	1,060-1,100	1,300-1,350
Quality		
• Medical services provided in accordance to that agreed by Third Party Administrator (TPA) through Cayman Islands National Insurance Company (CINICO)	95-100%	95-100%
• Care meets acceptable clinical standards	95-100%	95-100%
Timeliness		
Ongoing throughout the year	100%	100%
Location		
Various locations in the United States, Canada and the Caribbean	100%	100%
Cost	**$8,213,179**	**$13,213,179**

Related Broad Outcomes

5: Improving Healthcare

(Group comprises Purchase Agreement output: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Chief Medical Officer)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
8,213,179	**5,000,000**	**13,213,179**

Output Groups to be purchased by the Deputy Governor

Output Supplier: Portfolio of Internal and External Affairs

IEA 1	**Policy Advice and Ministerial Servicing**	**$2,454,941**

Description

Provision of policy advice on matters falling within the scope of activities of the Portfolio of Internal and External Affairs including:

- Policy advice on policing, immigration, public administration and other matters
- Policy advice on immigration matters including immigration appeals
- Policy advice on hazard management and disaster preparedness
- Policy advice on law enforcement matters

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of hours spent on providing policy advice	4,100-4,400	4,100-4,400
• Number of reports submitted	15-30	15-30
• Number of appeal statements produced	300-600	300-600
• Number of Prison inspections conducted	24-48	24-48
Quality		
• All personnel providing advice is qualified in his/her area of expertise	100%	100%
• All reports will be properly researched and written in language appropriate to the subject matter	100%	100%
• All appeal statements define issues clearly and succinctly; with the nature and scope of the issues being clear, in a way that properly explains the Board's decision.	100%	100%
• Ensure Prison Inspection Board correspondence is relevant	100%	100%
Timeliness		
• All advice and reports delivered to timescales agreed by the Deputy Governor	100%	100%
• Provide advice on immigration matters in a timely manner depending on the scope and complexity of the exercise and in accordance with any deadlines set by the requester.	95-100%	95-100%
• Immigration appeals will be processed within 28 days of receipt of appeal statement request	98-100%	98-100%
• All correspondence is distributed within two weeks of Board meeting	90-100%	90-100%
Location Grand Cayman	100%	100%
Cost	**$2,188,924**	**$2,454,941**

Related Broad Outcomes:

6. Addressing Crime and Policing
17: Strengthening our Infrastructure

(Group comprises ABS outputs: PIE 19, PIE 38, IMM 1, IMM 5, NEM 2, POL 8)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
2,188,924	**266,017**	**2,454,941**

IEA 2	**Coordination of Official Visits and Ceremonial Occasions**	**$67,490**

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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of official visits coordinated	2-4	2-4
• Number of events coordinated	2-3	2-3
Quality		
• All required activities arranged satisfactorily	98-100%	98-100%
Timeliness		
• Arrangements completed in time for each visit or event	98-100%	98-100%
Location		
Cayman Islands	100%	100%
Cost	**$64,883**	**$67,490**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS output: PIE 15)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
64,883	**2,607**	**67,490**

IEA 3	**Marriage Licenses and Military Aircraft Clearances**	**$93,228**

Description

The issuing of official documents including:

- Issuance of the Governor's special marriage licenses to visitors
- Issuance of official clearances for transiting military aircraft

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of marriage licenses issued	500-600	500-600
• Number of aircraft clearances issued	50-60	50-60
Quality		
• Marriage licenses issued in accordance with the Marriage Law	100%	100%
• Aircraft clearances issued in accordance with internal policies	100%	100%
Timeliness		
• Marriage licenses issued within 30 minutes of receipt of application	90-100%	90-100%
• Aircraft clearances issued within 24 hours of request	99-100%	99-100%
Location		
Cayman Islands	100%	100%
Cost	**$94,118**	**$93,228**

Related Broad Outcomes:

2: Setting the Stage for Success in the Tourism Industry
17: Strengthening our Infrastructure

(Group comprises ABS outputs: IMM 13, PIE 22)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
94,118	**(890)**	**93,228**

IEA 4	**Licensing Services**		**$244,753**
Description The processing and issuing of licenses including; • Vetting of firearm applications and issuing of firearm licenses • Vetting of personnel for the provision of security guards			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity			
• Number of firearms applications vetted		238-263	238-263
• Hours spent monitoring firearms use		2,366-2,615	2,366-2,615
• Number of Security Guards/technicians		427-471	427-471
• Number of Security Companies licensed		25-29	25-29
Quality			
• Firearms and security licenses only issued to persons with no criminal convictions		98-100%	98-100%
Timeliness			
• Firearm applications vetted within 60 days of receipt		95-100%	95-100%
• Security applications are vetted within one month of receipt		96-100%	96-100%
Location Cayman Islands		100%	100%
Cost		**$240,761**	**$244,753**
Related Broad Outcomes: 3: Address Crime and Policing			
(Group comprises ABS outputs: POL 9, POL 19)			

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
240,761	**3,992**	**244,753**

IEA 6	**Servicing and Support for His Excellency the Governor**	**$819,701**

Description

Servicing and support for His Excellency the Governor including;

- The management of the Government House
- The co-ordination of engagement programmes
- Support the staff from the Foreign and Commonwealth Office

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of guests served	4,125-5,625	4,125-5,625
• Local/overseas events attended	150-250	150-250
• FCO staff members supported	3	3
Quality		
• Meals served in line with internal rules	99-100%	99-100%
• Refer to checklist and verified by the Social Secretary ensuring all details are accurate for an event His Excellency is attending	98-100%	98-100%
• All administrative and accommodations expenses are contracted at the most efficient and economic price	98-100%	98-100%
Timeliness		
• Meals provided within specified periods	95-100%	95-100%
• Checklist completed three days prior to event	95-100%	95-100%
• Support and accommodations are provided year-round	95-100%	95-100%
Location		
Grand Cayman	100%	100%
Cost	**$815,015**	**$819,701**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: GOV 1, GOV 2, GOV 3)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
815,015	**4,686**	**819,701**

IEA 7	**Maintenance of the Electoral Register**	**$441,853**

Description

Maintenance of the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
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 - Registers produced every quarter	100%	100%
Location Grand Cayman	100%	100%
Cost	**$311,041**	**$441,853**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS output: PIE 6)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
311,041	**130,812**	**441,853**

IEA 11	**Enforcement of Immigration Laws**	**$1,097,552**

Description

The enforcement of Immigration laws including:

- The detection, investigation and prosecution of offenders of Immigration Legislation
- Deportation and exclusion orders
- Key Employee Applications
- Working by Operation of Law Applications

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Administrative fines levied and case files created	100-200	100-200
• Number of deportation and exclusion orders issued	20-30	20-30
• Number of key employees applications processed	200-350	200-350
Quality		
• All interviews will be conducted in accordance with the judges' rules and the rules of natural justice	100%	100%
• All matters are handled in accordance with the Immigration Laws	100%	100%
• All Key employee applications are in compliance with Immigration Law, Immigration Regulations and established guidelines	100%	100%
Timeliness		
• Files to be acted on within 14 days of arrival in the Enforcement Section	95-100%	95-100%
• All services provided within one day to four weeks	90-100%	90-100%
• Processing time from receipt of key employee applications to dissemination of decision will be up to six weeks	90-100%	90-100%
Location		
Cayman Islands	100%	100%
Cost	**$1,103,320**	**$1,097,552**

Related Broad Outcomes:

1: Creating a Vibrant Yet Stable and Sustainable Economy
2: Setting the Stage for Success in the Tourism Industry
3: Addressing Crime and Policing
10: Ensuring Success and Participation of Caymanians in the Financial Services Industry
11: Supporting our Caymanian Small Businesses

(Group comprises ABS outputs: PIE 37, IMM 6, IMM 16)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,103,320	**(5,768)**	**1,097,552**

IEA 12	**Status and Permanent Residency Certificates**	**$664,228**

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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of acknowledgements of the right to be Caymanian applications and notifications processed	250-400	250-400
• Number of the grant of the right to be Caymanian applications and notifications processed	300-400	300-400
• Number of Permanent Residency and Employment Rights Certificate applications and notifications processed	400-700	400-700
• Number of applications for Residency Certificate for persons of independent means and notifications processed.	7-15	7-15
• Number of applications for Direct Investment Certificates processed	1-10	1-10
• Number of applications for permission to reside as a dependant of a Caymanian and notifications processed	10-20	10-20
Quality		
• Compliance with Immigration Law (2009 Revision), Immigration Directives, Immigration Regulations(2010 Revision), and established guidelines	98-100%	98-100%
• Files and agendas prepared with due care, accuracy and completeness	95-100%	95-100%
• Agendas reviewed and signed off by Secretary, Caymanian Status and Permanent Residency Board and Assistant Chief Immigration Officer	100%	100%
Timeliness		
• Processing time from receipt of applications to dissemination of decision will be up to six weeks	85-100%	85-100%
• Letters issued within 10-15 days of decision	85-100%	85-100%
• Percentage of deferred applications per agenda due to insufficient information on file	85-100%	85-100%
Location		
Grand Cayman	100%	100%
Cost	**$678,460**	**$664,228**

Related Broad Outcome:

1: Creating a Vibrant Yet Stable and Sustainable Economy

(Group comprises ABS output: IMM 9)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
678,460	**(14,232)**	**664,228**

IEA 13	**Immigration Entry and Extension**	**$3,331,145**

Description

Provide an entry and embarkation control for all passengers/persons seeking permission to enter/depart the Cayman Islands

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
- Number of air arrival passengers processed	400,000-600,000	400,000-600,000
- Number of cruise arrival passengers processed	1,200,000-1,500,000	1,200,000-1,500,000
- Number of Extensions processed	10,000-15,000	13,000-15,000
Quality		
- All passengers will be processed in accordance with Immigration Laws and established guidelines	98-100%	98-100%
Timeliness		
- Passengers from vessels and aircraft should be cleared within 10-30 minutes of arrival	95-100%	95-100%
Location		
Grand Cayman	100%	100%
Cost	**$3,334,080**	**$3,331,145**

Related Broad Outcomes:

3: Addressing Crime and Policing

(Group comprises ABS output: IMM 7, IMM 3)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
3,334,080	**(2,935)**	**3,331,145**

IEA 14	Entry Documents and Passports	$1,842,459

Description

The processing of entry documents and passports including:
- Processing of annual and temporary work permit applications
- Processing Business Staffing Plan applications
- Applications for information

Measures	2011/12 Approved Budget	2011/12 Revised Budget
Quantity		
• Number of temporary and annual work permit applications processed	24,000-30,000	24,000-30,000
• Number of Business Staffing Plan applications processed	20-50	20-50
• Number of enquiries processed	100-200	100-200
Quality		
• Processing of work permit applications complies with Immigration Law (Revision 2009), Immigration directives, Immigration (Amendment) Regulations, 2010 and established guidelines	100%	100%
• Processing of business staff plan applications complies with Immigration Law (Revision 2009), Immigration directives, Immigration (amendment) Regulations 2010, and established guidelines	100%	100%
• Compliance with Section 7(4) of the Freedom of Information Law, 2007. The Freedom of Information (General) Regulations, 2008 and established guidelines and procedures	100%	100%
Timeliness		
• Processing time from receipt of applications to dissemination of decision will be up to six weeks	85-100%	85%
• Letters issued within 10-15 days of decision	85-100%	80%
• Applications for business staffing plans will be processed within 30 days	85-100%	85%
• Acknowledgement letters issued within 10 calendar days of receiving Freedom of Information request.	85-100%	100%
Location Grand Cayman	100%	100%
Cost	**$1,951,898**	**$1,842,459**

Related Broad Outcomes:

3: Addressing Crime and Policing
1: Creating a Vibrant Yet Stable and Sustainable Economy
10: Ensuring Success and Participation of Caymanians in the Financial Services Industry.
11: Supporting our Caymanian Small Businesses

(Group comprises ABS outputs: IMM 11, IMM15)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
1,951,898	**(109,439)**	**1,842,459**

IEA 15	**Servicing of the Legislative Assembly and Members of the Legislative Assembly**	**$1,008,092**

Description

Servicing of the Legislative Assembly and the Members of the Legislative Assembly including:

- Sale of Cayman Laws to the Public
- Servicing and supporting sittings of the House
- Administrative support and research for the Speaker and MLAs
- Management of the Legislative Assembly Building

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of laws sold	2,000-2,500	2,000-2,500
• Number of sitting days	30-50	30-50
• Number of hours spent on administrative support and research	1,000-1,200	1,000-1,200
• Number of working days that the Legislative Building is operative	220-250	220-250
Quality		
• Laws provided are the current revision or amendment	99-100%	99-100%
• Papers, agendas and minutes are accurate and reflect decisions	99-100%	99-100%
• Advice provided by suitably qualified personnel	100%	100%
• Security provided by trained security staff	100%	100%
Timeliness		
• Orders for laws taken at window: within five minutes	95-100%	95-100%
• Documents prepared timely for House sittings	100%	100%
• Advice and information research provided within three days of request	95-100%	95-100%
• Legislative Assembly Building facilities are operative every working day	95-100%	95-100%
Location		
Grand Cayman	100%	100%
Cost	**$987,306**	**$1,008,092**

Related Broad Outcomes:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: LGL 1, LGL 2, LGL 3, LGL 4)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
987,306	**20,786**	**1,008,092**

IEA 18	**Incident Responses**	**$1,426,852**

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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of hours that the Emergency Communications Centre maintains a capacity to answer, process, and dispatch emergency and non-emergency calls for service received from the public	8,760	8,760
Quality		
• Number of formal operationally-related complaints received from internal and external customers resulting in disciplinary action.	4	4
• Quality Assurance ratings regarding the processing of Calls For Service	85%	85%
Timeliness		
• Emergency telephone calls answered within 10 seconds	90%	90%
• Emergency personnel dispatched within 60 seconds once a call for service meets dispatch criteria	90%	90%
Location		
Cayman Islands	100%	100%
Cost	**$1,237,188**	**$1,426,852**

Related Broad Outcome:

3: Addressing Crime and Policing

(Group comprises ABS output: EMC 1)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,237,188	**189,664**	**1,426,852**

IEA 21	**Security Services**	**$1,792,234**

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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity • Number of security hours provided	35,625-39,375	35,625-39,375
Quality Improve customer satisfaction of persons being protected (Measured by customer survey)	60-100%	60-100%
Timeliness • Security provided when requested and as required	98-100%	98-100%
Location Cayman Islands	100%	100%
Cost	**$1,766,606**	**$1,792,234**

Related Broad Outcome:

3: Addressing Crime and Policing

(Group comprises ABS output: POL 7)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,766,606	**25,628**	**1,792,234**

IEA 22	**Support for Commissions**	**$671,693**

Description

Provision of policy, operational, analytical, administrative and research support services to the Human Rights Commission, Constitutional Commission, the Commission for Standards in Public Life, the Judicial and Legal Service Commission and the Anti-Corruption Commission.

- Assist with the development and implementation of systems, policies, procedures and in defining the methodology in accordance with the Constitution for each Commission.
- Undertake a range of research projects on policy matters requested by the Commissions and required by the Constitution.
- In conjunction with the appropriate Commissioners, develop, coordinate and implement PR strategies and educational initiative.
- Further establishment and continued maintenance of the Department as a valued source of information to the public on topics related to the Constitution

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Commissions supported	5	5
• Number of Prerogative applications processed	15-20	15-20
Quality		
• Work carried out by experienced staff	100%	100%
• Ensure all necessary information submitted with applications.	100%	100%
Timeliness		
• Work carried out to timetable agreed with each Commission	100%	100%
• Distribute relevant correspondence within 2 weeks after committee meetings and or receipt of query	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$659,738**	**$671,693**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS output: PIE 40, PIE39)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
659,738	**11,955**	**671,693**

IEA 25	**National Disaster Preparedness and Response**	**$893,813**

Description
Maintain a state of maximum preparedness, cooperative proactive partnership of public and private sector agencies and providing the necessary tools and support to ensure national readiness to any type of disaster.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of hours providing disaster preparedness	4,500-5,000	4,500-5,000
• Number of hours providing risk assessments including socio-economic impacts, public safety and development of national disaster planning	100-150	100-150
• Number of hours provided to manage and coordinate relief assistance to the affected population	250-300	250-300
• Number of Hurricane Shelters managed	21	21
• Capacity to provide shelter occupancy	3,000-4,000	3,000-4,000
Quality		
• Ensure alignment of plans with credible scenarios and that plans address business continuity for all sectors. Public awareness programmes relate to hazards.	90-100%	90-100%
• Track performance in mitigation/risk reduction by using proven measures	80-90%	80-90%
• Relief operations meet or exceed stated standards of basic essential supply and services for those people affected	80-100%	80-100%
• All National Hurricane Plan requirements are complied in agreement with the National Hazard Management Council and shelters are available for activation	95-100%	95-100%
• Services provided in line with NHC recovery plans and mitigation guidelines	100%	100%
Timeliness		
• National disaster activities performed in accordance within the timescales agreed with the National Hazard Management Council and the Deputy Governor	95-100%	95-100%
• Risk assessment and development of risk maps and policy within the time frame agreed with the National Hazard Management Council and Deputy Governor	95-100%	95-100%
• Disaster relief can be of an immediate, short-term or protracted duration	100%	100%
• All Hurricane shelter capacity is available in the event of a hurricane occurring.	100%	100%
• Shelters remain open until alternative accommodation is found for displaced people	100%	100%
Location Cayman Islands	100%	100%
Cost	**$937,895**	**$893,813**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: NEM 1, NEM 3, NEM 4, NEM 6, PIE 32)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
937,895	**(44,082)**	**893,813**

