

**ANNUAL
BUDGET
STATEMENTS**

**FOR THE YEAR
ENDING
30 JUNE 2012**



CAYMAN ISLANDS
GOVERNMENT

**2011/12
BUDGET**

CAYMAN ISLANDS GOVERNMENT

Contents	Page
Preface	
Annual Budget Statements for:	
Cabinet Office	9
Ministry of Finance, Tourism and Development	65
Ministry of District Administration, Works, Lands and Agriculture	285
Ministry of Education, Training and Employment	443
Ministry of Community Affairs, Gender and Housing	515
Ministry of Health, Environment, Youth, Sports and Culture	585
Portfolio of Internal and External Affairs	653
Portfolio of the Civil Service	745
Portfolio of the Legal Affairs	791
Director of Public Prosecutions	829
Judicial Administration	863
Cayman Islands Audit Office	901
Complaints Commissioner	933
Information Commissioner's Office	965

Preface

In accordance with the requirements of the Public Management and Finance Law (2005 Revision), this volume of documents contains the Annual Budget Statements for each Ministry, Portfolio and Office for the 2011/12 financial year.

The Annual Budget Statements specify the output delivery and ownership performance expected of the Ministry or Portfolio for the 2011/12 financial year.

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

The format and structure of the Annual Budget Statements are similar to 2010/11. The content of the Annual Budget Statements is as follows:

In Part A: Output Performance:

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

In Part B: Ownership Performance:

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

Cabinet Purchased Outputs and Interagency Charging

In 2011/12, most agencies with the exception of the Audit Office will charge the cost of producing their outputs to Cabinet.

Output Costs

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

The Capital Charge

No capital charge has been budgeted for 2011/12 financial year.

Payment Arrangements

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

Accrual Forecast Financial Statements

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

The forecast financial statements of a Ministry/Portfolio for the 2011/12 financial year are provided in the Appendix to its Annual Budget Statement. These statements specify the financial performance the Ministry/Portfolio is seeking to achieve during the financial year and is specified in four different statements together with a Statement of Accounting Policies and Notes to the Forecast Financial Statements:

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

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

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

Financial Performance Measures

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

Operating Statement Measures:

- **Revenue from Cabinet:** this is the revenue a Ministry/Portfolio is forecast to earn from Cabinet for producing and delivering outputs that Cabinet is buying (these are the outputs that are specified in Part A of the Annual Budget Statement). For 2011/12, Cabinet will purchase **all** outputs from Ministries/Portfolios with the exception of some outputs from the Audit Office. These will be charged to the various Ministries/Portfolios.
- **Revenue from Statutory Authorities and Government Companies:** this is the revenue a Ministry/Portfolio is forecast to earn from Statutory Authorities and Government Companies for producing and delivering outputs that those agencies are buying (these outputs are also specified in Part A of the Annual Budget Statement (as in most cases Cabinet is also buying them).
- **Revenue from others:** this is the revenue a Ministry/Portfolio is forecast to earn from the public for producing and delivering outputs that members of the public (including private sector businesses) are buying i.e. paying for directly through user charges (these outputs are also specified in Part A of the Annual Budget Statement (because Cabinet is also buying them).

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

Balance Sheet Measures:

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

Cash Flow Measures:

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

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

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

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

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

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

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

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

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

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

Physical Capability Measures

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

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

Entity Capital Expenditure

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

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

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

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

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

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

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

2011/12 BUDGET

Annual Budget Statement

for

The Cabinet Office

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Minister/Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICER AND THE PREMIER

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

Mr. Orrett Connor, MBE, JP
Cabinet Secretary/Chief Officer
The Cabinet Office

30th June, 2011

Statement from the Premier

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

Hon. W. McKeeva Bush, OBE,JP
The Premier
The Cabinet Office

30th June, 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

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

Scope of Activities

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

Customers and Location of Activities

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

The Cabinet Office provides services throughout the Cayman Islands.

2. Strategic Ownership Goals

The key strategic ownership goals for the Cabinet Office in 2011/12 and the subsequent two years are as follows:

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

3. Ownership Performance Targets

The ownership performance targets for the Cabinet Office for the 2011/12 financial year are as follows.

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	10,637,245	11,877,575
Revenue from ministries, portfolios, statutory authorities, government companies	462,911	478,910
Revenue from others	1,020,680	1,064,714
Surplus/deficit from outputs	204,680	299,993
Ownership expenses		
Operating Surplus/Deficit	204,674	299,993
Net Worth	9,580,432	11,432,706
Cash flows from operating activities	2,616,510	1,123,225
Cash flows from investing activities	(614,000)	(990,476)
Cash flows from financing activities	(204,674)	216,398
Change in cash balances	1,797,835	349,147

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	282%	395%
Total Assets: Total Liabilities	260%	491%

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	110	110
Staff turnover (%)		
Managers	8%	8%
Professional and technical staff	0%	0%
Clerical and labourer staff	8%	8%
Average length of service (number of years in current position)		
Managers	13	12
Professional and technical staff	5	7
Clerical and labourer staff	7	6
	110	110
Changes to personnel management system:		

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
Accounts Officer I	1	1
Accounts Officer III	1	1
Admin Assistant & After School Coordinator	1	1
Administrative & Finance Manager	1	1
Administrative Assistant	1	1
Administrative Secretary and Records Officer	1	1
Analyst/Programmer	3	3
Appeals and Policy Analyst	1	1
Application Project Manager (BPR-ECM)	1	1
Applications Project Manager	4	4
Applications Project Manager (Oracle)	1	1
Assistant Secretary	1	1
Cabinet Secretary	1	1
Central Services Assistant	1	1
Central Services Supervisor	1	1
Central Services and Procurement Manager	1	1
Chief of Protocol	1	1
Chief Information Officer	1	1
Clerk of Cabinet	1	1
Community Development Manager	1	1
Community Development Officer	1	1
Complaints and Collection Officer	1	1
Coordinator Graphic Design	1	1
Coordinator Internet Communications	1	1
Coordinator FOI Unit	1	1
Coordinator Public Relations & Community	1	1
Deputy Director, Computer Services	2	2
Director of Computer Services	1	1
Director of Special Projects/Cabinet Office	1	1
Executive Officer I	1	1
Executive Officer II	1	1

Position	2011/12 Budget	2010/11 Forecast
Freedom of Information Policy Analyst	1	1
Graphic Designer	1	1
Graphic/Web Designer	1	1
IT Technical Assistant II	1	1
Information Officer	5	5
Junior Support Administrator II	4	4
Maintenance Officer	1	1
Manager Electronic Media	1	1
Policy Analyst	3	3
Housekeeper/Cook	1	1
Programmer	4	4
Protocol Coordinator	1	1
Protocol Officer	1	1
Non-Eval Post (Security Driver)	1	1
Research Officer	2	2
Senior Administrative Assistant	1	1
Senior Analyst Programmer (Oracle)	2	2
Senior Analyst/Programmer	7	7
Senior Business Analyst (BPR/ECM)	1	1
Senior Business Analyst (IRIS)	3	3
Senior Business Analyst (Information Architect)	1	1
Senior Support Administrator II	2	2
Senior Systems Administrator I	4	4
Senior Systems Administrator II	1	1
Support Administrator I	5	5
Support Administrator I (Help Desk Supervisor)	3	3
Support Administrator II	1	1
Support Project Manager	1	1
Press Secretary to the Premier	1	1
Systems Manager	2	2
Training and Special Editorial Services Manager	1	1
Video Production Specialist	3	3

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$4,253,951	\$2,809,272
Asset replacements: total assets	14%	35%
Book value of assets: initial cost of those assets	38%	28%
Depreciation: cash flow on asset purchases	67%	83%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
Infrastructure – Security, Quality of Service and Auditing Solutions for Files, Emails, Enterprise Content Management and Databases, Email Archiving, Backup Equipment, Support online services also increase reliability and availability of Email, Fire and Database Servers, as well as Network Management (CSD)	350,000
Replacement – Centralized, resilient storage system, file and email Servers Hardware, 3 Laptops, 2 Printers, Software, Backup Equipment, and aged CISCO networking equipment and IT infrastructure (CSD)	614,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2011

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Natural Disaster – Loss of Vital Information	Unchanged	• Employees transfer vital information on a regular basis to the Archives • Archiving of application files and other documents • Off site real-time copies of data	
Security of Confidential Documents	Unchanged	• All confidential documents e.g. personnel records, are kept locked away in cabinets and are only accessed by authorised personnel	
Providing incorrect advice to client agencies	Increased risk due to the Creation of the Protocol Unit	• Ensure personnel are trained in the analysis of policy and protocol impacts • Policy Unit personnel to be familiar with the current division of policy responsibilities between Government agencies • Protocol Unit personnel to be familiar with the current protocol guidelines	
Staff retention and recruitment	Unchanged	• Upgrade and promote staff in high demand positions. • Create job advertisements that inform potential new employees of the intangible benefits of living in the Cayman islands • Sharing of responsibilities by current staff/cross training • Succession Planning	
Destruction, damage or loss of Assets due to Natural Disaster	Unchanged	• Prevention and Recovery • Provide back-up devices • Build disaster tolerant data communications room. • Establishing disaster tolerant facilities at Grand Cayman and on Cayman Brac. • Provide training exercises and preparedness • Regular fire inspections	

Key risks faced by the Portfolio	Change in status from 2009/10	Actions to manage risk	Financial value of risk
Breach of Central Government Computer Security	Unchanged	- Implement IT audits and hire an experienced IT security manager - Approve an IT user policy	
Loss of Government's networked computer system	Unchanged	Progressively update core IT infrastructure	

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the Cabinet Office	0	516,391
Capital (Equity) Withdrawal by Cabinet from the Cabinet Office	207,045	299,993

PART B
OUTPUT PERFORMANCE

Outputs to be Delivered

CAB 1	Policy Advice and Coordination	\$382,451
Description Research and Development of policy proposals, actions or strategies for Cabinet and The Premier and the coordination of policy development between Ministries/Portfolios and other Government Sector Agencies. This output encompasses sustainable development policies, the organization and management of projects and initiatives in the national, regional or international interest.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of hours of advice, management and coordination provided	1,000-1,100	1,000-1,100
Quality Advice, management, and coordination reviewed or provided by senior personnel	95-100%	95-100%
Timeliness All advice submitted in accordance with schedules as agreed by The Premier	90-100%	90-100%
Location Cayman Islands and overseas	100%	100%
Cost	\$382,451	\$351,595
Related Broad Outcomes: 1: Creating a Vibrant Yet Stable and Sustainable Economy 9: Restoring Prudent Fiscal Management		

CAB 2	Coordinating and Monitoring of Policy Implementation	\$250,672
Description Coordinating and monitoring the implementation of policy initiatives by Ministries and Portfolios and public agencies to avoid the duplication of activity and promote synergy in areas of common responsibility.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of hours spent coordinating and monitoring policy implementation - Number of policy implementation reports prepared	450-500 12-15	450-500 12-15
Quality - Policies coordinated and monitored by senior personnel - Reports are prepared accurately, properly researched and are signed off by Cabinet Secretary	98-100% 98-100%	98-100% 98-100%
Timeliness - Monitoring is conducted on an on-going basis - Reports arising from monitoring are provided monthly	100% 90-100%	100% 90-100%
Location Grand Cayman	100%	100%
Cost	\$250,672	\$221,010
Related Broad Outcomes: 1: Creating a Vibrant Yet Stable and Sustainable Economy 9: Restoring Prudent Fiscal Management		

CAB 3	Public Relations Advice and Services	\$274,981
Description 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 Quantity Number of press releases and other copy, events, speeches, newsletters and strategic advice prepared Quality • Press releases reviewed by Senior Policy Officer • User satisfaction surveys at events Timeliness Press releases issued within three working days of request Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	65-70	40-55
	95-100%	95-100%
	95-100%	N/A
	90-100%	90-100%
	100%	100%
\$274,981	\$189,125	
Related Broad Outcomes: 1: Creating a Vibrant Yet Stable and Sustainable Economy 9: Restoring Prudent Fiscal Management		

CAB 4	Administrative Support for Cabinet	\$418,551
Description Administrative support to Cabinet involving: • Prepare and circulate cabinet agendas and minutes to Members and Ministers • Prepare and circulate cabinet extracts to Members and Permanent Secretaries • Arranging and preparing secretarial support for Cabinet meetings and subcommittees • Advising on procedures regarding the conduct of Cabinet meetings • Briefing the Cabinet • Preparing and Maintaining Code of Conduct for Ministers and Business Guide for Cabinet • National Security Council		
Measures Quantity • Number of agendas prepared and circulated • Number of minutes prepared and circulated • Number of extracts prepared and circulated • Number of Cabinet briefings conducted Quality • All Agendas, minutes and extracts are prepared in accordance with the Guidelines to the Operation of Cabinet • Agendas signed by the Clerk to the Cabinet or Acting Clerk • Minutes reviewed by Cabinet Secretary • Briefings conducted by qualified and experienced personnel Timeliness • Agendas circulated at least two working days prior to meetings • Minutes circulated within three working days after meeting • Extracts Issued within two working days after confirmation of Minutes • Briefings provided within the time frame agreed upon Location Grand Cayman		2011/12 Budget 80-90 45-60 1,600-1,700 40-45 100% 95-100% 100% 100% 90-100% 90-100% 90-100% 90-100% 100%
Cost		2010/11 Forecast 80-90 80-90 1,400-1,500 40-45 100% 95-100% 100% 100% 90-100% 90-100% 90-100% 90-100% 100%
Related Broad Outcomes: 1: Creating a Vibrant Yet Stable and Sustainable Economy 9: Restoring Prudent Fiscal Management		
		\$418,551
		\$379,128

CAB 6	Administrative and Secretarial Support for the Processing of Appeals	\$231,291
Description Support for the Processing of appeals on behalf of the Immigration Appeals Tribunal involving work permits, Caymanian Status and permanent residence. Processing of appeals on behalf of Cabinet involving Trade and Business, Firearms and Marine Conservation Board decisions.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of Tribunal meetings supported and attended	40-45	20-23
Quality Tribunal minutes issued are an accurate account of the meeting – signed by the chair of the meeting	95-100%	95-100%
Timeliness Minutes issued up to three working days after meeting to the chair of the meeting	90-100%	90-100%
Location Grand Cayman	100%	100%
Cost	\$231,291	\$105,968
Related Broad Outcomes: 1: Creating a Vibrant Yet Stable and Sustainable Economy 9: Restoring Prudent Fiscal Management		

CAB 7	Tax Undertaking Certificates	\$51,522
Description Preparation and distribution of: - Tax Undertaking Certificates for Exempted Companies, Trusts and Limited Partnerships		
Measures <i>Quantity</i> Number of Tax Undertaking Certificates issued <i>Quality</i> Tax undertaking certificates and licenses processed in accordance with the relevant laws and checked and signed by Clerk or Acting Clerk of the Cabinet <i>Timeliness</i> Tax undertaking certificates issued 2 – 3 weeks from receipt of application <i>Location</i> Grand Cayman <i>Cost</i>	2011/12 Budget	2010/11 Forecast
	4,500-5,500	5,500-6,000
	95-100%	95-100%
	90-100%	90-100%
	100%	100%
	\$51,522	\$180,884
Related Broad Outcomes: 1: Creating a Vibrant Yet Stable and Sustainable Economy 9: Restoring Prudent Fiscal Management		

CAB 8	Ministerial Servicing for The Premier	\$102,814
Description Provision of support services to The Premier including: • Preparation of Cabinet Submissions • Ministerial Briefings • Responses to Parliamentary Questions • Preparation of Speeches and Presentations • Secretarial Services • Ministerial representation at forums and conferences		
Measures Quantity • Number of ministerial briefings • Number of speaking notes • Number of hours of secretarial support Quality • Ministerial briefings, responses to parliamentary questions and notes are prepared accurately, using robust data and analytical and appropriate methods to support findings and recommendations • All are subject to peer review and signed off/delivered by the Cabinet Secretary or other senior personnel • Secretarial support provided by qualified officer Timeliness • Ministerial briefings responses and notes are delivered by target dates • Responses to parliamentary questions are prepared within the timeframe set by The Premier • Secretarial support provided as requested by The Premier Location Grand Cayman		2011/12 Budget 13-15 15-17 700-775 95-100% 90-100% 90-100% 95-100% 95-100% 95-100% 100%
Cost		2010/11 Forecast 13-15 15-17 700-775 95-100% 90-100% 90-100% 95-100% 95-100% 95-100% 100%
Related Broad Outcomes: 1: Creating a Vibrant Yet Stable and Sustainable Economy 9: Restoring Prudent Fiscal Management		

CAB 11	Administration of Temporary Housing Initiative	\$315,472
Description Administering the operation of the temporary housing units owned by Government under the temporary housing initiative including: • Organising the maintenances of the Government owned units • Collecting rental payments from tenants • Coordinating with tenants regarding relocation to permanent property solutions • Coordinating relevant social programmes for tenants		
Measures <i>Quantity</i> Number of temporary housing units administered and/or maintained <i>Quality</i> Housing activity prioritised and completed in accordance with priorities established by Cabinet <i>Timeliness</i> Housing activity completed in accordance with timeliness established by the Cabinet Secretariat <i>Location</i> Cayman Islands <i>Cost</i>		2011/12 Budget 20 100% 100% 100% 100% \$315,472
		2010/11 Forecast 20 100% 100% 100% 100% \$330,172
Related Broad Outcomes: 8: Strengthening Families 13: Improving the Lives of the Elderly and Disabled		

CAB 12	Freedom of Information and Data Protection Coordination	\$293,570
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 and procedures, organizing and conducting training for staff in public entities - Raise awareness in the entire public sector - Data Protection Awareness		
Measures	2011/12 Budget	2010/11 Forecast
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%
• Number of statutory, regulatory and policy requirements reviewed by a qualified officer	90-100%	90-100%
• Reports will be accurate, concise and provide clear recommendations	95-100%	95-100%
• 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%
• Review conducted throughout the year	90-100%	90-100%
• Reports submitted quarterly	90-100%	90-100%
• Website online and maintained throughout the year	90-100%	90-100%
Location		
Cayman Islands	100%	100%
Cost	\$293,570	\$352,150
Related Broad Outcomes: 1: Creating a Vibrant Yet Stable and Sustainable Economy 9: Restoring Prudent Fiscal Management 17: Strengthening our Infrastructure		

PCF 1	Protocol Services	\$928,353
Description Included in this output are: The provision of a wide range of protocol services and interventions to the Cayman Islands Government and to the wider community as required. Additionally, this output includes: • The budget of The Premier • Various Ceremonies including - o Heroes Day - o Official Funerals - o Remembrance Day		
Measures	2011/12 Budget	2010/11 Forecast
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 and guidelines	100%	100%
• Delivery of airport chaperone service to be provided in a professional and 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		
Grand Cayman	100%	100%
Cost	\$928,353	\$944,849
Related Broad Outcomes: 2. Setting the Stage for Success in the Tourism Industry 17. Strengthening our Infrastructure		

CSD 38	Information Technology Supplies and Procurement Services	\$82,375
Description Provision of binding and procurement services. This includes services of: • Procurement quotations services for IT equipment • Binding (Agencies requesting will provide materials)		
Measures Quantity • Number of procurement quotations requests processed • Number of binding requests processed Quality • Work completed by suitably qualified and experienced staff Timeliness • Respond to procurement quotations requests within three working days after request received. • Complete procurement quotations within two working days of receiving quote from vendor. • Complete binding requests within agreed time scales by both parties. Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	120-180	1,000-2,000
	25-50	0
	95%	95%
	95-100%	0
	95-100%	95-100%
	100%	100%
	100%	100%
	\$82,375	\$274,798
Related Broad Outcome: 17. Strengthening our Infrastructure		

CSD 39	Policy and Advice on Information Communication Technology	\$7,167
Description Develop Information Communication Technology (ICT) Policies, Procedures, and Strategies for the Ministries/Portfolios, Government Agencies and Cabinet.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of reports - Number of advice provided	1-2 1-2	1-2 1-2
Quality Work completed by suitably qualified, experienced IT professionals and vetted by a Manager	98-100%	98-100%
Timeliness Complete requirements; produce relevant reports and recommendations to deadline agreed by all parties	90-100%	90-100%
Location Grand Cayman	100%	100%
Cost	\$7,167	\$7,913
Related Broad Outcome: 17. Strengthening our Infrastructure		

CSD 40	Disaster Tolerant Central Information Technology Infrastructure Support Services	\$180,432
Description The provision of an IT infrastructure which is highly tolerant to disasters such as hurricanes including; • A secure physical location for central Government file servers • The duplication of essential Government applications servers • A secure physical location for data back up • A location from which essential systems procedures can be carried out in the event of existing facilities being unavailable • Provision of Disaster Tolerant network ring to main government sites		
Measures Quantity • Number of file servers managed in secure facilities – Grand Cayman • Number of servers and devices managed in Cayman Brac • Disaster Tolerant network ring to main government sites Quality • Secure facilities rated as to withstand a category five hurricane and/or coastal flooding of 15 feet • Facilities equipped with back up utilities to keep the IT systems running in the event of a category 5 hurricane and/or coastal flooding of 15 feet • All maintenance and support work carried out by qualified technical staff members and qualified contractors Timeliness • Secure facilities operational 24 hours a day, seven days a week • Provision of Disaster Tolerant network ring to main government sites Location Grand Cayman		2011/12 Budget 70-80 3-4 1 100% 100% 95-100% 95-100% 95-100% 100% \$180,432
		2010/11 Forecast 70-80 3-4 1 100% 100% 95-100% 95-100% 95-100% 100% \$352,241
Related Broad Outcome: 17. Strengthening our Infrastructure		

CSD 41	Main Government Website and E-Government Support Services	\$569,834
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		
Measures Quantity • Percentage of Uptime which the Government's Website is accessible • Number of online Government services created/ hosted and managed Quality • Services are delivered using Industry Accepted Web portal technologies • E-Government services delivered by trained and qualified staff members and external contractors as required Timeliness • Web site information accessible 24 hours a day, seven days a week • Delivery of E-government services in accordance with agreed project time lines Location Grand Cayman		2011/12 Budget 98-100% 2-3 95-100% 95-100% 95-100% 95-100% 100%
Cost		2010/11 Forecast 98-100% 2-3 95-100% 95-100% 95-100% 95-100% 100%
Related Broad Outcome: 17. Strengthening our Infrastructure		
\$569,834		\$380,278

CSD 42	Information Technology Support and Project Services	\$5,504,659
Description: • Build, Implement, and Enhance Software Applications • Provision of Server, Network and Database Installation and Management • Provision of Information Technology (IT) Training • Provision of Technical Information Technology Support • Provision of Information Technology Analysis and Design. • Maintain licenses, maintenance and support contracts for IT hardware and software		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of IT Applications - 3rd Party Developed • Number of IT Applications - In House Developed • Number of Databases • Number of Government Financial System • Number of internal secured Network services • Number of PCs Supported – Basic • Number of PCs Supported – Full	7 22 70 1 2,300-2,600 0 1,700-2,600	100-140 2,700-3,100 2,700-3,000 490-540 2,300-2,600 40-60 1,700-2,000
Quality Work completed by suitably qualified, experienced IT professionals and vetted by a Manager	95%	95%
Timeliness Requests responded to in agreed time frames: • Logged "Urgent" responded within four hours • Logged "High" priority responded within one working day • Logged "Medium" priority responded within three working days • Logged Low Priority responded within five working days	90-100% 90-100% 90-100% 90-100%	90-100% 90-100% 90-100% 90-100%
Location Cayman Islands	100%	100%
Cost	\$5,504,659	\$6,005,367
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management 17. Strengthening our Infrastructure		

CSD 43	Information Technology Project and Demand Services	\$106,408
Description Provision of cost variable IT Special Projects and on demand driven services and deliverables for Internet Access, Servers, Websites, Leased Circuits and Special Projects,		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of Internet accesses granted – Basic and Low Video Streaming - Number of Servers hosted for Website - Number of Website hosted -Shared - Number of Remote Services accesses granted – Blackberry/Forward Email/Token - Number of Leased Circuit provided – Dedicated 100 Mb - Number of Website hosted – Dedicated 3 Mb - Number of Special Projects requests for IT work (Applications, Operations, Tech Support, ECM, and IRIS)	1,134-1,395 1 15-25 900-1,600 1 1 1-25	1,134-1,395 1 15-25 900-1,600 1 1 1-25
Quality Work completed by suitably qualified, experienced IT professionals and vetted by a Manager	95%	95%
Timeliness Requests responded to in agreed time frames: - Logged "Urgent" responded within four hours - Logged "High" priority responded within one working day - Logged "Medium" priority responded within three working days - Logged Low Priority responded within five working days	 90-100% 90-100% 90-100% 90-100%	 90-100% 90-100% 90-100% 90-100%
Location Cayman Islands, Other overseas territories	100%	100%
Cost	\$106,408	\$344,917
Related Broad Outcome: 17. Strengthening our Infrastructure		

GIS 20	Multimedia Products	\$596,553
Description Multimedia products include: - Graphics products - Brochures - Posters and Banners - Programmes - Signs - Branding/Government Collateral - Web Design and Development - Design and Creative Direction for Government Campaigns - Copywriting and editing - Electronic Media - GIS Spotlight - Special Electronic Media Programmes - Audio and Video Ads - Scriptwriting - Photography - Social Media - Coordination and Content (generation, copywriting, uploading, and updating)		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Hours spent on multimedia products	8,500-9,500	8,500-9,500
Quality All products reviewed by manager prior to release	95-100%	95-100%
Timeliness As agreed with client	90-100%	90-100%
Location Cayman Islands and overseas	100%	100%
Cost	\$596,553	\$708,753
Related Broad Outcome: 17. Strengthening our Infrastructure		

GIS 21	Written Products	\$289,005
Description Written products include: - Speeches, releases, advisories, bulletin boards - Editorial services for information items fully or partly written or edited by GIS.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Hours spent on written products	3,200-3,500	3,200-3,500
Quality All products reviewed by manager prior to release	95-100%	95-100%
Timeliness As agreed with client	90-100%	90-100%
Location Cayman Islands and overseas	100%	100%
Cost	\$289,005	\$326,797
Related Broad Outcome: 17. Strengthening our Infrastructure		

GIS 23	Strategic Communications	\$51,132
Description Development and maintenance of strategic communications and response plans; involves all GIS products and services identified in GIS outputs GIS20 through GIS23 for education and response.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Hours spent on strategic products and services	300-350	400-550
Quality All products reviewed by manager prior to release	85-100%	85-100%
Timeliness As agreed with client	90-100%	90-100%
Location Cayman Islands and overseas	100%	100%
Cost	\$51,132	\$240,917
Related Broad Outcome: 17. Strengthening our Infrastructure		

6. Payment Arrangements

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

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

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

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

Table 1: Expected Invoice Profile

MONTH	CAB 1 \$	CAB 2 \$	CAB 3 \$	CAB 4 \$	CAB 6 \$	CAB 7 \$	CAB 8 \$	CAB 11 \$
July	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
August	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
September	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
October	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
November	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
December	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
January	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
February	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
March	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
April	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
May	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
June	31,871	20,889	22,915	34,879	19,274	4,294	8,568	26,289
Total	382,451	250,672	274,981	418,551	231,291	51,522	102,814	315,472

MONTH	CAB 12 \$	PCF 1 \$	CSD 38 \$	CSD 39 \$	CSD 40 \$	CSD 41 \$	CSD 42 \$	CSD 43 \$
July	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
August	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
September	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
October	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
November	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
December	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
January	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
February	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
March	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
April	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
May	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
June	24,464	77,363	6,865	597	15,036	47,486	458,722	8,867
TOTAL	293,570	928,353	82,375	7,167	180,432	569,834	5,504,659	106,408

MONTH	GIS 20 \$	GIS 21 \$	GIS 23 \$
July	49,713	24,084	4,261
August	49,713	24,084	4,261
September	49,713	24,084	4,261
October	49,713	24,084	4,261
November	49,713	24,084	4,261
December	49,713	24,084	4,261
January	49,713	24,084	4,261
February	49,713	24,084	4,261
March	49,713	24,084	4,261
April	49,713	24,084	4,261
May	49,713	24,084	4,261
June	49,713	24,084	4,261
TOTAL	596,553	289,005	51,132

Appendix: Forecast Financial Statements for the Year Ended 30 June 2012

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Cabinet Office

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June 2012 and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Orrett Connor
Chief Officer
Cabinet Office

June 30, 2011

**CABINET OFFICE
GOVERNMENT OF THE CAYMAN ISLANDS**

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2012

Current Assets

		2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Cash and cash equivalents	1	4,773	2,976	2,660
Marketable securities and deposits		-	-	-
Trade receivables	2	1,500	6,426	9,009
Other receivables	2	-	-	968
Inventories	3	-	822	854
Investments	4	-	81	-
Prepayments	5	45	-	60
Total Current Assets		6,318	10,305	13,551

Non-Current Assets

Trade receivables	3	5,000	-	-
Other receivables	3	-	-	-
Inventories	4	-	-	-
Property, plant and equipment	6	4,254	4,052	3,433
Total Non-Current Assets		9,254	4,052	3,433
Total Assets		15,572	14,357	16,984

Current Liabilities

Trade payables	7	556	2,234	1,927
Other payables and accruals	7	1,686	2,187	2,730
Bank Overdraft	2	-	-	-
Unearned revenue		-	152	26
Employee entitlements	8	-	203	197
Repayment of surplus		-	-	-
Total Current Liabilities		2,242	4,776	4,879

Non-Current Liabilities

Trade payables	7	-	-	1
Other payables and accruals	7	3,750	-	3,338
Employee entitlements	8	-	1	-
Total Non-Current Liabilities		3,750	1	3,340

Total Liabilities

5,992	4,777	8,218

Net Assets

9,580	9,580	8,765

NET WORTH

Contributed capital		6,913	6,913	6,396
Other Reserves		-	-	-
Revaluation reserve		-	-	-
Accumulated surpluses/(deficits)		2,668	2,668	2,369
Total Net Worth		9,580	9,580	8,765

**CABINET OFFICE
GOVERNMENT OF THE CAYMAN ISLANDS**

**STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Budget \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue				
Sale of goods and services	9	12,121	13,420	15,023
Investment revenue	10	-	-	-
Donations	11	-	-	-
Other revenue		-	-	-
Total Revenue		12,121	13,420	15,023
Expenses				
Personnel costs	12	8,311	8,309	8,841
Supplies and consumables	13	3,193	3,989	3,466
Depreciation	6	412	823	449
Impairment of property, plant and equipment	6	-	-	-
Impairment of inventory	4	-	-	-
Finance costs (overdraft interest)	14	-	-	-
Litigation costs	15	-	-	-
Gain/(losses) on foreign exchange transactions	16	-	-	-
Gain/(losses) on disposal/revaluation of property, plant and equipment	16	-	-	-
Other expenses		-	-	-
Total Expenses		11,916	13,121	12,756
Surplus or (deficit) for the period		205	299	2,267

**CABINET OFFICE
GOVERNMENT OF THE CAYMAN ISLANDS**

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Budget \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		10,637	11,845	12,553
Outputs to other government agencies		2,463	479	639
Sales and Goods and services – third party		1,021	1,065	1,042
Interest received		-	-	-
Donations / Grants		-	-	-
Other receipts		-	-	-
Payments				
Personnel costs		-8,311	-8,309	-9,055
Supplies and consumables		-3,193	-3,989	-4,204
Interest paid		-	-	-
Other payment		-	-	-
Net cash flows from operating activities		2,619	1,091	975
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of property, plant and equipment		-614	-990	-688
Proceeds from sale of property, plant and equipment		-	-	-
Purchase of investments		-	-	-
Proceeds from sale of investments		-	-	-
Cash advances		-	-	-
Cash receipts from repayment of advances		-	-	-
Net cash flows from investing activities		-614	-990	-688
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		-	516	373
Repayment of surplus		-205	-300	-
Capital withdrawal		-	-	-
Net cash flows from financing activities		-205	216	373
Net increase/(decrease) in cash and cash equivalents		1,797	317	660
Cash and cash equivalents at beginning of period		2,976	2,659	1,999
Cash and cash equivalents at end of period		4,773	2,976	2,659

CABINET OFFICE

**STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012**

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2010	6,396	-	-	2,369	8,765
Changes in accounting policy					0
Prior Year Adjustments					16
Restated balance	6,396	-	-	2,369	8,765
Changes in net worth for 2010/11					
Gain/(loss) on property revaluation	-	-	-	-	0
Gain/(loss) on revaluation of investments	-	-	-	-	0
Exchange differences on translating foreign operations	-	-	-	-	0
Equity Investment from Cabinet	516	-	-	-	516
Capital withdrawals by Cabinet	-	-	-	-	0
Repayment of surplus to Cabinet	-	-	-	-	0
Net revenue / expenses recognised directly in net worth	516	-	-	-	516
Surplus/(deficit) for the period 2010/11	-	-	-	299	299
Total recognised revenues and expenses for the period	516	-	-	299	815
Balance at 30 June 2011 carried forward	6,913	-	-	2,668	9,580
	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2011 brought forward	6,913	-	-	2,668	9,580
Changes in net worth for 2011/12					
Changes in accounting policy	-	-	-	-	0
Prior Year Adjustments	-	-	-	-	0
Restated balance	6,913	-	-	2,668	9,580
Changes in net worth for 2011/12					
Gain/(loss) on property revaluation					0
Gain/(loss) on revaluation of investments					0
Exchange differences on translating foreign operations					0
Equity Investment from Cabinet					0
Capital withdrawals by Cabinet					0
Repayment of surplus/Dividends to Cabinet				-204	-204
Net revenue / expenses recognised directly in net worth	-	-	-	-204	-204
Surplus/(deficit) for the period 2011/12				204	204
Total recognised revenues and expenses for the period	-	-	-	-	0
Balance at 30 June 2012	6,913	0	0	2,668	9,580

Cabinet Office
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Cabinet Office*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability. Long service leave liabilities are measured as the present value of estimated leave service entitlements.

Note 1: Cash and cash equivalents

Description	Foreign Currency	Exchange Rate	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Cash on hand (IRIS Confirmation Account/Petty Cash)	4,774	1.0000	4,773	2,405	2,634
Cash in transit (IRIS Remittance Account)			0	0	26
CI\$ Operational Current Account held at Royal Bank of Canada			0	0	2,555
US\$ Operational Current Account held at Royal Bank of Canada			0	0	107
Payroll Current Account held at Royal Bank of Canada			0	0	16
Bank Accounts held at other financial institutions			0	0	0
Fixed Deposits held with Treasury (less than 90 days)			0	0	0
Total cash and cash equivalents			4,773	2,405	5,338

Note 2 Trade and other receivables

Trade Receivables	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Sale of goods and services	6,500	0	0
Outputs to Cabinet	0	795	0
Outputs to other government agencies	0	4,704	9,009
Other	0	926	968
Less: provision for doubtful debts	0	0	0
Total trade receivables	6,500	6,426	9,977

Other Receivables	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Advances (salary, Official Travel, etc)	0	0	0
Dishonoured cheques	0	0	0
Interest receivable	0	0	0
Other	0	0	0
Less: provision for doubtful debts	0	0	0
Total other receivables	0	0	0
	Trade Receivables	Other Receivables	2011/12 Budget
Current			
Past due 1-30 days	1,500	596	1,500
Past due 31-60 days	0	654	0
Past due 61-90 days	0	0	0
Past due 90 and above	0	0	0
Non-Current			
Past due 1 year and above	5,000	5,630	5,000
Total	6,500	0	6,500

Changes in the provision of doubtful debts:

Description	Budget 2011/12
Balance at 1 July	0
Additional provisions made during the year	0
Receivables written off during the period	0
Balance at 30 June	0

Note 3: Inventories

Description	Current	Non-Current	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Inventory held for use in the provision of goods and services	0	0	0	822	0
Inventory held for a sale	0	0	0	0	854
Impairment of Inventory	0	0	0	0	0
Total Inventories	0	0	0	822	854

Note 4: Investments

Investments	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Not Applicable	0	0	0
Total Investments at the lower of cost or market value	0	0	0

Note 5 Prepayments

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Insurance	45	116	0
Total	45	116	0

Note 6: Property, plant and equipment

Cost of Property, plant and equipment

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2010	554	47	6,839	176	1,698	229	9,543
Additions	0	0	688	78	225	0	990
Disposals	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0
Balance as at 30 June 2011	554	47	7,527	254	1,923	229	10,534

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2011	554	47	7,527	254	1,923	229	10,534
Additions	0	0	614	0	350	0	964
Disposals	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0
Balance as at 30 June 2012	554	47	8,141	254	2,273	229	11,498

Accumulated Depreciation and impairment losses

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2010	6	1	5,024	183	761	136	6,111
Impairment loss 2010/11	0	0	0	0	0	0	0
Depreciation Expense 2010/11	12	8	271	10	57	14	371
Eliminate on Disposal 2010/11	0	0	0	0	0	0	0
Balance as at 30 June 2011	18	8	5,295	193	818	150	6,482

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2011	18	8	5,295	193	818	150	6,482
Impairment loss 2011/12	0	0	0	0	0	0	0
Depreciation Expense 2011/12	52	8	271	10	57	14	412
Eliminate on Disposal 2011/12	0	0	0	0	0	0	0
Balance as at 30 June 2012	70	16	5,566	203	875	164	6,893

Net Book value 30 June 2011	537	39	2,232	61	1,105	79	4,052

Net Book value 30 June 2012	484	31	2,574	51	1,398	65	4,604

Note 7: Trade payables, other payables & Accruals

	Current	Non-Current	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Creditors	556	0	556	2,234	1,275
Creditors Ministries/Portfolios	0	0	0	0	652
Creditors other government agencies	0	0	0	0	1,865
Payroll Deductions	0	0	0	0	86
Operating Lease	0	0	0	0	0
Accrued Expenses	0	0	0	0	779
Other payables	1,686	3,543	5,229	1,853	0
Total trade payables other payables and accruals	2,242	3,543	5,785	4,087	4,656

Note 8: Employee entitlements

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Annual Leave	0	203	164
Retirement and long service leave	0	0	0
Accrued salaries	0	0	0
Travel	0	0	0
Total current portion	0	203	164
<i>Non-current employee entitlements are represented by:</i>			
Retirement and long service leave	0	0	1
Total employee entitlements	0	203	165

Note 9a: Sales of Goods & Services

Revenue type	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Outputs to Cabinet	10,637	11,876	13,479
Outputs to other government agencies	463	479	501
Fees and charges	156	172	1,042
General sales	853	851	0
Rentals	12	42	0
Other	0		0
	0		0
Total sales of goods and services	12,121	13,420	15,022

Note 9b: Revenue concessions

Revenue type	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Not Applicable	0	0	0
Total concessions	0	0	0

Note 10: Investment revenue

Revenue type	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Interest on deposits held with cabinet	0	0	0
Interest on cash balances			
Royalties			
Other			
Total Investment revenue	0	0	0

Note 11: Donations

Source	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Not Applicable	0	0	0
Total donations	0	0	0

Note 12: Personnel costs

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Salaries, wages and allowances	6,988	6,720	7,337
Health care	909	776	895
Pension	383	805	794
Leave	0	0	-186
Other personnel related costs	31	0	1
Total Personnel Costs	8,311	0	8,841

Note 13: Supplies and consumables

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Supplies and Materials	259	2,065	0
Purchase of services	2,438	1,464	2,921
Lease of Property and Equipment	68	244	284
Utilities	184	216	144
General Insurance	10	0	0
Interdepartmental expenses	46	0	75
Travel and Subsistence	93	0	41
Recruitment and Training	86		
Other	10	0	0
Total Supplies & consumables	3,193	3,989	3,466

Note 14: Finance costs

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Interest on overdraft	0	0	0
Other	0	0	0
Total Finance cost	0	0	0

Note 15 Litigation cost

The Attorney General's Office provides litigation services to the Cabinet Office. However during the year ended 30 June 2011 the use of legal services from the outside of the Government were authorised by the Attorney General's office. The costs of these services were \$0 in 2011-12 and \$0 in 2010-11.

Litigation Costs	2011/12 Budget
Description	0
Description	0
Total Litigation cost	0

Note 16: Gains / (losses)

	2011/12 Budget
Net (gain) / loss on disposal of property, plant and equipment	
Net (gain) / loss on foreign exchange Transactions	
Total gains/ (losses)	0

During the period the [Ministry/Portfolio] disposed of [type of property, plant, equipment] that was [state purpose]. The net gain on [type of property, plant, equipment] disposals was \$0 [2008/09; \$0]. Approval was obtained to dispose of these assets.

Note 17: Reconciliation of net cash flows from operating activities to surplus/(deficit)

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Surplus/(deficit) from ordinary activities	205	299	2,267
Non-cash movements	0		
Depreciation expense	412	823	449
Impairment	0	0	0
(Gain)/losses on sale of property plant and equipment	0	0	0
Foreign exchange gains/(losses)	0	0	0
Changes in current assets and liabilities:	0	0	0
(Increase)/decrease in other current assets	0		3,010
(Increase)/decrease in receivables	2,000	0	0
(Increase)/decrease in receivables - Cabinet	0	0	-5,268
(Increase)/decrease in inventories	0	0	-91
Increase/(decrease) in payables	0	0	423
Increase/(decrease) in provisions relating to employee costs	0	0	186
Net cash flows from operating activities	2,617	1,122	976

Note 18 Contingent liabilities & assets

Not Applicable

Note 19: Commitments

Not Applicable

Note 21: Related party and key management personnel disclosures

The Cabinet Office is a wholly owned entity to the government from which it derives a major source of its revenue. The Cabinet Office and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2010 and were consistent with normal operating relations between entities and were undertaken on terms and conditions that are normal for such transactions.

Key management personnel

Key management personnel, defined as Ministers of the Government, are also considered to be related parties.

[Note any remuneration and compensation provided to senior government officials (Chief Officers, Deputy Chief Officers and Chief Financial Officers Etc.), members of Cabinet, key advisors, close members of the family of key management personnel and any bodies forming part of the reporting entity. See IPSAS 20 paragraphs 34.]

Description	2011/12 Budget
Salaries & other short-term employee benefits	1,026
Past employee benefits	0
Other long-term benefits	0
Termination benefits	0
Loans	0
Total	1,026

The following additional information is provided in relation to loan granted to key management personnel and or their close relatives:-

Loan Recipient	Relationship to key management personnel	Amount Advanced	Amount Repaid	Balance	Terms and conditions of loan
Not Applicable				0	
				0	
				0	
				0	
		0	0	0	

No loans were granted to key management personnel or their close relatives during the financial year.

NOTE 23: Financial instrument risks

THE BELOW IS A GUIDE. MINISTRIES/PORTFOLIOS MUST IDENTIFY AND DISCLOSE THEIR SPECIFIC RISKS. SEE IPSAS 15 PARAGRAPHS 48 AND 49]

The [Ministry/Portfolio] is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Credit risk

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

Currency and interest rate risk

The [Ministry/Portfolio] has no significant exposure to currency exchange loss risk and interest rate risk.

Liquidity risk

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

All of the [Ministry/Portfolio] financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

APPENDICES

Entities within the Cabinet Office

Entity	Head
Cabinet Office	Cabinet Secretary/Chief Officer
Computer Services	Director of Computer Services
Government Information Services	Chief Information Officer
Freedom of Information Unit	Information Commissioner
Protocol Office	Chief of Protocol

Definition of Output Codes within the Cabinet Office

CODES	DESCRIPTION
CAB	200405: Cabinet Secretariat
CSD	202601: Computer Services
GIS	200403: Government Information Services
ICO	204207: Information Commissioner
PCF	204203: Protocol Office

2011/12 BUDGET

Annual Budget Statement

for

***Ministry of Finance, Tourism and Development -
Public Finance Administration***

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Minister/Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICERS AND MINISTER OF MINISTRY OF FINANCE, TOURISM AND DEVELOPMENT

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

**Mrs. Sonia McLaughlin, Chief Officer
Public Finance
Ministry of Finance, Tourism and
Development**

30th June, 2011

Statement from the Premier/Minister

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

**Hon. W. McKeeva Bush, OBE, JP, Minister
Ministry of Finance, Tourism and
Development**

30th June, 2011

1. Nature and Scope of Activities

General Nature of Activities

Budget and Management Unit

The Budget and Management Unit is a part of the Ministry of Finance, Tourism and Development. The unit is responsible for the design, quality assurance, and management of the budget and reporting processes for the Entire Public Sector (EPS).

This includes coordinating and preparing an annual timeline, strategic policy statement, annual plan and estimates, annual budget statements, ownership and purchase agreements.

The unit also oversees the functioning of the Central Tenders Committee, provide ministerial briefings, monitor the Entire Public Sector, train, support and advise on budget and reporting matters.

Customs Department

The general nature and scope of the Customs Department is captured in its mission, which is to collect and protect Government's revenue, facilitate legitimate trade and control prohibited and restricted goods in a cost effective manner while preserving a safe environment for all.

Economics and Statistics Office

The Economic and Statistics Office:

- Monitors the economy, develops economic policies and plans, and advises Government on a range of economic issues to sustained growth of the islands.
- Conducts and analyzes social and economic surveys and compiles and publishes statistical data on the Cayman Islands, and provides other government departments with technical advice on data collection and dissemination, and survey design and methodology.

Finance Administration

The Finance Administration assists the Financial Secretary and the Minister for Finance by providing policy advice, governance and administrative services on all financial, budgeting and reporting matters of the government.

Internal Audit Unit

The Internal Audit Unit provides the Financial Secretary and agency management with objective assurances, examinations and appraisals of controls, performance, risk and governance.

Revenue Unit

To provide the Cabinet with regular coercive revenue forecasts and policy advice on revenue management matters.

Risk Management

The Risk Management Unit's primary purpose is to develop and implement property and liability insurance programmes along with safety and loss control activities to minimize the negative financial impact of natural hazards, accidents and other unexpected events to the Cayman Islands Government.

Treasury

The Treasury is responsible for the preparation of weekly and monthly managerial financial reports and periodic financial forecast to Cabinet. It is charged with the consolidation of the annual financial statements for core government and the entire public sector as required by sections 28(2)(b) and 29(2)(c) of the Public Management and Finance Law (2010 Revision) using International Public Sector Accounting Standards (IPSAS). Treasury has oversight for the management and forecasting of core government cash flows, negotiation, evaluation and administration of core government borrowings. The Treasury also provides financial management services to Ministries / Portfolios and the Executive.

Scope of Activities

Budget and Management Unit

The scope of activities of the Budget and Management Unit are as follows:

- preparing an annual budget timeline
- organizing a ministerial retreat
- preparing budget templates
- coordinating and preparing the annual Strategic Policy Statement
- conducting quality assurance on all budget and reporting submissions of the entire public sector
- preparation of entire public sector budget and supplementary documents
- monitoring and reporting on ministry/portfolio performance and compliance with appropriations/cost reduction measures
- providing policy advice, ministerial servicing, training and support
- Uploading and maintaining budget data in IRIS General Ledger
- Overseeing the functions of the Central Tenders Committee

Customs Department

The scopes of the Department's activities are as follows

- Processing and Inspection of Vessels and Aircrafts;
- Collection of Duties;
- Provision of Drug Awareness Education and K-9 support;
- Policy Advice on Customs Related Matters
- Border control and enforcement

Economics and Statistics Office

- The scope of the Economic and Statistics Office's activities is as follows:
- Conduct macro-economic analysis and research.
- Monitor the economy and produce quarterly and annual economic reports.
- Provide secretariat and technical support services to the Public Sector Investment Programme (PSIP).
- Conducts the Census of Population and Housing approximately every 10 years.
- Publication of statistical series, which include the annual Compendium of Statistics and the Annual Overseas Trade Report.
- Update the Household Register and Business Register as needed.
- Conduct and publish the results of Labour Force Surveys.

- Conduct and publish the results of quarterly Consumer Price Index surveys.
- Develop and implement a macroeconomic compilation program consisting of a National Income and Expenditure Accounts and Balance of Payments systems as resources permit.
- Conducts household and business surveys to provide the data requirements of statistical publications or socio-economic reports and studies for Government.
- Provide technical assistance on economic and statistical matters to other Government Departments and Agencies, as resources permit.
- Promote the wider use of statistics in the local community, and facilitate greater community participation in data collection and dissemination.
- Provide technical assistance to regional and international agencies on economic and statistical matters related to the Cayman Islands.
- Promote and implement the adoption of international standards in the compilation of national statistical accounts and the participation of the Cayman Islands in relevant initiatives related thereto.

Finance Administration

- Provide policy advice on all financial matters of the government;
- Provide administrative support and monitor the performance of departments under the Ministry of Finance, Tourism and Development – Public Finance;
- Provide governance and administrative services to statutory authorities, government-owned companies and other committees and boards which are under the Financial Secretary's responsibility;
- Process applications for fess and customs duty waivers, stamp duty abatements and assessments, government loans to civil servants, and approvals under sections 32, 80, 178 and 181 of the Companies Law (2009 Revision)

Internal Audit Unit

The activities of the Internal Audit Unit cover the Entire Public Sector and involve the evaluation of management systems in order to determine whether:

- Financial and operating information is accurate and reliable
- Risks to government agencies are being identified and minimized
- Regulations, policies and procedures are followed
- Assets are adequately safeguarded
- Resources are used efficiently and economically
- Agencies are operating efficiently and effectively

Revenue Unit

- Develop and maintain appropriate revenue forecasting models for the Cayman Islands
- Produce rolling forecasts for coercive revenue streams
- Research potential new revenue enhancement measures
- Provide policy advice on revenue related matters
- Provide governance and administrative services to statutory authorities boards which are under the Financial Secretary's responsibility;

Risk Management

- Coordination of a comprehensive property and liability insurance programme to protect Cayman Islands Government assets from potential threats.
- Provision of technical policy advice on risk management issues
- Development and execution of risk awareness/ reduction projects
- Management of claims/incidents

Treasury

The scope of the Treasury Department's activities is as follows:

- Financial reporting
- Forecast and management of core Government's cash flows, loan tendering, evaluation and debt management
- Financial management services for Ministries / Portfolios and the Executive including Payroll processing, Creditor processing, Debt Recovery, Loans Made and Trust Asset management.
- Management of Government's financial information systems (IRIS)
- Promote the acceptance and use of IPSAS
- Financial advice and support

Customers and Location of Activities

Activities are provided to the Financial Secretary, Cabinet, Members of the Legislative Assembly, ministries, portfolios, statutory authorities, government-owned companies and the general public within the Cayman Islands.

2. Strategic Ownership Goals

The key strategic ownership goals for the *Ministry* in 2011/12 and the subsequent two years are as follows:

Budget and Management Unit

The key strategic ownership goals for the *Budget and Management Unit* in 2011/12 and the subsequent two years are as follows:

- Continue to advance the skill set and competence level of staff in order to provide greater levels of production with similar levels of resources.
- Improve the level of efficiency at which the CTC operates by reviewing systems and personnel in place to enhance service delivery.
- Broaden the scope of the Budget and Management Unit to take a more direct approach to financial monitoring and advisory services.

Customs Department

The key strategic ownership goals for the Customs Department in 2011/12 and the subsequent two years are as follows:

- To continue risk-based enforcement activities in the area of boarder control.
- To improve the quality of customer services both internally and externally.
- To ensure that the automated system captures all activities and provides reliable information for management and reporting purposes.
- To continue the corporation and information sharing with other Law Enforcement Agencies locally, regionally and internationally.
- To develop and implement policies which meet the needs of our employees.

Economics and Statistics Office

The key strategic ownership goals for the *Economics and Statistics Office* in 2011/12 and the subsequent two years are as follows:

- Continuous adoption of international standards and revision of classification systems for statistical compilation and dissemination
- Building-up of in-house capacity for census field work, data processing and analysis, economic statistics compilation and macroeconomic forecasting.
- Continuous improvement of the website and implementation of outreach programs to widen the use of all statistical products and pertinent economic reports and increase support among the general public for primary data collection.
- Amend the Statistics Law (1996 Revision) to reflect current organizational structure and best practice requirements for statistical compilation and dissemination.

Finance Administration

The key strategic ownership goals for the Public Finance Administration in 2010/11 and the subsequent two years are as follows:

- Development and implementation of human resource policies and systems to ensure compliance with the Public Service Management Law (2007 Revision) and Personnel Regulations (2006).
- Development of record management systems to facilitate requirements under the Freedom of Information Act.

Internal Audit Unit

The key strategic ownership goals for the Internal Audit Unit in 2010 /11 and the subsequent two years are as follows:

- Increase the effectiveness of the Internal Audit Unit within the Entire Public Sector (EPS), through the alignment of audit assignments with performance expectations.
- Improve our risk assessment process by increasing awareness of our risk questionnaire resulting in improved response rates from Chief Officers, CFOs and HODs regarding their concerns so that they can be considered in the development of the annual audit plan.
- Continue to review agency management systems for adequate internal controls, compliance with the Public Management and Finance Law (2010 Revision) and the Financial Regulations (2010), and for efficiency and effectiveness in achieving objectives.
- Develop and strengthen the Unit's capabilities and staff competency to ensure proficiency in evaluating management systems, forming audit conclusions and making appropriate recommendations for corrective action to improve management systems.
- Assist senior management in the establishment of an appropriate control environment for the EPS by providing recommendation and information that will assist in relevant decision making.

Revenue Unit

- Continued development of robust econometric models for revenue forecasting
- Improve quality of revenue forecasts by strengthening working relationships with key revenue collecting agencies and obtaining expert technical assistance for forecast training
- Research and Development of potential new revenue enhancement measures for the Cayman Islands

Risk Management

- Continued improvement of the claims management processes allowing for faster claims resolution
- Improve general risk awareness across the Public Service
- Develop an insurance alternative for certain risks facing the CIG

Treasury

The key strategic ownership goals for the Treasury Department in 2010/11 and the subsequent two years are as follows:

- Continue to strengthen capability in the area of accrual accounting, performance monitoring, financial forecasting and financial analysis
- Complete the implementation of Cash Management Unit (CMU) automated business functions.
- Maintain and develop our human resource capability and continue to deliver the services required by our clients
- Manage Oracle accounting system (IRIS) that facilitates accrual and output accounting.
Promote acceptance and use of IPSAS and provide guidance in the application of these standards

3. Ownership Performance Targets

The ownership performance targets for the *Public Finance Administration* for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	14,317,891	16,328,293
Revenue from ministries, portfolios, statutory authorities, government companies	47,500	55,440
Revenue from others	2,532,954	1,652,817
Surplus/deficit from outputs		
Ownership expenses	16,898,345	18,036,550
Operating Surplus/Deficit	0	0
Net Worth	18,559,273	18,559,273
Cash flows from operating activities	282,333	2,200,403
Cash flows from investing activities	-1,000,000	0
Cash flows from financing activities	1,000,000	0
Change in cash balances	282,333	2,200,403

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	1.42:1	1.39:1
Total Assets: Total Liabilities	1.73:1	1.72:1

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	221	221
Staff turnover (%) Managers Professional and technical staff Clerical and labourer staff	4	4
Average length of service (number of years in current position) Managers Professional and technical staff Clerical and labourer staff	4.74	6.23
Changes to personnel management system:		

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
Chief Officer / Deputy Financial Secretary	1	1
Deputy Chief Officer / Deputy Financial Secretary	1	1
Senior Assistant Financial Secretary (2)	2	2
Assistant Financial Secretary	1	1
Senior Assistant Secretary	1	1
Senior Assistant Secretary	1	1
Senior Chief Financial Officer	1	1
Deputy Chief Financial Officer	1	1
Chief Human Resources Officer	1	1
Administrative Officer II	1	1
Financial Administrator	1	1
Operational HR Manager	1	1
Senior Financial Administrator (2)	2	2
Senior Financial Administrator (1)	1	1
Personal Assistant	1	1
Administrative Secretary	1	1
Administrative Secretary	1	1
Clerical Officer I	1	1
Director	1	1
Deputy Director/Chief Statistician	1	1
Senior Economist	1	1
Senior Statisticians (3)	3	3
Economist II (2)	2	2
Economist III	1	1
Statistician 1 (3)	3	3
Survey Supervisor (1)	1	1
Statistician III	1	1
Statistical Officer I (2)	2	2
Accounts Officer	1	1
Executive Assistant	1	1

Position	2011/12 Budget	2010/11 Forecast
Accounts Officer 1	1	1
Accounts Officer 11 (2)	2	2
Administrative Sec	1	1
Assistant Collectors- (9)	9	9
Cashiers- (8)	8	8
Cashier- (1)	1	1
Collector of Customs	1	1
Customs Officer (57)	57	57
Deputy Collectors (3)	3	3
Finance Manager	1	1
Human Resource Man	1	1
IT Administrator	1	1
Porter (8)	8	8
Security Officer	1	1
Senior Customs Officer (23)	23	23
Tally Clerk (7)	7	7
Training Manager	1	1
Warehouse Employee (7)	7	7
Warehouse Supervisor	1	1
Director	1	1
Deputy Director (2)	2	2
Budget and Management Analysts (4)	4	4
Director (IAU)	1	1
Internal Audit Manager (IAU)	1	1
Internal Audit Manager (IAU)	1	1
Senior Internal Auditor (IAU)	1	1
Senior Internal Auditor (IAU)	1	1
Senior Internal Auditor (IAU)	1	1
Senior Internal Auditor (IAU)	1	1
Senior Internal Auditor (IAU)	1	1
Internal Auditor (IAU)	1	1
Internal Auditor (IAU)	1	1

Position	2011/12 Budget	2010/11 Forecast
Executive Officer (IAU)	1	1
Accountant General	1	1
Deputy Accountant General	1	1
Fund and Cash Flow Manager - Acting	1	1
EPS Reporting Manager	1	1
Deputy EPS Reporting Manager	1	1
Debt Recovery Manager	1	1
Systems Accountant	1	1
Senior EPS Reporting Accountant (3)	3	3
Payments & Payroll Manager	1	1
Bank Reconciliation Officer (4)	4	4
Cash Management Officer (3)	3	3
Financial Administrator	1	1
Credit & Debt Administrator	1	1
Administrative Assistant	1	1
Debt Recovery Officer (4)	4	4
Payments & Payroll Officer (4)	4	4
Accounts Officer III	1	1
Clerical Officer	1	1

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$7,826,760	\$8,425,021
Asset replacements: total assets	0%	0%
Book value of assets: initial cost of those assets	64%	68%
Depreciation: cash flow on asset purchases	%	%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
x-ray Scanner	1,000,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1 st July 2011
TRIPS	95%
x-ray Scanner	65%

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Loss and/or absence of critical staff	Ongoing	- Provide on the job training and cross-training - Formulation of a succession plan for key staff - Use acting appointments to ensure staff are exposed to different roles - Develop an organizational structure and environment which provides challenges, promotes advancement and recognize achievements - Support staff in times of sickness	
Aged computers and obsolete office equipment	Ongoing	- Maintain and upgrade on a regular basis; and - Replace where feasible	
Destruction, damage or loss of assets	Ongoing	Safeguard assets in accordance with the Ministry's Continuity Plan	
Data and information security	Ongoing	- Ensure data on servers are backed up daily; - Ensure filing cabinets are secured; and - Ensure staff sign confidentiality agreements and adhere to the government's policy on confidentiality	
Non-renewal of contracts of key managers and technical staff	(This is a new risk)	Coordinate with Ministry and Portfolio of Civil Services	Undetermined
Rigid implementation of vacation leaves which could affect the timeliness of outputs	(This is a new risk)	Request for exemption from vacation leave rules such that it takes into account the work production cycle	Undetermined
Poor response rate to the Annual National Accounts Survey and Balance of Payments Survey that could impact on the quality and timeliness of reports	Lower risk may arise from the Statistics (Amendment) Law 2010	Active promotion of the surveys, the amended Law and active follow-up of responses	Undetermined

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>Ministry of Finance Tourism and Development – Public Finance Administration</i>	1,000,000	2,215,000
Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of Finance Tourism and Development – Public Finance Administration</i>	0	0

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

BMS 15	Entire Public Sector Budget Documents	\$305,405
Description		
Preparation of the Government's budget documents as a whole, involving:		
• Design of budget process and preparation of timeline • Planning and arranging Ministerial retreat • Preparation of Strategic Policy Statement (SPS) • Preparation of budget templates • Consolidation of EPS budget • Quality Assurance on budget submissions • Preparation and production of Budget books including Annual Plan and Estimates, Annual Budget Statements, Purchase and Ownership Agreements and Supplementary Annual Plan and Estimates • Preparation of Annual Appropriation/Supplementary Appropriation Bills • Provision of support at Finance Committee meetings • Uploading and maintenance of budget data into IRIS General Ledger		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Timeline	1	1
• Number of Strategic Policy Statement	1	1
• Number of Annual Budget books	4	4
• Number of Supplementary Budget Books	1-2	1-2
• Number of Annual Appropriation Bills	1	1
• Number of Supplementary Appropriation Bills	1-2	1-2
• Number of Finance Committee sessions attended	1-2	1-2
Quality		
• Timeline is prepared in accordance with Cabinet's directive	100%	100%
• Strategic Policy Statement is robust and prepared based on Cabinet's directives	100%	100%
• Budget /Supplementary Books will be accurate and prepared in accordance with the PMFL (2010 Revision) and Cabinet's directives	100%	100%
• Annual Appropriation Bills/Supplementary Bills are accurate and relative to the Annual/Supplementary Plan and Estimates; Bills are prepared in accordance with the established format set by the Legislative Counsel	100%	100%
• All documents are reviewed, edited and checked by management	100%	100%
• Support at Finance Committee is provided by experienced and knowledgeable personnel	100%	100%
Timeliness		
• Timeline is prepared by 1 October , 2011	100%	100%
• SPS prepared by 1 December, 2011	100%	100%
• Annual Budget Books/ Appropriation Bill prepared in accordance with Budget Timeline or as directed by Cabinet	100%	100%
• Supplementary Budget Books/Supplementary Appropriation Bills prepared in accordance with timeline set Minister of Finance, Tourism and Development or directed by Cabinet	100%	100%
• Finance Committee meetings will be attended as scheduled	100%	100%
Location		
Grand Cayman		
Cost	\$305,405	\$404,309
Related Broad Outcome:		
9. Restoring Prudent Fiscal Management		

BMS 16	Entire Public Sector Budget Performance and Compliance Reports	\$106,411
Description Monitoring, analyzing and reporting to Financial Secretary, Minister of Finance, Tourism and Development and Cabinet on EPS performance involving:- - o Ministry/Portfolio Financial Performance - o Appropriations Compliance - o Government overall financial position		
Measures Quantity Number of budget performance and compliance reports Quality Reports will be robust and accurate, subject to peer review where possible; reviewed and sign-off by management Timeliness Reports will be prepared in accordance with agreed timeline or as required Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	3-5	5-6
	100%	100%
	100%	100%
	100%	100%
	\$106,411	\$90,385
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

BMS 17	Policy Advice and Ministerial Servicing	\$60,058
Description - Provision of policy advice and ministerial servicing and administrative support to the Financial Secretary / Minister of Finance, Tourism and Development and Cabinet including: - Preparation of Cabinet Papers and Notes relating to budget, compliance, performance reports and other related matter - Preparation of speaking notes for the Financial Secretary /Minister of Finance, Tourism and Development relating to budget and other matters being tabled in the Legislative Assembly - Providing advice on fiscal and budget strategies - Attending meetings of National Roads Authority		
Measures Quantity - Number of cabinet papers/notes - Number of speaking notes - Number of ministerial briefings - Number of meetings attended - Number of pieces of advice Quality - Cabinet papers will be prepared in accordance with established format; speaking notes and pieces of advice will be accurate, subject to peer review where possible; reviewed and signed-off by senior management - Meetings and ministerial briefings will be attended and delivered by knowledgeable and experienced personnel in the subject area Timeliness All will be delivered as required or by agreed target dates		2011/12 Budget 5-8 1-2 2-4 5-10 10-15 100% 100% 100%
Location Grand Cayman		100%
Cost		\$20,622
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

BMS 18	Training and Support on Budget Matters	\$91,009	
Description Training and Support on budget and related matters including:- • Output specification and output costing • Training on requirements of the Public Management and Finance Law (2010 Revision) and Financial Regulations (2010 Revision) • Preparation of budget submissions • Preparation of Costing Templates • Any other budget or related matter			
Measures		2011/12 Budget	2010/11 Forecast
Quantity • Number of training sessions • Number of support sessions		2-4 8-12	4 8-12
Quality • Presenters for training and support sessions will be experienced and knowledgeable in the subject area and supported by management wherever possible		100%	100%
Timeliness • Training sessions and support sessions will be delivered as scheduled or as agreed by both parties		100%	100%
Location Grand Cayman			
Cost		\$91,009	\$70,874
Related Broad Outcome: 9. Restoring Prudent Fiscal Management			

BMS 19	Administrative and Advisory Services	\$45,021
Description Administrative and advisory services to statutory authorities, boards and committees including: - National Roads Authority Board Meetings - Steering Review Committee Meetings		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of meetings attended	35-40	35-40
Quality Meetings are attended by appointed/designated representative	100%	100%
Timeliness Meetings attended as scheduled /agreed	100%	100%
Location Grand Cayman	100%	100%
Cost	\$45,021	\$120,058
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

CUS 10	Processing and Inspection of Vessels and Aircrafts	\$2,130,623
Description Processing of air and marine craft (both local and international)		
Measures Quantity - Number of aircrafts processed and inspected - Number of marine crafts processed and inspected Quality Aircrafts and marine crafts are cleared in accordance with Customs Laws (17 of 1990) 2007 Revision and Customs Regulations (1998) Timeliness - Aircrafts processed within 30 to 60 minutes of arrival - Cruise ship and commercial vessels processed within 15 to 30 minutes of arrival - Private vessels processed within 1 to 2 hours of arrival Location George Town, Grand Cayman	2011/12 Budget 11,000-13,000 900-1,200 100% 90% 100% 100% 100%	2010/11 Forecast 12,200-13,000 900-1,200 100% 90% 100% 100% 100%
Cost	\$2,130,623	\$2,068,127
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy		

Note: The total cost of supplying this output is \$2,730,623. However, the revenue of \$600,000 from third parties reduces the cost to Cabinet to \$2,130,623.

CUS 12	Inspection and Clearance of Cargo	\$960,679
Description Inspection and clearance of cargo, involving: • Pre-clearance of goods • Inspection, monitoring and clearance of imported cargo entries • Inspection and clearance of exported cargo • Issuing of temporary importation permits		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of pre-clearance entries processed	3,000-5,500	2,500-3,500
• Number of import entries processed	100,000-120,000	100,000-120,000
• Number of export entries processed	2,500- 4,000	2,500-3,000
• Number of temporary importation permits processed	20-50	20-50
• Number of hours spent on inspections and monitoring of cargo	0	15,000-20,000
• Number of containers inspected	150-250	0
• Number of LCL (loose cargo/consignments) inspected	100-200	0
• Number of air cargo shipments / consignments inspected	150-250	0
• Number of export shipments inspected	10-20	0
Quality		
• Pre-clearance and importation permits to be reviewed by Senior Customs Officer	100%	100%
• Clearance and inspections are carried out in accordance with the Customs Law (17 of 1990) 2007 Revision	100%	100%
• Inspecting officers will be trained by local and regional instructors e.g. Caribbean Customs Law Enforcement Council	100%	100%
Timeliness		
• Monday to Friday, 8:30 a.m. to 4:30 p.m.	100%	100%
• Saturday, 8:30 a.m. to 12:30 p.m.	100%	100%
Location		
Grand Cayman	100%	100%
Cost	\$960,679	\$104,282
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy		

Note: The total cost of supplying this output is \$2,885,679. However, the revenue of \$1,925,000 from third parties reduces the cost to Cabinet to \$960,679.

CUS 14	Collection of Customs Duties	\$1,745,041
Description Collection of coercive revenues on the following: • Import Duty • Package Tax • Customs Fines • Procedural Fines • Bonded Warehouse • Compounded Penalties		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of duty or revenue items processed	60,000-70,000	70,000-85,000
• Number of inbond entries processed	120-140	120-140
• Number of refunds of revenue processed	250-350	250-350
Quality		
• Duties and revenue will be levied in accordance with the Customs law, Tariff and Public Management Finance Law (PMFL) (2010 Revision)	100%	100%
• Collection and banking of revenue in accordance with PMFL (2010 Revision)	100%	100%
Timeliness		
• Monday – Friday, 8:30 a.m. – 4:30 p.m.	100%	100%
• Saturday, 8:30 a.m. – 12:30 p.m.	100%	100%
• Revenue processed and deposited next business day or within 72 hours of receipt	100%	100%
• Refunds will be processed within 90 business days	100%	100%
Location		
Customs Offices, Grand Cayman	100%	100%
Cost	\$1,745,041	\$2,010,238
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy		

CUS 15	Patrolling of Coastal Waters: by Customs Department	\$229,478
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 Budget	2010/11 Forecast
Quantity Number of hours spent on aerial, marine and emergency assistance	4,000-5,500	5,200- 6,510
Quality - Patrols will be carried out in accordance with the Customs Law (17 of 1990) 2007 Revision - Calls for emergency assistance or investigation of suspicious activities will be attended to by suitably qualified and trained officers	100%	100%
Timeliness - Emergency Patrols will be done in conjunction with the police department - Calls are responded to within 5 to 30 minutes of receiving notice	100%	100%
Location Cayman Islands	100%	100%
Cost	\$229,478	\$219,574
Related Broad Outcome: Addressing Crime and Policing		

CUS 16	Border Protection and Interdiction Activities with K-9 Support	\$1,237,230
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 • Reviewing documents presented to Customs for compliance • 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 Budget	2010/12 Forecast
Quantity		
• Number of reports prepared on identifying and investigating offences, and arresting offenders	12-15	36-48
• Number of searches conducted on air cargo	96-144	0
• Number of searches conducted on sea cargo	120-190	0
• Number of rummages conducted on ships	4-8	0
• Number of rummages conducted on aircrafts	4-8	0
• Number of profiling and searches conducted on persons and baggage	96-144	0
Quality		
• Investigations are conducted in accordance with the Customs Law (17 of 1990) 2007 Revision, Penal Code (2006 Revision) and other relevant laws and accepted legal procedures	100%	100%
• Searches are conducted in accordance with the Customs Law (17 of 1990) 2007 Revision, Penal Code (2006 Revision) and other relevant laws and accepted legal procedures	100%	100%
• Prosecution files are complete, factual and accurate	100%	100%
Timeliness		
• Investigations completed within six months from laying formal charges	100%	100%
• Prosecution files submitted to the Legal Department within three days of laying formal charges	100%	100%
Location		
Grand Cayman	100%	100%
Cost	\$1,237,230	\$1,328,186
Related Broad Outcome:		
3. Addressing Crime and Policing		

Note: This output has been re-named and new activity measures have been added.

CUS 17	Governance and Administrative Services	\$67,093
Description Provision of governance and administrative services to statutory authorities, boards and committees including: • Port Authority Board • Cayman Islands Airport Authority • Investment Bureau • Hotels Aid licensing Board • National Drug Council • Liquor Licensing Board		
Measures Quantity Number of hours providing governance and administrative services		2011/12 Budget
		250-400
Quality Board meetings will be attended by competent and qualified personnel		100%
Timeliness On time attendance at meetings when meetings are called		100%
Location Cayman Islands		100%
Cost		\$67,093
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy		

ESO 7	Publication of Statistical Reports and Conduct of Statistical Services	\$1,312,490
Description • Publication of statistical reports, which include social and economic statistics • Delivery of census, survey and other statistical services • Distribution of statistical information		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Compendium of Statistics Production Stages and Publication • Compendium of Statistics Online • Overseas Trade Production Stages and Publication Report • CPI Survey • CPI Data Processing • CPI Reports • Household Budget Survey Preparatory Activities • Household Register • Business Register Updates • Classification System Revision Stages • GDP Production Stages and Report • BOP Production Stages and Report • Census Training Stages • Census Field Work Preparation Stages • Census Field Work Stages • Census Editing and Coding Stages • Census Scanning, Verification and Cleaning Stages • Census Data Processing and Analysis Planning stages • Census Quick Count Stages • Census Promotion Activities • Census Data Processing Stages • Census Report • Census Dissemination Activities • Statistical Information Set		
	5	5
	1	1
	12	12
	12	12
	3	3
	3	3
	3	0
	1	1
	3	3
	0	3
	6	6
	6	6
	0	2
	0	2
	0	3
	0	3
	0	2
	0	2
	0	2
	0	3
	3	0
	1	0
	3	0
	8	8

Quality All reports to be reviewed by Chief Statistician and Director before publication	100%	100%
Timeliness • Reports to be submitted to Cabinet and released in accordance with the 2011 and 2012 Publication Release Calendars	100%	100%
Location Grand Cayman	100%	100%
Cost	\$1,312,490	2,528,218
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management 12. Preparing our Labor Market for Future Opportunities		

ESO 8	Monitoring and Reporting on the Economy	\$230,547
Description Monitoring and reporting on the economy, involving: - Quarterly and annual economic reporting - Country reports for regional and international agencies		
Measures Quantity - Quarterly economic reports on domestic economy - Annual report on domestic economy - Annual report on world economy - Economic information sets for other agencies Quality Reports are subject to managerial and/or peer review to ensure that quality standards are met and signed off by the Director of Economics and Statistics Timeliness - Annual reports to be completed and submitted to Cabinet for notation within seven months after the end of the preceding year - Quarterly reports to be completed and submitted to Cabinet within the following quarter subject to data availability Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	3	3
	1	1
	1	1
	1	1
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$230,547	\$235,903
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management		

ESO 9	Advice on Capital Investments and Other General Information	\$1,338
Description Provision of advice on Capital Investments and other general information, involving: • Reviews of project proposals for the Public Sector Investment Committee (PSIC) • Public Sector investment programme • Training workshop • Servicing of PSIC meetings		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of documents on the terms of reference of the PSIC • Number of PSIC meetings organized upon request	1 1	1 1
Quality		
• Managerial and peer review will be maintained to ensure that quality standards are met • Project proposals for PSIC reviewed in accordance with PSIC Guidelines	100% 100%	100% 100%
Timeliness		
Within agreed time period from date of request for project evaluation	100%	100%
Location		
Grand Cayman	100%	100%
Cost	\$1,338	\$2,176
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management		

ESO 10	Policy and Technical Advice on Statistical Matters and Economic Issues	\$72,957
Description Provision of policy and technical advice to the Financial Secretary, Cabinet and other government agencies on: • Data collection • Survey design and associated methodology • Report and update on economic outlook • Macroeconomic forecasting • Technical assistance on economic analysis • Research on selected economic issues • Economic outlook for annual strategic policy statement		
Measures Quantity • Updates on economic outlook • Macro economic forecasts Quality • Reports and papers are reviewed and signed off by the Senior Economist and Director Timeliness Updated economic outlook and macro economic forecasts to be produced within deadlines set for the Strategic Policy Statement preparation		2011/12 Budget 2 4 100% 100%
Location Grand Cayman		100%
Cost		\$90,976
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management		

IAU 3	Internal Auditing Assurance and Advisory and Assistance Services	\$714,992
Description - Provision of internal auditing assurance services to the Financial Secretary and the entire public sector. - Provide advice and assistance to ministries/portfolios/statutory authorities and government companies based on requests		
Measures Quantity - Audit Reports to be completed - Hours of Advisory and Assistance Services Quality - Audits will be completed in accordance with the Internal Audit Unit's methodology as specified in the Unit's policies and procedures manual. - Performed, prepared and reviewed in accordance with the Standards for the professional Practice of Internal Auditing, management requests and service level agreements, the Unit's methodologies, policies and procedures. Timeliness - Audits will be completed within agreed timeframes - Audit/Consulting services will be completed within the time frame and budgets agreed with requesting agencies Location - All audits will be conducted within Government Departments, Statutory Authorities and Government Companies in the Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	12-16 600-650	12-16 400-450
	90%	90%
	90%	90%
	90% 90%	90% 90%
	100%	100%
	\$714,992	\$754,486
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

IAU 4	Governance and Administrative Services	\$7,172
Description Provision of governance and administrative services to the following statutory authorities, boards and committee: • Records Advisory Committee • National Pensions Office • National Hurricane Committee		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of board and committee meetings attended	10-12	12-16
Quality Service will be provided by competent personnel	100%	100%
Timeliness Attendance when meetings are called	85%	85%
Location Grand Cayman	100%	100%
Cost	\$7,172	\$1,247
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

FIN 12	Policy Advice and Ministerial Servicing	\$1,044,950
Description Provision of policy advice and ministerial services on issues falling within the scope of activities of the Finance Administration including: • All Government financial, budgeting and reporting responsibilities as specified under the Public Management and Finance Law (2010 Revision) and the Financial Regulations, 2010; • Any financial related legislative development; and • Other general financial matters		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Hours spent providing policy advice and ministerial services	2,500-3,200	2,000- 2,250
Quality Advice and services provided by competent personnel	100%	100%
Timeliness Advice and services will be delivered within the agreed timeframe	80%	80%
Location Grand Cayman	100%	100%
Cost	\$1,044,950	\$988,201
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

FIN 13	Governance and Administrative Services	\$587,387
Description Provision of governance and administrative services to the following statutory authorities, boards and committees: • Water Authority • Public Service Pensions Board • Cayman Airways Ltd • Caribbean Development Bank • Cayman Turtle Farm (1983) Ltd • National Hurricane Committee • Central Tenders Committee		
Measures Quantity Number of meetings attended Quality Service will be provided by competent personnel Timeliness Attendance when meetings are called Location Grand Cayman Cost		2011/12 Budget 75-90 100% 85% 100% \$587,387
		2010/11 Forecast 60-75 100% 85% 100% \$117,905
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

FIN 14	Administration and Processing of Applications	\$522,535	
Description Administration and processing of applications for: • Fee and customs duty waivers; • Stamp duty abatements and assessments; • Government civil servants personal loans; and • Approvals under sections 32, 80, 178 and 181 of the Companies law (2009 Revision) • Government Guaranteed Home Mortgage Scheme			
Measures Quantity Number of applications received and processed Quality Applications processed in compliance with applicable laws and Ministry guidelines Timeliness Response provided within 5-8 working days of receipt of application Location Grand Cayman Cost		2011/12 Budget	2010/11 Forecast
		800-850	700-800
		100%	100%
		90%	90%
		100%	100%
		\$522,535	\$500,764
Related Broad Outcome: 9. Restoring Prudent Fiscal Management			

REV 6	Revenue Forecasting	\$122,598
Description Provision revenue forecasting to the Financial secretary and Cabinet, including: • Short term revenue forecasts • Medium term revenue forecasts		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of short term revenue forecasts • Number of medium term revenue forecasts • Number of quarterly revenue re-forecasts	3-6 2-3 3-4	3-6 2-3 3-4
Quality • Forecasts are based on related technical standards • Subject to peer review and sign off by senior management	100% 100%	100% 100%
Timeliness • Forecasts are prepared in accordance with budgeting and reporting timelines	100%	100%
Location • Grand Cayman		
Cost	\$122,598	\$132,346
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

REV 7	Policy Advice and Ministerial Servicing on Revenue Matters	\$66,184
Description Provision of policy advice and ministerial services to the Financial Secretary and Cabinet on: - Revenue measures - Collection and enforcement mechanisms for revenue		
Measures Quantity - Number of cabinet papers and notes - Number of hours spent on policy papers - Number of policy papers produced - Number of queries researched - Number of responses to parliamentary questions - Number of hours providing verbal advice, Number of briefings, speeches and speaking notes Quality - All will be prepared and presented accurately, in the required format - All will be subject to review and sign off by senior management - Briefings undertaken by knowledgeable, professional and experienced personnel Timeliness All will be delivered by agreed target dates Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	5-7	7-8
	700-900	1,125-1,200
	2	2
	2-3	2-3
	2-3	2-3
	800-900	900-1,000
	1-2	1-2
	95%	95%
	100% 100%	100% 100%
	95%	95%
	\$66,184	\$149,840
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

REV 8	Governance and Administration Services	\$24,970
Description		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of board and committee meetings attended	40-45	36-40
Quality Service provided by competent personnel	100%	100%
Timeliness Attendance when meetings are called	85%	85%
Location Grand Cayman		
Cost	\$24,970	\$24,600
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

RSK 6	Risk Management Services	\$153,535	
Description			
- Management of operational, financial, strategic and hazardous risks, involving: - Identifying, evaluating and reviewing risks - Developing and managing risk awareness/reduction projects - Incident investigation - Arranging and coordinating appropriate property and liability insurance coverage - Provision of policy advice and ministerial services to the Minister of Finance, Cabinet and Financial Secretary on risk management issues			
Measures	2011/12 Budget	2010/11 Forecast	
	Quantity		
	Number of insurance policies managed	16-20	16-20
	Number of cabinet papers/notes	4-6	4-6
	Number of Risk Awareness/ Reduction Projects	3-4	3-4
	Quality		
	Policies to be reviewed by trained and competent personnel	100%	100%
	All advice will be prepared and presented accurately, in required format	100%	100%
	All advice will be reviewed and signed off by senior management	100%	100%
	Timeliness		
Policies to be reviewed before expiration date	100%	100%	
Cabinet papers/notes will be delivered by agreed target dates	100%	100%	
Location			
Cayman Islands			
Cost	\$153,535	\$248,302	
Related Broad Outcome:			
9: Restoring Prudent Fiscal Management			

TSY 19	Financial Reporting of Government Results	\$394,328
Description Financial Reporting to Minister of Finance including: - Monthly core government financial reports - Financial Statements for the Entire Public Sector (EPS) - Review changes made to IPSAS and provision of guidance for core government		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of core government monthly financial reports - Number of Annual Entire Public Sector (EPS) Financial Statements - Number of Court Funds Annual Financial Statements - Number of Ministries/Portfolios ledgers and financials reviewed quarterly - Number of reports on changes made to International Public Sector Accounting Standards (IPSAS) - Number of Mass Allocations completed - Number of TRS/ Statistical Uploads - Number of Quarterly ESO Reports	12 1 3 95-109 1 -2 204 12 4	12 2 3 95-109 0 -2 n/a n/a n/a
Quality - Financial Reports are reviewed by Accountant General and/or Deputy Accountant General before submission to the Minister of Finance - Review of Ministries / Portfolios ledgers and financials in accordance with Financial reporting checklist, PMFL, (2005 Revision) and IPSAS - Reports on changes made to IPSAS provided after review by Accounting Policy Committee and approval of Accountant General	100% 100% 100%	100% 100% 100%
Timeliness - Monthly financials to be submitted within the agreed Cabinet datelines - Annual financials to be submitted by statutory deadline or other date agreed by the Financial Secretary/ Minister of Finance - Review of ledgers and financials carried out within one month of each quarter - Reports on changes made to IPSAS within three months of publication by International Federation of Accountants (IFAC)	100% 100% 100% 100%	100% 100% 95-100% 95-100%
Location Grand Cayman		
Cost	\$394,328	\$332,309
Related Broad Outcome: 9: Restoring Prudent Fiscal Management		

TSY 20	Financial Reporting of Forecasted Government Results	\$75,947
Description Financial forecasts to the Minister of Finance		
Measures Quantity Number of financial forecasts Quality All financial forecasts are reviewed by Accountant General and/or Deputy Accountant General prior to release Timeliness Financial forecast completed within the timeframe as agreed with the Financial Secretary/ Minister of Finance Location Grand Cayman Cost	2011/12 Budget 2-3 100% 100% \$75,947	2010/11 Forecast 2-3 100% 85-100% \$77,929
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

TSY 21	Management of Public Debt	\$106,750
Description Negotiate, record, maintain and monitor borrowing of public funds including draw downs and repayments		
Measures Quantity - Number of public debt loans managed - Number of self-financing loans managed Quality - Loans are managed in accordance with conditions laid out in the relevant bond/loan agreements - Loans negotiated in accordance with evaluation criteria in tender documents Timeliness - Principal repayments and interest payments made by the due date - Invoice Statutory Authorities within 15 days following Treasury payment date to the lending institution Location Grand Cayman Cost	2011/12 Budget 14-16 5 100% 100% 100% 100%	2010/11 Forecast 14 5 100% 100% 100% 100%
Related Broad Outcome: 9: Restoring Prudent Fiscal Management		

TSY 22	Government Payroll	\$281,915
Description Process payroll and other employee related payments on behalf of all monthly and bi-weekly employees.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of monthly and bi-weekly payroll processed	38	38
Quality Accurate processing of payroll based on payroll data provided by other Ministries/Portfolios	100%	100%
Timeliness - Monthly payroll to be forwarded to banks three days prior to pay-date - Bi-weekly wages to be forwarded to banks two days prior to pay date	100%	100%
Location Grand Cayman		
Cost	\$281,915	\$285,022
Related Broad Outcome: 9: Restoring Prudent Fiscal Management		

TSY 23	Process Creditor Payments	\$131,243
Description Process creditor payments on behalf of Ministries/Portfolios		
Measures Quantity - Number of annual cheque runs Quality - Verify that request for payment is signed by Chief Officer, Chief Financial Officer or other designated person(s) - Ensure that sufficient funds exist in bank accounts prior to cheque runs Timeliness - Cheque runs processed by 3:00 pm daily Location Grand Cayman Cost	2011/12 Budget 1,200-1,400 100% 100% 95-100% \$131,243	2010/11 Forecast 1,200-1,400 100% 100% 95-100% \$99,373
Related Broad Outcome: 9: Restoring Prudent Fiscal Management		

TSY 25	Collection of Coercive Revenue	\$98,104
Description Receipting and management of coercive revenue: • Environmental Protection Fund Fees for airlines and cruise ships • Cruise Ship Departure Charges • Debit transaction fees • Stamp Duties on Insurance Policies other than life • On behalf of other Government Agencies		
Measures Quantity • Number of invoices sent to airlines and cruise ship companies • Number of receipts produced for debit transaction fees • Number of receipts produced for Stamp Duty on Insurance policies • Number of receipts produced on behalf of Liquor Licensing Board • Number of receipts produced on behalf of other Government Agencies Quality • Review of manifest by management to ensure accuracy of amount invoiced and collected • Invoices prepared in compliance with Travel Tax Law Timeliness • Invoices to be sent within two business day after receipt of the manifest • Debit transaction and stamp duty on insurance policies receipted within two days of receipt of funds from banks and insurance companies • Funds on behalf of other Government Agencies receipted on the day received Location Grand Cayman Cost		2011/12 Budget 250-300 80- 84 2,300-2,400 275-325 1,600-1,800 100% 100% 100% 100% 100% \$98,104
		2010/11 Forecast 250-300 80-84 2,300-2,400 275-325 n/a 100% 100% 100% 100% 100% \$97,817
Related Broad Outcome: 9: Restoring Prudent Fiscal Management		