IEA 32	**Police Criminal Justice Services**	**$878,736**

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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of summons served	6,334-7,000	6,334-7,000
• Number of warrants executed	1,014-1,120	488-540
• Number of offences prosecuted	2,914-3,220	2,914-3,220
• Number of prisoners accused and detained	2,026-2,240	2,026-2,240
Quality		
• Summons and warrants served or executed in accordance with the procedural code and the terms of the warrant	99-100%	99-100%
• Processing of prisoners conducted in accordance with the Police Law, other relevant laws and police policies and procedures	100%	100%
• Detention is secure	100%	100%
• Detainees legal and human rights observed in accordance with the Police Law, other relevant laws, Judges rules and police policies and procedures	100%	100%
Timeliness		
• Summons and warrants to be served or executed within 60 days	99-100%	99-100%
• Prosecutions within six months of coming to Police notice	95-100%	95-100%
• Accused persons processed within 24 hours	99-100%	99-100%
Location		
Cayman Islands	100%	100%
Cost	**$866,848**	**$878,736**

Related Broad Outcome:

3: Addressing Crime and Policing

(Group comprises ABS outputs: POL 16)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
866,848	**11,888**	**878,736**

IEA 33	**Prison Services**	**$11,241,658**

Description

Customs, escorting and supervision of prisoners including:

- Safe and secure custody, whilst promoting and protecting the individual rights of all prisoners
- Ensure that good order is maintained
- Provide prisoners with healthcare, food, clothing, bedding, the facilities and resources to maintain personal hygiene
- Administrative services and advice to the Parole Board

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of prisoners held in secured custody (average)	185-220	185-220
• Provision of safe and orderly supervision of prisoners (average)	185-220	185-220
• Number of meals provided (three meals a day per prisoner)	202,575-240,900	202,575-240,900
• Number of inmates' profiles reproduced, collated and distributed to Board Members	30-40	30-40
Quality		
• Staff supervising custodial duties do so in accordance with National Occupational Standards for Custodial Care (NSO) and Prisons Inspection Board	100%	100%
• Complaint and disciplinary actions are conducted through the appropriate review stages and approved by authorized senior officials	100%	100%
• Percentage of prisoners served meals without upheld complaints	98-100%	98-100%
• All necessary information is submitted for inmate profiles	100%	100%
Timeliness		
• Security and services provided 24 hours, seven days per week	95-100%	95-100%
• Order maintained 24 hours, seven days a week	100%	100%
• All activities are provided within specific times	100%	100%
• Distribute relevant correspondence to Parole Board within two weeks after board meeting and/or receipt of query	90-100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$10,952,115**	**$11,241,658**

Related Broad Outcome:

3: Addressing Crime and Policing

(Group comprises ABS outputs : PRI 13, PRI 14, PRI 15, PIE 35)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
10,952,115	**289,543**	**11,241,658**

IEA 36	**Correctional Supervision and Intervention Services**	**$4,581,337**

Description

- Provision of reports and rehabilitative services for adult offenders at the request of the courts
- Provision of "Through-Care" and "After-Care" services to assist persons in and on release from the prison system
- Electronic monitoring as an alternative to remand or to a prison sentence, as well as monitoring of CCTV cameras
- Provision of a programme of sentence planning, education, group work and work skills development.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of reports submitted to the courts	2,200-2,600	2,200-2,600
• Number of aftercare support groups offered	40-50	40-50
• Number of hours that the Electronic Monitoring Centre maintains a capacity to tag, monitor, document and report violations of Electronic Monitoring Program offenders and monitor and support the National CCTV project	8,760	8,760
• Number of prisoners attending prisoner development opportunities	130-150	130-150
Quality		
• Reports to be prepared in the established format as required by the court	95-100%	100%
• 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%	100%
• Quality Assurance ratings regarding Electronic Monitoring function	100%	100%
• Group work programmes, vocational training programmes and educational programmes accredited by an awarding body	100%	100%
Timeliness		
• Ongoing as specified by court orders or requests	95-100%	100%
• Through-care services are provided weekly and ongoing after-care services for the period as specified by the Parole Board.	95-100%	100%
• All subjects are tagged within 24 hours of notification by the courts or prison	98-100%	98-100%
• Group work programmes, vocational training programmes and educational programmes to be provided Monday – Friday	100%	100%
Location Cayman Islands	100%	100%
Cost	**$4,229,089**	**$4,581,337**

Related Broad Outcome:

3: Addressing Crime and Policing

(Group comprises ABS outputs : DCR 9, DCR 10, EMC 2, PRI 16)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
4,229,089	**352,248**	**4,581,337**

IEA 37	Correctional Supervision and Support Services	$482,361

Description

- Provision of information, education and advice on rehabilitative services aimed at crime reduction
- Provision of reports and advocacy services to empower victims and witnesses affected by crime

Measures	2011/12 Approved Budget	2011/12 Revised Budget
Quantity		
• Number of psycho-educational programmes offered	10-12	10-12
• Number of victim impact reports offered	30-35	30-35
Quality		
• Information based on research, experience and professional guidelines	95-100%	95%
• Reports prepared in the established format as needed by the police or courts	95-100%	100%
Timeliness		
• Programmes offered on an ongoing basis, as needed	95-100%	100%
• Reports provided as required by the police or courts	95-100%	95%
Location		
Grand Cayman	100%	100%
Cost	**$457,722**	**$482,361**

Related Broad Outcome:

3: Addressing Crime and Policing

(Group comprises ABS outputs : DCR 11, DCR 12)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
457,722	**24,639**	**482,361**

IEA 38	**Police and Investigative Services**	**$31,535,679**

Description

- Investigate reported and detected crime
- Patrolling and responding of streets, residential and commercial areas
- Patrolling of the territorial waters of the Cayman Islands
- Aerial patrolling of the territorial jurisdiction of the Cayman Islands
- Background searches for government agencies

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of hours of investigations	195,225-215,775	212,507-234,877
• Number patrolling / responding hours including training	212,432-234,794	239,963-265,223
• Number of patrolling hours for Marine and aerial unit including training	2,755-3,045	2,820-3,120
Quality		
• Increase the overall detection rate by 10%	34.38%	31.27%
• Reduce the number of recorded crime by 5%	2,528	2,661
• Patrols at targeted areas identified by police information	90-100%	90-100%
• Uniform patrols visible and interacting with the public	90-100%	100%
• Patrols targeted at areas identified by Police information	90-100%	100%
Timeliness		
• Investigate on a prioritized basis, but within 24 hours of formal reporting of crime	95-100%	95-100%
• A response time of 10 minutes in urban areas and 20 minutes in rural areas	100%	100%
• Respond to requests for immediate deployment operations or pre planned operations working with other agencies as required	95-100%	95-100%
Location Cayman Islands	100%	100%
Cost	**$29,486,487**	**$31,535,679**

Related Broad Outcome:

3: Addressing Crime and Policing

(Group comprises ABS outputs : POL 6, POL 13, POL 14, POL 15)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
29,486,487	**2,049,192**	**31,535,679**

Output Supplier: Various Refugee Services

NGS 38	Services for Refugees	247,900

Description

Services provided to refugees arriving in the Cayman Islands

Measures	2011/12 Approved Budget	2011/12 Revised Budget
Quantity		
• Number of refugees assisted	10	10
Quality		
• Services delivered to standards defined in internal guidelines and agreements such as the Memorandum of Understanding with the Cuban Government	100%	100%
Timeliness		
• Services provided as needed	100%	100%
Location Cayman Islands	100%	100%
Cost	**$27,900**	**$247,900**

Related Broad Outcome:

3: Addressing Crime and Policing

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

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
27,900	**220,000**	**247,900**

Output Groups to be purchased by the Head of the Civil Service

Output Supplier: Portfolio of the Civil Service

CIV 1	**Policy Advice to the Head of the Civil Service**		**$422,513**
Description Policy advice to the Head of the Civil Service and the Governor relating to civil service matters including: • Policy advice to the Head of the Civil Service and the Governor • Strategic Human Resource Services • Provision of support in relation to employment arrangements for Chief Officers			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity			
• Number of hours of policy advice provided		1,820-2,000	1,820-2,000
• Number of reports		4-7	4-7
• Number of performance agreements prepared and advised on		10-24	10-24
• Number of performance assessments prepared and advised on		10-24	10-24
Quality			
• Policy advice reviewed by Chief Officer prior to submission		95-100%	95-100%
• All reports and papers to be subject to review and sign off by the Chief Officer and subsequent approval by Head of the Civil Service prior to distribution.		95-100%	95-100%
• Preparation of and advice on Performance agreements and performance assessments by senior Human Resource personnel		100%	100%
• Advice and guidance to be based on best Human Resource practice and compliant with the Public Service Management Law and the Personnel Regulations		100%	100%
Timeliness			
• All advice submitted in accordance with schedules as agreed by the Head of the Civil Service		95-100%	95-100%
• Service-wide personnel statistical reports: August 2011 and February 2012		95-100%	95-100%
• Ad-hoc statistical or other reports: on or before agreed deadlines		95-100%	95-100%
• Advice on performance agreements provided in May and June 2012		95-100%	95-100%
• Advice on performance assessments ongoing throughout the period		95-100%	95-100%
• Advice and Guidance: ongoing, as requested by agencies		95-100%	95-100%
Location Cayman Islands		100%	100%
Cost		**$425,730**	**$422,513**
Related Broad Outcome: 12: Preparing our Labor Market for Future Opportunities			
(Group comprises ABS outputs: PCS 1, PCS 2, PCS 3)			

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
425,730	**(3,217)**	**422,513**

CIV 2	**Auditing Compliance with Human Resource Policies**	**$500,749**

Description

Auditing Civil Service entity compliance with Government HR policies as established by the Public Service Management Law (PSML) and Personnel Regulations including:

- Undertaking ongoing audits of civil service personnel systems to establish the extent of compliance with the Public Service Management Law and advising the Head of the Civil Service accordingly
- 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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of HR Audits	45-50	45-50
• Number of investigations	0-5	1-5
Quality		
• HR Audits conducted in accordance with established methodology	100%	100%
• Investigations conducted fairly and in accordance with due process	100%	100%
Timeliness		
• HR Audits completed within agreed timetable	100%	100%
• Investigations commenced within 10 days of request	85-100%	85-100%
Location		
Cayman Islands	100%	100%
Cost	**$503,826**	**$500,749**

Related Broad Outcome:

12. Preparing our Labor Market for Future Opportunities

(Group comprises ABS output: PCS 4)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
503,826	**(3,077)**	**500,749**

CIV 3	**Management of Public Sector Reform**	**$327,516**

Description

Management of Public Sector Reform including:
- Monitoring the operation of the Government's management system and providing advice to the Head of the Civil Service on opportunities for its enhancement
- Coordinating the implementation of public sector management reform initiatives
- Providing advice and capability support to civil service entities

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Hours spent on the management of reforms	1,300-1,400	700-775
• Number of hours of advice and support provided to civil service entities	2,450-2,650	2,760-2,900
Quality		
• Facilitation of reforms provided by qualified Management Support Unit personnel	100%	100%
• Advice provided by qualified and experienced advisors who have a good knowledge of the Cayman Islands public sector management system and the technical areas concerned	100%	100%
Timeliness		
• Public sector reforms implemented in accordance with the implementation timeline established by the Head of the Civil Service	100%	100%
• Advice provided in accordance with a schedule agreed with the relevant Chief Officer	100%	100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	**$323,899**	**$327,516**

Related Broad Outcomes:

9. Restoring Prudent Fiscal Management
12. Preparing our Labor Market for Future Opportunities

(Group comprises ABS outputs: PCS 5 and PCS 7)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
323,899	**3,617**	**327,516**

CIV 6	**Administrative Support to the Civil Service Appeals Commission**	**$208,884**

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
- Personnel Regulations

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of hours available to hear and decide on appeals	1,100-1,200	1,100-1,200
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	**$208,390**	**$208,884**

Related Broad Outcome:

12. Preparing our Labour Market for Future Opportunities

(Group comprises ABS output: PCS 13)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
208,390	**494**	**208,884**

CIV 7	**Workforce Development within the Civil Service – Civil Service College**	**$653,152**

Description

- Provision of learning and development opportunities to the Cayman Islands' Civil Service and other clients, through continued strategic development and management of a Civil Service College (CSC), to deliver:
- Courses for academic accreditation and/or professional certification
- Focus on certain professional groupings for intensive staff development (e.g. uniformed services supervisor training, procurement professionals training, etc)
- Development of framework for learning opportunities to support staff personal development plans
- Special courses on matters such as statutory authority governance as requested (such as HR, IRIS, FOI, Governance, Constitution etc.)

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of accredited courses delivered	32-38	32-38
• Number of professional groupings supported	2-3	2-3
• Number of frameworks	1	1
• Number of studies	0-1	1
• Special courses	4-6	4-6
Quality		
• Courses and programmes subject to approval by Director of CSC, and other participating institutions where appropriate	90-100%	90-100%
• Framework to be approved by Chief Officer prior to distribution	100%	100%
• Delivered by qualified staff based on Director of CSC approval	100%	100%
Timeliness		
• Accredited courses delivered in line with agreed schedule	90-100%	90-100%
• Special courses as demanded	90-100%	90-100%
• Professional grouping strategies and programmes delivered	90-100%	90-100%
Location		
Cayman Islands and Overseas	90-100%	90-100%
Cost	**$655,685**	**$653,152**

Related Broad Outcome:

12. Preparing our Labor Market for Future Opportunities

(Group comprises ABS outputs: PCS 15)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
655,685	**(2,533)**	**653,152**

CIV 8	**Human Resource Services**	**$842,523**

Description:
Provision of HR Services Provided to Other Government Departments including:
- Recruitment Services
- Job Evaluation
- Operational HR Advice, Support and Guidance
- Records Management
- Support to other Government Departments

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of hours of recruitment services	650-750	650-750
• Number of Job Descriptions evaluated	200	200
• Number of agencies provided with advice, support and guidance	80-90	80-90
• Number of agencies records maintained	80-90	80-90
• Number of hours of support on accounting activities	1,500-1,550	1,500-1,550
Quality		
• Services to be provided by qualified HR Professionals	90-100%	90-100%
• Job evaluation process conducted in compliance with HAY standards.	90-100%	90-100%
• Advice, guidance and support to be based on best HR practice and compliant with the Public Service Management Law (2007 Revision) and Personnel Regulations 2006	90-100%	90-100%
• Records to be maintained in compliance with any record keeping standards established by government policy and in compliance with forthcoming FOI requirements	90-100%	90-100%
• Accounts approved by Chief Financial Officer or Deputy Chief Financial Officer	80-90%	80-90%
Timeliness		
• Work output and turn-around times to be as specified in our publications or as agreed with clients	90-100%	90-100%
• Reference for job evaluation request to be provided within 48 hours	90-100%	90-100%
• Client requests to be acknowledged within two working days of receipt	90-100%	90-100%
• Information from a current employee’s file to be retrieved within three working days of request	80-90%	80-90%
• As required by Cabinet Office	80-90%	80-90%
Location Cayman Islands and Overseas	100%	100%
Cost	**$855,658**	**$842,523**

Related Broad Outcome:

12. Preparing our Labour Market for Future Opportunities

(Group comprises ABS outputs: PCS 9, PCS 10, PCS 11, PCS 12 and PCS 14)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
855,658	**(13,135)**	**842,523**

Statutory Authority/Government Company Output Groups

Output Supplier: Cayman Islands National Insurance Company

CIN 2	**Health Insurance for Civil Service Pensioners**		**$14,975,000**
Description Provision of Health Insurance for Civil Service Pensioners and their dependants			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity • Total number of pensioner		1,005-1,055	1,005-1,055
Quality • All eligible pensioners and dependents are insured who are deemed eligible by the Public Service Pensions Board		98-100%	98-100%
Timeliness • Insurance cards issued within 15 days of notification of eligibility		98-100%	98-100%
Location Cayman Islands		100%	100%
Cost		**$14,640,501**	**$14,975,000**
Related Broad Outcome: 5. Improving Healthcare			
(Group comprises Purchase Agreement output: CIN 2)			

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
14,640,501	**334,499**	**14,975,000**

Output Groups to be purchased by the Attorney General

Output Supplier: Portfolio of Legal Affairs

LGA 1	**Provision of Legal Advice and Representation**		**$1,785,120**
Description • Provision of legal advice on civil matters to Government Ministries and Portfolios. • Administer, manage and implement the various forms of international legal assistance available through the Portfolio. Conduct criminal prosecutions and make ancillary applications arising out of international requests for assistance			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity Number of hours of advice and representation		10,000-10,500	10,000-10,500
Quality Qualified Attorneys to provide requested assistance and advice		100%	100%
Timeliness Assistance given within required time line		100%	100%
Location Grand Cayman		100%	100%
Cost		**$1,614,550**	**$1,785,120**
Related Broad Outcome: 3. Addressing Crime and Policing			
(Group comprises ABS output :PLG 16)			

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
1,614,550	**170,570**	**1,785,120**

LGA 3	**Law Teaching and Publications**	**$789,857**

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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of students		
o Attorney of Law Certificate	12-15	12-15
o Full –Time LLB degree	70-75	70-75
o Part-Time LLB degree	27-33	27-33
o Individual courses	2	2
• Attorney of Law Certificate		
o Courses provided within academic year	7	7
o Hours of classroom lecturing per academic year	200	200
• LLB (Hons)		
o Modules taught over three academic years	19	19
o Hours of classroom teaching per module	50	50
o Hours of classroom lecturing per academic year	950	950
• Number of publications	2-4	2-4
Quality		
Attorney of Law Certificate		
• Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%
• Percentage of courses taught in accordance with a curriculum approved by Legal .Advisory Council	100%	100%
• Peer review of assessment criteria (setting of examinations) by External examiners	90%	90%
• Peer review of internal assessment of coursework by external examiners.	90%	90%
LLB Degree		
• Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%
• Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool	100%	100%
• Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University	90%	90%
• Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University	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	**$773,700**	**$789,857**
Related Broad Outcome: **6.** Developing a World Class Education System to Foster Growth and to Benefit from Development		
(Group comprises ABS outputs: PLG 26)		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
773,700	**16,157**	**789,857**