TSY 26	Debt Recovery and Management	\$320,229
Description Recovering outstanding Core Government debts		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of government debts managed	1,300-1,350	1,350-1,400
Quality Collection efforts will be carried out in accordance with departmental procedures	100%	100%
Timeliness - Action will be initiated within 30 days of debt being referred by requesting department - Contact initiated with all new debtors within one week of referral	95-100%	95-100%
Location Grand Cayman	80-100%	80-100%
Cost	\$320,229	\$347,140
Related Broad Outcome: 9: Restoring Prudent Fiscal Management		

TSY 27	Management and Administration of Loans-Made	\$123,114
Description Management and Administration of loans made including: • Set up loans in IRIS and maintain files • Preparation of repayment schedule • Following up late or missed payments • Provision of management reports		
Measures Quantity Number of loans managed monthly Quality • Loans are processed in accordance with conditions laid out in the relevant loan agreement • Loans secured where required • Loans approved by management and disbursement does not exceed approved amount Timeliness • Approved loan applications are processed within five working days on receipt of approved application • Late or missed payments followed up within 10 working days of following month Location Grand Cayman Cost		2011/12 Budget 175-200 100% 100% 100% 100% 100% \$123,114
		2010/11 Forecast 160-175 100% 100% 100% 100% 100% \$105,721
Related Broad Outcome: 9: Restoring Prudent Fiscal Management		

TSY 28	Bank Reconciliation	\$335,323
Description Bank reconciliations on behalf of Cabinet on all Core Government bank accounts including: • Clearing of all reconciling items • Transfer revenues from Executive to Entity bank accounts • Provision of reconciliation statements to Chief Financial Officers (CFO)		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of bank reconciliations	1,068-1,176	1,068-1,128
Quality • Bank reconciliation statements reviewed and approved by Supervisor prior to release to Ministries/Portfolios • CFO/Client alerted to outstanding issues	100%	100%
	100%	n/a
Timeliness • Bank reconciliation prepared and approved by the end of the following month • CFO/Client contacted within 48 hours of approval • Stale-dated cheques written back quarterly.	100%	100%
	100%	n/a
	100%	n/a
Location Grand Cayman		
Cost	\$335,323	\$370,580
Related Broad Outcome: 9: Restoring Prudent Fiscal Management		

TSY 29	Forecast and Management of Core Government's Cash Flows, Investments and Reserves	\$398,598
Description Forecast and Management of Core Government's Cash Flows, Investments and Reserves, including: • Management of Investments, reserves and aggregate cash position for Core Government • Management of Core Government Executive Bank Accounts • Negotiate investment rates for Core Government		
Measures Quantity • Number of investments managed • Number of reserve funds managed • Number of bank accounts managed Quality • Compliance with the Public Management and Finance Law (2010 Revision) and the Financial Regulations (2010 Revision) • Compliance with instructions given by the Legislative Assembly and Finance Committee for transfer of funds to or from Reserve Funds Timeliness • Activities recorded in General Ledger for investments within one week of date of transaction • Reconciliation of reserve funds by 5th of the following month Location Grand Cayman		2011/12 Budget 15-20 13 98-100 100% 100% 95-100% 95-100%
		2010/11 Forecast 15-20 13 98-100 100% 100% 95-100% 95-100%
Cost		\$398,598 \$527,213
Related Broad Outcomes: 9: Restoring Prudent Fiscal Management		

TSY 30	Management of Trust Assets on Behalf of the Financial Secretary	\$17,238
Description Management of Trust Assets on behalf of the Financial Secretary including: • Mutual Legal Assistance Treaty (MLAT) Trust • Defunct Companies Trust • Other General Trusts as specified from time to time		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of trust assets managed	3	3
Quality • Trust assets to be managed in accordance with Public Management and Finance Law (2010 Revision) and the Financial Regulations (2010 Revision)	100%	100%
Timeliness • Annual trust assets financials to be submitted by statutory deadline or other date agreed by Financial Secretary	100%	100%
Location Grand Cayman		
Cost	\$17,238	\$8,622
Related Broad Outcomes: 9: Restoring Prudent Fiscal Management		

TSY 32	Governance and Administrative Services	\$33,618
Description Provision of governance and administrative services to the following statutory authorities, boards and committees: • Cayman Islands Monetary Authority • Cayman Islands Development Bank		
Measures Quantity • Number of board and committee meetings attended. Quality • Service will be provided by appointed personnel Timeliness • Attendance at all board and committee meetings as required Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	55- 60	55-60
	100%	100%
	85%	85%
	100%	100%
	\$33,618	\$30,281
Related Broad Outcome: 9: Restoring Prudent Fiscal Management		

6. Payment Arrangements

Cabinet will pay the *Ministry of Finance, Tourism and Development – Pubic Finance Administration* for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	FIN 12 \$	FIN 13 \$	FIN 14 \$	CUS10 \$	CUS12 \$	CUS14 \$	CUS15 \$	CUS16 \$	CUS17 \$
July	87,079	19,782	43,545	177,552	80,057	145,420	19,123	103,102	5,591
August	87,079	19,782	43,545	177,552	80,057	145,420	19,123	103,102	5,591
September	87,079	19,782	423,545	177,552	80,057	145,420	19,123	103,102	5,591
October	87,079	19,782	43,545	177,552	80,057	145,420	19,123	103,102	5,591
November	87,079	19,782	43,545	177,552	80,057	145,420	19,123	103,102	5,591
December	87,079	19,782	43,545	177,552	80,057	145,420	19,123	103,102	5,591
January	87,079	19,782	43,545	177,552	80,057	145,420	19,123	103,102	5,591
February	87,079	19,782	43,545	177,552	80,057	145,420	19,123	103,102	5,591
March	87,079	19,782	43,545	177,552	80,057	145,420	19,123	103,102	5,591
April	87,079	194,782	43,545	177,552	80,057	145,420	19,123	103,102	5,591
May	87,079	194,782	43,545	177,552	80,057	145,420	19,123	103,102	5,591
June	87,081	19,785	43,540	177,551	80,052	145,421	19,125	103,102	5,592
TOTAL	1,044,950	587,387	522,535	2,130,623	960,679	1,745,041	229,478	1,237,230	67,093

MONTH	REV 6	REV 7	REV 8	IAU 3	IAU 4	BMS 15	BMS 16
	\$	\$	\$	\$	\$	\$	\$
July	10,216	5,515	2,081	59,583	598	25,450	8,867
August	10,216	5,515	2,081	59,583	598	25,450	8,867
September	10,216	5,515	2,081	59,583	598	25,450	8,867
October	10,216	5,515	2,081	59,583	598	25,450	8,867
November	10,216	5,515	2,081	59,583	598	25,450	8,867
December	10,216	5,515	2,081	59,583	598	25,450	8,867
January	10,216	5,515	2,081	59,583	598	25,450	8,867
February	10,216	5,515	2,081	59,583	598	25,450	8,867
March	10,216	5,515	2,081	59,583	598	25,450	8,867
April	10,216	5,515	2,081	59,583	598	25,450	8,867
May	10,216	5,515	2,081	59,583	598	25,450	8,867
June	10,222	5,519	2,079	59,579	594	25,455	8,874
TOTAL	122,598	66,184	24,970	714,992	7,172	305,405	106,411

Month	BMS 17	BMS 18	BMS 19	ESO 7	ESO 8	ESO 9	ESO 10
	\$	\$	\$	\$	\$	\$	\$
July	5,004	7,584	3,751	109,374	19,212	112	6,080
August	5,004	7,584	3,751	109,374	19,212	112	6,080
September	5,004	7,584	3,751	109,374	19,212	112	6,080
October	5,004	7,584	3,751	109,374	19,212	112	6,080
November	5,004	7,584	3,751	109,374	19,212	112	6,080
December	5,004	7,584	3,751	109,374	19,212	112	6,080
January	5,004	7,584	3,751	109,374	19,212	112	6,080
February	5,004	7,584	3,751	109,374	19,212	112	6,080
March	5,004	7,584	3,751	109,374	19,212	112	6,080
April	5,004	7,584	3,751	109,374	19,212	112	6,080
May	5,004	7,584	3,751	109,374	19,212	112	6,080
June	5,014	7,585	3,760	109,374	19,212	106	6,077
TOTAL	60,058	91,009	45,021	1,312,490	230,547	1,338	72,957

MONTH	TSY23 \$	TSY24 \$	TSY25 \$	TSY26 \$	TSY27 \$	TSY28 \$	TSY29 \$	TSY30 \$	TSY31 \$	TSY32 \$
July	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
August	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
September	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
October	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
November	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
December	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
January	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
February	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
March	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
April	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
May	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
June	10,937	4,597	8,175	26,686	10,259	27,944	33,217	1,436	8,884	2,801
TOTAL	131,243	55,168	98,104	320,229	123,114	335,322	398,598	17,238	106,611	33,618

Appendix: Forecast Financial Statements

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Ministry of Finance

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at *[relevant date]* and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Chief Officer
Ministry of Finance, Tourism and Development
Public Finance Administration

30 June, 2011

MINISTRY OF FINANCE, TOURISM AND DEVELOPMENT - PUBLIC FINANCE
FORECAST STATEMENT OF FINANCIAL PERFORMANCE
FOR THE PERIOD ENDING : June 30, 2012

		2011/12	2010/11	2009/10
	Note	Budget	Est. Actual	Actual
Entity Revenues				
Sale of Outputs (goods and services) to Others	9	16,898,345	18,036,550	18,643,986
Investment revenue	10	0	0	1,027
Donations	11	0	0	0
Other operating revenue		0	0	0
Total Entity Revenue		16,898,345	18,036,550	18,645,013
Operating Expenses				
Personnel costs	12	13,552,634	13,324,236	14,859,352
Supplies and consumables	13	2,747,450	3,812,314	3,398,536
Depreciation	6	598,261	900,000	382,662
Impairment of property, plant and equipment	6	0	0	0
Impairment of inventory	4	0	0	0
Finance costs (overdraft interest)	14	0	0	0
Litigation costs	15	0	0	0
(Gains)/losses on foreign exchange transactions	16	0	0	8,772
(Gains)/losses on disposal or revaluation of non current assets	16	0	0	-4,309
Extraordinary expenses		0	0	0
Capital Charge		0	0	0
Other operating expenses		0	0	0
Total Operating Expenses		16,898,345	18,036,550	18,645,013
Surplus or (Deficit) for the period		0	0	0

MINISTRY OF FINANCE, TOURISM AND DEVELOPMENT - PUBLIC FINANCE
FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE PERIOD ENDING : June 30, 2012

	Note	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Opening balance net worth		17,559,272	15,344,272	14,092,138
Changes resulting from accounting Policy				
Prior Year Adjustments		0		190,376
Restated Balance		<u>17,559,272</u>	<u>15,344,272</u>	<u>14,282,514</u>
Changes in Net Worth for 2009/2010				
Gain/(loss) on property revaluations		0	0	0
Gain/(loss) on revaluation of investments		0	0	0
Exchange differences on translating foreign operations				
Equity Investment from Cabinet		1,027,610	2,215,000	1,308,974
Capital Withdrawals by Cabinet		-27,610		-225,429
Repayment of Surplus/Dividends		0	0	0
Surplus/(Deficit) for the period		0	0	0
Total recognized revenues and expenses		<u>0</u>	<u>0</u>	<u>1,083,546</u>
Closing balance net worth		<u>18,559,272</u>	<u>17,559,272</u>	<u>15,366,060</u>

**MINISTRY OF FINANCE, TOURISM AND DEVELOPMENT - PUBLIC FINANCE
FORECAST STATEMENT OF FINANCIAL POSITION
AS AT: June 30, 2012**

	Note	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Current Assets				
Cash and cash equivalents	2	33,843,022	33,560,689	28,389,339
Marketable securities and deposits		0	0	0
Trade Receivables	3	2,101,973	1,916,502	6,616,090
Other receivables	3	238,563	266,853	634,040
Inventories	4	0	0	0
Investments	5	0	0	0
Prepayments		30,973	30,973	23,128
Other current assets				
Total Current Assets		36,214,531	35,775,018	35,662,597
Non-Current Assets				
Accounts Receivable - Loans, Other Investments	3	0	0	0
Inventories	4	0	0	0
Prepayments		0	0	0
Property, plant and equipment	6	7,826,758	8,425,020	5,540,732
Total Non-Current Assets		7,826,758	8,425,020	5,540,732
Total Assets		44,041,288	44,200,038	41,203,329
Current Liabilities				
Trade payables	7	1,884,148	2,046,017	2,183,600
Other payables and accruals	7	25,659	22,537	18,760
Bank Overdraft	2	0	0	0
Unearned revenue		0	0	0
Employee entitlements	8	310,188	310,188	372,887
Repayment of surplus		23,262,022	23,262,022	23,262,022
Total Current Liabilities		25,482,017	25,640,764	25,837,269
Non-Current Liabilities				
Employee entitlements	8	0	0	0
Other payables and accruals	23	0	0	0
Total Non-Current Liabilities		0	0	0
Total Liabilities		25,482,017	25,640,764	25,837,269
Net Assets		18,559,272	17,559,273	15,366,060
NET WORTH				
Contributed Capital			-2,215,000	-5,039,507
Asset revaluation reserve		0	0	0
Accumulated surpluses/(deficits)		18,559,272	21,774,272	20,405,567
Total Net Worth		18,559,272	17,559,272	15,366,060

MINISTRY OF FINANCE, TOURISM AND DEVELOPMENT - PUBLIC FINANCE
FORECAST CASH FLOW STATEMENT
FOR THE PERIOD ENDING: June 30,2012

	Note	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Sale of Outputs to Cabinet		14,132,420	17,894,717	15,318,627
Sale of Outputs (Goods & Services) to Ministries/Portfolios, Public Authorities		75,790	40,999	45,201
Sale of Outputs (goods and services) to Third Party		2,532,954	5,437,930	3,239,117
Interest received		0	0	1,027
Donations/Grants		0	0	0
Other receipts		0	0	0
Payments				
Personnel costs		-13,552,634	15,512,948	-14,819,140
Supplies & Consumables		-2,906,197	-5,660,296	-3,407,492
Interest paid		0	0	0
Other payments		0	0	-8,772
Extraordinary Expenses		0	0	0
Net cash flows from operating activities	24	282,333	2,200,403	368,568
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of property, plant and equipment		-1,000,000	-2,215,000	519,153
Proceeds from sale of property, plant and equipment		0	0	4,309
Purchase of investments		0	0	0
Proceeds from sale of investments		0	0	0
Cash advances				
Cash receipts from repayment of advances		0	0	0
Net cash flows from investing activities		-1,000,000	-2,215,000	523,461
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity Investment		1,000,000	2,215,000	1,308,974
Repayment of Surplus		0		0
Capital Withdrawal		0		-225,429
Net cash flows from financing activities		1,000,000	2,215,000	1,083,546
Net increase/(decrease) in cash and cash equivalents		282,333	2,200,403	1,975,575
Cash and cash equivalents at beginning of period		33,560,689	31,360,287	26,413,763
Cash and cash equivalents at end of period	9	33,843,022	33,560,689	28,389,339

The accounting policies and notes on page 5 – 12 form an integral part of these financial statements.

MINISTRY OF FINANCE, TOURISM AND DEVELOPMENT – PUBLIC FINANCE ADMINISTRATION STATEMENT OF ACCOUNTING POLICIES

Background Information

The Ministry of Finance, Tourism and Development was created as a result of the enactment of the Cayman Islands Constitution Order 2009. Prior to this the Public Finance Section of the Ministry of Finance, Tourism and Development was known as the Portfolio of Finance and Economics.

The purpose of the Public Finance Section is to develop, implement and maintain macroeconomic and budgetary policies and maintain measures; to manage the finance of the government and exercise supervision and controlling all matters relating to the financial affairs of the Cayman Islands. Public Finance consists of several departments, including Budget and Management Unit, Customs, Economics and Statistics Office, Finance Administration, Internal Audit, Revenue Unit, Risk Management, Treasury.

General Accounting Policies

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

Reporting Period

The reporting period is the period ended 30 June 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

Cash and cash equivalents include cash held in the Ministry of Finance, Tourism and Development – Public Finance bank account and any money held on deposit with the Treasury Department.

Accounts Receivables and Prepayments

Account receivables are carried at the original invoice amount less an estimate for doubtful receivables based on a review of all outstanding amounts at the end of the year. The amount of any provision for doubtful receivables required would be recognized as an expense in the statement of financial performance.

Property, Plant and Equipment (including Infrastructure Assets)

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

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

Computer Hardware and Software

Computer hardware and software are recorded at cost less accumulated depreciation.

Depreciation of property, plant and equipment is calculated using the straight-line method at the following rates, to allocate the cost of the assets over their estimated useful lives:

	<u>Years</u>
Buildings	
Infrastructure assets	40-60
Roads and sidewalks	6-50
Water reticulation and sewage	6-50
Other (list separately if material)	5-15
Vehicles	4-12
Aeroplanes	9-20
Boats	9-20
Furniture and fittings	3-20
Computer hardware	3-10
Computer Software	3-10
Office equipment	3-20
Other plant and equipment	5-25
Other assets	3-25
	Based on
	term of
Leasehold improvements	leases

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

Annual Leave Entitlements

Annual leave due, but not taken, is recognised as a current liability at the current rates of pay.

Pension Obligations

Pension contributions for employees are paid to the Public Service Pensions Fund (the "Fund"). The Fund is administered by the Public Service Pensions Board and is operated as a multi-employer non-contributory Fund, whereby the employer pays both employer and employee contributions. Prior to 1 January 2000 the scheme underlying the fund was a defined benefit scheme. With effect from 1 January 2000 the Fund had both a defined benefit and defined contribution element. Participants joining after that date became members of the defined contribution element. Pension scheme contributions are included in personnel costs in the statement of financial performance.

MINISTRY OF FINANCE, TOURISM AND DEVELOPMENT - PUBLIC FINANCE
NOTES TO THE FORECAST FINANCIAL STATEMENTS
FOR THE PERIOD ENDING: June 30,2012

NOTE 2: Cash and cash equivalents

	2011/12	2010/11	2009/10
	Budget	Est. Actual	Actual
Cash on hand (IRIS confirmation account/petty cash)	4,825	4,825	11,662
Cash in transit (IRIS remittance account)	0	0	216
CI\$ Operational Current Accounts - RBC	33,144,423	32,862,091	27,654,885
US\$ Operational Current Accounts - RBC	0	0	26,072
Payroll Current Account - RBC	0	0	3,161
Short Term Fixed Deposits held with Treasury (up to 90days)	693,773	693,773	693,343
Other cash or cash equivalents	0	0	0
Total Cash and Cash Equivalents	33,843,022	33,560,689	28,389,339

NOTE 3: Trade & Other Receivables

	2011/12	2010/11	2009/10
	Budget	Est. Actual	Actual
Trade Receivables			
Sale of Outputs (goods and services) to Others	908,816	908,816	2,814,139
Sale of Outputs to Cabinet	1,193,158	1,007,687	3,801,951
Sale of Outputs (Goods & Services) to Ministries/Portfolios, SAs & GCs	0	0	0
Less provision for doubtful debts	0	0	0
Other	0	0	0
Total Trade Receivables	2,101,973	1,916,502	6,616,090
Other Receivables			
Advances (salary, official travel, etc.)	0	0	17,430
Dishonored cheques	15,577	15,577	15,577
Interest Receivable	0	0	288
Other	222,986	251,276	600,745
Total Other Receivables	238,563	266,853	634,040

NOTE 4: Inventories

	2011/12	2010/11	2009/10
	Budget	Est. Actual	Actual
Inventory held for use in the provision of goods and services	0	0	0
Inventory held for sale	0	0	0
Total Inventories	0	0	0

NOTE 5: Investments

	2011/12	2010/11	2009/10
	Budget	Est. Actual	Actual
Fixed deposits (over one year)	0	0	0
Investments in Equities	0	0	0
Other Long Term Investments	0	0	0
Total Investments at the lower of cost or market value	0	0	0

Note 6: Property, plant and equipment

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Motor Vehicles</i>	<i>Assets under construction or development</i>	<i>Total</i>
Balance as at 1 July 2010	248,388	5,006,768	611,289	458,847	343,214	2,344,050	9,012,556
Additions		1,000		1,224	30,000	2,185,000	2,217,224
Disposals							0
Transfers				19,095		-19,095	0
Balance as at 30 June 2011	248,388	5,007,768	611,289	479,166	373,214	4,509,955	11,229,780

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Motor Vehicles</i>	<i>Assets under construction or development</i>	<i>Total</i>
Balance as at 1 July 2011	248,388	5,007,768	611,289	479,166	373,214	4,509,955	11,229,780
Additions					1,000,000		1,000,000
Disposals							0
Transfers		500,000		2,324,955	1,685,000	-4,509,955	0
Balance as at 30 June 2012	248,388	5,507,768	611,289	2,804,121	3,058,214	0	12,229,780

Accumulated Depreciation and impairment losses

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Motor Vehicles</i>	<i>Work in progress</i>	<i>Total</i>
Balance as at 1 July 2010	104,270	2,279,566	434,941	378,111	274,940	0	3,471,828
Impairment loss 2010/11							0
Depreciation Expense 2010/11	28,248	184,332	53,800	50,724	15,830		332,934
Eliminate on Disposal 2010/11							0
Balance as at 30 June 2011	132,518	2,463,898	488,741	428,835	290,770	0	3,804,761

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Motor Vehicles</i>	<i>Work in progress</i>	<i>Total</i>
Balance as at 1 July 2011	132,518	2,463,898	488,741	428,835	290,770	0	3,804,761
Impairment loss 2011/12							0
Depreciation Expense 2011/12	28,248	129,910	25,270	157,836	256,997		598,261
Eliminate on Disposal 2011/12							0
Balance as at 30 June 2012	160,766	2,593,808	514,011	586,671	547,767	0	4,403,022

Net Book value 30 June 2011	115,870	2,543,870	122,548	50,331	82,444	4,509,955	7,425,019

Net Book value 30 June 2012	87,622	2,913,960	97,278	2,217,450	2,510,447	0	7,826,758

MINISTRY OF FINANCE, TOURISM AND DEVELOPMENT - PUBLIC FINANCE
NOTES TO THE FORECAST FINANCIAL STATEMENTS
FOR THE PERIOD ENDING: June 30,2012

NOTE 7: Trade payables, Other payable & Accruals

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Creditors	3,122	3,122	54,597
Creditors Ministries/Portfolios	0	75,809	75,809
Creditors other government agencies	0	0	0
Payroll Deductions	0	0	79,266
Operating lease rental	0	0	0
Accrued Expenses (short term portion)	1,884,148	1,884,148	1,890,989
Other payables	22,537	22,537	18,760
Other current liabilities	23,262,022	23,344,961	23,344,961
Total Accounts Payable	25,171,829	25,330,577	25,464,382

NOTE 8: Employee Entitlements

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Current employee entitlements are represented by:			
Annual Leave	202,646.73	202,647	263,107
Retirement and Long Service Leave	107,541.04	107,541	109,780
Accrued Salaries	0	0	0
Travel	0	0	0
Total Current Portion	310,188	310,188	372,887
Non-current employee entitlements are represented by:			
Retirement and Long Service Leave	0	0	0
Total Employee Entitlements	0	0	0

NOTE 9: Sale of Goods and Services (including Fees and Charges)

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Revenue type			
Outputs to Cabinet ¹	14,317,891	16,328,293	17,094,220
Outputs to other government agencies ²	47,500	55,440	37,925
Fees and charges ³	2,525,000	1,652,817	1,420,169
General sales ³	0	0	7,585
Rentals ³	0	0	0
Other ³	7,954	0	84,086
Total sales of goods and services	16,898,345	18,036,550	18,643,986

¹Outputs to Cabinet comprises goods delivered to and services performed on behalf of the Cayman Island Government.

²Outputs to other government agencies comprises trade between the Ministry of Finance, Tourism and Development – Public Finance and other government bodies. These are arm length transactions governed by Service Level Agreements (SLAs) between the contracting parties.

³Fees & Charges, General Sales, Rentals & Others includes administrative fees and user charges levied on the public for the delivery of government services. The respective rates and fee structures are gazetted and governed by the relevant revenue laws.

NOTE 10: Investment Revenue

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Interest on deposits held with Cabinet	0	0	1,027
Interest on cash balances			0
Royalties	0	0	0
Other	0	0	0
Total Investment Revenue	0	0	1,027

NOTE 11: Donations

Source & Purpose	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
	0	0	0
Total Donations	0	0	0

Donations are to be disclosed by class, based on the cash received or fair value of the goods and services

NOTE 12: Personnel Costs

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Salaries,wages,allowances & employee pension contribution	10,859,699	13,324,236	12,197,265
Health Care	2,062,304	0	1,983,660
Employer pension expense	624,631	0	664,759
Movement in leave provision expense	0	0	0
Other personnel related expenses	6,000	0	13,668
Total Personnel Costs	13,552,634	13,324,236	14,859,352

NOTE 13: Supplies and Consumables

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Supplies and Materials	118,823	2,861,981	186,602
Purchase of services	1,206,216	0	1,512,742
Lease of Property and Equipment	734,115	950,333	999,040
Utilities	266,005	0	352,226
General Insurance	140,653	0	141,385
Interdepartmental Expenses	196,306	0	166,061
Travel and Subsistence	78,531	0	31,002
Other Supplies and Consumables	6,800	0	9,478
Total Supplies and Consumables	2,747,450	3,812,314	3,398,536

NOTE 14: Finance Costs

Interest on overdraft	0	0
Other	0	0
Total Finance Costs	0	0

NOTE 15: Litigation Cost

The Attorney General's Office provides litigation services to Ministry of Finance, Tourism and Development – Public Finance. During the year ended 30 June 2012 the use of legal services from the outside of the Government were authorised by the Attorney General's office. The costs of these services were \$0 in 2011-12 and \$0 in 2010-11.

MINISTRY OF FINANCE, TOURISM AND DEVELOPMENT - PUBLIC FINANCE
NOTES TO THE FORECAST FINANCIAL STATEMENTS
FOR THE PERIOD ENDING: June 30,2012
(continued)

NOTE 16: (Gains)/losses

During the period the Ministry of Finance, Tourism and Development – Public Finance disposed of vehicles and computer equipment. The net gain on the disposition of assets in 2012 was \$0 and the net loss was \$0 in 2011. Approval was obtained to dispose of these assets.

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Net (gain)/loss on disposal of property, plant and equipment	0	0	0
Net loss on foreign exchange	0	8,772	0
Total losses	0	8,772	0

NOTE 17: Reconciliation of net cash flow from operating activities to surplus/(deficit)

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
FROM OPERATING ACTIVITIES			
<i>Surplus/(deficit) from operating activities</i>	0	0	
<i>Non-cash movements</i>			
Depreciation	598,261	899,996	382,662
(Gains)/losses on disposal or revaluation on sale of property plant & equipment	0	0	-4,309
Foreign exchange gains/(losses)	0	0	0
<i>Changes in current assets and liabilities</i>			
(Increase)/Decrease in other current assets		0	
(Increase)/Decrease in receivables	-157,181	3,553,698	91,446
(Increase)/Decrease in inventories			
(Increase)/Decrease in payables/accruals	-158,748	-2,190,592	-141,442
Increase in provision for doubtful debts	0	0	0
Increase/(Decrease) in provision relating to employee costs	0	-62,699	40,211
Net cash flows from operating activities	282,332	2,200,403	368,568

APPENDICES

Entities within the Ministry of Finance, Tourism and Development – Public Finance

Entity	Head
Budget and Management Unit	Director of Budget and Management Unit
Customs Department	Collector of Customs
Economics and Statistics Office	Director of Economics and Statistics
Finance Administration	Chief Officer
Internal Audit	Director of Internal Audit
Revenue Unit	Director of Revenue Unit
Risk Management Unit	Risk Manager
Treasury Department	Accountant General

Definition of Output Codes within the Ministry of Finance, Tourism and Development – Public Finance

CODES	DESCRIPTION
BMU	1002: Budget and Management Unit
CUS	1101: Customs
ESO	1301: Economics and Statistics Office
FIN	1003: Finance Administration
IAU	1007: Internal Audit
REV	1011: Revenue Unit
RSK	1005: Risk Management Unit
TSY	1401: Treasury Department

2011/12 BUDGET

Annual Budget Statement

for

***Ministry of Finance, Tourism and Development -
Tourism and Development***

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Minister/Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICERS AND MINISTER OF MINISTRY OF FINANCE, TOURISM AND DEVELOPMENT

Statement from the Chief Officers

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

**Mr. Carson Ebanks, MBE, JP, Chief Officer
Ministry of Finance, Tourism and
Development**

30th June, 2011

Statement from the Premier/Minister

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

**Hon. W. McKeever Bush, OBE, JP, Minister
Ministry of Finance, Tourism and
Development**

30th June, 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

Fire Department

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

Department of Planning

The Department of Planning is (a) the critical conduit between the Central Planning Authority (CPA), Development Control Board (DCB), and the wider community, its customers, the citizens and stakeholders. As such the Department's primary purpose as the administrative arm of the CPA, and DCB is to provide to necessary professional advice and service so that decisions made by these entities strive for (i) a strong economy, (ii) promote aesthetically pleasing developments, (iii) are environmentally friendly and sustainable, (iv) technically sound, and (v) promote and provide an unparalleled quality of life for existing and for future generations; (b) to ensure that all applications that require either the CPA, DCB or Administrative Approval with respect to the use and the development of land in the Islands are processed and inspected efficiently, in an enabling and facilitating manner, in accordance with relevant legislation and policies.

Department of Tourism

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

Scope of Activities

Fire Department

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

- Eliminations and reduction of fire hazards
- Inspection of all buildings
- Facilitate and coordinate the review and development plans to ensure that all buildings and structures meet minimum health and safety requirements.
- Investigating the causes of fires and implementing preventative measures.
- Enforcing the fire-safety building standards and design.
- Review existing CI Fire Brigade Law, Codes and Policies and Guidelines to ensure they continue to evolve to meet the needs of the Public.
- Continuing the internal and external training program me.

Department of Planning

Physical Development Management

- To process development applications in a timely and efficient manner, and ensure that development is in compliance with The Development and Planning Laws and Regulations.
- Issue building permits to ensure that buildings and structures meet minimum health, safety requirements.
- Conduct inspections (Plumbing, Electrical, Structural, and Mechanical) to ensure that developments are constructed and operated to minimum standards so as to protect health and safety.
- Ensure compliance with the Planning Law, Regulations and Guidelines by enforcing against those who choose not to apply for planning permission, or to construct to required codes and standards.
- Issue Certificates [of Fitness] for Occupancy (COs) and sign strata plans when developments have been completed in accordance with the planning permission granted
- Compile Appeal Briefs for the Ministry of Finance, Tourism and Development (Ministry F,T, and D) for CPA/ DCB decisions that have been appealed
- To provide analytical support and continue the tradition of sophisticated and timely policy analysis of development as set forth by the Ministry of F, T, and D, the CPA, and the DCB. Identify long-term development trends and issues through the preparation of working policy papers.

Preparation of Development Plans

- Facilitate and coordinate the review and completion of development plans for the Grand Cayman.
- Provide timely and comprehensive professional planning advice and input into the National Planning Initiative (NPI).

Department of Tourism

- Strategic planning for the Tourism Industry
- Technical Advice, Research and Policy Input
- Coordinate the implementation of the National Tourism Management Policy
- Support for Tourism Boards & Committees
- Tourism Public Relations Services
- Crisis and Emergency Communications
- Product Development & Regulatory Activities
 - o Tourist Accommodation Inspections and Licensing Services
 - o Pilot Environmental Program for the Tourism Sector
 - o Tourism Physical Product Enhancement Projects
 - o Cruise Tourism Management
 - o Tourism Services Enhancement Projects
- Collection & Audit of Tourism Revenue

- Marketing & Public Relations (International & National)
 - o Collection, Preparation and Publication of Statistical Information
 - o Marketing Planning & Implementation
 - o Direct Marketing
 - o Promotional Activities
 - o Advertising Activities
 - o Websites Management
 - o Events Marketing & Co-Branding
 - o Relationship Management with Strategic Partners
- Development of Human Capital for the Tourism Industry
 - o Tourism Education and Scholarships
 - o Tourism Apprenticeship Training & Career Internships
 - o Tourism Industry Customer Service Training
 - o Tourism Community Awareness

Customers and Location of Activities

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

Activities are provided to the Financial Secretary, Cabinet, Members of the Legislative Assembly, ministries, portfolios, statutory authorities, government-owned companies and the general public within the Cayman Islands.

2. Strategic Ownership Goals

The key strategic ownership goals for the *Ministry of Finance, Tourism and Development* in 2011/12 and the subsequent two years are as follows:

Fire Department

- Aerodrome
 - o Continue the requirement re-certification programme of Fire Service Personnel in accordance with the requirements and standards of UK Civil Aviation Organization and CI Civil Aviation. Officers will attend training at the Fire Service College, SERCO between November 2011-June 2012.
- Domestic
 - o To train and re-certify officers in Domestic Fire Fighting at an institution in US and/or England between November 2011 and June 2012.
 - o Continually strive to identify weaknesses and threats to the on-going provision of high quality fire and rescue services, and to act upon such issues in a prompt, efficient and economically responsible manner.
 - o Provide education and training to staff and the public in fire and life safety.
- Fire Prevention
 - o To train additional officers as Fire Inspectors and Fire Investigators
 - o To review and process all commercial development applications in a timely and efficient manner ensuring that they are in compliance with CI Fire Brigade Law, Codes and Regulations.
 - o To continue to work very closely with the Planning Department, Building Control and Hotel and Liquor License Boards to ensure prompt, detailed and accurate information is exchanged regarding fire and life safety concerns.
 - o To ensure that all Commercial building are constructed in with all Laws and Codes, by providing inspection and pre-incident planning functions to ensure public safety. by conducting a timely and accurate plan review, ongoing inspections and issuance of an inspection and certificate of occupancy.
 - o Continually strive to identify weaknesses and threats to the on-going provision of high quality fire and rescue services, and to act upon such issues in a prompt , efficient and economically responsible manner,

Department of Planning

- New Electronic Plan Review and Document Management Systems
- Amendments to the Development Plan, Planning Laws, and Regulations, and the Cayman Islands Building Code.
- Additional features to enhance the functionality of applications tracking system (Trakit) to become more efficient and user friendly to both employees and E- Trakit users (Clients).
- Continue to develop and enhance partnerships with the development industry and the wider community in a professional manner.
- GPRS Tracking System Implementation to Planning Vehicle Fleet.
- Continue to expand information /records available to the public in accordance with objects of the Freedom of Information Law.
- Replace fully depreciated vehicle fleet equipment (Approx. 20 percent of fleet)

Department of Tourism

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

3. Ownership Performance Targets

The ownership performance targets for the *Ministry of Finance, Tourism and Development* for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	41,728,327	41,169,591
Revenue from ministries, portfolios, statutory authorities, government companies	0	0
Revenue from others	104,950	55,450
Surplus/deficit from outputs	0	0
Ownership expenses	0	0
Operating Surplus/Deficit	0	0
Net Worth	17,562,398	17,170,698
Cash flows from operating activities	1,201,132	1,242,667
Cash flows from investing activities	(391,700)	(879,600)
Cash flows from financing activities	391,700	879,600
Change in cash balances	1,201,132	1,242,667

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	413	381
Total Assets: Total Liabilities	563	552

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	254	254
Staff turnover (%)	12%	12%
Managers	15%	15%
Professional and technical staff	10%	10%
Clerical and labourer staff		
Average length of service (number of years in current position)	11 years	11 years
Managers	8 years	8 years
Professional and technical staff	10 years	10 years
Clerical and labourer staff		
Changes to personnel management system:		

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
<u>TOURISM & DEVELOPMENT</u>		
Chief Officer (MIN FTD ADMIN)	1	1
Deputy Chief Officer (MIN FTD ADMIN)	2	2
Senior Strategic Advisor (MIN FTD ADMIN)	2	2
Senior Chief Financial Officer (MIN FTD ADMIN)	1	1
Chief Financial Officer (MIN FTD ADMIN)	1	1
Chief HR Officer (MIN FTD ADMIN)	1	1
Chief Political Analyst (MIN FTD ADMIN)	1	1
Administrative Officer II (MIN FTD ADMIN)	1	1
Administrative Assistant to CO (MIN FTD ADMIN)	1	1
Liquor Inspector (MIN FTD ADMIN)	1	1
Administrative Secretary (MIN FTD ADMIN)	1	1
Accounts Officer I (MIN FTD ADMIN)	1	1
Executive Officer I (MIN FTD ADMIN)	1	1
HR Assistant (MIN FTD ADMIN)	1	1
Executive Assistant to Premier (MIN FTD ADMIN)	1	1
Director (PTU)	1	1
Senior Inspector (PTU)	1	1
Inspector (PTU)	2	2
Administrative Secretary (PTU)	1	1
Bus Depot Officer (PTU)	1	1
Chief Fire Officer (FRE)	1	1
Deputy Chief Fire Officer (FRE)	3	3
Senior Divisional Officer (FRE)	5	5
Divisional Officer (FRE)	3	3
Divisional Officer – Fire Control (FRE)	1	1
Finance Manager (FRE)	1	1

Position	2011/12 Budget	2010/11 Forecast
Human Resource Manager (FRE)	1	1
Sr. Fire Safety Inspector (FRE)	1	1
Station Officer (FRE)	13	13
Fire Control Supervisor (FRE)	1	1
Fire Safety Inspector (FRE)	1	1
Asst. Training Officer (FRE)	1	1
Manager Fleet Maintenance (FRE)	1	1
Senior Fire Control Operator (FRE)	4	4
Sub Officer (FRE)	2	2
Senior Fleet Technician (FRE)	2	2
Leading Fire Officer (FRE)	18	18
Executive Officer (FRE)	1	1
Fire Control Operator (FRE)	4	4
Fire Officer (FRE)	75	68
Fleet Technician (FRE)	1	1
Clerical Officer (FRE)	1	1
Maintenance Technician (FRE)	1	1
Head Cleaner (FRE)	1	1
Building Inspector Electrical (PLN)	2	2
Senior Building Inspectors Electrical (PLN)	1	1
Building Permit Clerk (PLN)	1	1
Clerical Officer 1 (PLN)	3	3
Financial Administrator (PLN)	1	1
Planning Assistant 1 (PLN)	1	2
Assistant Building Control Officer (PLN)	1	2

Position	2011/12 Budget	2010/11 Forecast
Planning Compliance Officer (PLN)	2	1
Elevator Inspector Trainee (PLN)	1	1
Executive Officer II (PLN)	1	1
Plans Examiner II (PLN)	2	1
Plans Examiner (PLN)	1	1
Planning Assistant II (PLN)	0	1
Combination Inspector (PLN)	3	2
Assistant Director of Planning (PLN)	2	2
Human Resources Manager (PLN)	1	1
Office Support Assistant (PLN)	1	1
Director of Planning (PLN)	1	1
Chief Building Control Officer (PLN)	1	1
Senior Building Inspector – Plumbing (PLN)	1	1
Planning Officer (PLN)	4	4
Senior Building Inspector - Structural (PLN)	1	1
Elevator Inspector (PLN)	0	1
Code Enforcement Officer (PLN)	1	1
Senior Plans Examiner (PLN)	0	1
Building Inspector (PLN)	2	4

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$	\$
Asset replacements: total assets	%	%
Book value of assets: initial cost of those assets	%	%
Depreciation: cash flow on asset purchases	%	%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
Ministry FTD Administration	
Video Equipment	210,700
Public Transport Unit	
Additional Block Bus Depot	30,000
Planning Department	
Computer Equipment	20,000
1 Electrical Megometer	1,000
Aerial Photography	30,000
Document Scanning Project	50,000
Department of Tourism	
Office Fit-Out	50,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1 st July 2011

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Loss and/or absence of critical staff	Ongoing	- Provide on the job training and cross-training - Formulation of a succession plan for key staff - Use acting appointments to ensure staff are exposed to different roles - Develop an organizational structure and environment which provides challenges, promotes advancement and recognize achievements - Support staff in times of sickness	
Aged computers and obsolete office equipment	Ongoing	- Maintain and upgrade on a regular basis; and - Replace where feasible	
Destruction, damage or loss of assets	Ongoing	Safeguard assets in accordance with the Ministry's Continuity Plan	
Data and information security	Ongoing	- Ensure data on servers are backed up daily; - Ensure filing cabinets are secured; and - Ensure staff sign confidentiality agreements and adhere to the government's policy on confidentiality	
Non-renewal of contracts of key managers and technical staff	(This is a new risk)	Coordinate with Ministry and Portfolio of Civil Services	Undetermined
Rigid implementation of vacation leaves which could affect the timeliness of outputs	(This is a new risk)	Request for exemption from vacation leave rules such that it takes into account the work production cycle	Undetermined
Poor response rate to the Annual National Accounts Survey and Balance of Payments Survey that could impact on the quality and timeliness of reports	Lower risk may arise from the Statistics (Amendment) Law 2010	Active promotion of the surveys, the amended Law and active follow-up of responses	Undetermined
Inadequate warehouse storage space in cases of natural disaster.	Unchanged	Review and reconfigure existing space or seek alternative storage accommodation at Depot	300,000

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Occurrence of weather disturbances which may prolong the implementation of the Census	(This is a new risk, since Census is an extraordinary project)	Commission as many enumerators as possible to do enumeration work during fair-weather days. However this is subject to availability of enumerators.	Undetermined
Destruction, damage or loss of assets	Ongoing	Safeguard assets in accordance with the Ministry's Continuity Plan	\$136,228
Loss of workplace	None	Identify alternative workplace facility and equipment for key employees	
Loss and security of Data and information	Ongoing	- Ensure data on servers are backed up daily; - Ensure filing cabinets are secured; and - Ensure staff sign confidentiality agreements and adhere to the government's policy on confidentiality - More security elements added to budget preparation tools and additional safeguards put in place.	\$37,466
Failure of computers and office equipment including IRIS	Risk is ongoing	- Replaced obsolete/ageing computers and equipment as soon as they have been evaluated and condemned. - Financial transactions prepared and recorded in GL manually	Unable to deliver audits on time therefore shortfall in revenue earnings.

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>Ministry of Finance, Tourism and Development</i>	391,700	879,600
Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of Finance, Tourism and Development</i>		

PART B
OUTPUT PERFORMANCE

6. Outputs to be Delivered

MFT 1	Policy Advice	\$1,705,518	
Description Provision of policy advice to the Minister and Cabinet on matters impacting the Fire Services Department, Department of Planning, Department of Tourism, Liquor Licensing, Public Transport Board, Cayman Airways, Port Authority, Cayman Turtle Farm, Tourism Attractions Board, Cayman Islands Airports Authority, Film Commission Advisory board, Electrical Trade Licensing Board of Examiners, Planning Appeals Tribunal, Central Planning Authority, Private Sector Consultative Committee, as well as the subjects of E-Business Advisory Board, Hotel Licensing Board, Tourism Advisory Council, Cayman Islands Tourism Association and Sister Islands Tourism Association.			
Measures Quantity - Number of policy advice papers and notes - Number of Government motions and tabling of reports to the Legislative Assembly - Number of minister's briefing notes Quality - All Cabinet papers and notes will be signed off by the Chief Officer and will define issues clearly and succinctly, include pertinent research and data, have an unambiguous statement of policy objectives, and identify all viable options and assess the same - Legislation will be accurate and reflect the desires of Government - Reports and Financial Statements will be accurate and audited as required Timeliness - All papers and notes will be submitted by the designated deadline established by Cabinet - Legislation Motions and reports to the Legislative Assembly will be submitted in accordance with Ministers directives Location Grand Cayman Cost		2010/11 Budget	2010/11 Forecast
		40-70	40-60
		4-12	4-12
		10-25	10-25
		100%	100%
		100%	100%
		100%	100%
		100%	100%
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 2. Setting the Stage for Success in the Tourism Industry 17. Strengthening our Infrastructure 18. Preserving our Culture			

MFT 2	Ministerial Servicing	\$1,779,899
Description Provision of administrative support services to the Minister; • Speeches and statements • Replies to written enquires • Response to parliamentary questions		
Measures		2011/12 Budget 2010/11 Forecast
Quantity • Number of speeches and statements prepared for the Minister • Number of replies to written enquires • Number of responses to parliamentary questions		30-50 100-200 5-15
Quality • Speeches and statements will clearly set out stated policies and will be appropriate for the target audience, subject to peer review and signed of • Written replies will be factual and well researched • Responses to parliamentary questions will be approved by the Minister and prepared with due professional care and will be subject to a formal peer review process		100% 100% 100%
Timeliness • Speeches and statements will be finalised and approved a minimum of one day before the event • Written replies issued within one week of receipt • Responses to parliamentary questions will be submitted one day in advance of the item appearing on the order paper of the Legislative Assembly		100% 100% 95%
Location Grand Cayman		100%
Cost		\$1,779,899 \$1,848,385
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 2. Setting the Stage for Success in the Tourism Industry 17. Strengthening our Infrastructure 18. Preserving our Culture		

MFT 3	Consultative and Secretarial Services for Boards	\$411,998	
Description Provision of consultative and secretarial services to the Statutory Authorities, Boards, Committees and Crown Corporations which fall under the Ministry and particularly: - Cayman Islands Development Bank - Cayman Airways Ltd - Tourism Attractions Board - Cayman Islands Airports Authority - Port Authority - Turtle Farm - Miss Cayman Committee - Public Transport Board - Beautification Committee			
Measures		2011/12 Budget	2010/11 Forecast
Quantity Number of Agenda/minutes prepared: - Turtle Farm - Cayman Airways Ltd - Port Authority - Cayman Islands Airports Authority - Tourism Attractions Board - Miss Cayman Committee - Public Transport Board - Beautification Committee		6-12 5-10 7-12 5-10 2-6 5-10 1-6 1-6 1-4	6-12 5-10 7-12 5-10 2-6 5-10 1-6 1-6 1-4
Quality - Agenda and minutes accurately reflect Board decisions, vetted and amended as necessary by respective board - Advice is technically accurate		100% 100%	100% 100%
Timeliness - Attendance - when required - Agendas - within two-three working days before scheduled meeting - Minutes - circulated within ten working days after meeting		90-100% 90% 90%	90-100% 90% 90%
Location Grand Cayman		100%	100%
Cost		\$411,998	\$252,342
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 2. Setting the Stage for Success in the Tourism Industry 10. Ensuring Success and Participation of Caymanians in the Financial Services Industry 11. Supporting our Caymanian Small Businesses 18. Preserving our Culture			

MFT 6	Liquor License Services	\$379,654
Description Inspection of properties which are applying for, or are in possession of, a liquor licence, enforcement of the Law and Board regulations, and the collection of liquor licensing fees on behalf of Cabinet, in accordance with the Law		
Measures Quantity - Number of inspections conducted - Number of observational visits - Number of liquor licenses and music and dancing licenses renewed - Number of occasional liquor licenses and occasional music and dancing licenses issued - Number of extensions of licensing hours granted (throughout year) - Number of extensions of licensing hours granted (holiday season) Quality - Inspection conducted as required by Law - Observational visits to cover all areas required by Law - Renewals, Occasional Licenses and extensions done in accordance with the Liquor Licensing Law Timeliness - Results of inspection released within one week of inspection - Renewals, occasional licenses and extensions processed within agreed timeframe Location Grand Cayman and Cayman Brac	2011/12 Budget	2010/11 Forecast
	10-20	10-20
	350-500	350-500
	400-550	400-550
	50-70	50-70
	50-100	50-100
	300-400	300-400
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Cost	\$379,654	\$209,750
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy		

MFT 17	Oversight of Government Corporations, Statutory Authorities, Non-Government Organizations, Boards and Committees' Performance	\$31,791
Description Preparation and Review of Performance Agreements with the following : • Tourism Attractions Board • Cayman Airways • Caymanian Land and Sea Cooperative • Miss Cayman Committee • Cayman Carnival Committee • Cayman Islands International Fishing Tournament • Cayman Islands Beautification Committee • Gardening Club		
Measures Quantity • Number of performance agreements • Number output payments processed in accordance with purchase agreements Quality • Performance agreements will be clear, unambiguous and expressly set out what is required by the Minister during the agreement • Payments will be made each quarter (or other agreed frequency) after output performance reports are received from each organization Timeliness • Performance agreements will be finalised within the deadline • Payments will be issued within two weeks of receiving quarterly financial statements Location Grand Cayman and Cayman Brac Cost	2011/12 Budget	2010/11 Forecast
	10	10
	25-50	25-50
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$31,791	\$31,963
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 2. Setting the Stage for Success in the Tourism Industry 10. Ensuring Success and Participation of Caymanians in the Financial Services Industry 11. Supporting our Caymanian Small Businesses 18. Preserving our Culture		

Note: This output was formally MFT 4

PTO 2	Public Transportation Regulatory and Administrative Services	\$332,307
Description Manages or regulates access to public transportation system through issuance of permits to taxi, tours, bus, water sports, vehicles, school buses and church prior to operations. This involves:- • Vetting applications • Investigating of operators • Attending Public Transport Board meetings • Issuing permits • Preparing identification cards • Data collection and preparation of statistical reports		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of reports prepared • Number of applications processed • Number of board meetings attended • Number of agendas prepared for board meetings • Number of permits and identification cards issued • Number of letters written • Number of required Public Transport Appeals Tribunal meetings	18-36 600-800 15-30 10-20 500-700 1200-1600 6-12	12-24 600-800 8-15 10-20 500-700 1200-1600 6-12
Quality • Reporting will be in accordance with established law and regulations • Applications process in accordance with established laws and regulations • Meetings attended by Public Transportation Board members and Ministry F,TandD representative • Agendas reflect correct decision • Permits issued in accordance with decision by the Public Transport Board	100% 100% 75-100% 100% 100%	100% 100% 75-100% 100% 100%
Timeliness • Reports will be prepared within ten working days of the following month	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$332,307	\$353,256
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management		

PTO 3	Monitoring and Investigations	\$169,997
Description Monitoring safety and security standards of all public transportation vehicles, Ensuring compliance with rules and appropriate laws and carrying out incident investigations. This involves • Random vehicle inspections • Annual vehicle inspections • Complaints investigation		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of random inspections carried out • Number of annual inspections carried out • Number of complaints investigated	350-500 400-500 250-350	350-500 400-500 250-350
Quality • Inspections carried out in accordance with established laws • Investigations carried out in accordance with the Traffic Law and Public Transport Vehicle Regulations	100% 100%	100% 100%
Timeliness • Complaint investigations will be conducted within Two working days of receipt	75-100%	75-100%
Location Cayman Islands	100%	100%
Cost	\$169,997	\$180,472
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management		

PTO 4	Manage the Operation of Omni Bus Depot	\$59,329
Description Managing the dispatch of Omni Bus operators from the George Town bus depot		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Average number of Omni buses ranked and dispatched per month	2,500-3,500	2,300-2,700
Quality Omni bus dispatched in accordance with established rules and guidelines	70-100%	70-100%
Timeliness Omni buses will be dispatched every 15 -30 minutes	60-100%	60-100%
Location Cayman Islands	100%	100%
Cost	\$59,329	\$49,440
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy		

FRE 9	Responding to Domestic Fire Emergencies	\$4,981,504
Description Provide a capacity to respond to domestic fire and other emergencies		
Measures Quantity - Number of days providing 24 hour coverage for the community Quality - Ensuring that Firemen are properly equipped to respond to one call for fire fighting per station at any given time - Ensure compliance of CI Fire Brigade Law and Codes, the CI Fire Service operation orders. - Capacity to provide sufficient staff and equipment - Compliance with the National Fire Protection Association's guidelines 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 Location Cayman Islands	2011/12 Budget 365 96% 100% 100% 100% 100% 100%	2010/11 Forecast 365 96% 100% 100% 100% 100% 100%
Cost	\$4,981,504	\$5,341,736
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 17. Strengthening our Infrastructure		

FRE 10	Aerodrome Fire Services	\$4,593,224
Description The release and rescue of persons and property from, all aircrafts incidents and vessels in hazardous situations, in a capacity to provide protection services in accordance with inspection of fuel distribution to aircraft.		
Measures Quantity - Provide and maintain coverage for the release and rescue of persons and property from aircrafts and vessels in hazardous situations - Properly equipped to respond to one full emergencies - Provide protection services in accordance of the category of the airport - Inspections of distribution of fuel to aircrafts Quality - Vehicles and quality are in compliance with International Civil Aviation Organization (ICAO) e.g. performance time 0-50 mph in 40 seconds - Fire fighting media in compliance with ICAO. - Equipment Grand Cayman - Category 8 - 4 vehicles, Cayman Brac - Category #6 - 3 vehicles and Little Cayman - 1 vehicle - Number of personnel and training are in compliance with ICAO and approved organization expositions - Rescue equipment is in compliance with ICAO Timeliness - During all hours airport is open to traffic - To respond within 2 to 3 minutes to the end of each runway - Monthly Inspections Location Cayman Islands	2011/12 Budget	2010/11 Forecast
	96%	96%
	96%	96%
	96%	96%
	2-3	2-3
	100%	100%
	100%	100%
	100%	100%
	98%	100%
	100%	100%
	98%	98%
	100%	100%
	100%	100%
	100%	100%
Cost	\$4,593,224	\$4,839,026
Related Broad Outcomes: 16. Addressing Energy and the Environment 17. Strengthening our Infrastructure		

FRE 11	Inspection for Compliance with Fire Code	\$293,924
Description Enforcement of CI Fire Prevention Code and fire prevention section of the Fire Brigade Law including: • All commercial development. • Inspection of Liquor Licensing premises. • Tourist accommodations premises in compliance with Laws/Code		
Measures Quantity • Number of premises inspected • Number of development drawings reviewed • Number of assessment reports prepared re: building control and relevant development Quality • Developments are in compliance with laws, standard and codes e.g. CI Fire Prevention Code and section of Fire Brigade Law, Liquor Law, Cinema Graphic Law etc. • Inspection and drawings cover all methods required by relevant Laws, standards and codes of practice • Inspection carried out by qualified personnel. • Reports are comprehensive, relevant and accurate subject to peer review and signed off by qualified personnel Timeliness • Inspection within three days of notifications of completion • Annual inspection to meet deadlines for annual general meetings of CI Tourism Accommodation Board and Liquor License Board • Reports submitted with three days of completion Location Cayman Islands		2011/12 Budget 700-1,000 400- 600 400 -600 98-100% 100% 100% 100% 98-100% 98-100% 98-100% 100% \$293,924
		2010/11 Forecast 700-1,000 400-600 400-600 98-100% 100% 100% 100% 98-100% 98-100% 98-100% 100% \$148,547
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy		

FRE 12	Investigation of Fires	\$271,080
Description Fire investigation for vehicles and buildings that are involved in a fire. - Determining cause and origin - Preparation of assessment reports - Attending as witness in courts of Law, when summons to arson cases		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of cause and origin investigated.	25-30	25-30
Number of assessment reports	25-30	25-30
Number of hours as witness	24	24
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 CI 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 three day of incident if further investigation is not required	98-99%	98-99%
Witness attendance whenever courts summons	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$271,080	\$125,747
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy		

FRE 13	Fire Safety Education and Training Programmes	\$242,392
Description Provide a fire and life safety strategies programs by ensuring public education		
Measures Quantity - Number of educational demonstrations - Number of workshops - Number of media announcements - Number of publications per year Quality Ensuring that material is: - Clear jargon-free language, concise and accurate - Vetted by professional in their individual areas of expertise and experience - Content is appropriate for various age groups and useful guidance on fire safety measures - Extensive feedback from participants will rate course by formal survey Timeliness - Material is available at request - Timeliness required for workshops and publications Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	10-20	10-20
	6-8	6-8
	1-2 daily	1-2 daily
	1	1
	100%	100%
	100%	100%
	100%	100%
	80%	80%
	100%	100%
	100%	100%
	100%	100%
	\$242,392	\$40,288
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 17. Strengthening our Infrastructure		

FRE 14	Policy Advice on Fire and Emergency Matters	\$533,929
Description Provision of policy advice and information to the Ministry on matters relating to the Fire Service		
Measures Quantity Provision of information for various government documents and proceedings: - Throne Speech - Parliamentary questions - Additional reports on response to request for information and advice - Statistical information on fire related matters Quality Reports will include: - Key issues will identify and make recommendations for action related to the implementation of fire safety and appropriate fire coverage - They will provide comprehensive, relevant and accurate information, which is clearly and succinctly presented - Be subject to review and final approval for release by Chief Fire Officer Timeliness - Advice and reports submitted in line with timetable agreed with senior Ministry Officers Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	1	1
	1-2	1-2
	1-2	1-2
	4-5	4-5
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$533,929	\$246,319
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 17. Strengthening our Infrastructure		

FRE 15	Emergency Communication, Planning and Preparedness	\$211,375
Description Maintenance and use of a capacity to provide communication, management, coordination and operations during and after a natural disaster in accordance with the national hurricane/disaster plan in relation to communication.		
Measures Quantity - Provide radio/telephone communication to coordinate during all hurricanes and other disasters - Number of Radio/Telephone announcements - Press release - in accordance with national hurricane/disaster plan - Annual training for how to handle disasters Quality - Top of the line equipment including backup equipment in compliance with CI Hurricane Disaster plan - Identify key issues - Make recommendations for action related to the implementation of standards and codes - Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented Timeliness - Available 24 hours 365 days per year - Radio/Telephone announcements updated every six hours Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	365	365
	168-200	168-200
	100%	100%
	1	1
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$211,375	\$139,276
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 17. Strengthening our Infrastructure		

PLN 24	Policy Advice to the Ministry	\$436,899
Description Provide advice to the Minister of Finance, Tourism and Development and the Central Planning Authority on policy issues related to planning and development throughout the three islands		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Hours spent on briefings, papers and reports	2,000-2,500	1,500-2,000
Quality Reviewed for compliance with the Development and Planning Laws (2008 Revisions and Amendment 2010) and Regulations (2006 Revisions), Central Planning Authority policies and vetted through internal review processes , where applicable	95-100%	100%
Timeliness Response to requests for advice: ongoing throughout the period	100%	100%
Location Cayman Islands	100%	100%
Cost	\$436,899	\$307,348
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 2. Setting the Stage for Success in the Tourism Industry 3. Strengthening our infrastructure 4. Enhancing Agriculture		

PLN 26	Central Planning Authority – Development Control Board Annual Report	\$46,162
Description Prepare the annual report as required pursuant to Section 50 of the Development and Planning Law (2006 Revision). This report details the activities of the Central Planning Authority (CPA), the Development Control Board (DCB) and the Planning Department during the previous calendar year.		
Measures Quantity - Number of reports Quality - Reviewed for compliance with the Development and Planning Laws (2008 Revisions and Amendments 2010) and Regulations (2006 Revisions), Central Planning Authority policies and vetted through internal review processes , where applicable - Report is certified by CPA Chairman , DCB Chairman and Executive Secretary Timeliness Report to the Ministry of Finance, Tourism and Development by February 1, 2012 Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	1	1
	98-100%	100%
	98-100%	100%
	98-100%	100%
	\$46,162	\$40,897
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management 16. Addressing Energy and the Environment 17. Strengthening our Infrastructure 19. Enhancing Agriculture		

PLN 27	Process Development Applications	\$698,741
Description The processing of development applications for planning permission		
Measures Quantity - Routine applications - Semi-routine applications - Non-routine applications - Trade and Business letters - Zoning queries - Compiling Appeal Briefs	2011/12 Budget	2010/11 Forecast
	500-550	700-750
	400-450	500-550
	100-150	100-150
	100-150	200-250
	50-75	75-100
	10-12	12-14

Quality Reviewed for compliance with the Development and Planning Laws (2008 Revisions and Amendment 2010) and Regulations (2006 Revisions and Amendment 2010), Central Planning Authority policies and vetted through internal review processes	99-100%	100%
Timeliness Meet the following review time targets : - Routine applications – seven calendar days completion of initial review - Semi-routine applications – ten calendar days completion of initial review - Non-routine applications – fourteen calendar days completion of initial review - Trade and Business letter – seven calendar days - Zoning queries – seven calendar days - Compiling Appeal Briefs -12 calendar days	90-100% 90-100% 90-100% 95-100% 95-100% 95-100%	90% 90% 90% 100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$698,741	\$878,505
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management 16. Addressing Energy and the Environment 17. Strengthening our Infrastructure 19. Enhancing Agriculture		

PLN 28	Enforcement of Planning Laws and Regulations		\$176,152
Description			
Enforcement of planning laws and regulations			
Measures		2011/12 Budget	2010/11 Forecast
Quantity Number of enforcement cases opened		120-145	150-200
Quality Reviewed for compliance with the Development and Planning Laws (2008 Revisions and Amendment 2010) and Regulations (2006 Revisions and Amendment 2010), Central Planning Authority policies and vetted through internal review processes , where applicable		100%	100%

Timeliness		
• Investigate complaint – within five (5) calendar days	90-100%	70-85%
• Contact relevant parties – within ten (10)calendar days of Case being opened	90-100%	70-90%
• Issuance of enforcement notice within five (5) calendar days of Confirmation of Minutes of CPA authorisation	90-100%	95%
• Forward Case to Legal Dept within thirty (30) Calendar days of notice expiration date	90-100%	N/A
• Charges filed and Summons issued within fourteen (14) days of confirmation to proceed from legal Dept	90-100%	N/A
Location		
Cayman Islands	100%	100%
Cost	\$176,152	\$104,370
Related Broad Outcomes		
1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management 16. Addressing Energy and the Environment 17. Strengthening our Infrastructure 19. Enhancing Agriculture		

PLN 30	Processing Building Applications	\$1,775,843
Description Reviewing development applications for compliance with the Building Code for the issuance of building permits and the carrying out of inspections to ensure the compliance with approved plans and certify buildings fit for occupancy		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of reviews - Number of building permits issued - Number of Inspections - Number of Certificate of Occupancy (CO) issued	5,000-5,500 900-950 12,500-13,000 325-350	7,500-8,000 1,050-1,200 16,500-17,000 400 -500
Quality Reviewed for compliance with the Development and Planning Laws (2008 Revisions and Amendment 2010) and Regulations (2006 Revisions and Amendment 2010), Central Planning Authority policies and vetted through internal review processes , where applicable	100%	100%
Timeliness Meet the following review targets :- - Processing routine (R3) applications –fourteen (14)calendar days - Processing Major (C/MF)applications – thirty-five calendar days - Applications reviewed and inspected for Code Compliance - Inspections conducted within five (5) calendar days of request - Issues Cos within five (5) calendar days of final inspection and other reviewing agencies sign off	90-100% 95-100% 95-100% 98-100% 95-100%	99% 99% 99% 99% 99%
Location Cayman Islands	100%	100%
Cost	\$1,775,843	\$1,761,451
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management 16. Addressing Energy and the Environment 17. Strengthening our Infrastructure 19. Enhancing Agriculture		

PLN 33	Statistical Information	\$24,616
Description Preparation of statistical reports on the details of development applications for the economic analysis by the public and private sectors		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of statistical information reports produced	20-30	24 -36
Quality Internal review and data quality assurance measures applied	98-100%	100%
Timeliness - Quarterly reports submitted within five working days of quarter end - Other reports processed within 15 working days of request	95-100% 95-100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$24,616	\$15,176
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management 16. Addressing Energy and the Environment 17. Strengthening our Infrastructure 19. Enhancing Agriculture		

PLN 34	Support to Boards and Committee	\$44,519
Description Provide administrative and technical support to the Central Planning Authority (CPA), Development Control Board (DCB), Electrical Board of Examiners (EBE), and Development Planning Law and Regulatory Review Committee (DPL& RRC) to assist them in carrying out their mandates.		
Measures	2010/11 Budget	2010/11 Forecast
Quantity - Number of CPA meeting agendas - Number of CPA minutes - Number of CPA decision letters - Number of DCB meeting agenda - Number of DCB meeting minutes - Number of DCB decision letters - Number of EBE meeting agenda - Number of EBE meeting minutes - Number of EBE decision letters - Number of FOI requests responded to	28-30 28-30 900-100 24-28 24-28 350-400 12-14 12-14 250-300 N/A	32-36 32-36 1,000-1,200 24-28 24-28 300-350 12-14 12-14 350-400 30-40
Quality Meeting Agendas and Minutes reviewed by Executive Secretary for accuracy before distribution	95-100%	100%

Timeliness • Agenda – four working days before the meeting • Minutes – ten working days after the meeting is held • Letters – five working days after the meeting is held • FOI- respond in thirty calendar days after receipt		
	98-100%	100%
	98-100%	100%
	98-100%	100%
	98-100%	100%
Location Cayman Islands	100%	100%
	\$44,519	\$76,135
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management 16. Addressing Energy and the Environment 17. Strengthening our Infrastructure 19. Enhancing Agriculture		

TOU 4	Support for Tourism Boards and Committees	\$49,127
Description Provide administrative and consultative services to the following Boards and Committees: • Hotel Licensing Board (HLB) • Tourist Attractions Board (TAB) • Public Transportation Board (PTB) • National Tourism Management Policy (NTMP) Steering Committee - o Transportation - o Environment - o Research and Information - o GT and Port Development - o Human Research • Infrastructure & Product Enhancement		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of meetings: - o Hotels Licensing Board - o Tourist Attractions Board - o Public Transportation Board - o National Tourism Management Policy Steering Committee	5-12 5-12 5-12 5-12	5-12 5-12 5-12 5-12
Quality • Board members/ committee members will define specific issues/opportunities, conduct necessary research, identify best practices and offer guidance or potential solutions to each respective board as necessary	75-100%	75-100%

Timeliness Department of Tourism representative will attend meetings as called by committee chair	75-100%	75-100%
Location Cayman Islands	100%	100%
Cost	\$49,127	\$59,961
Related Broad Outcome 2. Setting the Stage for Success in the Tourism Industry		

TOU 9	Tourism Public Relations Services	\$1,638,380	
Description • Increase awareness and enhance the image of the Cayman Islands, in order to promote tourism interests. • Maintain capacity to manage communications with the media, tourism industry partners and trade partners during times of national emergency or crisis: - o Press Releases - o Visiting Journalist Program - o Media Relations - o Press Conferences and media events - o Speech Writing - o Event Photography and Graphic Design • Attend briefings or meetings on any incidents of national importance which require crisis/emergency communications			
Measures		2011/12 Budget	2010/11 Forecast
Quantity • Number of Press Releases • Number of 'Crisis' Press Releases • Number of Visiting journalists • Number of published stories • Number of press conferences held • Number of Media Events held • Number of speeches written • Number of Welcome letters written • Number of E Newsletters written • Event Photography & Graphic Design (Banners, Invitations, Ads etc.) • Number of hurricane and emergency related meetings		150-200 10-20 70-120 100-120 1-3 10-20 15-25 10-20 40-55 550-600 25-40	150-200 25-45 70-120 100-140 1-3 5-15 15-25 10-20 40-55 550-600 25-40

Quality - Branding image to be maintained at all times E. newsletters to be drafted at least one week prior to distribution and content should be timely and appropriate - Media Relations will be assessed annually - Distribute timely releases which provide accurate information and which close with an indication of when the next communication will occur - Success of media relations will be assessed based on review of any resulting media coverage	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Timeliness - Press Releases will be written and approved, 1–7 days prior to release date 'Crisis' Press Releases to be distributed within two hours of the end of each briefing - Speeches written a minimum of 3 days before event - Welcome letters to be drafted 1-7 days prior to due date E. newsletters to be drafted 1-14 days prior to distribution date - Visiting Journalist Programme spans a calendar year, trip maybe centred around specific calendar events or maybe customized for specific journalist stories - Press Conferences to be arranged and media advisories distributed, 2 hours – 2 weeks, prior to the press conference dependant upon receipt of request to arrange such - Photography available upon request - Attend all briefings as required by Chairpersons or by the Ministry	100%	100%
	80-100%	80-100%
	80%	80%
	80%	80%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Location Cayman Islands, USA, Canada & UK	100%	100%
Cost	\$1,638,380	\$1,679,139
Related Broad Outcome 2. Setting the Stage for Success in the Tourism Industry		

TOU 11	Tourism Industry Customer Service Training	\$913,766
Description - To provide Customer Service Training & Improvement methods for private sector employees and public sector personnel. - To provide on-the-job training, combined with classroom instruction, and competency certification to raise the occupational competencies of both young people preparing for careers in tourism, and for incumbent tourism industry personnel who want to advance their careers in tourism.		
Measures	2011/12 Budget	2010/11 Forecast

Quantity - The following programs will be provided to staff in the private sector and public sector - Number of certification training sessions - Number of customer service workshops to be conducted - Number of assessments and survey reports - Apprentice Training - Number of program performance reports - Number of apprentice council meetings		
Quality - Programs will be designed to meet CIDOT's performance metrics (learning objectives met, learning impact assessed) - Programs will be customized, through consultation and feedback, to meet the needs of the target group (participant evaluations) - Training will be provided by highly recognized institutions and qualified personnel - The Tourism Apprenticeship Council will be established by the Ministry of Tourism, Environment, Investment & Commerce through wide consultation from the education and business community - The Tourism Apprenticeship Training Program & Internships will be guided by the Tourism Apprenticeship Council, comprised of: - Representatives of the Tourism Industry - Members of the Education Community - The Tourism Apprenticeship Council will establish policies and procedures for the management of the Tourism Apprenticeship Training Program and Summer Internships, and monitor, through regular reports, the progress of Interns, Apprentices and Masters - Tourism Apprentices will undergo thorough screening, testing, and evaluations throughout the Apprenticeship period - Tourism Masters Coaches will undergo thorough screening, training, and evaluations throughout the Apprenticeship period - Tourism interns will be evaluated throughout the placement period		
Timeliness - Customer Service Excellence - Minimum Customer Service Standards - Certified Customer Service Trainer Cadre - Trained Customer Service Employees and Personnel		
Location Programs will be conducted in the Cayman Islands		
Cost	\$913,766	\$655,689
Related Broad Outcomes 2. Setting the Stage for Success in the Tourism Industry 12. Preparing our Labor Market for Future Opportunities		

TOU 15	Pilot Environmental Program for the Tourism Sector	\$183,341	
Description Implement the Cayman Islands Environmental Program for the Tourism Sector (CEPTS). This program is designed to develop to increase environmental management awareness and to encourage environmentally responsible management practices. This will be achieved through: • EMS Support for 4-6 Properties in Phase 11 • Identify LYC destination management certification or Blue Flag accreditation supporting activities • Training Workshops • Number of Accreditation Activities, including assessments • Implement 3-6 Environmental management best practices into HLB Licensing and Inspection Process • Identify and recognize a hotel/attraction business and staff member for outstanding environmental stewardship annually			
Measures		2011/12 Budget	2010/11 Budget
Quantity • Number of EMS support sessions to pilot properties • Number of accreditation activities e.g. Green Globe or Blue Flag • Number of EMS Training Workshops • Number of environmental best practices adopted by tourists accommodations		10-15 2-16 2-6 10-115	10-15 5-10 2-6 5-10
Quality • Environmental audits will be conducted by the consulting company and qualified independent personnel for each of the properties • Environmental Management Systems (EMS) set up will meet - o The standards for obtaining membership of the regional sustainability organization Caribbean Action for Sustainable Tourism (CAST) - o The internationally recognized environmental standards of Green Globe Certification		100% 100% 100%	100% 100% 100%
Timeliness July 2011 – June 2012		100%	100%
Location Cayman Islands		100%	100%
Cost		\$183,341	\$191,219
Related Broad Outcomes 2. Setting the Stage for Success in the Tourism Industry			

TOU 16	Tourism Physical Product Enhancement Projects	\$609,438
Description - Identify and facilitate Physical Product Enhancement Projects as outlined in the annual work plan - To implement action items as assigned in the National Tourism Management Policy (NTMP)		
Measures Quantity - Number of tourist way finding and attraction location signage - Number of Grand Cayman nature tourism infrastructure projects - Number of Sister Islands nature tourism infrastructure projects - Number of Cultural Activities to improve and enhance visitor experience - Number of Tourism Attractions Board (TAB) projects supported - Number of National Trusts Projects Supported - Other miscellaneous projects Quality - Signage will be highly visible and in keeping with the aesthetics of the attractions/facilities - Success of these improvements will be measured by cruise and stay-over exit surveys - Signage will comply with guidelines set forth by Department of Tourism - Projects and Craft Market will be guided by the NTMP recommendations - Internationally accepted standards and practices will be incorporated into public facilities inspection evaluation process Timeliness - Ongoing - Public Facilities - Ongoing Location Cayman Islands	2011/12 Budget	2010/11 Forecast
	3-10	3-10
	2-5	2-5
	2-6	2-6
	2-6	2-6
	2-6	2-6
	2-6	2-6
	5-10	2-6
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$609,438	\$219,177
Related Broad Outcome 2. Setting the Stage for Success in the Tourism Industry		
TOU 17	Collection of Tourism Revenue	\$226,532

Description Collect and record Tourism Revenue including: • Tourist Accommodation Tax Charges (TAC) • Timeshare Tax Charges (TSC) • Tourist Accommodation License Fees • Review records of tourist resorts to ensure that the revenue submitted to the department is in compliance with the Tourism Law and Tourist Accommodation Taxation (TAT) Law		
Measures Quantity • Number of tourist accommodation tax collection transactions • Number of timeshare tax collection transactions • Number of License Fee transactions • Number of Resorts to be audited (including physical inspection of financial records) Quality • All TAT and TST due for the months of July 2011 to June 2012 is collected according to Tourism Law • License Fees collected from all new properties opening and all new units or properties entering the rental pool during this period as well as all renewals • Revenue submission to be in compliance with the relevant laws and policies Timeliness • Collect Tourist Accommodation and Timeshare Tax on or by the 28th of each month, following the month in which accommodation was provided • Collect Tourist Accommodation License Fees upon the application for a License or renewal • Revenue from fees to be submitted to the bank on a daily basis Location Cayman Islands Cost	2011/12 Budget	2010/11 Budget
	3,700-3,900	3,700-3,900
	80-100	80-100
	300-340	300-340
	10-20	10-20
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	100%	100%
	\$226,532	\$224,978
Related Broad Outcomes: 2. Setting the Stage for Success in the Tourism Industry 9. Restoring Prudent Fiscal Management		

TOU 19	Tourism Education, Awareness and Scholarship Programmes	\$397,843
Description To 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 involving: • Management of Ministry of Finance, Tourism and Development (FT&D) Tourism Scholarships • Tourism Career Awareness, Promotion and Exploration to Students • Tourism Awareness and Assessment Tools • Tourism Curriculum Infusion		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Tourism Scholarship Program: - o Number of scholarship summary reports produced	15-25	15-25
Tourism career awareness, promotion and exploration to students	5-15	5-15
• Number of International tourism partner competitions executed	1-5	1-5
• Number of tourism speak off competition sessions held	5-15	5-15
• Number of caribbean tourism organization youth congress and junior minister of tourism events hosted	25-35	25-35
• Number of tourism career awareness and exploration presentations conducted	10-20	10-20
• Number of Summer sea school enrichment camp sessions held		
Tourism Curriculum Infusion	1-10	1-10
• Number of tourism training sessions for teachers conducted	1-10	1-10
• Number of tourism familiarization trips undertaken		
The Tourism Community Awareness Program includes :		
• Number of tourism district awareness events	1-5	1-5
• Number of media placements	1-5	1-5
• Number of tourism community events	1-5	1-5

Quality		
All Tourism education programs will be designed and delivered to meet CIDOT's performance metrics (learning objectives met, learning impact assessed)		
• Tourism scholarship program to be managed according to Scholarship guidelines on behalf of the Ministry of FT&D	100%	100%
• Tourism scholarship reports to be generated three times per year on behalf of the Ministry of FT&D and according to scholarship guidelines.	100%	N/A
• International partner competitions and speak off competition managed according to international tourism partner standards	100%	N/A
• Tourism career awareness presentations and expos will be delivered by knowledgeable, qualified personnel and according to DOT guidelines	100%	90-100%
• Summer sea school enrichment camp sessions to be managed according to DOT Guidelines	100%	90-100%
• Tourism curriculum infusion to be delivered and continuously monitored	100%	90-100%
• Community Tourism awareness programme will meet intended objectives	100%	N/A
Timeliness		
• Ministry of F,T and D scholarships awarded once per year and reports are generated three times per year	100%	100%
• Tourism competitions throughout the period	100%	100%
• Tourism career awareness presentations and expos throughout the period	100%	100%
• Summer sea school enrichment camp sessions July 2011 – September 2012	100%	100%
• Tourism curriculum infusion session to be developed, monitored, and evaluated throughout the period	100%	100%
• Community tourism awareness events to take place over the period of the year	100%	100%
Location		
Cayman Islands	100%	100%
Cost		
	\$397,843	\$365,463
Related Broad Outcomes		
2. Setting the Stage for Success in the Tourism Industry		
12. Preparing our Labor Market for Future Opportunities		

TOU 20	Direct Marketing	\$1,889,796

Description Direct marketing of the Cayman Islands to: - Consumer -potential and past visitors and visitor groups, e.g. past guests of hotels, condos, airlines and potential visitor groups, e.g. database listings from magazines, partner programmes, consumer shows e.g. Caribbean travel and life, crate and barrel, adventure travel show respectively. - Trade (Sellers = travel agents, 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 Quantity - Number of direct marketing initiatives: - Consumer - Printed Promotional Material - Electronic Promotional Material - Trade - Printed Promotional Material - Electronic Promotional Material Quality - In accordance with agreed plan/ timelines of Department of Tourism's annual marketing plan - Maintain compliance with agreed plans and strategy - Branding image to be maintained at all times Timeliness In accordance with the annual marketing plan Location Cayman Islands US,UK, and Canada Cost	2011/12 Budget	2010/11 Forecast
	40-50	40-50
	280-310	200-230
	20-40	20-40
	40-45	30-40
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$1,889,796	\$1,666,726
Related Broad Outcome 2. Setting the Stage for Success in the Tourism Industry		

TOU 21	Promotional Activities	\$6,001,218	
Description Promote an awareness of, and travel to, the Cayman Islands using a variety of tools for both our trade and consumer audiences. These tools will range from in person sales calls with travel agents to Familiarization trips for travel agents to online presence through the management of seven websites used for promotional purposes. - Trade - Participate in Trade Shows - Conduct Trade Training Seminars - Sales "Blitz" - Sales calls - Partnership/Affinity Programs - Familiarization Trips - Consumer - Events Sponsorships - Consumer Shows - Partnership/Affinity Programs - Special Events			
Measures		2011/12 Budget	2010/11 Forecast
Quantity <u>Trade</u> - Number of trade shows attended - Number of agents represented at training - Number of sales' blitz conducted - Number of Sales Calls - Number of partnerships/ affinity programs entered into - Number of agencies represented on FAM trips <u>Consumer</u> - Number of events sponsored - Number of consumer shows participated - Number of affinity programs - Number of special events hosted <u>Web Site Management</u> - Number of special events hosted - Website content updates - Partner E-brochure updates - Website (consumer) enhancement - Revenue share report (booking engine – Expedia) - Monthly customer support report			
		100-120	125-150
		500-700	1,500-1,700
		5-15	5-15
		1,050-1,200	2,800-3,000
		12-25	15-25
		60-80	35-50
		50-100	50-100
		60-100	50-100
		10-20	10-20
		35-50	30-45
		10-20	10-20
		50-70	50-70
		100-120	100-120
		2-6	2-6
		10-20	10-20
		10-20	10-20

Quality - Exhibits at Trade Shows to be displayed in accordance with Tourism Guidelines - Special Events, Familiarisation Trips, Sales Calls, Sales blitz's & Training to be conducted by qualified, knowledgeable personnel - Quality should be in compliance with agreed plans and strategy - Branding image to be maintained at all times - Web Site will be maintain in accordance with agreed timelines and plan as specified by Department of Tourism - Branding image to be maintained at all times	100%	100%
	100%	100%
	100%	100%
	100%	100%
	75-100%	75-100%
	75-100%	75-100%
	90-100%	90-100%
	75-100%	75-100%
Timeliness - Ongoing throughout the period - Web Site Management -In accordance with regional and seasonal trends as outline in the annual marketing plan Reports for any particular month will be produced and approved for release by the last Friday of the following months		
Location US, UK, Canada & Cayman Islands	100%	100%
Cost	\$6,001,218	\$5,788,500
Related Broad Outcome 2. Setting the Stage for Success in the Tourism Industry		

TOU 22	Advertising Activities	\$9,109,227
Description Market the Cayman Islands through the following methods of advertising: • Print • Radio • Television • Web/ Internet • Outdoors (Billboards, sports screens etc.)		
Measures Quantity • Number of Print insertions • Number of radio spots • Number of Television spots • Number of web locations Quality • Content of all materials to be in compliance with the agreed strategy set forth by the Department of Tourism • In compliance with agreed plans and strategy • Branding image to be maintained at all times Timeliness In accordance with agreed plan/ timelines of DOT's media plan Location Cayman Islands, USA, UK & Continental Europe and Canada Cost	2011/12 Budget	2010/11 Forecast
	350-380	350-380
	450-520	450-520
	2,400-2,600	2,400-2,600
	1,140-1,200	1,140-1,200
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$9,109,227	\$9,581,832
Related Broad Outcome 2. Setting the Stage for Success in the Tourism Industry		

TOU 23	Tourism Services Enhancement Projects	\$529,214
Description Identify and facilitate Tourism Service Enhancement Projects such as: • Cruise Product • Visitor Experience • National Tourism Management Policy (NTMP) • Other miscellaneous projects		

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of NTMP actions coordinated and implemented	1-3	1-3
• Number of Heritage Awareness Projects GCS, CYB and LCM	2-4	2-4
• Number of Activities Supporting Community Tourism, local culture and heritage.	3-7	3-7
• Number of Musical Performances to enhance visitor experience at CIAA Airport and Royal Watler Terminal Ports	10-15	20-30
• Number of Product Development Collateral Initiatives created and implemented	2-4	2-4
• Number of other miscellaneous projects (Ministerial requests)	3-6	3-6
Quality		
• Success of Cruise Product Development will be measured by visitor experience and satisfaction noted by cruise and stay-over exit surveys	100%	100%
• Visitor Experience Programmes will be enhanced by local musicians and qualified Frontier staff	100%	100%
• Projects and initiatives will be done in accordance with the NTMP	100%	100%
Timeliness		
Ongoing throughout the period	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$529,214	\$392,385
Related Broad Outcome		
2. Setting the Stage for Success in the Tourism Industry		

TOU 24	Cruise Tourism Management	\$245,470
Description Coordinate and implement the Ministry's cruise tourism policy alignment with the National Tourism Management Policy (NTMP) and to achieve the goals of spreading the economic benefits of cruise tourism, create the framework for better distribution of cruise passengers throughout the country and ensure high levels of guest satisfaction.		
Measures Quantity - Number of Cruise Tourism Projects - Cruise Conversion Program – Welcome Back quarterly update report - Cruise Overflow /Meetings /Events to enhance Cruise Visitor - Cruise industry outlook reports - Cruise Public Awareness and Promotion events – (Cruise line visits, media requests) - Cruise Sector/ stakeholder meetings (ACT, Shore Excursion Ops) - Training Sessions, Workshops and consultation meetings with Cruise Industry Partners - Cruise Policy and Research reports - FCCA/Seatrade Industry Conferences - CIG/FCCA/Port Development meetings with Port Authority Quality - Programmes etc. will be carried out in accordance with NTMP and the annual work plan of the Department of Tourism Timeliness - Ongoing throughout the year Location Cayman Islands	2011/12 Budget	2010/11 Forecast
	2-6	2-6
	5-12	5-12
	10-20	10-20
	5-10	5-10
	1-5	1-5
	1-5	1-5
	1-5	1-5
	1-5	1-5
	5-10	5-10
	75-100%	75-100%
	75-100%	75-100%
	100%	100%
	\$245,470	\$300,148
Related Broad Outcome 2. Setting the Stage for Success in the Tourism Industry		

TOU 25	Technical and Policy Advice on Tourism Matters	\$62,948

Description Provide Tourism Advice to the Ministry of Tourism and other Government Ministries, Departments and other Industry Stakeholders on issues likely to impact the economy and infrastructure of the Cayman Islands. • Technical research reports • Policy input and advice • Special papers and reports as requested		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of technical research reports • Policy input and advice in written format • Number of special papers, reports and responses as requested	1-2 1-2 1-2	1-2 1-2 1-2
Quality • Submitted by the Director of Tourism, all reports, responses and/or advice in written format will be prepared based on available research, existing international and national policy documents and drawing on the technical expertise available to the Department of Tourism in order to provide a comprehensive, objective, accurate and fact based information to the Ministry of Tourism and other agencies. • Each submission will be presented with a statement of the issues, include pertinent data, have an unambiguous statement of policy objectives, identify viable options and assess the same	75-100% 75-100%	75-100% 75-100%
Timeliness • Advice provided within 5 working days of the timeframe mutually agreed between the Ministry/Other Agencies and Department	75-100%	75-100%
Location Cayman Islands	100%	100%
Cost	\$62,948	\$50,633
Related Broad Outcome 2. Setting the Stage for Success in the Tourism Industry		

6. Payment Arrangements

Cabinet will pay the Minister of *Finance, Tourism and Development* for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	MFT 1 \$	MFT 2 \$	MFT 3 \$	MFT 6 \$	MFT 17 \$	PTO 2 \$	PTO 3 \$	PTO 4 \$
July	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
August	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
September	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
October	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
November	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
December	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
January	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
February	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
March	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
April	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
May	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
June	142,127	148,325	34,333	31,638	2,649	27,692	14,166	4,944
TOTAL	1,705,518	1,779,899	411,998	379,654	31,791	332,307	169,997	59,329

MONTH	FRE 9	FRE 10	FRE 11	FRE 12	FRE 13	FRE 14	FRE 15	PLN 24
	\$	\$	\$	\$	\$	\$	\$	\$
July	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408
August	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408
September	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408
October	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408
November	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408
December	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408

January	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408
February	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408
March	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408
April	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408
May	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408
June	415,125	382,769	24,494	22,590	20,199	44,494	17,615	36,408
TOTAL	4,981,504	4,593,224	293,924	271,080	242,392	533,929	211,375	436,899

MONTH	PLN 26	PLN 27	PLN 28	PLN 30	PLN 33	PLN 34	TOU 4	TOU 9
	\$	\$	\$	\$	\$	\$	\$	\$
July	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
August	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
September	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
October	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
November	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
December	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
January	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
February	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
March	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
April	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
May	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
June	3,847	58,228	14,679	147,987	2,051	3,710	4,094	136,532
TOTAL	46,162	698,741	176,152	1,775,843	24,616	44,519	49,127	1,638,380

MONTH	TOU 11 \$	TOU 14 \$	TOU 15 \$	TOU 16 \$	TOU 17 \$	TOU 18 \$	TOU 19 \$	TOU 20 \$
July	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
August	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
September	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
October	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
November	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
December	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
January	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
February	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
March	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
April	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
May	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
June	76,147	18,690	15,278	50,786	18,878	37,241	33,154	157,483
TOTAL	913,766	224,281	183,341	609,438	226,532	446,898	397,843	1,889,796

MONTH	TOU 21 \$	TOU 22 \$	TOU 23 \$	TOU 24 \$	TOU 25 \$
July	500,101	759,102	44,101	0,456	5,246
August	500,101	759,102	44,101	20,456	5,246
September	500,101	759,102	44,101	20,456	5,246
October	500,101	759,102	44,101	20,456	5,246
November	500,101	759,102	44,101	20,456	5,246
December	500,101	759,102	44,101	20,456	5,246
January	500,101	759,102	44,101	20,456	5,246
February	500,101	759,102	44,101	20,456	5,246
March	500,101	759,102	44,101	20,456	5,246
April	500,101	759,102	44,101	20,456	5,246
May	500,101	759,102	44,101	20,456	5,246

Appendix: Forecast Financial Statements

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Minister of *Finance, Tourism and Development*

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at *[relevant date]* and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Mr. Carson K. Ebanks, MBE, JP
Chief Officer, Tourism and Development
Ministry of Finance, Tourism and Development

30 June 2011

STATEMENT OF FINANCIAL POSITION		Budget 2011/12	2010/11 Forecast	2009/10 Actual
FOR THE YEAR ENDED 30 JUNE 2012				
Current Assets				
Cash and cash equivalents	1	9,910,153	8,709,021	0
Marketable securities and deposits		0	0	0
Trade receivables	2	4,614,080	5,061,464	0
Other receivables	2	18,774	0	0
Inventories	3	0	0	0
Investments	4	0	0	0
Prepayments	5	1,114,337	685,727	0
Total Current Assets		15,657,344	14,456,212	0
Non-Current Assets				
Trade receivables	3	0	0	0
Other receivables	3	0	0	0
Inventories	4	0	0	0
Property, plant and equipment	6	5,700,344	6,509,776	0
Total Non-Current Assets		5,700,344	6,509,776	0
Total Assets		21,357,688	20,965,988	0
Current Liabilities				
Trade payables	7	0	0	0
Other payables and accruals	7	3,294,965	3,294,965	0
Bank Overdraft	2	0	0	0
Unearned revenue		0	0	0
Employee entitlements	8	500,325	500,325	0
Repayment of surplus		0	0	0
Total Current Liabilities		3,795,289	3,795,289	0
Non-Current Liabilities				
Trade payables	7	0	0	0
Other payables and accruals	7	0	0	0
Employee entitlements	8	0	0	0
Total Non-Current Liabilities		0	0	0
Total Liabilities		3,795,289	3,795,289	0
Net Assets		17,562,399	17,170,699	0
NET WORTH				
Contributed capital		17,170,698	1,789,600	0
Other Reserves		0	0	0
Revaluation reserve		0	0	0
Accumulated surpluses/(deficits)		391,700	15,381,098	0
Total Net Worth		17,562,398	17,170,698	0

STATEMENT OF FINANCIAL PERFORMANCE	Note	Budget 2011/12	2010/11 Forecast	2009/10 Actual
FOR THE YEAR ENDED 30 JUNE 2012				
Revenue				
Sale of goods and services	9	41,833,277	41,225,041	0
Investment revenue	10	0	0	0
Donations	11	0	0	0
Other revenue		0	0	0
Total Revenue		41,833,277	41,225,041	0
Expenses				
Personnel costs	12	18,480,474	18,947,621	0
Supplies and consumables	13	22,106,471	21,034,753	0
Depreciation	6	1,201,132	1,242,667	0
Impairment of property, plant and equipment	6	0	0	0
Impairment of inventory	4	0	0	0
Finance costs (overdraft interest)	14	0	0	0
Litigation costs	15	45,200	0	0
Gains/(losses) on foreign exchange transactions	16	0	0	0
Gains/(losses) on disposal/revaluation of property, plant and equipment	16	0	0	0
Other expenses		0	0	0
Total Expenses		41,833,277	41,225,041	0
Surplus or (Deficit) for the period		0	0	0

CASH FLOW STATEMENT		Budget 2011/12	2010/11 Forecast	2009/10 Actual
FOR THE YEAR ENDED 30 JUNE 2012				
CASH FLOWS FROM OPERATING ACTIVITIES				
<i>Receipts</i>				
Outputs to Cabinet		41,728,327	41,169,591	0
Outputs to other government agencies		0	0	0
Sale of goods and services - third party		104,950	55,450	0
Interest received		0	0	0
Donations / Grants		0	0	0
Other receipts		0	0	0
<i>Payments</i>		0		
Personnel costs		-18,480,474	-18,947,621	0
Supplies and consumables		-22,106,471	-21,034,753	0
Interest paid		0	0	0
Other payments		-45,200	0	0
Net cash flows from operating activities		1,201,132	1,242,667	0
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of property, plant and equipment		-1,739,200	-879,600	0
Proceeds from sale of property, plant and equipment		0	0	0
Purchase of sale of investments		0	0	0
Proceeds from sale of investments		0	0	0
Cash advances		0	0	0
Cash receipts from repayment of advances		0	0	0
Net cash flows from investing activities		-1,739,200	-879,600	0
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity Investment		391,700	879,600	0
Repayment of Surplus		0	0	0
Capital withdrawal		0	0	0
Net cash flows from financing activities		391,700	879,600	0
Net increase/(decrease) in cash and cash equivalents		-146,368	1,242,667	0
Cash and cash equivalents at beginning of period		8,709,021	7,466,354	0
Cash and cash equivalents at end of period		8,562,653	8,709,021	0

STATEMENT OF CHANGES IN NET WORTH FOR THE YEAR ENDED 30 JUNE 2012	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2010	16,291,098				16,291,098
Changes in accounting policy					0
Prior Year Adjustments					0
Restated balance	16,291,098	0	0	0	16,291,098
Changes in net worth for 2010/11					
Gain/(loss) on property revaluation					0
Gain/(loss) on revaluation of investments					0
Exchange differences on translating foreign operations					0
Equity Investment from Cabinet	879,600				879,600
Capital withdrawals by Cabinet					0
Repayment of surplus to Cabinet					0
Net revenue / expenses recognised directly in net worth	879,600	0	0	0	879,600
Surplus/(deficit)for the period 2010/11					0
Total recognised revenues and expenses for the period	879,600	0	0	0	879,600
Balance at 30 June 2011 carried forward	17,170,698	0	0	0	17,170,698
	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2011 brought forward	17,170,698	0	0	0	17,170,698
Changes in net worth for 2011/12					
Changes in accounting policy					0
Prior Year Adjustments					0
Restated balance	17,170,698	0	0	0	17,170,698
Changes in net worth for 2011/12					
Gain/(loss) on property revaluation					0
Gain/(loss) on revaluation of investments					0
Exchange differences on translating foreign operations					0
Equity Investment from Cabinet				391,700	391,700
Capital withdrawals by Cabinet					0
Repayment of surplus/Dividends to Cabinet					0
Net revenue / expenses recognised directly in net worth	0	0	0	391,700	391,700
Surplus/(deficit)for the period 2011/12				0	0
Total recognised revenues and expenses for the period	0	0	0	391,700	391,700
Balance at 30 June 2012	17,170,698	0	0	391,700	17,562,398

STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for Ministry of Finance, Tourism and Development – Tourism and Development

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June, 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2011) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

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

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

NOTES TO THE FORECAST FINANCIAL STATEMENTS**NOTE 1.CASH AND CASH EQUIVALENTS**

Cash and cash equivalents	Foreign Currency	Exchange Rate	Budget 2011/12	2010/11 Forecast	2009/10 Actual
Cash on hand (IRIS Confirmation Account/Petty Cash)	300	1.0000	300	300	0
Cash in transit (IRIS Remittance Account)	2,001	1.0000	2,001	0	0
CIS Operational Current Account held at Royal Bank of Canada	9,857,927	1.0000	9,857,927	8,708,721	0
US\$ Operational Current Account held at Royal Bank of Canada	28,010	0.8350	23,388	0	0
Payroll Current Account held at Royal Bank of Canada	26,537	1.0000	26,537	0	0
Bank Accounts held at other financial institutions	0		0	0	0
Fixed Deposits held with Treasury (less than 90 days)	0		0	0	0
TOTAL			9,910,153	8,709,021	0

NOTE 2.TRADE AND OTHER RECEIVABLES

Trade Recivables	Budget 2011/12	2010/11 Forecast	2009/10 Actual
Sale of goods and services	0	0	0
Outputs to Cabinet	4,556,515	4,182,615	0
Outputs to other government agencies	0	373,900	0
Other	0	504,949	0
Less: provision for doubtful debts	0	0	0
Total trade receivables	4,556,515	5,061,464	0

Other Receivables	Budget 2011/12
Advances (salary, Official Travel, etc)	57,565
Dishonoured cheques	0
Interest receivable	0
Other	18,774
Less: provision for doubtful debts	0
Total other receivables	76,339

	Trade Receivables	Other Receivables	Budget 2011/12
Current			
Past due 1-30 days	4,614,080	18,774	4,632,854
Past due 31-60 days			0
Past due 61-90 days			0
Past due 90 and above			0
Non-Current			
Past due 1 year and above			0
Total	4,614,080	18,774	4,632,854

Changes in the provision of doubtful debts:

Description	Budget 2011/12
Balance at 1 July	
Additional provisions made during the year	
Receivables written off during the period	
Balance at 30 June	0

NOTE 5.PREPAYMENTS

Description	Budget 2011/12
Insurance	0
USA Imprest Clearing Account	688,249
	0
	0
Other	426,088
Total	1,114,337

NOTE 6. PROPERTY, PLANT & EQUIPMENT

Cost of Property, Plant and Equipment

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Assets under construction or development</i>	<i>Total</i>
as at 2010	343,802	1,200,827	392,058	751,112	103,106	4,143	10,907,927	1,418,506	15,859,471
	112,500	460,000		57,000	115,000		135,100		779,600
as at 2011	456,302	1,660,827	392,058	808,112	218,106	4,143	11,043,027	1,418,506	16,993,071

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Infra-structure</i>	<i>Motor Vehicles</i>	<i>Assets under construction or development</i>	<i>Total</i>
as at 2011	456,302	1,660,827	392,058	808,112	218,106	4,143	11,043,027	1,418,506	16,993,071
	260,700	30,000		70,000	31,000		0		391,700
as at 2012	717,002	1,690,827	392,058	878,112	249,106	4,143	11,043,027	1,418,506	16,993,071

Accumulated Depreciation and impairment

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Infra-structure</i>	<i>Motor Vehicles</i>	<i>Work in progress</i>	<i>Total</i>
as at 2010	161,779	421,574	191,404	202,057	61,430	2,511	7,207,883		8,086,638
Impairment loss									
Depreciation	68103	164490	90246	38690	0	989	880149		1,143,527
Impairment									
as at 2011	229,882	586,064	281,650	240,747	61,430	3,500	8,088,032	0	9,402,305

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Work in progress</i>	<i>Total</i>
Balance as at 1 July 2011	229,882	586,064	281,650	240,747	61,430	3,500	8,088,032		9,491,305
Impairment loss 2011/12									0
Depreciation Expense 2011/12	64,533	156,500,	65,080	38,448	0	829	875,742		1,201,132
Eliminate on Disposal 2011/12									0
Balance as at 30 June 2012	294,415	742,564	346,730	279,195	61,430	4,329	8,963,774	0	10,692,437

Net Book value 30 June 2011	226,420	1,074,763	110,408	567,365	156,676	643	2,954,995	1,418,506	6,509,776

Net Book value 30 June 2012	422,587	948,263	45,328	598,917	187,676	-186	2,079,253	1,418,506	5,700,344

NOTE 7: TRADE PAYABLES, OTHER PAYABLE & ACCRUALS

	Current	Non-Current	2011/12 Budget
Creditors			0
Creditors Ministries/Portfolios			0
Creditors other government agencies			0
Payroll Deductions			0
Operating Lease			0
Accrued Expenses	3,294,965		3,294,965
Other payables			0
Total trade payables other payables and accruals	3,294,965	0	3,294,965

NOTE 8. EMPLOYEE ENTITLEMENTS

	2011/12 Budget
Annual Leave	500,325
Retirement and long service leave	0
Accrued salaries	0
Travel	0
Comp Time	0
Total current portion	500,325
<i>Non-current employee entitlements are represented by:</i>	
Retirement and long service leave	
Total employee entitlements	500,325

NOTE 9a. SALES OF GOODS AND SERVICES

Revenue type	2011/12 Budget
Outputs to Cabinet	41,728,327
Outputs to other government agencies	0
Fees and charges	94,950
General sales	10,000
Rentals	0
Other	0
Total sales of goods and services	41,833,277

NOTE 12: PERSONNEL COSTS

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Salaries, wages and allowances	15,035,051	15,242,811	0
Health care	2,610,458	0	0
Pension	809,901	828,057	0
Leave	0	0	0
Other personnel related costs	25,065	2,876,753	0
Total Personnel Costs	18,480,474	18,947,621	0

NOTE 13: SUPPLIES AND CONSUMABLES

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Supplies and Materials	459,871	11,782,943	0
Purchase of services	14,405,079	5,655,755	0
Lease of Property and Equipment	1,060,181	1,598,697	0
Utilities	619,362	0	0
General Insurance	508,727	0	0
Interdepartmental expenses	116,000	0	0
Travel and Subsistence	882,641	0	0
Recruitment and Training	814,037	0	0
Other	3,240,573	1,997,358	0
Total Supplies & consumables	22,106,471	21,034,753	0

NOTE 15 LITIGATION COST

Litigation Costs	2011/12 Budget
Ligation costs	45,200
Total Litigation cost	45,200

NOTE 17: RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Surplus/(deficit) from ordinary activities	0	0	0
Non-cash movements			
Depreciation expense	1,201,132	1,242,667	0
Impairment	0	0	0
(Gain)/losses on sale of property plant and equipment	0	0	0
Foreign exchange gains/(losses)	0	0	0
Changes in current assets and liabilities:			
(Increase)/decrease in other current assets	0	0	0
(Increase)/decrease in receivables	0	0	0
(Increase)/decrease in receivables - Cabinet	0	0	0
(Increase)/decrease in inventories	0	0	0
Increase/(decrease) in payables	0	0	0
Increase/(decrease) in provisions relating to employee costs	0	0	0
Net cash flows from operating activities	1,201,132	1,242,667	0

NOTE 23. FINANCIAL INSTRUMENT RISKS

The Ministry of Finance, Tourism and Development is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Credit Risk

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

Currency and Interest Rate Risk

The Ministry of Finance, Tourism and Development has no significant exposure to currency exchange loss risk and interest rate risk.

Liquidity Risk

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

APPENDICES

Entities within the Ministry of Finance, Tourism and Development

Entity	Head
Ministry of Finance, Tourism and Development Administration	Chief Officer
Fire	Chief Fire Officer
Planning Department	Director of Planning
Public Transport Unit	Director of Public Transport Unit
Tourism Department	Director of Tourism

Definition of Output Codes within the Ministry of Finance Tourism and Development

CODES	DESCRIPTION
FTD	1501: Ministry of Finance, Tourism and Development Administration
FRE	1601: Fire
PLN	2501: Planning Department
PTO	1507: Public Transport Unit
TOU	1701: Tourism Administration 1706: USA Region 1707: Canada

2011/12 BUDGET

Annual Budget Statement

for

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

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law
(2010 Revision)

Contents

Statement of Chief Officer and Minister/Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICERS AND MINISTER OF MINISTRY OF FINANCE, TOURISM AND DEVELOPMENT

Statement from the Chief Officers

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

**Mr. Dax Basdeo, Chief Officer
Ministry of Finance, Tourism and
Development**

30th June, 2011

Statement from the Premier/Minister

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

**Hon. W. McKeeva Bush, OBE, JP, Minister
Ministry of Finance, Tourism and
Development**

30th June, 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

Financial Services Administration

The main function of the Ministry is the articulation and coordination of Government policy in relation to the financial services industry. The Ministry provides oversight over specified agencies and statutory authorities, ensuring compliance with PMFL, PSML and relevant laws and regulations. It further provides support to the Minister of Finance in the execution of his duties as a member of Cabinet and of the Legislative Assembly.

Department of Commerce and Investment

As an economic development agency, the Department works to stimulate and facilitate appropriate, long-term, inward and local investment in the Cayman Islands in partnership with other Government agencies and the private sector. This entails activities such as marketing and promotion of the jurisdiction, technical assistance to local businesses, facilitation of film productions and inward investment projects, and the provision of information and policy recommendations on enhancing the local business climate.

Financial Services Secretariat

The Financial Services Secretariat is responsible for the provision of research and policy advice to the Ministry and serves as the key channel via which consultation and interaction with the financial services industry and other key stakeholders such as regulatory and other bodies, is carried out on policy, legal and other issues affecting the competitiveness of the financial services industry. The Financial Services Secretariat is also responsible for development and implementation of a global communications and public affairs strategy to promote and protect the Cayman Islands' financial services industry.

General Registry

The General Registry activities involve the maintenance of a General Registry for Companies, Partnerships, Trusts, Birth, Deaths, Marriages, Public Records, Patents, Trademarks, friendly Societies, Building Societies, Trade Unions, as well as services to the public and clients relating to these registers.

Tax Information Authority

The nature of the business of the Tax Information Authority is to perform all functions of the Cayman Islands competent authority, as the sole, dedicated channel in the Cayman Islands for exchange of information in tax matters, in accordance with relevant domestic laws and international arrangements.

Cayman Islands London Office

To support the extension of CIG activities in the United Kingdom and Europe and to provide a contact point for foreign stakeholders, whilst promoting social, cultural and political understanding of the Cayman Islands.

Scope of Activities

Financial Services Administration

- Preparation of submissions to Cabinet and the Legislative Assembly
- Oversight for the following agencies: General Registry, Department of Commerce & Investment, Financial Services Secretariat, Tax Information Authority, Overseas Offices (London, Hong Kong, Dubai)
- Monitor and Liaise with the following statutory authorities and Government owned companies: Cayman Islands Monetary Authority, Cayman Stock Exchange, Cayman Islands Development Bank
- Consultation and coordination of policy initiatives with Government Boards, Committees and private sector organizations

Department of Commerce and Investment

- Develop and implement marketing campaigns that enhance the image and profile of the Cayman Islands as an investment location of choice;
- Arrange and participate in conferences and events that showcase the strengths of the jurisdiction and that will encourage investor interest;
- Guide investors through the business establishment process by providing information on incentives, legislation or regulatory requirements, and the steps in the relevant approval processes;
- Provide technical assistance to local entrepreneurs and small businesses;
- Approve and facilitate film and photography projects seeking to utilize the jurisdiction;
- Conduct primary research and investigations into the Cayman Islands business climate with a view to developing recommendations on policy as it relates to investment and commerce;
- Grant approval to conduct business activities allowed by law through the administration of the issuance of Trade & Business Licences and Local Company (Control) Licences

Financial Services Secretariat

- Conducting policy research and providing regular briefings to the Ministry on matters impacting the competitiveness of the financial services industry
- Implementation, monitoring and review of the Ministry's long term strategy of the financial services industry
- Serving as the lead body in negotiations relating to international tax agreements in collaboration with the Cayman Islands International Tax Cooperation Team
- Coordinate consultation with and feedback from the financial services industry
- 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
- Develop 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
- Proactive and reactive media relations activities that seek to gain positive editorial coverage for the Cayman Islands in the leading business press
- Provision of strategic communications counsel and advice to the Ministry regarding issues affecting the financial services industry domestically and internationally
- Provision of support and expertise on government relations and lobbying programmes
- Delivery of strategic counsel and support in relation to reputation management and marketing communications for international trade shows and events across key sectors (e.g., funds, insurance, shipping and aircraft registry)

General Registry

- Maintain the registers for Companies, Partnerships, Trusts, Birth, Deaths, Marriages, Public Records, Patents, Trademarks, Friendly Societies, Building Societies, and Trade Unions in accordance with the relevant Laws, Regulations and policies.
- Develop strategic plans and policies for the General Registry in order to meet the demands for services, the requirement for continuous improvement in the functions of the registers.
- Provide information and advice on policies and legislations to the local private sector, (Law firms, corporate firms, accountants, auditors, banks & trust companies), as well as many potential overseas clients making enquiries.
- Provide statistical data on the various Registers which will allow Government and the public to measure and compare our results with previous years, budgets and with other offshore jurisdictions.
- Grant approval of applications sent to the Department for registration, filing or certification in accordance with the requirements of the relevant Laws, Regulations and policies.
- Liaise with service providers, suppliers and the general public to resolve problems, exchange information, etc.
- Ensure the preservation of records to prevent the disruption of services to clients and the general public in the event of a disaster.
- Provide online support and services to subscribers of Companies Online Registry Information System (CORIS).

Tax Information Authority

- Administration, management and implementation of the Tax Information Authority Law (2009 Revision) and all relevant international Tax Information Agreements entered into by the Cayman Islands;
- Administration, management and implementation of the Reporting of Savings Income Information (European Union) Law (2007 Revision) and all requirements thereunder
- Carrying out all ancillary functions relating to the above, including engagement with the OECD Global Forum on Transparency and Exchange of Information for Tax Purposes and participation in the work of the Cayman Islands International Tax Cooperation Team

Cayman Islands London Office

- Enhance the reputation of the Cayman Islands through the promotion of Cayman Islands policy and businesses to overseas governments, individuals, international agencies, organizations and the media;
- Assist with the negotiation of international agreements, for example on taxation;
- Gather information about the political and economic state of their respective regions and advise the Ministry on relevant developments;
- Contribute to the development of promotional strategies that convey the advantages of investing in the Cayman Islands in target sectors;
- Lead development - identify and engage in business development efforts with potential investors to attract inward investment to the Cayman Islands;
- Identify opportunities for priority industries/markets for potential service export ventures and help Cayman companies understand legislation surrounding same.
- Disseminate information on the Cayman Islands to a wide range of enquirers.
- Extend business development activities of Cayman-based individual financial services firms;

- Provide a Jurisdictional Presence for Opportunities presented by conferences, special events, and meetings with officials;
- Assistance with visas and passports
- Provide information on relocation to and from the Cayman Islands
- Support to Caymanians studying and living overseas
- Represent the Cayman Islands at official functions, ceremonial occasions etc.

Customers and Location of Activities

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

Activities are provided to the Financial Secretary, Cabinet, Members of the Legislative Assembly, ministries, portfolios, statutory authorities, government-owned companies and the general public within the Cayman Islands.

2. Strategic Ownership Goals

The key strategic ownership goals for the *Ministry of Finance, Tourism and Development - Financial Services Administration* in 2011/12 and the subsequent two years are as follows:

Financial Services Administration

- Efficient and Effective administration of specified Government Agencies and SAGCs
 - o Assist the Minister with the development and implementation of policy
 - o Ensure compliance with Statutory Requirements
- Improved competitive position of the Cayman Islands financial services industry as compared to other jurisdictions
 - o Effective coordination of public and private sector efforts to improve the business climate within the industry

Department of Commerce and Investment

- Raise awareness and create a positive impression of the jurisdiction as preferred investment location and excellent place to do business
- Improve the viability of local businesses and entrepreneurial ventures
- Attract the interest of foreign investors whose business interests are appropriate for the jurisdiction
- Improve the understanding of the local business climate and the factors conducive to business success
- Attract the interest of foreign film productions that will not negatively impact the image of the jurisdiction
- Improve the process of licensing a business that falls under the TBL Law

Financial Services Secretariat

- Ensure that the Cayman Islands continue to meet current and evolving international standards affecting the financial services industry including those standards set by the CFATF, OECD Global Forum and other international standard setting bodies
- Provide representation at meetings, conferences and events including CFATF, OECD Global Forum, EU Global Financial Platform meetings
- Ensure the transition of the Cayman Islands from a financial services centre to an international business centre
- Continued evolution of an integrated policy and communications function
- Increase use of electronic media to facilitate information flow
- Further investments in research initiatives – economic contribution of OFCs – other key macro areas that support positioning; publications programmes to support the image and reputation of the Cayman Islands' financial services industry

General Registry

- To develop and implement policies and systems for all registers under the department's administration
- Maintain and improve storage mediums and facilities for records to ensure that vital statistics and other information is readily available now and in the future
 - o provide online services of all registers.
 - o Phase I (2011-2012): Complete the implementation of online services for the main registers: Companies, Partnerships & Trusts
 - o Phase II (2012-2013): Add the following registers online – Birth, Deaths & Marriages, Public Records, Patents & Trademarks.
 - o Phase III (2013-2014) –Convert the current paper files to electronic files.
 - o 2012/13 - Conversion of Public Records register manual records to electronic.
 - o Conversion of death and marriage manual records to electronic – to be completed by 2013.
- 2011/12 to 2012/13- To review and modernize the Patents & Trademarks Law.
- To provide information on the department's website in other languages.

Tax Information Authority

- Implement, manage and administer the legal structures and mechanisms for fulfilling its statutory roles, including appropriate systems and procedures to accommodate the request process for international co-operation in tax matters;
- Ensure the effective operation of the statutory regimes relating to international tax information agreements entered into by the Cayman Islands and the requirements for the reporting of savings income information;
- Cooperate effectively with counterpart competent authorities and operate in accordance with current and developing international standards;
- Engage with and participate in the work of the OECD Global Forum on Transparency and Exchange of Information for Tax Purposes as it affects the Cayman Islands, and with the Cayman islands International Tax Cooperation Team
- Maintain human and other resources at levels which demonstrate and provide capacity to carry out all functions in accordance with international standards

Cayman Islands London Office

- Raise awareness and create a positive impression of the Cayman Islands as a preferred investment location and an excellent place to do business
- Represent and protect the interests of the Government and people of the Cayman Islands
- To promote the Cayman Islands as an international jurisdiction of importance.

3. Ownership Performance Targets

The ownership performance targets for the *Ministry of Tourism and Development – Financial Services Administration* for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	6,042,364	6,187,906
Revenue from ministries, portfolios, statutory authorities, government companies	0	0
Revenue from others	25,007,484	19,477,534
Surplus/deficit from outputs	22,029,615	15,989,586
Ownership expenses	0	0
Operating Surplus/Deficit	22,029,615	15,989,586
Net Worth	1,764,321	1,625,221
Cash flows from operating activities	22,151,603	16,359,901
Cash flows from investing activities	(139,100)	(117,500)
Cash flows from financing activities	(21,890,515)	(15,852,086)
Change in cash balances	121,988	390,315

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	317.14	403.06
Total Assets: Total Liabilities	647.24	604.09

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	80	79
Staff turnover (%)		
Managers	12%	12%
Professional and technical staff	15%	15%
Clerical and labourer staff	10%	10%
Average length of service (number of years in current position)		
Managers	11 years	11 years
Professional and technical staff	8 years	8 years
Clerical and labourer staff	10 years	10 years
Changes to personnel management system:	None	

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
<u>FINANCIAL SERVICES</u>		
Chief Officer (FS Admin)	1	1
Deputy Chief Officer (FS Admin)	1	1
Executive Director (DCI)	1	1 Vacant
Business Development Advisor (DCI)	3	3
Senior Investor Services Officer (DCI)	1	1
Head of Marketing (DCI)	1	1
Head of Licensing (DCI)	1	1
Senior Graphics Designer (DCI)	1	1
Events & Conference Planner (DCI)	1	1
Financial Administrator (DCI)	1	1
Executive Officer (DCI)	1	1
Executive Officer I (DCI)	1	1
Secretary (DCI)	1	1
Assistant Secretary (DCI)	1	1
Clerical Officer I (DCI)	1	1
Director (FSS)	1	1
Senior Legislative Policy Advisor (FSS)	1	1
Senior Research Analyst (FSS)	1	1
Head - Communications & Public Affairs (FSS)	1 Vacant	1 Vacant
Senior Assistant Secretary (FSS)	1	1
Communications Officer (FSS)	1	1
Executive Assistant	1	1
Registrar General	1	1
Deputy Registrar General	1	1
Senior Assistant Registrar	1	1
Finance & Administration Manager	1 Vacant	1

Position	2011/12 Budget	2010/11 Forecast
Business Analyst	1 Vacant	1
Records Manager	1	0
Financial Administrator	1	1
Assistant Registrars	5	5
Front Desk Supervisor	1	1
Accounts Officer	1	1
Senior Customer Liaison Officer	1	1
Customer Liaison Officers	5	5
Customer Liaison Officer (Birth, Deaths & Marriages)	2	2
Customer Liaison Officer (Public Records)	1	1
Customer Liaison Officer (Patents & Trademarks)	1	1
Customer Service Officers	11	11
Customer Service Officers (Officers & Directors)	4	4
Filing Officers	7	7
Front Desk Attendants	2	2
Director (Tax Information Authority)	1	1
Assistant Director (Tax Information Authority)	1	1
Deputy Director (Tax Information Authority)	1	1
Representative (UK Office)	1 Vacant	1 Vacant
Deputy Representative (UK Office)	1 Vacant	1
Assistant to the Representative (UK Office)	1	1
Secretary/Receptionist (UK Office)	1	1
Assistant Representative (UK Office)	1 Vacant	1 Vacant

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$2,086,727	\$1,947,627
Asset replacements: total assets	9%	7%
Book value of assets: initial cost of those assets	50%	50%
Depreciation: cash flow on asset purchases	57%	57%
Changes to asset management policies	None	None

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
Ministry FS Administration	
Computers and IT equipment	1500
Department of Commerce and Investment	
Computer Equipment	7,850
Trade & Business System Upgrade	50,000
Financial Services Secretariat	
Computer Equipment	2,500
Office Fit out	5,000
General Registry	
Computers and Office Equipment	28,100
EDMS customization, implementation and training	32,500
Tax Information Authority	
Computer Equipment	1,500
E-Reporting Software System Industry Training Package	3,500
Cayman Islands London Office	
I.T and Telecommunication Systems Upgrade	6,650

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2011

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Loss and/or absence of critical staff	Ongoing	• Provide on the job training and cross-training • Formulation of a succession plan for key staff • Use acting appointments to ensure staff are exposed to different roles • Develop an organizational structure and environment which provides challenges, promotes advancement and recognize achievements • Support staff in times of sickness	
Aged computers and obsolete office equipment	Ongoing	• Maintain and upgrade on a regular basis; and • Replace where feasible	
Destruction, damage or loss of assets	Ongoing	Safeguard assets in accordance with the Ministry's Continuity Plan	
Data and information security	Ongoing	• Ensure data on servers are backed up daily; • Ensure filing cabinets are secured; and • Ensure staff sign confidentiality agreements and adhere to the government's policy on confidentiality	
Non-renewal of contracts of key managers and technical staff	(This is a new risk)	Coordinate with Ministry and Portfolio of Civil Services	Undetermined
Rigid implementation of vacation leaves which could affect the timeliness of outputs	(This is a new risk)	Request for exemption from vacation leave rules such that it takes into account the work production cycle	Undetermined
Poor response rate to the Annual National Accounts Survey and Balance of Payments Survey that could impact on the quality and timeliness of reports	Lower risk may arise from the Statistics (Amendment) Law 2010	Active promotion of the surveys, the amended Law and active follow-up of responses	Undetermined
Inadequate warehouse storage space in cases of natural disaster.	Unchanged	Review and reconfigure existing space or seek alternative storage accommodation at Depot	300,000

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Occurrence of weather disturbances which may prolong the implementation of the Census	(This is a new risk, since Census is an extraordinary project)	Commission as many enumerators as possible to do enumeration work during fair-weather days. However this is subject to availability of enumerators.	Undetermined
Destruction, damage or loss of assets	Ongoing	Safeguard assets in accordance with the Ministry's Continuity Plan	\$136,228
Loss of workplace	None	Identify alternative workplace facility and equipment for key employees	
Loss and security of Data and information	Ongoing	• Ensure data on servers are backed up daily; • Ensure filing cabinets are secured; and • Ensure staff sign confidentiality agreements and adhere to the government's policy on confidentiality • More security elements added to budget preparation tools and additional safeguards put in place.	\$37,466
Failure of computers and office equipment including IRIS	Risk is ongoing	• Replaced obsolete/ageing computers and equipment as soon as they have been evaluated and condemned. • Financial transactions prepared and recorded in GL manually	Unable to deliver audits on time therefore shortfall in revenue earnings.

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>Ministry of Finance, Tourism and Development – Financial Services Administration</i>	139,100	117,500
Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of Finance, Tourism and Development – Financial Services Administration</i>	22,029,615	15,969,586

PART B
OUTPUT PERFORMANCE

7. Outputs to be Delivered

FSA 1	Policy Advice and Ministerial Servicing	\$729,900
Description Provision of policy advice and administrative support services to the Minister and Cabinet on matters impacting the, Financial Services Secretariat, London Office, General Registry, Department of Commerce and Investment, Tax Information Authority, Cayman Islands Monetary Authority, Cayman Islands Stock Exchange and Cayman Islands Development Bank.		
Measures Quantity - Number of Cabinet Papers and Notes - Number of Government motions, Parliamentary Questions and tabling of reports to the Legislative Assembly - Number of reports and briefing papers produced Quality - All Cabinet Papers and Notes will be prepared in accordance with stated guidelines Timeliness - All Papers and Notes will be submitted in accordance with the Minister's directives - Legislation Motions and reports to the Legislative Assembly will be submitted in accordance with the Minister's directives Location Grand Cayman	2011/12 Budget	2010/11 Forecast
	12-24	40
	2-6	10
	6-12	6
	100%	100%
	90-100%	98%
	90-100%	100%
	100%	100%
Cost	\$729,900	\$168,216
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 11. Supporting our Caymanian Small Businesses 17. Strengthening our Infrastructure		

FSA 2	Oversight and Monitoring of Government Agencies and SAGCs	\$238,543
Description Provision of administrative support services to the Minister; • Speeches and statements • Replies to written enquires • Response to parliamentary questions		
Measures Quantity • Number of assessments of agencies under the Ministry • Number of SAGC Reports Reviewed Quality • Agency assessments will encompass policy, process and systems issues to ensure compliance with Ministry and broader Governments policies and standards Timeliness • Agency assessments conducted prior to finalization of next year budget • SAGC reports reviewed prior to tabling in Legislative Assembly Location Grand Cayman	2011/12 Budget	2010/11 Forecast
	4-5	N/A
	2 -3	N/A
	100%	N/A
	90-100%	N/A
	90-100%	N/A
	100%	100%
Cost	\$238,543	\$128,216
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 11. Supporting our Caymanian Small Businesses 17. Strengthening our Infrastructure		

FSA 3	Consultative and Secretarial Services for Boards and Committees	\$140,271
Description Provision of consultative services to the Statutory Authorities, Boards, Committees and Crown Corporations which fall under the Ministry.		
Measures Quantity - Number of active boards and committees serviced Quality - Advice is technically accurate Timeliness - Attendance - when required Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	3-5	3
	100%	100%
	90-100%	100%
	100%	100%
	\$140,271	\$64,108
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		

FSS 1	Policy Advice and Support to the Ministry	\$580,198
Description Conducting policy research and providing regular briefings to the Ministry on matters impacting the competitiveness of the financial services industry. Participate in Cayman Islands delegations to various local, regional and international meetings, seminars and conferences.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of reports and briefing papers	10-14	N/A
Quality - Advice and service will be complete, accurate and reviewed by management - Policy advice includes all relevant information and designed to deliver efficient and effective responses - Director vets all reports, policy papers and minutes	100%	100%
Timeliness Reports completed no later than four weeks after the end of each quarter	100%	100%
Location Grand Cayman and overseas	100%	100%
Cost	\$580,198	\$829,173
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		

FSS 2	Maintain International Obligations	\$482,064
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.		
Measures Quantity - Number of countries engaged in the negotiation of tax cooperation agreements - Number of visits/assessments by international bodies coordinated Quality - Negotiations conducted by knowledgeable and trained personnel, in accordance with negotiating parameters established by Cabinet - When necessary support will be sought from external appropriately qualified personal - All agreements signed off by the Financial Secretary prior to submission to Cabinet Timeliness - Negotiations and assessments completed within agreed timeframe Location Grand Cayman and overseas Cost	2010/11 Budget	2009/10 Forecast
	4-6	N/A
	1-2	N/A
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$482,064	\$419,798
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		

FSS 4	Media Relations, Public Relations and Communications Support	\$545,986
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	2010/11 Budget	2009/10 Forecast
Quantity		
Number of Programmes developed and implemented	4-6	N/A
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%	N/A
Strategies and programmes should have a clear set of objectives with cost/benefit implications and measurement criteria.	100%	N/A
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%	N/A
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%	N/A
Timeliness		
Programs developed and implemented within in agreed timeframe	100%	N/A
Location		
Grand Cayman and overseas	100%	100%
Cost	\$545,986	\$531,891
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		

DCI 2	Marketing and Promotional Activities	\$597,927
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 adverting 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.		
Measures Quantity - Number of marketing/advertising campaigns/PR activities conducted - Number of conferences/events organized or attended Quality - Graphics to be consistent with branding image - Content subject to internal peer review for accuracy - Exhibit display to visually represent the Cayman Islands business environment - Representation on behalf of the Cayman Islands will be accessible, informed, and responsive Timeliness - Advertisements produced within deadlines agreed on with provider - Information should be disseminated within one day of approval - Events organized to meet conference deadlines as provided by host Location Cayman Islands and other international venues	2011/12 Budget 8-10 4-5 90-100% 90-100% 90-100% 90-100% 90-100% 90-100% 90-100% 90-100% 90-100%	2010/11 Forecast N/A N/A 90-100% 90-100% N/A N/A 90-100% 90-100% N/A
Cost	\$597,927	\$252,551
Related Broad Outcomes: - Creating a Vibrant Yet Stable and Sustainable Economy - Restoring Prudent Fiscal Management - Ensuring Success and Participation of Caymanians in the Financial Services Industry - Supporting our Caymanian Small Businesses		

DCI 4	Facilitation of Inward Investment	\$444,874
Description The generation of foreign investment interest in the Cayman Islands through direct contact with foreign investors through overseas offices.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of new clients (foreign investors)	5-10	50-80
Quality - Target companies serviced must meet criteria outlined in approved strategy - Communication with companies will be courteous, timely and professional	90-100%	90-100%
Timeliness Follow-up contact with investors to be made within agreed time period	90-100%	90-100%
Location Cayman Islands, Dubai, Hong Kong	100%	N/A
Cost	\$444,874	\$975,148
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 11. Supporting our Caymanian Small Businesses		

DCI 5	Technical Assistance to Entrepreneurs	\$447,449
Description Provision of services to potential and current investors in order to secure an investment commitment, or to induce existing investors to reinvest and/or expand.		
Measures Quantity - Number of new clients (entrepreneurs and business owners) - Number of training workshops Quality - Advising services conducted in accordance with department's Service Standards - Comprehensive research will be conducted in order to answer investor enquiries - Communication with investors and entrepreneurs will be courteous and professional - Workshops arranged to encourage wide participation from relevant groups Timeliness - Acknowledgement of requests will be provided within two business days Location Cayman Islands Cost	2011/12 Budget 75-100 8-10 90-100% 90-100% 90-100% 90-100% 90-100% 100% \$447,449	2010/11 Forecast 100-150 N/A 90-100% N/A N/A N/A 90-100% 100% \$344,463
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 11. Supporting our Caymanian Small Businesses		

DCI 7	Policy Advice and Ministerial Servicing	\$101,640
Description Providing advice on issues affecting commerce and investment in the Cayman Islands.		
Measures Quantity - Number of reports and briefing papers produced - Number agency reports produced Quality - All papers and reports will defined issues clearly and succinctly - Accuracy and relevance of reports as determined by internal peer review - Recommendations will be clear and unambiguous - Reform proposals will involve consultation with relevant agencies Timeliness - Within timeframe required Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	1-3	2-3
	4-9	4-9
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	100%	100%
	\$101,640	\$224,129
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 11. Supporting our Caymanian Small Businesses		

DCI 8	Cayman Islands Film Commission Project Facilitation	\$36,389
Description Administration of production incentives package for film, television and video productions that meet eligibility criteria and which have Advisory Board approval.		
Measures Quantity - Number of new clients (film productions) Quality - Communication with producers will be courteous and professional - Response re enquiries and liaison with other governmental agencies will be timely and thorough Timeliness - Acknowledgement of enquiries and film applications will be made within two business days Location Cayman Islands Cost	2011/12 Budget 10-15 90-100% 90-100% 90-100% 100% \$36,389	2010/11 Forecast N/A N/A N/A N/A 100% \$148,784
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 11. Supporting our Caymanian Small Businesses		

DCI 9	Trade and Business Licences	\$239,922
Description Processing Trade and Business License and Local Company (Control) License applications.		
Measures Quantity - Number of Trade and Business License applications processed Quality - All applications processed in compliance with the Trade and Business Licensing Law and the Local Companies (Control) Law - Applicants' files prepared with due care, accuracy and completeness - Agenda for the Trade and Business Licensing Board reviewed for accuracy prior to distribution Timeliness - Processing time of a complete application from receipt to dissemination of a decision will be less than 15 business days - Decision letters issued within 10 business days of a Board decision. Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	4,000-4,500	4,500-5,000
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
	100%	100%
	\$239,922	\$78,587
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy		

REG 1	Policy Advice and Support to the Ministry	\$7,355
Description Policy advice and services to support the Financial Secretary and Cabinet		
Measures Quantity - Number of reports and briefing papers produced. Quality - All material submitted will be comprehensive and accurate - Adequate research will be done to substantiate all information - All subject to senior management review Timeliness - Provided within agreed timeframe Location Grand Cayman Cost	2011/12 Budget 50-60 98% 98% 98% 98% 100% \$7,355	2010/11 Forecast 50-60 98% 98% 98% 98% 100% \$14,151
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management		

REG 12	Collection of Executive Revenue	\$119,297
Description Collection of executive revenue including: - Processing annual fees for Companies, Partnerships, Trusts, Patents & Trademarks - Filing annual returns for Companies & Partnerships		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of annual fees posted and returns filed: - Companies - Partnerships - Trusts - Patents and Trademarks		
	79,000-88,000	78,000-86,000
	9,000-10,000	8,000-9,000
	1,500-1,600	1,400-1,600
	3,600-4,100	3,500-4,000
Quality Revenue collected as a legislative requirement	100%	100%
Timeliness Annual fees and Returns to be processed within 2 weeks of receipt	98%	98%
Location Grand Cayman	100%	100%
Cost	\$119,297	\$168,307
Related Broad Outcomes: - Creating a Vibrant Yet Stable and Sustainable Economy - Restoring Prudent Fiscal Management		

UKO 9	Policy Advice and Ministerial Servicing	\$226,070
Description Provision of advice and information to the Ministry and its agencies on events, policies and developments in the UK and Europe based on Press and Media Reports, Parliamentary Reports, European Union Reports, Trade Reviews, Financial Publications, Statistical Data etc.		
Measures Quantity - Number of reports and briefing papers produced Quality - Advice is provided by qualified personnel Timeliness - Advice on events and policies in the UK and Europe is provided immediately or within three working days following the identification of relevant issues Location London Cost	2011/12 Budget	2010/11 Forecast
	15-25	20-30
	95-100%	98-100%
	98-100%	98-100%
	100%	100%
	\$226,070	\$32,151
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management		

UKO 11	Provision of Guidance and Information to Foreign Stakeholders	\$179,028
Description Provision of written and verbal information on the Cayman Islands to companies, organizations, media, officials and the public in the United Kingdom (UK) and Europe including updating information in UK publications and requests for documents/reports/publications from the Government departments.		
Measures Quantity - Number of pieces of information provided Quality - Information provided by qualified personnel Timeliness - All enquires answered: immediately – two working days Location London Office Cost	2011/12 Budget	2010/11 Forecast
	500-600	N/A
	90-100%	90-100%
	98-100%	98-100%
	100%	100%
	\$179,028	\$91,841
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management		

UKO 12	Consular Services	\$153,687	
Description Provision of assistance to persons resident in or visiting the United Kingdom and Europe including: - Assistance with visa, work permit and passport enquiries - Assistance to Caymanians, especially students			
Measures		2011/12 Budget	2010/11 Forecast
Quantity Number of persons assisted		200-250	250-350
Quality Assistance provided by officers experienced in dealing with the UK public sector agencies		100%	100%
Timeliness All assistance provided within two working days of request		95-100%	95-100%
Location London Office		100%	100%
Cost		\$153,687	\$77,051
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management			

UKO 13	Representational Duties and International Relations	\$258,978
Description Liaise with Her Majesty's Government and International Organizations: • Participating in and arranging meetings, conferences, functions and official visits • Entertainment of official guests • Attendance at ceremonial and official functions • Administration and support for the All Party Parliamentary Group (APPG) for the Cayman Islands • Participation in the United Kingdoms Overseas Territory Association (UKOTA) • Participation in Commonwealth Organizations • Participation in the EU Overseas Countries and Territories Association (OCTA)		
Measures Quantity • Number of events, meetings, conferences and official functions attended Quality • Meetings, conferences and official functions attended by qualified officer Timeliness • Meetings, conferences and official functions attended as necessary Location London and Brussels		2011/12 Budget 80-120 95-100% 100% 100%
Cost		2010/11 Forecast 80-120 95-100% 100% 100%
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management		
		\$258,978
		\$230,973

6. Payment Arrangements

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

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

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

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

Table 1: Expected Invoice Profile

MONTH	FSA 1 \$	FSA 2 \$	FSA 3 \$	FSS 1 \$	FSS 2 \$	FSS 4 \$	DCI 2 \$	DCI 4 \$
July	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
August	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
September	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
October	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
November	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
December	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
January	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
February	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
March	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
April	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
May	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
June	60,825	19,879	11,689	48,350	40,172	45,499	49,827	37,073
TOTAL	729,900	238,543	140,271	580,198	482,064	341,349	597,927	444,874

MONTH	DCI 5 \$	DCI 7 \$	DCI 8 \$	DCI 9 \$	REG 1 \$	REG 12 \$	REG 13 \$	TIA 3 \$
July	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
August	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
September	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
October	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
November	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
December	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
January	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
February	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
March	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
April	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
May	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
June	37,287	8,470	3,032	19,994	613	9,941	6,070	26,417
TOTAL	447,449	101,640	36,389	239,922	7,355	119,297	72,844	317,006

MONTH	TIA 4 \$	UKO 9 \$	UKO 11 \$	UKO 12 \$	UKO 13 \$
July	10,245	18,839	14,919	12,807	21,582
August	10,245	18,839	14,919	12,807	21,582
September	10,245	18,839	14,919	12,807	21,582
October	10,245	18,839	14,919	12,807	21,582
November	10,245	18,839	14,919	12,807	21,582
December	10,245	18,839	14,919	12,807	21,582
January	10,245	18,839	14,919	12,807	21,582
February	10,245	18,839	14,919	12,807	21,582
March	10,245	18,839	14,919	12,807	21,582
April	10,245	18,839	14,919	12,807	21,582
May	10,245	18,839	14,919	12,807	21,582
June	10,245	18,839	14,919	12,807	21,582
TOTAL	122,936	226,070	179,028	153,687	258,978

Appendix: Forecast Financial Statements

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Minister of Finance, Tourism and Development

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June, 2012 and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Mr. Dax Basdeo
Chief Officer, Financial Services
Ministry of Finance, Tourism and Development

30 June 2011

Ministry of Finance, Tourism and Development – Financial Services

STATEMENT OF FINANCIAL POSITION		Budget 2011/12	2010/11 Forecast	2009/10 Actual
FOR THE YEAR ENDED 30 JUNE 2012				
Current Assets				
Cash and cash equivalents	1	554,463	432,475	0
Marketable securities and deposits		0	0	0
Trade receivables	2	398,996	840,944	0
Other receivables	2	39,594	26,055	0
Inventories	3	0	0	0
Investments	4	0	0	0
Prepayments	5	29,413	0	0
Total Current Assets		1,022,466	1,299,474	0
Non-Current Assets				
Trade receivables	3	398,996	0	0
Other receivables	3	0	0	0
Inventories	4	0	0	0
Property, plant and equipment	6	665,265	648,153	0
Total Non-Current Assets		1,064,261	648,153	0
Total Assets		2,086,727	1,947,627	0
Current Liabilities				
Trade payables	7	0	0	0
Other payables and accruals	7	240,241	240,241	0
Bank Overdraft	2	0	0	0
Unearned revenue		0	0	0
Employee entitlements	8	82,165	82,165	0
Repayment of surplus		0	0	0
Total Current Liabilities		322,406	322,406	0
Non-Current Liabilities				
Trade payables	7	0	0	0
Other payables and accruals	7	0	0	0
Employee entitlements	8	0	0	0
Total Non-Current Liabilities		0	0	0
Total Liabilities		322,406	322,406	0
Net Assets		1,764,321	1,625,221	0
NET WORTH				
Contributed capital		1,625,221	(15,852,086)	0
Other Reserves		0	0	0
Revaluation reserve		0	0	0
Accumulated surpluses/(deficits)		139,100	17,477,307	0
Total Net Worth		1,764,321	1,625,221	0

STATEMENT OF FINANCIAL PERFORMANCE	Note	Budget 2011/12	2010/11 Forecast	2009/10 Actual
FOR THE YEAR ENDED 30 JUNE 2012				
Revenue				
Sale of goods and services	9	31,049,848	25,665,440	0
Investment revenue	10	0	0	0
Donations	11	0	0	0
Other revenue		0	0	0
Total Revenue		31,049,848	25,665,440	0
Expenses				
Personnel costs	12	5,314,133	5,219,650	0
Supplies and consumables	13	3,577,612	4,065,889	0
Depreciation	6	121,988	390,315	0
Impairment of property, plant and equipment	6	0	0	0
Impairment of inventory	4	0	0	0
Finance costs (overdraft interest)	14	0	0	0
Litigation costs	15	0	0	0
Gains/(losses) on foreign exchange transactions	16	6,500	0	0
Gains/(losses) on disposal/revaluation of property, plant and equipment	16	0	0	0
Other expenses		0	0	0
Total Expenses		9,020,233	9,675,854	0
Surplus or (Deficit) for the period		22,029,615	15,989,586	0

CASH FLOW STATEMENT		Budget 2011/12	2010/11 Forecast	2009/10 Actual
FOR THE YEAR ENDED 30 JUNE 2012				
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		6,042,364	6,187,906	0
Outputs to other government agencies			0	0
Sale of goods and services - third party		25,007,484	19,477,534	0
Interest received		0	0	0
Donations / Grants		0	0	0
Other receipts		0	0	0
Payments				
Personnel costs		(5,314,133)	(5,219,650)	0
Supplies and consumables		(3,584,112)	(4,065,889)	0
Interest paid		0	0	0
Other payments		0	(20,000)	0
Net cash flows from operating activities		22,151,603	16,359,901	0
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of property, plant and equipment		(139,100)	(117,500)	0
Proceeds from sale of property, plant and equipment		0	0	0
Purchase of sale of investments		0	0	0
Proceeds from sale of investments		0	0	0
Cash advances		0	0	0
Cash receipts from repayment of advances		0	0	0
Net cash flows from investing activities		(139,100)	(117,500)	0
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity Investment		139,100	117,500	0
Repayment of Surplus		(22,029,615)	(15,969,586)	0
Capital withdrawal		0	0	0
Net cash flows from financing activities		(21,890,515)	(15,852,086)	0
Net increase/(decrease) in cash and cash equivalents		121,988	390,315	0
Cash and cash equivalents at beginning of period		432,475	42,160	0
Cash and cash equivalents at end of period		554,463	432,475	0

STATEMENT OF CHANGES IN NET WORTH FOR THE YEAR ENDED 30 JUNE 2012	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2010	1,507,721				1,507,721
Changes in accounting policy					0
Prior Year Adjustments					0
Restated balance	1,507,721	0	0	0	1,507,721
Changes in net worth for 2010/11					
Gain/(loss) on property revaluation					0
Gain/(loss) on revaluation of investments					0
Exchange differences on translating foreign operations					0
Equity Investment from Cabinet	117,500				117,500
Capital withdrawals by Cabinet					0
Repayment of surplus to Cabinet				(15,969,586)	(15,969,586)
Net revenue / expenses recognised directly in net worth	117,500	0	0	(15,969,586)	(15,852,086)
Surplus/(deficit)for the period 2010/11				15,969,586	15,969,586
Total recognised revenues and expenses for the period	117,500	0	0	0	117,500
Balance at 30 June 2011 carried forward	1,625,221	0	0	0	1,625,221
	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2011 brought forward	1,625,221	0	0	0	1,625,221
Changes in net worth for 2011/12					
Changes in accounting policy					0
Prior Year Adjustments					0
Restated balance	1,625,221	0	0	0	1,625,221
Changes in net worth for 2011/12					
Gain/(loss) on property revaluation					0
Gain/(loss) on revaluation of investments					0
Exchange differences on translating foreign operations					0
Equity Investment from Cabinet				139,100	139,100
Capital withdrawals by Cabinet					0
Repayment of surplus/Dividends to Cabinet				(22,029,615)	(22,029,615)
Net revenue / expenses recognised directly in net worth	0	0	0	(21,890,515)	(21,890,515)
Surplus/(deficit)for the period 2011/12				22,029,615	22,029,615
Total recognised revenues and expenses for the period	0	0	0	139,100	139,100
Balance at 30 June 2012	1,625,221	0	0	139,100	1,764,321

General Accounting Policies

Reporting entity

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

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

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

Computer Hardware and Software

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

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

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

NOTES TO THE FORECAST FINANCIAL STATEMENTS**NOTE 1: CASH AND CASH EQUIVALENTS**

Description	Foreign Currency	Exchange Rate	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Cash on hand (IRIS Confirmation Account/Petty Cash)	0		0	0	0
Cash in transit (IRIS Remittance Account)	0		0	0	0
CI\$ Operational Current Account held at Royal Bank of Canada	554,463	1.0000	554,463	432,475	0
US\$ Operational Current Account held at Royal Bank of Canada	0		0	0	0
Payroll Current Account held at Royal Bank of Canada	0		0	0	0
Bank Accounts held at other financial institutions	0		0	0	0
Fixed Deposits held with Treasury (less than 90 days)	0		0	0	0
Total cash and cash equivalents			554,463	432,475	0

NOTE 2 TRADE AND OTHER RECEIVABLES

Trade Receivables	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Sale of goods and services	797,992	797,992	0
Outputs to Cabinet	0	0	0
Outputs to other government agencies	0	0	0
Other	0	42,952	0
Less: provision for doubtful debts	0	0	0
Total trade receivables	797,992	840,944	0

Other Receivables	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Advances (salary, Official Travel, etc)	37,991	0	0
Dishonoured cheques	0	0	0
Interest receivable	0	0	0
Other	1,603	0	0
Less: provision for doubtful debts	0	0	0
Total other receivables	39,594	0	0

	Trade Receivables	Other Receivables	2011/12 Budget
Current			
Past due 1-30 days		39,594	39,594
Past due 31-60 days	239,398		239,398
Past due 61-90 days			0
Past due 90 and above	159,598		159,598
Non-Current			
Past due 1 year and above	398,996		398,996
Total	797,992	39,594	937,586

Changes in the provision of doubtful debts:

Description	Budget 2011/12
Balance at 1 July	0
Additional provisions made during the year	0
Receivables written off during the period	0
Balance at 30 June	0

NOTE 5. PREPAYMENTS

Description	Budget 2011/12
Prepaid Insurance	21,246
Prepayments	8,167
Total	29,413

NOTE 6: PROPERTY, PLANT AND EQUIPMENT

Cost of Property, Plant and Equipment

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Assets under construction or development</i>	<i>Total</i>
Balance as at 1 July 2010	1,216,396		570,417	211,054	120,053	141,405	2,259,325
Additions	50,000			67,500			117,500
Disposals							0
Transfers							0
Balance as at 30 June 2011	1,266,396		570,417	278,554	120,053	141,405	2,376,825

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Assets under construction or development</i>	<i>Total</i>
Balance as at 1 July 2011	1,266,396		570,417	278,554	120,053	141,405	2,376,825
Additions				49,350	89,750		139,100
Disposals							0
Transfers							0
Balance as at 30 June 2012	1,266,396		570,417	327,904	209,803	141,405	2,515,925

Accumulated Depreciation and impairment losses

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Work in progress</i>	<i>Total</i>
Balance as at 1 July 2010	952,832		201,827	102,419	81,279		1,388,357
Impairment loss 2010/11							0
Depreciation Expense 2010/11	236,704		47,682	87,951	17,979		390,315
Eliminate on Disposal 2010/11							0
Balance as at 30 June 2011	1,189,536		249,509	190,370	99,258		1,728,672

	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other Assets</i>	<i>Work in progress</i>	<i>Total</i>
Balance as at 1 July 2011	1,189,536	0	249,509	190,370	99,258	0	1,728,672
Impairment loss 2011/12							0
Depreciation Expense 2011/12	1,200	0	12,058	97,057	11,673		121,988
Eliminate on Disposal 2011/12							0
Balance as at 30 June 2012	1,190,736	0	261,567	287,427	110,931	0	1,850,660

Net Book value 30 June 2011	76,860	0	320,908	88,184	20,795	141,405	648,153

Net Book value 30 June 2012	75,660	0	308,850	40,477	98,872	141,405	665,265

NOTE 7: TRADE PAYABLES, OTHER PAYABLE & ACCRUALS

	Current	Non-Current	2011/12 Budget
Creditors			0
Creditors Ministries/Portfolios			0
Creditors other government agencies			0
Payroll Deductions			0
Operating Lease			0
Accrued Expenses	240,241		240,241
Other payables			0
Total trade payables other payables and accruals	240,241	0	240,241

NOTE 8. EMPLOYEE ENTITLEMENTS

	2011/12 Budget
Annual Leave	82,165
Retirement and long service leave	0
Accrued salaries	0
Travel	0
Total current portion	82,165
<i>Non-current employee entitlements are represented by:</i>	
Retirement and long service leave	
Total employee entitlements	82,165

NOTE 9a. SALES OF GOODS AND SERVICES

Revenue type	2011/12 Budget
Outputs to Cabinet	6,042,364
Outputs to other government agencies	0
Fees and charges	24,769,065
General sales	164,241
Rentals	0
Other	74,178
Total sales of goods and services	31,049,848

NOTE 12. PERSONNEL COSTS

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Salaries, wages and allowances	4,304,719	4,387,612	0
Health care	756,177	0	0
Pension	244,737	236,103	0
Leave	0	0	0
Other personnel related costs	8,500	595,935	0
Total Personnel Costs	5,314,133	5,219,650	0

Note 13: SUPPLIES AND MATERIALS

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Supplies and Materials	140,585	1,105,492	0
Purchase of services	2,021,277	1,280,896	0
Lease of Property and Equipment	433,848	719,764	0
Utilities	139,378	0	0
General Insurance	7,619	0	0
Interdepartmental expenses	55,000	0	0
Travel and Subsistence	522,566	0	0
Recruitment and Training	58,540	0	0
Other	198,800	959,738	0
Total Supplies & consumables	3,577,612	4,065,890	0

NOTE 16: GAINS/ (LOSSES)

	2011/12 Budget
Net (gain) / loss on disposal of property, plant and equipment	
Net (gain) / loss on foreign exchange Transactions	6,500
Total gains/ (losses)	6,500

NOTE 17: RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Surplus/(deficit) from ordinary activities	22,029,615	15,969,586	0
Non-cash movements			
Depreciation expense	121,988	390,315	0
Impairment	0	0	0
(Gain)/losses on sale of property plant and equipment	0	0	0
Foreign exchange gains/(losses)	6,500	0	0
Changes in current assets and liabilities:			
(Increase)/decrease in other current assets	0	0	0
(Increase)/decrease in receivables	-6,500	0	0
(Increase)/decrease in receivables - Cabinet	0	0	0
(Increase)/decrease in inventories	0	0	0
Increase/(decrease) in payables	0	0	0
Increase/(decrease) in provisions relating to employee costs	0	0	0
Net cash flows from operating activities	22,151,603	16,359,901	0

NOTE 23. FINANCIAL INSTRUMENT RISKS

The Ministry of Finance, Tourism and Development is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Credit Risk

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

Currency and Interest Rate Risk

The Ministry of Finance, Tourism and Development has no significant exposure to currency exchange loss risk and interest rate risk.

Liquidity Risk

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

APPENDICES

Entities within the Ministry of Finance, Tourism and Development – Financial Services Administration

Entity	Head
Ministry of Finance, Tourism and Development - Financial Services Administration	Chief Officer
Department of Commerce and Investment	Director
Financial Services Secretariat	Director
General Registry	Registrar General
Tax Information Authority	Director of Tax Information Authority
Cayman Islands London Office	UK Office Representative

Definition of Output Codes within the Ministry of Finance, Tourism and Development – Financial Services Administration

CODES	DESCRIPTION
FSA	7201: Ministry of Finance, Tourism and Development - Financial Services Administration
DCI	1506: Department of Commerce and Investment
FSS	6001: Financial Services Secretariat
REG	1201: General Registry
TIA	5001: Tax Information Authority
UKO	6101: London Office

2011/12 BUDGET

Annual Budget Statement

for

***Ministry of District Administration, Works, Lands and
Agriculture***

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Minister/Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
3. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICER AND MINISTER OF DISTRICT ADMINISTRATION, WORKS, LANDS AND AGRICULTURE

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

Mr. Kearney Gomez, MBE, JP
Chief Officer
Ministry of District Administration,
Works, Lands and Agriculture

30th June, 2011

Statement from the Minister

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

Hon. Juliana O'Connor-Connolly, JP
Ministry of District Administration, Works,
Lands and Agriculture

30th June, 2011

PART A
OWNERSHIP PERFORMANCE

2. Nature and Scope of Activities

General Nature of Activities

The Ministry of District Administration, Works, Lands and Agriculture funds, develops, and monitors the implementation of policy, legislation and services in the areas of Sister Islands' administration, telecommunications, infrastructure, management of Crown estates and public buildings, agriculture, environmental health and petroleum inspection.

The departments and units within its remit include: District Administration, National Weather Service, Radio Cayman, Postal Services, Government Office Accommodation Project Office (GOAP), Public Works, Sister Islands Sports, Vehicle and Drivers Licensing; Vehicle and Equipment Services; Lands and Survey; Recreation Parks and Cemeteries Unit; Agriculture, Environmental Health, Mosquito Research and Control Unit and Petroleum Inspectorate.

The authorities, boards and committees within its remit include: Electricity Regulatory Authority, Information and Communications Technology Authority, Water Authority, National Roads Authority, Sister Islands Affordable Housing Development Corporation, Animal Welfare Advisory Committee, Veterinary Board, Assessment Committee (Roads), Land Surveyor's Board, and Street Naming and Numbering Committee.

Scope of Activities

The scope of activities for the Ministry of District Administration, Works, Lands and Agriculture is as follows:

Human and Environmental Health and Safety

- Control of exotic diseases by vector mosquitoes
- Enforcement of building control standards
- The provision of government services in Cayman Brac and Little Cayman
- Conduct regulatory activities in accordance with several Laws, to protect the islands' natural and cultivated flora and fauna; and to indirectly protect the wellness of the resident human population
- Enforcement of high standards of food and water quality, pest control waste management, air emissions, occupational health and safety
- Maintenance of government roads and vehicles

Provision of Support of Infrastructure

- Control of nuisance mosquitoes to prevent the introduction of exotic disease-vector mosquitoes and to prevent local outbreaks of mosquito-transmitted diseases
- Maintenance of an accurate and up to date land information system
- Provision of policy advice and administrative support to the Ministry on scientific, technical and strategic matters relating to the agricultural sector
- Provision of agricultural, horticultural, livestock, aquaculture and veterinary medical services to support a modern, sustainable and diversified agricultural sector
- Provision of Pre-School and Child Care Services in Cayman Brac
- GIS: The Systems Section provides new GIS solutions and is developing (and maintaining) a networked GIS. The Production Unit (part of the Survey and Mapping Section) uses the GIS to provide mapping products for statutory purposes and for sale to the public
- Provision of advice on the safe handling and storage of hazardous substances and inspection of workplaces to ensure compliance with safety, health and environmental environment for hazardous materials
- Ensuring the provision of reliable excellent and reasonably priced utility and communications services
- Promotion of e-commerce
- Provision of quality postal services
- Provision of quality roads within the islands
- Provision of quality piped water

Support Services for the Whole of Government

- Property valuations
- Leases and compensations
- Acquisition and disposal of crown estate
- Property management and security
- Preparation of Development Plans for Grand Cayman
- Natural hurricane response
- Oversee the maintenance of gardens surrounding public buildings and provision of potted plants for decorative purposes
- Disaster Management for Sister Islands
- Provision of all government land surveying work including the maintenance of an island-wide control network
- Postal and mail delivery services
- Vehicle procurement and maintenance

Collection of Government Revenues

- Stamp duty on land transfers
- Port disinfection fees
- Planning fees
- Infrastructure fees
- Building permit fees
- Agricultural supplies and equipment fees
- Postal revenue
- Electricity royalties
- Broadcasting fees and royalties
- Infrastructure fees
- Garbage fees
- Water royalties

Customers and Location of Activities

Customers of the Ministry are wide ranging and include residents, Cabinet, and visitors as well as commercial, private and public sector entities, both internationally and on a local level

Great emphasis being placed on the provision of data and other services via the Lands and Survey departmental website www.caymanlandinfo.ky

Activities take place on the three islands of Grand Cayman, Cayman Brac and Little Cayman

2. Strategic Ownership Goals

The key strategic ownership goals for the *Ministry of District Administration, Works, Lands and Agriculture* in 2011/12 and the subsequent two years are as follows:

- To continue to work with the Ministry's departments and agencies to provide a cohesive, co-coordinated body of policies relating to the various Ministry subject areas, with the goal of providing the necessary legislative and policy framework to help the Cayman Islands plan and grow.
- To provide Project Management services for the new Government Office Accommodation Project, the new state-of-the art, energy efficient, 'green' building that will become the new home for Government's administration and financial services;
- Develop and implement financial reporting and monitoring systems to assist the organization in providing greater value for money with a cost containment focus;
- Development of training programs and succession plans for the advancement of Caymanians within the Ministry;
- To ensure staff complement, training and equipment are in accordance with industry standards;
- Encouragement of a performance based organization that appreciates and rewards exceptional work;
- Further develop and enhance the food hygiene and safety program to improve the standards at establishments within the Cayman Islands and to introduce the hazard analysis critical control point strategy;
- Further develop environmental health programs in the districts to improve the existing sanitary conditions in the districts; and
- Expand provision of value added services for customers of postal services.

3. Ownership Performance Targets

The ownership performance targets for the Ministry of District Administration, Works, Lands and Agriculture for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Budget \$
Revenue from Cabinet	55,387,882	52,169,547
Revenue from ministries, portfolios, statutory authorities, government companies	3,133,959	2,604,865
Revenue from others	13,668,985	11,103,909
Surplus/deficit from outputs	109,870	156,216
Ownership expenses	72,080,956	65,722,105
Operating Surplus/Deficit	109,870	156,216
Net Worth	53,798,610	50,877,675
Cash flows from operating activities	3,483,158	3,648,475
Cash flows from investing activities	(2,920,935)	(3,487,275)
Cash flows from financing activities	2,811,065	(45,575)
Change in cash balances	3,373,288	7,753,022

Financial Performance Ratio	2011/12 Budget \$	2010/11 Budget \$
Current Assets: Current Liabilities (Working Capital)	598%	610%
Total Assets: Total Liabilities	1551%	1473%

Physical Capital Measures	2011/12 Budget	2010/11 Budget
Value of total assets	35,326,272	35,778,625
Asset replacements: total assets	8%	10%
Book value of assets: initial cost of those assets	36%	38%
Depreciation: cash flow on asset purchases	115%	100%
<i>Changes to asset management policies</i>		

3.2 Maintenance of Capability

Human Capital Measures		2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed			
Staff turnover (%) Managers Professional and technical staff Clerical and labourer staff			
Average length of service (number of years in current position) Managers Professional and technical staff Clerical and labourer staff			
Changes to personnel management system:			

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
<u>Ministry Administration</u>		
Accounts Officer I	2	1
Administrative Coordinator	1	1
Administrative Officer II	1	1
Administrative Secretary	1	1
Assistant Facilities Manager	1	1
Chief Financial Officer	1	1
Chief Human Resources Officer	1	1
Chief Officer	1	1
Chief Project Manager (GOAP)	1	1
Clerical Officer/Receptionist	1	1
Deputy Chief Financial Officer	2	2
Deputy Chief Officer DAW&GA	3	1
Executive Officer	1	1
Executive Officer	1	1
Executive Officer I	1	1
Facilities Manager	1	1
Financial Administrator	1	1
Housing and Special Projects Coordinator	1	1
Maintenance and Security Coordinator	1	1
Personal Assistant	1	1
Security Guard	1	1
Senior Project Manager (GOAP)	1	1
Sports Officer	1	1
Switchboard Operator	2	2
Executive Aide	1	1
<u>Department of Agriculture</u>		
Abattoir Supervisor	1	1
Accounts Officer II	1	1
Accounts Officer III	2	2
Administrative Secretary	1	1
Agricultural Assistant	2	2
Agricultural Inspector	5	5
Agricultural Officer	1	1
Agriculture Supervisor II	1	1
Agronomist	1	1

Position	2011/12 Budget	2010/11 Forecast
Animal Control Officer I	1	1
Animal Control Officer II	1	1
Animal Health Assistant	2	2
Livestock Extension Officer	1	1
Animal Welfare Officer	1	1
Assistant Director (Agriculture)	1	1
Clerical Officer	4	4
Communications/ Data Officer	1	1
Director of Agriculture	1	1
Driver/Messenger	1	1
Executive Customer Service Representative	1	1
Extension Officer CYB (vacant)	1	1
Farm Labourer	9	9
Farm Superintendent	1	1
Financial Administrator	1	1
Gardner I	1	1
Gardner II	1	1
Heavy Equipment Operator I	1	1
Laboratory Trainee	1	1
Labourer (CYB)	1	1
Plant Protection Officer	1	1
Scientific Assistant	2	2
Senior Agricultural Officer	1	1
Senior Animal Health & Welfare Officer	1	1
Senior Slaughter man	1	1
Slaughter man	1	1
Stockman	1	1
Veterinary Officer	2	2
Warehouse Clerk II	1	1
Warehouse Clerk/Sales	1	1
<u>Petroleum Inspectorate</u>		
Assistant Petroleum Inspector	2	2
Chief Petroleum Inspector	1	1
<u>District Administration</u>		
Administration & Information Count	1	1
Administrative Officer II Count	1	1
Assistant Chief Immigration	1	1
Assistant Collector	1	1

Position	2011/12 Budget	2010/11 Forecast
Assistant Programme Co-ordinator	1	1
Assistant Works Manager	1	1
Building Superintendent	1	0
Carpenter I	2	2
Carpenter II	3	3
Childcare Attendant	6	6
Childcare Supervisor (CB)	1	1
Cleaner	10	10
Clerical Officer I	6	6
Cook (CB)	1	1
Customs Officer I	3	3
Customs Officer II	4	4
Deputy Collector of Customs	1	1
Deputy District Commissioner	1	1
District Commissioner	1	1
District Officer	1	1
Electrical Technician	1	0
Electrician I	1	0
Electrician II	1	1
Executive Officer I	3	3
Executive Officer II	2	2
Field Supervisor	2	2
Field Supervisor (Building)	1	0
Financial Administrator	1	1
Foreman	1	1
Grounds man	2	2
Heavy Equipment Operator I	3	3
Heavy Equipment Operator II	2	2
Heavy Vehicle Driver II	1	1
Higher Executive Officer	2	2
Immigration Officer I	1	1
Immigration Officer II	3	3
Intern	8	8
Labourer	17	17
Lead Carpenter	2	2
Lead Labourer	6	6

Position	2011/12 Budget	2010/11 Forecast
Lead Plumber	1	1
Machine Operator II	2	2
Machine Operator III	2	2
Machinist/Welder	1	1
Maintenance Technician III	1	1
Marketing & Promotions Manager	1	1
Mechanic	2	2
Mechanic III	1	1
Mechanical Superintendent	1	1
Museum Curator	1	1
Nature Tour Guide	1	1
Office Attendant I	1	1
Painter I	1	1
Painter II	1	1
Plumber I	1	1
Secretary, Immigration Board	1	1
Senior Childcare Attendant	1	1
Senior Customs Officer	3	3
Senior Immigration Officer	1	1
Senior Network Administrator	1	1
Storekeeper	1	1
Stores Supervisor (CB)	1	1
Summer Intern	8	8
Support Assistant	1	1
Tourism Services Officer II	1	1
Treasury Accountant	1	1
Vehicle Inspector/Relief	1	1
Works Manager (CB)	1	1
Works Supervisor (Roads)	1	1
<u>Department of Vehicle and Equipment Services</u>		
Director	1	1
Deputy Director	1	1
Manager Fleet Maintenance (Acting)	1	1
Auto Shop Supervisor	1	1

Position	2011/12 Budget	2010/11 Forecast
Higher Executive Officer	1	1
Accounts Officer II	1	1
Accounts Officer III	2	2
Stores Controller	1	1
Stores Purchasing Officer	1	1
Stores Officer	1	1
Support Services Officer	1	1
Asst. Support Services Officer	1	1
Mechanic I	17	17
Mechanic II	9	9
Mechanic III	1	1
Driver	1	1
Cleaner	1	1
Gateman	1	1
<u>Department of Environmental Health</u>		
Accounts Officer III	2	2
Administrative Manager (Env. Health)	1	0
Administrative Secretary	0	1
Assistant Director – Solid Waste	1	1
Assistant Director – Environmental Health	1	1
Biohazard Waste Collector	1	1
Clerical Officer I	3	3
Customer Service Officer	2	1
Director of Environmental Health	1	1
EH Administrative Assistant	1	1
EH Laboratory Manager	1	1
Environmental Health Engineering Aid II	1	1
Environmental Health Engineering Officer II	1	1
Environmental Health Engineering Assistant	1	1
Environmental Health Engineering Manager	1	1
Environmental Health Officer II (District)	4	4
Environmental Health Officer III (Lab)	2	2
Executive Officer (Solid Waste)	1	1
Finance Manager (Env)	1	1
Finance Officer (Payables)	1	1

Position	2011/12 Budget	2010/11 Forecast
Finance Officer (Receivables)	1	1
Foreman	6	5
Foreman Residential Collections	1	1
Gate Attendant	1	1
Heavy Equipment Operator I	6	6
Heavy Equipment Operator (LC)	1	1
Heavy Equipment Operator II	2	2
Heavy Vehicle Driver I	8	5
Heavy Vehicle Driver II	12	12
Inventory Store Clerk	1	1
Laboratory Attendant	1	1
Laboratory Technician II	0	1
Landfill Attendant	6	6
Landfill Foreman	0	1
Lead laborer	0	1
Maintenance Technician	1	1
Office Attendant I – Clerical Officer (Base)	1	0
Office Attendant II – (Complaints)	0	1
Office Support Assistant	0	1
Operations Manager – Solid Waste	1	1
Personnel Administrator	1	1
Pest Control Technician I	2	2
Pest Control Technician II	2	2
Public Education and Promotions Officer	1	1
Recycling Waste Processor	6	9
Research Officer (Analytical Chemistry)	1	1
Research Officer (Micro-biology)	0	1
SeniorPort Hygiene Officer	1	1
Solid Waste Drivers Assistant	33	34
Solid Waste Laborers	11	15
Supervisor Customer Service	1	1
Supervisor Solid Waste Collection	0	1
Welder	2	2

Position	2011/12 Budget	2010/11 Forecast
<u>Department of Lands and Survey</u>		
Accounts Officer II	2	2
Accounts Officer III	1	1
Administrative and Finance Manager	1	1
Assistant Administrative and Finance Manager	1	1
Assistant GIS Officer	1	1
Cadastral Quality Assurance Assistant	1	1
Cadastral Quality Assurance Officer	1	1
Cashier	1	1
Chief Valuation Officer	1	1
Clerical Officer I	2	2
Custom Liaison Officer	1	1
Director, Lands and Survey	1	1
Executive Officer I	1	1
Field Assistant I	2	2
Field Assistant II	2	2
GIS Analyst	1	1
GIS Analyst/Programmer	1	1
GIS Assistant	1	1
GIS Data Technician	1	1
GIS Development Manager	1	1
GIS Officer	1	1
GIS Oracle/Programmer	1	1
GIS Production Supervisor	1	1
Geomatician	1	1
Graduate Geomatician	1	1
Graduate Valuation Officer	1	1
Land Registry Assistant	6	6
Land Registry Officer I	4	4
Land Registry Officer II	4	4
Registrar of Lands	1	1
Senior Assistant Registrar of Lands	1	1
Senior GIS Analyst/Programmer	1	1
Senior Geomatician	1	1
Senior Land Registry Officer	4	4
Senior Receptionist	0	1
Senior Valuation Officer	1	1

Position	2011/12 Budget	2010/11 Forecast
Survey Field Supervisor	1	1
Surveying Assistant	1	1
Surveying Technician I	1	1
Surveying Technician III	1	1
Valuation Officer	3	3
Registrar Designate-Registrar/Deputy Director	1	0
GIS Development Assistant	1	1
<u>Mosquito Research and Control Unit</u>		
Accounts Officer I	2	2
Administration Manager	1	1
Aircraft Engineer	1	1
Aircraft Engineer Assistant	1	1
Assistant Director Finance & Admin	0	1
Assistant Director R&D	1	1
Chief Pilot	1	1
Clerical Officer	1	1
Director	1	1
Field Technical Officer	1	1
Heavy Equipment Operator I	2	2
Heavy Equipment Operator II	1	1
Junior Work Crew Operator	0	1
Laboratory Technician I	1	1
Laboratory Technician II	1	1
Mechanic II	1	1
Mechanic II*	1	1
Port Disinfection Officer	0	3
Research Manager	1	1
Senior Research Officer (Brac)	1	1
Senior Superintendent	1	1
Senior Supervisor*	1	1
Senior Technical Assistant *	0	1
Senior Technical Assistant*	0	1
Supervisor, Survey*	1	1
Supervisor, MRCU	1	1
Survey Officer	0	8
Work Crew Foreman	1	1
Work Crew Senior Operator	0	2
Disease Prevention Officer	9	0

Position	2011/12 Budget	2010/11 Forecast
Accounts Officer II	1	1
Accounts Officer III	1	1
Accounts Officer IV	1	1
Assistant Postmaster General, Finance	1	1
Assistant Postmaster General, M & NPD	1	1
Assistant Postmaster General, Ops	1	1
Assistant Postmaster General, RIR	1	1
Cleaner	4	4
Clerical Officer/Customer Service Officer	1	1
Customer Care Officer	1	1
Deputy Postmaster General - Operations	1	1
District Postal Manager I	1	1
District Postal Manager II	4	4
District Postal Manager III	4	4
EMS Services Administrator	0	1
International Mail Accounts Officer	1	1
Mail Transport Coordinator	1	1
Mails Manager	1	1
Manager Philatelic Bureau	1	1
Postal Agent	2	2
Postal Assistant	1	1
Postal Service Officer	53	52
Postmaster General	1	1
Senior Customer Service Officer	1	1
Senior Postal Officer	5	5
<u>Public Works Department</u>		
Accounts Officer I	1	1
Accounts Officer II	2	2
Accounts Officer III	3	3
Air Conditioning Technician I	5	5
Air Conditioning Technician II	2	2
Architect	1	1
Assistant Manager - Building Construction	1	1
Assistant Project Manager (PWD)	1	1
Carpenter I	1	1
Carpenter II	1	1

Position	2011/12 Budget	2010/11 Forecast
Clerical Officer I	1	1
Deputy Director PWD (Finance & Administration)	1	1
Director PWD	1	1
Draughtsman I	2	2
Electrician I	2	2
Electrician II	1	1
Engineering Aid III	3	3
Engineering Technician.	0	1
Executive Architect (Designate)	1	1
Executive Officer I (Project Management)	1	1
Facility Maintenance Coordinator	1	1
Facility Support Technician	1	1
Field Supervisor	8	9
Financial Account	1	1
Financial Administrator	1	1
Foreman	17	17
Graduate Architect	1	1
Grounds Man	1	1
Heavy Vehicle Driver II	1	1
Help Desk Technical Support Officer	2	2
Human Resource Manage	1	1
Labourer	3	3
Lead Carpenter	15	15
Lead Electrician	4	4
Lead Labourer	5	5
Lead Mason	5	5
Lead Painter	2	2
Lead Plumber	1	1
Machine Operator I	1	1
Machine Operator II	1	1
Machine Operator III	1	1
Manager – Building Construction	1	1
Manager MEP	1	1
Office Assistant / Messenger	1	1
Plumber I	1	1
Quantity Surveyor	1	1
Senior Draughtsman	1	1
Senior Manager Building Maintenance and Minor Work	1	1

Position	2011/12 Budget	2010/11 Forecast
Senior Projects Manager	1	1
Senior Tally Clerk	1	1
Steel Fixer	1	1
Stores Manager	1	1
Superintendent/Project Manager	2	2
Tally Clerk I	3	3
Tally Clerk II	1	1
Tally Clerk III	1	1
Training and Development Officer	1	1
<u>Radio Cayman</u>		
Director	1	1
Deputy Director	1	1
News Director	1	1
Engineer/Technician	1	1
Announcer	4	4
News Reporter	2	2
Relief Announcer	2	2
Relief Engineer/Technician	0	1
Talk Show Host	1	1
Account Executive	3	3
Accounts Officer	1	1
Library/Traffic Officer and Information Manager	1	1
Clerical Officer	1	1
<u>Recreation, Parks and Cemeteries Unit</u>		
Accounts Officer II	1	1
Assistant Manager (Operations)	1	1
Assistant Manager (Town Management)	1	1
Clerical Officer I	1	1
Facilities Attendant	15	15
Financial Administrator (RPCU)	1	1
Heavy Equipment Operator	1	1
Manager (Recreation, Parks and Cemetery)	1	1
Supervisor	4	4
<u>Department of Vehicle and Drivers Licensing</u>		
Director	1	1
Deputy Director	1	1
Finance Manager	1	1

Position	2011/12 Budget	2010/11 Forecast
Manager of Licensing	1	1
Assistant Manager Licensing	1	1
Higher Executive Officer	1	1
Supervisor Licensing Operations	1	1
Accounts Officer I	1	1
Administrative Assistant	1	1
IT and Administrative Manager	1	1
Supervisor Licensing	2	2
Vehicle Examiner	2	2
Vehicle Inspector/Relief Examiner	2	2
Driving/Vehicle Examiner	2	2
Licensing Officers	10	10
Accounts Officer III	1	1
Accounts Officer IV	1	1
Customer Service Officer	3	3
Clerical Officer	1	1
Receptionist/Messenger	1	1
Office Attendant II	1	1
<u>Office of Telecommunications</u>		
Executive Officer I	1	1
Technician	1	1
Telecommunication Officer	1	1
<u>National Weather Service</u>		
Meteorological Forecaster	1	1
Meteorological Observer III	3	3
Meteorologist	2	2
Trainee Meteorological Observer IV	1	1
Director	1	1
Meteorological Observer IV	1	1
Chief Meteorologist	1	1
TOTAL	831	840

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$35,326,272	\$35,778,625
Asset replacements: total assets	8%	10%
Book value of assets: initial cost of those assets	36%	38%
Depreciation: cash flow on asset purchases	115%	100%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
<i>Mosquito Research and Control Unit</i>	
MRCU Hanger	1,000,000
	1,000,000
<i>National Weather Service</i>	
3 desktop computers	3,000
	3,000
<i>Agriculture</i>	
Computers and IT Equipment	10,000
	10,000
<i>District Admin</i>	
Storeroom Agriculture Grounds	25,000
ARC Computer Link CIG	5,000
Fixed Mount Projectors/Screens – ARC	10,000
Information Technology Equipment Upgrades	25,000
PWD Tools & Equipment	50,000
PWD/Vehicles Drivers License Admin. Bldg (Bluff)	1,000,000
Government Accommodations – Little Cayman	300,000
CYB Government Buildings Guttering Replacement	10,000
	1,425,000
<i>Environmental Health</i>	
Hazardous Materials – Toxicity Testing	3,000
HazMat PPE (Encapsulated Biohazard Suites)	6,000
Handheld Radios for Garbage Trucks	6,000
	15,000
<i>Lands and Survey</i>	
Upgrade to R8 GPS receiver to operate base station	1,200
Tide Gauge	3,500
Server Upgrades	30,000
PCs and monitors	15,000
Microsoft Developer Network	3,000
Adobe Software	3,000
ARGIS Server Advances Software	18,000
Storage Upgrades	12,000
SAN Replacement Disks	4,000
Vertical Plan Tanks	3,000
	92,700
<i>Post Office</i>	
Replace automatic entry door – Airport Post Office	3,000
Upgrade intruder & CCTV systems – West End, Airport, General, Seven Mile Beach, hell & West Bay Post Offices	25,000
	28,000

Major <u>New</u> Entity Capital Expenditures for the Year (continued)	2011/12 Budget \$
<i>Radio Cayman</i>	
Investment in equipment to improve the transmission of Radio Cayman's signal throughout the Cayman Islands	50,000
	50,000
<i>Vehicle and Drivers Licensing</i>	
1 Networking License and Telephony System	4,020
CCTV for West Bay location	3,215
	7,235
<i>Vehicle and Equipment Services</i>	
Upgrade to garage / Diagnostic Equipment	25,000
	25,000
<i>Recreation, Parks & Cemeteries Unit</i>	
Truck bed-for dump truck replacement	25,000
Lawn Mover-3 Mowerzbrand, heavy duty	25,000
Office Computers-for breakage & upgrade of old computers	10,000
	60,000
<i>Public Works Department</i>	
Replace 10 fully depreciated vehicles, additional vehicle for D&P team, attachments for bobcat and lifts for MEP section	50,000
PWD Compound Upgrades	50,000
	100,000
<i>Telecommunications</i>	
Emergency Telecommunications Equipment	45,000
UPS Power Upgrade	60,000
	105,000
Total for Entity Assets	2,920,935

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1 st July 2011
<i>Mosquito Research and Control Unit</i>	
New Hangar Facility	Under construction

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Loss of Key personnel	The Ministry now has a Chief HR manager to assist in staffing issues/retention	Cross-training of staff to avoid loss of time if someone left employment Counseling and Training	Unquantifiable
Loss of staff that are on fixed-term contract.	Significant change	Encourage and support staff to further their education by attending Civil Service College, UCCI or other recognized institutions in order to improve their capabilities	Unquantifiable
Loss of fixed/capital assets, due to natural disasters	No change	Insurance coverage under Risk Management Implementing disaster preparedness procedures	Unquantifiable
Lack of qualified/skilled persons within the local labour force to fill key positions within the Ministry and Departments	No change	Attempts to cross train and further develop incumbent staff. Ministry and/or Department(s) may have to look to the foreign labour market for certain suitable staff	Unquantifiable
Work related injuries to persons	No change	Training and implementation of safety standards for heavy equipment machinery and workforce personnel	Unquantifiable
Public liability due to the nature of activities of the Department of Environmental Health, RPCU, Public Works Department and the Department of Vehicle and Equipment Supplies	No change	• Adequate insurance coverage • Legal vetting of all contracts with external parties to ensure adequate protection • "Round Table" consultation between senior managers for addressing exposure on larger projects • Quality assurance review on all large projects. • Implement driver-training courses • Disciplinary action for staff not demonstrating due care • Appropriate training in operation of vehicle or equipment to reduce operational misuse	
Natural disasters, (in particular hurricanes) leading to loss of assets.	No change	• Ensure all assets adequately covered by insurance and maintenance of a complete and accurate assets register • Adherence to the Civil Service's instructions on Hurricane Preparedness Activities	\$35,000,000

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Natural disasters leading to curtailed/interrupted operations	No change.	- Adherence to Civil Service's instructions on Hurricane Preparedness Activities - Maintenance of backup communications equipment	
Loss of key personnel	No change	- Formulation of a succession plan for key staff, including understudy programmes - Use of acting appointments to ensure staff is exposed to different roles	Undefined
Loss of CIG's computer network	No change	Outside departmental control	Unquantifiable
Failure of departmental servers	Secure area created at new offices (Britcay) but budget cuts may necessitate cancellation.	Regular back-ups of data. Wrapping of equipment if hurricane imminent. Co-location of web server has been actioned	Unquantifiable But disruption to dept would be total
Successful claim for indemnification under the Registered Land Law.	None	Staff training and awareness	Legal costs can be extensive. General damages could be very significant
Total loss of building used for offices (Non-CIG)	Dept. located in new premises at Britcay House, George Town	Ensure that diligence shown in terms of protecting all equipment if hurricane approaching. Need to scan all Land Registry documents and purchase of proper doc. Mgmt. system	\$900 K fit-out costs for new offices if total loss of building
Control failure due to insecticide resistance.	No change	Monitor mosquito population for development of resistance	Loss through insecticide wastage, up to \$250,000
Loss of MRCU aircraft through accident.	No change	Operate two aircraft. Ensure pilots have suitable experience and flight simulator training	\$1,200,000 per aircraft
Loss of CAA Licensed Aircraft Engineer	No change	Provide arrangements for locum CAA Licensed Aircraft Engineer at short notice	Costs of hiring locum Aircraft Engineer approximately \$70,000 per year
Loss of MRCU Pilot	No change	Employ two pilots or make arrangements for locum pilot	Costs of hiring locum pilot, approx. \$90,000 per year
Failure of Aircraft Engine or Airframe	No change	Regular aircraft maintenance and periodic overhaul.	Up to \$1,200,000 per aircraft
Damage to buildings by natural disasters, fire, flooding, natural deterioration and burglary or vandalism	No change	Maintain older buildings as funding permits. Keep security systems operational and	Undefined loss of business and revenue and/or increased expenditure

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Damage resulting from the illegal shipment of dangerous substances such as Anthrax through the mail	This is always a threat of a high probability	Protective gloves for staff usage and supplies to contain suspicious items are kept in stock in each postal facility	Undefined financial cost to operations and undetermined injury to staff or the public
Work related injuries to staff	No change.	Introduction, training and implementation of safety standards for staff	Undetermined injury to staff or property
Lawsuit for defamation	None	Continuous sensitization of host and a delay system	Undetermined
Natural Disasters (especially hurricanes)	None	Increased Awareness and Preparedness	Undetermined

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>District Administration, Works, Lands and Agriculture</i>	2,920,935	3,322,275
Capital (Equity) Withdrawal by Cabinet from the <i>District Administration, Works, Lands and Agriculture</i>		

PART B
OUTPUT PERFORMANCE

4. Outputs to be Delivered

3. Nature and Scope of Activities

General Nature of Activities

The Ministry of District Administration, Works, Lands and Agriculture funds, develops, and monitors the implementation of policy, legislation and services in the areas of Sister Islands' administration, telecommunications, infrastructure, management of Crown estates and public buildings, agriculture, environmental health and petroleum inspection.