LGA 4	**Drafting of Legislation**	**$889,285**

Description Drafting of legislation and regulations for the Government.		
Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity Number of drafting hours	7,000-8,000	7,000-8,000
Quality • Work undertaken by qualified and experienced legal drafters • Law revisions accurately reflect amendment laws	100% 100%	100% 100%
Timeliness Laws drafted within the deadlines established by Cabinet	100%	100%
Location Grand Cayman	100%	100%
Cost	**$879,000**	**$889,285**

Related Broad Outcome:

3. Addressing Crime and Policing

(Group comprises ABS output: PLG 2)

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
879,000	**10,285**	**889,285**

LGA 5	**Policy Advice to the Attorney General**	**$707,715**

Description

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

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity Number of hours	7,500-9,000	7,500-9,000
Quality • Work undertaken by qualified personnel • Policy advice provided by competent experienced lawyers and other professionals	100% 100%	100% 100%
Timeliness • Correspondence responded to within one week of receipt • Policy advice within the timeframe set by the Attorney General	100% 100%	100% 100%
Location Grand Cayman	100%	100%
Cost	**$701,750**	**$707,715**

Related Broad Outcome:

3. Addressing Crime and Policing

(Group comprises ABS output: PLG 20)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
701,750	**5,965**	**707,715**

LGA 6	**Financial Intelligence Services**	**$627,621**

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 authorized 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	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Total number of cases (SARs' and Overseas Requests) received	300-350	300-350
Breakdown of cases as follows:		
• Number of cases analyzed	280-320	280-320
• Number of cases (SARs) received locally	250-300	250-300
• Number of cases (Requests) for financial intelligence from	60-70	60-70
• Overseas Financial Intelligence Units (FIUs')	50-65	50-65
• Number of requests answered within 30 days	70-90	70-90
• Number of financial intelligence disclosures to local authorities	25-40	25-40
• Number of cases voluntarily disclosed to overseas FIUs' and	30-50	30-50
• Law Enforcement Agencies	5-15	5-15
• Number of cases (SARs) in progress at year end	1	1
• Number of cases (Requests) in progress at year end	1	1
• Number of guidance pamphlets issued on money laundering typologies	25-40	25-40
Quality		
• Case information received , logged into database and kept secure from unauthorized use or disclosure	100%	100%
• Thorough analysis of cases leading to closure by the Director within 90 days (accurate and useful financial intelligence)	90%	90%
• Dealings with local authorities and overseas counterparts	100%	100%
• Egmont Group context) conducted in accordance with the PCCL and operating policies	100%	100%
• Annual Report approved by the AMLSG	100%	100%

Timeliness		
• Cases entered into database and acknowledged within four days	90%	90%
• Cases analysed within 18 days of receipt	90%	90%
• Cases reviewed and closed by Director within 90 days of receipt	90%	90%
• Respond to requests from overseas counterparts within 1 month	90%	90%
• Turnaround time on financial intelligence to local authorities within one week of Director's approval being given	90%	90%
• Annual Report produced on or before the 30th September as per the Proceeds of Crime Law (PoCL)	100%	100%
Location Grand Cayman and various overseas locations	95%	95%
Cost	**$619,000**	**$627,621**
Related Broad Outcome: 3. Addressing Crime and Policing		
(Group comprises ABS output: PLG 21)		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
619,000	**8,621**	**627,621**

LGA 7	**Review and Modernization of Laws**	**$383,101**

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
- the codification of the unwritten laws of the Cayman Islands

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity Number of review hours	3,400-3,700	3,400-3,700
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	**$378,800**	**$383,101**

Related Broad Outcome:

3. Addressing Crime and Policing

(Group comprises ABS output: PLG 24)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
378,800	**4,301**	**383,101**

Output Groups to be purchased by Cabinet on behalf of the Office of the Director of Public Prosecutions

Output Supplier: Director of Public Prosecutions

DPA 1	**Prosecution and International Co-operation**	**$2,647,058**

Description

Provision of prosecution services relating to criminal matters.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of cases for which legal rulings provided	1,200-1,400	1,200-1,400
• Number of cases prosecuted	900-1,100	900-1,100
• Number of request of assistance from Authority	40-50	40-50
Quality		
• Availability of qualified Crown Counsel	100%	100%
• Percentage of indictments that were drafted correctly and did not required revision	100%	100%
• Percentage of indictments that were successfully lodged	100%	100%
• Percentage of times that disclosures provided to the defense was satisfactory to the expectations of the end-user	95%	95%
• Qualified Attorneys to provide requested assistance	100%	100%
Timeliness		
• Percentage of rulings within specified time	100%	100%
• Percentage of advice given within specified time	98%	98%
• Percentage of indictments drafted within period prescribed by Grand Court practice direction one working day	100%	100%
• Percentage of prosecution undertaken within a given period or as required	100%	100%
• Percentage of disclosure provided within reasonable time to assist the defense in their preparation prior to trial/hearing	95%	95%
• Percentage of Preliminary Bundles prepared within time specified the court	100%	100%
• Percentage of times hearings are accomplished within time set for such hearings	95%	95%
• Assistance given within required time line	100%	100%

Location Grand Cayman	100%	100%
Cost	**$2,569,550**	**$2,647,058**
Related Broad Outcome: 3. Addressing Crime and Policing		
(Group Comprises ABS output: DPP1 and DPP 2)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
2,569,550	**77,508**	**2,647,058**

Output Groups to be purchased by the Cabinet on behalf of the Chief Justice

Output Supplier: Judicial Administration

JAD 1	**Administrative Support to the Judiciary**		**$846,079**
Description Support to the Judiciary, involving: • Secretarial, correspondence, transcripts, listing and support for cases and appeals to the Chief Justice and the Judiciary • Compiling statistics for Chief Justice and ESO office of the previous year • Order Law Reports and relevant material for the comprehensive legal library to be used by Judges, Magistrates, Attorneys and Public			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity			
• Number of judgments prepared		50-100	50-100
• Number of statistical reports		1	1
• Number of transcripts for appeals		75-100	75-100
• Number of Law Reports in library		3,700-4,000	3,700-4,000
Quality			
• Judgments prepared accurately in accordance with the Judge's and Magistrates drafts and directions		100%	100%
• Statistical reports are accurate and subject to peer review		100%	100%
• Transcripts of trials and Hearings prepared accurately and based on Judges/Magistrates directions		100%	100%
• Order Law Reports, catalog material, and track books borrowed from Library		100%	100%
Timeliness			
• Judgments are prepared in accordance with Judges request		100%	100%
• Statistic report available by January 1st annually		100%	100%
• Transcripts are prepared within 2-4 weeks of appeals being lodged		100%	100%
• Library opens 9am – 4:30pm on Monday-Friday		100%	100%
Location Courts Office, Grand Cayman		100%	100%
Cost		**$826,590**	**$846,079**
Related Broad Outcome: 3. Addressing Crime and Policing			
(Group comprises ABS output JUD 1)			

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
826,590	**19,489**	**846,079**

JAD 2	**Support for Court Proceedings**	**$3,516,980**

Description

Administrative Support for the Conduct of Civil and Criminal proceedings, administration of legal aid, management of Courts and Administration of Drug Rehabilitation Court (DRC).

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Legal Aid Certificates Issued	200-225	200-225
• Number of files prepared	1,200-1,500	1,200-1,500
• Number of Gazette Notices prepared	15-30	15-30
• Number of Civil appeals prepared	1,700-2,000	1,700-2,000
• Number of Court documents served	300-350	300-350
• Number of Maintenance Summonses prepared	12,000-15,000	12,000-15,000
• Number of charges prepared	50-100	50-100
• Number of Drug Rehabilitation Court processed	50-100	50-100
Quality		
• Certificates issued and signed by authorized Legal Aid officer in accordance with Legal Aid Law	100%	100%
• Court room personnel to be prepared and in attendance before the start of court each day	90%	90%
• Appeal bundles prepared in accordance with the relevant Law	100%	100%
• Court documents: to be served and executed in accordance with the rules of the relevant court and convention	100%	100%
• Administration of the Maintenance and Affiliation Law (child and spouse support) summonses prepared accurately and in accordance with the relevant laws and procedures	100%	100%
• Charges and summonses signed in accordance with the Criminal Procedure Code	100%	100%
• Applications processed in accordance with the Drug Rehabilitation Court Law for consideration by the DRC Team	80%	80%
Timeliness		
• Legal Aid notification certificate issued and sent out with-in 5 working days	100%	100%
• Files delivered to courtroom at least half hour before court sitting	100%	100%
• Files prepared within 2-5 working days based on urgency	100%	100%
• Bundles prepared before the relevant court session	100%	100%
• Court documents served within 14 days	100%	100%
• Summonses for child & spousal support issued within 1week	100%	100%
• Charges and Summonses filed within 1-5 working days based on urgency	100%	100%
• Applications processed within 14 days	80%	80%
Location Kirk House, Grand Cayman and Government Administration Cayman Brac		
Cost	**$3,432,556**	**$3,516,980**

Related Broad Outcome:

3. Addressing Crime and Policing

(Group comprises ABS output JUD 7, JUD 15, JUD 16, JUD 17)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
3,432,556	**84,424**	**3,516,980**

JAD 3	**Collection of Revenue**	**$193,162**

Description

The collection and receipting of Revenue in Judicial Enforcement Management Software (JEMS) in accordance with Laws and court orders for Court Fines, Traffic Tickets, Court Fees, Notary Public Fees, Bailiff Fees, Legal Practitioners Fees, and Law Firm Operational Licences.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of Receipts Issued	18,000-20,000	18,000-20,000
Quality		
• Amount receipted equates to funds received • Judicial Financial Stamp applied to Approved receipt • Funds received in JEMS posted to IRIS	100% 100% 100%	100% 100% 100%
Timeliness		
• Money received deposited to the bank within one working day • Money posted from JEMS to IRIS by the end of the current month	100% 100%	100% 100%
Location		
Kirk House, Grand Cayman; Government Administration, Cayman Brac	100%	100%
Cost	**$188,492**	**$193,162**

Related Broad Outcome:

3. Addressing Crime and Policing

(Group comprises ABS output JUD 2)

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
188,492	**4,670**	**193,162**

JAD 4	**Financial Management of Court Funds**		**$314,751**
Description Collection (receipting) and distribution (payments) made of funds receipted in the Judicial Enforcement Management Software (JEMS) for Family Support, Court Trust, Compensations, Cash Bonds, and Nominated Accounts as prescribed by court order(s).			
Measures		**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity • Number of Receipts Issued • Number of Payments Issued • Financial Statement Issued		9,000 -11,000 8,500-10,500 1	9,000 -11,000 8,500-10,500 1
Quality • Amount receipted equates to funds received • Amount paid equated amount receipted • Judicial Financial Stamp applied to Approved receipt • All monies collected recorded accurately and in accordance with Public Management and Finance Law (2010 Revision) and the instructions of the Minister of Finance		100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • Money received deposited to the bank within one working day • Payments made with-in two working days of court order time • Money posted from JEMS to IRIS by the end of the current month • Annual Financial Statement to be prepared in accordance with Financial Regulations (2010 Revision)		100% 100% 100% 100%	100% 100% 100% 100%
Location Kirk House, Grand Cayman and Government Administration Cayman Brac		100%	100%
Cost		**$306,578**	**$314,751**
Related Broad Outcomes: 8.Strengthening Families 9.Restoring Prudent Fiscal Management			
(Group comprises ABS output JUD 13)			

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
306,578	**8,173**	**314,751**

Output Groups to be purchased by the Oversight Committee of the Legislative Assembly

Output Supplier: Complaints Commissioner

TCC 1	**Public Interest Investigations**	**$724,491**

Description

Investigations of written complaints includes:

- Enquiries, 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; and
- Undertake public interest investigations
- Monitor the implementation of the recommendations of the report of the Commissioner and the timescales specified in the report of action to be taken; and
- Provide Special Reports to the Legislative Assembly where no adequate action has been made to remedy the injustice or evidence found of breach of duty, or criminal offence.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of early resolution complaints	200-350	200-350
• Number of intermediate Resolution Complaints	10-20	10-20
• Number of written complaints	30-60	30-60
• Number of public interest investigations/reports	1-3	1-3
• Number of recommendations to be monitored	20-50	20-50
• Number of special reports delivered to the Clerk of the Financial Oversight Committee of the Office of the Complaints Commissioner	2-4	2-4
Quality		
• All early resolution complaints to be investigated by suitably qualified and trained staff.	100%	100%
• All intermediate resolution complaints to be investigated by suitably qualified staff.	100%	100%
• All reports to be signed off by the Complaints Commissioner or Acting Commissioner	100%	100%
• All complaints investigated in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)	100%	100%
• All monitoring carried out by suitably qualified and trained staff	80-100%	80-100%
• All reports to be signed off by the Complaints Commissioner or the Acting Commissioner	80-100%	80-100%
• All recommendations monitored in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)	80-100%	80-100%

Timeliness - All early resolution complaints to be answered within five working days - Decision to investigate complaint and if accepted, commencement of investigation of complaint within one month - All investigations to be completed within four months of the investigation being commenced - All reports/public interest investigations to be completed within five months of request - Monitoring carried out on an on-going basis until recommendations are substantially implemented, or withdrawn or until they are included in a special report to the legislative assembly - Special Reports submitted to the Clerk of the Legislative Assembly Committee within one month of the Complaints Commissioner determining that no adequate action has been undertaken or evidence found of breach of duty or criminal office	90-100% 95-100% 80-100% 80-100% 80-100% 80-100%	90-100% 95-100% 80-100% 80-100% 80-100% 90-100%
Location Cayman Islands	100%	100%
Cost	**$708,811**	**$724,491**
Related Broad Outcome: 17.Strengthening our Infrastructure		
(Group comprises ABS output: OCC 1 and OCC 2)		

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
708,811	**15,680**	**724,491**

TCC 2	**Policy Advice and Public Education Outreach**	**$28,693**

Description

Provision of policy advice on matters within the scope of activities of the Office of the Complaints Commissioner (OCC).

Public Education Outreach program to establish the presence of the OCC including:

- Community events- to educate the public of the role of the OCC to safeguard the community in its dealings with government agencies e.g. Heritage days, special events
- Public meetings – to foster public administration within government agencies ensuring that the principles and practices of public administration are sensitive and responsive to the interest of the public. Trainings to be also held in Cayman Brac/Little Cayman; International Ombudsmen to provide training to entities
- media appearances/newsletters update of small claims book

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of meetings attended to provide strategic advice	1-4	1-4
• Number of reports including statistical information	1-4	1-4
• Number of Anti-Corruption Law task force meeting attended	1-5	1-5
• Number of events attended	10-12	10-12
• Number of Public meetings held	1-5	1-5
• Number of media appearances and updates	10-15	10-15
Quality		
• Agenda and Minutes accurately reflect the decisions made and are vetted and amended by the Chairman of the Financial Oversight Committee of the Office of the Complaints Commissioner.	100%	100%
• All reports will be appropriately researched, employing the necessary analytical techniques to ensure the production of comprehensive and complete reports	100%	100%
• All reports will be prepared with due processional care and will define issues clearly and succinctly as directed by the Commissioner	100%	100%
• Reports will provide relevant and accurate information, which is clearly and succinctly presented and written by qualified and trained staff	100%	100%
• All material presented will be in compliance with the OCC Law	80-100%	80-100%
• All meetings will be informative and contribute to public discussion on the work of the OCC	80-100%	80-100%
• All material to be approved by the Commissioner prior to release	80-100%	80-100%
Timeliness		
• Attendance at meetings by the Commissioner or delegate within the agreed time frame when meetings are called	95-100%	95-100%
• Agenda and Minutes are prepared and distributed as per the deadlines set by the Chairman of the Financial Oversight Committee of the Office of the Complaints Commissioner	95-100%	95-100%
• Reports processed in accordance with the guidelines and within the time frames established by the Chairman of the Oversight Committee and the Commissioner	95-100%	95-100%
• All events will be held within a specified period	80-100%	80-100%
• Meetings to be held quarterly	80-100%	80-100%
• Appearances and updates to be done twice a year	80-100%	80-100%

Location Cayman Islands	100%	100%
Cost	**$28,373**	**$28,693**
Related Broad Outcome: 17. Strengthening our Infrastructure		
(Group comprises ABS output: OCC 3 and OCC 5)		

Approved Appropriation $	Supplementary Requested $	Revised Appropriation $
28,373	**320**	**28,693**

Output Groups to be purchased by the Oversight Committee of the Legislative Assembly

Output Supplier: Information Commissioner

FIL 1	**Compliance with Freedom of Information Legislation**	**$570,826**

Description

The Information Commissioner’s Office (ICO) reports to the Legislative Assembly, with its primary purpose being to serve as an external appellate body under the Freedom of Information Law. The ICO will process, mediate, and hear appeals; monitor public authorities to ensure that they are in compliance with the Law and that the public’s rights under the law have been upheld, and promote FOI within the Cayman Islands.

Measures	**2011/12 Approved Budget**	**2011/12 Revised Budget**
Quantity		
• Number of hours available to mediate, hear and decide on appeals	2,000-2,500	2,000-2,500
• Number of hours available to monitor Public Authorities (as defined by FOI Law), to produce reports to the Legislative Assembly, to conduct investigations of public entities and make recommendations for reform both of a general nature and directed at specific public bodies	1,000-1,500	1,000-1,500
• Number of hours available to plan promotional activities and to promote public awareness of FOI	2,000-2,500	750-1,000
Quality		
• Appeals processed in accordance with internal policies and procedures developed in accordance with the Law.	90-100%	90-100%
• All public authorities monitored in compliance with the Information Commissioner’s requirements, Investigations carried out in accordance with ICO procedures and an annual report produced on the operation of this Law during the year.	90-100%	90-100%
• Promotional activities approved by the Information Commissioner	90-100%	90-100%
Timelines		
• Appeals processed within timelines established in internal policies and procedures	90-100%	90-100%
• Reports received and analyzed within three months of the reporting date; Investigations completed in accordance with timelines in ICO policies and procedures; Annual report presented to the Legislative Assembly by the end of April 2011; and Recommendations for Law review reviewed annually.	90-100%	90-100%
• Public awareness of FOI will be carried out on a monthly basis	95-100%	95-100%
Location Cayman Islands		
Cost	**$574,836**	**$570,826**

Related Broad Outcome:

9: Restoring Prudent Fiscal Management

Approved Appropriation $	**Supplementary Requested $**	**Revised Appropriation $**
574,836	**(4,010)**	**570,826**

6. Changes to Planned Transfer Payments for 2011/12

Cabinet made the following changes to Planned Transfer Payments in 2011/12

Changes to Planned Transfer Payments

Appropriation Reference Number	Transfer Payment Name and Description	2011/12 Approved Budget $	Supplementary Requested $	2011/12 Revised Budget $
TP 12	**Tourism Scholarships** *Payments to Tourism Scholarship recipients*	**713,310**	**100,000**	**813,310**
TP 27	**Pre-School Educational Assistance** *Pre-school education grants for students who qualify for financial assistance* Number of persons assisted 2011/12 <u>Budget</u> : 240-250 Number of persons assisted 2011/12 <u>Revised</u>: 230-240	**930,000**	**(30,000)**	**900,000**
TP 30	**Local, Overseas Scholarships and Bursaries** *Scholarships and bursaries awarded by the Education Council to support education at local and overseas tertiary institutions* <u>Budget</u> Number of persons assisted 2011/12 overseas: 500-550 <u>Revised</u> Number of persons assisted 2011/12 overseas: 376 <u>Budget</u> Number of persons assisted 2011/12 local: 300-350 <u>Revised</u> Number of persons assisted 2011/12 local: 506	**7,500,000**	**1,300,000**	**8,800,000**
TP 41	**Poor Relief Payments** *Permanent and financial assistance payments to the elderly and disabled* Number of persons assisted 2011/12 <u>Budget</u>: 950 Number of persons assisted 2011/12 <u>Revised</u>: 1,000	**5,936,820**	**260,130**	**6,196,950**
TP 43	**Poor Relief Vouchers** *Short and Medium term financial assistance to indigent persons through the provision of poor relief vouchers* Number of persons assisted 2011/12 <u>Budget</u>: 750-850 Number of persons assisted 2011/12 <u>Revised:</u> 1,100-1,500	**1,105,843**	**1,825,000**	**2,930,843**
TP 46	**Emergency Relief Payments** *Emergency relief financial assistance payments* Number of persons assisted 2011/12 <u>Budget</u>: 20 Number of persons assisted 2011/12 <u>Revised</u>: 40-50	**17,722**	**17,400**	**35,122**

Appropriation Reference Number	**Transfer Payment Name and Description**	**2011/12 Approved Budget $**	**Supplementary Requested $**	**2011/12 Revised Budget $**
TP 47	**Ex – Gratia Benefit Payments to Seamen** *Benefit payments to recipients of Seamen Ex-Gratia benefits* Number of persons assisted 2011/12 Budget: 860-880 Number of persons assisted 2011/12 Revised: 860-900	**5,538,170**	**229,280**	**5,767,450**
TP 50	**Pre-School Assistance** *Pre-school education grants for students who qualify for financial assistance* Number of persons assisted 2011/12 Budget: Number of persons assisted 2011/12 Revised: 100-125	**221,523**	**10,600**	**232,123**
TP 51	**Other Educational Assistance** *Grants awarded to institutions/individuals for projects/programmes to meet student's needs that are not provided for through traditional and/or mainstream educational provision. Also to include support of special projects/educational events.*	**212,245**	**100,000**	**312,245**
TP 53	**Other Youth, Sports and Cultural Programme Assistance** • *Cayman Islands Softball Association* • *Cayman Athletic Sports Club* • *Childhood Obesity Task Force* • *Other Youth, Sports Culture Programmes/Events*	**709,138**	**200,000**	**909,138**
TP 57	**Children and Family Services Support** *Support towards medical assistance, utilities. Clothing, furniture, and other client needs* *Support Towards Autonomy Retraining and Self-Sufficiency (STARSS) Programme, Adult Special Needs (ASNP) Programme*	**634,260**	**350,000**	**984,260**
TP 58	**Red Cross Contributions**	**65,100**	**4,900**	**70,000**
TP 59	**Support for Crime Stoppers**	**0**	**100,000**	**100,000**
TP 60	**Housing Assistance** *Minor housing repairs and other assistance*	**0**	**890,000**	**890,000**
Total		**23,584,131**	**5,357,310**	**28,941,441**

7. Changes to Planned Other Executive Expenses for 2011/12

Cabinet has approved the following changes to Planned Other Executive Expenses in 2011/12:

Changes to Planned Other Executive Expenses

Appropriation Reference Number	Other Executive Expense Name and Description	2011/12 Approved Budget $	Supplementary Requested $	2011/12 Revised Budget $
OE 2	**Personal Emoluments for H.E. the Governor, Premier, Speaker of the Legislative Assembly, Deputy Governor, Deputy Premier, Cabinet Ministers and Elected Members of the Legislative Assembly** *Salary, personal allowances (where relevant) pension contributions for H.E the Governor, Premier, Speaker of the Legislative Assembly, Deputy Governor, Deputy Premier, Cabinet Ministers and Elected Members of the Legislative Assembly.*	**2,968,094**	**45,315**	**3,013,409**
OE 3	**Personal Emoluments for the Financial Secretary** *Salary, personal allowances and pension contributions for the Financial Secretary*	**179,535**	**2,850**	**182,385**
OE 9	**Caribbean Economic Community (CARICOM) Fees** *Annual Contributions to CARICOM*	**152,000**	**73,175**	**225,175**
OE 19	**Ex-Gratia Recipients Plan Payments** *Payment to the Pension Fund for past Government employees entitled to payments under the Ex-Gratia Recipients Plan*	**349,060**	**762,000**	**1,111,060**
OE 26	**Personal Emoluments for the Attorney General** *Salary, personal allowances and pension contributions for the Attorney General*	**187,100**	**(4,000)**	**183,100**
OE 48	**Depreciation of the Portfolio of Internal and External Affairs Executive Assets** *Depreciation of Legislative Assembly Building*	**233,519**	**(50,000)**	**183,519**
OE 71	**Commonwealth Parliamentary Association** *Contribution to the Commonwealth Parliamentary Association*	**0**	**75,000**	**75,000**
OE 86	**Compensation** *Compensation for settlement of legal matters*	**605,000**	**2,093,750**	**2,698,750**
TOTAL		**4,674,308**	**2,998,090**	**7,672,398**

8. Changes to Planned Equity Investments for 2011/12

Cabinet has approved the following changes to Planned Equity Investments in 2011/12

Changes to Planned Equity Investments

Appropriation Reference Number	Equity Investment Name and Description	2011/12 Approved Budget $	Supplementary Requested $	2011/12 Revised Budget $
EI 11	**Portfolio of Internal and External Affairs** *To purchase of equipment and assets for crime suppression by the RCIPS*	**1,850,000**	**1,595,000**	**3,445,000**
EI 12	**Ministry of Education, Training and Employment** *Construction and ancillary costs of new John Gray Campus and Clifton Hunter Campus; Development of Sunrise Adult Training Centre; other capital purchases and minor capital works*	**28,993,067**	**14,500,000**	**43,493,067**
EI 21	**Judicial Administration** *Fit-out of Judges chambers at Kirk House*	**0**	**45,000**	**45,000**
EI 53	**Ministry of Health, Environment, Youth, Sports and Culture** *To clear (2008/9) outstanding accounts payable for overseas medical for indigents and uninsured patients.*	**440,000**	**1,033,490**	**1,473,490**
EI 58	**Ministry of District Administration, Works, Lands and Agriculture** *To continue construction of MRCU aircraft hangar*	**2,920,935**	**1,200,000**	**4,120,935**
EI 59	**Ministry of Finance, Tourism and Development** *To purchase equipment for Fire Services*	**1,530,800**	**283,000**	**1,813,800**
EI 60	**Director of Public Prosecutions** *Working capital, set up of new office, Build-out and library books*	**330,000**	**100,000**	**430,000**
TOTAL		**36,064,802**	**18,756,490**	**54,821,292**

9. Changes to Planned Executive Assets for 2011/12

Cabinet has approved the following changes to Planned Executive Assets in 2011/12

Changes to Planned Executive Assets

Appropriation Reference Number	Executive Asset Name and Description	2011/12 Approved Budget $	Supplementary Requested $	2011/12 Revised Budget $
EA 9	**Land Purchase - Gazetted Claims** *Settlement of claims for property gazetted to facilitate road construction*	**750,000**	**800,000**	**1,550,000**
EA 36	**Miscellaneous Road Surface Upgrades** *Hot mix overlay of various District roads- Grand Cayman*	**3,000,000**	**(664,000)**	**2,336,000**
EA 55	**Cayman Brac and Little Cayman Roads** *Continue asphalt road program in Cayman Brac and continue chip and spray road programme in Little Cayman*	**1,000,000**	**800,000**	**1,800,000**
EA 60	**Cayman Brac: Bluff Playfield**	**0**	**150,000**	**150,000**
EA 78	**Government Office Accommodation** *Fit-out costs*	**0**	**1,000,000**	**1,000,000**
EA 87	**Juvenile Facilities** *Construction of a Juvenile Secure Remand Facility*	**3,000,000**	**(1,738,305)**	**1,261,695**
EA 106	**Aston Rutty Centre Upgrades - Cayman Brac** *Renovations to the interior fit-out*	**12,000**	**150,000**	**162,000**
EA 134	**Land Purchase – Iguana Nesting Site** *Purchase of Lands in Little Cayman – Preston Bay for Iguana Nesting Site*	**0**	**400,000**	**400,000**
TOTAL		**7,762,000**	**897,695**	**8,659,695**

10. Changes to Loans Made 2011/12

Cabinet has approved the following changes to Loans Made for the 2011/12 financial year:

Changes Planned Loans to be Made

Appropriation Reference Number	Loans Made Name and Description	2011/12 Approved Budget $	Supplementary Requested $	2011/12 Revised Budget $
LM 4	**Overseas Medical Advances**	**750,000**	**(400,000)**	**350,000**
LM 10	**Mortgage Assistance**	**0**	**2,050,000**	**2,050,000**
TOTAL		**750,000**	**1,650,000**	**2,400,000**

PART B

REVISED ESTIMATES OF APPROPRIATION

For the 2011/12 Financial Year

11. Schedule of Supplementary Appropriations Requested for 2011/12

The Cabinet requests that the Legislative Assembly make the following executive appropriations which are required to give effect to the revised Annual Plan for the 2011/12 financial year documented in Part A.

Appropriations to the Premier

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Groups				
CBO 1	Coordination of Government Policy	743,105	3,729	746,834
CBO 2	Cabinet Support and Servicing	701,364	5,310	706,674
CBO 5	Administration of Temporary Housing Initiative	315,472	4,579	320,051
CBO 6	Disaster Tolerant Central Information Technology Infrastructure	180,432	(447)	179,985
CBO 7	Public Information Services and Products	844,815	3,180	847,995
CBO 9	Protocol Services	928,353	(12,961)	915,392
CBO 11	Freedom of Information and Data Protection Coordination	293,570	(2,225)	291,345
CBO 17	Information Services Provided to Other Government Agencies	936,691	(2,092)	934,599
CBO 18	Information Technology Support	5,611,067	(57,569)	5,553,498
CBO 19	Information Technology Supplies and Procurement Services	82,375	399	82,774

Appropriations to the Minister of Finance, Tourism and Development

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Groups				
FTD 1	Policy Advice and Ministerial Services to the Minister of Finance, Tourism and Development	8,210,029	492,795	8,702,824
FTD 3	Governance and Administrative Services	1,790,831	73,103	1,863,934
FTD 4	Inspection, Testing and Licensing Services	549,996	(98,615)	451,381
FTD 5	Emergency Fire Services	4,981,504	172,313	5,153,817
FTD 6	Fire Prevention and Emergency Preparedness Activities	482,455	35,817	518,272
FTD 7	Aerodrome Fire Services	4,593,224	(159,983)	4,433,241
FTD 8	Public Education Programmes	1,554,001	(120,404)	1,433,597
FTD 9	Tourism Public Relations	1,638,380	4,674	1,643,054
FTD 10	Tourism Advertising Activities	9,109,226	624,522	9,733,748
FTD 11	Tourism Sales and Promotion	6,001,217	(28,838)	5,972,379
FTD 12	Tourism Marketing	1,889,796	(43,338)	1,846,458
FTD 13	Support for Local Tourism Providers	2,014,361	(116,488)	1,897,873
FTD 14	Collection of Coercive Revenue	2,188,974	18,667	2,207,641
FTD 15	Promoting Commerce and Inward Investment	1,766,560	(161,430)	1,605,130
FTD 17	Management of Planning Applications	2,696,897	23,747	2,720,644
FTD 18	Financial Services Public Relations	887,335	(376,012)	511,323
FTD 19	Acting on Tax Information Matters	1,227,720	(312,860)	914,860
FTD 20	Services provided by the London Office	591,693	133,198	724,891
FTD 21	Registration of Births, Deaths and Marriages	72,844	10,915	83,759
FTD 22	Preparation and Publication of Statistical Reports	1,337,107	(16,626)	1,320,481
FTD 23	Financial Reporting and Management Services	3,128,885	(88,937)	3,039,948
FTD 24	Processing and Inspection of Aircrafts, Vessels and Cargo	3,091,303	428,808	3,520,111
FTD 25	Identification and Investigation of Customs Offences	1,237,230	4,644	1,241,874
FTD 26	Patrolling of Coastal Waters by Customs	229,478	(2,864)	226,614
FTD 27	Administration and Processing of Applications	522,535	(153)	522,382
FTD 28	Entire Public Sector Budget Management	502,824	(20,160)	482,664
FTD 29	Monitoring and Reporting on the Economy	230,547	(1,480)	229,067
FTD 30	Summer Student Internship Programme	0	175,400	175,400
AOA 1	Oversight of Auditors of Regulated Market Companies	0	60,000	60,000
CAL 2	Strategic Tourism, Regional and Core Air Services	12,500,000	770,000	13,270,000
Transfer Payments				
TP 12	Tourism Scholarships	713,310	100,000	813,310
TP 60	Housing Assistance	0	890,000	890,000

Appropriations to the Minister of Finance, Tourism and Development

Other Executive Expenses				
OE 3	Personal Emoluments for the Financial Secretary	179,535	2,850	182,385
OE 9	Caribbean Economic Community (CARICOM) Fees	152,000	73,175	225,175
OE 19	Ex-Gratia Recipients Plan Payments	349,060	762,000	1,111,060
OE 86	Compensation	605,000	2,093,750	2,698,750
Equity Investment				
EI 59	Ministry of Finance, Tourism and Development	1,530,800	283,000	1,813,800
Loans Made				
LM 4	Overseas Medical Advances	750,000	(400,000)	350,000
LM 10	Mortgage Assistance	0	2,050,000	2,050,000

Appropriations to the Minister of District Administration, Works, Lands and Agriculture

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Groups				
DWG 1	Advice and Support to the Minister of District Administration, Works, Land and Agriculture	2,580,807	236,399	2,817,206
DWG 2	Collection, Recycling and Disposal of Waste	3,631,728	226,968	3,858,696
DWG 5	Emergency Response Services	318,405	(52,000)	266,405
DWG 6	National Mail Service	1,326,018	(252,814)	1,073,204
DWG 7	Management of Public Recreational Facilities and Cemeteries	1,798,763	(184,210)	1,614,553
DWG 8	Radio Broadcasts	1,020,501	(86,936)	933,565
DWG 9	Services to Farmer	1,945,367	(101,149)	1,844,218
DWG 10	Agriculture Regulatory Services	1,693,626	245,000	1,938,626
DWG 11	Agriculture Development Services	456,152	(81,000)	375,152
DWG 12	Garden and Decorative Services	118,785	(31,000)	87,785
DWG13	Collection of Revenue	512,979	(160,501)	352,478
DWG 14	Management of Special Projects	1,553,463	(347,693)	1,205,770
DWG 15	Regulation of Dangerous Substances	288,536	(33,800)	254,736
DWG 16	Management of Land Information	2,642,687	(142,640)	2,500,047
DWG 17	Management of Government Properties	15,799,473	(372,960)	15,426,513
DWG 18	Mosquito Control Services	5,279,517	535,521	5,815,038
DWG 19	Government Services in Cayman Brac and Little Cayman	2,545,638	21,071	2,566,709
DWG 20	Management of Executive Assets in Cayman Brac and Little Cayman	5,164,730	(443,960)	4,720,770
DWG 21	Weather Forecast Service	746,245	(670,767)	75,478
DWG 23	Licensing of Drivers and Vehicles	40,329	657,220	697,549
DWG 24	Procurement and Maintenance of Government Fleet	3,587,839	1,504,552	5,092,391
DWG 25	Telecommunication Services	614,584	109,100	723,684
NRA 6	Grand Cayman District Roads Programme	0	2,200,000	2,200,000
NRA 9	Routine Maintenance	0	3,500,000	3,500,000
NRA 10	Government Street Lighting Programme	0	1,224,000	1,224,000
NRA 11	Pavement and other Roads Asset Management Programs	74,000	76,000	150,000
Equity Investment				
EI 58	Ministry of District Administration, Works, Lands and Agriculture	2,920,935	1,200,000	4,120,935
Executive Assets				
EA 9	Land Purchase: Gazetted Claims	750,000	800,000	1,550,000
EA 36	Miscellaneous Road Surface Upgrades	3,000,000	(664,000)	2,336,000
EA 55	Cayman Brac and Little Cayman Roads	1,000,000	800,000	1,800,000
EA 60	Cayman Brac: Bluff Playfield	0	150,000	150,000
EA 78	Government Office Accommodation	0	1,000,000	1,000,000
EA 106	Aston Rutty Centre Upgrades - Cayman Brac	12,000	150,000	162,000
EA 134	Land Purchase	0	400,000	400,000