The departments and units within its remit include: District Administration, National Weather Service, Radio Cayman, Postal Services, Government Office Accommodation Project Office (GOAP), Public Works, Sister Islands Sports, Vehicle and Drivers Licensing; Vehicle and Equipment Services; Lands and Survey; Recreation Parks and Cemeteries Unit; Agriculture, Environmental Health, Mosquito Research and Control Unit and Petroleum Inspectorate.

The authorities, boards and committees within its remit include: Electricity Regulatory Authority, Information and Communications Technology Authority, Water Authority, National Roads Authority, Sister Islands Affordable Housing Development Corporation, Animal Welfare Advisory Committee, Veterinary Board, Assessment Committee (Roads), Land Surveyor's Board, and Street Naming and Numbering Committee.

Scope of Activities

The scope of activities for the Ministry of District Administration, Works, Lands and Agriculture is as follows:

Human and Environmental Health and Safety

- Control of exotic diseases by vector mosquitoes
- Enforcement of building control standards
- The provision of government services in Cayman Brac and Little Cayman
- Conduct regulatory activities in accordance with several Laws, to protect the islands' natural and cultivated flora and fauna; and to indirectly protect the wellness of the resident human population
- Enforcement of high standards of food and water quality, pest control waste management, air emissions, occupational health and safety
- Maintenance of government roads and vehicles

Provision of Support of Infrastructure

- Control of nuisance mosquitoes to prevent the introduction of exotic disease-vector mosquitoes and to prevent local outbreaks of mosquito-transmitted diseases
- Maintenance of an accurate and up to date land information system
- Provision of policy advice and administrative support to the Ministry on scientific, technical and strategic matters relating to the agricultural sector
- Provision of agricultural, horticultural, livestock, aquaculture and veterinary medical services to support a modern, sustainable and diversified agricultural sector
- Provision of Pre-School and Child Care Services in Cayman Brac
- GIS: The Systems Section provides new GIS solutions and is developing (and maintaining) a networked GIS. The Production Unit (part of the Survey and Mapping Section) uses the GIS to provide mapping products for statutory purposes and for sale to the public
- Provision of advice on the safe handling and storage of hazardous substances and inspection of workplaces to ensure compliance with safety, health and environmental environment for hazardous materials
- Ensuring the provision of reliable excellent and reasonably priced utility and communications services
- Promotion of e-commerce
- Provision of quality postal services
- Provision of quality roads within the islands
- Provision of quality piped water

Support Services for the Whole of Government

- Property valuations
- Leases and compensations
- Acquisition and disposal of crown estate
- Property management and security
- Preparation of Development Plans for Grand Cayman
- Natural hurricane response
- Oversee the maintenance of gardens surrounding public buildings and provision of potted plants for decorative purposes
- Disaster Management for Sister Islands
- Provision of all government land surveying work including the maintenance of an island-wide control network
- Postal and mail delivery services
- Vehicle procurement and maintenance

Collection of Government Revenues

- Stamp duty on land transfers
- Port disinfection fees
- Planning fees
- Infrastructure fees
- Building permit fees
- Agricultural supplies and equipment fees
- Postal revenue
- Electricity royalties
- Broadcasting fees and royalties
- Infrastructure fees
- Garbage fees
- Water royalties

Customers and Location of Activities

Customers of the Ministry are wide ranging and include residents, Cabinet, and visitors as well as commercial, private and public sector entities, both internationally and on a local level

Great emphasis being placed on the provision of data and other services via the Lands and Survey departmental website www.caymanlandinfo.ky

Activities take place on the three islands of Grand Cayman, Cayman Brac and Little Cayman

2. Strategic Ownership Goals

The key strategic ownership goals for the *Ministry of District Administration, Works, Lands and Agriculture* in 2011/12 and the subsequent two years are as follows:

- To continue to work with the Ministry's departments and agencies to provide a cohesive, co-coordinated body of policies relating to the various Ministry subject areas, with the goal of providing the necessary legislative and policy framework to help the Cayman Islands plan and grow.
- To provide Project Management services for the new Government Office Accommodation Project, the new state-of-the art, energy efficient, 'green' building that will become the new home for Government's administration and financial services;
- Develop and implement financial reporting and monitoring systems to assist the organization in providing greater value for money with a cost containment focus;
- Development of training programs and succession plans for the advancement of Caymanians within the Ministry;
- To ensure staff complement, training and equipment are in accordance with industry standards;
- Encouragement of a performance based organization that appreciates and rewards exceptional work;
- Further develop and enhance the food hygiene and safety program to improve the standards at establishments within the Cayman Islands and to introduce the hazard analysis critical control point strategy;
- Further develop environmental health programs in the districts to improve the existing sanitary conditions in the districts; and
- Expand provision of value added services for customers of postal services.

3. Ownership Performance Targets

The ownership performance targets for the Ministry of District Administration, Works, Lands and Agriculture for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Budget \$
Revenue from Cabinet	55,387,882	52,169,547
Revenue from ministries, portfolios, statutory authorities, government companies	3,133,959	2,604,865
Revenue from others	13,668,985	11,103,909
Surplus/deficit from outputs	109,870	156,216
Ownership expenses	72,080,956	65,722,105
Operating Surplus/Deficit	109,870	156,216
Net Worth	53,798,610	50,877,675
Cash flows from operating activities	3,483,158	3,648,475
Cash flows from investing activities	(2,920,935)	(3,487,275)
Cash flows from financing activities	2,811,065	(45,575)
Change in cash balances	3,373,288	7,753,022

Financial Performance Ratio	2011/12 Budget \$	2010/11 Budget \$
Current Assets: Current Liabilities (Working Capital)	598%	610%
Total Assets: Total Liabilities	1551%	1473%

Physical Capital Measures	2011/12 Budget	2010/11 Budget
Value of total assets	35,326,272	35,778,625
Asset replacements: total assets	8%	10%
Book value of assets: initial cost of those assets	36%	38%
Depreciation: cash flow on asset purchases	115%	100%
<i>Changes to asset management policies</i>		

3.2 Maintenance of Capability

Human Capital Measures		2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed			
Staff turnover (%) Managers Professional and technical staff Clerical and labourer staff			
Average length of service (number of years in current position) Managers Professional and technical staff Clerical and labourer staff			
Changes to personnel management system:			

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
<u>Ministry Administration</u>		
Accounts Officer I	2	1
Administrative Coordinator	1	1
Administrative Officer II	1	1
Administrative Secretary	1	1
Assistant Facilities Manager	1	1
Chief Financial Officer	1	1
Chief Human Resources Officer	1	1
Chief Officer	1	1
Chief Project Manager (GOAP)	1	1
Clerical Officer/Receptionist	1	1
Deputy Chief Financial Officer	2	2
Deputy Chief Officer DAW&GA	3	1
Executive Officer	1	1
Executive Officer	1	1
Executive Officer I	1	1
Facilities Manager	1	1
Financial Administrator	1	1
Housing and Special Projects Coordinator	1	1
Maintenance and Security Coordinator	1	1
Personal Assistant	1	1
Security Guard	1	1
Senior Project Manager (GOAP)	1	1
Sports Officer	1	1
Switchboard Operator	2	2
Executive Aide	1	1
<u>Department of Agriculture</u>		
Abattoir Supervisor	1	1
Accounts Officer II	1	1
Accounts Officer III	2	2
Administrative Secretary	1	1
Agricultural Assistant	2	2
Agricultural Inspector	5	5
Agricultural Officer	1	1
Agriculture Supervisor II	1	1
Agronomist	1	1

Position	2011/12 Budget	2010/11 Forecast
Animal Control Officer I	1	1
Animal Control Officer II	1	1
Animal Health Assistant	2	2
Livestock Extension Officer	1	1
Animal Welfare Officer	1	1
Assistant Director (Agriculture)	1	1
Clerical Officer	4	4
Communications/ Data Officer	1	1
Director of Agriculture	1	1
Driver/Messenger	1	1
Executive Customer Service Representative	1	1
Extension Officer CYB (vacant)	1	1
Farm Labourer	9	9
Farm Superintendent	1	1
Financial Administrator	1	1
Gardner I	1	1
Gardner II	1	1
Heavy Equipment Operator I	1	1
Laboratory Trainee	1	1
Labourer (CYB)	1	1
Plant Protection Officer	1	1
Scientific Assistant	2	2
Senior Agricultural Officer	1	1
Senior Animal Health & Welfare Officer	1	1
Senior Slaughter man	1	1
Slaughter man	1	1
Stockman	1	1
Veterinary Officer	2	2
Warehouse Clerk II	1	1
Warehouse Clerk/Sales	1	1
<u>Petroleum Inspectorate</u>		
Assistant Petroleum Inspector	2	2
Chief Petroleum Inspector	1	1
<u>District Administration</u>		
Administration & Information Count	1	1
Administrative Officer II Count	1	1
Assistant Chief Immigration	1	1
Assistant Collector	1	1

Position	2011/12 Budget	2010/11 Forecast
Assistant Programme Co-ordinator	1	1
Assistant Works Manager	1	1
Building Superintendent	1	0
Carpenter I	2	2
Carpenter II	3	3
Childcare Attendant	6	6
Childcare Supervisor (CB)	1	1
Cleaner	10	10
Clerical Officer I	6	6
Cook (CB)	1	1
Customs Officer I	3	3
Customs Officer II	4	4
Deputy Collector of Customs	1	1
Deputy District Commissioner	1	1
District Commissioner	1	1
District Officer	1	1
Electrical Technician	1	0
Electrician I	1	0
Electrician II	1	1
Executive Officer I	3	3
Executive Officer II	2	2
Field Supervisor	2	2
Field Supervisor (Building)	1	0
Financial Administrator	1	1
Foreman	1	1
Grounds man	2	2
Heavy Equipment Operator I	3	3
Heavy Equipment Operator II	2	2
Heavy Vehicle Driver II	1	1
Higher Executive Officer	2	2
Immigration Officer I	1	1
Immigration Officer II	3	3
Intern	8	8
Labourer	17	17
Lead Carpenter	2	2
Lead Labourer	6	6

Position	2011/12 Budget	2010/11 Forecast
Lead Plumber	1	1
Machine Operator II	2	2
Machine Operator III	2	2
Machinist/Welder	1	1
Maintenance Technician III	1	1
Marketing & Promotions Manager	1	1
Mechanic	2	2
Mechanic III	1	1
Mechanical Superintendent	1	1
Museum Curator	1	1
Nature Tour Guide	1	1
Office Attendant I	1	1
Painter I	1	1
Painter II	1	1
Plumber I	1	1
Secretary, Immigration Board	1	1
Senior Childcare Attendant	1	1
Senior Customs Officer	3	3
Senior Immigration Officer	1	1
Senior Network Administrator	1	1
Storekeeper	1	1
Stores Supervisor (CB)	1	1
Summer Intern	8	8
Support Assistant	1	1
Tourism Services Officer II	1	1
Treasury Accountant	1	1
Vehicle Inspector/Relief	1	1
Works Manager (CB)	1	1
Works Supervisor (Roads)	1	1
<u>Department of Vehicle and Equipment Services</u>		
Director	1	1
Deputy Director	1	1
Manager Fleet Maintenance (Acting)	1	1
Auto Shop Supervisor	1	1

Position	2011/12 Budget	2010/11 Forecast
Higher Executive Officer	1	1
Accounts Officer II	1	1
Accounts Officer III	2	2
Stores Controller	1	1
Stores Purchasing Officer	1	1
Stores Officer	1	1
Support Services Officer	1	1
Asst. Support Services Officer	1	1
Mechanic I	17	17
Mechanic II	9	9
Mechanic III	1	1
Driver	1	1
Cleaner	1	1
Gateman	1	1
<u>Department of Environmental Health</u>		
Accounts Officer III	2	2
Administrative Manager (Env. Health)	1	0
Administrative Secretary	0	1
Assistant Director – Solid Waste	1	1
Assistant Director – Environmental Health	1	1
Biohazard Waste Collector	1	1
Clerical Officer I	3	3
Customer Service Officer	2	1
Director of Environmental Health	1	1
EH Administrative Assistant	1	1
EH Laboratory Manager	1	1
Environmental Health Engineering Aid II	1	1
Environmental Health Engineering Officer II	1	1
Environmental Health Engineering Assistant	1	1
Environmental Health Engineering Manager	1	1
Environmental Health Officer II (District)	4	4
Environmental Health Officer III (Lab)	2	2
Executive Officer (Solid Waste)	1	1
Finance Manager (Env)	1	1
Finance Officer (Payables)	1	1

Position	2011/12 Budget	2010/11 Forecast
Finance Officer (Receivables)	1	1
Foreman	6	5
Foreman Residential Collections	1	1
Gate Attendant	1	1
Heavy Equipment Operator I	6	6
Heavy Equipment Operator (LC)	1	1
Heavy Equipment Operator II	2	2
Heavy Vehicle Driver I	8	5
Heavy Vehicle Driver II	12	12
Inventory Store Clerk	1	1
Laboratory Attendant	1	1
Laboratory Technician II	0	1
Landfill Attendant	6	6
Landfill Foreman	0	1
Lead laborer	0	1
Maintenance Technician	1	1
Office Attendant I – Clerical Officer (Base)	1	0
Office Attendant II – (Complaints)	0	1
Office Support Assistant	0	1
Operations Manager – Solid Waste	1	1
Personnel Administrator	1	1
Pest Control Technician I	2	2
Pest Control Technician II	2	2
Public Education and Promotions Officer	1	1
Recycling Waste Processor	6	9
Research Officer (Analytical Chemistry)	1	1
Research Officer (Micro-biology)	0	1
SeniorPort Hygiene Officer	1	1
Solid Waste Drivers Assistant	33	34
Solid Waste Laborers	11	15
Supervisor Customer Service	1	1
Supervisor Solid Waste Collection	0	1
Welder	2	2

Position	2011/12 Budget	2010/11 Forecast
<u>Department of Lands and Survey</u>		
Accounts Officer II	2	2
Accounts Officer III	1	1
Administrative and Finance Manager	1	1
Assistant Administrative and Finance Manager	1	1
Assistant GIS Officer	1	1
Cadastral Quality Assurance Assistant	1	1
Cadastral Quality Assurance Officer	1	1
Cashier	1	1
Chief Valuation Officer	1	1
Clerical Officer I	2	2
Custom Liaison Officer	1	1
Director, Lands and Survey	1	1
Executive Officer I	1	1
Field Assistant I	2	2
Field Assistant II	2	2
GIS Analyst	1	1
GIS Analyst/Programmer	1	1
GIS Assistant	1	1
GIS Data Technician	1	1
GIS Development Manager	1	1
GIS Officer	1	1
GIS Oracle/Programmer	1	1
GIS Production Supervisor	1	1
Geomatician	1	1
Graduate Geomatician	1	1
Graduate Valuation Officer	1	1
Land Registry Assistant	6	6
Land Registry Officer I	4	4
Land Registry Officer II	4	4
Registrar of Lands	1	1
Senior Assistant Registrar of Lands	1	1
Senior GIS Analyst/Programmer	1	1
Senior Geomatician	1	1
Senior Land Registry Officer	4	4
Senior Receptionist	0	1
Senior Valuation Officer	1	1

Position	2011/12 Budget	2010/11 Forecast
Survey Field Supervisor	1	1
Surveying Assistant	1	1
Surveying Technician I	1	1
Surveying Technician III	1	1
Valuation Officer	3	3
Registrar Designate-Registrar/Deputy Director	1	0
GIS Development Assistant	1	1
<u>Mosquito Research and Control Unit</u>		
Accounts Officer I	2	2
Administration Manager	1	1
Aircraft Engineer	1	1
Aircraft Engineer Assistant	1	1
Assistant Director Finance & Admin	0	1
Assistant Director R&D	1	1
Chief Pilot	1	1
Clerical Officer	1	1
Director	1	1
Field Technical Officer	1	1
Heavy Equipment Operator I	2	2
Heavy Equipment Operator II	1	1
Junior Work Crew Operator	0	1
Laboratory Technician I	1	1
Laboratory Technician II	1	1
Mechanic II	1	1
Mechanic II*	1	1
Port Disinfection Officer	0	3
Research Manager	1	1
Senior Research Officer (Brac)	1	1
Senior Superintendent	1	1
Senior Supervisor*	1	1
Senior Technical Assistant *	0	1
Senior Technical Assistant*	0	1
Supervisor, Survey*	1	1
Supervisor, MRCU	1	1
Survey Officer	0	8
Work Crew Foreman	1	1
Work Crew Senior Operator	0	2
Disease Prevention Officer	9	0

Position	2011/12 Budget	2010/11 Forecast
Accounts Officer II	1	1
Accounts Officer III	1	1
Accounts Officer IV	1	1
Assistant Postmaster General, Finance	1	1
Assistant Postmaster General, M & NPD	1	1
Assistant Postmaster General, Ops	1	1
Assistant Postmaster General, RIR	1	1
Cleaner	4	4
Clerical Officer/Customer Service Officer	1	1
Customer Care Officer	1	1
Deputy Postmaster General - Operations	1	1
District Postal Manager I	1	1
District Postal Manager II	4	4
District Postal Manager III	4	4
EMS Services Administrator	0	1
International Mail Accounts Officer	1	1
Mail Transport Coordinator	1	1
Mails Manager	1	1
Manager Philatelic Bureau	1	1
Postal Agent	2	2
Postal Assistant	1	1
Postal Service Officer	53	52
Postmaster General	1	1
Senior Customer Service Officer	1	1
Senior Postal Officer	5	5
<u>Public Works Department</u>		
Accounts Officer I	1	1
Accounts Officer II	2	2
Accounts Officer III	3	3
Air Conditioning Technician I	5	5
Air Conditioning Technician II	2	2
Architect	1	1
Assistant Manager - Building Construction	1	1
Assistant Project Manager (PWD)	1	1
Carpenter I	1	1
Carpenter II	1	1

Position	2011/12 Budget	2010/11 Forecast
Clerical Officer I	1	1
Deputy Director PWD (Finance & Administration)	1	1
Director PWD	1	1
Draughtsman I	2	2
Electrician I	2	2
Electrician II	1	1
Engineering Aid III	3	3
Engineering Technician.	0	1
Executive Architect (Designate)	1	1
Executive Officer I (Project Management)	1	1
Facility Maintenance Coordinator	1	1
Facility Support Technician	1	1
Field Supervisor	8	9
Financial Account	1	1
Financial Administrator	1	1
Foreman	17	17
Graduate Architect	1	1
Grounds Man	1	1
Heavy Vehicle Driver II	1	1
Help Desk Technical Support Officer	2	2
Human Resource Manage	1	1
Labourer	3	3
Lead Carpenter	15	15
Lead Electrician	4	4
Lead Labourer	5	5
Lead Mason	5	5
Lead Painter	2	2
Lead Plumber	1	1
Machine Operator I	1	1
Machine Operator II	1	1
Machine Operator III	1	1
Manager – Building Construction	1	1
Manager MEP	1	1
Office Assistant / Messenger	1	1
Plumber I	1	1
Quantity Surveyor	1	1
Senior Draughtsman	1	1
Senior Manager Building Maintenance and Minor Work	1	1

Position	2011/12 Budget	2010/11 Forecast
Senior Projects Manager	1	1
Senior Tally Clerk	1	1
Steel Fixer	1	1
Stores Manager	1	1
Superintendent/Project Manager	2	2
Tally Clerk I	3	3
Tally Clerk II	1	1
Tally Clerk III	1	1
Training and Development Officer	1	1
<u>Radio Cayman</u>		
Director	1	1
Deputy Director	1	1
News Director	1	1
Engineer/Technician	1	1
Announcer	4	4
News Reporter	2	2
Relief Announcer	2	2
Relief Engineer/Technician	0	1
Talk Show Host	1	1
Account Executive	3	3
Accounts Officer	1	1
Library/Traffic Officer and Information Manager	1	1
Clerical Officer	1	1
<u>Recreation, Parks and Cemeteries Unit</u>		
Accounts Officer II	1	1
Assistant Manager (Operations)	1	1
Assistant Manager (Town Management)	1	1
Clerical Officer I	1	1
Facilities Attendant	15	15
Financial Administrator (RPCU)	1	1
Heavy Equipment Operator	1	1
Manager (Recreation, Parks and Cemetery)	1	1
Supervisor	4	4
<u>Department of Vehicle and Drivers Licensing</u>		
Director	1	1
Deputy Director	1	1
Finance Manager	1	1

Position	2011/12 Budget	2010/11 Forecast
Manager of Licensing	1	1
Assistant Manager Licensing	1	1
Higher Executive Officer	1	1
Supervisor Licensing Operations	1	1
Accounts Officer I	1	1
Administrative Assistant	1	1
IT and Administrative Manager	1	1
Supervisor Licensing	2	2
Vehicle Examiner	2	2
Vehicle Inspector/Relief Examiner	2	2
Driving/Vehicle Examiner	2	2
Licensing Officers	10	10
Accounts Officer III	1	1
Accounts Officer IV	1	1
Customer Service Officer	3	3
Clerical Officer	1	1
Receptionist/Messenger	1	1
Office Attendant II	1	1
<u>Office of Telecommunications</u>		
Executive Officer I	1	1
Technician	1	1
Telecommunication Officer	1	1
<u>National Weather Service</u>		
Meteorological Forecaster	1	1
Meteorological Observer III	3	3
Meteorologist	2	2
Trainee Meteorological Observer IV	1	1
Director	1	1
Meteorological Observer IV	1	1
Chief Meteorologist	1	1
TOTAL	831	840

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$35,326,272	\$35,778,625
Asset replacements: total assets	8%	10%
Book value of assets: initial cost of those assets	36%	38%
Depreciation: cash flow on asset purchases	115%	100%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1 st July 2011
MRCU	
New Hangar Facility	2,200,000

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Loss of Key personnel	The Ministry now has a Chief HR manager to assist in staffing issues/retention	Cross-training of staff to avoid loss of time if someone left employment Counseling and Training	Unquantifiable
Loss of staff that are on fixed-term contract.	Significant change	Encourage and support staff to further their education by attending Civil Service College, UCCI or other recognized institutions in order to improve their capabilities	Unquantifiable
Loss of fixed/capital assets, due to natural disasters	No change	Insurance coverage under Risk Management Implementing disaster preparedness procedures	Unquantifiable
Lack of qualified/skilled persons within the local labour force to fill key positions within the Ministry and Departments	No change	Attempts to cross train and further develop incumbent staff. Ministry and/or Department(s) may have to look to the foreign labour market for certain suitable staff	Unquantifiable
Work related injuries to persons	No change	Training and implementation of safety standards for heavy equipment machinery and workforce personnel	Unquantifiable
Public liability due to the nature of activities of the Department of Environmental Health, RPCU, Public Works Department and the Department of Vehicle and Equipment Supplies	No change	• Adequate insurance coverage • Legal vetting of all contracts with external parties to ensure adequate protection • "Round Table" consultation between senior managers for addressing exposure on larger projects • Quality assurance review on all large projects. • Implement driver-training courses • Disciplinary action for staff not demonstrating due care • Appropriate training in operation of vehicle or equipment to reduce operational misuse	
Natural disasters, (in particular hurricanes) leading to loss of assets.	No change	• Ensure all assets adequately covered by insurance and maintenance of a complete and accurate assets register • Adherence to the Civil Service's instructions on Hurricane Preparedness Activities	\$35,000,000

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Natural disasters leading to curtailed/interrupted operations	No change.	- Adherence to Civil Service's instructions on Hurricane Preparedness Activities - Maintenance of backup communications equipment	
Loss of key personnel	No change	- Formulation of a succession plan for key staff, including understudy programmes - Use of acting appointments to ensure staff is exposed to different roles	Undefined
Loss of CIG's computer network	No change	Outside departmental control	Unquantifiable
Failure of departmental servers	Secure area created at new offices (Britcay) but budget cuts may necessitate cancellation.	Regular back-ups of data. Wrapping of equipment if hurricane imminent. Co-location of web server has been actioned	Unquantifiable But disruption to dept would be total
Successful claim for indemnification under the Registered Land Law.	None	Staff training and awareness	Legal costs can be extensive. General damages could be very significant
Total loss of building used for offices (Non-CIG)	Dept. located in new premises at Britcay House, George Town	Ensure that diligence shown in terms of protecting all equipment if hurricane approaching. Need to scan all Land Registry documents and purchase of proper doc. Mgmt. system	\$900 K fit-out costs for new offices if total loss of building
Control failure due to insecticide resistance.	No change	Monitor mosquito population for development of resistance	Loss through insecticide wastage, up to \$250,000
Loss of MRCU aircraft through accident.	No change	Operate two aircraft. Ensure pilots have suitable experience and flight simulator training	\$1,200,000 per aircraft
Loss of CAA Licensed Aircraft Engineer	No change	Provide arrangements for locum CAA Licensed Aircraft Engineer at short notice	Costs of hiring locum Aircraft Engineer approximately \$70,000 per year
Loss of MRCU Pilot	No change	Employ two pilots or make arrangements for locum pilot	Costs of hiring locum pilot, approx. \$90,000 per year
Failure of Aircraft Engine or Airframe	No change	Regular aircraft maintenance and periodic overhaul.	Up to \$1,200,000 per aircraft
Damage to buildings by natural disasters, fire, flooding, natural deterioration and burglary or vandalism	No change	Maintain older buildings as funding permits. Keep security systems operational and	Undefined loss of business and revenue and/or increased expenditure

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Damage resulting from the illegal shipment of dangerous substances such as Anthrax through the mail	This is always a threat of a high probability	Protective gloves for staff usage and supplies to contain suspicious items are kept in stock in each postal facility	Undefined financial cost to operations and undetermined injury to staff or the public
Work related injuries to staff	No change	Introduction, training and implementation of safety standards for staff	Undetermined injury to staff or property
Lawsuit for defamation	None	Continuous sensitization of host and a delay system	Undetermined
Natural Disasters (especially hurricanes)	None	Increased Awareness and Preparedness	Undetermined
Insufficient accommodation at Elgin Avenue and Walkers Road Office	Site identified for new facility and final plans submitted	Site for all of the George Town operations and staff to work in one building	\$2,852,893

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>Ministry of District Administration, Works, Lands and Agriculture</i>		
Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of District Administration, Works, Lands and Agriculture</i>		

5. Outputs to be Delivered

MDA 1	Policy Advice	\$60,147	
Description			
Policy advice and administrative support to the Ministry of District Administration, Works, Lands and Agriculture on electrical suppliers, petroleum storage and handling, vehicle purchase and servicing, vehicle inspections and licensing, broadcasting of news and information, upkeep of parks and cemeteries, environmental health, control of mosquitoes, agriculture, management of Crown Estate and land survey regulation, land titles information, and management of public buildings.			
Measures		2011/12 Budget	2010/11 Forecast
Quantity			
• Number of cabinet papers		70- 80	75- 85
• Number of minister briefings		75- 85	80- 90
• Number of parliamentary answers		1-3	1-3
• Instructions on legislative motions		3-6	3-6
• Number of bills and reports per meeting		4-8	4-8
Quality			
• All cabinet papers to be reviewed and signed off by the Hon. Minister or the Chief Officer		100%	100%
• All advice or analysis for parliamentary answers will be sought from qualified sources and signed off by the Hon. Minister or the Chief Officer		100%	100%
• Cabinet Papers will comply with Cabinet instructions and policies		100%	100%
• Legislation will be accurate and in alignment with the desires of the Government		100%	100%
• Gender mainstreaming initiatives will be carried out by qualified personnel		100%	100%
Timeliness			
• Cabinet submissions will be in line with the Cabinet's deadline		95%	95%
• Legislative Motions and Bills – within specified time frame for required meetings of the Legislative Assembly		95%	95%
• Ministers Cabinet instructions will be actioned within a time frame agreed		95%	95%
• Gender mainstreaming initiatives conducted throughout the financial year		95%	95%
Location			
Cayman Islands			
Cost		\$60,147	\$154,433
Related Broad Outcome:			
17. Strengthening our Infrastructure			

MDA 2	Ministerial Servicing	\$1,845,628
Description Maintain capacity for provision of managerial, administrative and financial support to the Ministry of District Administration, Works, Lands and Agriculture.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Attendance at meetings - Number of reports - Number of financial reports	470 -500 5-10 3-5	475 -525 6-12 3-5
Quality - Written and verbal communications will be accurate. - Activities will comply with relevant Government guidelines, regulations and legislation	100% 100%	100% 100%
Timeliness Reports completed within timelines set within the Ministry	95%	95%
Location Cayman Islands		
Cost	\$1,845,628	\$2,745,068
Related Broad Outcome: 17. Strengthening our Infrastructure		

MDA 3	Project Management	\$339,973
Description Execution and monitoring of Special Projects for the Minister of District Administration, Works, Lands and Agriculture, covering attendance at meetings, and preparation of plans and reports.		
Measures Quantity Total Number of hours executing and monitoring Special Projects: - Government Office Accommodation Building Quality - Chief Officer will approve terms of reference - Multi – disciplinary approach will be taken to all projects - Projects will be overseen by the Chief Project Manager within the Ministry of District Administration, Works, Lands and Agriculture Timeliness Government Office Accommodation expected completion 2011	2011/12 Budget	2010/11 Forecast
	1,250-2,500	1,500- 3,000
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Location Grand Cayman		
	\$339,973	\$525,953
Cost		
Related Broad Outcome: 17. Strengthening our Infrastructure		

MDA 4	Facilities Management of Crown Property	7,125,140
Description: Provision of Facilities Management service for multi-user Government Buildings • Government Administration Building (GAB) • Cayman Islands Environmental Centre (CIEC) • Government Office Accommodation Project (GOAP) • GOAP Car Park • Town Hall and Civic Centres		
Measures Quantity • Number of service calls actioned • Number of inspections completed • Number of contracts managed Quality • All service calls actioned and inspections of government buildings are signed off by the Facilities Manager or the Chief Valuation Officer • All contracts go through a tendering process, are monitored and managed to deliver the expected outcomes Timeliness • Weekly inspection of each site and preparation of maintenance schedule once per year • Service calls: - o Emergency calls – action immediately - o High Priority calls – action within 24 hours - o Normal Priority calls – action within three to five days • Expected outcomes are delivered within the timeframe stipulated in all contracts Location Grand Cayman		2011/12 Budget 650-700 950-1,000 50-60 100% 95-100% 90-100% 95-100% 95-100% 95-100% 95-100% 100% \$7,125,140
		2010/11 Forecast 500-550 850-900 50-55 100% 95-100% 90-100% 95-100% 95-100% 95-100% 95-100% 100% \$979,052
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$8,916,919. However, the revenue of \$1,761,779 from government agencies and \$30,000 from third parties reduce the cost to Cabinet to \$7,125,140.

AGR 21	Agricultural Sales Service	\$1,040,666
Description Provide agricultural supplies to farmers, backyard gardeners and the general public in to promote agricultural production: - Livestock feed - Fertilizer - Pesticides, (e.g. insecticides, fungicides, herbicides, nematocides and acaricides) - Miscellaneous items, (e.g. backpack sprayers and spare parts, plant pots and bags, irrigation hose and drippers and calf-nursing bottles		
Measures Quantity - Number of sale transactions processed - Number of orders processed Quality Transactions and orders are placed in accordance with the Public Management and Finance Law (2010 Revision), internal guidelines and are subject to approval by the Head of Department or his designate. Timeliness Grand Cayman: - Service available to customer 8.5 hours per day Monday, Tuesday, Thursday, Friday (closed Wednesday) and 4.5 hours on Saturday. Cayman Brac: - Service available to customer 7.5 hours per day Monday-Friday Location Grand Cayman and Cayman Brac Cost	2011/12 Budget	2010/11 Forecast
	20,000-25,000 180-220	20,000-25,000 180-220
	100% 95-100%	100% 95-100%
	100%	N/A
	100%	100%
	100%	100%
	\$1,040,666	\$985,644
Related Broad Outcome: 19. Enhancing Agriculture		

Note: The total cost of supplying this output is \$2,275,666. However, the revenue of \$1,235,000 from third parties reduces the cost to Cabinet to \$1,040,666.

AGR 22	Garden Maintenance and Decorative Services	\$118,785
Description Provision of a plant decorative service for government entities and Non-Government Organizations (NGO's).		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Decorative Services - Small decoration - Medium decoration - Large decoration	60-70 15-25 10-15	60-70 15-25 10-15
Quality - Service provided is in accordance with customer's requirement - All services carried out according to internal departmental standards	95-100% 90-100%	95-100% 90-100%
Timeliness Service provided meets all timeframes agreed with customer	90-100%	90-100%
Location Grand Cayman	100%	100%
Cost	\$118,785	\$85,907
Related Broad Outcome: 19. Enhancing Agriculture		

Note: The total cost of supplying this output is \$123,785. However, the revenue of \$5,000 from third parties reduces the cost to Cabinet to \$118,785.

AGR 24	Plant Health, Regulatory and Inspection Services	\$575,862
Description Issuance of import permits and phyto-sanitary certificates prior to the importation or exportation of plants, plant products and construction aggregate. Administration of programmes to detect and prevent the entry, establishment and spread of new plant pests. Administer a program to identify, prevent the spread and manage existing plant pests. Activities to regulate the importation and promote the safe use and storage of pesticide products.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Issuance of Permits		
• Number of plant import permits and phyto-sanitary certificates issued	400-500	450-550
• Number of Aggregate import permits issued	12-15	N/A
Programme to detect new plant pests		
• Number of taskforce inspections	120-150	80-120
• Number of customs warehouse inspections	750-800	750-850
• Number of baggage inspections	4,500-5,000	4,500-5,000
• Number of Inspections (flights, cargo or mail) conducted by canine detector unit	1,100-1,400	N/A
• Number of sentinel sites monitored	N/A	80
• Number of visits to sentinel sites for pest monitoring	1,000-1,500	N/A
• Number of samples collected, processed and identified taxonomically	450-500	400-450
• Number of pest risk assessments conducted and completed	5-7	5-7
Programme to manage existing plant pests		
• Number of samples collected, processed and identified for diagnostic purposes	240-360	240-360
• Number of pest management projects	1-2	1-2
Activities to regulate the use of pesticide products		
• Number of authorizations for importation issued	6-10	6-10
• Number of public pesticide awareness events	1-3	1-3
Quality		
Issuance of Permits		
• Import permits issued in compliance with local regulations	100%	100%
• Plant phyto-sanitary certificates issued in compliance with regulations set by country of import	100%	100%
Programme to detect new plant pests		
• Plant inspections executed in compliance with departmental procedures	100%	100%
• Percentage accuracy of detections made by canine detector unit	90-95%	N/A
• Samples meet standard laboratory methods for collection and processing	90-100%	90-100%
• Samples (new pests) tentatively identified that are confirmed by an accredited laboratory.	90-95%	90-95%
• Pest risk assessments completed in accordance to Food and Agriculture Organization of the United Nations standards and signed-off by the Head of Department	100%	100%

Quality – cont'd		
Programme to manage existing plant pests		
• Samples of existing pests tentatively identified and confirmed by an accredited laboratory.	95-100%	95-100%
• Projects conducted in accordance with defined project proposals with clearly stated and agreed objectives.	100%	100%
Activities to regulate the use of pesticide products		
• Authorizations for importation issued based on detailed research, peer review and signed off by Head of Department.	100%	100%
• Public awareness events organized by qualified personnel and appropriate to the target audience	100%	100%
Timeliness		
Issuance of Permits		
• Maximum period between receipt of application and rendering a decision: two working days	N/A	100%
• Maximum period between receipt of application and rendering a decision: Previously imported product – two working days. New products to be imported from country where no bi-lateral protocol exists – ten working days	100%	N/A
Programme to detect/manage new and existing plant pests		
• All consignment of plants inspected within 24 hours of arrival	100%	100%
• All consignments of aggregate inspected within 24 hours of arrival	100%	100%
• Number of hours spent by canine detector unit conducting inspections	940-1,200	N/A
• Sentinel sites monitored monthly	100%	100%
• Maximum period between collection and processing of laboratory samples: 14 days	100%	100%
• Project reports to be submitted quarterly	100%	100%
Activities to regulate the use of pesticide products		
• Maximum time between receipt of request for authorization and issuance of a response: five working days	100%	100%
• Quarterly public awareness events	100%	100%
Location		
Cayman Islands	100%	100%
Cost		
	\$575,862	\$618,497
Related Broad Outcome:		
19. Enhancing Agriculture		

Note: The total cost of supplying this output is \$655,862. However, the revenue of \$80,000 from third parties reduces the cost to Cabinet to \$575,862.

AGR 25	Animal Welfare and Control Services	\$320,322
Description - To reduce the number of stray and neglected animals - To educate residents on matters of animal welfare - To investigate complaints of inhumane treatment of animals - Inspection of licensed premises to ensure compliance with the conditions of their operating license		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of animals impounded - Number of animals euthanized - Number of animals returned/adopted - Number of public education/awareness events - Number of investigations conducted - Number of inspections of licensed premises - Number of revisits to ensure that breaches are corrected - Number of reports to Facility Managers - Number of reports to Animal Welfare Advisory Council	900-1,000 700-800 80-100 8-12 400-500 30-40 170-190 4-6 4-6	900-1,000 700-800 80-100 8-12 400-500 30-40 170-190 4-6 4-6
Quality - Maintenance and care of the animals impounded at the Department of Agriculture in accordance with established standard operating procedures - Animal euthanized in accordance with humane standards - All public awareness information well researched, current and relevant to the needs of the community, subject to internal review and approval by the Head of Department - Conducted in accordance with Animal Law, other relevant laws and established standard operating procedures - Inspections conducted by qualified persons and in accordance with Animals Law and supporting regulations. - Reports to be clear, concise and relevant	98-100% 100% 100% 98-100% 100% 98-100%	98-100% 100% 100% 98-100% 100% 98-100%
Timeliness - Impounding of animals done within 12 hours of receipt of request - All Public Awareness events, approved by the Head of Department, conducted to agreed timelines - Investigations are done on a prioritized basis within 24 hours of receipt of a formal complaint - Case files prepared for Court submission according to agreed timeframes - Inspections conducted throughout the year - Reports delivered to Facility Managers no later than 30 days following inspection unless otherwise advised by the Head of Department - Quarterly Report submitted to the Animal Welfare Advisory Council on the 10th working day of the 1st month of the next quarter	85-100% 100% 100% 100% 85-100% 90-100% 100%	85-100% 100% 100% 100% 85-100% 90-100% 100%
Location Cayman Islands	100%	100%
Cost	\$320,322	\$345,534
Related Broad Outcome: 19. Enhancing Agriculture		

Note: The total cost of supplying this output is \$327,822. However, the revenue of \$7,500 from third parties reduces the cost to Cabinet to \$320,322.

AGR 26	Assistance and Training Towards the Development of the Agriculture Sector	\$456,152
Description Provision of marketing, agri-business, promotional, public relations, training and logistical services to support the development of the Agricultural Sector, through: • Provision of marketing and agri-business services to farmers and entrepreneurs within the sector, including advising on and monitoring of financial assistance provided by government. • Coordination of technical and strategic support for infrastructure and other development within the sector (capacity building). • Coordination of marketing, promotional and public awareness programmes and projects. • Coordination of PR and Media liaison activities to inform the public on issues. • Coordination of training and educational programmes. • Collection and production of statistical data. • Coordination and administration of the Farmers' Registration Programme and support to Registered farmers in accessing benefits and services offered by the wider Government Service • Provision of strategic and logistical support to institutions and organizations.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of press releases, written responses to media inquiries, interviews and media events, produced, conducted or organised • Number of training and educational activities coordinated • Number of statistical reports produced • 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 • Number of man hours spent in provision of strategic, technical and logistical support to the Cayman Islands Agricultural Society • Number of man hours spent in provision of strategic, technical and logistical support to the Cayman Islands Agricultural society and the Sister Islands Agriculture Show Committee • Number of man hours spent administering the Farmers' Registration Programme	4-8 8-12 4-6 1,500-2,000 N/A 3,000-3,500 400-500	4-8 14-18 2-4 1,200-1,750 3,500-4,500 N/A 50-100
Quality • All promotional, PR and public awareness information released to be approved by the Head of Department or Ministry as appropriate • All interviews and media events conducted by personnel approved by Head of Department or Ministry as appropriate • All technical, agri-business and marketing advice, training and logistical support to the sector and agricultural organizations to be provided by suitably qualified persons appropriate to the specific assignment • Where specific marketing, promotional, training or infrastructure development programmes are embarked upon, these shall have clearly defined outcomes and be approved by the Head of Department • All published statistics shall be based on sound data gathering procedures, accurate within the limits of the model and subject to internal peer review • All applications for registration, renewals and/or letters of support made under the Farmers Registration Programme are to be processed in accordance with established published guidelines and operating procedures	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%

Timeliness • All press releases to be completed and be ready for approval by the Head of Department and/or the Ministry within the set timeframe • All written responses to the media are to be completed and be ready for approval by the Head of Department and/or the Ministry within three working days • All projects and programmes coordinated, which provide marketing, agri-business, promotional, PR and logistical support services, are to be reported on quarterly • All training courses coordinated to be delivered in accordance with an agreed schedule • All statistical reports to be published within one month of the end of the quarter to which the information is applicable • All applications for registration, renewals and/or letters of support made under the Farmers Registration Programme are to be processed within the timeframe established in the published guidelines and operating procedures		
	95-100%	95-100%
	100%	100%
	100%	100%
	95-100%	95-100%
	100%	100%
	95-100%	95-100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$456,152	\$432,472
Related Broad Outcome: 19. Enhancing Agriculture		

Note: The total cost of supplying this output is \$458,152. However, the revenue of \$2,000 from third parties reduces the cost to Cabinet to \$456,152.

AGR 27	Crop Husbandry Services	\$567,368
Description Support registered farmers and backyard gardeners involving: • Agricultural land clearing for registered farmers • Plant propagation services to farmers and backyard gardeners • Crop Husbandry Services, which involves pruning and chemical spraying for the management of pests and/or diseases, for registered farmers • Provision of technical advice and extension information to customers on matters relating to the proper care and maintenance of plants		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of hours providing agricultural land clearing • Number of plants propagated • Number of hours providing crop husbandry services • Number of visits of extension queries	1,000-2,000 50,000-60,000 2,500-3,000 600-800	1,000-1,500 50,000-60,000 2,500-3,000 600-800
Quality • All land clearing is done in accordance with bulldozer policy guidelines • Percentage of successful buds/grafts • Plants that reach nursery are at hardened stage and can be sold • Services carried out by trained and qualified personnel • All handling and spraying of pesticides and care and maintenance of equipment is done in compliance with procedures in the Safe Use and Handling of Pesticide Products Manual • All programmes, advice and training delivered shall be based on sound professional judgment, well researched, current and relevant to the needs of the client	100% 80-100% 90-100% 100% 90-100% 100%	100% 80-100% 90-100% 100% 90-100% 100%
Timeliness • Land clearing service provided to farmers in each district once a year • Maximum period between receipt of application and first contact to applicant: three working days • Minimum percentage of jobs completed within five working days of set schedule • Maximum period between request for advice or information and response for a non-urgent query: five working days • Maximum period between request for advice or information and response to an urgent query within one working day	80-100% 100% 75-100% 100% 100%	80-100% 100% 75-100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$567,368	\$576,473
Related Broad Outcome: 19. Enhancing Agriculture		

Note: The total cost of supplying this output is \$662,368. However, the revenue of \$95,000 from third parties reduces the cost to Cabinet to \$567,368.

AGR 28	Animal Husbandry Services	\$337,333
Description Provision of Animal Husbandry Services in order to optimise the productivity of livestock at the farm level through: • Operation of a coordinated National Livestock Identification System • Operation of a coordinated National Livestock Genetic Improvement System through the use of Artificial Insemination and Superior Sires for Natural Mating • Provision of a pasture fencing service to registered farmers • Provision of sound and appropriate technical advice on livestock nutrition, housing and infrastructure		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of animals registered	350-500	350-500
• Number of animals received for Artificial Insemination	60-80	40-60
• Number of man-hours spent providing technical advice	500-700	500-700
• Number of technical reports produced	10-12	10-12
• Number of farmers for whom fencing jobs are completed	6-8	2-4
Quality		
• All animals to be registered in accordance with established Standard Operating Procedures	100%	100%
• All Artificial Insemination services to be performed by qualified and experienced personnel using semen supplied by approved sires	100%	100%
• All technical advice to be provided by appropriately trained and experienced livestock extension personnel	100%	100%
• All technical reports are to be produced by appropriately trained personnel and peer reviewed	100%	100%
• All fencing jobs to be done in accordance with the standards set for the programme and subject to inspection and verification by the Farm Superintendent	100%	100%
Timeliness		
• All animals to be registered according to timeline as stated in the Standard Operating Procedures	100%	100%
• All Genetic Improvement services to be actioned within 30 days of receipt of written request	100%	100%
• All technical advice to be provided within the framework of a timetable as developed by the Department and approved by the Head of Department	100%	100%
• All technical reports are to be produced within 10 working days of visit	100%	100%
• All completed applications for fencing to be processed, site inspections completed and fencing estimate presented to the client within 10 working days of receipt of application	100%	100%
• All fencing jobs to be completed no later than three working days of the projected completion time	100%	100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	\$337,333	\$349,486
Related Broad Outcome: 19. Enhancing Agriculture		

AGR 29	Abattoir Services	\$252,370	
Description			
- Slaughter and dressing of animals for human consumption in compliance with the regulations and departmental standards - Delivery of processed carcasses to clients			
Measures		2011/12 Budget	2010/11 Forecast
Quantity			
Number of animals slaughtered		550-650	550-650
Number of kill days		100-120	100-120
Number of carcasses delivered to clients		550-650	550-650
Quality			
Animals slaughtered and dressed in compliance with Regulations and Departmental Standards		100%	100%
Services are carried out by trained personnel		100%	100%
The operation of the Abattoir is in compliance with regulations and departmental standards		100%	100%
The transport of carcasses is completed in accordance with the Regulations and Departmental Standards		95-100%	95-100%
Timeliness			
Percentage of animals slaughtered within 24 hours of delivery to Abattoir		100%	100%
Percentage of time that animals are dressed within one hour of entering slaughter floor		100%	100%
Percentage of carcasses processed within 24 hours of request		N/A	100%
Length of kill day subject to approval by the Head of Department		100%	100%
Percentage of carcasses delivered within 24 hours of request		N/A	95-100%
Percentage of carcasses delivered within 2 hours of requested delivery time		95-100%	N/A
Location			
Grand Cayman		100%	100%
Cost		\$252,370	\$227,757
Related Broad Outcome:			
19. Enhancing Agriculture			

AGR 31	Animal Health, Regulatory and Inspection Services	\$545,072
Description Provision of animal health care involving: - Ambulatory medical and surgical service to farm animals including after hours emergencies - Issuance of permits and certificates prior to the importation or exportation of animals and animal products - Administration of programmes to prevent the entry, establishment and spread of new animal pests and diseases - Administer a programme to identify, prevent the spread of and manage existing animal pest/diseases - Verification that the import/export of animals/animal products are in compliance with import/export conditions		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of animals attended	2,200-2,600	2,200-2,600
Number of requests for services	1,200-1,500	1,200-1,500
Number of permits and certificates issued	1,400-1,600	1,400-1,600
Programmes to prevent new animal pests and diseases	6-8	6-8
Number of animals treated under programmes for existing animal pests and diseases	5,000-6,000	5,000-6,000
Number of port inspections completed - animals	850-950	850-950
Number of port inspections completed - animal products and fish	4,750-5,500	4,750-5,500
Number of inspections (flights, cargo or mail) conducted by canine detector unit	1,100-1,400	N/A
Ante-mortem Inspections completed	400-600	400-600
Quality		
Medical/surgical services carried out by qualified personnel	100%	100%
Number of complaints of unsatisfactory service	<2%	<2%
Percentage of import/export permits/certificates issued in compliance with local regulations	99-100%	99-100%
Percentage of animal export health certificates issued in compliance with regulations set by country of import	99-100%	99-100%
Percentage of port inspections and/examinations that are executed in compliance with Departmental Standard Operating Procedures.	99-100%	99-100%
Percentage accuracy of detections made by canine detector unit	90-95%	N/A
Percentage of programmes that are executed in compliance with international and departmental and Standards	100%	100%
Percentage of samples meeting International Standards for shipping	98-100%	98-100%

Timeliness - Emergency calls: percentage of calls responded to within two hours - Non-emergency calls: percentage of calls attended to or client contacted and appointment made within twelve (12) hours - Maximum period between receipt of completed and compliant application and rendering a decision: 3 working days - Maximum period of time between delivery of animals to agricultural office and completion of inspection: 24 Hours - Maximum period between collection and processing of laboratory samples: 48 Hours - Number of hours spent by canine detector unit conducting inspections	95-100%	95-100%
	95-100%	95-100%
	100%	100%
	100%	100%
	100%	100%
	940-1,200	N/A
Location Cayman Islands	100%	100%
Cost	\$545,072	\$524,692
Related Broad Outcome: 19. Enhancing Agriculture		

Note: The total cost of supplying this output is \$645,072. However, the revenue of \$100,000 from third parties reduces the cost to Cabinet to \$545,072.

AGR 32	Policy Advice on Matters Relating to the Agricultural Sector	\$132,571
Description Policy advice and administrative support to the Ministry on scientific, technical and strategic matters relating to the Agricultural Sector involving: • Preparation of draft policy statements and instructions for revision of laws • Planning and direction for the development of the Agricultural Sector • Answers to Parliamentary questions • Replies to correspondence and other requests for information		
Measures Quantity • Number of draft instructions for law revision prepared • Number of draft policy statements • Number of papers for strategic planning for Agriculture Sector • Number of correspondences/replies and request for information from Ministry • Number of answers to parliamentary questions Quality Appropriately qualified personnel prepare all advice with professional care. Information provided is well researched, accurate, current and relevant. All advice is subject to internal peer review and must be signed off by the Head of Department Timeliness • Advice provided in accordance with agreed deadlines with the Ministry • Urgent advice provided within one working day Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	2-4	2-4
	2-4	2-4
	5-10	5-10
	400-450	400-450
	4-8	4-8
	100%	100%
	90-100% 100%	90-100% 100%
	100%	100%
	\$132,571	\$144,025
Related Broad Outcome: 19. Enhancing Agriculture		

CPI 1	Monitoring and Controlling of Petroleum Products, Storage and Handling	\$288,536
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 Budget	2010/11 Forecast
Quantity - Number of liquefied petroleum gas facilities inspected - Number of compressed gas facilities inspected - Number of bulk petroleum terminals inspected - Number of consultation on planning applications(tank installations) - Number of service stations Inspected - Number of petroleum pump calibrations witnessed - Number of industrial sites inspected - Number of LPG tanks over 250 gallons inspected	1-2 10-13 6-7 25-35 20-24 20-24 220-250 130-140	1-2 5-8 3-4 25-30 19-23 19-23 130-150 120-130
Quality - Comply with Dangerous Substance Handling and Storage Law, 2003 and codes for tanks specified in the Fire Code - Inspections will be carried out by qualified inspectors	100% 100%	100% 100%
Timeliness - Inspections completed within four working days - Turnaround time of two days for fully compliant planning applications (tank installations)	95% 95%	95% 95%
Location Cayman Islands		
Cost	\$288,536	\$304,704
Related Broad Outcome: 16. Addressing Energy and the Environment		

DAD 16	Policy Advice on Cayman Brac and Little Cayman Matters	\$47,262
Description Provision of information and policy advice to Cabinet, Legislative Assembly, Portfolios and other Departments on matters relating to the Sister Islands.		
Measures Quantity - Number of parliamentary questions/ministry papers answered/prepared - Number of meetings held/attended Quality - Questions answered by qualified and experienced personnel - Meetings held and attended by senior personnel Timeliness - Parliamentary questions answered within agreed-upon timeline - Meetings held and attended as required Location Cayman Brac and Little Cayman	2011/12 Budget	2010/11 Forecast
	3-6	4- 8
	30-40	50-60
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Cost	\$47,262	\$179,206
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

DAD 17	Passports and Other Travel Documents	\$44,321
Description Provision of Passports; United States (U.S.) Visa Waivers, Naturalization and Emergency Identification Travel Document Services		
Measures Quantity - Number of U.S. Visa Waivers processed - Number of applications for U.S. Visas processed - Number of applications for new passports and renewals processed - Number of applications for Naturalization processed Quality Full compliance with established departmental procedures Timeliness Processing times: - Within two days for waivers 4-6 Weeks for U.S. Visas - Two weeks for Passports and renewal - Other documents within one day Location Cayman Brac and Little Cayman Cost	2011/12 Budget	2010/11 Forecast
	300-350	350-400
	1-3	1-2
	100-150	150-200
	20-25	20-30
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$43,321	\$68,533
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

Note: The total cost of supplying this output is \$64,321. However, the revenue of \$20,000 from third parties reduces the cost to Cabinet to \$44,321.

DAD 18	Registration of Births, Deaths and Marriages	\$21,995
Description Registration of births, death and marriage services.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of birth certificate applications processed - Number of births registered - Number of deaths registered - Number of death certificates applications processed - Number of special marriage licenses issued - Number of marriage certificate applications processed	100-125 5-10 5-10 25-30 2- 5 30-40	125-150 5-10 10-12 35-40 2- 5 50-60
Quality - Documents verified by internal management review - All documents to meet legislative requirements	100% 100%	100% 100%
Timeliness - Within one hour of request for birth and death certificates - Within one day of request for marriage license	100% 100%	100% 100%
Location Cayman Brac and Little Cayman	100%	100%
Cost	\$21,995	\$88,533
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

Note: The total cost of supplying this output is \$51,995. However, the revenue of \$30,000 from third parties reduces the cost to Cabinet to \$21,995.

DAD 19	Organization of Official Visits and Ceremonial Events	\$78,376
Description Organize and conduct official visits and ceremonial events for the Governor, Ministries, Portfolios and Departments.		
Measures <i>Quantity</i> Number of visits and events arranged <i>Quality</i> Organized and coordinated by senior staff members <i>Timeliness</i> In accordance with Itineraries <i>Location</i> Cayman Brac and Little Cayman <i>Cost</i>	2011/12 Budget	2010/11 Forecast
	50-75	100-125
	100%	100%
	100%	100%
	100%	100%
	\$78,376	\$482,551
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

DAD 20	Collection of Revenue	\$275,463
Description Collection of Government Revenue		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of revenue collection transactions / receipts	7,000-7,500	8,500-9,500
Quality - Collect revenue in accordance with Public Management and Finance Law (2010 Revision), and other legal framework - Activities performed by trained staff - Revenue reconciliation carried out monthly	100% 100% 100%	100% 100% 100%
Timeliness - Revenue deposited within two working days of collection - Legal penalties enforced within ninety calendar days on outstanding revenue	100% 100%	100% 100%
Location Cayman Brac and Little Cayman	100%	100%
Cost	\$275,463	\$427,500
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

DAD 21	Hurricane and Other Disaster Preparedness and Response Services	\$162,772
Description Disaster Management, Preparedness and Response Services		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of meetings arranged / attended - Mock exercise/workshops organized / attended - Number of Active Committees - Number of emergency shelters maintained - Number of shuttering exercises held	5-8 1-2 5 4 1-2	8-10 2-3 5 4 2-3
Quality - Annually updated Hurricane and Disaster Plan - Training exercises conducted according to guidelines - Key committee members attend The U.S National Hurricane Conference and Governor's Hurricane Conference - Emergency Shelters are maintained in accordance with established departmental procedures and PWD standards	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - Cover hurricane season June – November - Immediate response to other disasters	100% 100%	100% 100%
Location Cayman Brac and Little Cayman	100%	100%
Cost	\$162,772	\$368,909
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

DAD 22	Tourism and Business Development	\$184,770
Description Develop, implement and support Tourism and Business Initiatives to help energize the economy and create jobs.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of meetings to review activities and programmes	30 -40	40-50
• Number of quarterly adverts in an international magazine	1- 2	1-2
• Number of responses to world-wide requests for information	400-500	400-450
• Number of brochures distributed	2,500-3,500	2,500-3,500
• Number of Trade Shows attended	1	1-2
• Number of Tours conducted	100 -200	100-200
• Number of websites maintained	2	2
• Number of workshops held	4-6	6-8
Quality		
• Representatives attending trade shows are qualified officials	100%	100%
• Create high quality ads in a magazine of more than 200,000 circulation	100%	100%
• Produce brochures of highest quality using World Renown Photographers and printers and meet internal guidelines	100%	100%
• Information provided in accurate and in accordance with established programmes and policies	100%	100%
Timeliness		
• Produce and circulate brochures not later than March each year	100%	100%
• Develop Advertisement by June each year	100%	100%
• Respond to inquiries with seven days	100%	100%
Location		
Cayman Brac	100%	100%
Cost	\$184,770	\$225,486
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

DAD 23	Public Information	\$410,466	
Description Provide information and advice to the General Public.			
Measures		2011/12 Budget	2010/11 Forecast
Quantity Number of work hours utilized		9,000-10,000	7,000-8,000
Quality Responses to public inquiry are accurate and done by qualified personnel		100%	100%
Timeliness • Routine inquiries- immediate response • Research/Response – within 2-3 days on average		100% 100%	100% 100%
Location Cayman Brac and Little Cayman		100%	100%
Cost		\$410,466	\$258,568
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman			

DAD 24	Construction and Maintenance of Public Facilities	\$4,702,107	
Description			
Construction and Maintenance of Public Facilities and Infrastructure			
Measures	2011/12 Budget	2010/11 Forecast	
	Quantity		
	• Number of miles of road maintenance and construction	1,200-1,300	1,000-1,200
	• Number of building/facility maintenance job orders processed	200- 250	200-250
	• Other Projects / Minor Works	200- 250	200-250
	Quality		
	• Roads are constructed to National Engineering Standards	100%	100%
	• Project Management and maintenance by professional staff	100%	100%
	Timeliness		
	As set out in Annual Budget Guidelines and approved works program	100%	100%
Location			
Cayman Brac and Little Cayman	100%	100%	
Cost	\$4,702,107	\$3,281,471	
Related Broad Outcome:			
6. Paving a Better Way Forward for Cayman Brac and Little Cayman			

Note: The total cost of supplying this output is \$4,767,107. However, the revenue of \$65,000 from third parties reduces the cost to Cabinet to \$4,702,107.

DAD 25	Inspection and Licensing Services	\$9,315
Description		
Vehicle, Electrical and Other Miscellaneous Inspection and Licensing Services		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of vehicles inspected / licensed	2,000-2,500	2,000-2,500
• Number of Driving Licenses issues	1,400-1,600	1,400-1,600
• Number of electrical inspections conducted	150-200	150-200
• Number of Turtle Licenses issued	4- 6	4- 6
• Number of Spear Gun Licenses issued	5-10	5-10
• Number of Firearm Licenses issued	15-25	15-25
• Number of other licenses	5-10	5-10
Quality		
• In accordance with Vehicle/ Driving Licensing guidelines	100%	100%
• Inspections performed by certified persons	100%	100%
• Inspections performed to National Electrical Code Standards	100%	100%
• Licenses issued by authorized personnel in accordance with legal framework	100%	100%
Timeliness		
• Inspection and licensing services are processed within 24 hours of request	100%	100%
• Services are provided 8:30 a.m. – 4:00 p.m. Monday - Friday	100%	100%
Location		
Cayman Brac and Little Cayman	100%	100%
Cost	\$9,315	\$92,097
Related Broad Outcome:		
6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

Note: The total cost of supplying this output is \$126,265. However, the revenue of \$116,950 from third parties reduces the cost to Cabinet to \$9,315.

DAD 26	Preservation and Display of Materials and Sites of Historical Significance	\$307,185
Description Collection, preservation and display of material evidence significant to our culture, history and heritage, including: • Collection, documentation and preservation of material • Providing exhibitions and displays and general public access to them and museum facilities • Preservation of historical sites		
Measures Quantity • Number of artefacts preserved • Number of displays/exhibitions provided • Number of hours spent on preservation of historical sites • Number of tours provided • Number of Heritage House Bookings / Events Quality • Artefacts secured, exhibited and preserved in accordance with National Museum Standards • Historical Sites marked with descriptive signs to U.S. Parks Standards Timeliness Open for public access seven days per week Location Cayman Brac and Little Cayman Cost		2011/12 Budget 3,500-4,000 25-35 5,500-6,500 350-450 50-60 100% 100% 100% 100% \$307,185
		2010/11 Forecast 3,500-4,000 15-20 4,000-5,000 250-300 35-50 100% 100% 100% 100% \$242,821
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

DAD 27	Child Care and Pre-School Services	\$435,285
Description Provision of Child Daycare and Pre-School Services.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - One child care facility - Number of students attending the Centre (per day)	1 35-50	1 45-50
Quality - Meets standards set by Education Department for Child Care Facilities - Facility Is licensed by the Education Department - Tasks performed by trained and qualified staff	100% 100% 100%	100% 100% 100%
Timeliness Service Provided 8:00a.m. – 5:30p.m., Monday – Friday	100%	100%
Location Cayman Brac	100%	100%
Cost	\$435,285	\$562,857
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

Note: The total cost of supplying this output is \$510,285. However, the revenue of \$75,000 from third parties reduces the cost to Cabinet to \$435,285.

DAD 28	Customs and Immigration Services and Controls	\$1,147,466
Description Customs and Immigration Services and Controls, including: • Processing of all passengers and crew entering/departing the Cayman Islands • Processing and inspection of all vessels and aircraft entering/departing the Cayman Islands • Inspection and clearance of cargo imported into or exported from the Cayman Islands • Processing of work permit applications • Detection and prosecution of offenders		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of passengers processed • Number of aircraft processed • Number of vessels processed • Imports – in tons • Number of Board Meetings held • Number of work permits processed • Number of prosecutions effected • Number of Trade and Business applications processed • Number of arrests effected • Number of investigations conducted • Number of import entries cleared by customs	40,000-45,000 4,500-6,000 125-150 20,000-25,000 20-30 1,200-1,500 4-6 150-180 10-20 10-20 4,000-5,000	35,000-40,000 3,500-5,000 100-125 20,000-25,000 20-30 1,000-1,200 4-6 150-180 10-20 10-20 4,000-5,000
Quality • Full compliance with Customs and Immigration Laws, Regulations and Procedures • All work is carried out by qualified officers	100% 100%	100% 100%
Timeliness • Attend all vessels/aircraft: on demand • Passengers are processed within five minutes • Work permits are processed within three weeks • Cargo is inspected and cleared within 24 hours • Investigations, arrests and prosecutions are conducted in accordance with established guidelines and legal framework	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Location Cayman Brac and Little Cayman	100%	100%
Cost	\$1,147,466	\$940,658
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

Note: The total cost of supplying this output is \$1,382,466. However, the revenue of \$235,000 from third parties reduces the cost to Cabinet to \$1,147,466.

DAD 29	Processing Accounts Payable Transactions	\$213,475
Description Treasury Services: Processing Account Payable and Receivable Transactions.		
Measures Quantity - Number of transactions / batches processed - Number of cheques processed Quality All payments executed in accordance with Public Management and Finance Law (2010 Revision) and departmental policy Timeliness Payments processed within one week of receipt Location Cayman Brac Cost	2011/12 Budget 1,800-2,200 3,500-4,500 100% 100% 100% \$213,475	2010/11 Forecast 1,800-2,000 3,500-4,000 100% 100% 100% \$236,152
Related Broad Outcome: 6. Paving a Better Way Forward for Cayman Brac and Little Cayman		

Note: The total cost of supplying this output is \$230,975. However, the revenue of \$17,500 from third parties reduces the cost to Cabinet to \$213,475.

DVE 1	Acquisition of Fleet	\$37,646
Description Provision of fleet acquisition services to the Government : Conducting and performing acquisition processes leading to the purchase of most suitable fleet for its intended purpose(s).		
Measures Quantity Number of authorized fleet applications processed Quality - Consult with the client to determine the intended purpose(s) of the unit - Perform technical researches to assist with selecting and developing suitable unit specifications - Provide different purchase options, recommending the one that includes the most suitable type and make of unit to acquire - Negotiate economical purchase contracts with reputable suppliers - Conduct/perform tendering procedures in compliance with the PMFL and Financial Regulations (2010 Revision) - Place order with a supplier who has demonstrated an ability to provide quality fleet and efficient after sales support services, including repair warranties, driver/operator training, and availability of stock and timely delivery of associated fleet items at the best economic price - Inspect, receive, license, insure (commission) unit before deliver Timeliness - Order placed within two (2) working days of receiving approval from the client's Chief Officer - Order confirmed to client within one (1) day of advice from the supplier - Unit prepared for hand-over to the client within five (5) working days of receipt from the supplier Location Cayman Islands Cost	2011/12 Budget 80 95% 100% 100% 100% 95% 95% 100% 100% 95% 100%	2010/11 Forecast 80 95% 100% 100% 100% 95% 95% 100% 100% 95% 100%
Related Broad Outcome: 17. Strengthening our Infrastructure		

DVE 2	Preventative Maintenance and Repairs	\$2,433,486
Description Preventative maintenance and repair services are provided to ensure:- • Compliance with the Original Equipment Manufacturer (OEM) repair warranty standards and guidelines that the client can maximize return on fleet investments. • Monthly routine inspections and basic mechanical related checks are performed to reduce the risk of unnecessary unit-down-time and associated costly repairs by identifying potential mechanical failures and correcting them before they actually happen.		
Measures Quantity Number of authorized maintenance work orders processed Quality Consult with the fleet client when the application is received to: • Ensure the vehicle defect sheet/form is completed correctly, including sufficient and accurate fleet/client details to generate and process the work order as quickly as possible • Establish an understanding of the defects experienced by the operator/driver that Mechanics can more quickly diagnosis symptoms, identify faults and correct them at the best economic price • Monthly service schedules are submitted to the client (e-mail or facsimile), including fleet details and scheduled dates for servicing. Compliance with the schedule ensures an effective 'fleet management program' that focuses on preventing costly repairs and unnecessary unit down-time • Repair operations are performed in accordance with International Automotive Industry Standards and the Chilton Labor Guide by experienced and qualified technicians at a cheaper rate than private commercial entities Timeliness • Preventative maintenance is offered via a monthly service schedule that is submitted not less than three (3) working days in advance of the due date for servicing • Preventative maintenance will commence during the scheduled day, providing the unit is brought in on time • Work is completed within a pre-determined time-frame as prescribed by the Chilton labor guide • Unscheduled repairs are performed on a first come basis and as determined by Manager of Fleet Maintenance • The Client is informed within one (1) working day if labor and/or materials in addition to what was expected to complete a job are required or, if a delay will be encountered as a result of having to source materials from overseas • Essential and emergency fleet used by e.g. RCIP, Fire, Education, DEH, Health Services, NRA receive priority service and work will commence within two (2) hours of receiving the assignment from the client Location Grand Cayman Cost		2011/12 Budget 4,100 95% 100% 95% 100% 95% 100% 95% 95% 100% 95% 100% 100%
		2010/11 Forecast 4,000 95% 100% 95% 100% 95% 100% 95% 100% 100%
		\$2,433,486 \$2,297,696
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$3,023,486. However, the revenue of \$590,000 from Other Government Agencies reduces the cost to Cabinet to \$2,433,486.

DVE 3	Disposal of Fleet	\$67,967
Description Disposal of obsolete and fully depreciated fleet that have no economic or useful value to the client.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of units authorized for disposal	33	30
Quality Application are processed by: - Assessing the condition of a unit and providing the client with a report including a disposal recommendation with an estimated value of the unit - Ensuring the relevant Chief Officer approves the disposal recommendation before implementing it - Advertising fleet for sale in the local media twice per week for two weeks - Conducting a public auction, ensuring sales are made to the highest bidder, payments made and proceeds delivered to the client - Preparing and organizing transfer of ownership, ensuring the purchaser collects the unit from the client - Assisting clients with removing and retaining useable spare parts for government use before dumping the unit at the landfill	100% 100% 100% 100% 100% 95%	100% 100% 100% 100% 100% 95%
Timeliness - Disposal by public auction is advertised in the local media for two weeks, twice per week followed by the public auction within fifteen working days after the adverts - Disposals by dumping carried-out within two (2) weeks after receiving the relevant Chief Officer's approval	95% 95%	95% 95%
Location Cayman Islands	100%	100%
Cost	\$67,967	\$10,908
Related Broad Outcome: 17. Strengthening our Infrastructure		

DVE 4	Sale of Fuel	\$970,679
Description Maintain a fuel capacity at the government's Refueling Facility that meets the needs of the client's fleet.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Amount of imperial gallons of fuel required	450,000	450,000
Quality - Fully automated fuel system available - Qualified attendant to perform basic maintenance checks (e.g. checking water, oil, air levels etc.) - Auxiliary power and manual back-up systems in the event of a power failure from the CUC power line - Daily stock-checks and re-stocking measures ensure fuel is available	95% 95% 100% 95%	95% 95% 100% 95%
Timeliness - Fuel is available 24 hour per day, 365 days per year - Fuel Sales Assistant available to assist the client during normal working hours	100% 100%	95% 95%
Location Grand Cayman	100%	100%
Cost	\$970,679	\$900,717
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$1,470,679. However, the revenue of \$500,000 from Other Government Agencies reduces the cost to Cabinet to \$970,679.

DVE 5	Servicing of Emergency Equipment	\$91,020
Description Maintenance of stand-by generators, a fleet repair and fuel capacity to respond to service demands by fleet clients and committees, in the event of a hurricane or any other natural emergency.		
Measures Quantity Number of maintenance and inspection assignments required for 22 stand-by generators Quality Services performed in accordance with international and established departmental maintenance and repair standards Timeliness - Monthly maintenance checks during inactive season - Bi-weekly maintenance checks during hurricane season Location: Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	375	360
	100%	100%
	95%	95%
	100%	95%
	100%	100%
	\$91,020	\$62,318
Related Broad Outcome: 17. Strengthening our Infrastructure		

DVE 6	Technical Advice and Assistance on Fleet Related Matters	\$78,061
Description Provide technical advice and assistance to the client on fleet related matters including: • Technical advice and guidance to the operator on basic and proper maintenance practices and procedures • Conducting driver and operator training programs • Fleet costs and activity reports • Advice on the most efficient fleet management practices, policies and procedures to ensure an effective disposal and replacement plan for the client to support and have implemented		
Measures Quantity The number of applications for advice, discussions and recommendations relating to fleet Quality • Professional technical advice based on current Automotive Technology, Industry Standards, Chilton and Mitchel labor guides • Automotive needs are addressed in a manner that ensures efficient and effective Fleet Management Timeliness Processing of applications will commence within two (2) working days of receipt Location Grand Cayman Cost		2011/12 Budget 55 95% 95% 95% 100% \$78,061
		2010/11 Forecast 50 95% 95% 95% 100% \$27,509
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$79,361. However, the revenue of \$1,300 from Other Government Agencies reduces the cost to Cabinet to \$78,061.

EVH 1	Environmental Health Education and Promotion	\$119,950
Description		
Environmental health awareness and promotion to the public and government		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of:		
• School visits / promotions	30-35	30-35
• Educational lectures	8-10	12-14
• Production of brochures	4-6	4-6
• Promo functions / fairs	6-8	5-7
• Media promotions	25-35	25-35
• Environmental Health education packages distributed	5,000-7,000	5,500-7,500
Quality		
• School visits, programs and promotions to meet internal peer review standards for format, accuracy, and comprehensiveness	95-100%	95-100%
• Positive feedback from client surveys	80-90%	80-90%
• The promotional brochures/ functions/ fairs content and presentation to meet Department of Environmental Health standards.	95-100%	95-100%
• Media promotions to be in accordance with Government Information Service (GIS) format and meet accepted procedural standards	95-100%	95-100%
Timeliness		
• School visits/promotions and lectures to be conducted as scheduled	95-100%	95-100%
• Feedback survey form issued at end of school visit/promotion/lecture	90%	90%
• Brochures to be printed and available for distribution (At time of event)	95-100%	95-100%
• Promotions and fairs to be attended on time	95-100%	95-100%
• Media releases are to be prepared and sent for approval promptly on the event	95-100%	95-100%
Location		
Cayman Islands		
Cost	\$119,950	\$118,571
Related Broad Outcome:		
14: Addressing Energy and the Environment		

EVH 5	Waste Disposal	\$1,699,463
Description Management of landfills including disposal of biomedical and hazardous waste		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of landfills managed	3	3
• Total waste managed at the landfills (tons)	160,000-180,000	160,000-180,000
• Total infectious waste incinerated / managed (tons)	250-275	175-225
• Island-Wide Clean –up (GC & SI)	1	1
Quality		
• Percentage of 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		
• Six operating days per week on Grand Cayman; five operating days per week on the Sister Islands.	90-95%	90-95%
• Infectious waste incinerated within 24-48 hours	95-100%	95-100%
Location Cayman Islands	100%	100%
Cost	\$1,699,463	\$2,832,330
Related Broad Outcome: 14: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$1,889,463. However, the receipt of \$140,000 from third parties and \$50,000 from other agency revenues reduce the cost to Cabinet to \$1,699,463.

EVH 8	Rodent Control	\$267,837
Description		
Rodent control services including de-ratting certifications		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of rodent control inspections of government buildings	250-270	260-280
• Number of routine control inspections of residential properties	2,200-2,500	2,500-3,000
• Number of commercial and institutional properties baited	5-10	5-10
• Number of response to rodent control requests/complaints	250-450	250-450
• Number of de-ratting certificate inspections	5-10	5-10
• Number of leaflets on rodent control issued	3,000-3,500	3,500-4,000
Quality		
• Maintain surveillance and baiting of buildings/properties (residential, commercial, institutional) in accordance with the Department of Environmental health standards	100%	100%
• Responses meeting departmental standards	95-100%	95-100%
• De-ratting certificate issued in accordance with International Standards and Public Health Law	100%	100%
• Printed leaflets to be clear, concise and informative in compliance with departmental standards	100%	100%
Timeliness		
• Properties for surveillance / baiting that meet the departmental and/or customer schedule	100%	100%
• Responses to complaints/requests which meet the following standards: Emergency (High) - within 24 hours; Medium Priority - within 72 hours; Low Priority – within 120 hours	95-100%	95-100%
• De-ratting certificates issued within one day of inspection (provided they passed)	95-100%	95-100%
• Printed leaflets available for immediate distribution	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$267,837	\$304,727
Related Broad Outcome:		
16: Addressing Energy and the Environment		

EVH 9	Food Safety and Hygiene Surveillance	\$320,974
Description		
Inspection and surveillance of food establishments including food recalls, food-borne illnesses, local meat inspections and training of food handlers		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of food handlers training course	18-20	20-25
• Number of food handlers trained	250-300	350-400
• Number of inspections of food establishments	600-800	700-900
• Number of inspections of imported containers	1,800-2,000	2,300-2,500
• Number of special food condemnation inspections	20-30	30-35
• Number of local meat slaughter inspection	1,300-1,500	1,300-1,500
• Number of procurement of sample	80-100	100-150
• Number of food related complaints investigated	15-25	15-25
• Number of food-borne illness investigations	2-4	2-4
• Number of food advice reports	1-3	1-3
• Number of food recall surveillance	150-200	150-200
Quality		
• Training in compliance with internal peer review standards for format, accuracy, and comprehensiveness by departmental standards	95-100%	95-100%
• Measured by positive food handlers customer satisfaction survey	90-100%	90-100%
• Percentage of inspections, condemnations and investigations conducted in accordance with the Public Health Law and departmental guidelines	95-100%	95-100%
• Percentage of food and water samples collected and managed in accordance with acceptable laboratory standards	95-100%	95-100%
• Percentage of substantiated food related complaints resolved	95-100%	95-100%
• Food advice to be clear, comprehensive, and technical in compliance with departmental standards	95-100%	95-100%
• Percentage of food recalls acted on based on official recalls by the United States Department of Agriculture or other appropriate authority	95-100%	95-100%
Timeliness		
• Food handlers training to be held at least monthly during February to November	95-100%	95-100%
• Inspections, and condemnations conducted as scheduled or on demand	95-100%	95-100%
• Percentage of investigations and complaints response: eight hours for hospital referrals; 24 hours for high risk; 72 hours for all other complaints	95-100%	95-100%
• Samples collected and delivered to laboratory standards. (Grand Cayman –within 6 hours/ Sister Islands no more than 24 hours)	95-100%	95-100%
• Food recalls surveillance conducted at least weekly	95-100%	95-100%
Location	100%	100%
Cayman Islands		
Cost	\$320,974	\$402,401
Related Broad Outcome:		
16: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$326,414. However, the revenue of \$5,440 from other third parties reduces the cost to Cabinet to \$320,974.

EVH 10	Environmental Health Laboratory Services	\$318,767
Description Microbiological and chemical analytical services such as analysis of drinking water, recreational water and food samples including air and noise assessments		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of potable water samples analyzed and reported on - Number of swimming pool samples analyzed - Number of beach water samples analyzed - Number of dialysis water samples analyzed - Number of disinfections samples analyzed - Number of food samples analyzed - Number of special projects samples analyzed - Number of training and seminars delivered and presented - Number of indoor air quality assessments conducted and reported - Number of noise assessments conducted and reported - Number of used oil samples conducted	900-1,000 150-200 30-40 50-60 35-40 100-125 30-35 6-8 30-40 2-4 1,100-1,300	1,100-1,300 250-300 40-50 70-80 55-60 125-150 35-40 6-8 20-25 4-6 1,100-1,300
Quality - Samples analyzed/conducted in accordance with established international/acceptable laboratory standards - Reports reviewed for accuracy, consistency, and readability and signed off by the Supervising Officer - Training and seminars in compliance with internal peer review for format, accuracy and departmental standards - Air and noise assessments complying with acceptable scientific protocols	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
Timeliness - Reports which are ready within: 72 hours for drinking water and seven days for all other tests - Training and seminars to be conducted as scheduled - Air quality and noise assessments conducted as scheduled between clients	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$318,767	\$419,303
Related Broad Outcome: 16: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$336,127. However, the revenue of \$14,560 from other third parties and \$2,800 from other agency revenues reduce the cost to Cabinet to \$318,767.

EVH 11	Development and Engineering Control	\$192,553
Description Development and engineering services including environmental health impacts of projects, review of plans and recommending certificate of occupancy; housing and related accommodations, also cemetery management and capacity planning.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Reports on plan review applications • Inspections and Reports for Certificate of Occupancy (CO) • Engineering advice and reports • Engineering Monitoring • Number of new vaults inspected • Number of other cemetery works / projects • Number of cemetery capacity reports • Construction of vaults to maintain cemetery capacity • Number of cemetery vaults prepared prior to burial	250-350 125-150 70-75 255-275 100-110 4-6 3-4 110-120 75-85	275-300 125-150 70-75 255-275 90-100 4-6 3-4 100-110 65-75
Quality • Reports and inspections which meet internal peer review standards for accuracy, relevance and adherence to applicable laws and standards • Engineering advice and reports to be in compliance with internationally acceptable codes and standards including local laws • Field work and construction meeting internal review and acceptable departmental standards for compliance • Capacity reports meeting terms of reference and other predetermined acceptable standards	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
Timeliness • Reports (plans review and Certificate of Occupancy) completed within two weeks • Minimum of three days for final Inspection of construction projects • Other reports which are completed within seven days after completion of the investigation/research	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Location Cayman Islands	100%	100%
Cost	\$192,553	\$144,926
Related Broad Outcomes: 16: Addressing Energy and the Environment 17: Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$311,753. However, the receipt of \$112,000 from other third parties and \$7,200 from other agency revenues reduces the cost to Cabinet to \$192,553.