Appropriations to the Minister of Education, Training and Employment

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Groups				
ETE 1	Policy Advice, Governance and Ministerial Support Services	3,665,442	132,249	3,797,691
ETE 2	Job Placement and Employer Support Activities	1,004,497	9,737	1,014,234
ETE 3	Employment Regulatory Activities	1,606,865	17,912	1,624,777
ETE 5	Public Library Services	1,475,392	11,047	1,486,439
ETE 6	Primary Education	16,410,441	234,527	16,644,968
ETE 7	Secondary Education	19,507,067	214,066	19,721,133
ETE 8	Education for Students with Special Needs	4,317,742	26,362	4,344,104
ETE 10	Preservation and Management of Records	1,255,358	13,472	1,268,830
ETE 11	Facilities Maintenance and Procurement Management	14,095,759	(961,156)	13,134,603
ETE 13	Training and Support for Adults with Disabilities	1,032,558	12,425	1,044,983
ETE 14	Education Evaluation and Support Services	4,718,042	(15,435)	4,702,607
CCO 1	Teaching of Tertiary Level, Professional and Vocational Programmes	3,925,000	306,444	4,231,444
NGS 25	Teaching of Tertiary Education Courses	65,100	34,900	100,000
NGS 27	Supervision of Pre-School Children	55,800	4,200	60,000
NGS 34	Primary and Secondary Education by Private Schools	1,604,091	195,909	1,800,000
Transfer Payments				
TP 27	Pre-School Educational Assistance	930,000	(30,000)	900,000
TP 30	Local, Overseas Scholarships and Bursaries	7,500,000	1,300,000	8,800,000
TP 51	Other Educational Assistance	212,245	100,000	312,245
Equity Investment				
EI 12	Ministry of Education, Training and Employment	28,993,067	14,500,000	43,493,067

Appropriations to the Minister of Community Affairs, Gender and Housing

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Groups				
CAH 1	Policy Advice and Support to the Minister of Community Affairs, Gender and Housing	1,788,347	(106,709)	1,681,638
CAH 2	Administration of Community Assistance Programme	4,255,788	(43,542)	4,212,246
CAH 3	Public Education on Social Issues	169,486	(2,435)	167,051
CAH 4	Counseling and Support Services	4,981,314	(40,732)	4,940,582
CAH 5	Supervision and Support of Children	1,519,274	(3,754)	1,515,520
CAH 6	Community Development Services	576,792	(8,547)	568,245
CAY 2	Children and Youth Services (CAYS) Foundation	2,251,906	(45,038)	2,206,868
NHT 7	Administration of the Build on Your Own Property Initiative	65,000	(13,420)	51,580
NGS 62	Community Development, Prevention and Beautification Programmes	32,550	(14,108)	18,442
NGS 64	Care of the Indigent, Elderly and Disabled Persons	1,456,892	(67,658)	1,389,234
NGS 68	Rental Accommodation for Persons in Need	1,186,634	1,200,000	2,386,634
NGS 71	Support for Battered Women and Children	251,100	18,900	270,000
NGS 72	Therapeutic Services for Young Persons	4,650	10,000	14,650
Transfer Payments				
TP 41	Poor Relief Payments	5,936,820	260,130	6,196,950
TP 43	Poor Relief Vouchers	1,105,843	1,825,000	2,930,843
TP 46	Emergency Relief Payments	17,722	17,400	35,122
TP 47	Ex- Gratia Benefit Payments to Seamen	5,538,170	229,280	5,767,450
TP 50	Pre-School Assistance	221,523	10,600	232,123
TP 57	Children and Family Services Support	634,260	350,000	984,260
Executive Asset				
EA 87	Juvenile Facilities	3,000,000	(1,738,305)	1,261,695

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

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Groups				
HES 1	Policy Advice and Ministerial Servicing to the Minister of Health, Environment, Youth, Sports, and Culture	2,489,932	(127,285)	2,362,647
HES 2	Health Regulatory Services	900,168	(44,372)	855,796
HES 4	Sports Coaching and Training Programmes	3,222,390	328,297	3,550,687
HES 5	Youth Education Mentorship and Community Activities	663,012	77,443	740,455
HES 6	Environmental Services and Research	2,493,169	(10,022)	2,483,147
NGS 55	Tertiary Care at Various Overseas Institutions	8,213,179	5,000,000	13,213,179
Transfer Payment				
TP 53	Other Youth, Sports and Cultural Programme Assistance	709,138	200,000	909,138
Equity Investment				
EI 53	Ministry of Health, Environment, Youth, Sports and Culture	440,000	1,033,490	1,473,490

Appropriations to the Deputy Governor

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Groups				
IEA 1	Policy Advice and Ministerial Servicing	2,188,924	266,017	2,454,941
IEA 2	Coordination of Official Visits and Ceremonial Occasions	64,883	2,607	67,490
IEA 3	Marriage Licenses and Military Aircraft Clearances	94,118	(890)	93,228
IEA 4	Licensing Services	240,761	3,992	244,753
IEA 6	Servicing and Support for His Excellency the Governor	815,015	4,686	819,701
IEA 7	Maintenance of the Electoral Register	311,041	130,812	441,853
IEA 11	Enforcement of Immigration Laws	1,103,320	(5,768)	1,097,552
IEA 12	Status and Permanent Residency Certificates	678,460	(14,232)	664,228
IEA 13	Immigration Entry and Extension	3,334,080	(2,935)	3,331,145
IEA 14	Entry Documents and Passports	1,951,898	(109,439)	1,842,459
IEA 15	Servicing of the Legislative Assembly and Members of the Legislative Assembly	987,306	20,786	1,008,092
IEA 18	Incident Responses	1,237,188	189,664	1,426,852
IEA 21	Security Services	1,766,606	25,628	1,792,234
IEA 22	Support for Commissions	659,738	11,955	671,693
IEA 25	National Disaster Preparedness and Response	937,895	(44,082)	893,813
IEA 32	Police Criminal Justice Services	866,848	11,888	878,736
IEA 33	Prison Services	10,952,115	289,543	11,241,658
IEA 36	Correctional Supervision and Intervention Services	4,229,089	352,248	4,581,337
IEA 37	Correctional Supervision and Support Services	457,722	24,639	482,361
IEA 38	Police and Investigative Services	29,486,487	2,049,192	31,535,679
NGS 38	Services for Refugees	27,900	220,000	247,900
Transfer Payments				
TP 58	Red Cross Contributions	65,100	4,900	70,000
TP 59	Support for Crime Stoppers	0	100,000	100,000
Other Executive Expenses				
OE 2	Personal Emoluments for H.E. the Governor, Premier, Speaker of the Legislative Assembly, Deputy Governor, Deputy Premier, Cabinet Ministers and Elected Members of the Legislative Assembly	2,968,094	45,315	3,013,409
OE 48	Depreciation of the Portfolio of Internal and External Affairs Executive Assets	233,519	(50,000)	183,519
OE 71	Contributions to the Commonwealth Parliamentary Association	0	75,000	75,000
Equity Investment				
EI 11	Portfolio of Internal and External Affairs	1,850,000	1,595,000	3,445,000

Appropriations to the Head of the Civil Service

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Groups				
CIV 1	Policy Advice to the Head of the Civil Service	425,730	(3,217)	422,513
CIV 2	Auditing Compliance with Human Resource Policies	503,826	(3,077)	500,749
CIV 3	Management of Public Sector Reform	323,899	3,617	327,516
CIV 6	Administrative Support to the Civil Service Appeals Commission	208,390	494	208,884
CIV 7	Workforce Development within the Civil Service - Civil Service College	655,685	(2,533)	653,152
CIV 8	Human Resources Services	855,658	(13,135)	842,523
CIN 2	Health Insurance for Civil Service Pensioners	14,640,501	334,499	14,975,000

Appropriations to the Attorney General

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Groups				
LGA 1	Provision of Legal Advice and Representation	1,614,550	170,570	1,785,120
LGA 3	Law Teaching and Publications	773,700	16,157	789,857
LGA 4	Drafting of Legislation	879,000	10,285	889,285
LGA 5	Policy Advice to the Attorney General	701,750	5,965	707,715
LGA 6	Financial Intelligence Services	619,000	8,621	627,621
LGA 7	Review and Modernization of Laws	378,800	4,301	383,101
Other Executive Expense				
OE 26	Personal Emoluments for the Attorney General	187,100	(4,000)	183,100

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

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Group				
DPA 1	Prosecution and International Co-operation	2,569,550	77,508	2,647,058
Equity Investment				
EI 60	Director of Public Prosecution	330,000	100,000	430,000

Appropriations to Cabinet on behalf of the Chief Justice

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Groups				
JAD 1	Administrative Support to the Judiciary	826,590	19,489	846,079
JAD 2	Support for Court Proceedings	3,432,556	84,424	3,516,980
JAD 3	Collection of Revenue	188,492	4,670	193,162
JAD 4	Financial Management of Court Funds	306,578	8,173	314,751
Equity Investment				
EI 21	Judicial Administration	0	45,000	45,000

Appropriations to the Oversight Committee of the Legislative Assembly

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Groups				
TCC 1	Public Interest Investigations	708,811	15,680	724,491
TCC 2	Policy Advice and Public Education Outreach	28,373	320	28,693

Appropriations to the Oversight Committee of the Legislative Assembly

Category Number	Appropriation Name	Approved Appropriation $	Supplementary Appropriation $	Revised Budget $
Output Group				
FIL 1	Compliance with Freedom of Information Legislation	574,836	(4,010)	570,826

PART C

REVISED
UNAUDITED FORECAST FINANCIAL STATEMENTS

For

THE GOVERNMENT OF THE CAYMAN ISLANDS

For the Financial Year
Ending 30 June 2012

GOVERNMENT OF THE CAYMAN ISLANDS
REVISED FORECAST FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30 JUNE 2012

STATEMENT OF RESPONSIBILITY FOR THE REVISED FORECAST FINANCIAL STATEMENTS

These revised forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision). They report the revised forecast financial transactions for the Core Government and the Entire Public Sector reporting entities for the financial year ending 30 June, 2012.

The revised forecast financial statements were prepared by the Ministry of Finance, Tourism and Development on behalf of the Government. On the basis of the economic and financial information available, that Ministry has used its best professional judgement in preparing these forecast statements.

The revised forecast financial statements incorporate the fiscal and economic implications of all Government decisions and circumstances as at 20th March 2012.

We accept responsibility for the accuracy and integrity of the financial information in these revised forecast financial statements and their compliance with the Public Management and Finance Law (2010 Revision).

To the best of our knowledge the revised forecast financial statements are:

(a) Complete and reliable;
(b) Fairly reflect the forecast financial position as at 30th June 2012 and performance for the financial year ending 30th June 2012;
(c) Include all policy decisions and other circumstances that have, or may have, a material effect on the forecast statements; and
(d) Comply with generally accepted accounting practice.

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Honourable W. McKeeva Bush
Premier/Minister of Finance, Tourism and Development

20th March 2012

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF ACCOUNTING POLICIES
FOR FINANCIAL YEAR ENDING 30 JUNE 2012

General Accounting Policies

Reporting entity

These forecast financial statements are for the Government of the Cayman Islands. The forecast financial statements encompass the Core Government and the Entire Public Sector as required by the Public Management and Finance Law (2010 Revision). The reporting entity comprises:

- Executive financial transactions and balances;
- Ministries and Portfolios;
- Statutory Authorities;
- Government Companies; and
- The Audit Office and the Office of the Complaints Commissioner; and Office of the Information Commissioner

The Core Government entity accounts for Statutory Authorities and Government Companies on an equity accounting basis while the Entire Public Sector accounts for them on a fully consolidated basis.

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 throughout the period.

Reporting Period

The reporting period is the year ending 30 June 2012.

Basis of Consolidation

The consolidated Entire Public Sector financial report includes the transactions and balances of the Government of the Cayman Islands and its controlled entities during and at the end of the financial year. The controlled entities are combined using the purchase method of combination. Corresponding assets, liabilities, revenues and expenses are added together line by line. Transactions and balances between these sub-entities are eliminated on combination.

Specific Accounting Policies

Revenue

Coercive Revenue

Coercive revenue is recognised in accordance with the following recognition points.

Coercive Revenue	***Revenue Recognition Point***
Levies on International Trade and Transactions	
Import Duties Gasoline and Diesel Alcoholic Beverages Tobacco Products Motor Vehicle Duty Food Manufactured Goods Machinery and Transport Equipment	When goods become liable for duty, generally at declaration, prior to release of goods.
Cruise Ship Tax Environmental Protection Fees	When liability for tax or fee is incurred; date of disembarkment for cruise ships and date of departure for aircraft.
Domestic Levies on Goods and Services	
Business and Professional Licenses Work Permit Fees Traders' License LCCL Company Fees Bank and Trust License Insurance Licences Mutual Fund Administrators Partnership Fees Trust Registration Fees Liquor Licence CUC Licence Cable and Wireless Licence TV Station Licence Ship Registration Fees Hotel Licence Other Licences Radio stations (pending)	Upon initial application and, if appropriate, when renewed (renewal dates vary).
Other Levies on Goods and Services	When due.
Motor Vehicle Tax	Upon initial application and due date for annual renewal.
Tourist Accommodation Tax	Recognise when monthly return due.
Miscellaneous Stamp Duty	At the time the goods are delivered (on parcels).
Miscellaneous Immigration Fees	Upon application.
Levies on Property	
Land Transfer Duty	At time of transfer of ownership (set fee).
Infrastructure Fund Fee	For non-refundable fees, upon application for planning approval. For refundable fees, once planning approval is granted.
Other Levies	
Court Fines	When fine imposed.
Other Fines	When fine imposed.

Sale of Goods and Services (including user charges and fees)

Revenue from the sale of goods and services, including revenue resulting from user charges or fees, is recognised when it is earned. This is generally at time of sale or on delivery of service. Revenue from the rendering of a service is recognised by reference to the stage of completion of contracts or in accordance with agreements to provide services. The stage of completion is determined according to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

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

Donations
Donations meeting the recognition criteria for revenues are recognised at fair value at time of receipt. Donated services are recognised only when the services would have been purchased if not donated.

Expenses
General
Expenses are recognised when incurred.

Supplies and consumables – Leases
A distinction is made between finance leases which effectively transfer from the less or to the lessee substantially all the risks and benefits incidental to ownership of leased non-current assets and operating leases under which the less or effectively retains substantially all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, the asset is capitalised at the present value of the minimum lease payments at the inception of the lease and a liability recognised for the same amount. Leased assets are amortised over the period of the lease. Lease payments are allocated between the principal component and the interest expense.

Transfer payments
Personal benefits are recognised at time of payment.
Other transfers, including subsidies to government owned organisations are recognised when a legal or constructive liability to make the payment has been created.

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 at bank and on hand, short term deposits at call, investments in short term money market instruments, and which are used in the cash management function on a day-to-day basis, net of outstanding bank overdrafts.

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.

Investments
Loans and advances are valued at the lower of the balance owed or the amount expected to be recovered.

Investments held as current assets are to be carried at the lower of cost or market value.

Marketable securities that are held for trading purposes are recorded at net current value.

Permanent decreases in the value of non-current assets are recognised as an expense in the operating statement for that reporting period.

Property, Plant and Equipment (including Infrastructure Assets)
Land and 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 as at time of first recognition) less accumulated depreciation.

Physical assets for which an objective estimate of market value is difficult to obtain (parks, for example) are recorded at the best estimate of fair value.

Valuations of tangible non-current assets are assumed to remain constant over the forecast period.

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 is recorded at the amount owing after allowing for credit notes and other adjustments.

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.

Provisions

Provisions are recognised in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

Pension liability

The unfunded pension liability represents the present value of the Government's unfunded liability to employees for past services as estimated in relation to the respective pension plans.

Forecasts of the pension liability are based on financial assumptions applied to the latest actuarial value of the liability for pension payments, net of the scheme's assets, adjusted on future years for any projected changes in demographic assumptions.

Borrowings

Borrowings are recognised as liabilities when the obligation is established. Borrowings are measured at their book value (equal to their nominal value).

Currency issued

Currency issued for circulation is measured at face value.

Commitments

Commitments are recorded in the Statement of Commitments at the value of the obligation.

Contingencies

The nature and an estimate of the financial effect of contingent liabilities are disclosed in the Statement of Contingent Liabilities. Contingent liabilities are recognised as liabilities when they are probable.

GOVERNMENT OF THE CAYMAN ISLANDS
REVISED FORECAST FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2012

STATEMENT OF SIGNIFICANT ASSUMPTIONS

General Forecast Assumptions

These revised forecast financial statements were finalised 20th March 2012 and incorporate all government decisions and circumstances communicated up to that date.

These revised forecast financial statements do not include projected revaluations or other unpredictable valuations, losses or gains.