EVH 14	Hazardous Waste and Emergency Management	\$125,984
Description Hazardous waste operations and emergency response to natural or manmade events.		
Measures Quantity - Number of responses to all hazardous material incidents - Number of disaster management responses - Number of Inspections and reports of potentially hazardous sites - Number of response drills - Shipment of hazardous waste products (gallons) - Number of identification of unknown chemicals containers Quality - Responses and drills which are appropriately conducted and assessed by peer review which will consider human and environmental safety - The ability to respond promptly to a storm, hurricane or other event based on national and departmental plans - Reports meeting internal standards for accuracy, relevance and adherence to applicable standards - Hazardous waste products shipped complying with external vendor standards - Unknown chemicals analyzed in accordance with internationally acceptable laboratory standards and without incident Timeliness - Activate the pre-hurricane response plan before the event as outlined in the departmental document and along with national plans - Conduct drills and training before the start of the hurricane season - Responses within 6-8 hours of receiving notification of a hazardous material spill or situation - Identification of unknown chemicals and shipment of hazardous wastes to be undertaken as scheduled by the laboratory Location Cayman Islands	2011/12 Budget 1-3 2-3 3-4 1-3 15,000-20,000 20-30 95-100% 90-100% 90% 95-100% 95-100% 95-100% 95-100% 95-100% 95-100% 100%	2010/11 Forecast 3-5 3-5 6-8 3 10,000-15,000 30-40 95-100% 90-100% 90% 95-100% 95-100% 95-100% 95-100% 95-100% 95-100% 100%
Cost	\$125,984	\$146,376
Related Broad Outcome: 16: Addressing Energy and the Environment		

EVH 15	Ministerial Servicing to the Minister of District Administration, Works, Lands and Agriculture	\$107,063
Description Provide support services and policy advice by means of reports, briefing notes, speeches and replies to Parliamentary questions and correspondence to the Minister and Cabinet on Boards and Committees		
Measures Quantity - Number of replies to parliamentary questions - Number of correspondence - Number of speeches and briefing notes - Number of technical reports - Number of Boards / Committees served on and supported - Number of meetings and hearings attended - Number of capacity planning reports - Number of monthly, quarterly, annual reports Quality - Parliamentary questions properly researched, meeting format, accurate and submitted by deadlines - Correspondence and speeches/briefings complying with predetermined standards including accuracy, comprehension, and appropriateness - Technical and capacity reports meeting terms of reference and other predetermined acceptable standards - Representation on committees/boards based on relevant expertise - Meetings and hearings in compliance with predetermined standards Timeliness - Written questions or requests from Cabinet, Legislative Assembly, or Minister prepared and presented by the due date - Reports, speeches, briefings and Correspondence to Ministry by agreed deadline - Meetings/hearings/committees attended as scheduled Location Cayman Islands		2011/12 Budget 3-5 55-60 15-20 2-4 4-6 25-30 2-3 12-14 100% 100% 100% 100% 100% 100% 100% 100% 100%
Cost		2010/11 Forecast 3-7 75-80 18-23 2-4 4-6 25-30 2-3 17 100% 100% 100% 100% 100% 100% 100% 100% 100%
Related Broad Outcome: 16: Addressing Energy and the Environment		
	\$107,063	\$114,971

EVH 17	Environmental Health Monitoring Services	\$398,115
Description Provision of services such as, statutory nuisance monitoring and enforcements, occupational hygiene and safety services, surveillance inspections and monitoring; control of pollution from sources; and protection of public premises		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of monitoring inspections of premises	1,600-1,800	1,800-2,000
• Number of complaints investigated	700-800	750-950
• Number of training courses	4-6	4-6
• Number of operatives trained	20-30	25-30
• Number of procurement of water samples	100-150	150-200
• Number of public housing and accommodation reports	5-7	5-7
• Number of reports and correspondence	55-75	55-75
• Number of abatement notices served	15-20	15-20
• Number of briefs to Legal Department	6-8	3-8
Quality		
• Investigations and reports which meet internal peer review standards for accuracy, relevance and adherence to applicable standards	90-100%	90-100%
• Investigations, training courses and reports which are appropriately conducted and reviewed for accuracy, relevance and adherence to applicable standards	90-100%	90-100%
• Fieldwork and correspondence meeting internal peer review, which will consider format, accuracy, and relevance	90-100%	90-100%
• Food and water samples collected and managed in accordance with acceptable laboratory standards	90-100%	90-100%
• Complaint investigations, letters, and correspondence assessed by peer review for accuracy, relevance and adherence to applicable laws and standards	90-100%	90-100%
• Abatement notices served in accordance with the Public Health Laws	90-100%	90-100%
• Briefs to the legal department that complies with proper format, accuracy and complies with departmental standards	90-100%	90-100%
Timeliness	90-100%	90-100%
• Responses to complaints within allotted period: High-risk complaints within 24 hours; Medium risk within 72 hours; Low risk, within 120 hours		
• Reports which are completed within seven days after completion of the investigation	90-100%	90-100%
• Scheduled inspections performed on time	90-100%	90-100%
• Samples collected and delivered to laboratory standards	90-100%	90-100%
• High risk complaint investigations within 24 hours; medium risk investigated within 72 hours; and low risk within 120 hours	90-100%	90-100%
• Letters and briefings completed and mailed within one week	90-100%	90-100%
• Abatement Notices served within 2 - 3 days of investigation	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$398,115	\$451,889
Related Broad Outcome: 16: Addressing Energy and the Environment		

EVH 18	Collection and Disposal of Waste and Litter Control	\$1,351,460
Description Collection of all solid waste materials and the provision and maintenance of roadside litter control programme.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Tons of waste collected from commercial and residential properties	60,000-80,000	50,000-70,000
• Miles of street receiving litter collection	4,000-6,000	4,000-6,000
• Number of container or grab truck services provided	350-400	350-400
• Number of community related services managed	45-55	45-55
Quality		
• Collection of solid waste is in accordance to International standards	95-100%	95-100%
• Comply with contracted obligations	95-100%	95-100%
Timeliness		
• Twice per week as per current residential collection schedule	90-95%	90-95%
• Time containers delivered as scheduled	90-95%	90-95%
• Service all containers as per contracted obligations	95-100%	95-100%
• Service community related locations as schedule	95-100%	95-100%
• Service litter collection areas as schedule	95-100%	95-100%
Location		
Cayman Islands	100%	100%
Cost	\$1,351,460	\$3,407,672
Related Broad Outcome: 16: Addressing Energy and the Environment		

Note: The total cost of supplying this output is \$3,611,460. However, the receipt of \$2,260,000 from third parties reduces the cost to cabinet to \$1,351,460.

LSU 1	Valuation and Collection of Stamp Duty	\$221,102
Description The assessment and collection of Stamp Duty on residential and commercial property, including re-assessment of values, together the provision of related guidance and advice.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of duty stamped documents issued and commercial leases assessed - Number of valuations completed - Number of re-assessments actioned	8,500-9,000 1,700-1,900 400-500	8,800 1,653 345
Quality - All documents properly assessed and duty (plus interest when appropriate) collected, in accordance with the Stamp Duty Law (2006 Revision) - Assessment/valuation of all instruments in accordance with Royal Institute of Chartered Surveyors Manual of Valuation (RICS) - Valuations are conducted by qualified personnel	100% 100% 100%	100% 100% 100%
Timeliness - Valuation turnaround time for all cases – two to five working days after receipt of all relevant documents - Stamp Duty documents sent out – within two days of assessment	90-100% 100%	90 -100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$221,102	\$246,414
Related Broad Outcome: 17. Strengthening our Infrastructure		

LSU 2	Technical Advice on Land and Survey Matters	\$229,430
Description - The provision of advice and information in respect of the various laws administered by Lands and Survey Department (excluding enquiries dealt with by Land Registry staff), - Procedures to be followed; - To witness and notarize execution of legal documents.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of enquiries processed - Number of legal documents notarized	5,500-6,000 10-12	5,500 10-12
Quality Advice provided by professional and qualified personnel	100%	100%
Timeliness Advice is provided within two working days of request	95-100%	95-100%
Location Grand Cayman	100%	100%
Cost	\$229,430	\$226,328
Related Broad Outcome: 17. Strengthening our Infrastructure		

LSU 3	Land Registry Records	\$1,328,926
Description Provision of a Land Registry to record land title information such as: • New parcels (including leases and strata parcels) • Registered title surveys (including Boundary Plans (BP), Prescribed Composite Maps (PCM) and Mutations) • Registered Strata Plans		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of new parcels • Number of title surveys registered • Number of Strata Plans registered	1,000-1,100 140-160 20-40	1,000-1,100 130-150 20- 40
Quality • All documents meet the requirements of the Registered Land Law (2004 Revision) as directed by the Manual of Land Registry Procedure. • All documents are signed off by a qualified person	100% 100%	100% 100%
Timeliness All documents are processed within 10 working days after receipt of request.	95-100%	95-100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$1,328,926	\$1,465,343
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$1,363,426. However, the revenue of \$34,500 from other third parties reduces the cost to Cabinet to \$1,328,926.

LSU 4	Land Survey Services	\$385,865
Description The provision of Land Survey services which include: • Surveys: Hydrographic and coastal works surveys, surveys for Registry Map updates, Cadastral and road delimitation of Government lands, Topographic and Site Setting out • Consultancy and Contract supervision • Monitoring of Seven Mile Beach topography		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of surveys conducted	12	9
• Number of monitoring surveys conducted	12	12
Quality		
• Compliance with Land Surveyors Law (1996 Revision) and the Land Survey Regulations (1996 Revision)	100%	100%
• Regular quality control of the work performed is conducted	100%	100%
Timeliness		
• Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of request	80-100%	80-100%
• Monitoring surveys are completed once a month	80-100%	80-100%
Location		
Cayman Islands	100%	100%
Cost	\$385,865	\$235,850
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$550,865. However, the revenue of \$50,000 from government authorities and \$115,000 from other third parties reduces the cost to Cabinet to \$385,865.

LSU 5	Authentication of Survey Plans	\$177,874
Description: Quality Assurance (QA) and Quality Control (QC) through provision of a Quality Management System (QMS) covering all aspects of the survey and mapping processes within Lands and Survey. Services provided includes: • Authentication of Cadastral plans and approval of all other surveys and plans • QA or QC of cadastral and topographic surveys • QA or QC of Boundary Plan (BP) and Prescribed Composite Map (PCM) production • Chairmanship of the Land Surveyor's Board including setting of examinations for licensure • Issuance of Survey licenses		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of survey plans authenticated	300	283
• Number of Land Surveyors Board meetings held and chaired by the Chief Surveyor	3	3
• Number of Survey licenses issued	2	0
Quality		
• Authentication is in compliance with the Land Surveyors Law (1996 Revision), the Land Survey Regulations (1996 Revision) and the Registered Land Law (1995 Revision)	100%	100%
• Licenses issued according to with the Land Surveyors Law (1996 Revision), the Land Survey Regulations (1996 Revision) and the Registered Land Law (1995 Revision)	100%	100%
Timeliness		
• Turn-around time for authentication of fully compliant submissions within ten working days	90-100%	90-100%
• Survey licenses issued within three months from successful interview with the Board members	90-100%	90-100%
• Land Surveyor Board meetings are held two – three times per year	100%	100%
Location		
Grand Cayman	100%	100%
Cost	\$177,874	\$183,407
Related Broad Outcome: 17. Strengthening our Infrastructure		

LSU 6	Land Survey Control Network and Services	\$276,722
Description: The provision and maintenance of National Land Survey Control Network to facilitate the cadastre, mapping and National Land Information System Services provided include: • Maintenance and regular inspections of Global Positioning System (GPS) base stations • National horizontal and vertical control network • Build/maintain new survey marks • Geodetic consultancy to private and government clients • Inspection of Tidal gauge installation and data recording • Cayman Islands National Grid 08/Cadastre -Positional Accuracy Improvement (PAI)		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of inspections conducted on GPS base stations	24	24
• Number of consultations	120	120
• Number of Tidal gauges inspected	24	24
• Number of projects completed (PAI)	1	1
• Number of survey marks built	6	0
Quality		
• Inspections are conducted according to Lands and Survey policies and principles	100%	100%
• Consultations are conducted in compliance with the Land Surveyors Law (1996 Revision), the Land Survey Regulations (1996 Revision) and the Registered Land Law (1995 Revision)	100%	100%
• Survey control marks are built according to Lands and Survey Standards	100%	100%
Timeliness		
• Inspections of GPS base stations conducted six times per year	95-100%	95-100%
• Consultations completed within two working days of request	95-100%	95-100%
• Inspections of Tidal gauges completed 12 times per year	95-100%	95-100%
• Projects completed within client's requested time	95-100%	95-100%
• Survey marks built within five working days of request	95-100%	95-100%
Location		
Cayman Islands	100%	100%
Cost	\$276,722	\$245,970
Related Broad Outcome: 17. Strengthening our Infrastructure		

LSU 7	Government Property Procurement and Disposal	\$227,585
Description Property procurement for Government, by way of lease, outright purchase or compulsory acquisition Roads Law (2005 Revision) or Land Acquisition Law (1995 Revision), together with disposals of Crown lands including Crown Grants and Vestings. Rent reviews and lease renewals for Cabinet.		
Measures Quantity Number of acquisitions, sale or lease of land and building to CI government or third parties processed 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) Timeliness Requests for acquisitions, sale or lease requests are concluded within three to six months of date of valuation completion. Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	180-200	180-200
	100%	100%
	90-100%	90-100%
	100%	100%
	\$227,585	\$313,774
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$257,585. However, the revenue of \$30,000 from Government authorities reduces the cost to Cabinet to \$227,585.

LSU 8	Management of Crown Property	\$265,296
Description General management of unoccupied Crown-owned land holdings and Crown properties leased to third parties. Services include: • Maintenance of a fixed asset register, • Inspection of the land parcels for encroachments, • Response to general enquiries or service calls regarding Crown land • Rent collection for the Craft Market.		
Measures Quantity • Number of service calls actioned • Number of inspections completed Quality • All service calls responded to within 24 hours • Inspections of the Craft Market and other crown properties are signed off by the Chief Valuation Officer • All contracts go through a tendering process, are monitored and managed to deliver the expected outcomes Timeliness • Service calls: - o Emergency calls – action immediately - o High Priority calls – action within 24 hours - o Normal Priority calls – action within three to five days • Monthly inspections of the Craft Market and regular inspections of other crown properties • Expected outcomes are delivered within the timeframe stipulated in all contracts Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	300	300
	300	300
	100%	100%
	100%	100%
	95-100%	95-100%
	100%	100%
	100%	100%
	100%	100%
	95-100%	95-100%
	95-100%	95-100%
	100%	100%
	\$265,296	\$1,405,625
Related Broad Outcome: 17. Strengthening our Infrastructure		

LSU 9	Real Estate Valuation and Appraisal	\$117,223
Description The provision of a real estate valuation and appraisal service to Government, to permit negotiation of claims for compensation (i.e. roads), acquisition/disposal of Government property		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of valuation reports completed	18-20	20
Quality All reports are prepared in accordance with the current Royal Institution of Chartered Surveyors' Valuation Manual/Regulations	100%	100%
Timeliness Turn-around time for all reports: four weeks	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$117,223	\$138,480
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$147,223. However, the revenue of \$30,000 from Government authorities reduces the cost to Cabinet to \$117,223.

LSU 11	Mapping Service	\$163,281
Description: To provide geographical information and mapping services utilising the National GIS to meet statutory requirements for the benefit of Government and to publish on a commercial basis, a range of cartographic products. Services provided includes (but is not necessarily limited to): - Parcel mutations for the Land Registry - Various maps including Buffer maps, customized maps and Boundary Plans (BP) and Prescribed Composite Maps (PCM) - Street Addressing: Street naming and issuance of building numbers		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of parcel mutations for the Land Registry	300-350	300-350
• Number of maps produced	1,000-1,100	900-1,000
• Number of customer enquiries processed	8,500-9,000	8,000-8,500
• Number of Streets named	50-60	50-60
• Number of Building numbers processed	600-700	600-700
Quality		
• Parcel mutations are in accordance with the authenticated Survey Plan and Land Registry Standards	100%	100%
• Maps are produced in accordance with Industry Standard Cartographic principles and standards	100%	100%
• Customer enquiries are responded to by trained and experienced personnel	100%	100%
• Street names are issued according to the Roads (Naming and Numbering) Law, 1997 and the Roads (Road Names and Property Numbers) Regulations, 1996	100%	100%
• Building numbers are according to the Roads (Naming and Numbering) Law, 1997 and the Roads (Road Names and Property Numbers) Regulations, 1996	100%	100%
Timeliness		
• Registry parcel mutations are processed within two working days after generation of Land Registers	100%	100%
• Maps are processed within one working day of request	90-100%	90-100%
• BP/PCM plans are processed within six working days from receipt of instructions	90-100%	90-100%
• Customer enquiries are responded to within one working day of request	90-100%	90-100%
• Building numbers are processed within one working day of request	90-100%	90-100%
• Street names selected from the established pre-approved list are processed within one working day of request	90-100%	90-100%
• Street names requiring review by the Street Addressing Committee are processed within four weeks of request	90-100%	90-100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	\$163,281	\$66,015
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$348,281. However, the revenue of \$185,000 from third parties reduces the cost to Cabinet to \$163,281.

LSU 12	Software Development Services	\$80,589
Description: To provide new Geographic Information solutions in support of departmental and broader Government mandates and initiatives, and business development with the private sector, utilizing data organized within the National GIS framework. Services provided includes (but is not necessarily limited to): • GIS research and innovation • GIS application development and support of deployed services, including E911 • New GIS and address dependent applications • Professional Services (e.g. GIS and Web/IT Consultancy/Design/Training) • TAOS storm Modeling and EMMA GIS application design and development in support of HMCI and E911/emergency services.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of applications/solutions developed	8-10	8-10
Quality • All software applications/solutions are developed in accordance with industry standard programming techniques and practices • All applications are developed by professionally qualified software developers	100%	100%
Timeliness • Complex applications developed within 6 months to one year • Normal applications developed within three to six months • Simple applications developed within 10 to 15 days	100%	100%
Location Grand Cayman	90-100%	90-100%
Cost	90-100%	90-100%
	\$80,589	\$104,656
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$195,589. However, the revenue of \$115,000 from third parties reduces the cost to Cabinet to \$80,589.

MRC 3	Larviciding Programme to Control Mosquitoes	\$1,606,251
Description Maintain the capability to carry out a larviciding programme to control swamp-breeding mosquitoes.		
Measures Quantity Maintain the capability to apply larvicide to swamp breeding sites (aerial and ground based) up to the following levels: - o Aerial sorties - o Ground Applications - o Area treated Quality Applications conform to the Operations Manual and other relevant guidelines. Timeliness • Ongoing throughout period. Provide capability to make larvicide applications at any time, as environmental conditions require. • Applications completed within timescale set by Director Location Grand Cayman, Cayman Brac (no aerial applications Cayman Brac) Cost	2011/12 Budget	2010/11 Forecast
	40-60	40-60
	30-70	30-70
	10,000	10,000
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$1,606,251	\$659,531
Related Broad Outcome 16. Addressing Energy and the Environment		

MRC 4	Adulticiding Programme to Control Mosquitoes	\$1,664,392
Description Maintain capability to carry out an adulticiding programme to control swamp-breeding mosquitoes.		
Measures Quantity Maintain capability to carry out adulticide operations against mosquitoes (aerial and ground based) up to the following levels: - o Aerial sorties - o Ground Applications Quality Applications conform to operations manual and other relevant guidelines Timeliness • Ongoing throughout period. Capability to make adulticide treatments maintained as necessary during the period (i.e. at any time of day or night, seven days per week) • Applications made within timescale set by Director Location Grand Cayman, Cayman Brac, Little Cayman; No aerial applications in Cayman Brac or Little Cayman Cost	2011/12 Budget	2010/11 Forecast
	30-55 200-300	30-55 200-300
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$1,664,392	\$1,724,945
Related Broad Outcome: 16. Addressing Energy and the Environment		

MRC 8	Mosquito Control Call-Out Service	\$100,846
Description Mosquito control call-out service		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of call-out requests	150-200	150-200
Quality Call-out requests responded to and mosquito complaint resolved	100%	100%
Timeliness Respond to call-out requests within 24 hours	100%	100%
Location Grand Cayman	100%	100%
Cost	\$100,846	\$108,679
Related Broad Outcome: 16. Addressing Energy and the Environment		

MRC 11	Advice on Mosquito Matters	\$97,920
Description Provision of advice to Ministers, Government Departments, and others, on matters regarding mosquito control, related scientific matters, and the Mosquito Research and Control Law and Regulations.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of correspondence	19-49	19-49
Quality Appropriately qualified personnel prepare all advice with professional care. Information provided is well researched, accurate, current and relevant. All advice is subject to internal peer review and must be signed off by the Head of Department.	100%	100%
Timeliness - Advice provided in accordance with agreed deadlines with the Ministry - Urgent advice provided within one working day	100%	100%
Location Cayman Islands		
Cost	\$97,920	\$115,755
Related Broad Outcome: 16. Addressing Energy and the Environment		

MRC 12	Mosquito Control Education Programme	\$164,039
Description: Provide education programme to promote awareness of mosquito control methods and public safety.		
Measures Quantity - Number of visits / presentations - Number of press releases Quality - Visits/presentations carried out by qualified personnel - Press releases completed to departmental standards Timeliness Requests completed on time Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	3-8	3-8
	5-10	5-10
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$164,039	\$70,997
Related Broad Outcome: 16. Addressing Energy and the Environment		

MRC 14	Non-Chemical Control of Mosquitoes	\$363,887
Description: Programme to control swamp-breeding mosquitoes by non-chemical (physical and biological) means, including the annual hatch and strand programme		
Measures Quantity - Hectares of canalized swamp maintained - Number of swamps flooded and drained Quality Operations to be completed with supervisor sign-off and in compliance with the operational plan Timeliness - Service provided throughout period, five days per week - Operations completed within timescale set by supervisor Location Grand Cayman canal / dyke network Cost	2011/12 Budget	2010/11 Forecast
	1,500 ha 2	1,500 ha 2
	100%	100%
	100%	100%
	100%	100%
	\$363,887	\$585,647
Related Broad Outcome: 16. Addressing Energy and the Environment		

MRC 15	Disease Prevention and Control	\$1,263,290
Description Programme to reduce the number of disease vector mosquitoes, monitor populations of these species, and prevent the importation of disease-carrying mosquitoes.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Ovipots collected - Yards Surveyed - Treatment of arriving aircrafts, vessels, vehicles and containers	5,000-6,000 20,000-30,000 3,500-4,000	5,000-6,000 20,000-30,000 3,500-4,000
Quality Operations to conform with Operations Manual Guidelines	100%	100%
Timeliness - Provide service throughout year, as required - Operations completed within timelines set by Supervisor	100%	100%
Location Grand Cayman, Cayman Brac, and Little Cayman (disinfection of containers only)	100%	100%
Cost	\$1,263,290	\$1,774,531
Related Broad Outcome: 5. Improving Healthcare		

Note: The total cost of supplying this output is \$1,284,290. However, the revenue of \$21,000 from third parties reduces the cost to Cabinet to \$1,263,290.

POS 1	Revenue Collection	\$16,403	
Description Use of the network of postal facilities to enhance customer access to non-core postal services and revenue payments. Services offered include: • Post Office clearance fee payments • Fax and photocopying services • Custom Duty & Package Tax • CINICO payments			
Measures Quantity Number of transactions processed Quality Revenue collected in accordance with rates established in relevant legislation. Timeliness Maximum 5 – 7 minutes per customer per transaction Location Cayman Islands Cost		2011/12 Budget	2010/11 Forecast
		30,000-35,000	28,100
		98%	98%
		90-100%	98%
		100%	100%
		\$ 16,403	\$12,415
Related Broad Outcomes: 9. Restoring Prudent Fiscal Management 17. Strengthening our Infrastructure			

Note: The total cost of supplying this output is \$139,097. However, the revenue of \$122,694 from third parties reduces the cost to Cabinet to \$16,403.

POS 2	National Mail Service – Grand Cayman	\$816,322
Description Provision of a National Mail Service including: - the processing of domestic and incoming international mail for local delivery - the processing and overseas dispatch of outgoing international mail to countries outside the Cayman Islands Mail comprises of various services and processing methods, as well as a wide category of items. The main categories of mail would include ordinary letter mail, registered mail, prepaid mail, parcels and the postal industry's courier service – Express Mail Service (EMS).		
Measures Quantity - Number of domestic and international mail items processed - Number of Express Mail Services items processed - Number of stamp sales transactions - Number of post office box rental transactions - Number of licenses issued for franking meters Quality - Domestic and International Mail Service / Express Mail Services/ Stamp Sales/ Post Box Rentals / Franking Meter Licenses - All incoming and outgoing mail is processed in accordance with established Cayman Islands Postal Service procedures, the Postal Law and Regulations, the Universal Postal Union Regulations and where applicable, the Customs Law and Regulations Timeliness - Domestic Mail Service - Mail posted in Grand Cayman by 10:00 a.m. Monday-Friday will be delivered to any Grand Cayman and Sister Island within two business days after posting - International Mail Service - Outgoing mail posted by 10:00 a.m. Monday-Friday will be processed for overseas dispatch within two business days - Incoming mail delivered to post office boxes or general delivery within three business days of collection - Express Mail Services - Outgoing: Items posted by 9:00 a.m. Monday-Friday will be processed for dispatched overseas the same business day - Incoming: Items received by 11:00 a.m. Monday-Friday will be processed for delivery same business day - Stamp Sales / Post Office Box Rentals / Franking Meter Licenses - Stamp sales - counter transactions to be completed within 5 – 7 minutes; call-in orders readied within 2 hours - Post box rental transactions to be completed within 7 – 10 minutes; new box rentals competed within one business day, based upon availability and receipt of payment - Franking meter licenses issued within one business day after receipt of payment Location All Post Offices on Grand Cayman: Airport, General, Seven Mile Beach, West Bay, Hell, Savannah, Bodden Town, North Side and East End		2011/12 Budget 6.5 -7 Million 15,000-16,500 96,000-100,000 11,000-13,000 50-100 100% 80% 80% 95-100% 95-100% 95-100% 95-100% 98-100% 100%
		2010/11 Forecast 6.8 - 7.3 Million 15,500 -17,000 97,000 11,000 78 100% 82% 70% 95.2% 95.2% 98% 98% 98% 100%
Cost		\$816,322 \$191,493
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$3,965,566. However, the revenue of \$3,149,244 from third parties reduces the cost to Cabinet to \$816,322.

POS 5	National Mail Service – Sister Islands	\$362,151
Description Provision of a National Mail Service including: - the processing of domestic and incoming international mail for local delivery - the processing and overseas dispatch of outgoing international mail to countries outside the Cayman Islands Mail comprises of various services and processing methods, as well as a wide category of items. The main categories of mail would include ordinary letter mail, registered mail, prepaid mail, parcels and the postal industry's courier service – Express Mail Service (EMS).		
Measures Quantity - Number of domestic and international mail items processed - Number of Express Mail Services items processed - Number of stamp sales transactions - Number of post office box rental transactions - Number of licenses issued for franking meters Quality - Domestic and International Mail Service / Express Mail Services / Stamp Sales/ Post Box Rentals All incoming and outgoing mail is processed in accordance with established Cayman Islands Postal Service procedures, the Postal Law and Regulations, the Universal Postal Union Regulations and where applicable, the Customs Law and Regulations Timeliness - Domestic Mail Service - Mail posted in Grand Cayman by 10:00 a.m. Monday-Friday will be processed within two business days after posting - International Mail Service - Outgoing mail posted by 10:00 a.m. Monday-Friday will be processed for overseas dispatch within two business days - Incoming mail delivered to post office boxes or general delivery within three business days of collection - Express Mail Services - Outgoing: Items posted by 12:00 p.m. Monday-Friday will be processed for dispatched overseas the same business day - Incoming: Items received by 11:00 a.m. Monday-Friday will be processed for delivery same business day - Stamp Sales / Post Office Box Rentals - Stamp sales - counter transactions to be completed within 5 – 7 minutes; call in orders readied within 2 hours - Post box rental transactions to be completed within 7 – 10 minutes; new box rentals competed within one business day, based upon availability and receipt of payment Location All Post Offices on Cayman Brac (West End, Stake Bay, Watering Place, Creek and Spot Bay) and Little Cayman	2011/12 Budget	2010/11 Forecast
	175,000-185,000	175,000-185,000
	550-650	550-650
	4,000-5,000	5,000
	350-1,000	500
	100%	100%
	95-100%	95%
	95-100%	95%
	95-100%	95%
	95-100%	98%
	95-100%	98%
	95-100%	98%
	100%	100%
	100%	100%
Cost	\$362,151	\$369,043
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$435,986. However, the revenue of \$73,835 from third parties reduces the cost to Cabinet to \$362,151.

PWD 1	Policy Advice on Government Facilities and Related Matters	\$45,147
Description Policy advice and services on government facilities and related matters to support the Minister of District Administration, Works, Lands and Agriculture involving: • Preparation of Reports and Advice Papers , and • Attending Meetings		
Measures Quantity • Number of meetings attended • Number of advice papers issued • Number of reports issued Quality • Advice papers and Reports prepared by knowledgeable persons in the subject area and reviewed/ signed off by senior management • Meetings attended by qualified/experienced persons Timeliness • Advice papers and reports to be provided within agreed timeframes. • Meetings attended as scheduled Location Grand Cayman		2011/12 Budget 20-30 30-40 20-30 95% 95% 95% 95% 100% 100% 100%
		2010/11 Forecast 24 40 1 95% 95% 100% 100% 100%
Cost		\$45,147 \$69,182
Related Broad Outcome 17. Strengthening our Infrastructure		

PWD 2	Advice and Assistance on Government Facilities and Related Matters	\$34,007
Description Advice and services on government buildings and facilities and related matters to support various entities involving: • Preparation of Reports and Advice Papers and • Attending Meetings		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of meetings attended • Number of Advice papers issued • Number of reports issued	25-35 20-30 20-30	90 -120 65 -85 20-30
Quality • Advice papers and Reports prepared by knowledgeable persons in the subject area and reviewed/ signed off by senior management • Meetings attended by qualified/experienced persons.	95% 95%	95% 95%
Timeliness • Advice papers meetings, and reports to be provided within agreed timeframe. • Meetings attended as scheduled	95% 95%	90% 90%
Location Grand Cayman	100%	100%
Cost	\$34,007	\$50,000
Related Broad Outcome 17. Strengthening our Infrastructure		

PWD 8	Consulting Services for Government Building Projects	\$1,213,489
Description Provision for architectural, project management and quantity surveying services to provide the following: • Project Definition Documents (PDD) • Architectural Designs • Drawing production • Cost estimates • Tender documentation • Consultant contracts • Consultant coordination • Change orders • Certificate of payments • Construction punch list • Project handover		
Measures: Quantity • Number of drawings/plans produced • Number of cost estimates produced • Number of Project Service Level Agreements (PSLA) signed • Number of projects managed SLA Quality • Drawing/plans produced in accordance with the Central Planning Authority and Building Control Unit requirements • Pre-tendered estimates within 10% of successful tender received • Project Service Level Agreements (PSLA) to define project scope, time-frame and budget • Meeting client's requirements and successfully fulfilling planning (CPA) and building control(BCU) approval Timeliness Plans, cost estimates and project management within time frames agreed, at outset / in project SLA or within client agreed extensions to that time frame. Location Grand Cayman Cost		2011/12 Budget 30-40 20-30 10-15 20-30 85% 90% 88 % 90% 85% 100% \$1,213,489
		2010/11 Forecast 30-40 20-30 10-15 20-30 100% 100 % 100 % 100% 100 % 100% \$960,000
Related Broad Outcome 17. Strengthening our Infrastructure		

PWD 9	Facilities Maintenance, Construction and Renovations of Government Buildings	\$8,030,223
Description Maintenance to and construction of government facilities including: • Execution of work orders for mechanical, electrical and plumbing services (N.B. this involves assessment and procurement of materials and identification of labour, etc.) • Preparation of Facility Condition Reports • Preparation of Project Service Level Agreements • Construction of new facilities and repairs/renovations to existing buildings		
Measures: Quantity • Number of maintenance work orders completed • Number of Facility Condition Reports prepared • Number of Project Service Level Agreements (PSLA's) issued • Number of Construction Projects completed Quality • Work orders signed off by Supervisor confirming work completed to acceptable standard • Work orders completed to a satisfactory or better standard as measured by customer surveys of completed work orders • Preventative maintenance services work orders signed off by Supervisor confirming work completed to acceptable standard • Facility condition reports reviewed / signed off by appropriate PWD management level • PSLA's signed off by client and PWD manager. • Construction projects to be in compliance with CI Building Code and Certificates of Occupancy (CO's) to be obtained on completion, confirming compliance. (On those projects requiring CO's) Timeliness • Routine work orders and preventative maintenance work orders to be completed in accordance with timeframes in "Work order timeframes" guide • Facility Condition Reports to be delivered within 60 days of request • PSLA's to be delivered within 15 days of request • Construction projects to be completed in accordance with the timeframes agreed at the outset with the client, and any extensions agreed with client for additional works etc Location Cayman Islands		2011/12 Budget 7,600-9,000 4-6 20-30 30-40 95% 90% 95% 100% 100% 100% 100% 95% 95% 95% 80% 100%
		2010/11 Forecast 8,500 4 25 36 95% 90% 95% 100% 100% 100% 100% 95% 95% 95% 80% 100%
Cost	\$8,030,223	\$8,941,738
Related Broad Outcome 17. Strengthening our Infrastructure		

PWD 10	Disaster Preparedness	\$102,171	
Description Carry out disaster preparedness activities for hurricane, earthquake and other natural and manmade disasters including: • Executing an annual hurricane preparedness exercise. • Responding to live storms / disasters			
Measures		2011/12 Budget	2010/11 Forecast
Quantity • Number of hurricane preparedness exercises executed • Number of buildings prepared / inspected • Number of shelter and critical facility mechanical / electrical / plumbing systems inspected • Number of live-storms / disasters responded to		1 97 35 1	1 97 35 0
Quality • Public Shelters and Government Buildings prepared in accordance with the requirements of Public Works Department's Hurricane Plan and Inspectors checklists • All Public Shelters / critical facilities generators, water supply systems and other MEP services inspected in accordance with inspectors checklists and all functioning normally under load		100% 100%	95% 95%
Timeliness • Annual hurricane preparedness exercise carried out in May each year. (Prior to the start of the hurricane season) • Preparedness activities in hurricane exercise (or live event) completed within 6 Hour timeframe		100% 100%	100% 100%
Location Grand Cayman		100%	100%
Cost		\$102,171	\$90,000
Related Broad Outcome 17. Strengthening our Infrastructure			

RCY 1	Public Information, Newscasts and Sports	\$451,191
Description Delivery of Bulletin Board items, Newscasts and sports on local and international events, which includes press coverage of the courts and parliamentary proceedings, sports events, gathering news from various sources and producing news and sports broadcasts.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of bulletin board items - Number of news items - Number of sports items	8,000- 8,500 31,000- 31,500 1,700-2000	8,000-8,500 31,000-31,500 1,717-2,000
Quality - Compliance of newscasts and sportscasts with Information, Communications, Telecommunications Authority (ICTA) or other established broadcast standards - All items monitored by Director, Director and Deputy Director	100% 100%	100% 100%
Timeliness - Other public information newscasts broadcast on Radio Cayman's established schedules - Emergency/urgent public information delivered within 10 minutes	100% 100%	100% 100%
Location Cayman Islands		
Cost	\$451,191	\$443,615
Related Broad Outcome: 17. Strengthening our Infrastructure		

RCY 2	On Air Programmes	\$569,311
Description		
Delivery of general information programmes such as Morning Scoop, Talk Today, Youth Flex and BBC overnight programmes; current affairs programmes, such as live coverage of National Heroes Day celebrations and the State Opening of the Legislative Assembly in addition to entertainment, educational and religious programming, delayed Legislative Assembly broadcasts and Public Service Announcements for charities, schools and most government departments.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of general information programmes	750-800	700-800
• Religious programmes	2,000-2,500	2,000-2,500
• Educational programmes	2,000-2,500	2,000-2,500
• Entertainment programmes	3,500-4,000	3,000-3,500
• Legislative Assembly broadcasts (hours)	100-150	100-150
• Current Affairs and Cultural programmes	75-80	70-80
• Programmes produced or downloaded	2,500-3,000	2,400- 2,500
• Number of Public Service announcements	4,600-4,700	4,600-4,700
Quality		
• Compliance of general information programmes with Information, Communications, Telecommunications Authority (ICTA)	100%	100%
• Programmes monitored by Director/Deputy Director	100%	100%
• Compliance for all programmes to good practice broadcast standards	100%	100%
Timeliness		
All programmes to be delivered on the date and times agreed with the requesting customer	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$569,311	\$559,742
Related Broad Outcome:		
17. Strengthening our Infrastructure 18. Preserving our Culture		

RPC 1	Policy Advice on Recreational Parks and Cemeteries	\$158,141
Description Support services to the Ministry of District Administration, Works, Lands and Agriculture and Cabinet on matters pertaining to recreational parks and cemeteries		
Measures Quantity - Number of replies to parliamentary questions - Number of replies to correspondence - Number of speeches and briefing notes - Number of consultant technical Reports - Number of boards/committees served on and supported - Number of meetings attended - Number of management reports Quality - Responses and correspondence subject to Ministerial review - Management and consultant/technical reports prepared and crosschecked by the General Manager Timeliness - Prepare replies to parliamentary questions and other requests consistent with time table set by Ministry - Reports and correspondence delivered to Ministry by agreed deadline Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	1-2	1-2
	5-20	5-20
	1-2	1-2
	2-4	2-4
	1-2	1-2
	8-12	8-12
	1-4	1-4
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$158,141	\$141,001
Related Broad Outcome: 16. Addressing Energy and the Environment		

RPC 2	Public Facility Maintenance and Management	\$1,576,490
Description Maintain and manage public toilets, docks, ramps, cemeteries, beaches and parks		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of public toilets maintained - Number of docks/ramps maintained - Number cemetery maintained - Number of beaches maintained - Number of beach accesses maintained - Number of parks maintained	14-16 8-15 12-15 12-15 15-25 8-15	14-16 8-15 12-15 12-15 15-25 8-15
Quality Assistant Managers and Supervisors monitor toilets, docks/ramps cemeteries, beaches, beaches accesses upkeep and parks maintenance	100%	100%
Timeliness - Public Toilets maintained daily - Docks / Ramps and Parks maintained weekly - Cemetery grounds maintained - Beaches and beach accesses maintained daily/weekly	100% 100% 100% 100%	100% 100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$1,576,490	\$1,312,180
Related Broad Outcome 16. Addressing Energy and the Environment		

RPC 5	District Beautification, Town Planning and Maintenance	\$222,273
Description Provision of advice on master planning and functional Town planning. Implementation and maintenance of the master plan for central George Town.		
Measures Quantity - Number of master plan and technical survey reports on town planning proposals - Number of streets/sidewalks maintained - Number of miles of road cleaned - Carry out George Town Business District Projects Quality - Master plan and survey reports prepared and crosschecked by General Manager - Inspection of streets/sidewalks by Supervisor and Assistant Manager - Inspection of streets clean with MADVAC Street Sweeper by Assistant Manager Timeliness Conduct works and services consistent with the scheduled time table	2011/12 Budget	2010/11 Forecast
	1-2	1-2
	10-25	10-25
	50-100	50-100
	10-40	10-40
	80-100%	80-100%
	80-100%	80-100%
	80-100%	80-100%
	80-100%	80-100%
	100%	100%
Cost	\$222,273	\$204,414
Related Broad Outcome: 17 . Strengthening our Infrastructure		

VLT 9	Licensing of Drivers and Vehicles	\$40,329
Description Provision of services relating to the testing and licensing of vehicles and drivers.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Vehicle Inspections	33,000-35,000	33,000
• Number of Vehicle Licensed	55,000- 58,000	55,000
• Number of Written Tests	1,800-2,000	1,800
• Number of Road Testing of Drivers	1,600-1,800	1,600
• Provisional and Full Drivers' Licenses issued	20,000-22,000	20,000
• Input of disqualifications/endorsements in Licensing Register	800-900	850
• Extract of records of Vehicles from Licensing Register	625-675	650
• Extract of records of Drivers from Licensing Register	550-600	550
Quality		
Compliance with Traffic Law and Regulations, PFML and strict departmental standard by qualified personnel	95-100%	90%
Timeliness		
• Vehicle Inspection and Licensing, Written Tests and Road Testing of Drivers within 5 – 15 minutes	95-100%	90%
• Provisional and Full Drivers' Licenses issued within 5 – 15 minutes	95-100%	90%
• Input of disqualifications/endorsements within 1 - 2 working days upon receipt from Court Office and Police Department	95-100%	90%
• Extract of records within 3 – 5 working days	95-100%	95%
Location		
Grand Cayman	100%	100%
Cost	\$40,329	\$541,674
Related Broad Outcome 3: Addressing Crime and Policing		

Note: The total cost of supplying this output is \$2,231,302. However, revenue of \$2,190,973 from third parties reduces the cost to Cabinet to \$40,329.

VLT 10	Policy Advice	\$89,764
Description Policy advice provided to the Hon. Minister, Ministry of District Administration, Works, Lands and Agriculture on all matters relating to vehicle and drivers' licensing.		
Measures Quantity - Number of meetings attended - Research for Cabinet papers - Provision of technical advice to Ministry - Number of press releases - Number of monthly/quarterly/annual reports - Number of replies to written correspondence Quality - Percentage of meetings attended with required information and predetermined standards - Percentage of Cabinet papers research, technical advice, press releases and replies to written correspondence properly researched, meeting the prescribed format and accurately presented - Percentage of reports submitted within prescribed format Timeliness - Advice and responses within scheduled time - Attendance at meetings - Percentage of reports, Cabinet papers, technical advice, press releases and replies to written correspondence submitted within predetermined deadlines Location Grand Cayman	2011/12 Budget	2010/11 Forecast
	25-30 1-3 25-30 4-6 40-50 60-70	29 3 36 6 52 80
	95-100%	95%
	95-100%	95%
	95-100%	95%
	95-100%	95%
	95-100%	100%
	95-100%	95%
	100%	100%
Cost	\$89,764	176,561
Related Broad Outcome 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$174,360. However, the revenue of \$84,596 from third parties reduce the cost to Cabinet to \$89,764.

NWS 1	Aeronautical Services and Operations	\$37,248
Description Aeronautical Services and Operations are required to comply with International obligations for Domestic and International Aviation. This results in the provision of the following: • Hourly Aviation Weather Observations • Special Weather Observations • Terminal Aerodrome Forecasts • Pilot Briefings		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of Meteorological Aviation Observations • Number of Terminal Aerodrome Forecast • Number of Pilot Briefings	10,575-10,600 2,900-2,950 1,100-1,300	N/A N/A N/A
Quality 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	100%	N/A
Timeliness • Meteorological Observations transmitted hourly • Special Meteorological Observations will be transmitted as deemed necessary • Terminal Aerodrome forecast submitted 4 times daily • Pilot Briefing provided as requested for departing and in route flights	100% 100% 100% 100%	N/A N/A N/A N/A
Location Grand Cayman and Cayman Brac	100%	N/A
Cost	\$37,248	\$0
Related Broad Outcome 17: Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$1,232,917. However, the revenue of \$1,195,669 from third parties reduces the cost to Cabinet to \$37,248.

Note: No forecast for 2010/11 as this is an amended output for 2011/12 which was previously part of WFC 1

NWS 2	Non Aeronautical Services	\$657,495
Description Non Aeronautical Services relating to Tropical Storms, Hurricanes, Floods, Marine and Severe Weather are provided to various social and economic sectors including the Construction and Tourism industry and the General Public. This results in the provision of the following: • Public Weather Forecast • Warnings • Statistical Information • Disaster Risk Reduction • Severe Weather and Hurricane Preparedness and Mitigation		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of Public Weather Forecast • Number of Weather Warnings • Number of Statistical Weather Reports • Number of Special Reports	1,075-1,100 200-250 20-30 10-20	N/A N/A N/A N/A
Quality • All Forecast, Warnings and Reports are undertaken under the guidelines, standards and recommendation practices recognised by the World Metrological Organisation (WMO)	100%	N/A
Timeliness • Public Weather Forecast will be issued 3 times daily • Warnings will be issued as required for threatening severe weather systems • Statistical Weather Report will be issued upon agreed time • Special Reports will be issued as needed	100% 100% 100% 100%	N/A N/A N/A N/A
Location Grand Cayman and Cayman Brac	100%	N/A
Cost	\$657,495	\$0
Related Broad Outcome 17: Strengthening our Infrastructure		

Note: No forecast for 2010/11 as this is an amended output for 2011/12 which was previously part of WFC 1

TCO 8	Technical Advice on Telecommunications Infrastructure	\$76,329
Description Provision of technical advice to the Ministry and Government agencies and the private sector on telecommunication matters.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of hours providing technical advice to Government - Number of hours providing technical advice to Private Sector	780-900 260-300	900 300
Quality - Technical Advice to Government Agencies reviewed and signed off by Head of Department - Technical Advice to private sector meets customer requirements	100% 100%	100% 100%
Timeliness - Technical Advice to Government Agencies given prior to due date requested - Technical Advice to private sector given within timeframe requested	100% 100%	95-99% 95-99%
Location Cayman Islands	100%	100%
Cost	\$76,329	\$129,946
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$291,855. However, the revenue of \$215,526 from third parties reduces the cost to Cabinet to \$76,329.

TCO 9	Technical Services for Telecommunication Equipment	\$390,034
Description Provision of technical services required for the planning, operating and maintaining of the telecommunication system infrastructure: Switching, Radio, Paging and ancillaries equipment that support the Government Agencies.		
Measures Quantity Number of radios using system infrastructure Quality System infrastructure is continuous monitored for availability and reliability (overall network availability) Timeliness Response Times: - For Critical System(911 System; Paging Systems; fire department) - During normal working hours: 15 minutes - Outside of normal working hours: 45 minutes - Other Systems - Grand Cayman: within 1 Hour - Cayman Brac and Little Cayman: Next available flight Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	1,400-1,600	1,800
	95-99%	99%
	95-99%	100%
	90-95%	100%
	90-95%	100%
	100%	100%
	\$390,034	\$575,152
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$501,574. However, the revenue of \$110,880 from government authorities and the revenue of \$660 from third parties reduce the cost to Cabinet to \$390,034.

TCO 10	Telecommunications Emergency Response Capacity	\$148,221
Description Provision of emergency response services to the National Security Committee, National Hurricane Committee and other organizations that require maintaining an adequate level of preparedness and the deployment of telecommunications equipment and trained personnel.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of hours maintaining an adequate level of preparedness - Number of hours responding to emergency incidents	208-240 208-240	240 240
Quality - In accordance with various emergency preparedness plans - In accordance with incident requirements	95-99% 100%	99% 100%
Timeliness - In accordance with various emergency preparedness plans - In accordance with incident requirements	99% 99%	95-99% 95-99%
Location Cayman Islands	100%	100%
Cost	\$148,221	\$164,170
Related Broad Outcome: 17. Strengthening our Infrastructure		

6. Payment Arrangements

Cabinet will pay the *Ministry of District Administration, Works, Lands and Agriculture* for delivery of the outputs described in section 1.

Payment will be made on the basis of an invoice provided monthly to the *Minister of District Administration, Works, Lands and Agriculture*. The invoice will contain sufficient evidence of the outputs delivered for the Minister to be able to satisfy himself that the outputs have in fact been delivered.

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

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

Table 1: Expected Invoice Profile

MONTH	EXPECTED AMOUNT OF INVOICE FOR OUTPUTS SUPPLIED \$								
	MDA 1 \$	MDA 2 \$	MDA 3 \$	MDA 4 \$	AGR 21 \$	AGR 22 \$	AGR 24 \$	AGR 25 \$	AGR 26 \$
July	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
August	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
September	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
October	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
November	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
December	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
January	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
February	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
March	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
April	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
May	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
June	5,012	153,802	28,331	593,762	86,722	9,899	47,988	26,694	38,013
TOTAL	60,147	1,845,628	339,973	7,125,140	1,040,666	118,785	575,862	320,322	456,152

MONTH	AGR 27 \$	AGR 28 \$	AGR 29 \$	AGR 31 \$	AGR 32 \$	CPI 1 \$	DAD 16 \$	DAD 17 \$	DAD 18 \$
July	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,694	1,833
August	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,694	1,833
September	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,694	1,833
October	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,694	1,833
November	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,694	1,833
December	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,694	1,833
January	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,694	1,833
February	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,694	1,833
March	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,694	1,833
April	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,694	1,833
May	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,694	1,833
June	47,281	28,111	21,031	45,423	11,048	24,045	3,939	3,690	1,830
TOTAL	567,368	337,333	252,370	545,072	132,571	288,536	47,264	44,321	21,995

MONTH	DAD 19 \$	DAD 20 \$	DAD 21 \$	DAD 22 \$	DAD 23 \$	DAD 24 \$	DAD 25 \$	DAD 26 \$	DAD 27 \$
July	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
August	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
September	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
October	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
November	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
December	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
January	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
February	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
March	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
April	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
May	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
June	6,531	22,955	13,564	15,398	34,206	391,842	776	25,599	36,274
TOTAL	78,376	275,463	162,772	184,770	410,466	4,702,107	9,315	307,185	435,285

MONTH	DAD 28 \$	DAD 29 \$	DVE 1 \$	DVE 2 \$	DVE 3 \$	DVE 4 \$	DVE 5 \$	DVE 6 \$	EVH 1 \$
July	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
August	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
September	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
October	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
November	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
December	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
January	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
February	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
March	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
April	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
May	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
June	95,622	17,790	3,137	202,790	5,664	80,890	7,585	6,505	9,996
TOTAL	1,147,466	213,475	37,646	2,433,486	67,967	970,679	91,020	78,061	119,950

MONTH	EVH 5 \$	EVH 8 \$	EVH 9 \$	EVH 10 \$	EVH 11 \$	EVH 14 \$	EVH 15 \$	EVH 17 \$	EVH 18 \$
July	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
August	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
September	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
October	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
November	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
December	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
January	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
February	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
March	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
April	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
May	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
June	141,622	22,320	26,748	26,564	16,046	10,499	8,922	33,176	112,622
TOTAL	1,699,463	267,837	320,974	318,767	192,553	125,984	107,063	398,115	1,351,460

MONTH	LSU 1 \$	LSU 2 \$	LSU 3 \$	LSU 4 \$	LSU 5 \$	LSU 6 \$	LSU 7 \$	LSU 8 \$	LSU 9 \$
July	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
August	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
September	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
October	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
November	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
December	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
January	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
February	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
March	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
April	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
May	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
June	18,425	19,119	110,744	32,155	14,823	23,060	18,965	22,108	9,769
TOTAL	221,102	229,430	1,328,926	385,865	177,874	276,722	227,585	265,296	117,223

MONTH	LSU 11 \$	LSU 12 \$	NWS 1 \$	NWS 2 \$	MRC 3 \$	MRC 4 \$	MRC 8 \$	MRC 11 \$	MRC 12 \$
July	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
August	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
September	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
October	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
November	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
December	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
January	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
February	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
March	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
April	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
May	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
June	13,607	6,716	3,104	54,791	133,854	138,699	8,404	8,160	13,670
TOTAL	163,281	80,589	37,248	657,495	1,606,251	1,664,392	100,846	97,920	164,039

MONTH	MRC 14 \$	MRC 15 \$	POS 1 \$	POS 2 \$	POS 4 \$	POS 5 \$	PWD 1 \$	PWD 2 \$	PWD 8 \$
July	30,324	105,274	1,367	68,027	12,295	30,179	3,762	2,834	101,124
August	30,324	105,274	1,367	68,027	12,295	30,179	3,762	2,834	101,124
September	30,324	105,274	1,367	68,027	12,295	30,179	3,762	2,834	101,124
October	30,324	105,274	1,367	68,027	12,295	30,179	3,762	2,834	101,124
November	30,324	105,274	1,367	68,027	12,295	30,179	3,762	2,834	101,124
December	30,324	105,274	1,367	68,027	12,295	30,179	3,762	2,834	101,124
January	30,324	105,274	1,367	68,027	12,295	30,179	3,762	2,834	101,124
February	30,324	105,274	1,367	68,027	12,295	30,179	3,762	2,834	101,124
March	30,324	105,274	1,367	68,027	12,295	30,179	3,762	2,834	101,124
April	30,324	105,274	1,367	68,027	12,295	30,179	3,762	2,834	101,124
May	30,324	105,274	1,367	68,027	12,295	30,179	3,762	2,834	101,124
June	30,324	105,276	1,367	68,027	12,295	30,179	3,762	2,834	101,124
TOTAL	363,887	1,263,290	16,403	816,322	147,545	362,151	45,147	34,007	1,213,489

MONTH	PWD 9 \$	PWD 10 \$	RCY 1 \$	RCY 2 \$	RPC 1 \$	RPC 2 \$	RPC 5 \$	TCO 8 \$	TCO 9 \$
July	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
August	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
September	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
October	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
November	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
December	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
January	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
February	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
March	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
April	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
May	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
June	669,185	8,514	37,599	47,443	13,178	131,374	18,523	6,361	32,503
TOTAL	8,030,223	102,171	451,191	569,311	158,141	1,576,490	222,273	76,329	390,034

MONTH	TCO 10 \$	VLT 9 \$	VLT 10 \$
July	12,352	3,361	7,480
August	12,352	3,361	7,480
September	12,352	3,361	7,480
October	12,352	3,361	7,480
November	12,352	3,361	7,480
December	12,352	3,361	7,480
January	12,352	3,361	7,480
February	12,352	3,361	7,480
March	12,352	3,361	7,480
April	12,352	3,361	7,480
May	12,352	3,361	7,480
June	12,352	3,361	7,480
TOTAL	148,221	40,329	89,764

CONTENTS

Appendix: Forecast Financial Statements

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Ministry of District Administration, Works, Lands and Agriculture

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at *June 30, 2012* and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Kearney Gomez, MBE, JP

Chief Officer

*Ministry of District Administration, Works, Lands and
Agriculture*

Date:

Ministry of District Administration, Works, Lands and Agriculture
FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2012

		2011/12 Budget	2010/11 Budget	2009/10 Forecast
	Note	\$0	\$0	\$0
Revenue				
Outputs to Cabinet	9a	55,388	55,388	55,163
Outputs to other government agencies	9a	3,134	3,134	2,028
Outputs to others	9a	13,669	13,669	16,614
Interest revenue		-	-	-
Total Operating Revenue		72,191	65,878	73,806
Operating Expenses				
Personnel costs	12	42,763	42,763	45,038
Supplies and consumables	13	25,944	25,944	23,302
Depreciation	6	3,373	3,373	3,422
Capital charge				-
Other operating expenses		1	1	-
Total Operating Expenses		72,081	72,081	71,779
Surplus from operating activities and before extraordinary items		110	110	2,028
Extraordinary items				2,028
Net Surplus		110	110	2,028

Ministry of District Administration, Works, Lands and Agriculture
FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012

		2011/12 Budget	2010/11 Budget	2009/10 Forecast
	Note	\$0	\$0	\$0
Opening balance net worth		50,878	50,890	43,366
Net surplus		110	156	-
Property revaluations		-	-	-
Investment revaluations		-	-	-
Net revaluations during the period		-	-	-
Total recognised revenues and expenses		50,988	50,923	45,393
Equity investment		2,921	3,497	7,524
Repayment of surplus		(110)	(3,543)	(2,028)
Capital withdrawal		-	-	-
Closing balance net worth		53,799	50,878	50,890

Ministry of District Administration, Works, Lands and Agriculture
FORECAST BALANCE SHEET
AS AT 30 JUNE 2012

		2011/12	2010/11	2009/10
		Budget	Budget	Forecast
	Note	\$0	\$0	\$0
Current Assets				
Cash and cash equivalents	1	11,126	7,753	7,753
Accounts receivable	2	8,960	8,941	8,941
Inventories	3	1,321	1,322	
Other current assets	5	770	789	1,312
Total Current Assets		22,178	18,806	18,795
Non-Current Assets				
Property, plant and equipment	6	35,326	35,779	35,801
Other non-current assets		1	-	0
Total Non-Current Assets		35,328	35,779	35,801
Total Assets		57,505	54,584	54,597
Current Liabilities				
Accounts payable	7	984	984	984
Unearned revenue		105	105	105
Employee entitlements	8	1,527	1,527	1,527
Other current liabilities	7	1,091	1,091	1,091
Total Current Liabilities		3,707	3,707	3,707
Non-Current Liabilities				
Employee entitlements		-	-	-
Other non-current liabilities		-	-	-
Total Non-Current Liabilities		-	-	-
Total Liabilities		3,707	3,707	3,707
TOTAL ASSETS LESS TOTAL LIABILITIES		53,799	50,878	50,890
Net worth				
Contributed capital		53,642	50,721	48,862
Asset revaluation reserve		-	-	0

Total Net Worth

53,799	50,878	50,890

Ministry of District Administration, Works, Lands and Agriculture

FORECAST CASH FLOW STATEMENT

FOR YEAR ENDED 30 JUNE 2012

		2011/12 Budget	2010/11 Budget	2009/10 Forecast
	Note	\$0	\$0	\$0
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		55,388	52,170	55,163
Outputs to other government agencies		3,134	2,605	2,028
Outputs to others		13,669	11,104	16,614
Interest received		-	-	-
Payments				
Personnel costs	12	(42,763)	(41,560)	(45,038)
Suppliers	13	(25,945)	(20,670)	(23,302)
Other payments		-	-	-
Net cash flows from operating activities	17	3,483	3,648	5,449
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(2,921)	(3,487)	(7,524)
Proceeds from sale of non-current assets		-	-	-
Net cash flows from investing activities		(2,921)	(3,487)	(7,524)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		2,921	3,497	7,524
Repayment of surplus		(110)	(3,543)	(2,028)
Capital withdrawal		-	-	-
Net cash flows from financing activities		2,811	(46)	5,497

Ministry of District Administration, Works, Lands and Agriculture
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the **Ministry of District Administration, Works, Lands and Agriculture**

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June, 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities***Accounts Payable***

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

Provisions

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

Employee entitlements

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

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

Note 1: Cash and cash equivalents

Description	Foreign Currency	Exchange Rate	Budget 2011/12	Budget 2010/11
Cash on hand (IRIS Confirmation Account/Petty Cash)	0	1.0000	9	9
Cash in transit (IRIS Remittance Account)	0	0.0000	0	0
CI\$ Operational Current Account held at Royal Bank of Canada	0	1.0000	10,752	7,378
US\$ Operational Current Account held at Royal Bank of Canada	436	0.8375	365	365
Payroll Current Account held at Royal Bank of Canada	0	0.0000	0	0
Bank Accounts held at other financial institutions	0	0.0000	0	0
Fixed Deposits held with Treasury (less than 90 days)	0	0.0000	0	0
TOTAL	436	0	11,126	7,753

Note 2 Trade and other receivables

Trade Recivables	Budget 2011/12	Budget 2010/11	Budget 2009/10
Sale of goods and services	2,186	2,186	2,186
Outputs to Cabinet	3,936	3,936	3,936
Outputs to other government agencies	2,770	2,770	2,770
Other	0	0	0
Less: provision for doubtful debts	0	0	0
Total trade receivables	8,893	8,893	8,893

Other Receivables	Budget 2011/12	Budget 2010/11	Budget 2009/10
Advances (salary, Official Travel, etc)	49	49	49
Dishonoured cheques	18	18	18
Interest receivable			
Other			
Less: provision for doubtful debts			
Total other receivables	67	67	67

Note 3: Inventories

Description	Current	Non-Current	Budget 2011/12
Inventory held for use in the provision of goods and services	300	1	301
Inventory held for sale	1,021	0	1,021
Impairment of Inventory	0	0	0
TOTAL INVENTORIES	1,321	1,250	1,322

Note 5 Prepayments

Description	Budget 2011/12	Budget 2010/11	Budget 2009/10
Insurance	748	0	0
Prepayments (System Only)	22	0	0
Total	770	0	0

Note 6: Property, plant & equipment

Cost of Property, plant & equipment	Balance as at 1 July 2010	Additions	Disposals	Transfers	Balance as at 30 June 2011
Land	603,061	-	-	-	603,061
Plant and equipment	7,949,470	193,500	-	-	8,142,970
Buildings	37,146,727	2,014,500	-	-	39,161,227
Furniture	2,677,556	31,000	-	-	2,708,556
Computers	2,377,687	625,150	-	-	3,002,837
Other assets	6,732,196	242,125	-	-	6,974,321
Infrastructure	2,001,164	-	-	-	2,001,164
Motor Vehicles	32,034,949	381,000	-	-	32,415,949
Assets under construction	13,165	-	-	-	13,165
Total	91,535,974	3,487,275	-	-	95,023,249

Cost of Property, plant & equipment	Balance as at 1 July 2011	Additions	Disposals	Transfers	Balance as at 30 June 2012
Land	603,061				603,061
Plant and equipment	8,142,970	192,520			8,335,490
Buildings	39,161,227	2,338,000			41,499,227
Furniture	2,708,556	16,215			2,724,771
Computers	3,002,837	299,200			3,302,037
Other assets	6,974,321				6,974,321
Infrastructure	2,001,164				2,001,164
Motor Vehicles	32,415,949	75,000			32,490,949
Assets under construction	13,165				13,165
Total	95,023,249	2,920,935	-	-	97,944,184

Accumulated Depreciation and impairment losses	Balance as at 1 July 2010	Impairment loss 2010/11	Depreciation Expense 2010/11	Eliminate on Disposal 2010/11	Balance as at 30 June 2011
Land	-	-	-	-	-
Plant and equipment	4,502,669	-	231,920	-	4,734,589
Buildings	19,071,831	-	834,767	-	19,906,598
Furniture	1,812,077	-	195,565	-	2,007,642
Computers	1,758,302	-	276,932	-	2,035,234
Other assets	611,607	-	277,719	-	889,326
Infrastructure	1,461,171	-	14,619	-	1,475,790
Motor Vehicles	26,524,709	-	1,670,737	-	28,195,446
Work in progress	-	-	-	-	-
Total	55,742,366	-	3,502,259	-	59,244,625

Accumulated Depreciation and impairment losses	Balance as at 1 July 2011	Impairment loss 2011/12	Depreciation Expense 2011/12	Eliminate on Disposal 2011/12	Balance as at 30 June 2012
Land	-	-	-	-	-
Plant and equipment	4,734,589	-	442,417	-	5,177,006
Buildings	19,906,598	-	843,208	-	20,749,805
Furniture	2,007,642	-	78,357	-	2,085,999
Computers	2,035,234	-	368,293	-	2,403,527
Other assets	889,326	-	130,292	-	1,019,618
Infrastructure	1,475,790	-	62,810	-	1,538,600
Motor Vehicles	28,195,446	-	1,447,911	-	29,643,357
Work in progress	-	-	-	-	-
Total	59,244,625	-	3,373,288	-	62,617,913

Note 7: Trade payables, other payables & Accruals

	Current	Non-Current	Budget 2011/12	Budget 2010/11	Budget 2009/10
Creditors	984	0	984	984	984
Creditors Ministries/Portfolios	0	0	0	0	0
Creditors other government agencies	0	0	0	0	0
Payroll Deductions	0	0	0	0	0
Operating Lease	9	0	9	9	9
Accrued Expenses	703	0	703	703	703
Other payables	379	0	379	379	379
Total trade payables other payables and accruals	2,075	0	2,075	2,075	2,075

Note 8: Employee entitlements

	Budget 2011/12	Budget 2010/11	Budget 2009/10
Annual Leave	1,527	1,527	1,527
Retirement and long service leave	0	0	0
Accrued salaries	0	0	0
Travel	0	0	0
	0	0	0
Total current portion	1,527	1,527	1,527
<i>Non-current employee entitlements are represented by:</i>	0	0	0
Retirement and long service leave	0	0	0
	0	0	0
Total employee entitlements	1,527	1,527	1,527

Note 9a: Sales of Goods & Services

Revenue type	Budget 2011/12	Budget 2010/11	Budget 2009/10
Outputs to Cabinet	55,388	52,170	55,177
Outputs to other government agencies	3,134	2,605	2,028
Fees and charges	8,511	5,565	10,990
General sales	3,857	4,059	4,038
Rentals	963	961	1,043
Other	338	519	543
	0	0	0
Total sales of goods and services	72,191	65,878	73,820

Note 12: Personnel costs

Description	Budget 2011/12	Budget 2010/11	Budget 2009/10
Salaries, wages and allowances	33,665,136	33,494	36,113
Health care	7,011,750	6,101	6,649
Pension	1,877,487	1,863	1,908
Leave	33,464	0	159
Other personnel related costs	175,179	102	244
Total Personnel Costs	42,763,017	41,560	45,073

Note 13: Supplies and consumables

Description	Budget 2011/12	Budget 2010/11	Budget 2009/10
Supplies and Materials	8,635	5,754	6,093
Purchase of services	7,310	8,408	9,740
Lease of Property and Equipment	875	1,024	1,356
Utilities	4,160	2,757	3,226
General Insurance	3,928	1,826	1,790
Interdepartmental expenses	105	90	90
Travel and Subsistence	223	196	229
Recruitment and Training	365	357	379
Other	342	246	397
Total Supplies & consumables	25,944	20,660	23,300

Note 17: Reconciliation of net cash flows from operating activities to surplus/(deficit)

Description	Budget 2011/12	Budget 2010/11	Budget 2009/10
Surplus/(deficit) from ordinary activities	110	156	2,026
Non-cash movements	0	0	0
Depreciation expense	3,373	3,502	3,422
Impairment	0	0	0
(Gain)/losses on sale of property plant and equipment	0	0	0
Changes in current assets and liabilities:	0	0	0
(Increase)/decrease in other current assets	0	0	0
(Increase)/decrease in receivables	0	0	0
(Increase)/decrease in receivables - Cabinet	0	0	0
(Increase)/decrease in inventories	0	0	0
Increase/(decrease) in payables	0	0	0
Increase/(decrease) in provisions relating to employee costs	0	0	0
Net cash flows from operating activities	3,483	3,658	5,447

APPENDICES

Entities within the Ministry of District Administration, Works, Lands and Agriculture

Entity	Head
Ministry of District Administration, Works, Lands and Agriculture Administration	Chief Officer
Agriculture Department	Chief Agricultural and Veterinary Officer
Chief Petroleum Inspectorate	Chief Petroleum Inspector
Department of Vehicle and Equipment Services	Director of Vehicle and Equipment Services
District Administration	District Commissioner
Environmental Health	Director of Environmental Health
Lands and Survey	Director of Lands and Survey
Mosquito Research and Control Unit	Director of Mosquito Research and Control Unit
National Weather Services	Director of National Weather Services
Postal Services	Postmaster General
Public Works Department	Chief Engineer
Radio Cayman	Director of Radio Cayman
Recreation, Parks and Cemeteries Unit	Manager, Recreation, Parks and Cemeteries Unit
Vehicle Licensing and Transport Unit	Director of Vehicle Licensing and Transport Unit
Office of Telecommunications	Telecommunications Officer

Definition of Output Codes within the Ministry of District Administration, Works, Lands and Agriculture

CODES	DESCRIPTION
MDA	161901: Ministry of District Administration, Works , Lands and Agriculture Administration
AGR	163301: Agriculture Department
CPI	161905: Chief Petroleum Inspectorate
DAD	163401: District Administration
DVE	162701: Department of Vehicle and Equipment Services
EVH	162001: Environmental Health
LSU	162201: Lands and Survey
MRC	162101: Mosquito Research Control Unit
POS	162301: Postal Services
PWD	162401: Public Works Department
RCY	163501: Radio Cayman
RPC	165201: Recreation, Parks and Cemeteries Unit
TCO	161904: Telecommunications Office
VLT	161502: Vehicle and Drivers Licensing
NWS	166501: National Weather Services

2011/12 BUDGET

Annual Budget Statement

for

Ministry of Education, Training and Employment

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Minister

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements for the year ended 30 June 2012

STATEMENT OF CHIEF OFFICER AND MINISTER OF EDUCATION, TRAINING AND EMPLOYMENT

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

**Mrs. Mary Rodrigues, Chief Officer
Minister of Education, Training and
Employment**

30 June 2011

Statement from the Minister

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

**Hon. Rolston Anglin
Minister of Ministry of Education, Training
and Employment**

30 June 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

Nature of Activities

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

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

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

Scope of Activities

The scope of the Ministry's activities includes:

Core Ministry

- Policy advice, development, implementation, communication and evaluation services to the Hon. Minister, and support for legislation
- Funding and governance services by the core ministry to its departments/units, and, on the Minister's behalf, for UCCI. The Ministry also manages executive expenditure and executive assets which fall within the Minister's areas of responsibility
- General secretarial and administrative services to the Hon. Minister, as well as services to support the administration of the Government Scholarship programme, Secretariat services to the Education Council and Project Management of the new Clifton Hunter and John Gray Campuses.

Departments and Units

- Provision of Primary, Secondary, Further Education, Special Education and alternative education services in public schools, through services provided by the DES
- Enhancing the quality of and access to early childhood care and education (ECCE), in private and public settings, through services provided by the Early Childhood Care and Education Unit
- Monitoring, evaluating and reporting on educational standards in private and public schools, and other institutions as required, through services provided by ESAU
- Providing programmes and therapeutic services for adults with Disabilities, through services provided by the Sunrise Adult Training Centre
- Administration of the Labour Law, administrative support for Employment Tribunals, training and promotion, to promote harmonious labour relations and the adoption of good human resource practices, through services provided by the DER
- Administration of the National Pensions Law, including workplace compliance and enforcement, advice and promotions, through services provided by the NPO
- Providing services to and programmes to address barriers to employment, including Job Placements, Careers assessment through services provided by a new Human Capital Development Agency
- Facilitating the smooth functioning of the labour market, by providing employment services that: enhance the employability and competitiveness of both employees and job seekers; assist with job placements; provide labour market information; and ensure alignment of the National Scholarship Programme with the needs of the economy, through a new Human Capital Development Agency.
- Preserving and protecting government historical archives, providing access to current and historic information, advising and setting protocols for records management within Government, including the protection and recovery of vital records, through services provided by the National Archive
- Managing the Public Library system, including the main George Town library and community libraries, through services provided by the Public Libraries

Others

- Providing tertiary education, through funding and governance services to the University College of the Cayman Islands (UCCI), and funding support to the International College of the Cayman Islands (ICCI)

Customers

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

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

2. Strategic Ownership Goals

The key strategic ownership goals for the Ministry of Education, Training and Employment for 2011/12 and the subsequent two years are as follows:

- To continue to strengthen policy development systems and processes
- To implement a business/strategic planning process for the core ministry and its departments/units, with effective links to the budget process and performance management.
- To complete restructuring of ministry and implement newly centralised HR and Finance functions
- To continue to strengthen budget preparation, monitoring and reporting systems and processes across the ministry.
- To strengthen performance management and implement succession planning across the ministry.

Key Strategic Objectives for 2011/12

The Ministry will continue its drive towards a world-class education system, with a reform agenda that revolves around the following key priority areas:

- Enhancing leadership and governance of the education system
- Enhancing student performance
- Enhancing skills for work readiness and
- Expanding and improving Early Childhood Care and Education

Key initiatives will include:

- Continued implementation of the *Education Stabilisation Plan* and development of a new National Strategic Plan for Education
- Introduction of new graduation criteria for secondary schools, to include academic requirements
- phased completion of the new secondary schools and relocation of staff and students to new sites
- Continued support for the effective implementation of the secondary education restructuring initiative, launched in September 10/11
- Completion of the national primary school redevelopment programme, to discontinue use of temporary classrooms and provide additional classroom space, including space to reintroduce Reception classes
- Implementation of a comprehensive “Safer Schools” initiative, to provide school environments that are conducive to learning for all students, including our “At-Risk” students.
- Development of a national numeracy strategy, to improve teaching effectiveness and pupil performance in numeracy and mathematics
- Launch of a new Early Childhood Care and Education Unit, to drive an ambitious change agenda to expand and improve outcomes and the teaching and learning experiences and environments of the country’s youngest learners

The Ministry will build on a comprehensive review and realignment of labour and pension services and a new supporting legislative framework, with the following key initiatives:

- The launch of a new Human Capital Development Agency, to provide capacity to deliver innovative and high-quality programmes and services that support human capital development planning, workforce preparation and the employment needs of job seekers and those who want to further their careers
- The launch of a new Department of Labour and Pensions, to provide a one-stop shop and more effective and efficient mechanisms for managing compliance and enforcement of pension and labour matters.

3. Ownership Performance Targets

The ownership performance targets for the Ministry of Education, Training and Employment for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	69,089,161	64,574,835
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others	434,000	446,000
Surplus/deficit from outputs		
Ownership expenses	69,523,161	65,020,835
Operating Surplus/Deficit	0	0
Net Worth	221,059,957	212,737,261
Cash flows from operating activities	5,168,177	5,582,172
Cash flows from investing activities	(28,993,067)	(29,950,000)
Cash flows from financing activities	28,993,067	29,950,000
Change in cash balances	5,168,177	5,582,172

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	231%	193%
Total Assets: Total Liabilities	2142%	2388%

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	859	854
Staff turnover (%)		
Managers	10%	10%
Professional and technical staff	11%	11%
Clerical and labourer staff	12%	12%
Average length of service (number of years in current position)		
Managers	2	2
Professional and technical staff	3	3
Clerical and labourer staff	2	2
Changes to personnel management system:		

Summary of Establishment

Position Title	2011/12 Budget	2010/11 Forecast
Accountant	1	1
Accounts & Office Administrator	1	1
Accounts Officer (AP)	2	2
Accounts Officer (AR)	1	1
Accounts Officer IV	1	1
Adaptive Living Specialist	3	3
Administrative Officer III	1	1
Adult Protective Service Worker	1	1
Archivist	2	2
Assistant Adaptive Living Specialist	1	1
Assistant Adult Protective Service Worker	1	1
Assistant Director - Employment Inspectorate	1	1
Assistant Director Employment & Training Services	1	1
Assistant Director Labour Market Research & Statis	1	1
Assistant Teacher	23	22
Branch Library Operations Manager	1	1
Budget & Administrative Officer	1	1
Budget & Reporting Accountant	1	1
Bursar	2	2
Bus Driver	7	7
Bus Driver (Sunrise)	2	2
Bus Warden (Part time)	38	38
Bus Warden/Cleaner	1	1
Career Counsellor	3	2
Chief Education Officer	1	1
Chief Financial Officer	1	1
Chief Human Resources Officer	0	1
Chief Policy Advisor - Education Planning and Policy Unit	1	0
Chief Officer	1	1
Cleaner	16	16
Clerical Officer I	6	6
Community Branch Librarian	3	3
Community Liaison Officer	1	1
Conservator Archives	2	2
Counsellor I (Cayman Brac)	1	1

Position Title	2011/12 Budget	2010/11 Forecast
Curriculum Officer	0	1
Customer Liaison Officer II	4	4
Data and Records Officer	1	1
Deputy Chief Financial Officer	2	2
Deputy Chief Officer	2	2
Deputy Principal (Prospect Primary)	1	1
Deputy Principal (AEC)	1	1
Deputy Principal BTPS	1	1
Deputy Principal CBHS	2	2
Deputy Principal EEPS	0	1
Deputy Principal GTPS	1	1
Deputy Principal JACP	1	1
Deputy Principal Lighthouse School	1	1
Deputy Principal RBPS	1	1
Deputy Principal SPS	1	0
Director, Human Capital Development Agency	1	0
Director Public Libraries	1	1
Director ESAU	1	1
Director Sunrise Adult Training Centre	1	1
Director Department of Employment Relations	1	0
Director - Further Education Programme	1	0
Director National Archives	1	1
EBD Specialist	3	1
ESOL Teacher	1	1
Early Childhood Care and Education Officer	2	2
Early Childhood Instructional Specialist	1	1
Education Officer - Curriculum	1	1
Educational Psychologist	6	6
Employment Development Outreach Coordinator	1	1
Executive Officer (School Secretary)	12	12
Executive Officer (Schools Inspectorate)	1	1
Executive Officer I	5	5
Executive Officer II	13	13
Executive/Accounts Officer	2	2
Facilities Coordinator	4	4
Facilities Manager	2	2
Financial Controller	1	1
Fixed Assets Accountant	1	1

Position Title	2011/12 Budget	2010/11 Forecast
Groundsman	11	11
Head of Art	1	1
Head of Business Services	1	1
Head of Business Studies	1	1
Head of House	2	2
Head of Humanities	1	1
Head of Information Technology	1	1
Head of Investors in People Programme	0	1
Head of Mathematics	1	1
Head of Physical Education	1	1
Head of Professional Development	1	1
Head of Science	2	2
Head of Social Studies	1	1
Head of Special Educational Needs	1	1
Head of Support Unit	1	1
Head of Technology	1	1
Head of Year	1	1
Human Resources Executive	1	0
Human Resources Operational Manager	1	1
ICT Manager	1	1
ICT Teaching & Learning Officer	0	1
ICT Integration Specialist	1	0
Job Placement Officer	3	2
Junior Support Administrator	1	1
Laboratory Assistant	2	2
Labour Inspector	2	1
Learning Community Leader	0	2
Learning Mentor	7	7
Liaison Accountant	1	1
Librarian	1	1
Library Assistant	8	8
Literacy Coach	3	3
Literacy Specialist	1	1
Maintenance Technician I	7	7
Manager, Scholarship Secretariat	1	1
Marketing & Events Officer	1	1
Media Specialist	1	0

Position Title	2011/12 Budget	2010/11 Forecast
National Archivist	1	1
Numeracy Specialist	1	0
Occupational Therapist	5	5
Occupational Therapist Assistant	2	2
Office Attendant I	1	1
Office Manager	1	1
Oral History Transcriber	1	1
Pensions Inspector	4	3
Personal Assistant	3	2
Policy Advisor, Behaviour for Learning Strategy	1	0
Policy Advisor, Human Capital Development	1	0
Primary Teacher	16	16
Principal	1	1
Principal BTPS	1	1
Principal CBHS	1	1
Principal Creek Primary	1	1
Principal EEPS	1	0
Principal GTPS	1	1
Principal JACP	1	1
Principal Lighthouse School	1	1
Principal NSPS	1	1
Principal Prospect Primary	1	1
Principal RBPS	1	1
Principal SBPS	1	1
Principal Savannah Primary	1	1
Principal WEPS	1	1
Procurement Officer	1	0
Programme Coordinator, At Risk Youth	1	1
Programme Support Assistant	1	1
Receptionist	1	1
Receptionist/Executive Officer	1	1
Records Centre Assistant	1	1
Records Centre Officer	1	1
Records Policy Analyst	1	1
Registration/Attendance & Truancy Officer	3	3
Reporting Accountant	1	1
Reprographic Technical Officer	1	1
Research Analyst (Minister)	0	1
School Counsellor	10	10

Scholarship Analyst	1	0

Position Title	2011/12 Budget	2010/11 Forecast
Schools Broadcast Officer	1	1
Science Lab Technician I	1	1
Secondary Deputy Principal	7	7
Secondary Principal	2	2
Security Guard I	15	15
Senior School Improvement Officer	3	0
Senior School Improvement Officer - SEN	1	0
Senior Evaluator	2	2
Senior Finance Officer	0	1
Senior Labour Inspector	4	4
Senior Labour Market Research and Statistics Officer	1	1
Senior Manager, Data Services	1	1
Senior Operations Manager (SHRM & Corporate Services)	1	1
Senior Policy Advisor, Early Childhood Care and Education	1	1
Senior Records Policy Advisor	1	1
Senior Systems Administrator	4	4
Special Education Needs Coordinator	1	1
Senior Policy Advisor - Ed. Reforms and Strategic Initiatives	1	0
Special Support Aide	73	73
Special Support Aide (Sunrise)	1	1
Special Support Aide II	1	1
Special Support Aide/Bus Warden	1	1
Special Support Assistant	6	6
Speech & Language Pathologist	6	6
Student Library Assistant	1	1
Superintendent of Pensions	1	1
Systems Administrator	1	1
Teacher I	54	53
Teacher II	287	291
Teacher II (Supply)	4	9
Teacher of Social Studies	1	1
Teachers Aide	6	10
Teaching and Learning Coordinator	7	7
Technology Technician	1	1
Testing and Exams Assistant	1	1
Testing and Exams Officer	0	1
Tribunal Secretary	1	1
Youth Librarian	1	1
Total Per Grade	859	854

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	208,398,962	186,817,155
Asset replacements: total assets		
Book value of assets: initial cost of those assets		
Depreciation: cash flow on asset purchases		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
Continuation of the construction of the NEW John Gray Campus and the Clifton Hunter Campus:	
Construction / Ancillary costs	\$19,479,267
Primary Schools Improvement Projects (New Blocks)	\$6,500,000
Other capital inclusive of - Minor capital works, Sunrise Adult Centre building, special works on Primary schools, Information Communication and Technology hardware, software and Equipment, textbooks, school equipment and other projects.	\$3,013,800
TOTAL	\$28,993,067

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2011
Construction of the new John Gray Campus and Clifton Hunter Campus	Ongoing
Construction of New Classroom blocks in existing Primary Schools	Ongoing

3.3 Risk Management

Key risks faced by the Ministry	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Loss of key Personnel	Unchanged	• Succession planning • Cross training • Developing of existing staff • Work to attract and retain more Caymanians to work in key roles in education and to build capacity for leadership and other key roles within the organization	Unquantifiable at this time
Data Security Loss of network use from external attacks on data and applications.	Unchanged	• Established data security protocols including use of anti-virus and anti spy software. Software protocols supplemented by hardware firewall to protect against unauthorized access to data through the Internet. • Offsite and off-island backups implemented.	Unquantifiable at this time
Environmental Potential legal claims for environmental health hazards	Unchanged	• All buildings insured by CIG- Risk Management. or a recognized Insurer • Managing Environmental controls i.e. air/heating systems • Regular environmental testing • Regular cleaning and maintenance of properties • Improve preparation procedures for a disaster	Risk should be adequately covered by public liability insurance
Damage of schools by natural/manmade disasters	Unchanged	• Continue with wire upgrades and alarm systems • Identify fire exits • All buildings insured by CIG- Risk Management insurance providers	Unquantifiable at this time

Key risks faced by the Ministry	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Injury or death of students while using transportation services contracted by the Education Department	Unchanged	- All contractors or transportations staff is required to provide up to date proof of a valid driver's license with no traffic related convictions. - Vehicle insurance is checked by the DES.	Unquantifiable at this time
Canteen Operations Settlement of a liability claim arising from a food related illness	Unchanged	- All contractors and their staff providing the service must have valid food handling certificates issued by the health department. - All contractors must have at least \$2 million in public liability coverage	Unquantifiable at this time
Health and safety risks to staff working with mould and in substandard conditions	Unchanged	- Use of protective personal equipment - Regular cleaning and maintenance of buildings - Proper care and handling of records to limit exposure - Regular environmental monitoring of building	Unquantifiable at this time
Risks to Government records that was stored in the warehouses and in the Town Hall building.	Unchanged	- Records temporarily stored in five 40ft containers on CINA' site - Reinforcement/stabilisation and anchorage systems to containers to withstand hurricane force winds - Installation of additional shelving to the government records centre to accommodate storage of governments records	Unquantifiable at this time
Non arrival of overseas evaluators for ESAU	Unchanged	Core team are trained to evaluate all aspects	Unquantifiable at this time

Key risks faced by the Ministry	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Liability inherent in the type of programme SRC operates	Client group increased in size by 15%	- Exercise all due care and best practice - Liability Insurance	Unquantifiable at this time

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>Ministry of Education, Training and Employment</i>	\$28,993,067	\$29,950,000
Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of Education, Training and Employment</i>		

PART B
OUTPUT PERFORMANCE

8. Outputs to be Delivered

MET 1	Policy Advice, Development and Implementation	\$1,589,760	
Provision of policy advice and support services to the Minister in the areas of Education, Training and Employment, in relation to:			
• Policy research, development, communication, implementation and evaluation • Strategy development and management of strategic priority projects			
Measures Quantity • Number of contributions to the Throne Speech • Information and decision-making briefs • Cabinet Papers and Notes • Parliamentary Questions • Statements in the Legislative Assembly • Number of strategic priority projects advised on and/or managed Quality • Policy development and advice informed by comprehensive and relevant research • Policies and advice consistent with any relevant regional or international conventions and/or best practice • Policies and strategies developed through a consultative process with key stakeholders • Policy and strategy documents reviewed and approved by Chief Officer or delegate prior to release Timeliness • All services delivered within established schedules or as required by Minister Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast	
		1	1
		60-80	60
		18-20	18
		10-20	2
		5-8	7
		20-25	20
		100%	100%
		100%	100%
		100%	100%
		100%	100%
		100%	100%
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			
18: Preserving our Culture			
13: Improving the Lives of the Elderly and Disabled			

MET 2	Legislative Initiatives	\$465,229
Description Provision of services to support the development of new or revised legislation. Services to include: • Research and consultation with key stakeholders • Cabinet papers on legislative proposals and objectives • Preparation of drafting instructions and subsequent ongoing liaison with and advice to Legal Draftsperson • Liaison with the Legal Department • Assistance for Minister during enactment phase		
Measures Quantity • Number of drafting instructions prepared • Number of Cabinet Papers • Number of speech notes in the Legislative Assembly • Number of press advisories and/or communication plans developed Quality • Drafting instructions and any amendments prepared by qualified and experienced personnel • Drafting instructions and any amendments developed through consultative process to include relevant stakeholders • Cabinet papers, drafting instructions, speech notes and press releases reviewed and approved by Chief Officer or delegate prior to submission Timeliness Drafting instructions presented to the Legal Drafting Department: • New or revised legislation completed by June 2012 • Cabinet Papers and speech notes delivered within established schedules or as required by Minister Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	2-6	5
	2-6	4
	2-4	3
	2-4	2
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$465,229	\$167,507
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 13: Improving the Lives of the Elderly and Disabled		

MET 3	Ministerial Services	\$1,174,912
Description Provision of administrative and executive services to support the Minister, including: • Secretarial and administrative support • Public relations advice and support • Education Council Secretariat Services, including correspondence, research as requested, preparation of agendas and supporting documentation and minute-taking • Scholarship Administration Services • Representation on regulatory Boards and Councils and international boards or committees • Ministry co-ordination of \$140 million major secondary campus projects and project management of other capital projects such as planning and development of the Primary Schools Expansion Project.		
Measures Quantity • Number of events hosted • Number of press releases or press briefings prepared • Number of speeches written • Number of Education Council Meetings supported • Number of local scholarships/grants administered • Number of overseas scholarships administered • Number of regulatory boards and Councils where represented • Number of major capital works projects co-ordinated • Number of memberships on Boards/Committees Quality • Services provided by appropriately experienced and qualified Personnel. • Scholarship awards to be governed by agreed criteria • Representatives on Boards, Committees and Councils to be nominated from senior management team by Chief Officer Timeliness • Press releases, briefings and speeches: as scheduled or agreed with Minister • Secretariat services provided within proposed schedule for Education Council Meetings and/or as directed by Chairperson • Representation on Boards and Councils in line with agreed schedules of meetings • Capital Works deliverables by June 30th, 2012 • Recommended Overseas Scholarship applications submitted to Education Council by May 31st, 2012 • Recommended Local Scholarship applications submitted to Education Council by August 31st, 2012 Location Cayman Islands Cost		2011/12 Budget 16-20 45-50 25-30 12-16 400-450 325-375 3 3-4 1-3 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% \$1,174,912
		2010/11 Forecast 10 70 27 14 490 320 4 3 2 100% 100% 100% 100% n/a n/a n/a \$902,488
Related Broad Outcome: 4: Developing a World Class Education System to Foster Growth and to Benefit from Development		

MET 5	Governance Support Services	\$435,541
Description Provision of governance services in relation to Statutory Authorities and Government Owned Companies, University College of the Cayman Islands), for which the Minister is responsible, and also administering payments including: - • Negotiating purchase /ownership agreements • Monitoring compliance and liaison with boards/management • Processing transfer payments and vetting invoices and financial statements • Representing the Minister on Boards as may be required by Law • Advice to the Minister on appointments to Boards of Statutory Authorities and Committees		
Measures Quantity • Number of Purchase Agreements negotiated and monitored • Number of transfer or other executive payments administered • Number of Boards represented Quality • Purchase Agreements meet criteria established by Ministry • Progress reports (Monthly/Quarterly reports) are received prior to the disbursement of funding • Representatives on Boards to be nominated by Minister Timeliness • Payments made as per the payment schedule and in compliance with the agreements set out in the Purchase Agreement • Representations on Boards to be in line with agreed schedule of meetings Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	4-7	6
	100-150100%	100-150
	100%	1
		100%
	100%	100%
		100%
	100%	100%
	100%	100%
		100%
	100%	100%
	\$435,541	\$19,069
Related Broad Outcome: 4: Developing a World Class Education System to Foster Growth and to Benefit from Development		