GOVERNMENT OF THE CAYMAN ISLANDS
SCHEDULE OF ASSETS AND LIABILITIES
AS AT 30 JUNE 2012

		Core Government		Entire Public Sector	
		2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
	Notes				
Financial Assets					
Cash and cash equivalents	**1**	101,262	109,405	156,079	163,176
Marketable securities and deposits		0	0	92,262	92,262
Trade receivables	**2**	29,735	17,056	66,328	53,649
Other receivables	**2**	4,251	4,251	17,732	17,732
Inventories	**3**	1,829	1,829	13,184	13,184
Investments	**4**	0	0	6,266	6,266
Prepayments	**5**	2,135	2,135	7,553	7,553
Total financial assets		**139,212**	**134,676**	**359,404**	**353,822**
Non-financial Assets					
Trade Receivables	**2**	11,137	11,137	11,137	11,137
Other Receivables	**2**	3,015	3,015	3,564	3,564
Inventories	**3**	1	1	1	1
Loans Made	**6**	32,958	31,308	16,812	15,162
Property, plant and equipment	**7**	1,040,180	1,020,756	1,328,065	1,307,608
Investments in associates	**8**	2,250	2,250	2,250	2,250
Net Worth - Public Entities	**9**	235,646	233,567	0	0
Total non-financial assets		**1,325,187**	**1,302,034**	**1,361,829**	**1,339,722**
		1,464,399	**1,436,710**	**1,721,233**	**1,693,544**
Current Liabilities					
Trade payables	**10**	18,810	17,810	29,556	29,556
Other payables and accruals	**10**	41,882	41,882	42,385	42,385
Bank Overdraft	**1**	9,203	0	10,967	764
Unearned revenue	**11**	82,126	94,726	89,862	102,462
Employee entitlements	**12**	10,631	10,631	12,771	12,771
Borrowings	**13**	25,929	25,929	38,788	38,788
Total Current Liabilities		**188,581**	**190,978**	**224,329**	**226,726**
Non-Current Liabilities					
Other payables and accruals	**10**	3,750	3,750	5,048	5,048
Employee entitlements	**12**	411	411	1,136	1,136
Currency Issued		0	0	85,237	85,237
Borrowings	**13**	573,358	573,358	697,484	697,484
Unfunded pension liability	**14**	207,083	178,896	216,783	188,596
Total Non-Current Liabilities		**784,602**	**756,415**	**1,005,688**	**977,501**
Total Liabilities		**973,183**	**947,393**	**1,230,017**	**1,204,227**
Total Net Assets		**491,216**	**489,317**	**491,216**	**489,317**
Net Assets/Equity					
Reserves	**15**	101,262	92,410	101,262	92,410
Accumulated surpluses/(deficit)		396,976	393,228	396,976	393,228
Total recognised revenues and expenses for the period		(7,022)	3,679	(7,022)	3,679
Total net assets/equity		**491,216**	**489,317**	**491,216**	**489,317**

GOVERNMENT OF THE CAYMAN ISLANDS
SCHEDULE OF REVENUE AND EXPENSES
FOR THE YEAR ENDING 30 JUNE 2012

		Core Government		Entire Public Sector	
		2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Revenue					
Coercive Revenue	**16**	492,311	479,702	492,311	479,702
Sales of Goods & Services	**17**	56,179	56,018	223,234	223,073
Investment revenue	**18**	162	162	1,998	1,998
Donations	**19**	4,100	0	5,012	912
Other revenue		0	0	1,643	1,643
Total Revenue		**552,752**	**535,882**	**724,198**	**707,328**
Expenses					
Personnel costs	**20**	230,466	228,311	331,654	329,482
Supplies and consumables	**21**	100,433	95,346	201,101	189,090
Depreciation	**22**	21,622	22,425	40,799	41,602
Impairment of property, plant and equipment		0	0	16	16
Finance costs	**23**	33,410	33,410	40,721	40,721
Litigation costs	**24**	270	281	1,726	1,737
Outputs from Statutory Authorities & Government Companies	**25**	101,647	93,235	0	0
Outputs from Non-Governmental Suppliers	**26**	24,356	17,754	24,356	17,754
Transfer Payments	**27**	34,177	28,820	34,177	28,820
(Gains)/losses on foreign exchange transactions	**28**	417	416	317	316
(Gains)/losses on disposal of property, plant and equipment		0	0	671	671
(Profit)/Loss on Statutory Authorities & Government Companies	**9**	6,934	8,405	0	0
Extraordinary items		0	0	255	255
Other operating expenses		6,042	3,800	55,427	53,185
Total Expenses		**559,774**	**532,203**	**731,220**	**703,649**
Net Surplus/(Deficit)		**(7,022)**	**3,679**	**(7,022)**	**3,679**

GOVERNMENT OF THE CAYMAN ISLANDS
SCHEDULE OF CASH FLOWS
FOR THE YEAR ENDING 30 JUNE 2012

		Core Government		Entire Public Sector	
		2011/12	**2011/12**	**2011/12**	**2011/12**
Cash flows		**Forecast**	**Budget**	**Forecast**	**Budget**
Operating Activities		**$000**	**$000**	**$000**	**$000**
Cash received					
Coercive Receipts		492,311	479,703	492,312	479,703
Outputs to other government agencies		6,081	6,081	0	0
Sale of goods and services - third party		52,316	52,155	202,610	202,449
Interest received		162	162	3,708	3,708
Donations / Grants received		4,100	0	5,002	902
Lease of Water Authority		0	0	0	0
Other receipts		1,448	508	13,349	12,409
Total cash received		**556,418**	**538,609**	**716,981**	**699,171**
Cash used					
Personnel costs		(231,389)	(229,234)	(329,010)	(326,838)
Supplies and consumables		(98,567)	(93,481)	(203,540)	(191,529)
Outputs from public authorities		(100,644)	(93,232)	0	0
Outputs from non-governmental organisations		(24,352)	(17,750)	(24,352)	(17,750)
Transfer payments		(34,177)	(28,820)	(34,177)	(28,820)
Financing/interest payments		(33,589)	(33,589)	(40,494)	(40,494)
Other payments		(7,339)	(5,107)	(48,458)	(46,226)
Total cash used		**(530,057)**	**(501,213)**	**(680,031)**	**(651,657)**
Net cash flows from (used by) operating activities	**29**	**26,361**	**37,396**	**36,950**	**47,514**
Investing activities					
Cash received					
Proceeds from sale of property, plant and equipment		0	0	512	512
Proceeds from sale of Public Authority - Sewerage		0	0	0	0
Proceeds from sale of investments (Repayment of Loans Made)		1,131	1,131	7,384	7,384
Capital withdrawal/Dividends from Public Authorities		2,264	1,839	0	0
Total cash received		**3,395**	**2,970**	**7,896**	**7,896**
Cash used					
Purchase of property, plant and equipment		(71,907)	(53,286)	(100,694)	(81,040)
Loans made / Investments		(3,945)	(2,295)	(8,121)	(6,471)
Equity injection in public authorities		(20,625)	(19,592)	0	0
Total cash used		**(96,477)**	**(75,173)**	**(108,815)**	**(87,511)**
Net cash flows from (used by) investing activities		**(93,082)**	**(72,203)**	**(100,919)**	**(79,615)**
Financing activities					
Cash received					
Proceeds from borrowings		0	0	2,077	2,077
Total cash received		**0**	**0**	**2,077**	**2,077**
Cash used					
Repayment of borrowings		(25,928)	(25,928)	(39,658)	(39,658)
Total cash used		**(25,928)**	**(25,928)**	**(39,658)**	**(39,658)**
Net cash flows from (used by) financing activities		**(25,928)**	**(25,928)**	**(37,581)**	**(37,581)**
Net increase/(decrease) in cash and cash equivalents held		**(92,649)**	**(60,735)**	**(101,550)**	**(69,682)**
Cash and cash equivalents at beginning of period		184,708	170,140	246,662	232,094
Cash and cash equivalents at end of period	**1**	**92,059**	**109,405**	**145,112**	**162,412**

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF BORROWINGS
AS AT 30 JUNE 2012

	Core Government		Entire Public Sector	
Outstanding Debt	**2011/12 Forecast $000**	**2011/12 Budget $000**	**2011/12 Forecast $000**	**2011/12 Budget $000**
Local Currency Debt				
Central Government loans	0	0	0	0
Statutory bodies – self financing loans	0	0	0	0
Statutory bodies – other borrowing	0	0	0	0
Total Local Currency Debt	0	0	0	0
Foreign Currency Debt				
Central Government long-term loans	599,287	599,287	599,287	599,287
Total Foreign Currency Debt	599,287	599,287	599,287	599,287
Total Outstanding Debt	**599,287**	**599,287**	**599,287**	**599,287**
Less				
Marketable Securities and Deposits				
Local Currency	72,298	80,441	127,115	134,212
Foreign Currency	28,964	28,964	28,964	28,964
Total Marketable Securities and Deposits	**101,262**	**109,405**	**156,079**	**163,176**
Net Public Debt	**498,025**	**489,882**	**443,208**	**436,111**

Note 1 : Cash and cash equivalents

	Core Government		Entire Public Sector	
	2011/12	2011/12	2011/12	2011/12
	Forecast	Budget	Forecast	Budget
	$000	$000	$000	$000
Cash on hand	6,601	6,601	7,666	7,666
US$ Bank Accounts	28,964	28,964	28,964	28,964
CI$ Bank Accounts	65,697	67,568	87,755	94,852
Bank Overdrafts	(9,203)	0	(10,967)	(764)
US$ Short Term Deposits including call accounts (less than 90 days)	0	0	6,116	6,116
CI$ Short Term Deposits including call accounts (less than 90 days)	0	6,272	25,578	25,578
TOTAL	**92,059**	**109,405**	**145,112**	**162,412**

Represented by:

Restricted Funds	101,262	92,410
Other Operating Funds/(Overdraft)	(9,203)	16,995
TOTAL	92,059	109,405

Note 2 : Trade & other receivables

	Core Government		Entire Public Sector	
	2011/12	2011/12	2011/12	2011/12
	Forecast	Budget	Forecast	Budget
	$000	$000	$000	$000
Trade Recivables				
Debtors	40,018	27,339	147,545	134,866
Outputs to other government agencies	3,052	3,052	0	0
Less: provision for doubtful debts	(2,198)	(2,198)	(70,080)	(70,080)
Total trade receivables &other receivables	**40,872**	**28,193**	**77,465**	**64,786**
Current	29,735	17,056	66,328	53,649
Non-Current	11,137	11,137	11,137	11,137
Total	**40,872**	**28,193**	**77,465**	**64,786**

	Core Government		Entire Public Sector	
	2011/12	2011/12	2011/12	2011/12
	Forecast	Budget	Forecast	Budget
Other Receivables	$000	$000	$000	$000
Advances (salary, Official Travel, etc)	2,583	2,583	2,785	2,785
Dishonoured cheques	163	163	163	163
Interest receivable - Loans Made	417	417	1,142	1,142
Other	4,426	4,426	18,302	18,302
Less: provision for doubtful debts	(323)	(323)	(1,096)	(1,096)
Total other receivables	**7,266**	**7,266**	**21,296**	**21,296**
Current	4,251	4,251	17,732	17,732
Non-Current	3,015	3,015	3,564	3,564
Total	**7,266**	**7,266**	**21,296**	**21,296**

Movements in the provision of doubtful debts are as follows:

	Core Government		Entire Public Sector	
	2011/12	2011/12	2011/12	2011/12
	Forecast	Budget	Forecast	Budget
Description	$000	$000	$000	$000
Balance at 1 July	(2,521)	(2,521)	(68,451)	(68,451)
Additional provisions made during the year	0	0	(2,725)	(2,725)
Total	**(2,521)**	**(2,521)**	**(71,176)**	**(71,176)**

Note 3 : Inventories

	Core Government		Entire Public Sector	
Description	**2011/12 Forecast $000**	**2011/12 Budget $000**	**2011/12 Forecast $000**	**2011/12 Budget $000**
Inventory held for use in the provision of goods and services	749	749	4,384	4,384
Inventory held for sale	1,081	1,081	8,801	8,801
TOTAL INVENTORIES	**1,830**	**1,830**	**13,185**	**13,185**
Current	1,829	1,829	13,184	13,184
Non-Current	1	1	1	1
Total	**1,830**	**1,830**	**13,185**	**13,185**

Note 4 : Investments

	Core Government		Entire Public Sector	
Description	**2011/12 Forecast $000**	**2011/12 Budget $000**	**2011/12 Forecast $000**	**2011/12 Budget $000**
Investment - Low Income Housing Properties	0	0	6,266	6,266
Total Investments at the lower of cost or market value	**0**	**0**	**6,266**	**6,266**

Note 5 : Prepayments

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	**2011/12 Budget $000**	**2011/12 Forecast $000**	**2011/12 Budget $000**
Insurance	1,638	1,638	4,618	4,618
Rent	10	10	552	552
Other	487	487	2,383	2,383
Total	**2,135**	**2,135**	**7,553**	**7,553**

Note 6 : Loans Made

	Core Government		Entire Public Sector	
Loan Description	**2011/12 Forecast $000**	**2011/12 Budget $000**	**2011/12 Forecast $000**	**2011/12 Budget $000**
Overseas Medical loans	13,335	13,735	13,335	13,735
Personal loans to staff	192	192	192	192
Civil Service Mortgages to staff	607	607	607	607
Student loans	272	272	272	272
Loans to Statutory Authorities and Government Companies	16,146	16,146	0	0
Loans to farmers	206	206	206	206
Mortgage Assistance	2,050	0	2,050	0
Home School Association	150	150	150	150
BALANCE AS AT 30 JUNE	**32,958**	**31,308**	**16,812**	**15,162**

Note 7 : Property, plant & equipment

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Cost of Property, plant & equipment				
Land	358,739	357,539	397,104	395,904
Plant and equipment	27,957	27,674	134,298	134,015
Buildings	280,019	277,812	490,760	487,520
Furniture	10,065	10,065	19,219	19,219
Computers	29,605	29,605	49,939	49,939
Other assets	192,799	192,654	236,348	236,203
Infrastructure	277,855	277,569	278,461	278,175
Motor Vehicles	63,339	63,339	71,018	71,018
Assets under construction or development	84,719	70,219	95,328	80,828
	1,325,097	1,306,476	1,772,475	1,752,821
Accumulated Depreciation				
Plant and equipment	17,707	17,552	61,788	61,633
Buildings	118,031	118,326	181,339	181,634
Furniture	7,046	7,000	14,999	14,953
Computers	19,601	19,644	34,509	34,552
Other assets	8,535	8,540	31,240	31,245
Infrastructure	68,581	68,535	68,903	68,857
Motor Vehicles	45,416	46,123	51,632	52,339
	284,917	**285,720**	**444,410**	**445,213**
Net Book Value				
Land	358,739	357,539	397,104	395,904
Plant and equipment	10,250	10,122	72,510	72,382
Buildings	161,988	159,486	309,421	305,886
Furniture	3,019	3,065	4,220	4,266
Computers	10,004	9,961	15,430	15,387
Other assets	184,264	184,114	205,108	204,958
Infrastructure	209,274	209,034	209,558	209,318
Motor Vehicles	17,923	17,216	19,386	18,679
Assets under construction or development	84,719	70,219	95,328	80,828
	1,040,180	**1,020,756**	**1,328,065**	**1,307,608**

Note 8 : Investments in Associates

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Investment				
Cayman First(Formerly SAGICOR General Insurance)	2,013	2,013	2,013	2,013
Caribbean Development Bank	237	237	237	237
	2,250	**2,250**	**2,250**	**2,250**

Note 9a: Net worth of Public Entities

Description	**01-July-2011 Balance $000**	**Equity Injection $000**	**Profit or (Loss) $000**	**Dividends and Capital Withdrawal $000**	**2011/12 Budget $000**
					0
National Housing and Development Trust	(1,560)	2,992	(1,918)	0	(486)
Children and Youth Services Foundation Foundation	934	0	(171)	0	763
Cayman Islands Civil Aviation Authority	6,161	0	1,337	(1,000)	6,498
Public Services Pension Board	0	0	0	0	0
University College of Cayman Islands	5,045	0	0	0	5,045
Cayman Islands Stock Exchange	1,309	0	214	(164)	1,359
Cayman Islands Monetary Authority	22,273	0	0	0	22,273
Cayman Islands Development Bank	5,977	0	437	0	6,414
National Gallery	2,743	0	229	0	2,972
National Museum	2,844	0	(9)	0	2,835
National Drug Council	167	0	0	0	167
Health Services Authority - HSA	68,251	2,000	(1,126)	0	69,125
Cayman Islands National Insurance Company - CINICO	8,655	0	(3,361)	0	5,294
Cayman National Cultural Foundation	4,329	0	(88)	0	4,241
Maritime Authority	3,052	0	42	0	3,094
Port Authority	41,262	0	959	0	42,221
Tourism Attraction Board	5,927	0	(51)	0	5,876
Cayman Airways Limited	(49,294)	5,100	(1,313)	0	(45,507)
CaymanTurtle Farm(1995) Limited	(5,939)	9,500	(7,606)	0	(4,045)
Cayma Islands Airport Authority	52,312	0	3,655	0	55,967
Water Authority	42,034	0	244	0	42,278
Information and Communication Technology Authority	1,104	0	60	0	1,164
Electricity Regulatory Authority	336	0	57	0	393
Sister Islands Affordable Housing	1,171	0	0	0	1,171
National Roads Authority	4,451	0	4	0	4,455
Total	**223,544**	**19,592**	**(8,405)**	**(1,164)**	**233,567**

Note 9b: Net worth of Public Entities

Description	01-July-2011 Balance $000	Equity Injection $000	Profit or (Loss) $000	Dividends and Capital Withdrawal $000	2011/12 Forecast $000
					0
National Housing and Development Trust	(1,560)	2,992	(660)	0	772
Children and Youth Services Foundation Foundation	934	0	(171)	0	763
Cayman Islands Civil Aviation Authority	6,161	0	1,650	(1,000)	6,811
Public Services Pension Board	0	0	0	0	0
University College of Cayman Islands	5,045	0	0	0	5,045
Cayman Islands Stock Exchange	1,309	0	214	(164)	1,359
Cayman Islands Monetary Authority	22,273	0	0	(425)	21,848
Cayman Islands Development Bank	5,977	0	437	0	6,414
National Gallery	2,743	0	229	0	2,972
National Museum	2,844	0	(9)	0	2,835
National Drug Council	167	0	0	0	167
Health Services Authority - HSA	68,251	2,000	(1,126)	0	69,125
Cayman Islands National Insurance Company - CINICO	8,655	1,033	(3,361)	0	6,327
Cayman National Cultural Foundation	4,329	0	(88)	0	4,241
Maritime Authority	3,052	0	42	0	3,094
Port Authority	41,262	0	959	0	42,221
Tourism Attraction Board	5,927	0	(51)	0	5,876
Cayman Airways Limited	(49,294)	5,100	(1,313)	0	(45,507)
CaymanTurtle Farm(1995) Limited	(5,939)	9,500	(7,606)	0	(4,045)
Cayma Islands Airport Authority	52,312	0	3,655	0	55,967
Water Authority	42,034	0	144	0	42,178
Information and Communication Technology Authority	1,104	0	60	0	1,164
Electricity Regulatory Authority	336	0	57	0	393
Sister Islands Affordable Housing	1,171	0	0	0	1,171
National Roads Authority	4,451	0	4	0	4,455
Total	**223,544**	**20,625**	**(6,934)**	**(1,589)**	**235,646**

Note 10 : Trade payables, other payables & Accruals

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Trade Payables				
Creditors	16,631	16,631	29,556	29,556
Outputs to other government agencies	2,179	1,179	0	0
	18,810	**17,810**	**29,556**	**29,556**
Current	18,810	17,810	29,556	29,556
Non-Current	0	0	0	0
Total	**18,810**	**17,810**	**29,556**	**29,556**
Other Payables and Accruals				
Payroll Deductions	864	864	993	993
Operating Lease	9	9	9	9
Interest	4,682	4,682	4,682	4,682
Accrued Expenses	27,717	27,717	26,729	26,729
Other payables	12,360	12,360	15,020	15,020
Total payables and accruals	**45,632**	**45,632**	**47,433**	**47,433**
Current	41,882	41,882	42,385	42,385
Non-Current	3,750	3,750	5,048	5,048
Total	**45,632**	**45,632**	**47,433**	**47,433**

Note 11 : Unearned Revenue

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Customs	449	449	449	449
General Registry Deposits	32,741	38,441	32,741	38,441
Income Received in Advance	30,667	37,567	30,667	37,567
Other	140	140	7,876	7,876
Unearned Immigration Fees	18,129	18,129	18,129	18,129
Total unearned reveune	**82,126**	**94,726**	**89,862**	**102,462**

Note 12 : Employee costs & other entitlements

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Current employee entitlements are represented by:				
Annual Leave	6,240	6,240	8,361	8,361
Retirement and long service leave	768	768	768	768
Accrued salaries	3,623	3,623	3,642	3,642
Total current portion	**10,631**	**10,631**	**12,771**	**12,771**
Non-current employee entitlements are represented by:				
Retirement and long service leave	411	411	1,136	1,136
Total employee entitlements	**11,042**	**11,042**	**13,907**	**13,907**

Note 13: Statement of Borrowings

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Local Currency Debt				
Not later than one year	0	0	4,709	4,709
Between one and two years	0	0	6,198	6,198
Between two and five years	0	0	9,028	9,028
Later than five Years	0	0	4,276	4,276
Total Local Currency Debt	**0**	**0**	**24,211**	**24,211**
Foreign Currency Debt (stated in CI$)				
Not later than one year	25,929	25,929	34,079	34,079
Between one and two years	25,929	25,929	36,905	36,905
Between two and five years	79,838	79,838	139,472	139,472
Later than five years	467,591	467,591	501,605	501,605
Total Foreign Currency Debt	**599,287**	**599,287**	**712,061**	**712,061**
Total Outstanding Debt	**599,287**	**599,287**	**736,272**	**736,272**
Local Currency Marketable Securities and Deposits				
Not later than one year	72,298	80,441	133,448	133,448
Between one and two years	0	0	0	0
Between two and five years	0	0	0	0
Later than five years	0	0	0	0
Total Local Currency Marketable Securities and Deposits	**72,298**	**80,441**	**133,448**	**133,448**
Foreign Currency Marketable Securities and Deposits				
Not later than one year	28,964	28,964	28,964	28,964
Between one and two years	0	0	0	0
Between two and five years	0	0	0	0
Later than five years	0	0	0	0
Total Foreign Currency Marketable Securities and Deposits	**28,964**	**28,964**	**28,964**	**28,964**
Total Marketable Securities and Deposits	**101,262**	**109,405**	**162,412**	**162,412**
Net Public Debt	**498,025**	**489,882**	**573,860**	**573,860**

Statement of Borrowings

	Core Government	
	2011/12 Forecast $000	2011/12 Budget $000
Foreign Currency Debt *Central Government loans*		
The Cayman Islands Government Securities Law, 2003 **2003 Bond Issue**	54,672	54,672
2009 Notes Issue	261,300	261,300
FirstCaribbean International Bank (Cayman) Limited **Loan Law 8 of 2003 - General Financing of CIG Activities**	1,600	1,600
FirstCaribbean International Bank (Cayman) Limited **The Loan (No. 2) Bill, 2003** **Construction Works - Prospect Primary & National Archives Building**	2,402	2,402
First Caribbean International Bank (Cayman) Limited **Loan Law 5 of 2004** **Road Works**	2,181	2,181
First Caribbean International Bank (Cayman) Limited **Tranche 1 #10090596**	4,500	4,500
FirstCaribbean International Bank (Cayman) Limited **Tranche 2 #10123355**	13,600	13,600
FirstCaribbean International Bank (Cayman) Limited **Tranche 3 # 10207828**	3,889	3,889
FirstCaribbean International Bank (Cayman) Limited **Tranche 4 #10249656**	4,875	4,875
First Caribbean Bank (Cayman) Limited - Government Appropriation (July 2007 to June 2008) Law 2007 **Tranche 1 # 10276203**	28,165	28,165
Tranche 2 # 10330158	28,500	28,500
Tranche 3 # 10331239	39,375	39,375
FirstCaribbean International Bank (Cayman) Limited **The Appropriation(July 2010 to June 2011)Law,2010**	154,228	154,228
Total Foreign Currency Debt	**599,287**	**599,287**

Note 14: Unfunded Pension Liability

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Public Service Pensions Plan Actuarial Valuation				
Value of pension fund allocated asstes	174,300	134,906	176,484	137,090
Past service liability	(366,700)	(300,582)	(378,584)	(312,466)
Fund deficiency	**(192,400)**	**(165,676)**	**(202,100)**	**(175,376)**
Parliamentarian pensions plan actuarial valuation				
Value of pension fund allocated asstes	4,729	2,238	4,729	2,238
Past service liability	(19,434)	(15,514)	(19,434)	(15,514)
Fund deficiency	**(14,705)**	**(13,276)**	**(14,705)**	**(13,276)**
Judicial Public Service Pensions Plan Actuarial Valuation				
Value of pension fund allocated asstes	1,901	891	1,901	891
Past service liability	(1,879)	(835)	(1,879)	(835)
Fund (deficiency)/surplus	**22**	**56**	**22**	**56**
Total	**(207,083)**	**(178,896)**	**(216,783)**	**(188,596)**

Note 15: Reserves

	Core Government	
	2011/12	**2011/12**
	Forecast	**Budget**
Reserve	**$000**	**$000**
Housing Guarantee Reserve Fund	1,345	1,346
Environmental Protection Fund	41,344	39,779
Infrastructure Development Fund	2,228	2,228
Retained Earnings held as General Reserves	44,117	44,041
Student Loan Reserve	1,596	1,596
National Disaster Fund	3,420	3,420
Sinking Fund for 2009 Bond Issue (US$312M)	478	0
Mutual Legal Assistance Treaty(MLAT) funds (KYD + USD)	6,734	0
Total	101,262	92,410

	Core Government	
	2011/12	**2011/12**
	Forecast	**Budget**
	$000	**$000**
ENVIRONMENTAL PROTECTION FUND		
Opening Balance	36,672	34,936
Interest	187	153
Transfer into Fund	4,672	4,843
Interest transfer to General Revenue	(187)	(153)
Transfer to General Revenue	0	0
Closing Balance	**41,344**	**39,779**
INFRASTRUCTURE DEVELOPMENT FUND		
Opening Balance	2,228	2,228
Interest	7	7
Interst Transfer to General Revenue	(7)	(7)
Closing Balance	**2,228**	**2,228**
STUDENT LOAN RESERVE		
Opening Balance	1,492	1,492
Interest	4	4
Transfers from General Revenues	100	100
Closing Balance	**1,596**	1,596
HOUSING LOAN RESERVE		
Opening Balance	1,338	1,339
Interest	7	7
Closing Balance	**1,345**	1,346
NATIONAL DISASTER FUND		
Opening Balance	3,011	3,011
Interest	9	9
Transfers from General Funds	400	400
Closing Balance	**3,420**	**3,420**
GENERAL RESERVES		
Opening Balance	43,838	43,829
Interest Income	279	212
Closing Balance	**44,117**	**44,041**
SINKING FUND for 2009 Bond Issue		
Opening Balance	175	0
Interest	3	0
Transfer in from General Revenue	300	0
Closing Balance	**478**	**0**
MLAT FUNDS (KYD + USD)		
Opening Balance	6,734	0
Interest	0	0
Transfer in from General Revenue	0	0
Closing Balance	**6,734**	**0**
Total Funds	**101,262**	**92,410**

Note 16: Coercive revenue

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Revenue Description				
Alcoholic Beverages Duty	16,741	18,039	16,741	18,039
Annual Permanent Resident Work Permit Fee	8,100	4,834	8,100	4,834
Banks and Trust Licenses	23,713	23,713	23,713	23,713
Building Permit Fees	1,855	1,750	1,855	1,750
Business Staffing Plan Board Fees	56	74	56	74
Caymanian Status Fees	308	205	308	205
CIMA Transactional Fees	1,700	1,700	1,700	1,700
Compounded Penalties	25	25	25	25
Court Fees	2,124	2,124	2,124	2,124
Court Fines	1,321	1,321	1,321	1,321
Cruise Ship Departure Charges	9,500	9,957	9,500	9,957
CUC - License	1,565	1,565	1,565	1,565
Customs Fines	500	500	500	500
Debit Transaction Fees	2,098	1,890	2,098	1,890
Dependant of Caymanian Grant Fee	2	3	2	3
Environmental Protection Fund Fees	4,800	5,334	4,800	5,334
Firearms Licenses	8	1	8	1
Fisheries Licenses	2	2	2	2
Gasoline Diesel Duty	34,810	29,932	34,810	29,932
Grant of Temporary Work Permit - Seasonal Worker	20	9	20	9
Health Insurance Fund Fee	2,576	2,576	2,576	2,576
Health Practitioners' Board Fee	460	460	460	460
Hotel Licenses	155	155	155	155
ICTA Licences	7,527	7,894	7,527	7,894
Immigration Fines	200	200	200	200
Immigration Non-Refundable Repatriation Fee	1,080	890	1,080	890
Infrastructure Fund fee	2,060	90	2,060	90
Insurance Licenses	8,139	8,139	8,139	8,139
Issue fee for Certificate for Specialist Caregiver	0	23	0	23
Key Employee Designation	1,180	1,315	1,180	1,315
Land Holding Companies Share Transfer Charge	790	590	790	590
Land Registry Fees	1,400	1,490	1,400	1,490
Law Firm Operational	1,820	1,822	1,820	1,822
Legal Practioner Fee	1,447	1,185	1,447	1,185
Liquor Licenses	690	688	690	688
Local Co. and Corp. Mgmt. Fees	917	824	917	824
Local Company Control License Grants/Renewals	330	330	330	330
Local Vessel Licenses	123	123	123	123
Money Services Licence	92	121	92	121
Money Transfer Fees	2,217	2,100	2,217	2,100
Motor Vehicle Charges	8,627	2,002	8,627	2,002
Motor Vehicle Drivers	1,020	1,020	1,020	1,020

Note 16: Coercive revenue continued

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Motor Vehicle Duty	9,067	8,228	9,067	8,228
Motor Vehicle Environmental Tax	500	500	500	500
Mutual Fund Administrators	35,687	35,687	35,687	35,687
Notary Public Fees	260	260	260	260
Other Company Fees - Exempt	55,138	56,325	55,138	56,325
Other Company Fees - Foreign	3,342	3,440	3,342	3,440
Other Company Fees - Non-Resident	4,354	4,240	4,354	4,240
Other Company Fees - Resident	1,634	1,297	1,634	1,297
Other Import Duty	86,869	89,771	86,869	89,771
Other Stamp Duty	7,436	7,436	7,436	7,436
Package Charges	1,080	875	1,080	875
Partnership Fees	10,487	10,600	10,487	10,600
Patents and Trademarks	1,101	887	1,101	887
Planning Fees	920	920	920	920
Procedural Fines	61	61	61	61
Public Transport - Drivers Licenses	70	70	70	70
Public Transport - Operator Licenses	3	3	3	3
Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	3	3	3	3
Residency & Employment Rights Certificate by Dependent of a P.R	370	370	370	370
Residency & Employment Rights Certificate Issue Fee	2,184	2,500	2,184	2,500
Residency and Employment Rights Certificate by Spouse of a Caymanian	241	264	241	264
Residency Certificate for Persons of Independent Means Grant Fee	295	295	295	295
Royalties and Dredging	0	179	0	179
Security Investments	8,043	9,062	8,043	9,062
Ship Registration Fees	130	101	130	101
Spear Gun Licenses	6	15	6	15
Special Marriage Licenses	79	79	79	79
Stamp Duty - Land Transfers	24,250	24,895	24,250	24,895
Stamp Duty - Online Meter	30	30	30	30
Tax and Trust Undertakings	8,816	8,500	8,816	8,500
Temporary Residency and Employment Rights Certificate to Spouse of a Caymanian	1	1	1	1
Timeshare Ownership	714	714	714	714
Tobacco Dealer Registration fees	104	104	104	104
Tobacco Products Duty	4,658	4,916	4,658	4,916
Tourist Accommodation Charges	11,260	10,300	11,260	10,300
Traders Licenses	5,790	5,790	5,790	5,790
Trust Registration Fees	802	694	802	694
W.I.Z. - Boat Licensing	57	86	57	86
Work Permits Fees	51,871	50,341	51,871	50,341
Working Under Operation of Law Fees	2,500	2,848	2,500	2,848
Total Revenue	**492,311**	**479,702**	**492,311**	**479,702**

Note 17: Sale of Goods & Services

	Core Government		Entire Public Sector	
Revenue Description	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Outputs to other government agencies	3,844	3,844	0	0
Fees and charges	44,810	44,649	87,072	86,911
General sales	6,008	6,008	132,940	132,940
Rentals	1,071	1,071	2,776	2,776
Other	446	446	446	446
Total Revenue	**56,179**	**56,018**	**223,234**	**223,073**

Note 17: Sale of Goods & Services continued

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Fees and Charges				
Agricultural Department Fees	290	290	290	290
Annual Work Permit Application Fees (Entity)	1,666	1,410	1,666	1,410
Authentication/Apostille Of Doc.	1,850	1,850	1,850	1,850
Business Staffing Plan Application Fees (Entity)	6	6	6	6
Caymanian Status Application Fees (Entity)	97	97	97	97
Cemetery	142	142	142	142
Certificate of Direct Investment Application Fee	5	5	5	5
Certificate of Specialist Caregiver Application Fee	6	6	6	6
Customized License Plates	26	26	26	26
Customs Special Attendance	642	642	642	642
Dependant of a Caymanian Admin Fee	2	2	2	2
Disinfection Fees	21	21	21	21
Drivers Examination Fees	185	185	185	185
Duplicate Vehicle Log Books	59	59	59	59
Electrical Inspection Fees	7	7	7	7
Electrical License Fees	60	60	60	60
Environmental Service Fees	20	20	20	20
Examination Fees	965	965	965	965
Executive Council Appeal Fees	156	156	156	156
External Training	48	48	48	48
Fixed Term Work Permit Administration Fees	3	3	3	3
Garbage Fees	2,629	2,400	2,629	2,400
Heavy Equipment Application Fees	3	3	3	3
Land Registry Fees	35	35	35	35
Land Survey Fees	115	115	115	115
Law School Fees	965	965	965	965
M. V. Inspection Fees	649	1,346	649	1,346
Mail Terminal Credits	402	402	402	402
Media Product Licence	1	1	1	1
Motor Vehicle Drivers Licenses	70	70	70	70
Motor Vehicle License Plates	252	252	252	252
Naturalisation/Registration Fees	781	781	781	781
Other Company Fees - Exempt (Entity)	17,620	17,003	17,620	17,003
Other Company Fees - Foreign (Entity)	737	852	737	852
Other Company Fees - Non-Resident (Entity)	1,346	805	1,346	805
Other Company Fees - Resident (Entity)	162	236	162	236
Other Fees	1,196	1,196	1,196	1,196
Other Immigration Fees	1,112	1,170	1,112	1,170
Other Labour Charges - PWD (Cayman Brac)	20	20	20	20
Partnership Fees (Entity)	3,620	4,273	3,620	4,273
Passport Fees	532	532	532	532
Patents And Trademarks	88	206	88	206
Permanent Residence Application Fees (Entity)	2	2	2	2
Permanent Residence/Residency & Employme	128	128	128	128
Planning Department Worksops	18	18	18	18
Private Sector Computing Fees	770	770	770	770
Public Library Fees	36	36	36	36
Public Record Fees	79	79	79	79
Radio communications services and maintenance fees	1	1	1	1
Recycling Fees	8	8	8	8
Residency & Employment Rights Cert. - Su	1	1	1	1
Residency & Employment Rights Certificat	77	77	77	77
Residency and Employment Rights Certificate by the Dependant of	18	18	18	18
Residency and Employment Rights Certificate by the Spouse of a C	92	92	92	92
Residency Certificate for Persons of Ind	5	5	5	5
School Fees	222	222	222	222
Special Marriage License Application Fee	26	26	26	26
Temporary Residency and Employment Right	2	2	2	2
Temporary Work Permit Application Fees (Entity)	1,127	955	1,127	955
Tourist Reservation Fees	10	10	10	10
Tower Licence fees	216	216	216	216
Trade & Business Admin Fee	318	318	318	318
Trust Registration Fees(Entity)	228	241	228	241
TWP Entertainer Application Fee	1	1	1	1
Variation/Amendment Fee for BSP	10	10	10	10
Vehicle Bank Liens	46	46	46	46
Vehicle Change Of Ownership	366	366	366	366
Vehicle Disposal Fees	636	636	636	636
Warehousage	1,050	1,050	1,050	1,050
Web Receipts	350	350	350	350
Work Under Operation of Law Fees	376	302	376	302
Other Fees and Charges Public Authorities	0	0	42,262	42,262
Fees & Charges	**44,810**	**44,649**	**87,072**	**86,911**