MET 7	Information, Communication and Technology Services	\$ 1,803,411
Description Strategic oversight and management of Information, Communications Technology (ICT) throughout the Ministry of Education, Training and Employment including integration of systems, ICT Policy, cost effectiveness of ICT, efficiency and automation of systems, and management of Education ICT network. • Development of ICT policy and strategies to maximize technology services and integration throughout the Ministry of Education, Training and Employment • Provision of appropriate ICT support for national education priorities • Provision of services to support ICT integration in the public schools, to enhance teaching and learning • Provision of fully operational and reliable ICT infrastructure in all schools, supported by a centralized technical team employing helpdesk ticketing system • Provision of appropriate ICT support for the implementation of national teacher and student technology standards • Provision of ICT infrastructure, educational hardware and software in new high schools • Piloting new hardware and software initiatives in all schools • Ensure all sites fully operational with ICT infrastructure, wireless and internet access and appropriate software and hardware technology • Schools, Department of Education Services, Cayman Brac Teacher's Centre		
Measures Quantity • Number of sites fully operational with ICT infrastructure, wireless and internet access and appropriate software and hardware technology • Number of online portals and websites supported • Number of laptops and desktops computers maintained • Number of end users supported • Policies developed Quality • ICT support structure for schools, educational centres, portals and websites to be maintained by certified technical support technicians, systems administrators and qualified vendors with standardized ICT hardware and software infrastructure • Laptop and Desktop PC's to be maintained with approved hardware peripherals and consistent software updates • End-users (Students, teachers, and public) provided with appropriate support for ICT hardware and software • Policies Developed through a consultative process with strategic partners Timeliness • Online services available during normal working hours • Helpdesk tickets closed within five days • Policies to be completed by 30 June, 2011 Location Cayman Islands Cost		2011/12 Budget 19 8-12 1,800-2,200 5,300-5,600 2 100% 80% 80% 100% 95% 80% 100% 100% \$1,803,411
		2010/11 Forecast 21 10 2,000 5,553 4 100% 80% 66% 100% 95% 70% 100% 100% \$1,470,474
Related Broad Outcome: 4: Developing a World Class Education System to Foster Growth and to Benefit from Development		

MET 10	Early Childhood Services	\$759,172
Description Provision of services to improve the quality of and access to early childhood care and education (ECCE), in private and government settings, including: • Development, maintenance and advice to early years' practitioners on National Early Childhood Care and Education Standards and Curriculum • Monitoring, training, guidance and support for Early Childhood practitioners, to enhance professional standards and qualifications and support the effective implementation of the National Curriculum • Administering the Early Childhood Assistance Programme (ECAP), a government means-tested funding scheme to support access to pre-schools • Coordinating the application and review process for the Registration of new Pre-Schools, including advice to applicants, review visit and report to Education Council • Inter-agency collaborations and promotion of ECCE to parents and within community		
Measures Quantity • Monitoring visits to ECCE settings • Annual ECCE Training Plan developed and implemented • Curriculum development projects completed • Early Childhood Assistance applications processed • Pre-school applications for Registration processed Quality • Monitoring visits conducted by appropriately qualified and experienced personnel • Training Plan and curriculum projects to reflect national priorities, as agreed by Chief Officer • Applications for Early Childhood Assistance and Registrations processed in line with policy guidelines approved by Chief Officer and Education Council, respectively Timeliness • Monitoring visits conducted Sept to June • Training Plan developed by Aug 2011 and implemented by June 2012 • Early Childhood Assistance Applications processed August 2011 • Registration review completed within two weeks of completed application Location Cayman Islands		2011/12 Budget 80-100 1 1-2 240-250 1-2 100% 100% 100% 100% 90-100% 90-100% 100% 100% \$759,172
		2010/11 Forecast 60-80 N/A N/A 240-250 N/A 100% N/A 100% N/A N/A N/A N/A 100% \$134,481
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit Development		

HCD 1	Services to Improve Workforce Readiness	\$186,544
Description Provision of services to improve the workforce readiness of the people of the Cayman Islands including: • Career counselling, work readiness assessment, training and other employment initiatives and by supporting targeted groups so that barriers to employment can be identified and overcome; and • Development of a register of training institutions • Development of standards for the registration of training institution		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of training programmes and employment initiatives coordinated • Number of assessment and guidance services provided • Number of registers developed and maintained • Number of standards for the registration of training institutions developed and implemented	7 3 1 1	N/A N/A N/A N/A
Quality • Content of training programmes and employment initiatives approved by Chief Officer in consultation with the Director as being relevant to a particular need of the labour market • Assessment and guidance services provided are carried out in line with established policies and procedures • Register of training institutions is compiled in collaboration with key stakeholders • Standards for the registration of training institutions are in line with international standards of best practice	100% 100% 100% 100%	N/A N/A N/A N/A
Timeliness • Training programmes and employment initiatives delivered in accordance with agreed schedules • Assessment and guidance services provided through-out the year • Development and maintenance of the register of training institutions by 30 June 2012 • Development of standards for training by 30 June 2012	100% 100% 100%	N/A N/A N/A
Location Cayman Islands	100%	N/A
Cost	\$186,544	\$0
Related Broad Outcome: 12. Preparing our Labour Market for Future Opportunities		

HCD 2	Job Placement Services	\$544,436
Description Provision of Job Placement Services: - To improve access to employment for Caymanian job-seekers (both employed and unemployed) including: assisting Job Seekers through registering, assessing and providing career guidance and counselling, processing, job matching, job referrals to employers, referrals 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		
Measures Quantity - Number of jobseekers assisted - Number of job vacancies processed - Number of Immigration Boards attended Quality - All Jobseekers assisted in accordance with established procedures - All vacancies processed in accordance with established procedures - All Board Meetings attended by Director or designate in accordance with Immigration Department's schedules and guidelines Timeliness - Job seekers assisted within 10 working days of initial or subsequent contact seeking employment as outlined in procedures - Response to employers seeking employees within 10 working days - Immigration Board Meetings attended in accordance with agreed schedules or as required Location Cayman Islands Cost		2011/12 Budget 1,600-1,700 2,250-2,400 2 100% 100% 100% 100% 100% 100% 100% \$544,436
		2010/11 Forecast 1,600-1,700 2,250-2,400 N/A 100% 100% 100% 80-100% 80-100% 80-100% 100% \$598,662
Related Broad Outcome: 12: Preparing our Labour Market for Future Opportunities		

Note: This output was formerly DER 2 in 2010/11

HCD 3	Labour Market Information and Research	\$273,517	
Description Oversee the maintenance and upgrading of the Job Placement Database; and Provision of Labour Market Information including: • Analysis and dissemination of labour market information including information to Immigration Boards and monthly Job Placement statistics; • Training seminars to promote the use of the Job Placement Database amongst relevant stakeholders • Conduct research projects on employment, labour and social issues; • Maintain the Cayman Islands Standards Classification of Occupations (CISCO) • Update the Points System Database for Immigrations Residency Board			
Measures		2011/12 Budget	2010/11 Forecast
Quantity • Number of projects for the maintenance/upgrade of the Job Placement Database • Number of Labour Market Reports prepared • Number of training seminars organised • Labour Market Research Projects conducted • Number of updates to Cayman Islands Standard Industrial Classification of Occupations • Number of updates to Points System Database for Immigrations Residency Board		1 12-16 7-10 1-3 1 2-4	N/A 12-16 7-10 1-3 1 2-4
Quality • Maintenance and upgrading of the Job Placement Database • Labour Market Reports prepared according to agreed templates or as required • Training Seminars delivered in accordance with departmental guidelines • Research Projects completed in accordance with international best practice • Industrial and occupational classification codes are consistent with ILO or other international standards • The methodology for the computation of points system in compliance with the Immigration Law and Regulations		100% 100% 100% 100% 100% 100%	N/A 80-100% 100% 80-100% 100% 100%
Timeliness • Maintenance and upgrading of the Job Placement Database according to project timelines or as required. • Labour Market Reports are produced monthly or as required • Training Seminars organised quarterly or as required • Research projects are completed within project time frames • Cayman Islands Standard Industrial Classification of Occupations updated monthly • Updates to the Points System are provided within the estimated timeframes		100% 100% 100% 100% 100% 100%	N/A 80-100% 100% 80-100% 100% 80-100%
Location Cayman Islands		100%	100%
Cost		\$273,517	\$129,235
Related Broad Outcome: 12: Preparing our Labour Market for Future Opportunities			

Note: This output was formerly DER 3 in 2010/11

CNA 24	Preservation of Historical Collections and Records	\$372,491	
Description • Identification of vital records and assistance to agencies with securing vital records prior to a disaster • Microfilming and digitisation of archives and vital records to ensure long term preservation and accessibility • Preservation of 9,290 linear feet of semi-active government records from fire, flood, theft, insect infestation, mould contamination and chemical and physical deterioration through optimal environmental conditions and non-invasive preservation • Invasive conservation treatment to government records to ensure longevity • Preservation advice to Government agencies regarding the long term preservation of records and archives			
Measures		2011/12 Budget	2010/11 Forecast
Quantity • Number of government agencies surveyed • Number of Master Images produced • Number of government records conserved • Number of advice papers produced		86-90 25,000-30,000 4-5 2-3	86-90 38,000-40,000 4-5 2-3
Quality • Records Centre supervisor to review and sign off survey • Master Images and government records conserved are carried out in compliance with international standards (BS 5454, BS 4971) • Advice papers reviewed and signed off by senior manager		100% 100% 100%	100% 100% 100%
Timeliness • Survey conducted on average of 1 business day. • Image produced Monday – Friday, 8:30a.m-5:00p.m or dependent on complexity of image • Conservation treatment conducted within 5 business days or based upon complexity of request by client • Advice provided within 3 working days or delivered as agreed with client		100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Islands National Archive, #37 Archive Lane, George Town, Grand Cayman		100%	100%
Cost		\$372,491	\$347,574
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit Development			

CNA 25	Records Management	\$414,609
Description • Provision of records management support sessions to ensure that government agencies have the proper recordkeeping infrastructure in place • Retrieval of semi-active records from the records centre • Training sessions to assist agencies with best practice recordkeeping, including a 'Help-Desk' service • Representation on Records Advisory Committee as prescribed by the National Archive and Public Records Law, 2007		
Measures Quantity • Number of government file requests processed • Number of guidance papers produced • Number of support sessions conducted • Number of disposal schedules completed • Number of meetings attended for Records Advisory Committee • Number of training sessions conducted Quality • All records management tasks carried out in accordance with National Archive and Public Records Law (2007) and in compliance with international standard ISO 15489 • Guidance papers and disposal schedules reviewed by senior manager and signed off by Director • Support and training sessions conducted by qualified records management staff • Meetings attended by qualified Archivist Timeliness • File requests processed, Monday – Friday, 8:30a.m-5:00p.m. • Guidance papers produced by June 2011 • Support sessions conducted as agreed with client • Disposal schedules produced as scheduled or agreed with client • Representation on committee with agreed schedule of meeting • Training sessions delivered as agreed with client Location Cayman Islands National Archive, #37 Archive Lane, George Town, Grand Cayman and Cayman Brac.	2011/12 Budget	2010/11 Forecast
	850-860	489-498
	1-2	2-3
	6-8	8-10
	4-6	6-8
	2-3	2-3
	1-2	1-2
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$414,609	\$468,261
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit Development		

CNA 26	Access to Historical Collections	\$414,054
Description • Provide access to historical collections to researchers, students and the general public through the preparation of finding aids and the operation of a non-circulation Reading Room service. • Acquire historical material relating to the Cayman Islands through disposal schedules, transfer from government agencies, oral history interviews, and donation of private archives or by purchase. • Reproduction of photographic material from the historical collections for access to the public and government agencies.		
Measures Quantity • Number of research inquiries answered • Number of oral history interviews conducted • Number of documents reproduced • Number of photographic prints and scans produced Quality • Research advice provided by qualified archivists • Oral history interviews conducted in accordance with CINA's Oral History Program procedures, edited and signed off by supervisor • Documents reproduced in accordance with CINA's reproduction policy • Photographic prints and scans produced in accordance with CINA's operational procedures Timeliness • Research advice produced within 5 working days or as agreed with client • Access to historical collections through CINA's Reading Room, Monday to Friday, 9:00a.m - 4:30p.m. • Publications and prints available Monday to Friday, 8:30a.m – 5:00p.m. • Oral History interviews conducted as agreed with client Location Cayman Islands National Archive, #37 Archive Lane, George Town, Grand Cayman		2011/12 Budget 175-178 1-2 880-890 150-160 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% \$414,054
		2010/11 Forecast 175-178 2-3 500-510 288-293 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% \$222,644
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit Development		

CNA 27	Cultural Information and Promotions	\$54,204
Description - Promote the historical and cultural holdings of the Cayman Islands National Archive - Presentations regarding documentary heritage in schools, private or public sector institutions, and for archival organisations within the Caribbean and world-wide		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of presentations delivered - Number of bulletins produced - Number of meetings attended	1-2 1-2 3-4	175-178 2-3 500-510 288-293
Quality - Presentations delivered by qualified archivist, conservator or records management personnel - Bulletins reviewed by senior manager - Meetings attended by qualified archivist	100% 100% 100%	100% 100% 100%
Timeliness - Presentations delivered as scheduled or agreed with client - CINA bulletin produced quarterly - Representation as agreed with meeting schedule	100% 100% 100%	100% 100% 100%
Location Cayman Islands National Archive, #37 Archive Lane, George Town, Grand Cayman.	100%	100%
Cost	\$54,204	\$88,793
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development		

DER 1	Administration of the Labour Law	\$979,083	
Description			
Provision of services to administer the Labour Law to ensure that the rights and dignity of employees and employers are protected:			
• Training and Education Programmes in the Labour Law and the Occupational Safety and Health • Resolution of individual disputes of rights • Labour inspections and investigations • Enforcement of the Labour Law and Promotion of compliance • Referral of cases that are in breach of the Labour Law to the Legal Department for prosecution (OT, or failure to adhere to Tribunal Order • Provide facilities, administrative, and logistical support to the Labour Tribunals			
Quantity • Number of training and education programmes conducted • Number of cases of individual disputes of rights mediated/conciliated • Number of proactive workplace inspections/investigations • Number of cases referred for prosecution • Number of Tribunal cases scheduled		2011/12 Budget	2010/11 Forecast
		10-15 1,000-1,200 90-100 3-5 90-100	10-15 1,200-1,350 80-100 3-5 NEW
Quality • Training and education programmes are in accordance with certifying bodies and departmental guidelines • Individual disputes of rights processed in accordance with established procedures • Inspections and investigations are in compliance with internationally accepted best practice • Referrals to be prepared in accordance with established guidelines • Tribunal cases scheduled in accordance to set procedures		100%	100%
		100%	100%
Timeliness • Training and Education programmes are delivered as scheduled • Individual disputes of rights processed within 60 calendar days • Notification to complainant of outcome of investigation within 14 working days of completion of investigation • Complaints for Unfair Dismissal/Severance Pay referred to Labour Tribunal within 14 working days of collection of evidential matter • Cases scheduled within set timelines		100%	100%
		100%	NEW
Location Cayman Islands		100%	100%
Cost		\$979,083	\$611,109
Related Broad Outcome:			
12: Preparing our Labour Market for Future Opportunities			

Note: The total cost of supplying this output is \$1,027,083. However, the revenue of \$48,000 from third parties reduces the cost to Cabinet to \$979,083

DES 2	Secondary Level Teaching and Learning	\$17,622,648
Description Provision of secondary level teaching and learning services for children in Years 7-11 at government secondary schools, including: • Delivery of Key Stage 3 (KS 3) National Curriculum, in accordance with the aims and guiding principles of the National Curriculum Overview document • Delivery of Key Stage 4 (KS 4) curriculum, to meet the requirements of exam board syllabi and school curriculum guidance and schemes of work • Assessment, recording and reporting of students' achievement : - o Student progress and achievement reports issued with reference to National Curriculum attainment targets (in Key Stage 3) or predicted examination grades (in Years 10 & 11) at least twice yearly - o Standardised testing using the Terra Nova Test administered to students in Years 7 -9 annually, to assess Reading, Language, and Mathematics skills providing data to inform teaching and learning, to track students' progress and to report to parents. The Cognitive Ability Test (CAT) administered in Y9. Students sit CXC CSEC and other equivalent external qualifications as appropriate in Year 11. - o National curriculum core subjects tests in Mathematics, English, and Science at Key Stage 3.		
Measures		2011/12 Budget 2010/11 Forecast
Quantity		
• Number of students		2,000-2,100
• Number of schools		3
• Number of instructional days for students		180
• Number of national curriculum subjects taught in KS3		11
• Number of core subjects taught at KS4		6
• Number of optional subjects offered		15-25
• Number of annual standardised tests administered		1
• Number of student progress reports produced per student		2
• Number of Key Stage curriculum subject tests administered		3
Quality		
• Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications		95-100%
• Student/teacher ratio (Students per total teaching staff within the school) 10-13:1		100%
• Standardised tests selected for reliability, validity and relevance for students educated in the Cayman Islands and for international currency		100%
• National curriculum tests externally written, with extensive pre-testing		100%
Timeliness		
• Secondary education programmes to be delivered over academic year from September through June		100%
• Standardised and national curriculum tests administered in last school term		100%
• Students progress reports to parents at least twice annually		100%
Location		
Cayman Islands		100%
Cost		\$17,622,648
		\$17,893,586
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development		

Note: The total cost of this output is \$17,697,648. However, the Revenue of \$75,000 from third parties reduces the cost to Cabinet to \$17,622,648.

DES 3	Teaching and Learning at Lighthouse School	\$2,722,202	
Description			
Provision of educational and developmental services to students with disabilities within the Early Years and compulsory education sector at the Lighthouse School (LHS), including:			
• Delivery of the Key Stage 1, 2 and 3 National Curriculum, adapted to the specific needs of the students • Critical Life skills Programme for students at primary and secondary levels with more profound disabilities, emphasizing communication and independent living skills • Mainstream inclusion programme, for students up to Yr 10, to give eligible primary and secondary students opportunities to be educated part-time in mainstream schools, where communication, social and academic needs can be appropriately addressed outside the Lighthouse school. • Specialised programmes for secondary students, with reference to students' Individual Education Plans, including: - o Pre-Vocational Programme for students who experience moderate disabilities and who may be able to access future vocational settings or sheltered workshop programmes - o Vocational Work Experience Programme for students in their last year of enrolment capable of supervised employment in supportive work settings.			
(Various aspects of work for students in Year 7- Vocational Programme is accredited using the internationally recognised Award Scheme Development and Accreditation Network (ASDAN) programme)			
• Assessment, recording and written reports of students' achievement - o Student progress and achievement reports issued, against targets within Individual Educational Plans (IEPs) [including in 10/11, introduction of reporting against P Levels (pre-national curriculum levels)], to inform teaching and learning, to track students' progress and to report to parents. • Provision of early intervention services to promote the growth and development of children in The early years with significant barriers to learning			
		2011/12 Budget	2010/11 Forecast
Quantity			
• Number of students at LHS		85-95	85
• Number of students participating in mainstream inclusion programme		9-11	9
• Number of school days for students at LHS		180	180
• Number of specialized programmes provided		4	4
• Number of student progress reports produced per student		2	2
• Number of children served through the Early Intervention Programme		125-175	125-175
Quality			
• Lessons provided by teachers with appropriate training and qualifications		95-100%	90%
• ASDAN framework used to accredit aspects of work of secondary students		100%	N/A
• Early intervention assessments and interventions carried out by appropriately qualified and experienced staff		100%	N/A
Timeliness			
• All education programmes to be delivered over academic year from September through June		100%	N/A
• Student progress reports to parents at least twice yearly		100%	N/A
• Early childhood assessment and interventions conducted in line with SEN Code of Practice		100%	N/A
Location			
Cayman Islands		100%	100%
Cost		\$2,722,202	\$2,746,770
Related Broad Outcome:			
4. Developing a World Class Education System to Foster Growth and to Benefit from Development			

DES 4	Alternative Education Services	\$428,713
Description Provision of alternative education services for students with social, emotional and behavioural needs who require alternative delivery of the curriculum provided by mainstream schools, including:		
<u>Alternative Education Programmes</u> • Support for in-school behavioural and suspension units to support an inclusive behavioural policy wherever possible • Educational programmes for students who are unable to access mainstream secondary education settings due to severe behavioural issues: • Key Stage 3 and 4 Tutorial Programme to support students in Years 7 – 11 who may, with extensive intervention, be able to access the national curriculum and to facilitate, where possible, their reintegration into a mainstream educational setting • Pathways Programme to support students in Years 10-11 who have exhausted standard provision in the mainstream high school and who would benefit from an adapted programme of academic and personal skill development and supervised placement in the workforce • Success At Work programme to provide appropriate and vocational learning opportunities and counselling support for students in Year 12 who are at high risk of educational failure. • Assessment, recording and written reporting of students' progress towards Individual Education Plan goals (IBPs), at least twice annually • Liaison with other schools and educational establishments to ensure effective transition, both pastoral and curricular, and with special attention to the students' individual needs to ensure continued progression		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of students participating in the Success At Work programme • Number of students participating in the Pathways Programme • Number of students monitored under the Tutorial Programme • Number of students progress reports against IEPs • Number of case-conferences to support transition • Days of operation of the Alternative Education Centre • Number of Behavioural units supported within secondary schools • Number of Suspension units supported within secondary schools • Number of Behavioural specialists supporting primary schools	20-24 12-20 3-8 30-45 30-40 180 3 3 3	N/A N/A 5 N/A 20 180 2 2 2
Quality Alternative Education services to be provided by staff with appropriate training and qualifications	90-100%	N/A
Timeliness • All education programmes to be delivered over academic year from September through June • Student progress reports to parents at least twice yearly	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$428,713	\$808,575
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development		

DES 5	Student Services	\$1,166,827
Description 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, including: • Educational Psychology providing expert assessment and intervention services for students with a range of social, emotional, psychological and cognitive challenges • Speech and Language Therapy for students with difficulties in communication • Occupational Therapy • Learning/Behaviour Specialist (LBD) services • School Counselling • English as a Second Language services • Gifted and Talented Education services • Services for the Hearing Impaired and the Visually Impaired		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Individual student psychological assessments • Individual speech and language assessments • Individual occupational therapy assessments • Students supported through English as a Second Language instruction • Students served in Gifted and Talented Education • Students served in occupational therapy sessions • Students served in speech and language therapy sessions • Students served individually in counselling sessions • Students served in Programme for Hearing Impaired • Students served in Programme for Visually Impaired • Students provided LBD intervention services	225-250 180-220 140-160 100-125 65-85 125-140 270-300 900-1100 8-12 20-28 275-375	240 200 150 110 55 130 250 1000 10 25 100
Quality • Assessments and interventions to be provided by appropriately trained and qualified individuals • Assessments and interventions selected for reliability and validity for students educated in the Cayman Islands	95-100% 100%	95-100% 100%
Timeliness • Psychological assessments provided within 60 days of approved request • Speech and language assessments provided within 60 days of approved request • Occupational therapy assessments provided within 60 days of approved request	95-100% 90-100% 90-100%	95-100% 90-100% 90-100%
Location Cayman Islands	100%	100%
Cost	\$1,166,827	\$808,685
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development		

DES 6	Operational School Support Services	\$4,779,694
Description - Provision of key infrastructural, procurement and other services to support the effective operations of schools and the education system, including: - Centralised tendering and procurement services for capital and recurrent expenditure orders for schools: - Identifying quality suppliers, negotiating and managing contracts, managing supplier relationships, managing tendering processes (Central Tenders Committee (CTC) and Departmental Tenders Committee) - Free student transportation to and from schools - Oversight of canteen services at schools - Janitorial services - Campus Security services		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of educational sites for which procurement service provided - Number of consolidated capital orders processed - Number of consolidated overseas recurrent orders processed - Number of janitorial contracts administered - Number of schools for whom transportation contracts administered - Number of canteen contracts managed - Number of tender processes managed - Number of security contracts administered	20 35-40 35-40 11-12 10 11-12 4-6 5-8	20 35-40 35-40 11-12 10 11-12 4-6 5-8
Quality - Procurement processes managed by appropriately qualified and experienced individuals - Tendering processes administered in line with CTC Regulations - Contracts awarded in line with tender specifications and any relevant legal requirements	100% 100% 100%	100% 100% 100%
Timeliness - Consolidated capital and overseas recurrent orders processed within 60 days of confirmation. - Contracts tendered by May 2012 - Prescribed transport routes serviced daily and on time - Janitorial and security services provided in accordance with agreed schedule - Canteen services provided daily during the school year	90-100% 90-100% 90-100% 100% 100%	N/A 90-100% 90-100% N/A 100%
Location Cayman Islands	100%	100%
Cost	\$4,779,694	\$4,017,085
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development		

Note: The total cost of this output is \$4,874,694. However, the Revenue of \$95,000 from third parties reduces the cost to Cabinet to \$4,779,694.

DES 7	School Improvement Support Services	\$1,761,056
Description 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, including: - Assisting /mentoring school leadership to evaluate school performance, using evidence-based assessment, to identify priorities for improvement and plan effective change - Monitoring and reporting on student and school performance - Identifying training and professional development needs - Developing and implementing school improvement strategies and Structured Support Plans for schools requiring additional external support - Collection, collation, analysis and reporting of educational data, to inform strategic planning and decision-making - Communicating and ensuring the effective implementation of Ministry policy and strategic initiatives - Advice and information to the Ministry, to inform policy and strategy development - Coordinating and reporting on results of standardised tests; and managing entry process, submissions, reports and statistics for external examinations - Managing and monitoring school attendance and registration		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of School Improvement Plans advised, monitored and reported on	15-18	15-18
Number of Structured Support Plans developed and implemented	3-5	4
Number of monthly statistical reports	10	10
Number of strategic data analysis reports	5-10	5-10
Number of DES Annual reports on School Performance and Development	1	1
Number of strategic initiatives supported	4-6	4-6
Number of students for whom external examination entries processed	500-550	N/A
Number of reports per primary/secondary school on standardised tests and KS tests	2	N/A
Number of statistical reports on external exams results	1	N/A
Quality		
School improvement services delivered by professionals with appropriate, qualifications, training and experience	100%	100%
Structured Support Plans to be developed in consultation with key stakeholders	100%	100%
Statistical reports prepared according to template approved by Chief Officer and subject to sign off by Chief Officer prior to publication	100%	100%
Annual DES report prepared according to template agreed with CO	100%	100%

Timeliness - Structured Support Plans prepared within 30 working days of inspection or identified need, or as agreed - Progress reports on SDPs by September 2011 - Statistical reports on standardised and key stage tests by August , 2011 - Statistical report on external examinations by September , 2011 - Annual DES report by August, 2011	90-100%	90-100%
	90-100%	90-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
Location Cayman Islands	100%	100%
Cost	\$1,761,056	\$2,284,965
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development		

Note: The total cost of this output is \$1,866,056. However, the Revenue of \$105,000 from third parties reduces the cost to Cabinet to \$1,761,056.

DES 10	Facilities Maintenance Services	\$9,316,065
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 - Consultation to client departments on method of maintenance of their facility.		
Measures Quantity - Number of facilities maintained - Number of full inspections - Number of maintenance plans developed - Number of facilities contracts managed - Number of monthly maintenance reports Quality - Maintenance services and inspection to be provided by appropriately qualified and/or experienced personnel - All plant and equipment to be serviced and maintained by qualified technicians - Maintenance services to be delivered in accordance with maintenance plans - Maintenance plans to reflect specific needs and key data for individual schools Timeliness - Facilities Inspections conducted annually in July 2011 - Facility maintenance plans to be developed by June 2012 - New contract documentation to be prepared 30 days prior to expiration of current contract - Facility Maintenance reports submitted monthly Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	20-21	20
	20	20
	16-20	6-8
	20-24	20
	12	5
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DES 11	Further Education Programme	\$1,884,419																																																									
Description Provision of a new Further Education programme, to offer a wide range of academic, career and technical training opportunities for students in Year 12 (around 340 students' eligible). Programme strands to include: • The Advanced Placement (AP) Diploma Programme component, to prepare academically successful students for the Advanced Placement examinations. • Vocational, career and technical programmes components, including opportunities for work experience • A Foundations Programme, to assist students who need additional support in obtaining key academic qualifications. • Supervision of a Dual Entry programme component, to offer guidance and monitoring of students who attend off-site educational programmes for Year 12 credit (e.g. UCCI, A Levels). In addition, a key component of the Further Education Programme will be enhanced career guidance, advisory and counselling for all secondary students, with a significant emphasis on supporting further education students.																																																											
Measures		<table> <tr> <th></th><th>2011/12 Budget</th><th>2010/11 Forecast</th></tr> <tr> <td>Quantity</td><td></td><td></td></tr> <tr> <td>• Number of Further Education Programmes for YR 12 students</td><td>1</td><td>1</td></tr> <tr> <td>• Number of student places available in the Advanced Placement Diploma Programme components</td><td>25</td><td>25</td></tr> <tr> <td>• Number of students places available in career and technical programmes components</td><td>200-250</td><td>250</td></tr> <tr> <td>• Number of AP subjects offered</td><td>5-8</td><td>8</td></tr> <tr> <td>• Number of vocational, career and technical subjects offered</td><td>5-10</td><td>8</td></tr> <tr> <td>• Number of students placed on work experience/community services placements</td><td>200-250</td><td>250</td></tr> <tr> <td>• Number of students counselled through the Careers Advisory Service</td><td>300-350</td><td>330</td></tr> <tr> <td>• Number of instructional days for students</td><td>180</td><td>180</td></tr> <tr> <td>Quality</td><td></td><td></td></tr> <tr> <td>• Diploma subjects accredited through Advanced Placement Programme</td><td>100%</td><td>100%</td></tr> <tr> <td>• Career and technical programmes accredited through external qualification schemes</td><td>100%</td><td>100%</td></tr> <tr> <td>• Programmes delivered by staff with appropriate training and qualifications</td><td>95-100%</td><td>100%</td></tr> <tr> <td>Timeliness</td><td></td><td></td></tr> <tr> <td>Further Education Programme to be delivered over academic year from September to June</td><td>90-100%</td><td>100%</td></tr> <tr> <td>Location</td><td></td><td></td></tr> <tr> <td>Cayman Islands</td><td>100%</td><td>100%</td></tr> <tr> <td>Cost</td><td>\$1,884,419</td><td>\$1,179,058</td></tr> </table>		2011/12 Budget	2010/11 Forecast	Quantity			• Number of Further Education Programmes for YR 12 students	1	1	• Number of student places available in the Advanced Placement Diploma Programme components	25	25	• Number of students places available in career and technical programmes components	200-250	250	• Number of AP subjects offered	5-8	8	• Number of vocational, career and technical subjects offered	5-10	8	• Number of students placed on work experience/community services placements	200-250	250	• Number of students counselled through the Careers Advisory Service	300-350	330	• Number of instructional days for students	180	180	Quality			• Diploma subjects accredited through Advanced Placement Programme	100%	100%	• Career and technical programmes accredited through external qualification schemes	100%	100%	• Programmes delivered by staff with appropriate training and qualifications	95-100%	100%	Timeliness			Further Education Programme to be delivered over academic year from September to June	90-100%	100%	Location			Cayman Islands	100%	100%	Cost	\$1,884,419	\$1,179,058
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Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development																																																											

ESA 1	Reports on Education Standards and School Related Matters	\$394,403	
Description 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, including: - Inspecting and reporting on government and private schools within an agreed cycle (full evaluations, six-month progress checks for all schools evaluated, reviews of schools judged to be unsatisfactory) - Inspecting and reporting on government reception classes and private pre-schools within an agreed cycle - School visits to maintain an overview of provision and practice - Evaluating and reporting on a particular aspect of provision or practice - Evaluating and reporting on private schools' project funding proposals and use of government funding			
Measures		2011/12 Budget	2010/11 Forecast
Quantity - Number of inspection reports on government and private schools - Number of inspection reports on government reception classes and private pre-schools - Number of briefing documents on school related matters - Number of reports on specific aspects of provision and practice - Number of reports on private school funding proposals and use of government funds		5 15 3 2 11	1 27 N/A N/A 22
Quality All inspections and reports will - Comply with ESAU quality assurance guidelines - Be evidence-based, clearly and accurately written, peer reviewed and checked by the director - Be approved by the Chief Officer before release to the public		100% 100% 100%	100% 100% 100%
Timeliness - All inspections/evaluations will be completed according to agreed schedule - All reports will be completed within 40 working days of an inspections/evaluations		100% 100%	100% 100%
Location Cayman Islands			
Cost		\$394,403	\$326,055
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development			

LIB 5	Community Information, Education and Recreational Resource Centre	\$1,316,365
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, 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 Budget	2010/11 Forecast
Quantity - Number of items circulated throughout the year - Number of reference transactions processed - Number of adult programmes delivered - Number of juvenile programmes delivered - Number of adult books acquired - Number of juvenile books acquired - Number of hours of ICT services accessed	35,000-40,000 1,200-1,400 20-30 400-500 1,200-1,500 1,500-1,700 2,500-3,000	N/A N/A 20-30 450-500 N/A N/A N/A
Quality - Operations in all locations overseen by suitably qualified staff - Reference services provided by suitably trained staff - Materials selected and programmes developed and monitored by trained staff	100% 100% 100%	N/A N/A 100%
Timeliness - Materials will be available for loan throughout the Library's opening hours - Reference enquiries will be processed within twenty-four hours of receipt - Library materials will be acquired quarterly - Programmes will be prepared and delivered on a monthly basis	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Islands		
Cost	\$1,316,365	\$1,389,327
Related Broad Outcome: 4: Developing a World Class Education System to Foster Growth and to Benefit from Development		

LIB 6	Public Education and Advocacy	\$159,027
Description Provision of services to increase the visibility and awareness of Public Library Service whilst advocating and engendering a culture of literacy and reading in the Cayman Islands: • Support to Library Committee • Liaison with strategic partners within the community to develop programmes, displays and activities to support the Library's aims • Preparation of media releases		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of press releases organized	15-20	15-20
• Number of newsletters	4	4
• Number of strategic partner meetings	6-10	6-10
• Number of Library Committee Meetings	4	4
Quality		
• Press releases will be developed and delivered by professional staff	100%	100%
• Newsletters will be developed by qualified staff with accurate and relevant information	100%	100%
• Meetings attended by professional staff and minutes recorded accurately	100%	100%
• Minutes of meetings will be accurate as determined by the Chairman and Committee members	100%	100%
Timeliness		
• Press releases will be delivered within the agreed timeframe	100%	100%
• Newsletters will be produced quarterly	100%	100%
• Meetings will be held as requested and within agreed timeframe	100%	100%
Location Cayman Islands		
Cost	\$159,027	\$57,331
Related Broad Outcome: 4: Developing a World Class Education System to Foster Growth and to Benefit from Development		

NPO 8	Compliance and Enforcement of the National Pensions Law	\$446,270
Description - Investigation of all reports of non-compliance with the National Pensions Law with respect to employers and employees, including reports received from: - administrators - employees - other employers - government departments - any other sources - Processing of delinquency reports received from administrators and issuing letters to employers - Enforcement of non-compliance issues identified through complaints, investigations and other sources - Preparation of matters for legal advice and cases for enforcement action - Responding to inquiries from the general public and employers regarding workplace compliance with the National Pensions Law		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of investigations completed - Number of cases for enforcement action prepared - Number of delinquency reports processed	300-350 50-70 60-72	150-175 5-6 60-72
Quality - All investigations, cases for enforcement action and delinquency reports carried out by suitably qualified and trained staff - All investigations, cases for enforcement action and delinquency reports handled in accordance with internal procedures and the National Pensions Law and Regulations - Matters for legal advice and cases for enforcement action reviewed and signed off by Head of the Department or designated person	100% 100% 100%	100% 90-100% 100%
Timeliness - All investigations, cases for enforcement action and delinquency reports carried out within timeframes established by internal procedures - Delinquency reports actioned within 30 days of receipt	100% 100%	50-60% 50-60%
Location Grand Cayman		
Cost	\$446,270	\$375,646
Related Broad Outcomes: 12. Preparing our Labor Market for Future Opportunities 13. Improving the Lives of the Elderly and Disabled		

NPO 11	Pension Advice and Promotion	\$181,512
Description - Meetings with and briefing papers as well as informational reports on pension related matters for the Ministry and any other relevant government department or organisation - Development of a communication plan - General support of pension regulation to pension plan administrators including answering questions, holding meetings and issuing advisory notes on applicable matters		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of briefing papers - Number of advisory notes and informational reports - Number of communication plans	8-10 12-18 1	8-10 N/A N/A
Quality - Briefing papers and informational reports developed in accordance with industry best practice - Advisory notes developed in accordance with the National Pensions Law - Communication plan approved by Head of Department and Chief Officer	100% 100% 100%	100% N/A N/A
Timeliness - Briefing Papers provided within the agreed timeframes - Advisory notes and informational reports provided within 30 days of the need being logged by the Head of Department - Communication plan delivered in accordance with an agreed schedule	100% 100% 100%	100% N/A N/A
Location Grand Cayman	100%	100%
Cost	\$181,512	\$110,822
Related Broad Outcome: 13. Improving the Lives of the Elderly and Disabled		

Note: This output was formerly NPO 10 in 2010/11.

SRC 7	Training Programmes for Adults with Disabilities	\$653,500
Description Provide training programmes for adults with disabilities to promote individual growth and independence including: • Life skills training including personal hygiene, basic cooking, housekeeping skills, recreation skills, social skills and anger management • Functional literacy, basic concepts and computer skills • Communication skills and language development • Arts and Crafts and Music • Physical Education and Swimming		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of individual training sessions provided • Number of group training sessions (2-5 Clients) provided • Number of recreation session/outings provided for the group	1,000-1,300 7,500-8,000 50-60	2,400-2,700 7,500-8,000 50-60
Quality • Training will conform to the Award Scheme Development and Accreditation Network (ASDAN) Guidelines and will reflect needs established by individual assessment of clients • Programme materials to include a combination of in-house and commercially produced resources • All training will be developed and supervised by qualified staff	100% 100% 100%	100% 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%
Location Sunrise Centre and Community locations as arranged	100%	100%
Cost	\$653,500	\$910,061
Related Broad Outcome: 13. Improving the Lives of the Elderly and Disabled		

SRC 8	Therapeutic Services to Promote the Health and Fitness of Adults with Disabilities	\$159,752
Description Therapeutic Services to promote the Health and fitness of clients will include • Evaluate/Assess Clients' abilities to perform standard physical, sensory-motor or perceptual skills. • Develop and Implement Treatment Plans to improve Performance Skills as identified • Coordinate and Monitor Health Care of all Clients by arranging regular check-ups with the Public Health Doctors, the Dental Clinic and Vision Care Professional, accompanying clients to the appointments and insuring instructions and medications are secured and parents/family members are aware of the results/instructions		
Measures Quantity • Number of individual treatment sessions provided • Number of group treatment sessions provided • Dental, medical and vision appointments completed Quality • All evaluations and assessments will be done by qualified staff • All Treatment Plans will be developed and supervised by qualified staff • 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 Timeliness • Treatment 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 • Dental, medical, and vision appointments scheduled from September to July in cooperation with HSA and private practitioners. Acute care appointments arranged as needed. Location Sunrise Centre, the Homes of Outreach Client, Community locations and health care providers in Grand Cayman		2011/12 Budget 1,000-1,200 150-200 100-150 100% 100% 100% 100% 100%
Cost		2010/11 Forecast 1,000-1,200 150-200 100-150 100% 100% 100% 100% 100%
Related Broad Outcome: 13. Improving the lives of the Elderly and the Disabled		

SRC 9	Support Services for Adults with Disabilities and their Families	\$83,782
Description Provide support services for adults with disabilities to promote individual growth and independence including: - Assisting clients and their families with day to day problems and situations through meetings, discussions and home visits - Assisting clients and families in crisis - Dealing with abuse or potential abuse situations to protect clients' welfare - Acting as advocates when clients interact with the Judicial system - Monitoring and promoting the mental health of clients with emotional and behavioural problems by arranging appointments at the Mental Health Clinic and accompanying them as necessary		
Measures Quantity - Number of home visits - Number of hours of support sessions provided - Number of mental health appointments Quality - Support services will be provided by qualified staff - Staff will consult with Mental Health and Legal professionals and act on their recommendations as needed Timeliness - 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 requires to deal with emergencies - Mental health appointments scheduled from September to July in cooperation with HSA and private practitioners. Acute care appointments arranged as needed Location Sunrise Centre and Community locations as required		2011/12 Budget 35-40 900-1,200 20-30 100% 100% 100% 100% 100%
		2010/11 Forecast 35-40 900-1,200 45-50 100% 100% 100% 100% 100
Cost		\$83,782 \$37,197
Related Broad Outcome: 13. Improving the Lives of the Elderly and Disabled		

SRC 10	Vocational Placement and Support for Adults with Disabilities	\$135,524
Description Provide vocational placement and support for adults with disabilities (AWD's) to promote individual growth and independence including: • Developing job placements for AWD's who are ready through contacting potential employers, facilitating the application process and assisting with interviews • Onsite job coaching to train the N/A workers • Providing ongoing support to workers, families and employers to promote and maintain jobs		
Measures Quantity • Number of job search contacts • Number of weeks of individual job coaching provided • Number of support sessions provided Quality • Training and placement will reflect needs established by individual assessment of clients • All training and placement techniques will be developed and supervised by qualified staff Timeliness Services 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 Location Sunrise Centre, Employers and Community locations as arranged Cost	2011/12 Budget	2010/11 Forecast
	400-600	400-600
	12-24	12-24
	650-750	650-750
	100%	100%
	100%	100%
	100%	100%
	\$135,524	\$15,034
Related Broad Outcome: 13. Improving the Lives of the Elderly and Disabled		

6. Payment Arrangements

Cabinet will pay the *Ministry of Education, Training and Employment* for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	CNA 24 \$	CNA 25 \$	CNA 26 \$	CNA 27 \$	DER 1 \$	DES 1 \$	DES 2 \$	DES 3 \$
July	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
August	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
September	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
October	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
November	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
December	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
January	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
February	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
March	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
April	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
May	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
June	31,041	34,551	34,505	4,517	81,590	1,367,537	1,468,554	226,850
TOTAL	372,491	414,609	414,054	54,204	979,083	16,410,441	17,622,648	2,722,202

MONTH	DES 4 \$	DES 5 \$	DES 6 \$	DES 7 \$	DES 10 \$	DES 11 \$	ESA 1 \$	HCD 1 \$
July	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,545
August	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,545
September	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,545
October	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,545
November	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,545
December	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,545
January	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,545
February	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,545
March	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,545
April	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,545
May	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,545
June	35,726	97,236	398,308	146,755	776,339	157,035	32,867	15,549
TOTAL	428,713	1,166,827	4,779,694	1,761,056	9,316,065	1,884,419	394,403	186,544

MONTH	HCD 2 \$	HCD 3 \$	LIB 5 \$	LIB 6 \$	MET 1 \$	MET 2 \$	MET 3 \$	MET 5 \$
July	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
August	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
September	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
October	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
November	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
December	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
January	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
February	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
March	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
April	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
May	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
June	45,370	22,793	109,697	13,252	132,480	38,769	97,909	36,295
TOTAL	544,436	273,517	1,316,365	159,027	1,589,760	465,229	1,174,912	435,541

MONTH	MET 7 \$	MET 10 \$	NPO 8 \$	NPO 11 \$	SRC 7 \$	SRC 8 \$	SRC 9 \$	SRC 10 \$
July	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
August	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
September	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
October	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
November	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
December	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
January	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
February	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
March	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
April	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
May	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
June	150,284	63,264	37,189	15,126	54,458	13,313	6,982	11,294
TOTAL	1,803,411	759,172	446,270	181,512	653,500	159,752	83,782	135,524

Appendix: Forecast Financial Statements for the Year Ended 30 June 2012

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Ministry of Education, Training and Employment

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable; and
- (b) fairly reflect the forecast financial position as at 30th June 2012 and performance for the 2011/12 financial year

Mary E. Rodrigues
Chief Officer
Ministry of Education, Training and Employment

30 June 2011

Ministry of Education, Training and
Employment

GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2012

		2011/12	2010/11	2009/10
		Budget	Est. Actual	Actual
	Note			
Current Assets				
Cash and cash equivalents	1	2,753	15,246	9,663
Marketable securities and deposits				
Trade receivables	2	5,168	9,255	9,255
Other receivables	2	2506	2,405	2,405
Inventories	3			
Investments	4			
Prepayments	5			
Total Current Assets		10,427	26,906	21,323
Non-Current Assets				
Trade receivables	3			
Other receivables	3			
Inventories	4			
Property, plant and equipment	6	208,192	268,111	219,088
Total Non-Current Assets		218,619	295,017	240,411
Total Assets		229,046	321,923	261,734
Current Liabilities				
Trade payables	7	7,196	11,304	10,522
Other payables and accruals	7	2,573		-
Bank Overdraft	2			
Unearned revenue				
Employee entitlements	8	659	2,606	2,589
Repayment of surplus				
Total Current Liabilities		10,427	13,910	13,111
Non-Current Liabilities				
Trade payables	7	0		
Other payables and accruals	7	0		
Employee entitlements	8	0		
Total Non-Current Liabilities		0		
Total Liabilities		10,427,219	13,910	13,111
Net Assets		208,192	281,107	227,300
NET WORTH				
Contributed capital		208,192	260,700	206,893
Other Reserves				
Revaluation reserve			20,407	20,407
Accumulated surpluses/(deficits)				
Total Net Worth		208,192	281,107	227,300

Ministry of Education, Training and
Employment

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL
PERFORMANCE

	Note	2011/12	2010/11 Est.	2009/10
FOR THE YEAR ENDED 30 JUNE 2012		Budget	Actual	Actual
Revenue				
Sale of goods and services	9	69,523	63,936	68,099
Investment revenue	10		-	-
Donations	11		446	705
Other revenue				-
Total Revenue				-
		69,523	64,382	68,804
Expenses				
Personnel costs	12	49,192	46,100	50,071
Supplies and consumables	13	15,764	14,237	14,294
Depreciation	6	4,567	3,461	4,439
Impairment of property, plant and equipment	6			
Impairment of inventory	4			
Finance costs (overdraft interest)	14			
Litigation costs	15			
Gains/(losses) on foreign exchange transactions	16			
Gains/(losses) on disposal/revaluation of property, plant and equipment	16			
Other expenses				
Total Expenses		69,523	64,382	68,804
Surplus or (Deficit) for the period		0	0	0

Ministry of Education, Training and Employment
GOVERNMENT OF THE CAYMAN ISLANDS
CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 JUNE 2012

2011/12	2010/11	2009/10
Budget	Est. Actual	Actual

CASH FLOWS FROM OPERATING ACTIVITIES

Receipts

Outputs to Cabinet	69,089	70,695	58,279
Outputs to other government agencies			-
Sale of goods and services - third party	434	446	400
Interest received			-

Donations / Grants

Other receipts

Payments

Personnel costs	-50,377	-49,495	-50,071
Supplies and consumables	-13,978	-16,064	-14,294
Interest paid			
Other payments			

Net cash flows from operating activities

5168	5,582	-5686

CASH FLOWS FROM INVESTING ACTIVITIES

Purchase of property, plant and equipment	-33,560	-53,806	-49,782
Proceeds from sale of property, plant and equipment	601		
Purchase of sale of investments	0		
Proceeds from sale of investments	0		
Cash advances			
Cash receipts from repayment of advances			

Net cash flows from investing activities

-34,161	-53,806	-49,782

CASH FLOWS FROM FINANCING ACTIVITIES

Equity Investment	28,993	53,806	45,000
Repayment of Surplus			
Capital withdrawal			

Net cash flows from financing activities

28,993	53,806	45,000

Net increase/(decrease) in cash and cash equivalents

2,753	5,582	-10,468

Cash and cash equivalents at beginning of period

-	9,664	20,131

Cash and cash equivalents at end of period

2,753	15,246	9,663

MINISTRY OF EDUCATION, TRAINING AND EMPLOYMENT
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2010	162,116,891	-	-	-	162,116,891
Changes in accounting policy	-	-	-	-	-
Prior Year Adjustments	-	-	-	-	-
Restated balance	162,116,891	-	-	-	162,116,891
Changes in net worth for 2010/11					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	-	-	-	-
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	29,950,000	-	-	-	29,950,000
Capital withdrawals by Cabinet	-	-	-	-	-
Repayment of surplus to Cabinet	-	-	-	-	-
Net revenue / expenses recognised directly in net worth	29,950,000	-	-	-	29,950,000
Surplus/(deficit) for the period 2010/11					
	29,950,000	-	-	-	29,950,000
Total recognised revenues and expenses for the period					
	29,950,000	-	-	-	29,950,000
Balance at 30 June 2011 carried forward	192,066,891	-	-	-	192,066,891
	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2011 brought forward	192,066,891	-	-	-	192,066,891
Changes in net worth for 2011/12					
Changes in accounting policy	-	-	-	-	-
Prior Year Adjustments	-	-	-	-	-
Restated balance	192,066,891	-	-	-	192,066,891
Changes in net worth for 2011/12					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	-	-	-	-
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	28,993,067	-	-	-	28,993,067
Capital withdrawals by Cabinet	-	-	-	-	-
Repayment of surplus/Dividends to Cabinet	-	-	-	-	-
Net revenue / expenses recognised directly in net worth	28,993,067	-	-	-	28,993,067
Surplus/(deficit) for the period 2011/12	-			1	1
Total recognised revenues and expenses for the period	28,993,067	-	-	1	28,993,067
Balance at 30 June 2012	221,059,958	-	-	1	221,059,958

Note 1: Cash and cash equivalents

Description	Foreign Currency	Exchange Rate	2011/12 Budget
Cash on hand (IRIS Confirmation Account/Petty Cash)	745	1	745
Cash in transit (IRIS Remittance Account)			0
CI\$ Operational Current Account held at Royal Bank of Canada	12,221,935	1	12,221,935
US\$ Operational Current Account held at Royal Bank of Canada	904,585	1	904,585
Payroll Current Account held at Royal Bank of Canada	2,887,960	1	2,887,960
Bank Accounts held at other financial institutions			0
Fixed Deposits held with Treasury (less than 90 days)			0
Total cash and cash equivalents			16,015,224

Note 2 Trade and other receivables

Trade Receivables	2011/12 Budget
Sale of goods and services	
Outputs to Cabinet	5,168,176
Outputs to other government agencies	0
Other	0
Less: provision for doubtful debts	0
Total trade receivables	5,168,176

Other Receivables	2011/12 Budget
Advances (salary, Official Travel, etc)	1,767,898
Dishonoured cheques	0
Interest receivable	0
Other	136,917
Less: provision for doubtful debts	0
Total other receivables	1,904,815

	Trade Receivables	Other Receivables	2011/12 Budget
Current			
Past due 1-30 days	5,168,176	1,904,815	7,072,991
Past due 31-60 days			
Past due 61-90 days			
Past due 90 and above			
Non-Current			
Past due 1 year and above			
Total	5,168,176	1,904,815	7,072,991

Note 6: Property, plant and equipment

Cost of Property, plant & equipment

	Land	Plant and equipment	Buildings	Furniture	Computers	Other assets	Infrastructure	Motor Vehicles	Assets under construction or development	Total
Balance as at 1 July 2010	477,000	1,225,332	87,052,922	3,104,802	5,262,569	3,787,586	11,180	1,446,967	115,874,096	218,242,453
Additions					700,000	976,000			28,374,000	30,050,000
Disposals										0
Transfers										0
Balance as at 30 June 2011	477,000	1,225,332	87,052,922	3,104,802	5,962,569	4,763,586	11,180	1,446,967	144,248,096	248,292,453

	Land	Plant and equipment	Buildings	Furniture	Computers	Other assets	Infrastructure	Motor Vehicles	Assets under construction or development	Total
Balance as at 1 July 2011	477,000	1,225,332	87,052,922	3,104,802	5,962,569	4,763,586	11,180	1,446,967	144,248,096	248,292,453
Additions		112,800	10,000,000		775,394	972,999			21,698,836	33,560,030
Disposals										0
Transfers										0
Balance as at 30 June 2012	477,000	1,338,132	97,052,922	3,104,802	6,737,963	5,736,584	11,180	1,446,967	165,946,932	281,852,482

Accumulated Depreciation and impairment losses

	Land	Plant and equipment	Buildings	Furniture	Computers	Other assets	Infrastructure	Motor Vehicles	Work in progress	Total
Balance as at 1 July 2010		1,863,980	57,418,541	1,718,507	4,759,439	2,168,576	10,065	1,154,708		69,093,816
Impairment loss 2010/11										0
Depreciation Expense 2010/11										0
Eliminate on Disposal 2010/11										0
Balance as at 30 June 2011	0	1,863,980	57,418,541	1,718,507	4,759,439	2,168,576	10,065	1,154,708	0	69,093,816

	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Work in progress</i>	<i>Total</i>
Balance as at 1 July 2011	0	1,863,980	57,418,541	1,718,507	4,759,439	2,168,576	10,065	1,154,708	0	69,093,816
Impairment loss 2011/12										0
Depreciation Expense 2011/12		144,783	3,243,615	251,136	610,837	220,064	30,388	66,139		4,566,962
Eliminate on Disposal 2011/12										0
Balance as at 30 June 2012	0	2,008,763	60,662,156	1,969,643	5,370,276	2,388,640	40,453	1,220,847	0	73,660,778

Net Book value 30 June 2011	477,000	-638,648	29,634,381	1,386,295	1,203,130	2,595,010	1,115	292,259	144,248,096	179,198,637

Net Book value 30 June 2012	477,000	-670,631	36,390,766	1,135,159	1,367,687	3,347,944	-29,273	226,120	165,946,932	208,191,704

Note 7: Trade payables, other payables & Accruals

	Current	Non-Current	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Creditors	7,195,557		7,195,557	7,195	2,587
Creditors Ministries/Portfolios	0		0		
Creditors other government agencies	0		0		
Payroll Deductions	377,654		377,654		
Operating Lease	0		0		
Accrued Expenses	2,195,118		2,195,118	2,573	8,717
Other payables	0		0	0	
Total trade payables other payables and accruals	9,768,330	0	9,768,330	9,768	11,304

Note 8: Employee entitlements

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Annual Leave	0		
Retirement and long service leave	0		
Accrued salaries	658,890	2,606	2,589
Travel	0		
Total current portion	658,890	2,606	2,589
<i>Non-current employee entitlements are represented by:</i>			
Retirement and long service leave			
Total employee entitlements	658,890	2,606	2,589

Note 9a: Sales of Goods & Services

Revenue type	2011/12 Budget
Outputs to Cabinet	69,089,161
Fees and charges	324,000
Rentals	95,000
Other	15,000
Total sales of goods and services	69,523,161

Fees and Charges

42002	School Fees	150,000
42015	Examination Fees	90,000
42034	Public Library Fees	36,000
42043	External Training	48,000
		0
	Fees & Charges	324,000
	Rentals	
42303	Rental - School Canteens	95,000
		0
	Total Rentals	95,000
	Other Goods & Services Revenue	
	Goods & Services Revenue	
42404	Miscellaneous Receipts	15,000
		0
		15,000
	Sales of Outputs to Cabinet	
46001	Sales of Outputs to Cabinet	69,089,161
	Total Sales of Outputs to Cabinet	69,089,161
	Other Interdepartmental Revenue	
46506	Financial Attest Services	0
465	Revenue from Ministries/Portfolios & Public Authorities	0
	Total Other Interdepartmental Revenue	0
	Total Goods and Services	69,523,161

Note 12: Personnel costs

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Salaries, wages and allowances	39,994,361	47,526	47,932
Health care	6,683,504		
Pension	2,238,854	2,311	2,139
Leave	0		
Other personnel related costs	275,405		
Total Personnel Costs	49,192,124	49,837	50,071

Note 13: Supplies and consumables

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Supplies and Materials	1,227,782	15,542	13,163
Purchase of services	7,352,547		
Lease of Property and Equipment	396,723	583	761
Utilities	3,409,072		
General Insurance	1,997,160		
Interdepartmental expenses	125,840		
Travel and Subsistence	277,652		
Recruitment and Training	273,100		
Other	704,199	396	370
Total Supplies & consumables	15,764,075	16,521	14,294

Note 17: Reconciliation of net cash flows from operating activities surplus/(deficit)

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Surplus/(deficit) from ordinary activities	1		
Non-cash movements			
Depreciation expense	4,566,962	4,783	4,439
Impairment	0		
(Gain)/losses on sale of property plant and equipment	0		
Foreign exchange gains/(losses)	0		
Changes in current assets and liabilities:			
(Increase)/decrease in other current assets			
(Increase)/decrease in receivables			339
(Increase)/decrease in receivables - Cabinet	0		
(Increase)/decrease in inventories			
Increase/(decrease) in payables	601,211	457	-10,592
Increase/(decrease) in provisions relating to employee costs		342	128
Net cash flows from operating activities	5,168,174	5,582	-5,686

Note 19: Commitments

Type	One year or less	One to five Years	Over five Years	Total
Capital Commitments				
Property, plant and equipment	27,293,267	16,400,000		43,693,267
Other fixed assets	1,699,800	5,250,000		6,949,800
Other commitments (list separately if material)				0
Total Capital Commitments	28,993,067	21,650,000	0	50,643,067
Operating Commitments				
Non-cancellable accommodation leases				0
Other non-cancellable leases				0
Non-cancellable contracts for the supply of goods and services				0
Other operating commitments				0
Total Operating Commitments	0	0	0	0
Total Commitments	28,993,067	21,650,000	0	50,643,067

Note 21: Related party and key management personnel disclosures

The Ministry of education, Training & Employment is a wholly owned entity of the government from which it derives a major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2010 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Key management personnel

Key management personnel, defined as Ministers of the Government, are also considered to be related parties.

Description	2011/12 Budget
Salaries & other short-term employee benefits	49,192,124
Past employee benefits	
Other long-term benefits	
Termination benefits	
Loans	
Total	49,192,124

APPENDICES

Entities within the Ministry of Education, Training and Employment

Entity	Head
Education Services	Chief Education Officer
Employment Relations	Director of Employment Relations
Education Standards and Assessment Unit	Director of Education Standard and Assessment Unit
National Archive	Director of National Archive
Public Libraries	Director of Public Libraries
National Pension Office	Superintendent of Pensions
Sunrise Adult Training Centre	Director of Sunrise Adult Training Centre

Appendix 3

Definition of Output Codes within the Ministry of Education, Training and Employment

CODES	DESCRIPTION
MET	172801: Ministry of Education, Training and Employment
ICT	172808: Information, Technology
HCDA	172813: Human Capital Development Agency
DES	173001-173026: Education Services
	173001: Education Administration
	173002: John Gray High School
	173004: Cayman Brac High School
	173005: George Hicks High School
	173006: Teachers Centre Cayman Brac
	173007: George Town Primary School
	173008: John A. Cumber
	173009: Savannah Primary School
	173010: Bodden Town Primary School
	173011: East End Primary School
	173012: North Side Primary
	173013: Spotts Bay Primary
	173014: Creek Primary School
	173015: West End Primary School
	173016: Lighthouse School
	173017: Alternative Education Programme
	173018: Red Bay Primary School
	173020: Prospect Primary
	173021: Clifton Hunter High School
	173024: Little Cayman Education Service
	173025: Learning Center
	173026: Further Education programme
DER	172901: Employment Relations
ESA	172805: Education Standards and Assessment Unit
CNA	172809: Cayman National Archive
LIB	172807: Public Libraries
NPO	172803: National Pension Office
SRC	173602: Sunrise Adult Training Centre

2011/12 BUDGET

Annual Budget Statement

for

Ministry of Community Affairs, Gender and Housing

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Minister/Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
3. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICER AND MINISTER OF COMMUNITY AFFAIRS, GENDER AND HOUSING

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

**Ms. Dorine Whittaker, Chief Officer
Ministry of Community Affairs, Gender and Housing**

30th June, 2011

Statement from the Minister



I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

**Hon. Michael (Mike) Adam, MBE, JP
Ministry of Community Affairs, Gender and Housing**

30th June, 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

Administration

- Provide policy advice and administrative support to the Hon. Minister
- Ensure adequate emergency response capacity
- Provide advice, governance and monitor the performance of Boards and Government Companies under the Ministry
- Provide collaboration with key stakeholders on social issues
- Monitor executive assets inclusive of housing and social facilities
- Develop legislation of matters concerning the subjects under the Ministry

Department of Children and Family Services

- The Department of Children and Family Services exists to work with vulnerable individuals, families and communities so that they can function effectively as members of a caring society and realize their full potential through professional social work, preventative strategies and encouraging social planning.
- This is accomplished through the provision of social services to the people of the Cayman Islands including social work services, services to the general adult population, the elderly and disabled, foster care and adoption services, and the placement of vulnerable children in residential homes.

The Department of Counselling Services

- Provision of community based treatment services to adult and youth residents of the Cayman Islands
- Provision of Driving under the Influence Programme
- Provision of intensive Substance Abuse Treatment including non-medical withdrawal management, primary residential treatment and re-entry programme to adult males and females.
- Crisis intervention and assessment of the needs of victims of family violence to ensure appropriate referrals to community resources, and emotional support and guidance to victims.
- Delivery of Education to Community members to increase their awareness of, and increase skills in dealing with, drug and alcohol issues, family and relationship issues, co-occurring disorders, issues related to personal growth and development, and to empower and motivate parents to develop positive and effective parenting skills.
- Provision of Policy Advice regarding treatment services and therapeutic interventions.

Scope of Activities

Department of Children and Family Services

- Provide a full range of social work services to the people of the Cayman Islands through a cadre of qualified staff located in four district offices.
- Provide day and residential care for indigent elderly adults.
- Manage the school lunch programme.
- Manage Poor Relief.
- Execute duties of the Shelter Operations Sub-Committee of the Hazard Management Council of the Cayman Islands.
- Conduct needs assessments for poor relief, medical, indigent housing repairs and Means Assessments for Maintenance Court.
- Provide direct services to the Family Support Unit, Maintenance Court, Health Services and other related agencies.
- Management of adult care facilities.
- The full scope of therapeutic social work interventions required to address the varied child protective, delinquency, and family issues exhibited by the Department's target population.
- Residential care for children
- Adoption and foster care services
- Services relating to the Juvenile Court and Youth Court matters
- Policy advice relating to the activities and areas of expertise of the Department.

- Celebration of Child Month and attendant activities.

The Department of Counselling Services

- Comprehensive Clinical assessments and reports.
- Individual, Couples, Family and Group Therapy
- Intensive Outpatient Programme.
- Provision of individual, group and family therapy to adolescents, in order to modify or change substance misuse, criminal offending and other at-risk behaviours.
- DUI programme – six-week psycho-educational group designed to increase knowledge and awareness around effects of alcohol, and its effect on driving.
- Treatment services to participants in Drug Rehabilitation Court.
- Intensive primary residential gender specific treatment programmes to address substance abuse.
- Extended programmes to offer continued therapeutic services and support to clients requiring longer treatment stay.
- Public Awareness Campaigns, workshops, presentations, media events, training sessions designed to increase skills in dealing with drug and alcohol issues including co-occurring disorders, and family and relationship issues including those related to personal growth and development.

Gender Affairs

- As the focal point within Government to address the issue of gender mainstreaming, the Ministry will provide sector specific gender training, public education efforts, and gender awareness training and analysis of the policies, operations and programmes within our Ministry and other government entities as required.

Customers and Location of Activities

Department of Children and Family Services

The recipients of the services are the Ministry of Community Affairs, Gender and Housing, Health Services Authority, the Courts; Family Support Unit; Women's Crisis Centre; Prison; Department of Counselling Services; Probation/ After Care Services; Women's Resource Centre and other Departments; the general public, and the National Council of Voluntary Organisation (NCVO). The activities are conducted in all six districts of Grand Cayman and in Cayman Brac.

The Department of Counselling Services

- Services are provided to adults and youth who are resident in the Cayman Islands.
- Community-based services are provided at The Counselling Centre in Grand Cayman and at Brac Haven – Sister Islands Counselling Centre in Cayman Brac. These services include intake/screenings, assessments, individual, group and family treatment, couples therapy, an Intensive Outpatient Programme, and a DUI Programme.
- Intensive residential treatment services including non-medical withdrawal management, primary treatment and extended supportive services for adult men and women, are provided at Caribbean Haven Residential Centre in Breakers, Grand Cayman and are available to residents of all three islands.
- Psycho-educational groups, substance abuse assessments for Court and Parole, and limited individual counselling are provided at HMP Northward and Fairbanks Prisons as deemed appropriate.
- Psycho-educational workshops and limited individual counselling are provided at schools throughout Grand Cayman and Cayman Brac as requested.
- Parenting workshops and family programmes are provided by the Family Resource Centre throughout the community while crisis intervention services are provided at the Department's offices.

2. Strategic Ownership Goals

The key strategic ownership goals for the *Ministry of Community Affairs, Gender and Housing* in 2011/12 and the subsequent two years are as follows:

- To provide social services to the people of the Cayman Islands through the provision of social work services to the adult population. Specific programmes through which these services will be offered include but are not limited to: The STARSS Programme (Support Towards Autonomy, Retraining and Self-Sufficiency), Adult Special Needs Programme, Foster Care and Adoption and other services and programmes developed to serve the population. Provide reports to the Courts connected to these services as required.
- Purchase Residential and Day Care Services for the elderly, disabled and indigent persons from the private sector. Provide the same services in facilities owned by the Department and where possible in the clients' homes.
- Educate the public on the care and welfare of the elderly impressing upon them the importance of assuming responsibility for such family members.
- Provide adequate staffing for all adult residential care facilities that have expanded (Golden Age Home and Kirkconnell Community Care Centre) for the indigent elderly and/or disabled persons, to ensure proper care and supervision of residents.
- Recruitment of shelter wardens and training of shelter management team. Preparation of all shelters in Grand Cayman for the appropriate and safe management of shelters by the Shelter Operations Sub-Committee during a disaster.
- Sensitizing family members and care-givers of mentally ill, elderly and /or disabled persons in regards to their needs and care in order to ensure quality care is provided by those persons.
- Recruit, train and support Foster Care families and conduct assessments on persons wishing to foster children in a similar manner to those who wish to adopt children.
- Put forward policy alternatives to allow for the construction of a facility where children who have offended can be remanded and which will serve the dual purpose of providing therapeutic services in a secure setting for severely troubled children.
- Implement the 2003 Children's Law and provide training for users of the Law.
- Maintaining and enhancing Employee Performance by operating in accordance with the Human Resource (HR) Policies and Procedures of the Ministry of Community Affairs, Gender and Housing, and within the framework of the Ministry's HR Philosophy.
- Development of a strategy to provide appropriate rehabilitation facilities for youth that will offer treatment programmes for substance abuse both at the community level and in a residential setting.
- The delivery of family programmes that will assist parents to develop positive and effective parenting skills and that are relevant to communities within the Cayman Islands.
- The continued implementation of a therapeutic milieu model of treatment in the residential treatment programme at Caribbean Haven Residential Centre.
- The continued development and provision of treatment services to meet the needs of participants in Drug Rehabilitation Court.
- The re-drafting of Policies and Procedures which reflect current client-centered best practices in operation at both The Counselling Centre and Caribbean Haven Residential Centre, and which incorporate any new programmes which have been introduced since policies and procedures were initially drafted.
- Bring the Prevention of Gender Discrimination Bill to the Legislative Assembly and contribute to the process of ensuring that the Convention of the Elimination of All Forms of Discrimination Against Women (CEDAW) is extended to the Cayman Islands.
- Bring the Protection Against Domestic Violence Bill to the Legislative Assembly

1. Ownership Performance Targets

The ownership performance targets for the *Ministry of Community Affairs, Gender and Housing* for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	13,291,000	15,403,960
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others		
Surplus/deficit from outputs		
Ownership expenses	13,291,000	15,403,960
Operating Surplus/Deficit	0	
Net Worth		2,663,326
Cash flows from operating activities	472,634	449,371
Cash flows from investing activities	-36,000	(36,000)
Cash flows from financing activities	36,000	36,000
Change in cash balances	472,634	449,371

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	313%	88%
Total Assets: Total Liabilities	530%	225%

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	224	232
Staff turnover (%)		
Managers		2%
Professional and technical staff		10%
Clerical and labourer staff		7%
Average length of service (number of years in current position)		
Managers		
Professional and technical staff		
Clerical and labourer staff		
Changes to personnel management system:		

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
Community Affairs, Gender and Housing		
Accounts Office I	1	1
Administrative Officer II	1	1
Assistant Chief Officer HR	1	1
Chief Financial Officer	1	1
Chief Officer	1	1
Deputy Chief Financial Officer	1	1
Deputy Chief Officer	1	1
Executive Officer II	1	1
Financial Administrator	1	1
Office Attendant I	1	1
Operational HR Manager	1	1
Personal Assistant	1	1
Policy Officer		1
Senior Policy Advisor	2	2
Senior Policy Officer	1	1
Total	15	16
Department of Children and Family Services		
Managers	6	5
Supervisors	8	8
Accounts Staff	4	4
Administrative Staff	11	12
Social Workers	26	26
Residential Care ASNP	94	94
Community Development	6	7
Residential Staff- Maple House	14	14
Total	169	170
Department of Counselling Services		
Managers	3	3
Counsellors (Community-based and Residential)	13	12
Counsellor Trainees (Community-based and Residential)	4	4
Night Managers Residential	6	6
Child Care Assistant	1	1

Position	2011/12 Budget	2010/11 Forecast
Programme Facilitators	5	5
Clinical Supervisor	1	1
Clinical Supervisor (Acting)	0	1
Programme Coordinators	3	2
Administrative Staff	2	2
Facility Staff	2	2
Total	40	39
Sub Total	224	225

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$4,900,453	\$4,801,724
Asset replacements: total assets	0.007%	%
Book value of assets: initial cost of those assets	71%	%
Depreciation: cash flow on asset purchases	4.25%	%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
Other Property & Equipment	36,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1 st July 2011

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Management of shelters and securing of the people in the shelters	No change	The Department of Children and Family Services train shelter wardens to provide shelter to persons in the Cayman Community in Grand Cayman during disasters.	
Safety of Social Work staff and community Care Workers.	No change	Provide ongoing advice to the staff about using safety techniques when making home visits. (e.g. radios, cell phones, travel in pairs).	
Social workers transporting clients in their private vehicles.	No change	Government to provide Social Workers with liability insurance.	
Increased demand for services given current social and economic conditions.	No change	Requests submitted for additional funds to fill vacant positions in order to provide adequate levels of service.	
Staff burnout due to unacceptably high caseloads.	No change	Requests submitted for additional funds to fill vacant positions in order to provide adequate levels of service.	
Inability to respond appropriately to new legislative initiatives e.g. Domestic Violence Law, Children's Law.	No change	Requests submitted for additional funds to fill vacant positions in order to provide adequate levels of service.	

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>Ministry of Community Affairs, Gender and Housing</i>	36,000	36,000
Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of Community Affairs, Gender and Housing</i>	0	0

PART B
OUTPUT PERFORMANCE

1. Outputs to be Delivered

CFS 1	Policy Advice on Matters Relating to Social Services	\$160,567
Description Provide policy advice to the Minister of Community Affairs, Gender and Housing on matters relating to Social Services including: • Policy papers • Drafting responses to parliamentary/supplementary questions • Drafting Legislative bills • Briefing notes • Attending meetings		
Measures Quantity • Number of meetings attended • Number of policy papers prepared Quality • Meetings will be attended by professionals, knowledgeable on the subject matter • Policy papers subjected to peer review by professional and experienced personnel and signed off by Director or Deputy Timeliness • Meetings will be attended as scheduled • Policy papers will be provided within the time frame agreed Location Grand Cayman		2011/12 Budget 12-15 1-3 100% 100% 100% 100% 100% 100%
		2010/11 Forecast N/A 1-3 100% 100% 100% 100%
Cost		\$160,567 \$58,997
Related Broad Outcomes 7. Developing our Youth 8. Strengthening families 13. Improving the Lives of the Elderly and Disabled 15. Empowering Women		

CFS 5	Public Education on Social Issues	\$116,859
Description Provision of Public education through presentations, workshops and meetings on social issues.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of workshops delivered - Number of presentations / meetings held	1-3 8-10	N/A N/A
Quality Workshops, presentations and meetings held will be delivered by skilled and knowledgeable personnel in the subject area	100%	N/A
Timeliness All will be delivered as scheduled	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$116,859	\$187,274
Related Broad Outcomes 7. Developing our Youth 8. Strengthening families 13. Improving the Lives of the Elderly and Disabled 15. Empowering Women		

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures was revised.

CFS 8	Residential Care Services for Children and Young Adults with Disabilities	\$606,053
Description Provision of 24 hour care for children and young adults with disabilities, including: • Personal care grooming and bathing • Basic nursing care including feeding, medications, observation and monitoring care • School supervision • Day care activities for social stimulation • Close supervision to ensure safety • Physical development exercises		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of feedings • Number of personal care • Number of school supervision • Number of Day care activities • Number physical development activities	5,840-7,300 2,700-2,920 1,800-1,860 700-1,300 365-730	N/A N/A N/A N/A N/A
Quality All care and services are provided with client's individualized care plans; documented and done by trained and experienced care givers	100%	N/A
Timeliness Services will be provided daily on 3 - 8 hour shifts	100%	N/A
Location Maple House, George Town, Grand Cayman	100%	N/A
Cost	\$606,053	\$839,224
Related Broad Outcomes 7. Developing our Youth 8. Strengthening families 13. Improving the Lives of the Elderly and Disabled 15. Empowering Women		

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures was revised.

CFS 9	Provision of Reports	\$456,173
Description Provision of reports to the following: • Grand and Summary Courts: Youth and Custody matters • Youth Court: Criminal matters • Juvenile Court: Care and Protection matters • Maintenance Court: Means Assessment • International Agencies on adoption, immigration and other issues		
Measures Quantity • Number of reports provided to the Court • Number of reports to International agencies Quality • Court reports prepared by a Social Worker knowledgeable in the subject area, vetted and signed off by Supervisor or Social Work Manager. • Reports prepared by Social Worker knowledgeable in the subject area, vetted and signed off by Social Work Manager or Director. Timeliness • Custody and adoption reports: 12 weeks after assignment • Criminal and care matters: 14-21 days after Court Order • Means assessment reports: within 3 weeks of assignment • International Reports completed within 6 weeks of assignment Location Cayman Islands Cost		2011/12 Budget 350-400 2-4 100% 100% 100% 100% 100% 100% 100% \$456,173
		2010/11 Forecast 350-400 N/A 90-100% 90-100% 90-100% 90-100% 90-100% N/A 100% \$293.193
Related Broad Outcomes 3. Addressing Crime and Policing 7. Developing our Youth 8. Strengthening Families		

CFS 10	Placement and Supervision of Abused Children	\$247,742
Description Investigation, placement and supervision of children who are the victims of abuse including: • Assessment of referrals/reports received • Liaison with Family Support Unit(FSU) • Conduct investigations with FSU • Prepare and issue warrants • Arrange and conduct interviews with relevant persons • Identify and arrange placement for victims • Arrange case conferences • Prepare reports for Court • Accompany victims to Court • Obtain and execute Court Orders		
Measures Quantity • Number of warrants issued • Number of Court sessions attended Quality • Level of Social Workers intervention based on the Department of Children and Family Services criteria for assessment of risk factors associated with child abuse and or neglect investigation, response time frame and interaction with client, family members and other significant agencies. • Warrants are prepared in accordance with Juvenile Law and signed off by Justices of the Peace. • Investigations carried out by qualified Social Workers Timeliness • Investigations conducted within 24 hours of report • Cases brought before the Court within 7 days of issuing warrant in accordance with Juvenile Law Location Cayman Islands Cost		2011/12 Budget 25-30 35-40 100% 100% 100% 100% 100% 100% \$247,742
		2010/11 Forecast N/A N/A N/A N/A N/A N/A N/A N/A \$376,507
Related Broad Outcomes 3. Addressing Crime and Policing 7. Developing our Youth 8. Strengthening Families		

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures was revised.

CFS 11	Foster Care Services	\$98,201
Description Provision of foster care services including: - Recruitment (inspections, interviews and approvals) - Training/Counselling (individual and/or group) - Supervision, support and monitoring of foster families		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of training sessions delivered - Number of counselling sessions delivered	2-4 80-100	1-2 N/A
Quality Training/counselling sessions will be conducted by professional and knowledgeable facilitators qualified in subject area	100%	100%
Timeliness - Counselling sessions provided monthly for each foster parent - Training delivered bi-annually	100% 100%	90-100% 90-100%
Location Cayman Islands	100%	100%
Cost	\$98,201	\$440,630
Related Broad Outcomes 7. Developing our Youth 8. Strengthening Families		

CFS 12	Adoption Services	\$111,105
Description Provision of adoption services through: • Adoption Board Secretariat Services • Meeting and assessment of prospective adopters to determine eligibility • Preparation of Home Study and 3 month Court Supervision reports • Review applications and relevant documentation • Prepare case for review by Adoption Board • Preparation of documents for Court • Attendance at Court • Final documents delivered by hand to respective agencies and client		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of counselling sessions delivered • Number of Adoption Board meetings serviced • Number of reports completed	12-15 10-12 6- 8	N/A N/A N/A
Quality • Meetings attended by Appointed Secretary of Adoption Board • Counselling sessions delivered in keeping with best social work practice • Adherence to established guidelines as set by the Adoption Law	100% 100% 100%	N/A N/A N/A
Timeliness • Attend Adoption Board meetings monthly • Counselling sessions as scheduled with clients	100% 100%	N/A N/A
Location Grand Cayman	100%	100%
Cost	\$111,105	\$101,108
Related Broad Outcomes 7. Developing our Youth 8. Strengthening Families		

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures was revised.

CFS 14	Celebration of Child Month	\$55,574
Description Promotion and celebration of Child Month including: - Chairing of the Child Month Committee - Monitoring sub-committees and activities - Collaboration and Liaising with other Government agencies, NGOs and private sector persons - Public education through presentations and multi-media - Assist with planning and execution of activities - Attend child month events		
Measures Quantity - Number of events held - Number of committee meetings chaired/attended - Number of presentations delivered Quality - Events and activities are held as agreed with the Committees - Committee is chaired and presentations conducted by persons knowledgeable on subject matter Timeliness - Events are held in May - Committee meetings held January to May on a monthly basis - Presentations carried out as scheduled Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	20-30	30-40
	14-16	N/A
	10-15	N/A
	100%	N/A
	100%	N/A
	100%	100%
	100%	N/A
	100%	N/A
	100%	100%
\$55,574	\$133,867	
Related Broad Outcomes 7. Developing our Youth 8. Strengthening Families 15. Empowering Women		

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures was revised.

CFS 15	Community Development Services	\$407,405
Description - Provision of advice and guidance on social problems to the community enabling them to identify and develop strategies to address their needs. This will be achieved through: - Organising and/or facilitating community group meetings - Networking with relevant individuals and agencies to obtain technical, financial and other forms of support deemed necessary - Assisting and delivering programmes and events including: - After-School and Back to School - School Supply and Lunch for children - Seniors Meals-on-Wheels, Seniors Wellness Fair, Seniors Retreat and other Senior social events - Community Christmas Parties		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of meetings held or attended - Number of After-school sessions delivered /supported - Number of Senior Citizens events delivered	250-275 350-370 12-15	N/A N/A N/A
Quality Meetings facilitated by persons knowledgeable in subject areas	100%	N/A
Timeliness - Meetings held/attended as scheduled - After-school sessions delivered/supported according to established timeframe	100% 100%	N/A N/A
Location - Meetings- Cayman Islands - After-school sessions- East End and George Town, Grand Cayman	100%	N/A
Cost	\$407,405	\$442,647
Related Broad Outcomes 7. Developing our Youth 8. Strengthening Families 13. Improving the Lives of the Elderly and Disabled 15. Empowering Women 18. Preserving our Culture		

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures was revised.

CFS 28	Social Work Intervention Services	\$1,903,942
Description Provision of social work intervention services including : • Advocacy for clients • Counseling sessions involving: problem-solving and self-empowerment • Mediation and conflict resolution sessions • Case management including supervision, monitoring clients, case conferences, home, school and facility visits, after care services for young adults leaving care • Overseas travel with clients		
Measures Quantity • Number of counselling sessions delivered • Number of visits conducted • Number of mediation/conflict resolution sessions delivered • Number of case conferences conducted Quality Services provided in keeping with Department's Standards of Practice for Social Work in the Cayman Islands Timeliness Social work services offered during the days and evenings (Monday to Friday - 8:30 a.m. - 5:00 p.m.) Extended hours at district office location 1 day per week (West Bay on Wednesdays from 5p.m. -6p.m., Bodden Town and George Town on Tuesdays from 5p.m. – 7p.m.) Location Grand Cayman and Cayman Brac Cost	2011/12 Budget	2010/11 Forecast
	1,500-1,700	N/A
	2,500-2,700	N/A
	10-12	N/A
	40-45	N/A
	100%	N/A
	100%	N/A
	100%	N/A
	\$1,903,942	\$1,344,221
Related Broad Outcomes 3. Addressing Crime and Policing 7. Developing our Youth 8. Strengthening Families 13. Improving the lives of the elderly and disabled 15. Empowering women		

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures were revised.

CFS 30	Care and Services for Elderly and Adult Disabled Persons	\$3,617,988
Description In-home, residential and day care services provided for indigent elderly and adult disabled persons. This care is administered to persons who are in failing health or are bed bound and require constant care. Services include the following: • Personal care (e.g. bathing, grooming) • Basic nursing care (e.g. administering medication, wound care, blood pressure monitoring); • Social stimulation (e.g. arts and crafts, reminiscing and community outings); • Close supervision to ensure safety • Physical therapy activities • Housekeeping services (e.g. cooking, cleaning) • Assisted feedings		
Measures Quantity • Number of personal care services delivered • Number of day care activities conducted • Number of daily social stimulation activities delivered • Number of scheduled medications administered Quality • Services provided by trained, experienced care givers • All care is documented for residential and day care • Care provided in accordance with client's individualized care plans Timeliness • Residential care: three 8 hour shifts • In –home care: 2 to 8 hours shifts Monday to Fridays • Day Care – 5 days per week, 7:30am to 4:30pm Mondays to Fridays Location Residential Homes: Golden Age Home- West Bay; East End Sunrise Cottage; Kirkconnell Community Care Centre/Tibbetts Annex- Cayman Brac; Hillside House- George Town; Adult Day Care Centre- West Bay; Clients private homes - Cayman Brac		2011/12 Budget 18,000-19,350 1,820-2,080 1,095-1,825 112,000-113,150 100% 100% 100% 100% 100% 100% 100%
		2010/11 Forecast N/A N/A N/A N/A N/A N/A N/A N/A
Cost		\$3,617,988 \$3,991,667
Related Broad Outcome 13. Improving the Lives of the Elderly and Disabled 8. Strengthening families 18. Preserving Culture		

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures were revised.

CFS 31	Social Needs Assessments	\$565,300
Description Social needs Assessments for poor relief, health Coverage and temporary relief which include: - Initial assessment (intake) - Liaising with relevant agencies and individuals - Home and Institutional visits - Preparing reports		
Measures Quantity - Number of poor relief assessments conducted - Number of health care assessments conducted - Number of temporary relief assessments conducted Quality - Assessments conducted meeting established Department of Children and Family services criteria - All reports vetted and signed off by Supervisor Timeliness - Poor Relief assessments to be conducted within six months of assignment - All other assessments to be conducted within three months of assignment Location Services provided through offices located in George Town, West Bay, Bodden Town and Cayman Brac	2011/12 Budget	2010/11 Forecast
	140-150	140-150
	240-250	240-250
	550-650	N/A
	100%	100%
	100%	100%
	100%	95-100%
	100%	95-100%
	100%	100%
	\$565,300	\$547,758
Related Broad Outcomes: 3. Addressing Crime and Policing 8. Strengthening Families 13. Improving the Lives of the Elderly and Disabled 15. Empowering Women		

CFS 32	Disaster Preparedness Activities	\$72,499
Description Disaster preparedness including: • Reviewing and updating Shelter Operations Manual • Recruitment, training and assigning of Shelter Managers and District representatives • Inspection of physical facilities and liaising with PWD to ensure necessary maintenance and repairs are carried out. • Restocking of essential supplies and documentation kit • Ordering of and confirming trucking of post-disaster food supplies • Chairing Shelter Operations Committee meetings • Attend Hazard Management of the Cayman Islands meetings and execute decisions • Distribution of radios, keys and telephones to Shelter Managers and district representatives • Notification of Shelter Managers and district representative pre-disaster • Liaising with relevant agencies in regards to Shelter Operations		
Measures Quantity • Number of training sessions held • Number of inspections conducted • Number of meetings chaired or attended Quality • Training sessions delivered in accordance with the Department of Children and Family Services' guidelines • Sessions delivered by persons knowledgeable in the subject area Timeliness • Training sessions held during April to June • Major inspections conducted -February to April; other inspections ongoing throughout hurricane season Location Grand Cayman		2011/12 Budget 2 15 1-5 100% 100% 100% 100% 100%
		2010/11 Forecast 2 N/A N/A 95-100% N/A N/A N/A 100%
Cost		\$72,499 \$153,174
Related Broad Outcome 17. Strengthening our Infrastructure		

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures were revised.