Note 17: Sale of Goods & Services continued

General Sales	Core Government 2011/12 Forecast $000	Core Government 2011/12 Budget $000	Entire Public Sector 2011/12 Forecast $000	Entire Public Sector 2011/12 Budget $000
Express Fee - Work Permits	477	477	477	477
Firearms Vetting Fees	38	38	38	38
General Search Fees	155	155	155	155
Key Employee Designation Application Fee	130	130	130	130
Miscellaneous Sales	8	8	8	8
Other Postal Business	125	125	125	125
Philatelic Sales	25	25	25	25
Police Clearances	465	465	465	465
Postal Stamps	1,951	1,951	1,951	1,951
Refund Processing Fees	9	9	9	9
Registration & Attendance Fee for Workshops	1	1	1	1
Sale Of Advertising Space	500	500	500	500
Sale of Agric. Supplies/Produce	1,235	1,235	1,235	1,235
Sale of Custom Forms	13	13	13	13
Sale Of Gazettes And Subscriptions	850	850	850	850
Sale Of Laws	20	20	20	20
Sale of Planning Documents	5	5	5	5
Temporary Work Permit - Seasonal Worker	1	1	1	1
Other General Sales Public Authorities	0		126,932	126,932
Total General Sales	6,008	6,008	132,940	132,940

Rentals	Core Government 2011/12 Forecast $000	Core Government 2011/12 Budget $000	Entire Public Sector 2011/12 Forecast $000	Entire Public Sector 2011/12 Budget $000
Equipment Rental - PWD (Cayman Brac)	3	3	3	3
Postal Box Rental Fees	868	868	868	868
Rental - School Canteens	95	95	95	95
Rental - Temporary Housing	12	12	12	12
Rentals - Government Housing	60	60	60	60
Rentals - Other Properties	3	3	3	3
Rentals - Town Halls	30	30	30	30
Other Rentals Public Authorities	0		1,705	1,705
Total Rentals	1,071	1,071	2,776	2,776

Note 17: Sale of Goods & Services continued

	Core Government		Entire Public Sector	
	2011/12	2011/12	2011/12	2011/12
Other Goods & Services Revenue	Forecast	Budget	Forecast	Budget
Goods & Services Revenue	$000	$000	$000	$000
Births, Deaths & Marriages	74	74	74	74
GIS Applications	100	100	100	100
GPS Licenses Refund	15	15	15	15
Internal Audit Service Fees	8	8	8	8
Mapping Services	185	185	185	185
Miscellaneous Licensing Receipts	37	37	37	37
Miscellaneous Receipts	27	27	27	27
	0		0	
Total Goods & Services Revenue	**446**	**446**	**446**	**446**
Other Interdepartmental Revenue				
Revenue from Ministries/Portfolios & Public Authorities	**3,844**	**3,844**	**0**	**0**
Total Goods and Services	**56,179**	**56,018**	**223,234**	**223,073**

Note 18: Investment revenue

	Core Government		Entire Public Sector	
	2011/12	2011/12	2011/12	2011/12
	Forecast	Budget	Forecast	Budget
Revenue type	$000	$000	$000	$000
Interest on deposits held with cabinet	0	0	86	86
Interest on cash balances	162	162	162	162
Royalties	0	0	1,200	1,200
Other	0	0	550	550
	0	0	0	0
Total Investment revenue	**162**	**162**	**1,998**	**1,998**

Note 19: Donations

	Core Government		Entire Public Sector	
	2011/12	2011/12	2011/12	2011/12
	Forecast	Budget	Forecast	Budget
Source	$000	$000	$000	$000
"ForCayman Investment Alliance" Agreement	4,100	0	4,100	0
Other	0	0	912	912
Total donations	**4,100**	**0**	**5,012**	**912**

Note 20: Personnel costs

	Core Government		Entire Public Sector	
Description	**2011/12 Forecast $000**	**2011/12 Budget $000**	**2011/12 Forecast $000**	**2011/12 Budget $000**
Salaries, wages and allowances	185,735	183,412	306,093	303,753
Health care	31,562	31,828	(266)	0
Pension	12,122	12,234	21,651	21,763
Leave	14	45	43	74
Other personnel related costs	1,033	792	4,133	3,892
Total Personnel Costs	**230,466**	**228,311**	**331,654**	**329,482**

Note 21: Supplies and consumables

	Core Government		Entire Public Sector	
Description	**2011/12 Forecast $000**	**2011/12 Budget $000**	**2011/12 Forecast $000**	**2011/12 Budget $000**
Supplies and Materials	16,603	13,757	43,481	40,635
Purchase of services	44,163	41,735	61,809	52,457
Lease of Property and Equipment	9,241	7,967	17,467	16,193
Utilities	13,108	12,735	23,437	23,064
General Insurance	7,089	8,577	14,066	15,554
Interdepartmental expenses	1,065	1,058	2,201	2,194
Travel and Subsistence	2,573	2,478	4,482	4,387
Recruitment and Training	1,901	2,110	1,901	2,110
Other	4,690	4,929	32,257	32,496
Total Supplies & consumables	**100,433**	**95,346**	**201,101**	**189,090**

Note 22: Depreciation

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	**2011/12 Budget $000**	**2011/12 Forecast $000**	**2011/12 Budget $000**
Plant and equipment	1,251	1,096	6,155	6,000
Buildings	8,248	8,543	15,869	16,164
Furniture	842	796	1,404	1,358
Computers	1,943	1,986	3,989	4,032
Other assets	1,466	1,471	4,830	4,835
Infrastructure	5,279	5,233	5,301	5,255
Motor Vehicles	2,593	3,300	3,251	3,958
Total Depreciation	**21,622**	**22,425**	**40,799**	**41,602**

Note 23: Finance costs

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	**2011/12 Budget $000**	**2011/12 Forecast $000**	**2011/12 Budget $000**
Interest on borrowings	33,366	33,366	35,567	35,567
Other borrowing costs	25	25	25	25
Interest on overdraft	19	19	19	19
Other	0	0	5,110	5,110
Total Finance cost	**33,410**	**33,410**	**40,721**	**40,721**

Note 24: Litigation cost

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	**2011/12 Budget $000**	**2011/12 Forecast $000**	**2011/12 Budget $000**
Litagation Costs	270	281	1,726	1,737
	0	0	0	0
Total Litigation cost	**270**	**281**	**1,726**	**1,737**

Note 25: Output from Statutory Authorities and Government Companies

	Core Government	
	2011/12 Forecast $000	2011/12 Budget $000
CIN 1 - Medical Care for Seamen & Veterans	7,472	7,472
HEA 2 - Medical Care for Indigents	8,062	8,062
HEA 6 - Medical Services in Cayman Brac and Little Cayman	3,854	3,854
HEA 10 - Ambulance Services	2,165	2,165
HEA 11 - Services at District Health Clinics	3,069	3,069
HEA 12 - Mental Health Services	1,869	1,869
HEA 14 - Pediatric Services	356	356
HEA 15 - Accident & Emergency	264	264
HEA 16 - Medical care patients over 60 Years Old	815	815
HEA 17 - Beyond Insurance Coverage/Un-insured	909	909
HEA 18 - School Health Services	1,517	1,517
HEA 19 - Chronic Diseases	1,026	1,026
HEA 20 - Public Health Services	900	900
NDC 4 - Policy, Prevention, Research, Monitoring and Evaluation	456	456
NCF 7 - Preservation of National Art Collection and Cultural Icons	116	116
NCF 8 - National Festivals and Stage Productions	380	380
NCF 9 - Training and Support for Artists	84	84
MUS 4 - Collection and Preservation of Significant Material Evidence	109	109
MUS 5 - Museum Facilities, Exhibitions and Displays	422	422
MUS 6 - Services to Support the Ministry, Cabinet and Other Government Entities	104	104
NAG 1 - Visual Art Exhibition and Collections	422	422
TAB 6 - Cultural Programmes - Pirates Week Activities	10	10
CMA 1 - Policy Advice to Cabinet on Maritime Matters	395	395
CMA 2 - Technical Advice and Support on Maritime Matters	162	162
CMA 3 - Registration of Marine Vessels, Advice and Assistance	236	236
CMA 4 - State Inspections and Investigation Services	258	258
CIN 2 Health Insurance for Civil Service Pensioners	14,975	14,641
DVB 1 Administration of Lending for Human Resource Development	168	168
DVB 2 Administration of Lending for Small Businesses	156	156
DVB 3 Administration of Mortgage Lending	254	254
MOA 6 Regulation of Currency	1,400	1,400
MOA 8 Collection of License Fees	300	300
MOA 12 Regulation of the Financial Services Industry	13,795	13,795
MOA 13 Assistance to Overseas Regulatory Authorities	980	980
MOA 14 Policy Advice and Ministerial Services	875	875

Note 25: Output from Statutory Authorities and Government Companies continued

	Core Government	
	2011/12 Forecast $000	2011/12 Budget $000
HEA 8 Autopsy and Coroner Services	160	160
CAL 1 Strategic Domestic Air Service	2,500	2,500
CAL 2 Strategic Tourism, Regional and Core Air Service	13,270	12,500
TAB 1 Management of Pedro St. James National Historic Site	906	906
TAB 2 Management of Queen Elizabeth II Botanic Park	704	704
TAB 3 Annual Pirates Week Festivals and Events	317	317
TAB 4 Management of Cayman Islands Craft Market	133	133
TAB 5 Management of Hell Attraction	32	32
CAY 2 - Children and Youth Services (CAYS) Foundation	2,207	2,252
NHT 4 - Administration of the Affordable Housing Initiative	197	197
NHT 5 - Administration of the Government Guaranteed Home Assisted Mortgage	218	218
NHT 6 - Administration of the Low Income Housing Scheme	191	191
NHT 7 - Administration of the Build on Your Own Property Initiative	52	65
CCO 1 -Teaching of Tertiary Level and Vocational Programmes (UCCI)	4,231	3,925
ERA 6 - New License Negotiations	14	14
ERA 9 - Management of the Solicitation Process for New Generation	67	67
ERA 11 - Advice on the Establishment of an Energy Policy for The Cayman Islands	39	39
ICT 8 - Drafting Instructions for the Development of Legislation	32	32
ICT 9 - Management of KY Internet Domain	113	113
ICT 10 - Collection and Verification of Licence Fees	104	104
ICT 11 - Policy Advice	43	43
ICT 12 - Education of Local Businesses and the General Public on ICT Issues	8	8
ICT 13 - Regional and International Representation	40	40
NRA 5 - Planning and Development of New Public Roads	300	300
NRA 6 - Grand Cayman District Roads Programme	2,200	0
NRA 7 - Policy Advice	20	20
NRA 8 - Storm Water Management and Mitigation of Tidal Inundation	200	200
NRA 9 - Routine Maintenance of Public Roads	3,500	0
NRA 10 - Government Street Lighting Programme	1,224	0
NRA 11 - Pavement Management and other Roads Asset Management Programs	150	74
SIH 1 - Administration of the Sister Islands Affordable Housing Initiative	80	80
HEA 13-Practical Nurse Training Programme	0	0
AOA 1 - Oversight of Auditors of Regulated Market Companies	60	0
Total	**101,647**	**93,235**

Note 26: Outputs from Non-government Suppliers

	Core Government		Entire Public Sector	
Output Group	**2011/12 Forecast $000**	**2011/12 Budget $000**	**2011/12 Forecast $000**	**2011/12 Budget $000**
NGS 1 Organize, Administer and Execute the Cayman Islands Fishing Tournament	37	37	37	37
NGS 3 Organization of Batabano Festival	24	24	24	24
NGS 4 - Aids and First Aid Education Programmes	28	28	28	28
NGS 6 - Anti-Substance Abuse Programmes	139	139	139	139
NGS 7 Management of Small Business Development	308	308	308	308
NGS 20 Employee Assistance Programme	59	59	59	59
NGS 24 - Spaying and Neutering of Dogs and Cats	19	19	19	19
NGS 25-Teaching of Tertiary Education Course (ICCI)	100	65	100	65
NGS 26 Organization of the Miss Cayman Pageant	79	79	79	79
NGS 27-Supervision of Pre-School Children (NCVO)	60	56	60	56
NGS 34-Primary and Secondary Education by Private Schools	1,800	1,604	1,800	1,604
NGS 38 - Services for Refugees	248	28	248	28
NGS 45 Landscaping and Beautification Projects	119	119	119	119
NGS 47 - Mentoring Cayman Programme	12	12	12	12
NGS 53 -Palliative Care	62	62	62	62
NGS 54 - Social Marketing for Prevention of HIV/AIDS	56	56	56	56
NGS 55 - Tertiary Care at Various Overseas Institutions	13,213	8,213	13,213	8,213
NGS 57 Gardening Projects and Landscaping	4	4	4	4
NGS 58 - Elite Athletes Programme	219	219	219	219
NGS 59 - Youth Development Programmes	44	44	44	44
NGS 60 - Sports Programmes	758	758	758	758
NGS 61 - Other Sports and Cultural Programmes	58	58	58	58
NGS 62 - Community Development, Prevention and Beautification Programmes	19	33	19	33
NGS 63- School Lunch and Uniform Programmes	586	586	586	586
NGS 64- Care of the Indigent, Elderly and Disabled Persons	1,389	1,457	1,389	1,457
NGS 65 - National Council of Voluntary Organization and Children Services	117	117	117	117
NGS 66 -Foster Care for Children	188	188	188	188
NGS 67- Community Programmes	116	116	116	116
NGS 68- Rental Accomodation for Persons in Need	2,387	1,187	2,387	1,187
NGS 70 -Burial Assistance for Indigents	149	149	149	149
NGS 71 -Support for Battered Women and Children	270	251	270	251
NGS 72 - Therapeutic Services for Young Persons	15	5	15	5
NGS 74 - Preservation of Natural Environments and Places of Historic Significance	238	238	238	238
NGS 75 Legal Aid Services	1,251	1,251	1,251	1,251
NGS 76-Autism Diagnostics and Sexual Trauma Recovery Programme (Wellness Centre)	119	119	119	119
NGS 77-Music Therapy Without Borders	66	66	66	66
Total	**24,356**	**17,754**	**24,356**	**17,754**

Note 27: Transfer Payments

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
TP 12 Tourism Scholarships	813	713	813	713
TP 13 Miss Cayman Scholarship	47	47	47	47
TP 27 - Pre-School Educational Assistance	900	930	900	930
TP 30 - Local, Overseas Scholarships and Bursaries	8,800	7,500	8,800	7,500
TP 41 -Poor Relief Payments	6,197	5,937	6,197	5,937
TP 43 - Poor Relief Vouchers	2,931	1,106	2,931	1,106
TP 44 - Temporary Poor Relief	20	20	20	20
TP 45 - Youth After Care Payments	18	18	18	18
TP 46 -Emergency Relief Payments	35	18	35	18
TP 47 - Ex- Gratia Benefits to Seamen	5,767	5,538	5,767	5,538
TP 48 - Benefit Payments to Ex-Servicemen	1,344	1,344	1,344	1,344
TP 49 - Youth Programmes - Churches and Other Non-Governmental Organisations	165	165	165	165
TP 50 - Pre-School Assistance	233	222	233	222
TP 51 - Other Educational Assistance	312	212	312	212
TP 52 Promotion of Nation Building and Church-Based Support	3,069	3,069	3,069	3,069
TP 53 - Other Youth, Sports & Culture Programmes/Events	909	709	909	709
TP 55 Interest on Loans Public Servants	60	60	60	60
TP 56 Employment Initiatives	513	513	513	513
TP 57 -Children and Family Services Support	984	634	984	634
TP 58 Donation to the Cayman Islands Red Cross	70	65	70	65
TP 59 Support for Crime Stoppers	100	0	100	0
TP 60 Minor Housing Repairs and other Assistance	890	0	890	0
Total	**34,177**	**28,820**	**34,177**	**28,820**

Note 28: (Gains) / losses

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Net (gain) / loss on disposal or revaluation of non-current assets	0	0	671	671
Net (gain) / loss on foreign exchange	417	416	317	316
Total (gains)/losses	**417**	**416**	**988**	**987**

Note 29: Reconciliation of net cash flows from operating activities to surplus/ (deficit)

	Core Government		Entire Public Sector	
	2011/12 Forecast $000	2011/12 Budget $000	2011/12 Forecast $000	2011/12 Budget $000
Surplus/(deficit) from ordinary activities	(7,022)	3,679	(7,022)	3,679
Non-cash movements				
Depreciation expense	21,622	22,425	40,799	41,602
Impairment			16	16
(Gain)/losses on sale of property plant and equipment	0	0	671	671
Foreign exchange gains/(losses)				
(Gains)/Losses of Statutory Authorities/Government Companies	6,934	8,405	0	0
Changes in current assets and liabilities:				
(Increase)/decrease in receivables	588	588	(1,971)	(1,971)
(Increase)/decrease in inventories	(159)	(159)	502	502
Increase/(decrease) in payables	4,318	2,378	3,860	2,920
Increase/(decrease) in provisions relating to employee costs	80	80	95	95
Net cash flows from operating activities	**26,361**	**37,396**	**36,950**	**47,514**