CFS 33	Developing and Enhancing Employability and Life Skills for Support Towards Autonomy Retraining and Self-Sufficiency Programme (STARSS) Participants	\$113,813	
Description			
Developing or enhancing employability and life skills through: - Assessment of clients training needs - Planning and delivery of the STARSS workshops - Group intervention sessions - Sourcing external training for participants - Assisting with resume writing - Organising and hosting job fair for STARSS participants - Liaising with other agencies and individuals - Public Relations on STARSS with Government Information Services			
Measures	2011/12 Budget	2010/11 Forecast	
	Quantity		
	Number of workshops held	5	35-40
	Number of group intervention sessions held	3-6	N/A
	Number of Job Fairs hosted	1-2	N/A
	Quality		
	Workshops and group intervention sessions conducted in accordance with STARSS guidelines and by qualified persons	100%	95-100%
	Job Fairs held in accordance with Departmental guidelines	100%	N/A
	Timeliness		
	Workshops are held over a six week period	100%	90-100%
	Job Fair held annually	100%	N/A
	Group interventions ongoing throughout the year	100%	N/A
Location			
Grand Cayman	100%	100%	
Cost	\$113,813	\$302,594	
Related Broad Outcomes			
7. Developing our Youth			
8. Strengthening Families			
12. Preparing our Labor Market for Future Opportunities			
15. Empowering Women			

DCS 15	Individual, Couples, Family and Group Therapy	\$421,987
Description Provision of Individual, couples, family and group therapy to residents of Grand Cayman requiring assistance with a variety of life challenges including: • Drug and Alcohol Issues/Co-occurring disorders • Family and Relationship Problems/Issues related to personal growth and development		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of intake hours offered • Number of individual sessions offered • Number of group sessions offered	875-900 1,700-1,900 350-400	925-950 1,550-1,650 380-440
Quality • Percentage of clients who report improvement in life areas during the course of treatment • Sessions conducted by skilled and qualified staff • Treatment informed by individualized treatment plan developed in collaboration with client	60-100% 100% 85-100%	60-100% 100% 85-100%
Timeliness • A minimum of 15 hours of intake sessions provided per week on a walk-in basis at The Counselling Centre • Individual sessions offered Monday to Friday as scheduled with clients with the exception of statutory holidays • Group sessions available during evening and daytime hours, Monday through Friday	90-100% 100% 90-100%	90-100% 100% 90-100%
Location • Grand Cayman • The Counselling Centre • HMP Northward, Fairbanks – Intake and Group sessions	100% 100% 100%	100% 100% 100%
Cost	\$421,987	\$495,620
Related Broad Outcomes: 3. Addressing Crime and Policing 8. Strengthening Families 14. Reducing Substance Abuse 15. Empowering Women		

DCS 16	Clinical Assessments and Reports	\$422,226
Description Comprehensive clinical assessments completed, and assessment and progress reports prepared to identify treatment goals and track clients progress in treatment.		
Measures Quantity - Number of assessment sessions offered - Number of reports completed and submitted for approval Quality - Assessments and reports completed by skilled and qualified staff - Assessments and reports reviewed by senior management prior to distribution Timeliness - Initial assessment session within ten working days of completed intake - Report generated within ten working days of completion of assessment Location - Grand Cayman - The Counselling Centre - HMP Northward, Fairbanks Cost	2011/12 Budget 1,800-2,000 600-800 100% 90-100% 80-100% 75-100% 100% 100% 100% \$422,226	2010/11 Forecast 1,700-1,950 500-525 100% 90-100% 80-100% 75-100% 100% 100% 100% \$269,357
Related Broad Outcomes 3. Addressing Crime and Policing 8. Strengthening Families 14. Reducing Substance Abuse		

DCS 17	Driving Under the Influence Programme	\$62,929
Description Provision of six-session DUI Programme to court-referred clients resident in the Cayman Islands.		
Measures Quantity Number of DUI Programme placements offered Quality - Increase in knowledge and awareness of programme graduates around effects of alcohol use in general and the impact of alcohol use on driving ability specifically - Programme delivered by trained staff - Reports sent to Court on each client re: client participation and recommendations for further treatment if appropriate Timeliness Six-week programme offered on a rotational basis throughout the year to address referrals from Court Location - The Counselling Centre – Grand Cayman - Brac Haven Sister Islands Counselling Centre – Cayman Brac Cost	2011/12 Budget 75-95 70-100% 100% 100% 100% 100% 100% \$62,929	2010/11 Forecast 75-85 70-100% 100% 100% 100% 100% 100% \$74,046
Related Broad Outcomes 3. Addressing Crime and Policing 14. Reducing Substance Abuse		

DCS 18	Male Residential Substance Abuse Treatment Programme	\$754,272
Description Gender-specific programme for males' age 18 years and over providing individualised residential substance abuse treatment within a therapeutic community.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Minimum number of residential placements for men provided within the treatment programme	216	216
Quality • Collaborative treatment plan developed with client stating individualised treatment goals in client's own language for each stage of their treatment • Discharge summaries completed for every client upon discharge • Assessment tools completed on each client prior to transition from orientation stage • Outgoing reports reviewed by senior management prior to distribution	80-100% 80-100% 90-100% 95-100%	80-100% 80-100% 90-100% 95-100%
Timeliness • Client oriented to residential treatment rules and expectations prior to transition from orientation stage • Support team development initiated for each client prior to transition to re-entry stage of treatment • Discharge summaries completed for every client within 3 days	90-100% 90-100% 90-100%	90 -100% 90-100% 90-100%
Location Caribbean Haven Residential Centre – Grand Cayman	100%	100%
Cost	\$754,272	\$532,369
Related Broad Outcomes 3. Addressing Crime and Policing 8. Strengthening Families 14. Reducing Substance Abuse		

DCS 19	Public Awareness Initiatives	\$52,627
Description Organize, deliver and/or participate in public awareness campaigns, media appearances or events that raise awareness on topics such as domestic abuse, gender violence, teen pregnancy prevention, parenting and gender socialization issues, drug and alcohol issues, co-occurring disorders and other relevant topics. Public Awareness Campaigns include Honouring Women Month, Clothesline Project, 16 Days of Activism Against Gender Violence, Recovery Month etc.		
Measures Quantity - Number of public awareness campaigns - Number of media events - Number of newsletters produced and distributed - Number of other public relation events participated in to raise awareness Quality - Accurate and relevant information is provided by qualified and trained professionals - Public awareness campaigns utilize various mediums Timeliness - Newsletter published monthly - Public Awareness Campaigns throughout the year Location Cayman Islands		2011/12 Budget 1-2 10-12 12 1-3 100% 100% 100% 100% 100%
		2010/11 Forecast 2 19-25 12 3-5 100% 100% 100% 100% 100%
Cost		\$52,627 \$118,963
Related Broad Outcomes: 3. Addressing Crime and Policing 8. Strengthening Families 14. Reducing Substance Abuse 15. Empowering Women		

DCS 22	Female Residential Substance Abuse Treatment Programme	\$407,664
Description Gender-specific programme for female's age 18 years and over providing individualised residential substance abuse treatment within a therapeutic community.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Minimum number of residential placements for women provided within the treatment programme	108	108
Quality - Collaborative treatment plan developed with client stating individualized treatment goals in client's own language for each stage of their treatment - Discharge summaries completed for every client upon discharge - Assessment tools completed on each client prior to transition from orientation stage - Outgoing reports reviewed by senior management prior to distribution	80-100% 80-100% 90-100% 95-100%	80-100% 80-100% 90-100% 95-100%
Timeliness - Client oriented to residential treatment rules and expectations prior to transition from orientation stage - Support team development initiated for each client prior to transition to re-entry stage of treatment - Discharge summaries completed for every client within 3 days	90-100% 90-100% 90-100%	90 -100% 100% 95-100%
Location Caribbean Haven Residential Centre, Grand Cayman	100%	100%
Cost	\$407,664	\$80,442
Related Broad Outcomes 3. Addressing Crime and Policing 8. Strengthening Families 14. Reducing Substance Abuse 15. Empowering Women		

DCS 24	Treatment Services to Participants in Drug Rehabilitation Court	\$153,878
Description Provision of treatment services to offenders referred by the Drug Rehabilitation Court.		
Measures Quantity - Number of intake sessions offered to DRC clients - Number of DRC-specific group sessions offered - Number of individual sessions offered to DRC clients Quality - Percentage of clients who report improvement in life areas during the course of treatment - Individualized treatment plans developed in conjunction with client as evidenced by client's signature Timeliness - Intake sessions offered to DRC clients on a bi-weekly basis - DRC-Specific group sessions offered weekly Location The Counselling Centre – Grand Cayman	2011/12 Budget	2010/11 Forecast
	70-75	60-75
	40-44	40-45
	475-525	500-520
	60-100%	60-100%
	85-100%	85-100%
	100%	100%
	80-100%	NM
	100%	100%
Cost	\$153,878	\$260,932
Related Broad Outcomes 3. Addressing Crime and Policing 8. Strengthening Families 14. Reducing Substance Abuse		

DCS 26	Policy Advice to the Minister of Community Affairs, Gender and Housing	\$79,293
Description Policy Advice on matters pertaining to the provision of treatment services and therapeutic interventions, including responses to parliamentary questions, cabinet papers and speaking notes.		
Measures Quantity • Reports, written or verbal, responses and advice provided to the Minister • Number of parliamentary questions, cabinet papers and speaking notes drafted Quality Information provided based on research and best practice guidelines Timeliness Advice provided in accordance with agreed deadlines within the Ministry Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	6-8	5-10
	1-5	1-3
	100%	100%
	100%	100%
	100%	100%
	\$79,293	\$49,028
Related Broad Outcomes 7. Developing our Youth 8. Strengthening Families 14. Reducing Substance Abuse 15. Empowering Women		

DCS 27	Family Programmes	\$103,593	
Description			
- Provision of Family Skills Programmes designed to enhance parenting skills and build more nurturing, supportive and stable families. - Facilitation of Family Support Groups to provide access to ongoing interventions for families			
Measures	2011/12 Budget	2010/11 Forecast	
	Quantity		
	- Number of Family Skills Programmes offered - Number of Family Support Groups offered	2-4 4-6	4 6-8
	Quality		
	- Support groups and psycho-educational programmes provided by trained and qualified professionals - Number of participants who rate satisfaction with programme three or higher on a scale of 1-5	100% 80-100%	100% 80-100%
	Location		
Cayman Islands	100%	100%	
Cost	\$103,593	\$252,584	
Related Broad Outcomes			
3. Addressing Crime and Policing 7. Developing our Youth 8. Strengthening Families 14. Reducing Substance Abuse 15. Empowering Women			

DCS 28	Workshops and Presentations	\$79,580
Description Delivery of education via workshops and presentations aimed at empowering, educating and increasing the skills of participants on topics such as healthy relationships, violence prevention, drug and alcohol issues, co-occurring disorders, and gender socialization issues.		
Measures Quantity - Number of workshops offered - Number of presentations offered Quality - Workshops or presentations are delivered by qualified professionals - Participants who rate workshop or presentation three or higher on a scale of 1-5 Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	6-8	10-17
	10-20	20-25
	100%	100%
	80-100%	80-100%
	100%	90-100%
	\$79,580	\$276,173
Related Broad Outcomes: 7. Developing out Youth 8. Strengthening Families 14. Reducing Substance Abuse 15. Empowering Women		

DCS 29	Family Intervention and Victim Advocacy	\$146,139	
Description			
- Crisis intervention and assessment of the needs of victims of family violence to ensure appropriate referrals to community resources, and emotional support and guidance to victims throughout various stages - Referral of individuals/families to appropriate community resources - Facilitation of the Domestic Violence Intervention Training Programme (DVITP) for Police Officers, Social Workers and other front line professionals - Coordination of the Legal Befriender Service			
Measures		2011/12 Budget	2010/11 Forecast
Quantity			
Minimum number of hours of crisis and family intervention services offered		950-1,100	1,000-1,200
Number of DVITP training sessions facilitated		2-3	4
Number of coordinated sessions of Legal Befriender Service		85-95	90-98
Quality			
Family and crisis intervention services and referrals provided on a standardised schedule by qualified and supervised professionals		100%	100%
DVITP provided by qualified, trained facilitators who receive supervision		100%	100%
Advice provided by Legal Befriender Service is delivered by attorneys		100%	100%
Location			
Cayman Islands		100%	100%
Cost		\$146,139	\$228,018
Related Broad Outcome:			
3. Addressing Crime and Policing			
8. Strengthening Families			
15. Empowering Women			

DCS 31	Community Based Treatment Services for Adolescents	\$145,890
Description Provision of community based treatment services to adolescents who require individual, group and family therapy in order to modify or change substance misuse, criminal offending and other at-risk behaviours.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of assessment appointments offered - Number of individual sessions offered - Number of group sessions offered	350-450 350-450 35-50	N/A 100-150 5-10
Quality - Sessions conducted by skilled and qualified staff - Treatment informed by individualised treatment plan developed in collaboration with clients.	100% 85-100%	100% 85-100%
Timeliness Initial assessment appointments within ten working days of completed intake.	80-100%	85-100%
Location The Counselling Centre, Grand Cayman	100%	100%
Cost	\$145,890	\$30,801
Related Broad Outcomes 3. Addressing Crime and Policing 8. Strengthening Families 14. Reducing Substance Abuse		

DCS 32	Adolescent Parents Services	\$192,072
Description - Provision of psycho-educational and experiential parent programme to support the personal, social and/or life-skills growth of adolescent parents - Familial intervention for facilitation of basic baby care and child well-being		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Minimum number of placements offered to young parents - Number of adolescent parent education hours offered	72 425-475	N/A N/A
Quality - Percentage of young parents who have individualised support plans developed - Coordination of care with partner agencies fro programme participants - Sessions in compliance with agency curriculum	90-100% 100% 100%	N/A N/A N/A
Timeliness Twelve week programme offered on a rotational basis throughout the school year	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$192,072	\$0
Related Broad Outcomes: 7. Developing our Youth 8. Strengthening Families 15. Empowering Women		

Note: 2010/11 Forecast not comparable to 2011/12 Budget as this is a new output.

DCS 33	Therapeutic Services to Cayman Brac and Little Cayman	\$46,862
Description Provision of community-based treatment informed by individualized treatment plans to youth and adult residents of Cayman Brac and Little Cayman requiring assistance with a variety of life challenges including: • Drug and Alcohol Issues/Co-occurring disorders • Family and Relationship Problems/Issues related to personal growth and development		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of hours of therapeutic services offered	150-250	N/A
Quality • Percentage of clients who report improvement in life areas during the course of treatment • Treatment informed by individualised treatment plan developed in collaboration with client	60-100%	N/A
	85-100%	N/A
Timeliness Therapeutic services offered weekly	75-100%	N/A
Location Brac Haven Sister Islands Counselling Centre – Cayman Brac	100%	N/A
Cost	\$46,862	\$0
Related Broad Outcomes 3. Addressing Crime and Policing 8. Strengthening Families 14. Reducing Substance Abuse		

Note: 2010/11 Forecast not comparable to 2011/12 Budget as this is a new output.

MCA 1	Policy Advice to the Minister of Community Affairs, Gender and Housing	\$171,316
Description The provision of policy and strategic advice to the Minister of Community Affairs, Gender and Housing (CAG&H) and the Cabinet on the Ministry's Departments, Government Owned Companies, Boards and Committees through the following means: - o production of cabinet papers and notes - o briefing sessions - o production of policy reports - o legislative motions		
Measures Quantity • Number of cabinet papers and notes prepared • Number of minister's briefing sessions • Number of policy reports prepared • Number of policy directives disseminated Quality • All cabinet papers, notes and reports to be reviewed and approved by the Chief Officer and/or delegate • The policy advice should be based on relevant legislation and professional standards • Directives disseminated in accordance with the Ministry's standards Timeliness • All policy advice will be given in the timeframe agreed with the Minister of CAG&H. • Cabinet papers and notes are to be submitted to the Cabinet Office prior to cabinet office deadlines Location Grand Cayman, Cayman Islands Cost		2011/12 Budget 12-23 100-125 30-40 10-20 100% 100% 100% 90-100% 90-100% 100% \$171,316
		2010/11 Forecast 12-23 25-50 30-40 5-15 100% 100% 100% 90-100% 90-100% 100% \$76,994
Related Broad Outcomes 7. Developing our Youth 8. Strengthening Families 13. Improving the Lives of the Elderly and Disabled 14. Reducing Substance Abuse		

MCA 2	Ministerial Services and Support	\$503,508
Description Provision of services to support the Minister and Cabinet including: • Responses to parliamentary questions • Contribution to speeches, briefings, statements, reports and other correspondence • Coordinating events • Freedom of information requests and reports • Contribution to quarterly and annual reports		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of responses to parliamentary questions • Number of speeches, mass communications and statements prepared • Number of events coordinated • Number of reports prepared • Number of written correspondences on behalf of the Minister	1-5 54-86 1-3 20-25 125-175	6-20 54-86 1-3 10-20 150-175
Quality • All responses to parliamentary questions reviewed and signed off by the Chief Officer or her delegate • All speeches, mass communications, correspondence and statements must be reviewed by the Chief Officer or delegate • All reports will be in accordance with the established legislations or directives	100% 100% 100%	100% 100% 100%
Timeliness • Replies and correspondences should be finalized no later than one day prior to due date • Speeches, mass communications, statements, reports, and parliamentary questions submitted to Chief Officer: 1 - 3 working days prior to due date • Events coordinated within the agreed timeframe	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
Location George Town, Grand Cayman	100%	100%
Cost	\$503,508	\$762,210
Related Broad Outcomes 7. Developing our Youth 8. Strengthening Families 13. Improving the Lives of the Elderly and Disabled 14. Reducing Substance Abuse		

MCA 4	Governance of Boards and Government Owned Companies	\$141,035
Description The provision of governance, involving meeting and/or reviewing monthly, quarterly, and/or annual reports, to the following Boards and Government Owned Companies: • Children and Youth Services Foundation (CAYS) • National Housing Development Trust (NHDT) • Cinematographic Board • Adoption Board		
Measures Quantity • Number of meetings hosted/attended • Number of written correspondences to the Board • Number of Board reports reviewed • Number of ministerial council meetings attended Quality Governance and oversight given to Boards and Government Owned Companies are in compliance with the relevant laws and/or government policy Timeliness • Attendance at meetings as required • Inquires should be completed within the agreed timeframe as assigned by the Chief Officer Location Grand Cayman Cost		2011/12 Budget 20-40 50-80 16-24 5-10 100% 95-100% 95-100% 100% \$141,035
		2010/11 Forecast 20-40 50-80 5-15 5-10 100% 95-100% 95-100% 100% \$87,029
Related Broad Outcomes 7. Developing our Youth 8. Strengthening Families 17. Strengthening our Infrastructure		

MCA 5	Financial Assistance Support Services	\$213,536
Description Provision of administrative services and policy advice to develop/review criteria and manage grants and transfer payments in accordance with Government's policy for: - o Seamen and Veterans - o Community Development Grants - o Other Output Suppliers		
Measures Quantity • Number of outputs, grants and transfer payments processed • Number of new applications processed for seamen and veterans • Number of correspondence prepared Quality • All payments are accurate and submitted within the agreed timelines • Applications processed meet established criteria • All correspondence must be reviewed by the Chief Officer or delegate Timeliness • All payments, applications, and correspondences prepared/processed within the agreed timeline. Location George Town, Grand Cayman Cost		2011/12 Budget 12,000-18,000 50-75 150-200 95-100% 100% 95-100% 95-100% 100% \$213,536
		2010/11 Forecast 12,000-15,000 70-100 140-180 95-100% 100% 95-100% 95-100% 100% \$122,408
Related Broad Outcomes 7. Developing our Youth 8. Strengthening Families 13. Improving the Lives of the Elderly and Disabled		

MCA 6	Collaboration with Key Stakeholders on Social Matters	\$208,118
Description - Analyse local research findings and develop social policy priorities - Recommend and participate in research policy and initiatives with a cross-ministerial approach - Promote and participate in inter-ministerial workshops, presentations and training sessions - Liaise and collaborate across Ministries and agencies in the development of research, policies, programmes, projects and legislation as necessary - Ongoing monitoring and evaluation of inter-ministerial policies, programmes, projects and legislation - Provide gender mainstreaming initiatives and analysis through gender awareness training and public education efforts.		
Measures Quantity - Number of workshops, meetings, presentations and training sessions hosted/ attended - Number of research papers prepared - Number of cross-ministerial correspondence prepared Quality - Workshops, presentations, and training sessions hosted/attended by qualified personnel - Research papers should be consistent with relevant regional/international conventions and/or best practices and be reviewed by Chief Officer - Correspondence should be reviewed and approved by Chief Officer Timeliness - Research papers, correspondence, workshops, presentations, and training sessions should be finalized within the timeframe established by the Chief Officer Location George Town, Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	40-60	40-60
	2-4	2-4
	24-36	25-50
	100%	100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
100%	100%	
\$208,118	\$384,831	
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		

MCA 7	Management of Executive Assets – Housing and Social Facilities	\$205,420
Description Monitoring and reporting on affordable housing and government day care and residential homes • Government Affordable Housing Initiative • Government owned homes for the elderly • Government owned children residential homes • Government owned counselling residential homes • Government owned community homes		
Quantity • Number of reports prepared on capital projects and/or executive assets • Number of meeting held/attended Quality • All reports are reviewed by the Chief Officer or designate • Meetings held and attended by qualified personnel Timeliness • Reporting to be carried out weekly on facilities • Meetings held within the timeframe established by the Chief Officer Location Cayman Islands	2011/12 Budget	2010/11 Forecast
	50-52	50-60
	10-15	N/A
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	100%	100%
Cost	\$205,420	\$145,705
Related Broad Outcomes 8. Strengthening Families 13. Improving the Lives of the Elderly and Disabled 17. Strengthening our Infrastructure		

MCA 8	Legislative Drafting Instructions	\$63,979
Description Prepare drafting instructions for amendments or development to the following: • Poor Persons Relief Regulations • Children Regulations • Adoption of Children Law and Regulations • Housing Legislation • Cinematographic Rules • Youth Justice Law • Prevention of Gender Equality Bill		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of drafting instructions prepared • Number of legislative documents prepared • Number of meetings attended/hosted	2-6 1-3 15-20	3-8 1-3 N/A
Quality • Revision to legislation will be adequately research and prepared with the most current and robust information • Drafting instructions subject to peer review and signed off by the Chief Officer • Meetings held and attended by qualified personnel	95-100% 95-100%	90-100% 90-100%
Timeliness • Drafting instructions submitted to Legislative Counsel within the agreed time frames • Meetings held within the timeframe established by the Chief Officer	95-100%	90-100%
Location Grand Cayman	100%	100%
Cost	\$63,979	\$90,341
Related Broad Outcomes 7. Developing our Youth 8. Strengthening Families 13. Improving the Lives of the Elderly and Disabled 15. Empowering Women 17. Strengthening our Infrastructure		

9. Payment Arrangements

Cabinet will pay the *Ministry of Community Affairs, Gender and Housing* for delivery of the outputs described in section 1.

Payment will be made on the basis of an invoice provided monthly to the Minister of *Community Affairs, Gender and Housing*. The invoice will contain sufficient evidence of the outputs delivered for the Minister to be able to satisfy himself that the outputs have in fact been delivered.

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

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

Table 1: Expected Invoice Profile

MONTH	CFS 1 \$	CFS 5 \$	CFS 8 \$	CFS 9 \$	CFS 10 \$	CFS 11 \$	CFS 12 \$	CFS14 \$	CFS 15 \$
July	13,381	9,738	50,504	38,014	20,645	8,183	9,259		33,950
August	13,381	9,738	50,504	38,014	20,645	8,183	9,259		33,950
September	13,381	9,738	50,504	38,014	20,645	8,183	9,259		33,950
October	13,381	9,738	50,504	38,014	20,645	8,183	9,259		33,950
November	13,381	9,738	50,504	38,014	20,645	8,183	9,259		33,950
December	13,381	9,738	50,504	38,014	20,645	8,183	9,259		33,950
January	13,381	9,738	50,504	38,014	20,645	8,183	9,259		33,950
February	13,381	9,738	50,504	38,014	20,645	8,183	9,259		33,950
March	13,381	9,738	50,504	38,014	20,645	8,183	9,259		33,950
April	13,381	9,738	50,504	38,014	20,645	8,183	9,259	25,000	33,950
May	13,381	9,738	50,504	38,014	20,645	8,183	9,259	15,287	33,950
June	13,381	9,738	50,504	38,014	20,645	8,183	9,259	15,287	33,950
TOTAL	\$160,567	116,859	606,053	456,173	247,742	98,201	111,105	55,574	407,405

MONTH	CFS 28 \$	CFS 30 \$	CFS 31 \$	CFS 32 \$	CFS 33 \$	DCS 15 \$	DCS 16 \$	DCS 17 \$	DCS 18 \$	DCS 19 \$
July	158,662	301,499	47,108	6,042	9,484	35,166	35,185	12,586	62,856	4,386
August	158,662	301,499	47,108	6,042	9,484	35,166	35,185		62,856	4,386
September	158,662	301,499	47,108	6,042	9,484	35,166	35,185	12,586	62,856	4,386
October	158,662	301,499	47,108	6,042	9,484	35,166	35,185		62,856	4,386
November	158,662	301,499	47,108	6,042	9,484	35,166	35,185	12,586	62,856	4,386
December	158,662	301,499	47,108	6,042	9,484	35,166	35,185		62,856	4,386
January	158,662	301,499	47,108	6,042	9,484	35,166	35,185		62,856	4,386
February	158,662	301,499	47,108	6,042	9,484	35,166	35,185	12,586	62,856	4,386
March	158,662	301,499	47,108	6,042	9,484	35,166	35,185		62,856	4,386
April	158,662	301,499	47,108	6,042	9,484	35,166	35,185		62,856	4,386
May	158,662	301,499	47,108	6,042	9,484	35,166	35,185	12,586	62,856	4,386
June	158,662	301,499	47,108	6,042	9,484	35,166	35,185		62,856	4,386
TOTAL	1,903,942	3,617,988	565,300	72,499	113,813	421,987	422,226	62,929	754,272	52,627

MONTH	DCS 21 \$	DCS 22 \$	DCS 24 \$	DCS 26 \$	DCS 27 \$	DCS 28 \$	DCS 29 \$	DCS 31 \$	DCS 32 \$	DCS 33 \$
July	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
August	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
September	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
October	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
November	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
December	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
January	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
February	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
March	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
April	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
May	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
June	11,690	33,972	12,823	6,608	8,633	6,632	12,178	12,158	16,006	16,006
TOTAL	140,282	407,664	153,878	79,293	103,593	79,580	146,139	145,890	192,072	46,862

MONTH	MCA 1 \$	MCA 2 \$	MCA 3 \$	MCA 4 \$	MCA 5 \$	MCA 6 \$	MCA 7 \$	MCA 8 \$
July	14,276	41,959	5,939	11,753	17,795	17,343	17,118	5,332
August	14,276	41,959	5,939	11,753	17,795	17,343	17,118	5,332
September	14,276	41,959	5,939	11,753	17,795	17,343	17,118	5,332
October	14,276	41,959	5,939	11,753	17,795	17,343	17,118	5,332
November	14,276	41,959	5,939	11,753	17,795	17,343	17,118	5,332
December	14,276	41,959		11,753	17,795	17,343	17,118	5,332
January	14,276	41,959		11,753	17,795	17,343	17,118	5,332
February	14,276	41,959		11,753	17,795	17,343	17,118	5,332
March	14,276	41,959		11,753	17,795	17,343	17,118	5,332
April	14,276	41,959		11,753	17,795	17,343	17,118	5,332
May	14,276	41,959	5,939	11,753	17,795	17,343	17,118	5,332
June	14,276	41,959	5,939	11,753	17,795	17,343	17,118	5,332
TOTAL	171,316	503,508	41,576	141,035	213,536	208,118	205,420	63,979

Appendix: Forecast Financial Statements for the Year Ended 30 June 2012

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Ministry of Community Affairs, Gender and Housing

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June 2012 and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

[Signature]
Dorine Whittaker
Chief Officer
Ministry of Community Affairs, Gender and Housing

[Date]

Ministry of Community Affairs, Gender and Housing
**FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue				
Outputs to Cabinet		13,291,000	15,403,960	
Outputs to other government agencies				
Outputs to others				
Interest revenue				
Total Operating Revenue		13,291,000	15,403,960	
Operating Expenses				
Personnel costs	1	10,895,114	11,993,704	
Supplies and consumables	2	2,253,124	3,274,717	
Depreciation	3	142,762	135,539	
Capital charge				
Other operating expenses				
Total Operating Expenses		13,291,000	15,403,960	
Surplus from operating activities and before extraordinary items				
Extraordinary items				
Net Surplus		0	0	

Ministry of Community Affairs, Gender and Housing
**FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Opening balance net worth		3,925,102	2,627,326	
Net surplus				
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses				
Equity investment		36,000	36,000	
Repayment of surplus				
Capital withdrawal				
Closing balance net worth		3,961,102	2,663,326	

Ministry of Community Affairs, Gender and Housing
FORECAST BALANCE SHEET
AS AT 30 JUNE 2012

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Current Assets				
Cash and cash equivalents	4	983,623	595,419	
Accounts receivable	5	1,107,583	1,286,663	
Other current assets	6	3,000	8,113	
Total Current Assets		2,094,206	1,890,196	
Non-Current Assets				
Property, plant and equipment	7	2,806,246	2,911,528	
Other non-current assets				
Total Non-Current Assets		2,806,246	2,911,528	
Total Assets		4,903,452	4,801,724	
Current Liabilities				
Accounts payable	8	686,167	1,661,733	
Unearned revenue	9			
Employee entitlements	10		418,184	
Other current liabilities			58,481	
Total Current Liabilities		686,167	2,138,398	
Non-Current Liabilities				
Employee entitlements	11	253,184		
Other non-current liabilities	12			
Total Non-Current Liabilities		253,184		
Total Liabilities		939,351	2,138,398	
TOTAL ASSETS LESS TOTAL LIABILITIES		3,961,102	2,663,326	
NET WORTH				
Contributed capital		3,961,102	2,663,326	
Asset revaluation reserve				
Accumulated surpluses				
Total Net Worth		3,961,102	2,663,326	

Ministry of Community Affairs, Gender and Housing
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2012

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		12,681,522	14,326,719	
Outputs to other government agencies				
Outputs to others				
Interest received				
Payments				
Personnel costs		(10,641,931)	(11,741,362)	
Suppliers		(1,566,957)	(2,135,987)	
Other payments				
<i>Net cash flows from operating activities</i>	13	472,634	449,371	
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(36,000)	(36,000)	
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		(36,000)	(36,000)	
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		36,000	36,000	
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>		36,000	36,000	
<i>Net increase/(decrease) in cash and cash equivalents</i>		472,634	449,371	
Cash and cash equivalents at beginning of period		510,989	146,048	
Cash and cash equivalents at end of period	4	983,623	595,419	

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Ministry of Community Affairs, Gender and Housing*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ending 30 June, 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2011) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities***Accounts Payable***

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

Provisions

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

Employee entitlements

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

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

Ministry of Community Affairs, Gender and Housing
NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Salaries and wages (including employee pension contributions)	10,413,670	11,360,676	
Employer/Government pension expense	481,444	633,028	
Total Personnel Costs	10,895,114	11,993,704	

NOTE 2. SUPPLIES AND CONSUMABLES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Supply of goods and services	1,646,408	1,769,622	
Operating lease rentals	600,509	678,184	
Other	0	826,911	
Total Supplies and Consumables	2,253,124	3,274,717	

NOTE 3. DEPRECIATION

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Buildings	90,887	71,460	
Vehicles	10,710	11,103	
Aeroplanes			
Boats			
Furniture and fittings	18,069	17,288	
Computer hardware and software	4,100	11,991	
Office equipment		17,924	
Other plant and equipment	10,870	5,618	
Other assets	8,126	155	
Total Depreciation	142,762	135,539	

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

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

NOTE 4. CASH AND CASH EQUIVALENTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Cash on hand	1,500	1,500	
Bank accounts	982,123	982,123	
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	983,623	983,623	

NOTE 5. ACCOUNTS RECEIVABLE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Outputs to Cabinet	1,107,583	1,283,663	
Outputs to other government agencies			
Outputs to others			
Interest receivable			
Prepayments		3,000	
Interest Receivable		1,286,663	
Other Receivables			
Total Gross	1,107,583	1,286,663	
Less provision for doubtful debts			
Total Net	1,107,583	1,286,663	

NOTE 6. INVENTORIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Raw Materials (including Consumable Stores)			
Work in Progress			
Finished Goods			
Total Inventories			

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2011/12 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings	2,700,503				668,954	2,031,549
Vehicles	86,330				45,817	40,513
Aeroplanes						
Boats						
Furniture and fittings	424,686				129,425	295,261
Computer hardware and software	189,458				101,983	87,475
Office equipment						
Other plant and equipment	184,085				10,870	173,215
Construction in progress						
Other assets	297,544	36,000			155,311	178,233
Total	3,882,606	36,000			1,122,638	2,806,246

	HC or Revalued Amount	Accum Depr	2011/12 Forecast	2010/11 Est. Actual
	\$000	\$000	\$000	\$000
Buildings	2,700,503	668,954	2,031,549	2,122,436
Vehicles	86,330	45,817	40,513	51,223
Aeroplanes				
Boats				
Furniture and fittings	424,686	129,425	295,261	313,330
Computer hardware and software	189,458	101,983	857,475	91,575
Office equipment				33,837
Other plant and equipment	184,085	10,870	173,215	3,338
Construction in progress				
Other assets (list if material)	333,544	155,311	178,233	295,790
Total	3,918,606	1,112,360	2,806,246	2,911,528

NOTE 8. ACCOUNTS PAYABLE

	2011/12 Forecast	2010/11 Est. Actual	2009/10 Actual
	\$000	\$000	\$000
Accruals and other payables	686,167	1,661,733	
Total	686,167	1,661,733	

NOTE 9. UNEARNED REVENUE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue received in advance			
Total			

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Other salary related entitlements			
Total Employee Entitlements			

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Long service leave and other leave entitlements	253,184	418,184	
Other salary related entitlements			
Total	253,184	418,184	

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total			

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

	2011/12 Forecast	2010/11 Est. Actual This Year	2009/10 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)	0	0	
Non-cash movements			
Depreciation	142,762	135,539	
Increase in provision for doubtful debts			
Increase in payables/accruals	261,204	1,138,730	
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets	68,668	252,342	
Increase in receivables		(1,077,240)	
Net cash flows from operating activities	472,634	449,371	

APPENDICES

Entities within the Ministry of Community Affairs, Gender and Housing

Entity	Head
Ministry of Community Affairs, Gender and Housing	Chief Officer, Community Affairs, Gender and Housing
Department of Children and Family Services	Director of Children and Family Services
Department of Counselling Services	Director of Counselling Centre

Definition of Output Codes within the Ministry of Community Affairs, Gender and Housing

CODES	DESCRIPTION
MCA	244703: Ministry of Community Affairs, Gender and Housing
DCS	244001: Department of Counselling Services
CFS	243914: Department of Children and Family Services

2011/12 BUDGET

Annual Budget Statement

for

***Ministry of Health, Environment, Youth, Sports and
Culture***

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Minister/Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICER AND MINISTER OF HEALTH, ENVIRONMENT, YOUTH, SPORTS AND CULTURE

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

**Mrs. Jennifer Ahearn, Chief Officer
Ministry of Health, Environment, Youth,
Sports and Culture**

30th June, 2011

Statement from the Minister

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

**Hon. Mark Scotland, Minister
Ministry of Health, Environment, Youth,
Sports and Culture**

30th June, 2011

PART A
OWNERSHIP PERFORMANCE

Nature and Scope of Activities

General Nature of Activities

The Ministry of Health, Environment, Youth, Sports and Culture is responsible for a wide range of services critical to the well-being of the people of the Cayman Islands. The Ministry will ensure a healthy population through the development and implementation of strategic policies and legislation; it will ensure sustainable use of natural resources and the environment, as well as the development of the youth through innovative programmes.

The departments/units under the Ministry of Health, Environment, Youth, Sports and Culture include: Environment, Youth, Sports, Cadet Corps and the Health Regulatory Services.

Department of Environment

The Department of Environment works to promote and facilitate responsible management and sustainable use of the natural resources and environment of the Cayman Islands through various programmes and strategies.

Sports

The Department of Sport's primary function is to provide sporting activities as a mechanism for social integration and development.

Cadet Corps

The Cadet Corps' main activity is to provide discipline and to develop leadership skills through the use of a military structure. The cadets will learn about field craft, map and compass, the Cayman Island's civics and history. The Cadets will also participate in community service activities and water sports activities. They will learn how to conduct and manage themselves in everyday life.

Youth

Empowerment of our youth through education such that their leadership skills, sense of national pride and civic responsibility are developed and they are able to achieve their full potential and become productive citizens.

Health Regulatory Services

The Health Regulatory Services will ensure that the provision of health insurance in the Cayman Islands is well regulated and that greater assistance is provided to the public in resolving complaints.

Through the Health Practice Commission, the Health Regulatory Services will provide supervision of the four Health Practice Councils, Policy Advice to the Ministry of Health, Environment, Youth, Sports and Culture and regulate healthcare facilities

Scope of Activities

Department of Environment

The Department of Environment undertakes activities that fall within the broad categories of environmental management recommendations; sustainable development and environmental policy advice; environmental research, monitoring and assessment; marine protection services; and secretariat and permitting services for conversation boards and committees.

Sports

The Department's scope of activities is intrinsically related to the needs of the community, sport associations, clubs, schools and youth organizations. The scope of activities includes and is not limited to: local and international games and events, training and development programmes, recreational and community events.

Cadet Corps

- Drill Training
- Civic and citizenship programmes
- Music and Band training
- Social Behavioural Adjustment programme
- Community Service
- BTEC Diploma in Public Service and Music
- Marine Training
- Disaster Mitigation - Provide personnel for National Emergency Operation Centre (NEOC)

Youth

Monitoring youth service providers to ensure vibrant youth programmes are run in each district and the management of mechanisms called for in the Youth Policy (such as the Youth Assembly) which empowers youth to be meaningfully involved in decision making forums. The Unit also collaborates with other services providers to ensure that young citizens access all services provided for the general populace.

Health Regulatory Services

The department's scope of business includes advising the Minister on any matter relating to health insurance & health practice, including advice on amendments to the Health Insurance Law, Health Practice Law and Regulations. The department investigates and resolves complaints and provides advice on fees to be paid by "Approved Insurers" to healthcare providers for healthcare benefits provided to compulsorily insured persons. It also has responsibility for the monitoring, assessment and regulation of premium rates charged by "Approved Insurers" for the Standard Health Insurance Contract, the collection of the Segregated Insurance Fund payments, the monitoring of the number of insured persons and the provision of a public education programme on the relevant legislations and functions of the department

Through the Health Practice Commission the department will do the following:

- Register and Licensing of health care practitioners within their respective councils
- Inspection and certification of health care facilities for operation
- Collaborate with international and regional agencies to ensure that standards of professional practice are maintained by all licensed practitioners

Customers and Location of Activities

Customers of the Ministry of Health, Environment, Youth, Sports and Culture include members of the public, members of Cabinet, members of the Legislative Assembly and public servants, private and public sector entities, health practitioners, health service providers, sports and youth organisations.

The Ministry of Health, Environment, Youth, Sports and Culture delivers services throughout the Cayman Islands.

2. Strategic Ownership Goals

The key strategic ownership goals for the Ministry of Health, Environment, Youth, Sports and Culture in 2011/12 and the subsequent two years are as follows:

The *Ministry of Health, Environment, Youth, Sports and Culture* is committed to ensuring quality health care for the people of the Cayman Islands and will continue to embrace its guiding principle: “**improved health and well-being for all**”. The key strategic ownership goals for the *Ministry* in 2011/12 and the subsequent two years are as follows:

Develop a National Strategic Health Plan

- Develop a broad directional framework for policy implementation in Health.
- Incorporate the values that Government holds for the health of the population with the goals of the health sector.

Improve Access to Healthcare by Strengthening and Expanding Health Insurance Coverage

- Continue efforts to make relevant amendments to the Health Insurance Legislation
- Collaborate with CINICO, HSA and other stakeholders to develop an electronic validation adjudication system.
- Examine the possibility of developing CINICO's case management system

Enhance the Capacity of the Healthcare System to Address Mental Health Needs

- Mental Health Task Force to continue to examine mental health issues in the Cayman Islands.

Implement Policy and Legislative Framework to Protect the Environment.

- Introduce policies and legislation to manage development projects, including the National Conservation Bill, the development of a National Environmental Policy and National Sustainable Development Framework.

Department of Environment

- Implementation of the National Conservation Law
- Implementation of the Endangered Species Trade and Transport Law (2004)
- Climate change adaptation and mitigation
- Development of a National Sustainable Development Framework
- Comprehensive review of Cayman Islands Marine Parks system (Darwin-funded project)

Department of Sports

Community

- To teach fundamentals of sports and sport specific skills to children/adults involved in our programmes; giving them a proper foundation to develop as athletes to participate in local leagues/events.
- To build character and positively engage the children involved in our programmes
- To help develop motor skills and increase physical activity in children and adults
- To increase community cohesion by creating an environment for positive interaction and character building

School Sessions

- To help increase the number of children that are taught fundamentals of sports and sport specific skills in addition to community programmes.
- To assist schools in delivering their sports curriculum.
- To help develop relationships with students and encourage them to get involved with after-school/community sports programmes

National Programmes

- To enhance and develop sport specific skills of talented athletes; this enables them to compete at regional and international events, gain more recognition, exposure and recruitment opportunities.
- To provide assistance to the National Sporting Associations through Coaches
- To help build national pride through participation at regional and national events

Workshops

- To increase the quality of volunteer coaches and officials throughout the island to augment sports programmes
- To provide the opportunity for potential volunteers to become qualified officials/coaches/administrators; enabling them to positively contribute to the society through supporting sports organizations

Cadet Corps

- Recruit cadets and maintain at least 75% attendance of at least 70 cadets
- To establish and maintain a standard of cadetting that is comparable internationally
- Develop leadership skills in cadets
- To ensure that cadetting is enjoyable
- To ensure that Cadets in the Cayman Islands are always well equipped
- To provide knowledge that will foster individual development
- To enhance community and citizenship awareness
- To ensure that our cadets have 75% pass rate in the BTEC Diploma in Public Service
- To create frameworks for learning, training and improving employment qualifications
- To develop employment skills, training programmes that meet market needs

Youth Services Unit

Empowerment of youth by requiring all youth workers and volunteers within the various churches, uniform and community groups who receive funding from the Ministry:

- To have access to the Commonwealth Youth Programme training module 3: Principles and Practice of Youth Development Work, offered through the University College of the Cayman Islands (UCCI).
- To address a minimum of three National Youth Policy goals.
- To report quarterly, providing data which will allow the Youth Services Unit to monitor the progress of the programme, gather and collate agreed data which will indicate the impact of funds invested in the programme.

Other

- Provide access to a number of media (radio show, newsletter, annual youth forum, Youth Assembly membership, travel to CARICOM Youth Ambassador Workshops, and Commonwealth Youth Programme (CYP) conferences etc.) which offer opportunities to develop leadership abilities.
- Providing opportunities for the youth to be part of decision making forums such as the C.I. Youth Assembly, National Youth Commission, Schools' Student Councils, committees reviewing/updating the Cayman Islands National Youth Policy etc. pertaining to youth issues.

Health Regulatory Services

- To maintain a public education campaign on health insurance in the Cayman Islands
- To resolve disputed complaints and queries arising from the provision of health insurance
- To carry out the regulatory functions of the Health Insurance Commission as prescribed under the law and regulations
- To effectively collect the Segregated Insurance Fund payment and monitor the number of insured persons in the Cayman Islands
- Expansion of the facility registration process to include inspections
- Development of standards for all healthcare facilities in the Cayman Islands
- Ensure public access to information regarding all registered healthcare practitioners
- Development of new and strengthening of present links with international counterparts

3. Ownership Performance Targets

The ownership performance targets for the Ministry of Health, Environment, Youth, Sports and Culture for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	9,778,673.00	9,283,800
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others	10,000	3,000
Surplus/deficit from outputs		
Ownership expenses		
Operating Surplus/Deficit	0	(740,695)
Net Worth	16,356,536	15,853,238
Cash flows from operating activities	632,891	(109,871)
Cash flows from investing activities	(440,000)	(110,834)
Cash flows from financing activities	440,000	0
Change in cash balances	632,891	(220,705)

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	2,003	1194
Total Assets: Total Liabilities	8,126	6231

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	104	102
Staff turnover (%)		
Managers		
Professional and technical staff		
Clerical and labourer staff		
Average length of service (number of years in current position)		
Managers	9	3
Professional and technical staff	7	2
Clerical and labourer staff	3	4
Changes to personnel management system:		

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
Chief Officer	1	1
Former Chief Officer	1	1
Deputy Chief Officer	1	1
Director - Department of Environment	1	1
Director - Sports	1	1
Director/Superintendent of Health Insurance	1	1
Head of Unit - Youth Unit	1	1
Head of Department, Commandant - Cadet	1	1
Deputy Director - Department of Environment	2	2
Deputy Director - Health Regulatory Services	1	1
Deputy Director - Sports	1	1
Chief Medical Officer	1	0
Corporate Compliance Officer	1	1
Chief Financial Officer	1	1
Operational HR Manager	1	1
Deputy Chief Financial Officer	1	1
Senior Policy Advisor	2	2
HR Assistant	1	1
Accounts Officer I	1	1
Administrative Officer II	1	1
Higher Executive Officer	1	1
Personal Assistant - Minister	1	1
National Museum – Collections Manager	1	1
Manager – Admin & Finance	1	1
Manager – Marine Resources Unit	1	1
Manager – Operations	1	1
Manager – Sustainable Development Unit	1	1
Manager – Terrestrial Resources Unit	1	1
Senior Research Officer – Fisheries & Aquaculture	1	1
Senior Research Officer – Marine Resources Unit	2	2
Senior Sustainable Development Officer	1	1
Chief Conservation Officer	1	1
Environmental Assessment Officer	1	1
Geographic Information Systems Officer	1	1
Research Officer I (MRU, SDU, TRU)	3	2
Research Officer II (MRU)	2	2

Position	2011/12 Budget	2010/11 Forecast
Conservation Enforcement Supervisor	1	1
Conservation Officer	6	6
Marine Service Technician	1	1
Operations Supervisor – SIS	1	1
Marine Parks Officer – SIS	1	1
Senior Technical Assistant	1	1
Marine Field Technician	1	1
Financial Administrator	1	1
Head - Coach	0	3
Assistant Basketball Coach	1	1
Senior Swimming Instructor	1	1
Swimming Instructor	2	4
Sports Coordinator for Women	1	1
Sports Instructor	6	4
Community - Trainer	4	4
Maintenance Supervisor	1	0
Maintenance Officer	8	9
Accounts Officer II	1	1
Financial Accountant	1	1
Health Care Practice & Facilities Inspector	1	1
Health Insurance Inspector	3	3
Assistant Health Insurance Inspector	1	1
Commanding Officer	0	1
Sergeant Major Instructor	0	1
Cadet Administrative Assistant	0	1
Training Officer	1	0
Youth Services Coordinator	1	1
Programme Officer	1	1
Youth Empowerment Officer	1	1
Scouts Trainer	1	1
Executive Officer II	4	5
Administrative Secretary	5	5
Administrative Assistant	1	1
Clerical Officer/Receptionist	1	1
Conservation Enforcement Supervisor	1	1
TOTAL	104	102

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$16,560,334	\$16,111,000
Asset replacements: total assets	4.9%	5.9%
Book value of assets: initial cost of those assets	72.3%	91%
Depreciation: cash flow on asset purchases	115.4%	30%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
TruPlex Netball Court - Resurface	40,000
George Hicks - Walking track	200,000
Bodden Town Field	100,000
Ministry assets	100,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1 st July 2011

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Draft National Conservation Law (NCL) not passed by Legislative Assembly	No change	Continued efforts to ensure NCL is passed.	Undetermined
Lack of Maintenance Supervisor	None	Train Current Staff to take on responsibilities	\$100-150 K
Volunteer turnover	No change	Promote recruitment of Caymanians/Permanent Residents	undetermined
Volunteers to the Cadet Corps may quit the Corps	No change	Improve volunteer training	Undetermined
Loss of Uniforms due to Cadets dropping out	Not applicable	. Collect a down payment for uniforms . Take back uniform if a Cadet drops out . Observe attendance before issuing uniform	\$300.00 per child
Conflict between the Public Service Management Law 2006 and the Cadet Corps Law 2003	No change	Review the Cadet Corps law and the PSML to eliminate or alleviate the anomalies	Undetermined
Reduction in services provided to young people	A reduction in staff, particularly staff with technical knowledge mainly for Cayman Brac	Identify and recruit personnel with the required technical knowledge for Cayman Brac and retain staff with experience and technical competency. Alternatively make provisions for a stipend to attract technical competent volunteers.	Undetermined
Attempting to assist too many youth groups from limited funding to the point whereby the funding offered doesn't have the desired impact from any of the funded groups.	No change	Decide on the priority goals/areas for the year and fund groups according to their proposals to address this area(s)	\$200,000+

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Not having access to data which will allow a benchmark/starting point from which to measure the effectiveness of programming/initiatives.	No change	Decide on a method of reporting data from the various government & non-government agencies that work with youth and make it a requirement for them to report this information on a regular basis.	\$200,000+
Closure of Approved Insurer(s)	Number of Approved Insurers reduced	Work with other approved insurers to ensure adequate health insurance coverage is provided	
Turnover of Staff	Reduction of staff	Reassign duties of existing staff	
Lack of good working relationship of Board and Councils	N/A	Clarity of roles, responsibilities and good communication	

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>Ministry of Health, Environment, Youth, Sports & Culture</i>	440,000	692,000
Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of Health, Environment, Youth, Sports & Culture</i>		

PART B
OUTPUT PERFORMANCE

2. Outputs to be Delivered

MHE 1	Administrative Services for the Minister	\$778,732
Description The provision of administrative services for the Minister and Cabinet including: • Production of cabinet papers and notes • Production of speeches and statements required by the Minister • Production of answers to parliamentary questions • Replies to correspondence • Initiate and research information for press releases and Public Service announcements		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of hours of administrative services • Number of cabinet papers and notes produced • Number of speeches, statements and any other information requested by the minister • Number of responses to parliamentary questions • Number of press releases and Public Service announcements • Number of statements for press briefings	5,250-5,750 30-40 30-40 1-2 5-10 3-5	5,500 40 40 2 10 5
Quality • All information subject to internal peer review • Cabinet papers and notes are accurate and meet Cabinet guidelines • Accurate, easily understood and appropriate: - o Speeches and statements - o Responses to parliamentary questions - o Correspondence - o Press releases - o Public service announcements • Delivery of clear, appropriate and timely information for media	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%

Timeliness • Cabinet papers and notes submitted to Cabinet Office by Wednesday to be placed on the agenda of the following week • Speeches and statements finalised no later than two days prior to due date • Responses to parliamentary questions submitted to minister within ten working days of receipt • Replies to correspondence marked “urgent” completed within three working days of receipt. Routine replies to correspondence completed within seven working days • Press releases and Public Service announcements to be initiated and background information dispatched to GIS no later than three working days after request is received • Press briefings and other briefing notes are prepared within time period stipulated by Honourable Minister/Chief Officer	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Location Cayman Islands	100%	100%
Cost	\$778,732	\$800,564
Related Broad Outcomes: 5. Improving Healthcare 7. Developing our Youth 16. Addressing Energy and the Environment 18. Preserving our Culture		

MHE 2	Development of Legislation	\$346,811
Description Provision of original and revised drafting instructions for revision or creation of the following laws: • Health Practice Law and Regulations • Health Insurance Law and Regulations • Pharmacy Law and Regulations • Mental Health Law and Regulations • National Conservation Law (Regulations)		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of drafting instructions or commentary prepared • Number of bills sent to Cabinet for approval • Number of bills sent to the Legislative Assembly for approval	3-6 3-6 1-3	4 4 2
Quality • Research and review current information to inform process of recommending revision to Laws • Provide clear, accurate and relevant drafting instructions and comments for the above Bills • Drafting instructions subject to peer review and signed off by the Chief Officer • Legislative Counsel rate instructions and comments as clear and relevant	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness Drafting instructions and commentary submitted to Legislative Counsel within timelines stipulated by the Honourable Minister	100%	100%
Location Cayman Islands	100%	100%
Cost	\$346,811	\$372,782
Related Broad Outcomes: 5. Improving Healthcare 7. Developing our Youth 16. Addressing Energy and the Environment 18. Preserving our Culture		

MHE 3	Policy Advice to the Minister	\$531,828
Description Conduct research and a review of services to provide policy advice to the Minister and Cabinet on the following: • Health • Environment • Youth • Sports • Culture		
Measures Quantity • Number of hours of policy advice Policy papers on: • Health • Health Insurance • Environment • National Youth Policy • Sports Policy • National Cultural Policy • Others (as required) Quality • Research and review relevant information prior to completing policy to ensure accuracy and clarity, relevance to stakeholders, and consistency with objectives • Drafting of policy statements subject to review of Deputy Chief Officer and signed off by the Chief Officer Timeliness All policy papers will be completed within timelines stipulated by the Honourable Minister	2011/12 Budget	2010/11 Forecast
	3,000-3,500	3,400
	6-10	10
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$531,828	\$435,182
Related Broad Outcomes: 5. Improving Healthcare 7. Developing our Youth 16. Addressing Energy and the Environment		

MHE 7	Monitor the Performance of Statutory Authorities, Government Companies and Non-Governmental Organisations	\$361,321
Description Monitor and review the delivery of outputs for: - Statutory Authorities (Health Services Authority, Cayman Islands National Insurance Company, National Drug Council, Cayman Islands National Museum, National Gallery and Cayman National Culture Foundation) - Government-Owned Companies - Youth, Sports and Cultural Organizations		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of Purchase Agreements - Number of Ownership Agreements - Collate Semi-annual Reports - Number of payment transactions - Meetings attended	50-60 4-6 2 300-350 12-20	60 4 2 330 12
Quality - Purchase agreements to contain quantity, quality, cost and timeliness measures to meet standards specified in the Public Management and Finance Law (2010 Revision) - Ownership agreements to conform to approved scope of business and financial parameters in accordance with the Public Management and Finance Law (2010 Revision) - Satisfaction of the Minister that the material incorporates and accurately reflects the agreed performance - Manage payments to ensure they are supported by evidence of output delivery - Reports are accurate, relevant and submitted within agreed timelines	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness - Purchase Agreements/Ownerships are finalized within specified deadline - Reports submitted on or before the 10th working day after the end of the quarter - Payment process in accordance with timeline specified in the Purchase Agreement	100% 100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$361,321	\$364,459
Related Broad Outcomes: 5. Improving Healthcare 7. Developing our Youth 16. Addressing Energy and the Environment 18. Preserving our Culture		

MHE 15	Coastal Works	\$126,111
Description Processing of coastal works applications for Cabinet's review and approval		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of Cabinet papers submitted - Number of coastal works approval letters issued - Number of coastal works licenses issued and paid	5-10 2-5 2-5	8 2 2
Quality - All Cabinet papers will include the written advice of the technical Advisory Committee of the Department of Environment and other relevant agencies - Approval letters will be clear, unambiguous and expressly set out Cabinet's conditions of approval	100% 100%	100% 100%
Timeliness - Completed applications will be reviewed within three weeks - Cabinet Papers will be submitted within two weeks of receipt of technical report - Approval letters issued within 7-14 days of cabinet approval - Licenses issued within 7-14 days of payment	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$126,111	\$152,865
Related Broad Outcome: 16. Addressing Energy and the Environment		

ENV 13	Installation and Maintenance of Public Moorings and Regulatory Markers	\$161,187
Description		
Installation and maintenance of the Cayman Islands Marine Parks' regulatory markers and provision of Cayman Islands Public Mooring Programme. Services include: • Marker site selection, installation, monitoring and maintenance • Maintenance of marker location database • Mooring site selection, installation, monitoring, maintenance • Maintenance of mooring location database available to the public		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of marine park markers maintained	110	110
• Number of moorings maintained	300	300
• Number of databases maintained	2	2
Quality		
• Marine Park markers and moorings installed to DOE specifications	100%	100%
• Moorings in safe and functional condition	95%	95%
• Database functioning – accurate and up-to-date	100%	100%
Timeliness		
• Damaged or missing markers repaired within 20 working days of report	85%	85%
• Damaged or missing moorings repaired within 20 working days of report	90%	90%
• All existing single pin moorings replaced by end of calendar year	90%	90%
• Amendments to databases made within 10 working days	90%	90%
Location		
Cayman Islands	100%	100%
Cost		
	\$161,187	\$258,372
Related Broad Outcome:		
16. Addressing Energy and the Environment		

ENV 14	Environmental Policy Advice	\$217,700
Description Provide scientific reviews, management recommendations and policy advice to the Ministry of Health, Environment, Youth, Sports and Culture on a variety of environmental subjects including but not limited to the following: Establishment of a comprehensive sustainable development strategy, Climate Change Adaptation and Mitigation, the Cayman Islands Marine Parks, Animal Sanctuaries, other protected areas and the implementation of Multilateral Environmental Agreements (MEA), including review and updating of local environmental legislation.		
Measures Quantity - Number of policy papers/reports/recommendations prepared - Number of new and existing MEAs reviewed Quality - All reports will be based on a thorough understanding of the environmental issues and consensus advice received from the Department of Environment (DOE) Technical Review Committee – compliance - Presented in a clear, concise and professional manner following a standard format agreed by the DOE TRC and approved by the Director of Environment Timeliness All reports prepared within agreed time frames.		2011/12 Budget 10-20 1-5 100% 100% 100%
Location Cayman Islands		26-35 8-10 100% 100%
Cost		\$216,742
Related Broad Outcome: 16. Addressing Energy and the Environment		

ENV 15	Administration of Environmental Legislation	\$153,731
Description Administer the provisions of a variety of environmental legislation including the functions of Scientific Authority for Convention on International Trade in Endangered Species of Flora and Fauna (CITES) and administration and permitting services to the Marine Conservation Board (MCB) and other Boards and Committees as necessary. This includes: • Implementation of the Endangered Species Trade and Transport Law (2004) • Implementation of proposed National Conservation Law • Reviewing and issuing CITES import and export permits • Production of CITES Annual Country Report and • Provision of scientific reviews of new and existing CITES requirements • Issuing speargun, turtle fishing, seine net, fish pot and fishing licences • Issuing Ocean Disposal Permits • Issuing Wildlife Interaction Zone Licences • Acting as Marine Conservation Board Secretary • Hosting Marine Conservation Board meetings		
Measures Quantity • Number of CITES Import, Export and Re-Export permits processed • CITES annual country report submitted to UK Management Authority • Number of CITES reports and recommendations to CI MA • Number of various licences issued • Number of MCB meetings hosted Quality • Percentage of CITES Permits accepted in accordance with the Convention. • CITES annual country report accurately prepared in accordance with the standard format and accepted by the CITES Secretariat in Geneva • All CITES reports and recommendations to CIMA will be based on consensus of advice and thorough understanding of issues following an extensive review by Department of Environment staff and will be - o Presented in a clear, concise and professional format - o Approved by the Director of Environment • Licences issued in accordance with the Marine Conservation law Timeliness • CITES permits issued within 14 days of local application and all necessary documentation • Annual report submitted to CITES Secretariat within established time-frame • Licences issued within five working days of submission of all necessary documentation • Meetings held at least 2 times per year in accordance with the law Location Cayman Islands Cost		2011/12 Budget 35-70 1 1-7 150-200 2-6 95% 100% 100% 100% 95% 100% 90% 100% 100% 100% 100% 100%
		2010/11 Forecast 96-100 1 1-7 172-200 2-6 95% 100% 100% 100% 95% 100% 90% 100% 100% 100% 100% 100%
		\$153,731 \$109,425
Related Broad Outcome: 16. Addressing Energy and the Environment		

ENV 16	Conservation Enforcement Activities	\$733,506
Description Provision of conservation enforcement and search and rescue services including: • Stingray City and Sandbar Wildlife Interaction Zone patrol • Routine patrol and monitoring of the natural environment • Enforcement and prosecution of Marine Conservation Law and violations and preparation of relevant case files. • Enforcement and prosecution of animal sanctuary and other conservation legislation • Search and rescue services as required		
Measures Quantity • Number of days patrolling • Number of case files prepared • Number of search and rescue missions Quality • Number of days patrolled as a percentage of total possible patrol days • Percentage of case files prepared in accordance with agreed standards • Search and Rescue conducted safely and with best accepted practices of seamanship Timeliness • Patrols conducted daily as scheduled. • Case documents to Legal within 6 weeks of violation; registered with court within six months of charges being proffered. • Search and Rescue mission initiated within 10 minutes of report Location Cayman Islands Cost		2011/12 Budget 360 15-35 10-25 95% 90% 95% 95% 95% 50% 100% \$733,506
		2010/11 Forecast 360 15-35 19-25 95% 90% 95% 95% 95% 50% 100% \$773,330
Related Broad Outcome: 16. Addressing Energy and the Environment		

ENV 17	Research and Monitoring of Natural Resources	\$816,087	
Description Provide scientific research, monitoring and assessment services of the marine and terrestrial natural resources of the Cayman Islands Services include: • Annual monitoring and assessment of culturally important fisheries stocks, coral reef, sea grass, mangrove and other marine habitats • Monitoring and assessment of ecologically important terrestrial communities and species • Assistance with studies commissioned by Government or DOE and conducted by external consultants • Co-ordination of visiting scientist programme • Provision of environmental advice and short-term rapid assessment for incidents, events and activities impacting the environmental resources • Provision of routine marine water quality monitoring services			
Measures		2011/12 Budget	2010/11 Forecast
Quantity • Number of monitoring programmes • Number of research programmes • Number of reports written		5-10 4-8 1-5	5-10 4-8 1-5
Quality • Research and Monitoring programmes will be conducted using internationally recognised scientific protocols and address environmental and natural resource issues of the Cayman Islands • Study reports, findings and recommendations will be written and reported in a clear, concise and professional manner and will be: - o Based on a consensus of advice and thorough understanding of environmental and scientific issues following an extensive review by DOE staff - o Based on additional advice sought from other agencies and professionals, both locally and overseas as appropriate • Periodically submitted for peer review and publication in international journals • Approved by the Director of Environment		100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness • All Research and monitoring programmes completed within designated or agreed time schedules - compliance • Project and monitoring status reports produced annually		80% 80%	80% 80%
Location Cayman Islands		100%	100%
Cost		\$816,087	\$829,125
Related Broad Outcome: 16. Addressing Energy and the Environment			

ENV 18	Native Species Management Programmes and Aquaculture Services	\$121,580
Description Provide native species management programmes and aquaculture services for the Cayman Islands including: • Scientific review and implementation of species management/enhancement programmes to assist locally threatened species • Implementation of exotic species control measures and programmes • Review of exotic species importation requests • Review and make recommendations for potential aquaculture projects • Scientific and logistical support to approved Caymanian aquaculture projects		
Measures Quantity • Number of local projects assisted • Number of potential aquaculture proposals reviewed • Number of species importation requests reviewed • Number of exotic species control measures and programmes Quality • Species importation requests conducted in accordance with 'Prohibited Species List' and best practices • Aquaculture services will be conducted using internationally recognised aquaculture techniques • Project support based on current standards and best management practices • Address environmental and natural resource issues • Follow criteria and protocols established in Aquaculture Development Policy Timeliness All Aquaculture services and programmes completed within time schedules agreed between client and the department		2011/12 Budget 1-2 1-6 10-35 3-5 100% 100% 100% 100% 100% 90% 100% \$121,580
		2010/11 Forecast 1-2 1-6 14-25 1-3 100% 100% 100% 100% 100% 90% 100% \$128,031
Related Broad Outcomes: 11. Supporting our Caymanian Small Businesses 16. Addressing Energy and the Environment		

ENV 20	Marine Pollution and Natural Resource Damage Incident Response	\$84,559
Description To provide oil spill contingency planning and response services in accordance with the local legislation and international agreements in the event of a marine pollution incident and to respond to natural resources damage incidents Services include: • Production and updating of the manual entitled CI National Oil Spill Contingency Plan • Provision of Oil Spill Response Management Services • Provision of tier one response equipment stockpile • Provision of appropriate response to natural resource damage incidents		
Measures Quantity • CI National Oil Spill Contingency Plan • Number of days providing response services for marine oil spills • Number of days providing response services for natural resource damage incidents Quality • Compliance with Oil Pollution Response Convention • All equipment in serviceable condition • Contingency plan current • Incident response commensurate with environmental threat as assessed by a qualified individual Timeliness Incidents responded to on same day as report received Location Cayman Islands Cost		2011/12 Budget 1 365 350-365 90% 80% 90% 90% 100% 100% \$84,559
		2010/11 Forecast 1 365 350-365 90% 80% 90% 90% 100% 100% \$82,812
Related Broad Outcome: 16. Addressing Energy and the Environment		

ENV 21	Reports and Advice on Environmental Issues	\$288,516
Description Provide environmental assessment reports and advice to government ministries, departments, developers and other stakeholders (eg. Airport Authority, National Roads Authority, Water Authority, Port Authority, Central Planning Authority, Maritime Authority of the Cayman Islands, Department of Tourism, Civil Aviation) on issues likely to impact the natural environment. This involves: • Review of coastal works applications • Review of planning applications • Conduct Technical Review Committee meetings (TRC) • Provision of guidelines, Terms of Reference and review of results for external Environmental Impact Assessments (EIA) • Provision of environmental advice and recommendations on best management practices to reduce potential environmental impacts associated with developments and other proposed projects.		
Measures		2011/12 Budget 2010/11 Forecast
Quantity • Number of Coastal Works reports • Number of Planning reviews • EIA terms of reference, guideline documents and interim, draft and final reports reviewed • Number of site visits and meetings		20-60 25-70 1-6 20-150
Quality • All reports will be based on a thorough understanding of the environmental issues and consensus advice received from the Department of Environment(DOE) Technical Review Committee - compliance • Presented in a clear, concise and professional manner following a standard format agreed by the DOE TRC and approved by the Director of Environment - compliance		100% 100%
Timeliness • DOE Technical Review Committee will meet at least twice a month • Planning reports will be returned within the two-week deadline provided by the Planning Department on receipt of all relevant information - compliance • Coastal works reports returned within two weeks of submission of all relevant information - compliance • All EIA guidelines, Terms of Reference and review reports to be conducted and concluded within timeframes agreed between relevant agencies • Site visits and meetings with developers conducted within 2 weeks of request		90% 90% 90% 90% 90%
Location Cayman Islands		100%
Cost		\$261,161
Related Broad Outcome: 16. Addressing Energy and the Environment		

DSP 9	Sports Facilities Management	\$1,085,365	
Description Rental of Sporting Facilities, provision of Security for Facilities, Maintenance, Cleaning and Inspections for: - Stadiums -Truman Bodden Sports Complex, T. E. McField Stadium, Ed Bush Stadium, Jimmy Powell Cricket Oval - Fields - Bodden Town, Donovan Rankin, George Hicks, Haig Bodden, John A. Cumber, Old Man Bay, Smith Road Cricket Oval, West Bay Softball Field - Hard Courts - Bodden Town Civic Centre, Bodden Town Basketball Court, East End Civic Centre, Eastern Avenue Basketball Court, John A. Cumber, North Side, T.E. McField - Lions Aquatic Centre - Dalmain Ebanks Boxing Gym			
Measures		2011/12 Budget	2010/11 Forecast
Quantity - Number of Facility Application Forms processed - Number of days security provided - Number of Maintenance/Cleaning Inspections conducted		140-185 340-365 300-330	336-381 342-367 301-331
Quality - Application forms are signed, approved and stamped by authorized personnel - Security Services provided within accordance to contractual agreements and/or trained experience personnel - Inspections and cleaning of facilities as per department regulations		100% 100% 100%	100% 100% 100%
Timeliness - Application forms are signed, approved and stamped by authorized personnel - Security Services provided within accordance to contractual agreements and/or trained experience personnel - Inspections and cleaning of facilities as per departmental regulations		100% 100% 100%	100% 100% 100%
Location Cayman Islands		100%	100%
Cost		\$1,085,365	\$1,856,058
Related Broad Outcome: 17. Strengthening our Infrastructure			

DSP 10	Sport Education and Training	\$2,107,931	
Description			
- The provision of sports coaching and instructing primarily in the 6 focus sports - Basketball, Cricket, Football, Netball, Track & Field and Swimming, which are conducted to improve the health, well being, technical skills and fitness of youth and adults at novice to elite levels via: - Community Sport Programmes – Development Programmes conducted in all districts throughout Grand Cayman which involves age groups ranging from age 7 – Adults. - National Programmes – Caters specifically to elite athletes (juniors/seniors) in preparing them to compete in regional and international sports events. - After-School Programmes – Programmes are designed to enable students to participate in recreational events by enhancing their sport-specific skill and fitness needs. - School sessions – Coaching Sessions are provided in compliance with the Public and Private Schools' curriculum. - Sports Workshops – Develop the technical skills of volunteers in various sports organizations to enhance the quality of coaching throughout Grand Cayman. - Recreational Leagues and Events – Organized to encourage physical activities for corporations and students. For students this is done by fostering school competitions, interaction amongst students and opportunities to apply skills.			
Measures	2011/12 Budget	2010/11 Forecast	
	Quantity		
	Number of Community Sport Development Programmes	37-40	64-67
	Number of National Programmes Coached	8-10	14-17
	Number of Recreational Leagues/Events Organized	2-3	3-5
	Number of School Coaching Sessions	3,100-3,400	2,587-2,787
	Number of Workshops Conducted	8-10	7-9
	Sports Camps Organized	0	15
	Quality		
	Community/National Coaching are conducted by technical staff trained to standards set by the international governing body for the particular sport	100%	90-100%
School sessions are aligned and conducted in compliance with school strategy/plan/curriculum	100%	90-100%	
Timeliness			
Community Coaching/National Programmes held daily 5 - 6 days a week	100%	90-100%	
Recreational Leagues/Events and Workshop are conducted quarterly	100%	90-100%	
Schools session provided daily five days per week	100%	90-100%	
Camps held in July and August	N/A	90-100%	
Location			
Cayman Islands	100%	100%	
Cost	\$2,107,931	\$1,334,305	
Related Broad Outcome:			
7. Developing our Youth			

DSP 11	Technical Advice and Support to Ministry and other Sport Agencies	\$29,094
Description To provide professional advice and technical support to the Ministry and sporting associations with particular focus on the core sports of - Basketball, Cricket, Football, Netball, Track and Field, and Swimming.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of requests from Sports Agencies/Ministries assisted through technical Support and/or advice directly or via the Ministry	6-20	8-22
Quality Advice provided is in compliance with international best practice for the particular sport.	100%	100%
Timeliness Advice provided within 2-4 business days or within an agreed time frame	100%	100%
Location Cayman Islands	100%	100%
Cost	\$29,094	\$117,999
Related Broad Outcome: 7. Developing our Youth		

CAD 4	Cadet Corps Training Programme	\$197,371
Description		
- Provision of an internationally recognized Star 4 Cadet Corps programme for youth ages 11 – 19 including: - Instructional (practical and theoretical)Training including Band/Music instruction - Land Training including ; Drill & Turn-out, first aid, Map & compass, field craft & adventure training - Marine training including sailing, kayaking, diving - Physical Activities including participation in various sports, fun runs - Leadership Programme including Method of Instructions (MOI), Team control and lesson planning - Adult Training for Instructors and Officers - Regular reporting to parents - Participate in: - National Parades including: Remembrance Day, Heroes' Day and Queen's Birthday - Local parades including Passing Out (Enrolment) and Awards/Closing Parades - Special ceremonies including state visits, special conferences opening ceremonies where cadets bear the flags and sing the national song/anthem. - Provide community service to the wider community, including : - Community clean up - Volunteer services to other Government Departments and Organizations - Provide personnel for National Emergency Operation Centre (NEOC) during natural disasters - Plan, operate and attend Camps locally and regionally within a residential environment. These include: - Senior Cadet's Camp; Annual Camp; Recruit Camp - Adult Training Camp for Instructors and Officers - Caribbean Cadet Camp		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
- Number of training sessions - Number of Parades - Number of Camps operated locally - Number of Camps attended Regionally - Number of community projects facilitated	225-250 4-6 1-3 1-2 4-6	250 6 3 2 6
Quality		
- Training and Camps delivered in accordance with the Army Cadet Force (ACF) Cadet Training handbook and regional and international standards - Land and Marine training conducted by competent drill instructors - Civic knowledge should supplement and expand on the national curriculum - Persons participating in Parades will be experienced in drill instruction and words of command on parade - Facilitators of community projects will be officers who are knowledgeable and disciplined.	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness		
- The Training Programme operates Monday to Friday 4:00pm–8:00pm and every Saturday 9:00am–12:00pm during school term - Attend parades and community projects as agreed with organizers - Annual camp of 10-14 days will be held during July and August and weekend camps will be held for two nights	100% 100% 100%	100% 100% 100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	\$197,371	\$311,098
Related Broad Outcome:		
7. Developing our Youth		

CAD 6	Cadet Corps BTEC Vocational Qualification Program	\$78,506
Description Provide a vocational and technical training programme, Business, Technology and Education Council (BTEC) in First Diploma in Public Service (equivalent to four O'Level) and/or Music to Cadets who are at least 16 years of age and Star 2 qualified. First Diploma in Public Service Cadets will cover areas such as: - o Professional CV preparation - o Interviewing techniques - o Communication - o First aid - o Adventure training - o Health and nutrition - o Physical fitness For the Diploma in Music Cadets will cover areas such as: - o A basic understanding of music as a profession - o Solo and ensemble work - o How to manage rehearsals - o How to market, budget, advertise, programme and publicise a music event		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of training sessions	60-75	75
Quality		
• Delivery of modular units by trained instructors based on the BTEC programme administered by the CADET Vocational Qualification Officer programme in the United Kingdom (UK)	100%	100%
• Completion of the Senior Cadet Instructors Course (SCIC) delivered in a separate camp setting in accordance with the cadet Training Manual	100%	100%
• The BTEC award verified by the Cadet Vocational Qualification Office (CVQO) in the UK and awarded through the Edexcel Examination Board in the UK.	100%	100%
Timeliness		
Training Sessions held once a week during the school calendar year	100%	100%
Location		
Grand Cayman	100%	100%
Cost	\$78,506	\$31,982
Related Broad Outcome: 7. Developing our Youth		

YSU 7	Monitoring Youth Development Work	\$165,183
Description Monitoring of and reporting on youth service providers who receive funding from the Ministry of Health, Environment, Youth, Sports and Culture. Offering support to providers that are able to offer vibrant programmes by assisting them in accessing other professionals within core government departments who can enhance the level of programming. Offering feedback and recommendations to the Ministry on opportunities for partnership improvements.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of progress reports prepared	30	30
Number of Life Skills presentations conducted by Unit staff to youth in service provider groups	9	9
Number of annual performance reports/requests for further funding from youth service providers vetted on behalf of Ministry	12	12
Quality		
Prepared in accordance with Unit standards i.e. peer and senior management review	100%	100%
Presentations delivered by qualified youth workers	100%	100%
A robust, well-researched annual performance report signed off by senior management	100%	100%
Timeliness		
Progress reports prepared within 3-4 working days	100%	100%
Presentations delivered in less than 30 minutes with a 5-10 minute period for audience questions, comments and observations	100%	100%
Annual performance report vetted, queried and presented to Ministry within 10 working days of submission to Unit	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$165,183	\$198,549
Related Broad Outcome: 7. Developing our Youth		

YSU 8	Youth Leadership Programmes and Governance	\$221,952
Description Coordinating and managing the weekly meetings of the Cayman Islands (C.I.) National Youth Assembly and monitoring the progression of the annual Position Papers produced by this group. In addition, the coordination and production of newsletters and radio shows to disseminate information to youth. The delivery of a series of summer camps which keep youth productively engaged and adequately supervised during their summer vacation.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of meetings facilitated for the C.I. National Youth Assembly - Number of position papers edited for the C.I. National Youth Assembly - Number of Unit Newsletters produced - Number of radio shows produced - Number of summer programmes offered - Researched report on an identified youth related issue - Special Youth Events	25 2 4 28 2 1 3	25 2 4 42 2 N/A N/A
Quality - Meets the standard of excellence for productive meetings as set by the Youth Services Unit - Adheres to the standard for proper Position Papers as set by The Hague International Model United Nations (THIMUN) Youth Assembly - Concurs with the standard of accurate reporting as set forth by the Youth Services Unit - Adheres to the quality measures of Radio Cayman - Meets the standards of meaningful programme planning and delivery held by the Youth Services Unit - Meets generally acceptable academy standards for research - Meets the standard set by Youth Services Unit of a meaningful and well produced youth event	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% N/A N/A
Timeliness - Four working days to debrief and sift through material presented and discussed from the previous meeting and assimilate and present that material at the next week's meeting. - Position Papers are submitted by the end of April - Newsletters are produced seasonally – July, September, December and April - Radio shows are broadcast bi-weekly – Wednesdays at 4pm - Summer programmes are held annually – July - Researched report submitted end of April - Special events held once per quarter (October, December, February)	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% N/A N/A
Location Cayman Islands	100%	100%
Cost	\$221,952	\$195,632
Related Broad Outcome: 7. Developing our Youth		

HRB 9	Certification of Health Care Facilities	\$105,395
Description • Certification of Health Facility • Assessment of applications • Inspection of facilities (conduct inspections) • Prepare and produce reports • Meetings with the Health Practice Commission Board • Presentations to the Health Practice Commission Board		
Measures Quantity • Number of certificates issued • Number of reports Quality • Certificates issued in accordance with the Health Practice Law and Regulations (2005 Revision) • Reports completed by the appointed inspector and carried out according to established policies and procedures • Reports clearly set out inspection findings and submitted to the Registrar and Health Practice Board • Reports signed off by the Registrar and Director Timeliness • Certificates issued 20 days after approval by Health Practice Commission Board • Reports produced 15 working days after the date of inspection Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	60-100	90
	3- 6	20
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$105,395	\$97,597
Related Broad Outcome: 5. Improving Healthcare		

HRB 10	Health Insurance Complaints Resolution	\$229,324
Description - Review, investigate and resolve complaints and inquiries received by the Health Insurance Commission - Issuance of letters / notices - Preparation and production of reports		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
- Number of reports - Number of letters/ notices	4-12 1,000-1,200	6 1,100
Quality		
- Reports are done in accordance with the Health Insurance Commission's policy and procedures - Reports are accurate, relevant and completed by inspectors - Reports are signed off by the Superintendent of Health Insurance prior to submission the Health Practice Commission Board - Letters / notices are done in accordance with the Health Insurance Commission's policy and procedures	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness		
- A written notice will be provided to the complainant on all outstanding complaints within 180 working days of the receipt of the initial complaint - Reports are submitted to the Superintendent of Health Insurance within 30 working days of the date of the initial complaint. - Letters will be provided 21 working days after the complaint has been received.	100% 100% 100%	100% 100% 100%
Location		
Cayman Islands	100%	100%
Cost	\$229,324	\$317,177
Related Broad Outcome: 5. Improving Healthcare		

HRB 11	Administer the Segregated Insurance Fund and the Number of Insured Persons	\$39,311
Description - Collection of Segregated Insurance Fund Payments - Deposit of Segregated Insurance Fund Payments - Review reports on the number of insured persons - Preparation of Segregated Insurance Fund financial statements		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of receipts issued to approved insurers - Number of reports - Insured persons - Number of financial statements produced	90-100 12 1	105 12 1
Quality - Receipts generated for payments must be accurate and processed based on approved policy and procedures and in accordance with the Public Management and Finance Law (2010 Revision) - Reports on the number of insured persons must be accurate and relevant - Financial statements must be prepared in accordance with the Public Management and Finance Law (2010 Revision)	100% 100% 100%	100% 100% 100%
Timeliness - Receipts will be issued in accordance with approved policy and procedures - Reports on the number of insured persons are submitted to the Superintendent of Health Insurance and Minister of Health at least once per month. - Financial statements to be delivered to the office of the Auditor General within the agreed time frame	100% 100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$39,311	\$41,986
Related Broad Outcome: 5. Improving Healthcare		

HRB 12	Public Education Campaign	\$37,579
Description		
• Ensure stakeholder awareness of the roles and responsibilities of the Department of Health Regulatory Services • Updates to the Health Insurance Commission's website • Make presentations to stakeholders • Attend meetings with stakeholders		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of publications (pamphlets) disseminated	12-36	65
• Number of presentations delivered	3-6	7
• Number of website updates (bi-monthly)	6	6
• Number of meetings attended	6-12	10
Quality		
• All disseminated information will be in compliance with Health Insurance legislation; clear and written in layman's language	100%	100%
• All presentations will be done based on current updates	100%	100%
• All website updates must be accurate and based on current information	100%	100%
Timeliness		
• Dissemination of information- monthly	100%	100%
• Meetings- bi-monthly/monthly	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$37,579	\$46,654
Related Broad Outcome:		
5. Improving Healthcare		

HRB 13	Enforcement of Health Insurance Legislation	\$111,095	
Description			
• Preparation and production of reports • Preparation of case files and submission to the Legal department • Court appearances • Investigations of all unresolved complaints received by the department stakeholders • On-site inspections of stakeholders			
Measures		2011/12 Budget	2010/11 Forecast
Quantity			
• Number of investigations conducted		10-20	15
• Number of on-site inspections		10-15	16
• Number of reports to the Health Insurance Commission Board		1-4	5
• Number of case files prepared and submitted to Legal Department for prosecution		1-5	5
Quality			
• On-site inspections and investigations are carried out based on approved policies and procedures		100%	100%
• Reports are current, accurate and relevant		100%	100%
• Reports will be signed off by the assigned inspector and Superintendent of Health Insurance		100%	100%
• Case files submitted to the Legal Department will be accurate and relevant		100%	100%
Timeliness			
• Report on findings is submitted to the Superintendent of Health Insurance within 15 working days of the date that the on-site inspection was conducted		100%	100%
• Report on findings is provided to the Board, and/or other relevant parties within 30 working days of the date that the on-site inspection was conducted		100%	100%
Location			
Cayman Islands		100%	100%
Cost		\$111,095	\$69,430
Related Broad Outcome:			
5. Improving Healthcare			

HRB 14	Registration of Health Care Practitioners	\$235,884
Description - Assess and process practitioner applications for the four councils- Medical and Dental Council, Nursing and Midwifery Council, Council of Professions Allied with Medicine and Pharmacy - Submission of applications to councils - Maintain practitioner files - Issue certificates		
Measures Quantity Number of Certificates: - Medical and Dental Council - Nursing and Midwifery Council - Council of Professions Allied with Medicine - Pharmacy Quality - Certificates issue in accordance with the Health Practice Law and Regulations (2005 Revision) - All certificates signed by the Registrar Timeliness - Certificates will be issued within 30 working days after the Councils have approved the application. Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	225-250	250
	325-375	325
	175-200	200
	50-60	60
	100%	100%
	100%	100%
	100%	100%
100%	100%	
Related Broad Outcome: 5. Improving Healthcare		

HRB 15	Policy Advice and Reports to the Ministry	\$127,429
Description - Contributions to cabinet papers - Production of papers, reports, statements and responses to questions and replies to correspondence - Review and research legislation		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of contributions to cabinet papers	2-4	2
Number of papers, reports, speeches, statements, responses to questions and replies to correspondence	15-20	18
Number of recommendations to amend legislation	4-6	7
Quality		
Contributions, reports, papers and statements must be clear, accurate, current and provided within required deadlines	100%	100%
Information must be suitably researched, benchmarked and supported by industry standards.	100%	100%
Provide clear, accurate and relevant information for the amendments of legislation	100%	100%
All reports, papers, speeches will be reviewed and signed off by the head of department	100%	100%
Timeliness		
All contributions, reports, papers, statements will be given within the agreed timeframe	100%	100%
Recommendations on amendments to legislation will be delivered within the agreed timeframe	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$127,429	\$100,263
Related Broad Outcome: 5. Improving Healthcare		

HRB 16	Advice and Support on Health Regulatory Matters	\$141,580
Description • Production of papers, reports, statements, responses to questions, replies to correspondence • Review and Research Legislation • Provision of Administrative services to the Board and Councils		
Measures Quantity • Number of research reports/papers outlining amendments to legislation • Number of minutes produced • Number of papers, reports, statements, responses to questions and replies to correspondence Quality • Provide clear, accurate, relevant and current information for amendments to legislation • Minutes must be clear, accurate and provided within required deadlines • All reports, papers, statements and responses to questions must be researched, benchmarked and submitted within required deadlines Timeliness • All reports/papers, will be delivered within the agreed timeframe • All Minutes will be produced within 20 working days of the board meeting Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	3-5	2
	60-70	60
	10-15	42
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$141,580	\$136,050
Related Broad Outcome: 5. Improving Healthcare		

6. Payment Arrangements

Cabinet will pay the *Ministry of Health, Environment, Youth, Sports and Culture* for delivery of the outputs described in section 1.

Payment will be made on the basis of an invoice provided monthly to the *Minister of Health, Environment, Youth, Sports and Culture*. The invoice will contain sufficient evidence of the outputs delivered for the Minister to be able to satisfy himself that the outputs have in fact been delivered.

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

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

Table 1: Expected Invoice Profile

MONTH	MHE 1 \$	MHE 2 \$	MHE 3 \$	MHE 7 \$	MHE 15 \$	CAD 4 \$	CAD 6 \$
July	64,894	28,900	44,319	30,110	10,509	16,447	6,542
August	64,894	28,900	44,319	30,110	10,509	16,447	6,542
September	64,894	28,900	44,319	30,110	10,509	16,447	6,542
October	64,894	28,900	44,319	30,110	10,509	16,447	6,542
November	64,894	28,900	44,319	30,110	10,509	16,447	6,542
December	64,894	28,900	44,319	30,110	10,509	16,447	6,542
January	64,894	28,900	44,319	30,110	10,509	16,447	6,542
February	64,894	28,900	44,319	30,110	10,509	16,447	6,542
March	64,894	28,900	44,319	30,110	10,509	16,447	6,542
April	64,894	28,900	44,319	30,110	10,509	16,447	6,542
May	64,894	28,900	44,319	30,110	10,509	16,447	6,542
June	64,898	28,911	44,319	30,111	10,512	16,454	6,544
TOTAL	778,732	346,811	531,828	361,321	126,111	197,371	78,506

MONTH	HRB 9 \$	HRB 10 \$	HRB 11 \$	HRB 12 \$	HRB 13 \$	HRB 14 \$	HRB 15 \$	HRB 16 \$	ENV 13 \$	ENV 14 \$
July	8,662	18,873	3,234	3,094	9,178	19,388	10,443	11,607	13,247	18,694
August	8,662	18,873	3,234	3,094	9,178	19,388	10,443	11,607	13,247	18,694
September	8,662	18,873	3,234	3,094	9,178	19,388	10,443	11,607	13,247	18,694
October	8,662	18,873	3,234	3,094	9,178	19,388	10,443	11,607	13,247	18,694
November	8,662	18,873	3,234	3,094	9,178	19,388	10,443	11,607	13,247	18,694
December	8,662	18,873	3,234	3,094	9,178	19,388	10,443	11,607	13,247	18,694
January	8,662	18,873	3,234	3,094	9,178	19,388	10,443	11,607	13,247	18,694
February	8,662	18,873	3,234	3,094	9,178	19,388	10,443	11,607	13,247	18,694
March	8,662	18,873	3,234	3,094	9,178	19,388	10,443	11,607	13,247	18,694
April	8,662	18,873	3,234	3,094	9,178	19,388	10,443	11,607	13,247	18,694
May	8,662	18,873	3,234	3,094	9,178	19,388	10,443	11,607	13,247	18,694
June	10,113	21,721	3,737	3,545	10,137	22,616	12,556	13,903	15,470	12,066
TOTAL	105,395	229,324	39,311	37,579	111,095	235,884	127,429	141,580	161,187	217,700

MONTH	ENV 15 \$	ENV 16 \$	ENV 17 \$	ENV 18 \$	ENV 19 \$	ENV 20 \$	ENV 21 \$	DSP 9 \$
July	13,444	59,943	69,678	9,990	11,552	6,954	24,250	88,992
August	13,444	59,943	69,678	9,990	11,552	6,954	24,250	88,992
September	13,444	59,943	69,678	9,990	11,552	6,954	24,250	88,992
October	13,444	59,943	69,678	9,990	11,552	6,954	24,250	88,992
November	13,444	59,943	69,678	9,990	11,552	6,954	24,250	88,992
December	13,444	59,943	69,678	9,990	11,552	6,954	24,250	88,992
January	13,444	59,943	69,678	9,990	11,552	6,954	24,250	88,992
February	13,444	59,943	69,678	9,990	11,552	6,954	24,250	88,992
March	13,444	59,943	69,678	9,990	11,552	6,954	24,250	88,992
April	13,444	59,943	69,678	9,990	11,552	6,954	24,250	88,992
May	13,444	59,943	69,678	9,990	11,552	6,954	24,250	88,992
June	5,847	74,133	49,629	11,690	6,933	8,065	21,766	106,453
TOTAL	153,731	733,506	816,087	121,580	134,005	84,559	288,516	1,085,365

MONTH	DSP 10 \$	DSP 11 \$	YSU 7 \$	YSU 8 \$
July	178,302	2390	15,531	18,496
August	178,302	2390	15,531	18,496
September	178,302	2390	15,531	18,496
October	178,302	2390	15,531	18,496
November	178,302	2390	15,531	18,496
December	178,302	2390	15,531	18,496
January	178,302	2390	15,531	18,496
February	178,302	2390	15,531	18,496
March	178,302	2390	15,531	18,496
April	178,302	2390	15,531	18,496
May	178,302	2390	15,531	18,496
June	146,609	2804	5,658	18,496
TOTAL	2,107,931	29,094	165,183	221,952

Appendix: Forecast Financial Statements for the Year Ending 30 June 2012

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Ministry of Health, Environment, Youth, Sports and Culture

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June 2012 and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Jennifer Ahearn
Chief Officer
Ministry of Health, Environment, Youth, Sports & Culture

[Date]

Ministry of Health, Environment, Youth, Sports & Culture
FORECAST OPERATING STATEMENT
FOR THE YEAR ENDING 30 JUNE 2012

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue				
Outputs to Cabinet		9,769	9,284	
Outputs to other government agencies				
Outputs to others		10	3	
Interest revenue				
Total Operating Revenue		9,779	9,287	
Operating Expenses				
Personnel costs	1	6,517	6,617	
Supplies and consumables	2	2,098	2,420	
Depreciation	3	964	991	
Litigation costs		200		
Capital charge				
Other operating expenses				
Total Operating Expenses		9,779	10,028	
Surplus from operating activities and before extraordinary items		0	(741)	
Extraordinary items				
Net Surplus/(Deficit)		0	(741)	

Ministry of Health, Environment, Youth, Sports & Culture
FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Opening balance net worth		15,916	16,657	
Net surplus/(Deficit)		0	(741)	
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses				
Equity investment		440		
Repayment of surplus				
Capital withdrawal				
Closing balance net worth		16,356	15,916	

Ministry of Health, Environment, Youth, Sports & Culture
FORECAST BALANCE SHEET
AS AT 30 JUNE 2012

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Current Assets				
Cash and cash equivalents	4	3,268	2,635	
Accounts receivable	5	815	452	
Inventories	6			
Total Current Assets		4,083	3,087	
Non-Current Assets				
Property, plant and equipment	7	12,477	13,024	
Other non-current assets		0	0	
Total Non-Current Assets		12,477	13,024	
Total Assets		16,560	16,111	
Current Liabilities				
Accounts payable	8	204	258	
Unearned revenue	9			
Employee entitlements	10			
Other current liabilities				
Total Current Liabilities		204	258	
Non-Current Liabilities				
Employee entitlements	11	0	0	
Other non-current liabilities	12	0	0	
Total Non-Current Liabilities		0	0	
Total Liabilities		204	258	
TOTAL ASSETS LESS TOTAL LIABILITIES		16,356	15,853	
NET WORTH				
Contributed capital		13,340	12,837	
Asset revaluation reserve				
Accumulated surpluses		3,016	3,016	
Total Net Worth		16,356	15,853	

Ministry of Health, Environment, Youth, Sports & Culture
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDING 30 JUNE 2012

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		9,420	9,602	
Outputs to other government agencies				
Outputs to others		10	3	
Interest received				
Payments				
Personnel costs		(6,598)	(6,617)	
Suppliers		(2,199)	(3,098)	
Other payments				
<i>Net cash flows from operating activities</i>	13	633	(110)	
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(440)	(111)	
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		(440)	(111)	
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		440	0	
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>		440	0	
<i>Net increase/(decrease) in cash and cash equivalents</i>		633	(221)	
Cash and cash equivalents at beginning of period		2,634	2,855	
Cash and cash equivalents at end of period	4	3,268	2,634	

Ministry of Health, Environment, Youth, Sports & Culture
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Ministry of Health, Environment, Youth, Sports and Culture*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June, 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

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

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

Ministry of Health, Environment, Youth, Sports & Culture
NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Salaries and wages (including employee pension contributions)	6,210	6,314	
Employer/Government pension expense	307	303	
Total Personnel Costs	6,517	6,617	

NOTE 2. SUPPLIES AND CONSUMABLES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Supply of goods and services	1,970	2,002	
Operating lease rentals	89	218	
Other	39		
Total Supplies and Consumables	2,098	2,220	

NOTE 3. DEPRECIATION

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Buildings	768	772	
Vehicles	54	63	
Aeroplanes			
Boats			
Furniture and fittings	24	39	
Computer hardware and software	13	21	
Office equipment			
Other plant and equipment			
Other assets	105	120	
Total Depreciation	964	1,015	

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

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

NOTE 4. CASH AND CASH EQUIVALENTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Cash on hand			
Bank accounts	3,268	2,634	
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	3,268	2,634	

NOTE 5. ACCOUNTS RECEIVABLE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Outputs to Cabinet	815	453	
Outputs to other government agencies			
Outputs to others			
Interest receivable			
Prepayments			
Interest Receivable			
Other Receivables			
Total Gross			
Less provision for doubtful debts	815	453	
Total Net	815	453	

NOTE 6. INVENTORIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Raw Materials (including Consumable Stores)			
Work in Progress			
Finished Goods			
Total Inventories	0	0	

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

Cost of Property, plant & equipment

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infra-structure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2010	14,135,523	318,571	243,450	1,324,817	97,573	741,540	16,861,474
Additions	37,825	9,804	8,921	30,768		26,990	114,308
Disposals							0
Transfers							0
Balance as at 30 June 2011	14,173,348	328,375	252,371	1,355,585	97,573	768,530	16,975,782

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infra-structure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2011	14,173,348	328,375	252,371	1,355,585	97,573	768,530	16,975,782
Additions			15,000		425,000		440,000
Disposals							0
Transfers							0
Balance as at 30 June 2012	14,173,348	328,375	267,371	1,355,585	522,573	768,530	17,415,782

Accumulated Depreciation and impairment losses

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infra-structure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2010	1,368,012	123,942	215,424	697,339	20,243	534,506	2,959,466
Impairment loss 2010/11							0
Depreciation Expense 2010/11	765,681	39,185	21,221	119,635	6,119	63,603	1,015,444
Eliminate on Disposal 2010/11							0
Balance as at 30 June 2011	2,133,693	163,127	236,645	816,974	26,362	598,109	3,974,910

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infra-structure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2011	2,133,693	163,127	236,645	816,974	26,362	598,109	3,974,910
Impairment loss 2011/12							0
Depreciation Expense 2011/12	767,984	24,251	13,204	99,714	3,793	54,440	963,386
Eliminate on Disposal 2011/12							0
Balance as at 30 June 2012	2,901,677	187,378	249,849	916,688	30,155	652,549	4,938,296

Net Book value 30 June 2011	12,039,655	165,248	15,726	538,611	71,211	170,421	13,000,872

Net Book value 30 June 2012	11,271,671	140,997	17,522	438,897	492,418	115,981	12,477,486

NOTE 8. ACCOUNTS PAYABLE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Trade Creditors	204	172	
Operating lease rental			
Accruals			
Total	204	172	

NOTE 9. UNEARNED REVENUE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue received in advance			
Total			

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Long service leave and other leave entitlements			
Other salary related entitlements			
Total Employee Entitlements			

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Long service leave and other leave entitlements			
Other salary related entitlements			
Total			

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total			

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

	2011/12 Forecast	2010/11 Est. Actual This Year	2009/10 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)	0	(741)	
Non-cash movements			
Depreciation	963	991	
Increase in provision for doubtful debts			
Increase/(decrease) in payables/accruals	32	(1,081)	
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets		15	
Increase in receivables		405	
(Increase)/decrease in receivables - Cabinet	(362)	318	
Net cash flows from operating activities	633	(93)	

APPENDICES

Entities within the Ministry of Health, Environment, Youth, Sports and Culture

Entity	Head
Ministry of Health, Environment, Youth, Sports and Culture	Chief Officer
Department of Environment	Director of Environment
Department of Sports	Acting Director of Sports
Cayman Islands Cadet Corps	Acting Commandant
Youth Services Unit	Head of Youth Service Unit
Health Regulatory Services	Director of Health Regulatory Services

Definition of Output Codes within the Ministry of Health, Environment, Youth, Sports and Culture

CODES	DESCRIPTION
MHE	Ministry of Health, Environment, Youth, Sports and Culture Administration
ENV	Department of Environment
DSP	Department of Sports
CAD	Cayman Islands Cadet Corps
YSU	Youth Services Unit
HRB	Health Regulatory Services

2011/12 BUDGET

Annual Budget Statement

for

Portfolio of Internal and External Affairs

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Minister/Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
3. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICER AND DEPUTY GOVERNOR

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

Mr. Franz Manderson
Chief Officer
Portfolio of Internal and External Affairs

30th June, 2011

Statement from the Official Member

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

Hon. Donovan Ebanks
Deputy Governor
Portfolio of Internal and External Affairs

30th June, 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

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

Scope of Activities

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

Customers and Location of Activities

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

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

2. Strategic Ownership Goals

The key strategic ownership goals for the Portfolio of Internal and External Affairs in 2011/12 and the subsequent two years are as follows:

- Continue to facilitate the implementation of the revised constitution in accordance with the timetable set by the Government.
- Significantly enhance the rehabilitation of offenders to help them to become contributing members of society
- Implement a comprehensive training and development programme for law enforcement and public safety
- Improve the intelligence and information sharing capabilities within law enforcement
- Review polices to improve community cooperation and participation
- Provide support for the improvement of human capital across the Portfolio to create a dynamic and responsive workforce
- Continue to improve customer satisfaction through timely communication of decisions made and decisions taken.
- Leverage technology to improve efficiency and effectiveness

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
ACIO - Enforcement and Intelligence	1	1
ACIO - Regulatory and Compliance	1	1
Accident Reconstructionist	1	1
Accountant	3	3
Accounts Officer I	2	2
Accounts Officer III	2	2
Accounts Payable Supervisor (IMM)	1	1
Administrative & Finance Manager	1	1
Administrative Assistant	3	3
Administrative Manager	1	1
Administrative Secretary	9	9
Administrative/Accounts Officer	1	1
Administrator Parole Com & Prisons Inspection Boards	1	1
Administrator/Analyst	2	2
Appeal Statement Writer	2	2
Appeals Coordinator	1	1
Assistant Chief Immigration Officer	4	4
Assistant Clerk II	1	1
Assistant Clerk Legislative	1	1
Assistant HR Manager	1	1
Assistant Human Resources Manager	1	1
Assistant Manager (CIEMC)	1	1
Assistant Manager Debt Collections	1	1
Assistant Manager Emergency Communications	1	1
Assistant Manager Temporary Work Permits	2	2
Assistant Manager, Filing Registry	1	1
Assistant Manager, Mail Registry	1	1
Assistant Secretary Business Staffing Plan Board	1	1
Assistant Secretary Cayman Status Board	2	2
Assistant Secretary Work Permits Board	1	1
Auxiliary Constable	37	37
Business Manager	1	1

Position	2011/12 Budget	2010/11 Forecast
Chartered Forensic Psychologist	2	2
Chief Building Control Officer	1	1
Chief Financial Officer	1	1
Chief Immigration Officer	1	1
Chief Inspector	8	8
Chief Inspector (RCIP)	7	7
Chief Officer	1	1
Chief Superintendent (RCIP)	2	2
Clerical Officer I	24	24
Clerical Officer II	1	1
Clerk Legislative Assembly	1	1
Commissioner of Police	1	1
Communications Centre Officer	5	5
Communications Centre Supervisor	1	1
Communications Officer	22	22
Community Service Co-ordinator	2	2
Compliance Officer	2	2
Computer Forensics Examiner	1	1
Constable	249	241
Cook	4	4
Corporate Manager	1	1
Corporate Services Officer	1	1
Customer Liaison Supervisor	1	1
Customer Service Agent	1	1
Customer Service Representative	1	1
Debt Collector	2	2
Deputy Chief Financial Officer (Operations)	1	1
Deputy Chief Financial Officer (F A & R)	1	0
Deputy Chief Immigration Officer	7	7
Deputy Chief Immigration Officer (Administration)	1	1
Deputy Chief Officer (General Division)	2	2
Deputy Chief Officer (Uniform Division)	2	2
Deputy Clerk Legislative Assembly	1	1
Deputy Commissioner of Police	3	3
Deputy Director (Preparedness)	1	1

Position	2011/12 Budget	2010/11 Forecast
Deputy Director of Operations	1	1
Deputy Director of Prisons	1	1
Deputy Governor	1	1
Deputy Premier	1	1
Deputy Speaker - LA	1	1
Director Probation & After Care	1	1
Director of Boards & Work Permits	1	1
Director of Eagle House	1	1
Director of Finance	1	1
Director of Policy & Strategic Management	1	1
Director of Prisons	1	1
Director, NEMA	1	1
Driver/Messenger (Prison)	1	1
EA/Secretary to Leader of Opposition	2	2
Education Coordinator	1	1
Electronic Monitoring Officer	2	2
Electronic Monitoring Supervisor	2	2
Emergency Communications 911 Data Intern	1	1
Emergency Communications Supervisor	4	4
Emergency Communications Telecom (Trainee Level)	2	2
Emergency Communications Telecommunicator	12	11
Enforcement Processing Officer	1	1
Enforcement Support Officer	1	1
Executive Chef	1	1
Executive Manager - Work Permits	1	1
Executive Officer	2	2
Executive Officer I	10	10
Executive Officer II	7	7
Filing Registry Clerk	5	5
Finance & Customer Service Administrator	1	1
Finance & Customer Service Officer	14	14
Finance Manager	1	1
Financial and Administrative Manager	1	1
Fingerprint Expert	1	1
Fleet Manager	1	1

Position	2011/12 Budget	2010/11 Forecast
Forensic Accountant	1	1
General Assistant	1	1
Governor	1	1
HR Executive Officer	1	1
Hansard Editor	1	1
Hazard Management Intern	1	1
Hazard Mitigation Officer	1	1
Head of Passport & Corporate Services	1	1
Helicopter Pilot	2	2
Higher Executive Officer	1	1
House Manageress	1	1
Housekeeper I	2	2
Human Resources Manager	2	2
Human Resources Officer	1	1
Human Resources Officer (RCIP)	1	1
Immigration Officer I	7	7
Immigration Officer II	36	35
Info & Communications Technology Systems Mgr	1	1
Information Analyst	1	1
Inspector	32	32
Inspector Border Control	3	2
Intelligence Analyst	1	1
Internal Communications Officer	1	1
Lead Carpenter	1	1
Lead Officer	11	11
Leader of the Opposition	1	1
Level I Telecommunicator	4	4
Level II Telecommunicator	9	9
Level II Telecommunicator (Trainee)	2	2
Mail Registry Clerk	5	5
Manager Commissions Secretariat	1	1
Manager Debt Collections	1	1
Manager Emergency Comms & Electronic	1	1
Monitoring		
Manager Passport Services	1	1

Position	2011/12 Budget	2010/11 Forecast
Manager Temporary Work Permits	2	2
Manager Visa Section	1	1
Manager of Corporate Services	1	1
Manager, Filing Registry	1	1
Manager, Mail Registry	1	1
Member of the Legislative Assembly	8	8
Messenger/Housekeeper	1	1
Minister	3	3
Network Administrator	1	1
Office Administrator	1	1
Office Attendant I	6	6
Office Support Assistant	5	5
Operations/ Admin Officer	1	1
Passport Officer	2	2
Personal Assistant	4	4
Premier	1	1
Principal Officer	8	8
Principal Policy Advisor	1	1
Prison Officer	110	110
Probation Officer	14	12
Probation Officer (Graduate)	3	3
Probation Officer (Victim Services)	1	1
Processing Clerk	7	7
Public Education and Preparedness Officer	1	1
Public Relations Officer	1	1
Recording Technician	1	1
Records Officer	1	1
Rehabilitation Coordinator	1	0
Scenes of Crime Officer	5	5
Secretary Business Staffing Board	1	1
Secretary Cayman Status Board	1	1
Secretary Work Permits Board	3	3
Security Firearms Administrator	1	1
Senior Assignments/Support Officer	1	1
Senior Assistant Chief Immigration Officer	2	2

Position	2011/12 Budget	2010/11 Forecast
Senior Business Analyst (Immigration)	1	1
Senior Constable	48	48
Senior Executive Officer/Records Office	1	1
Senior Finance & Customer Service Officer	4	4
Senior Hansard Officer	2	2
Senior Immigration Officer	14	14
Senior Line Officer	11	11
Senior Probation Officer	3	3
Senior Processing Clerk	4	4
Sergeant	64	64
Sergeant At Arms	2	2
Social Secretary	1	1
Speaker – LA	1	1
Speaker's Secretary/Procedural Clerk	1	1
Staff Officer	1	1
Statistics/Exhibits Custodian	1	1
Storekeeper	1	1
Stores Controller	1	1
Stores Manager (Police)	1	1
Strategic Advisor to the DG (Non-Evaluated Post)	1	1
Superintendent (RCIP)	4	4
Teacher/Counsellor	4	4
Trainer	1	1
Training & Development Manager	1	1
Unit Executive Officer	1	1
Visa Officer	1	1
Work Permit Administrator	5	5
Work Permit Board Processing Assistant	1	1
Grand Total	1,057	1,042

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$	\$
Asset replacements: total assets	%	%
Book value of assets: initial cost of those assets	%	%
Depreciation: cash flow on asset purchases	%	%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
None	

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1 st July 2011
DTF Marine Base	\$500,000
Prison building rehabilitation	\$250,000
Immigration Electronic Content Management	\$300,000
CCTV	\$800,000

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Natural Disaster – Loss of Vital Information	Unchanged	Employees transfer vital information on a regular basis to the Archives Department for proper storage. Example of vital information transferred are Personnel Records, Cabinet Papers, etc.	
Natural Disaster – Loss of Communications	Unchanged	Ensure contingency plans are in place	
Loss of Vital Human Resources	Unchanged	Cross training of staff ensuring staff are well versed in all areas of operation to facilitate continued smooth operations in the event of loss of vital staff. Succession planning	
Equipment Failure or Loss	Unchanged	Ensuring that IT systems in the Portfolio of Internal and External Affairs are properly maintained and backed up on a regular basis to minimize data loss. Ensuring contingency manual systems are in place should an equipment failure occur.	
Security of Confidential Documents	Unchanged	All confidential documents are kept locked away and are only accessed by authorized personnel	
Inappropriate use of Coercive Power by Law Enforcement Officers	Unchanged	Ensure staff is properly trained in their respective areas. Close supervision and regular developmental meetings	

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>Portfolio of Internal and External Affairs</i>	\$1,850,000	\$6,041,055
Capital (Equity) Withdrawal by Cabinet from the <i>Portfolio of Internal and External Affairs</i>		

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

PIE 6	Maintenance of the Electoral Register	\$311,041
Description Maintenance of the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters		
Measures <i>Quantity</i> Number of electoral registers provided <i>Quality</i> Registers provided are accurate to the information provided by registered voters and are in compliance with the Elections Law (2000 Revision) <i>Timeliness</i> Register produced every quarter <i>Location</i> Grand Cayman <i>Cost</i>	2011/12 Budget	2010/11 Forecast
	4	4
	97-100%	97-100%
	100%	100%
	100%	100%
	\$311,041	\$372,216
Related Broad Outcome: 17. Strengthening our Infrastructure		

PIE 15	Coordination of Official Visits and Ceremonial Occasions	\$64,883
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 Budget	2010/11 Forecast
Quantity		
- Number of official visits coordinated - Number of events coordinated	2-4 2-3	2 0
Quality		
All required activities arranged satisfactorily	98 -100%	100%
Timeliness		
Arrangements completed in time for each visit or event	98-100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$64,883	\$33,670
Related Broad Outcome: 17. Strengthening our Infrastructure		

PIE 19	Policy Advice to the Deputy Governor	\$1,475,131
Description Policy advice to the Deputy Governor on policing, immigration, public administration and other matters		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of hours spent on providing policy advice	3,600-3,750	3,600-3,700
Quality		
All personnel providing policy advice is qualified in his/her area of expertise	100%	100%
Timeliness		
All advice is provided in a timely manner to the Deputy Governor	100%	100%
Location		
Grand Cayman	100%	100%
Cost	\$1,475,131	\$648,535
Related Broad Outcome: 17. Strengthening our Infrastructure		

PIE 22	Issuance of Clearance for Military Aircraft	\$1,742
Description Issuance of official clearance for transiting military aircraft		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of aircraft clearances issued	50-60	50-60
Quality Aircraft clearances issued in accordance with internal policies	100%	100%
Timeliness Aircraft clearances issued within 24 hours of request	99-100%	100%
Location Cayman Islands	100%	100%
Cost	\$1,742	\$3,313
Related Broad Outcome: 17. Strengthening our Infrastructure		

PIE 32	Hurricane Response	\$200,000
Description Provision of services by the National Hurricane Committee (NHC) following the impact of a Hurricane warning or impact		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Capacity to provide shelter occupancy - Number of people evacuated by air at the NHC's cost	3,000-4,000 800-1,100	0 0
Quality Services provided in line with NHC recovery plans and mitigation guidelines	100%	N/A
Timeliness Shelter remain open until alternative accommodation is found for displaced people	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$200,000	\$0
Related Broad Outcome: 17. Strengthening our Infrastructure		

PIE 35	Administrative Services and Advice to the Parole Commissioners Board	\$50,133
Description Policy advice to the Deputy Governor on policing, immigration, public administration and other matters		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of inmates' profiles reproduced, collated and distributed to Board Members - Number of inmates eligible for parole - Number of Parole Board meetings arranged - Number of minutes produced - Number of interviews conducted with eligible inmates - Number of inmates/applicants processed for release	30-40 50-80 4 4 30-40 30-40	30-35 50-80 4 4 30-35 New
Quality - Ensure parole board correspondence is relevant and is proof read before distributing - Ensure that all necessary information is submitted for inmate profiles	100% 100%	100% 100%
Timeliness - Distribute relevant correspondence within two weeks after board meetings and/or receipt of query - Maximum time to distribute material to board members is five working days prior to board meeting	90-100% 90-100%	100% 100%
Location Grand Cayman	100%	100%
Cost	\$50,133	\$60,990
Related Broad Outcome: 3. Addressing Crime and Policing		

PIE 37	Administration of Immigration Laws Relating to Deportation, Governor's Permit and Status	\$11,198
Description Enforcement of Immigration Laws relating to: • Issuance of a Governor's permit to persons declared prohibited immigrants • Issuance of a deportation and exclusion orders • Processing of submission for the grant of Cayman status		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of Governor's permit issued • Number of deportation and exclusion orders issues • Number of status submissions processed	1- 2 20-30 1-4	1- 2 20 -25 0-1
Quality All matters are handled in accordance with the Immigration Laws	100%	100%
Timeliness All services provided within one day to four weeks	90-100%	90-100%
Location Grand Cayman	100%	100%
Cost	\$11,198	\$16,269
Related Broad Outcome: 3. Addressing Crime and Policing		

PIE 38	Administrative Services and Advice to the Prison Inspection Board	\$33,593
Description Policy advice to the Deputy Governor on policing, immigration, public administration and other matters		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of Inspection Board meetings conducted - Number of inspections conducted - Number of inspection reports produced - Number of minutes produced	5 -6 48 48 6-12	3 24 24 3
Quality - Ensure prisons inspection board correspondence is relevant and is proof read before distributing - Ensure that all necessary information is submitted for inspection reports	100% 100%	100% 100%
Timeliness - Distribute relevant correspondence within two weeks after board meetings and/or receipt of query - Maximum time to distribute material to board members is five working days prior to board meeting	90-100% 90-100%	90-100% 90-100%
Location Grand Cayman	100%	100%
Cost	\$33,593	\$9,490
Related Broad Outcome: 3. Addressing Crime and Policing		

PIE 39	Support for Commissions	\$637,343
Description Provision of administrative, secretarial and research support services to the Human Rights Commission, Constitutional Commission, the Commission for Standards in Public Life and the Judicial ,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 Quantity Number of Commissions supported		2011/12 Budget 5
Quality Work carried out by experienced staff		2010/11 Forecast 5
Timeliness Work carried out to timetable agreed with each Commission		100%
Location Grand Cayman		100%
Cost		100%
		\$637,343
		\$533,757
Related Broad Outcome: 17. Strengthening our Infrastructure		

PIE 40	Administrative Services and Advice to the Advisory Committee of The Prerogative of Mercy Board	\$22,395
Description Provision of Administrative Services to The Advisory Committee of The Prerogative of Mercy Board.		
Measures Quantity - Number of ACPM meetings arranged - Number of Subcommittee meetings arranged - Number of Minutes produced - Number of applications processed Quality - Ensure that all necessary information is submitted with Applications - Ensure ACPM Committee correspondence is relevant and is proof read before distributing Timeliness - Distribute relevant correspondence within two weeks after committee meetings and/or receipt of query - Maximum time to distribute material to committee members is five working days prior to board meeting Location Grand Cayman	2011/12 Budget 4-6 4-6 6-12 15-20 100% 100% 90-100% 90-100% 100%	2010/11 Forecast N/A N/A N/A N/A N/A N/A N/A N/A N/A
Cost	\$22,395	\$0
Related Broad Outcome: 3. Addressing Crime and Policing		

Note: This is a new output in the 2011/12 Budget.

DCR 9	Community-Based Services for Adult Offenders	\$1,204,302
Description Provision of reports and rehabilitative services for adult offenders at the request of the courts.		
Measures Quantity - Number of reports submitted to the courts - Number of court duty services offered - Number of community based orders supervised Quality - Reports to be prepared in the established format as required by the court - Initiate and maintain contact with clients based on Court Order requirement Timeliness Ongoing throughout the period as specified by a court order condition or based on the request of the courts. Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	2,200-2,600	2,265
	400-500	380
	3,800-4,500	3,300
	75-95%	100%
	75-95%	100%
	95-100%	100%
	100%	100%
	\$1,204,302	\$865,956
Related Broad Outcome: 3. Addressing Crime and Policing		

DCR 10	"Through-Care" and "After-Care" Services for Prisoners	\$413,724
Description Provision of "Through-Care" and "After-Care" services to assist persons in and on release from the prison system through; • Home background and monitoring reports; • Pre-release awareness presentations; • Rehabilitative programmes and support groups to help reduce the likelihood of re-offending; • Supervision of persons released from Prison on Parole Licenses		
Measures Quantity • Number of reports submitted to the Parole Board • Number of aftercare support groups offered • Number of through-care services offered Quality • Reports to be prepared in the established format as required by the Parole Board • Initiate and maintain supervision based on Licence requirements (Supervision is based on client contact through home visits, office visits, and other community contacts which may include job sites, and group participation) Timeliness Through-care services provided weekly, between 8:30-5:00 Monday – Friday and ongoing After-care services for the period as specified by a Parole Licence or Supervision Release Condition Location Through-care specific to HM Prisons (Northward, Fairbanks, Eagle House) and Aftercare throughout the Cayman Island Cost		2011/12 Budget 20-30 25-35 250-350 75-95% 75-95% 75-95% 100% \$413,724
		2010/11 Forecast 36 40 350 100% 100% 100% 100% \$308,065
Related Broad Outcome: 3. Addressing Crime and Policing		

DCR 11	Community Education and Policy Advice	\$225,177
Description Provision of information, education and advice on rehabilitative services aimed at crime reduction in the Cayman Islands.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of psycho-educational programmes offered in the community - Number of psycho-educational programmes offered in the institution - Number of public awareness presentations/projects - Number of reports and advice offered to the Ministry/Portfolio - Number of interdepartmental meetings for strategic advice offered	6-8 2-4 2-4 8-10 20-30	9 new 1 12 40
Quality - Information based on research, experience and professional guidelines related to Probation and Parole services - Group facilitation based on departmental guidelines	95-100% 95-100%	95% 100%
Timeliness Ongoing based on need	95-100%	100%
Location Cayman Islands	100%	100%
Cost	\$225,177	\$403,728
Related Broad Outcome: 3. Addressing Crime and Policing		

DCR 12	Victim and Witness Support Services	\$232,545
Description Provision of reports and advocacy services to empower victims and witnesses affected by crime.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of victim impact reports offered - Number of witness accompaniment offered - Number of Victim Advocacy/Support Services offered	30-35 4-8 80-100	25 10 115
Quality - Programmes delivered in accordance with department guidelines - Reports prepared in the established format as needed by the Police or courts	95-100% 95-100%	100% 100%
Timeliness - Reports provided as required by the Police or Courts - Services provided on a need by need basis	95-100% 95-100%	95-100% 95-100%
Location Primarily in Grand Cayman, with occasional services to the Sister Islands	100%	100%
Cost	\$232,545	\$214,565
Related Broad Outcome: 3. Addressing Crime and Policing		

EMC 1	Emergency Communications Centre	\$1,237,188
Description - Provision of a 24-hour Public Safety Answering Point (PSAP) for public safety first responder services including Police, Fire and Emergency Medical Services - Calls For Service processed through the use of a Computer Aided Dispatch (CAD) system - Track and monitor status and location of public safety resources - Dispatch of the closest, most appropriate public safety resource to Calls For Service - Provide vehicle registration, drivers license verification, and firearms licensing information to authorised personnel carrying out vehicle stops/checks which enhances officer safety and assists with the apprehension of criminals		
Measures 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 Quality - Number of formal operationally-related complaints received from internal and external customers resulting in disciplinary action - Quality Assurance ratings regarding the processing of calls for service Timeliness - Emergency telephone calls answered within 10 seconds - Emergency personnel dispatched within 60 seconds once call meets dispatch criteria Location Cayman Islands Cost		2011/12 Budget 8,760 4 85% 90% 90% 100% \$1,237,188
		2010/11 Forecast 8,760 1 n/a n/a n/a 100% \$1,098,397
Related Broad Outcome: 3: Addressing Crime and Policing		

EMC 2	Electronic Monitoring Centre	\$979,584
Description The Electronic Monitoring Centre has two purposes that support the commitment to lessen the impact of crime in the Cayman Islands. The first aspect is the electronic monitoring of select clients referred by the Courts, Prison Service, RCIPS, or Immigration, as an alternative to incarceration or as a way of promoting resettlement through early release. The second aspect is the observation of CCTV cameras located throughout the Cayman Islands with the objectives of providing evidence to law enforcement officials of crimes that have been committed and supporting the Emergency Communications Centre (911) with the real-time monitoring of critical public safety incidents.		
Measures Quantity Number of hours required to maintain the capacity to tag, monitor, document and report violations of 60 offenders and monitor and support the National CCTV project. Quality Quality Assurance ratings regarding Electronic Monitoring function Timeliness - All subjects are tagged within 24 hours of notification by the Courts or the Prison - Follow up regarding an offender's violation within 30 minutes - Requests for urgent review of stored CCTV video recordings are handled within 4 hours Location Grand Cayman Cost		2011/12 Budget 8,760 85% 70% 75% 70% 100% \$979,584
		2010/11 Forecast 8,760 n/a 100% 100% n/a 100% \$440,294
Related Broad Outcome: 3: Addressing Crime and Policing		

GOV 1	Management and Maintenance of Government House	\$490,260
Description Management of Government House including: • Co-ordination of food preparation for His Excellency and guests • Maintenance of Government House and grounds		
Measures Quantity • Numbers of guests served and catered to • Days of upkeep of house and grounds Quality • Meals served in line with internal rules • Upkeep of grounds and house are done in compliance with request as set by His Excellency Timeliness • Meals provided within specified periods • Maintenance of House and grounds - items resolved within 1 - 3 weeks Location Government House, Grand Cayman Cost		2011/12 Budget 4,125-5,625 365 Days 99-100% 95-100% 95-100% 95-100% 100% \$490,260
		2010/11 Forecast 4,125-4,950 365 Days 99-100% 95-100% 95-100% 95-100% 100% \$374,149
Related Broad Outcome: 17. Strengthening our Infrastructure		

GOV 2	Coordination of Engagement Programme and Support for Governor	\$181,136
Description Coordination of engagement programmes involving: • Coordination and supporting of functions at Government House • Coordinating and supporting the Governor's attendance at local/overseas events • Travel to local/overseas events		
Measures Quantity • Number of invitations prepared and issued • Local/overseas events attended • Travel itineraries/plans Quality • Refer to checklist and verified by the Social Secretary ensuring all details are accurate for an event His Excellency is attending • Ensure menu, set up and presentation is satisfactory to checklist Timeliness • Invitations to be distributed three weeks prior to function date • Checklist completed three days prior to event • Travel check list completed one week prior to events or within one day of last minute itinerary changes Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	5,500-7,500	5,500-6,600
	150-250	150-210
	7	8
	98-100%	98-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	100%	100%
	\$181,136	\$292,638
Related Broad Outcome: 17. Strengthening our Infrastructure		

GOV 3	Administrative Support for the Foreign and Commonwealth Office	\$143,619
Description Support, including administrative and accommodations, provided to the Foreign and Commonwealth Office (FCO) staff housed in the Governor's office		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of FCO staff members supported	3	3
Quality All administrative and accommodations expenses are contracted at the most efficient and economic price	98-100%	98-100%
Timeliness Support and accommodations are provided as required	95-100%	95-100%
Location Grand Cayman		
Cost	\$143,619	\$142,247
Related Broad Outcome: 17: Strengthening our Infrastructure		

IMM 1	Policy Advice on Immigration Matters	\$328,484
Description To formulate and present policy advice and proposals to the Portfolio of Internal and External Affairs, Ministers and Cabinet on all aspects of immigration policy. Subject matter may include: - Provision of statistics relating to work permits, permanent residence, visitors, visas, offences committed under the Immigration Law - Policy proposals relating to migration management, prohibited immigrants, deportees, implementation of new initiatives such as the Immigration Accreditation System, Work Permit Administrator System, asylum, Cuban migrants, pre-clearance by US Immigration/Customs authorities - Participation in the Cabinet appointed Review Team.		
Measures Quantity Number of reports submitted Quality - All policy advice, speeches, statements, drafting instructions, Cabinet papers will be will be prepared with due professional care and will define the nature and scope of the issues clearly - All reports will be properly researched and written in language appropriate to the subject matter - Statistical information will reflect the current status of work permits, the right to be Caymanian, permanent residence, business staffing plans, and other categories in a manner that will be comprehensive and accurate Timeliness Provide in a timely manner depending on the scope and complexity of the exercise and in accordance with any deadlines set by the requester. Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	15-30	15-30
	100%	100%
	100%	100%
	100%	100%
	95-100%	100%
	100%	100%
Related Broad Outcomes: 1:Creating a Vibrant Yet Stable and Sustainable Economy 3: Addressing Crime and Policing 10: Ensuring Success and Participation of Caymanians in the Financial Services Industry 11:Supporting our Caymanian Small Businesses		

IMM 3	Issuance Extension of Stay	\$195,907	
Description			
Issue extensions of stay to visitors and ex-residents			
Measures Quantity - Number of extensions processed. Quality - Extensions issued, comply with section 67 of the Immigration Law (2010 Revision) and established guidelines. - Referrals to counter supervisor to contain all the relevant information. Timeliness - Applications processed within 30-45 minutes of receipt, providing relevant information is submitted without errors or omissions. Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast	
	10,000-15,000	13,000-15,000	
	99-100%	99-100%	
	99-100%	99-100%	
	99-100%	98-100%	
	100%	100%	
	\$195,907	\$0	
	Related Broad Outcome		
1. Creating a Vibrant Yet Stable and Sustainable Economy			

Note: The total cost of supplying this output is \$495,907. However, the revenue of \$300,000 from other third parties reduces this to \$195,907. Due to the reallocation of staff hours, changes in established guidelines, and an estimated decrease in entity revenue Cabinet is now required to fund this output for the 2011-12 financial year.

IMM 5	Immigration Appeal Statements	\$152,822

Description Submit Appeal Statements to Immigration Appeals Tribunal upon request in response to appeals against decisions of the Work Permit Board, the Caymanian Status and Permanent Residency Board, the Business Staffing Plan Board, and the Trade and Business Licensing Board: and to the Work Permit Board and Business Staffing Plan Board in relation to decisions made by Immigration Officers (including appeals relating to Temporary Work Permits).		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of appeal statements produced	300-600	300-400
Quality - Define issues clearly and succinctly; with the nature and scope of the issues being clear, in a way that properly explains the Board's decision. - Contain references to the relevant sections of the Immigration Law (2010 Revision) and the Immigration (Amendment) Regulations, 2010.	100%	100%
Timeliness Will be processed within 28 days of receipt of appeal statement request in accordance with the Immigration Law (2010 Revision).	98-100%	85-100%
Location Grand Cayman	100%	100%
Cost	\$152,822	\$247,547
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy		

IMM 6	Detection and Prosecution of Immigration Offenders	\$1,018,612
Description The detection, investigation and prosecution of persons committing offences under the Immigration Law (2009 Revision). This includes: Conducting and creating a written record of interviews, collecting witness statements, collection and handling of evidence, site visits, planning internal and multi agency operations, conducting investigations on behalf of the Board or in response to information/intelligence received.		
Measures Quantity - Number of cases files created - Number of administrative fines levied - Number of reports to the Boards Quality - All interviews will be conducted in compliance with the Judges' rules and the rules of natural justice - All investigations will be conducted and managed with the highest degree of probity and professionalism - Objective reports entailing detailed research and sound evidence will be presented to support conclusions reached. - Visits will be conducted professionally and authorized by Senior Immigration Officers and above and as per operation orders. - Files will contain all the relevant information required to assist with the determined action deemed appropriate (Prosecution, Administrative Fine, Warning letters or No further Action). Timeliness - Files to be acted on within 14 days of arrival in the Enforcement Section - Reports will be submitted within 7 days of the conclusion of the case. - Case file submitted to Legal Department within 7-30 days of an arrest, which is taken to prosecution stage. (All files are subject to the statute of limitations - 6 months). Location Cayman Islands	2011/12 Budget	2010/11 Forecast
	50-100	50-70
	100-200	100-200
	50-150	75-150
	100%	100%
	95-100%	96%
	96-100%	96%
	96-100%	96%
	96-100%	96%
	95-100%	90%
	95-100%	90%
	95-100%	90%
	100%	100%
Cost	\$1,018,612	\$1,130,402
Related Broad Outcomes: 3: Addressing Crime and Policing		

IMM 7	Entry and Embarkation Control	\$3,138,173
Description Provide an entry and embarkation control for all passengers/persons seeking permission to enter/depart the Cayman Islands.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of passengers by Air processed - Number of Cruise Passengers Processed	400,000-600,000 1,200,000 -1,500,000	400,000-600,000 1,200,000-1,500,000
Quality All passengers will be processed in accordance with Immigration Laws and established guidelines	98-100%	98%
Timeliness Passengers from vessels and aircraft should be cleared within 30-45 minutes of arrival	95-100%	95%
Location Cayman Islands	100%	100%
Cost	\$3,138,173	\$3,187,250
Related Broad Outcomes: 3. Addressing Crime and Policing		

IMM 8	Work Permits	\$1,384,671
Description Processing annual and temporary work permit application on behalf of the Chief Immigration Officer, the Work Permit Board, and the Business Staffing Plan Board involving:		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of temporary work permit applications processed - Number of annual work permits processed	12,000-15,000 12,000-15,000	12,000-15,000 12000-15,000
Quality - Compliance with Immigration Law (2010 Revision), Immigration Directives, Immigration (Amendment) Regulations, 2010 and established guidelines - Files and agendas prepared with accuracy and completeness - Temporary Work Permit files reviewed by and signed off by Manager, T.W.P Section, and the Chief Immigration Officer or his designate - Annual Work Permits reviewed and signed off by the Secretary to the Work Permit Board or designate, or the Compliance Officers as appropriate - Percentage of applications per agenda with sufficient information on file - Percentage of work permits issued containing accurate information	100% 100% 100% 90-100% 95-100% 95-100%	100% 98% 100% 100% 95% 96%
Timeliness - Processing time of a complete application from receipt to dissemination of decision will be up to 4 weeks for Annual Work Permits issued by the Boards and up to 5-7 business days for Temporary Work Permits and Annual Work Permits determined by Work Permit Administrators. - Decision letter issued within 10 days of Boards' decision for Annual Work Permits, 1-3 days for Temporary work Permits, and 5 days for Annual Work permits processed by Work Permit Administrators.	95-100% 100%	85% 85%
Location Grand Cayman	100%	100%
Cost	\$1,384,671	\$1,374,892
Related Broad Outcomes: 1. Creating a Vibrant Yet Stable and sustainable Economy 2. Setting the Stage for Success in the Tourism Industry 10: Ensuring Success and Participation of Caymanians in the Financial Services Industry 11: Supporting our Caymanian Small Businesses		

Note: The total cost of supplying this output is \$4,140,821. However, estimated entity revenue of \$2,756,150 from third parties reduces the cost to Cabinet to \$1,384,671..

IMM 9	Status and Permanent Residency Applications	\$678,460
Description Processing: Applications for: Acknowledgement of the Right to be Caymanian, Grant of the Right to be Caymanian, Residency & Employment Rights Certificate, Residency Certificates for Persons of Independent Means: Applications for permission to reside as the dependant of a Caymanian; applications for Direct Investment Certificates.		
Measures		2011/12 Budget 2010/11 Forecast
Quantity - Number of acknowledgements of the Right to be Caymanian applications and notifications processed - Number of the grant of the Right to be Caymanian applications and notifications processed - Number of Permanent Residency and Employment Rights Certificate applications and notifications processed - Number of applications for Residency Certificate for Persons of Independent Means and notifications processed. - Number of applications for Direct Investment Certificate processed - Number of applications for permission to reside as a dependant of a Caymanian and notifications processed		250-400 300-400 400-700 7-15 1-10 10-20
Quality - Compliance with Immigration Law (2010 Revision), Immigration Directives, Immigration (Amendment) Regulations 2010, and established policies. - Files and Agendas prepared with due care, accuracy and completeness - Agendas reviewed and signed off by Secretary, Caymanian Status and Permanent Residency Board and Assistant Chief Immigration Officer.		100% 95% 100%
Timeliness - Processing time from receipt of applications to dissemination of decision will be up to six weeks - Letters issued within 10-15 days of decision - Percentage of deferred applications per agenda due to insufficient information on file		80% 90% 80%
Location Grand Cayman		100%
Cost		\$678,460
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy		

Note: The total cost of supplying this output is \$1,081,110. However, estimated entity revenue of \$402,650 reduces the cost to Cabinet to \$678,460.

IMM 11	Business Staffing Plans	\$484,118
Description		
Processing Business Staffing plan Applications on behalf of the Business Staffing Plan Board		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of Business Staffing Plan applications processed	20-50	30-50
Quality - Compliance with Immigration Law (2010 Revision), Immigration Directives, Immigration (Amendment) Regulations, 2010, and established policies. - Files and Agendas prepared with due care, accuracy and completeness - Agendas reviewed and signed off by Secretary, Business Staffing Plan Board or designate	100% 95-100% 100%	100% 98% 100%
Timeliness - Applications for business staffing plans from receipt of application to scheduling of meeting with Board and issuance of business staffing plan authority will be processed within 30 days - Presentation of work permit applications received under a business staffing plan authority will be processed within 4- 6 weeks	85-100% 85-100%	80% 80%
Location Grand Cayman	100%	100%
Cost	\$484,118	\$669,322
Related Broad Outcomes:		
1. Creating a Vibrant Yet Stable and sustainable Economy 2. Setting the Stage for Success in the Tourism Industry 10. Ensuring Success and Participation of Caymanians in the Financial Services Industry		

Note: The total cost of supplying this output is \$500,368. However, estimated entity revenue of \$16,250 from other third parties reduces the cost to Cabinet to \$484,118.

IMM 13	Issuance of Marriage Licenses	\$92,376
Description Issuance of the Governor's Special Marriage Licenses to visitors		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of marriage licenses issued	500-600	500-600
Quality Licenses issued in accordance with the Marriage Law and established guidelines and procedures.	100%	100%
Timeliness Licenses issued within 30 minutes of receipt of application	90-100%	95%
Location Grand Cayman	100%	100%
Cost	\$92,376	\$95,634
Related Broad Outcome: 2. Setting the Stage for Success in the Tourism Industry		

Note: The total cost of supplying this output is \$117,876. However, estimated entity revenue of \$25,500 from other third parties reduces the cost to Cabinet to \$92,376.

IMM 15	Freedom of Information	\$83,109
Description		
Processing applications for information submitted under the Freedom of Information Law, 2007		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of requests processed	100-200	100-200
Quality		
Compliance with Section 7(4) of the Freedom of Information Law, 2007. The Freedom of Information (General) Regulations, 2008 and established guidelines and procedures	100%	100%
Requests processed with due care and attention and in accordance with the FOI Law and the FOI Regulations, with particular attention as to whether information being sought is subject to an exemption under the Law	99-100%	100%
Prepare cases for internal review or appeal to the Information Commissioner	99-100%	100%
Timeliness		
Acknowledgement letters issued within 10 calendar days of receiving request.	100%	100%
FOI Law prescribes a processing time from when a complete application is received of 30 calendar days. In certain cases, the Law allows this period to be extended a further 30 calendar days.	100%	100%
Documents to be provided to applicant within 14 calendar days of making decision to release.	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$83,109	\$282,957
Related Broad Outcome:		
1. Creating a Vibrant Yet Stable and sustainable Economy		

IMM 16	Key Employee Applications	\$73,510
Description Processing Key Employee Applications by the Work Permit and Business Staffing Plan Boards.		
	2011/12 Budget	2010/11 Forecast
Measures		
Quantity Number of applications processed	200-350	290-350
Quality - Compliance with Immigration Law (2010 Revision), Immigration (Amendment) Regulations, 2010, and established policies. - Files and Agendas prepared with due care, accuracy and completeness - Agendas reviewed and signed off by Secretary, Business Staffing Plan Board, and Secretary, Work Permit Board or their designates	100% 95-100% 100%	100% 95% 100%
Timeliness - Processing time from receipt of applications to dissemination of decision will be up to six weeks - Letters issued within 10-15 days of decision	90-100% 90-100%	85% 85%
Location Grand Cayman	100%	100%
Cost	\$73,510	\$165,927
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy 2. Setting the Stage for Success in the Tourism Industry 10. Ensuring Success and Participation of Caymanians in the Financial Services Industry 11. Supporting our Caymanian Small Businesses		

Note: The total cost of supplying this output is \$198,510. However, estimated entity revenue of \$125,000 from other third parties reduces the cost to Cabinet to \$73,510.

LGL 1	Sale of Laws	\$92,313
Description Sale of Cayman Islands Laws to the Public		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of laws sold	2,000-2,500	5,000-5,200
Quality Laws provided are the current revision or amendment	99-100%	99-100%
Timeliness - Orders taken at window: within five minutes - Orders taken by Email/Fax/Letter: prepared within 15 minutes	85-95% 85-95%	85-95% 85-95%
Location Grand Cayman	100%	100%
Cost	\$92,313	\$88,180
Related Broad Outcome: 17. Strengthening our Infrastructure		

Note: The total cost of supplying this output is \$112,313. However, revenue of \$20,000 from other third parties reduces the cost to Cabinet to \$92,313.

LGL 2	Servicing and Supportingittings of the House	\$409,985
Description Servicing and supporting sittings of the House and meetings of Committees involving: • Receipt and examination of bills, motions, and other business to be dealt with by the House • Certification of bills and motions passed by the House • Preparation of business papers and order papers and their distribution to members • Provision of Clerks-at-the-Table, Sergeant-at-Arms, and the record of proceedings duties • Preparation of daily journals for Speaker's signature • Custody of votes, records, bills and other House documents • Preparation and production of daily Hansard • Procedural advice to Speaker and Members of the House • Receipt of journalists' registration of interests forms and issuing of press passes • Preparation of agenda, minutes of proceedings and reports for all Committees		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of sitting days • Number of Hansards produced • Number of Committee meetings scheduled • Number of order papers, daily journals, agendas and minutes of proceedings prepared • Number of reports from Committees prepared • Number of hours spent on advice and information research	30-50 60-80 40-60 100-150 15-35 1,500-1,700	28-45 70-85 25-35 145-155 20-25 1,600-1,700
Quality • Papers, agendas and minutes are accurate and reflect decisions • Documents are prepared, edited and accurate • Proper communication and facilities accommodating all attendees • Full investigation ensuring accurate information	75-95% 75-95% 99-100% 99-100%	99-100% 99-100% 99-100% 99-100%
Timeliness • Documents prepared timely for House sittings • Clerks-at-the-Table and Sergeant-at-Arms duties, recording of proceedings: at all times when House is sitting • Maintenance of the order book and records: before the commencement of the next meeting • Provision of daily journals by the end of the next day • Hansard prepared within 6 months of the sitting • Bills, motions and questions: examined before, and proofed/certified after, consideration by the House	100% 100% 90-100% 75-95% 75-95% 100%	100% 100% 90-100% 95-100% 95-100% 100%
Location Grand Cayman	100%	100%
Cost	\$409,985	\$363,720
Related Broad Outcome: 17. Strengthening our Infrastructure		

LGL 3	Support for the Speaker and Members of the Legislative Assembly	\$335,997
Description Administrative support and research for the Speaker and Members of the Legislative Assembly and the local Branch of the Commonwealth Parliamentary Association, including - Organizing the CPA annual general and committee meetings and the attendance of Members at seminars and conferences - Maintaining CPA records and accounts - Miscellaneous administrative activities and research for Members - Provision of information to the media and general public including researching records proceedings - Providing public tours of the Legislative Assembly Building		
Measures Quantity - Number of hours spent on administrative support and research - Number of tours conducted - Number of CPA meetings organized - Number of overseas meeting, conferences, seminars, visits organized for CPA Quality Advice provided by suitably qualified personnel Timeliness - Advice and information research provided within three days of request - Tours provided upon request on any day the House is not sitting - Secretarial and administrative support: within a day of request Location Grand Cayman Cost		2011/12 Budget 1,000-1,200 40-50 8-12 4 100% 75-95% 95-100% 75-95% 100% \$335,997
		2010/11 Forecast 1,500-2,000 40-50 n/a n/a 100% 95-100% 95-100% 95-100% 100% \$369,995
Related Broad Outcome: 17. Strengthening our Infrastructure		

LGL 4	Management of the Legislative Assembly	\$149,012
Description Management of the Legislative Assembly Building and precincts involving: • Provision of security • Maintenance of equipment, building and precincts • Audio and video; and • Housekeeping and mail service		
Measures Quantity Number of working days that the Legislative Building is operative Quality • Security provided by trained security staff • Equipment operative when building open Timeliness Facilities provided are operative every working day Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	220-250	245-250
	100% 95-100%	100% 95-100%
	95-100%	95-100%
	100%	100%
	149,012	\$160,667
Related Broad Outcome: 17. Strengthening our Infrastructure		

NEM 1	National Disaster Preparedness	\$256,359
Description Maintain a state of maximum preparedness through the provision of necessary resources and ensure the existence of hazard management plans from community to national level, and for all sectors. Through: • Public Awareness • Training • Development and Maintenance of Disaster Plans		
Measures Quantity Number of hours providing disaster preparedness Quality Ensure alignment of plans with credible scenarios and that plans address business continuity for all sectors. Public awareness programmes relate to hazards Timeliness National disaster activities performed in accordance with the timescales agreed with the National Hazard Management Council and the Deputy Governor Location Cayman Islands Cost		2011/12 Budget 4,500-5,000 90-100% 95-100% 100% \$256,359
		2010/11 Forecast 2,500-3,000 90-100% 95-100% 100% \$226,546
Related Broad Outcome: 17. Strengthening our Infrastructure		

NEM 2	Policy Advice and Ministerial Servicing	\$127,583
Description Provide policy advice to the Ministers, Deputy Governor, Government Departments and others on matters relating to national hazard management and disaster preparedness. Coordinate and monitor the implementation of the national disaster risk management program.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Hours of provision of advice on Hazard Management	500-650	200-350
Quality All personnel providing policy advice is qualified in his/her area of expertise	100%	100%
Timeliness Response to request for advice answered within the timeframe as agreed at time of request	90-100%	100%
Location Cayman Islands	100%	100%
Cost	\$127,583	\$89,222
Related Broad Outcome: 17. Strengthening our Infrastructure		

NEM 3	Hazard Mitigation	\$128,870
Description A cooperative proactive partnership of the public, private sectors to build a culture of safety and resilience, to encourage and facilitate implementation of mitigation measures and minimize the consequences of natural and other disasters.		
Measures Quantity - Hours of risk assessments, including socio-economic impacts, used to ensure public safety and to contribute to sustainable national development for all hazards - Hours to ensure periodic review and update and application of codes and standards to meet emerging or changing threats - Days to provide seismic monitoring the Cayman Islands of any natural seismic events that can have an adverse effect on the people, the land and man-made structures - Hours to Develop the National Mitigation Policy Quality - Track performance in mitigation/risk reduction by using proven measures - Maintain seismic monitoring stations will also be part of a Caribbean wide network to allow greater accuracy in pinpointing area of seismic disturbance Timeliness - Risk assessment and development of risk maps and policy within the time frame agreed with the National Hazard Management Council and Deputy Governor - Seismic monitoring 365 days per year Location Cayman Islands Cost	2011/12 Budget 0 100-150 365 0 80-90 % 100% 95-100% 100% 100% \$128,870	2010/11 Forecast 300-400 100-150 365 100-200 100% 100% 95-100% 100% \$164,063
Related Broad Outcome: 17. Strengthening our Infrastructure		

NEM 4	National Disaster Response	\$189,637
Description Provide the tools and support needed to ensure National Response readiness in the event of any national disaster. The provision of assistance during or immediately after a disaster for the preservation of life and the provision of basic essential supply and services for those people affected.		
Measures Quantity - Number of hours providing National Emergency Operation Center management and coordination - Hours to plan and conduct Annual Hurricane exercise and other Disaster exercise - Hours to manage and coordinate relief assistance to the affected population - Hours to develop and coordinate community response through Community Emergency Response Teams - Hours to ensure readiness of emergency telecommunications and electronic incident management systems Quality - Ensure existence of coordinating focal point for multi-hazard responses - Improved coordination and communication between response agencies - Relief operations meet or exceed stated standards of basic essential supply and services for those people affected. - Increased community resilience through community based preparedness and response - Emergency telecommunications and electronic incident management systems available on standby Timeliness - National Emergency Operation Center activation depends on the occurrence of a National Incident - Annual National Exercise prior to 1 June each year - Disaster relief can be of an immediate, short-term, or protracted duration - Develop local capacity through training and development of community hazard management teams and NGO network within agreed timelines - Available 24 hours 365 days per year Location Cayman Islands	2011/12 Budget 3,000-4,000 250-300 250-300 150-200 500-600 100% 80-90% 80-100% 100% 100% 100% 100% 100% 100% 100% 100%	2010/11 Forecast 500-600 100-200 250-300 300-350 600-700 100% 90-100% 80-100% 100% 100% 100% 100% 100% 100% 100% 100%
Cost	\$189,637	\$119,820
Related Broad Outcome: 17. Strengthening our Infrastructure		

NEM 6	Management of Hurricane Preparedness Activities	\$163,029
Description Promotion, Facilitation and Management of Hurricane Preparedness Activities by maintaining and complying with the National Hurricane Plan		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of hurricane shelters managed - Number of meetings of the National Hazard Management Council - Maintain and fuel shelter generators - Maintain shelter cisterns and provide adequate water supply	21 10-30 21 21	21 10-30 21 21
Quality All National Hurricane Plan requirements are complied in agreement with the National Hazard Management Council and shelters are available for activation	95-100%	95-100%
Timeliness - All Hurricane shelters are available in the event of a hurricane occurring - Meetings convened within 1/2 hour and concluded within 1 ½ hour of issue of weather reports by U.S. National Hurricane Centre - All shelter generators are maintained and fueled for operation - Adequate water supply is available at shelters	100% 95-100% 100% 100%	100% 95-100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$163,029	\$183,627
Related Broad Outcome: 17. Strengthening our Infrastructure		

POL 6	Investigate Reported and Detected Crime	\$10,516,210
Description Investigate crime reported to, or detected by, the police: - The Criminal Investigations Department to investigate serious crimes, burglaries and theft and stolen property in excess of \$5,000 - Uniform police to investigate other crimes (assaults, damage to property, disorderly conduct, traffic offences etc.)		
Measures Quantity Number of hours of investigations Quality - Increase overall detection rate by 10% - Improve the level of customer satisfaction with crime investigation (measured through citizen survey) Timeliness - Investigate on a prioritized basis, but within 24 hours of formal reporting of crime - Inform all victims of crime update of investigations within three working days of the report Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	195,225-215,775	201,475-222,683
	34.38% 60-100%	31.27% 60-100%
	95-100%	95-100%
	90-100%	95-100%
	100%	100%
	\$10,516,210	\$10,398,424
Related Broad Outcome: 3. Addressing Crime and Policing		

Note: The total cost of supplying this output is \$10,966,210. However, revenue of \$450,000 from other third parties reduces the cost to Cabinet to \$10,516,210.

POL 8	Policy Advice on Policing and Security Matters	\$71,311
Description Provide advice to His Excellency the Governor, Deputy Governor, Cabinet, National Security Council and the Anti-Corruption Commission on policing and security issues.		
Measures Quantity - Number of oral briefings, policy advice papers and reports - Number of statistical reports provided Quality Satisfaction of the customers to all briefings (measured by customer survey) Timeliness - Oral briefings: weekly - Reports minimum quarterly - Policy papers: ongoing throughout the period Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	43-47 8	25-28
	98-100%	98-100%
	96 -100%	96-100%
	100%	100%
	100%	100%
	100%	100%
	\$71,311	\$40,005
Related Broad Outcome: 3. Addressing Crime and Policing		

POL 9	Firearms Vetting and Licensing	\$101,926
Description Vetting for firearm applications and issuing of firearm licenses.		
Measures Quantity - Number of applications vetted - Hours spent monitoring firearms use Quality - Licenses only issued to persons with no criminal convictions - All premises certified as safe and secure prior to issuing of license Timeliness Applications vetted within 60 days of receipt Location Cayman Islands Cost	2011/12 Budget 238-263 2,366-2,615 100% 100% 95-100% 100% \$101,926	2010/11 Forecast 186-205 2,374-2,626 100% 100% 95-100% 100% \$92,425
Related Broad Outcome: 3. Addressing Crime and Policing		

Note: The total cost of supplying this output is \$139,926. However, revenue of \$38,000 from other third parties reduces the cost to Cabinet to \$101,926.

POL 13	Police Services	\$15,010,536
Description - Patrolling of streets, residential and commercial areas and response to reported crime on a 24/7 basis - Promotion of community crime prevention through the organization of community groups, education prevention programs and crime prevention advice to victims of crime		
Measures Quantity - Number of patrolling / responding hours including training - Number of hours spent on community meetings / school programs / victims provided with advice - Identify and create partnership with influential community groups in each district - Establish Neighborhood Watch Groups Quality - Reduce total number of recorded crime by 5% - Reduce number of incidents by 10% - Reduce total number of traffic accidents by 10% - Community groups to be a partnership of members of the community who are well informed and can influence or cause to be influenced those problems in the community which effect the quality of life - School programmes approved by Education Department and internal peer review - Customer satisfaction to the provision and effectiveness of police patrols provided (measured by customer surveys) Timeliness - Provide a 24 hour response to all incidents requiring a Police presence - A response time of 10 minutes in urban area and 20 minutes in rural areas (Grades critical to need) - Agreed police resources to community activities provided to agreed timetables Location Cayman Islands	2011/12 Budget 214,356- 236,920 67,652-74,774 5-10 20-24 2,528 19,985 936 90-100% 99-100% 60-100% 100% 100% 99-100% 100%	2010/11 Forecast 201,238-222,421 61,792-68,296 28-32 19-22 2,661 18,772 1,040 99-100% 98-100% 60-100% 100% 100% 99-100% 100%
Cost	\$15,010,536	\$12,687,544
Related Broad Outcome: 3. Addressing Crime and Policing		

POL 14	Maritime Patrols	\$2,179,641
Description Patrolling of the territorial waters of the Cayman Islands		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of patrolling hours for marine unit including training	2,375-2,625	1,350-1,492
Quality Patrols targeted at areas identified by police information	90-100%	90-100%
Timeliness Respond to request for immediate deployment operations or pre planned operations working with other agencies as required	95-100%	95-100%
Location Within the territorial waters of the Cayman Islands	100%	100%
Cost	\$2,179,641	\$2,205,051
Related Broad Outcome: 3. Addressing Crime and Policing		

POL 15	Aerial Patrols	\$1,780,100
Description Aerial patrolling of the territorial jurisdiction of the Cayman Islands		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of helicopter flying hours	380- 420	283-313
Quality Patrols targeted at areas identified by police information	90-100%	90-100%
Timeliness - Patrolling at a minimum 1 - 2 hours, six days per week but with different levels of patrolling in different areas at different times as determined by Intelligence - Respond to request for immediate deployment operations or pre planned operations working with other agencies as required	95-100%	95-100%
Location Within the territorial jurisdiction of the Cayman Islands	100%	100%
Cost	\$1,780,100	\$872,926
Related Broad Outcome: 3. Addressing Crime and Policing		

POL 16	Police Criminal Justice Services	\$866,848
Description - Serving and executing all summons and warrants from the courts - Prosecuting all category 'C' offences in the courts - Processing and detention of police, customs and immigration prisoners including secure housing, feeding and transportation		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of summons served - Number of warrants executed - Number of offences prosecuted - Number of prisoners arrested, processed and detained	6,334-7,000 1,014- 1,120 2,914-3,220 2,026- 2,240	6,360-7,030 1,015-1,122 2,970-3,283 2,105-2,327
Quality - Summons and warrants served or executed in accordance with the procedural code and the terms of the warrant - Processing of prisoners conducted in accordance with the Police Law, other relevant laws and police policies and procedures - Detention is secure and maintained - Detainees legal and human rights observed in accordance with the Police law, other relevant laws, judges rules and police policies and procedures	99-100% 100% 100% 100%	99-100% 100% 100% 100%
Timeliness - Summons and warrants to be served or executed within 60 days - Prosecutions within six months of coming to police notice - Accused persons processed within appropriate legal time guidelines	99-100% 95-100% 99-100%	99-100% 95-100% 99-100%
Location Cayman Islands	100%	100%
Cost	\$866,848	\$1,099,844
Related Broad Outcome: 3. Addressing Crime and Policing		

POL 19	Vetting of Private Security Company Employees	\$138,835
Description Vetting of personnel for employment as security guards		
Measures Quantity - Number of Security Guards/ Security Technicians licenses issued - Number of security companies licenses issued Quality Licenses only issued to persons with no criminal convictions Timeliness Applications vetted within one month of receipt Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast
	427-471 25-29	427-471 25 -29
	98-100%	98-100%
	96-100%	96-100%
	100%	100%
	\$138,835	\$173,537
Related Broad Outcome: 3. Addressing Crime and Policing		

PRI 13	Custodial Services	\$5,734,652
Description To provide safe and secure custody, whilst promoting and protecting the individual rights of all prisoners committed by the courts including receptions, secure accommodation, illegal drug use testing, searching, escorting and discharging prisoners.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of prisoners held in secured custody – average per day - Number of prisoners received and discharged - Number of prisoner escorts to courts and other environments	185-220 540-720 2,160 -2,400	185-220 540-720 2,160-2,400
Quality Staff supervising custodial duties do so in accordance with National Occupational Standards for Custodial Care (NSO) and Prison Inspection Board	100%	100%
Timeliness - Security and services provided 24 hours, seven days per week - Court escorts to be delivered on time	95-100% 95-100%	95-100% 95-100%
Location Grand Cayman		
Cost	\$5,734,652	\$5,115,028
Related Broad Outcome: 3. Addressing Crime and Policing		

PRI 14	Prison Order	\$2,183,913
Description To ensure that good order is maintained during prisoner movements and activities; to ensure there are effective internal complaints and disciplinary procedures; and to ensure that effective incident response procedures are maintained.		
Measures Quantity - Number of prisoners supervised (average per day) - Number of prisoner adjudications heard Quality - Maintenance of good order is in accordance with National Occupational Standards for Custodial Care (NSO) and Prisons Inspection Board - Complaint and disciplinary actions are conducted through the appropriate review stages and approved by authorized senior official Timeliness - Order maintained 24 hours, seven days a week - Complaints and adjudications are dealt within the specified timeframe Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	185-220	185-220
	300-360	300-360
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$2,183,913	\$2,456,945
Related Broad Outcome: 3. Addressing Crime and Policing		

PRI 15	Prisoners Care	\$2,983,416
Description To provide prisoners with healthcare, food, clothing, bedding and the facilities and resources to maintain personal hygiene.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of meals provided - Number of medical treatments and examinations in prison and external	202,575-240,900 1,800-2,040	202,575-240,900 1,800-2,040
Quality - Percentage of prisoners served meals without upheld complaints - Care of prisoners in line with United Nations rules for the treatment of prisoner	98-100% 100%	98-100% 100%
Timeliness Meals provided three times daily as scheduled	100%	100%
Location Grand Cayman	100%	100%
Cost	\$2,983,416	\$3,349,997
Related Broad Outcome: 3. Addressing Crime and Policing		

PRI 16	Prisoner Development Programme	\$1,631,479
Description To provide a programme of sentence planning, education, group work, and work skills development.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of prisoners attending prisoner development opportunities	130-150	130-150
Quality - Group work programmes accredited by an awarding body - Vocational training programmes accredited by an awarding body - Educational programmes accredited by an awarding body	100% 100% 100%	100% 100% 100%
Timeliness - Group work programmes to be provided Monday – Friday as per programme - Education classes to be provided Monday – Friday as per programme - Vocational classes to be provided Monday – Friday as per programme - All programmes delivered within agreed timeframes	100% 100% 100% 100%	100% 100% 100% 100%
Location Grand Cayman		
Cost	\$1,631,479	\$2,098,258
Related Broad Outcome: 3. Addressing Crime and Policing		

6. Payment Arrangements

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

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

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

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

Table 1: Expected Invoice Profile

MONTH	EXPECTED AMOUNT OF INVOICE FOR OUTPUTS SUPPLIED \$									
	PIE 6 \$	PIE 15 \$	PIE19 \$	PIE 22 \$	PIE 32 \$	PIE 35 \$	PIE 37 \$	PIE 38 \$	PIE 39 \$	PIE 40 \$
July		5,406	122,928	147	16,667	4,175	935	2,804		1,869
August		5,407	122,928	145	16,667	4,178	933	2,799		1,866
September	77,760	5,407	122,923	145	16,667	4,178	933	2,799	159,335	1,866
October		5,407	122,928	145	16,667	4,178	933	2,799		1,866
November		5,407	122,928	145	16,667	4,178	933	2,799		1,866
December	77,760	5,407	122,928	145	16,667	4,178	933	2,799	159,336	1,866
January		5,407	122,928	145	16,667	4,178	933	2,799		1,866
February		5,407	122,928	145	16,667	4,178	933	2,799		1,866
March	77,760	5,407	122,928	145	16,667	4,178	933	2,799	159,336	1,866
April		5,407	122,928	145	16,667	4,178	933	2,799		1,866
May		5,407	122,928	145	16,667	4,178	933	2,799		1,866
June	77,760	5,407	122,928	145	16,663	4,178	933	2,799	159,336	1,866
TOTAL	311,041	64,883	1,475,131	1,742	200,000	50,133	11,198	33,593	637,343	22,395

MONTH	DCR 9 \$	DCR 10 \$	DCR 11 \$	DCR 12 \$	EMC 1 \$	EMC 2 \$	GOV 1 \$	GOV 2 \$	GOV 3 \$
July	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,091	11,968
August	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,095	11,968
September	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,095	11,968
October	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,095	11,968
November	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,095	11,968
December	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,095	11,968
January	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,095	11,968
February	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,095	11,968
March	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,095	11,968
April	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,095	11,968
May	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,095	11,968
June	100,359	34,477	18,765	19,379	103,099	81,632	40,855	15,095	11,971
TOTAL	1,204,302	413,724	225,177	232,545	1,237,188	979,584	490,260	181,136	143,619

MONTH	IMM 1 \$	IMM 3 \$	IMM 5 \$	IMM 6 \$	IMM 7 \$	IMM 8 \$	IMM 9 \$	IMM 11 \$	IMM 13 \$
July	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
August	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
September	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
October	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
November	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
December	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
January	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
February	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
March	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
April	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
May	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
June	27,374	16,326	12,735	84,884	261,514	115,389	56,538	40,343	7,698
TOTAL	328,484	195,907	152,822	1,018,612	3,138,173	1,384,671	678,460	484,118	92,376

MONTH	IMM 15 \$	IMM 16 \$	LGL 1 \$	LGL 2 \$	LGL 3 \$	LGL 4 \$	NEM 1 \$	NEM 2 \$	NEM 3 \$
July	6,926	6,126	7,690	34,170	28,041	12,414	21,366	10,631	10,741
August	6,926	6,126	7,693	34,165	27,996	12,418	21,363	10,632	10,739
September	6,926	6,126	7,693	34,165	27,996	12,418	21,363	10,632	10,739
October	6,926	6,126	7,693	34,165	27,996	12,418	21,363	10,632	10,739
November	6,926	6,126	7,693	34,165	27,996	12,418	21,363	10,632	10,739
December	6,926	6,126	7,693	34,165	27,996	12,418	21,363	10,632	10,739
January	6,926	6,126	7,693	34,165	27,996	12,418	21,363	10,632	10,739
February	6,926	6,126	7,693	34,165	27,996	12,418	21,363	10,632	10,739
March	6,926	6,126	7,693	34,165	27,996	12,418	21,363	10,632	10,739
April	6,926	6,126	7,693	34,165	27,996	12,418	21,363	10,632	10,739
May	6,926	6,126	7,693	34,165	27,996	12,418	21,363	10,632	10,739
June	6,926	6,126	7,693	34,165	27,996	12,418	21,363	10,632	10,739
TOTAL	83,109	73,510	92,313	409,985	335,997	149,012	256,359	127,583	128,870

MONTH	NEM 4 \$	NEM 6 \$	POL 6 \$	POL 7 \$	POL 8 \$	POL 9 \$	POL 13 \$	POL 14 \$
July	15,804	13,583	876,351	147,217	5,943	8,494	1,250,878	181,637
August	15,803	13,586	876,351	147,217	5,943	8,494	1,250,878	181,637
September	15,803	13,586	876,351	147,217	5,943	8,494	1,250,878	181,637
October	15,803	13,586	876,351	147,217	5,943	8,494	1,250,878	181,637
November	15,803	13,586	876,351	147,217	5,943	8,494	1,250,878	181,637
December	15,803	13,586	876,351	147,217	5,943	8,494	1,250,878	181,637
January	15,803	13,586	876,351	147,217	5,943	8,494	1,250,878	181,637
February	15,803	13,586	876,351	147,217	5,943	8,494	1,250,878	181,637
March	15,803	13,586	876,351	147,217	5,943	8,494	1,250,878	181,637
April	15,803	13,586	876,351	147,217	5,943	8,494	1,250,878	181,637
May	15,803	13,586	876,351	147,217	5,943	8,494	1,250,878	181,637
June	15,803	13,586	876,351	147,217	5,943	8,494	1,250,878	181,637
TOTAL	189,636	163,029	10,516,210	1,766,606	71,311	101,926	15,010,536	2,179,641

MONTH	POL 15 \$	POL 16 \$	POL 19 \$	PRI 13 \$	PRI 14 \$	PRI 15 \$	PRI 16 \$
July	148,342	72,237	11,570	477,888	181,993	248,618	135,957
August	148,342	72,237	11,570	477,888	181,993	248,618	135,957
September	148,342	72,237	11,570	477,888	181,993	248,618	135,957
October	148,342	72,237	11,570	477,888	181,993	248,618	135,957
November	148,342	72,237	11,570	477,888	181,993	248,618	135,957
December	148,342	72,237	11,570	477,888	181,993	248,618	135,957
January	148,342	72,237	11,570	477,888	181,993	248,618	135,957
February	148,342	72,237	11,570	477,888	181,993	248,618	135,957
March	148,342	72,237	11,570	477,888	181,993	248,618	135,957
April	148,342	72,237	11,570	477,888	181,993	248,618	135,957
May	148,342	72,237	11,570	477,888	181,993	248,618	135,957
June	148,342	72,237	11,570	477,888	181,993	248,618	135,957
TOTAL	1,780,100	866,848	138,835	5,734,652	2,183,913	2,983,416	1,631,479

Appendix: Forecast Financial Statements

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Portfolio of Internal and External Affairs

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June, 2012 and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Franz Manderson
Chief Officer
Portfolio of Internal and External Affairs

**PORTFOLIO OF THE INTERNAL AND EXTERNAL AFFAIRS
GOVERNMENT OF THE CAYMAN ISLANDS**

STATEMENT OF FINANCIAL POSITION		2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
AS AT 30 JUNE 2012				
Current Assets				
Cash and cash equivalents	1	15,824	19,889	12,048
Marketable securities and deposits		-	-	-
Trade receivables	2	13,344	6,864	9,025
Other receivables	2	263	1,060	656
Inventories	3	353	218	158
Investments	4	-	-	-
Prepayments	5	-	-	-
Total Current Assets		29,785	28,031	21,887
Non-Current Assets				
Trade receivables	3	-	-	-
Other receivables	3	-	-	-
Inventories	4	-	-	-
Property, plant and equipment	6	37,170	35,750	30,472
Total Non-Current Assets		37,170	35,750	30,472
Total Assets		66,955	63,781	52,359
Current Liabilities				
Trade payables	7	7,580	4,531	6,883
Other payables and accruals	7	6,887	10,921	13,989
Bank Overdraft	2	1	-	-
Unearned revenue		-	-	-
Employee entitlements	8	7,036	8,401	4,733
Repayment of surplus		-	-	-
Total Current Liabilities		21,504	23,853	25,605
Non-Current Liabilities				
Trade payables	7	-	-	-
Other payables and accruals	7	-	-	-
Employee entitlements	8	53	53	53
Total Non-Current Liabilities		53	53	53
Total Liabilities		21,557	23,906	25,658
Net Assets		45,399	39,875	26,701
NET WORTH				
Contributed capital		47,020	41,497	28,323
Other Reserves		-	-	-
Revaluation reserve		-	-	-
Accumulated surpluses/(deficits)		(1,622)	(1,622)	(1,622)
Total Net Worth		45,399	39,875	26,701

**PORTFOLIO OF THE INTERNAL AND EXTERNAL AFFAIRS
GOVERNMENT OF THE CAYMAN ISLANDS**

**STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Budget \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue				
Sale of goods and services	9	70,784	67,498	65,785
Investment revenue	10	-	-	-
Donations	11	-	-	-
Other revenue		-	-	-
Total Revenue		70,784	67,498	65,785
Expenses				
Personnel costs	12	51,777	49,204	51,232
Supplies and consumables	13	13,728	13,697	13,296
Depreciation	6	2,757	3,333	3,463
Impairment of property, plant and equipment	6	-	-	-
Impairment of inventory	4	-	-	-
Finance costs (overdraft interest)	14	-	-	-
Litigation costs	15	-	-	-
Gain/(losses) on foreign exchange transactions	16	4	365	522
Gain/(losses) on disposal/revaluation of property, plant and equipment	16	-	-	-
Other expenses		-	-	-
Total Expenses		68,266	66,598	69,128
Surplus or (deficit) for the period		2,517	900	(3,343)

**PORTFOLIO OF THE INTERNAL AND EXTERNAL AFFAIRS
GOVERNMENT OF THE CAYMAN ISLANDS**

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Budget \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		62,363	59,477	58,611
Outputs to other government agencies				
Sales and Goods and services – third party		8,421	8,022	7,588
Interest received				
Donations / Grants				
Other receipts		-	-	-
Payments				
Personnel costs		(51,777)	(49,204)	(49,811)
Supplies and consumables		(13,732)	(14,062)	(14,661)
Interest paid				
Other payment				
Net cash flows from operating activities		5,274	4,233	1,726
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of property, plant and equipment		(1,850)	(7,045)	(4,613)
Proceeds from sale of property, plant and equipment				
Purchase of investments				
Proceeds from sale of investments				
Cash advances				
Cash receipts from repayment of advances				
Net cash flows from investing activities		(1,850)	(7,045)	(4,613)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		1,850	6,265	4,613
Repayment of surplus				
Capital withdrawal		(2,517)		
Net cash flows from financing activities		(667)	6,265	4,613
Net increase/(decrease) in cash and cash equivalents		2,756	3,453	1,726
Cash and cash equivalents at beginning of period		13,067	12,049	10,322
Cash and cash equivalents at end of period		15,823	15,501	12,049

PORTFOLIO OF INTERNAL AND EXTERNAL AFFAIRS

**STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012**

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2010	39,100	-	-	(1,622)	37,479
Changes in accounting policy	-	-	-	-	-
Prior Year Adjustments	-	-	-	-	-
Restated balance	39,100	-	-	(1,622)	37,479
Changes in net worth for 2010/11					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	-	-	-	-
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	6,071	-	-	-	6,071
Capital withdrawals by Cabinet	-	-	-	-	-
Repayment of surplus to Cabinet	-	-	-	-	-
Net revenue / expenses recognised directly in net worth	6,071	-	-	-	6,071
Surplus/(deficit) for the period 2010/11	0				
Total recognised revenues and expenses for the period	6,071	-	-	-	6,071
Balance at 30 June 2011 carried forward	45,171	-	-	(1,622)	43,549
	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2011 brought forward	45,171			(1,622)	43,549
Changes in net worth for 2011/12					
Changes in accounting policy	-	-	-	-	-
Prior Year Adjustments	-	-	-	-	-
Restated balance	45,171	-	-	(1,622)	43,549
Changes in net worth for 2011/12					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	-	-	-	-
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	1,850	-	-	-	2,900
Capital withdrawals by Cabinet	-	-	-	-	-
Repayment of surplus/Dividends to Cabinet	-	-	-	(1,232)	(1,232)
Net revenue / expenses recognised directly in net worth	1,850	-	-	(1,232)	1,667
Surplus/(deficit) for the period 2011/12	-			1,232	1,232
Total recognised revenues and expenses for the period	1,850	-	-	-	2,900
Balance at 30 June 2012	47,021	-	-	(1,622)	46,449

Portfolio of Internal and External Affairs
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

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

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June, 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2011) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

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

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

Note 1: Cash and cash equivalents

Description	Foreign Currency	Exchange Rate	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Cash on hand (IRIS Confirmation Account/Petty Cash)	70	1	70	28	40
Cash in transit (IRIS Remittance Account)	140	1	140	157	166
CI\$ Operational Current Account held at Royal Bank of Canada	9,724	1	9,728	13,897	5,949
US\$ Operational Current Account held at Royal Bank of Canada	366	.838	307	214	255
Payroll Current Account held at Royal Bank of Canada	-1	1	-1	(5)	59
Bank Accounts held at other financial institutions	5	.838	4	18	4
Fixed Deposits held with Treasury (less than 90 days)	5,578	1	5,578	5,580	5,575
Total cash and cash equivalents			15,824	19,889	12,048

Note 2 Trade and other receivables

Trade Receivables	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Sale of goods and services	-		
Outputs to Cabinet	12,836	7,161	9,785
Outputs to other government agencies	508		
Other		1,073	669
Less: provision for doubtful debts	-	(773)	(773)
Total trade receivables	13,344	7,461	9,681

Other Receivables	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Advances (salary, Official Travel, etc)	69	184	195
Dishonoured cheques	(9)	(13)	(10)
Interest receivable	-		
Other	202	889	470
Less: provision for doubtful debts	-		
Total other receivables	262	1,060	656
	Trade Receivables	Other Receivables	2011/12 Budget
Current			
Past due 1-30 days	13,344	69	13,413
Past due 31-60 days	-	-	-
Past due 61-90 days	-	-	-
Past due 90 and above	-	190	190
Non-Current			
Past due 1 year and above			
Total	13,344	259	13,604

Changes in the provision of doubtful debts:

Description	Budget 2011/12
Balance at 1 July	
Additional provisions made during the year	
Receivables written off during the period	
Balance at 30 June	

Note 3: Inventories

Description	Current	Non-Current	2011/12 Budget
Inventory held for use in the provision of goods and services	353		353
Inventory held for sale			
Impairment of Inventory			
TOTAL INVENTORIES	353		353

Note 4: Investments

Investments	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Total Investments at the lower of cost or market value			

Note 5 Prepayments

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Insurance			
Total			

Note 6: Property, plant and equipment

Cost of Property, plant and equipment

	<i>Buildings & Land</i>	<i>Furniture</i>	<i>Plant & Equipment</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infra-structure</i>	<i>Assets Under Construction</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2010	25,918	1,438	387	3,615	6,125	4,019	6,448	4,680	52,633
Additions	1,042	-	2,289	1,717	182	-	1,109	751	7,090
Disposals	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Balance as at 30 June 2011	26,960	1,438	2,676	5,332	6,308	4,019	7,557,321	5,431	59,724

	<i>Buildings & Land</i>	<i>Furniture</i>	<i>Plant & Equipment</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infra-structure</i>	<i>Assets Under Construction</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2011	26,960	1,438	2,677	5,332	6,308	4,019	7,557	5,431	59,724
Additions	6,852	-	-	300	800	-	-	-	7,952
Disposals	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	(6,102)	-	(6,102)
Balance as at 30 June 2012	33,812	1,438	2,677	5,632	7,108	4,019	1,455	5,431	61,574

Accumulated Depreciation and impairment losses

	<i>Buildings</i>	<i>Furniture</i>	<i>Plant & Equipment</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infra-structure</i>	<i>Work in Progress</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2010	9,648	1,709	581	1,868	386	1,150	-	3,484	18,828
Impairment loss 2010/11	-	-	-	-	-	-	-	-	-
Depreciation Expense 2010/11	1,451	115	117	196	488	104	-	346	2,819
Eliminate on Disposal 2010/11	-	-	-	-	-	-	-	-	-
Balance as at 30 June 2011	11,099	1,824	699	2,064	875	1,254	-	3,831	21,647

	<i>Buildings & Land</i>	<i>Furniture</i>	<i>Plant and Equipment</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infra-n structure</i>	<i>Work in Progress</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2011	11,099	1,824	699	2,064	875	1,254	-	3,831	21,647
Impairment loss 2011/12	-	-	-	-	-	-		-	-
Depreciation Expense 2011/12	438	235	369	401	669	78		566	2,756
Eliminate on Disposal 2011/12	-	-	-	-	-	-		-	-
Balance as at 30 June 2012	11,537	2,059	1,068	2,465	1,545	1,332	-	4,397	24,403

Net Book value 30 June 2011	15,860	(385)	1,978	3,268	5,432	2,765	7,557	1,600	38,077

Net Book value 30 June 2012	22,275	(619)	1,609	3,166	5,562	2,687	1,455	1,034	37,170

Note 7: Trade payables, other payables & Accruals

	Current	Non-Current	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Creditors	6,796		6,796	4,531	6,322
Creditors Ministries/Portfolios	784		784	460	112
Creditors other government agencies	-		-		
Payroll Deductions	223		223	308	580
Operating Lease	-		-		
Accrued Expenses	7,189		7,189	10,153	12,860
Other payables	(525)		(525)		(998)
Total trade payables other payables and accruals	14,467		14,467	15,452	20,872

Note 8: Employee entitlements

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Annual Leave	4,007	4,370	4,569
Retirement and long service leave	65		
Accrued salaries	2,964	3,977	115
Travel	-		.
Total current portion	7,036	8,348	4,684
<i>Non-current employee entitlements are represented by:</i>			
Retirement and long service leave	53	53	53
Total employee entitlements	7,089	8,401	4,737

Note 9a: Sales of Goods & Services

Revenue type	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Outputs to Cabinet	62,363	59,477	58,197
Outputs to other government agencies	-		
Fees and charges	7,298	8,022	7,294
General sales	1,122		295
Rentals	-	-	-
Other	-	-	-
	-	-	-
Total sales of goods and services	70,784	67,498	65,785

Note 9b: Revenue concessions

Revenue type	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Total concessions			

Note 10: Investment revenue

Revenue type	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Interest on deposits held with cabinet			
Interest on cash balances			
Royalties			
Other			
Total Investment revenue			

Note 11: Donations

Source	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Total donations			

Note 12: Personnel costs

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Salaries, wages and allowances	41,940	38,892	39,292
Health care	7,546	6,168	6,532
Pension	2,168	4,404	3,984
Leave	12	(260)	1,425
Other personnel related costs	109		
Total Personnel Costs	51,777	49,203	51,233

Note 13: Supplies and consumables

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Supplies and Materials	2,128	1,945	2,588
Purchase of services	5,447	5,416	4,196
Lease of Property and Equipment	1,969	1,958	1,969
Utilities	2,254	2,594	2,757
General Insurance	1,208	1,227	1,388
Interdepartmental expenses	99	(3)	
Travel and Subsistence	191	244	242
Recruitment and Training	330	316	156
Other	99		
Total Supplies & consumables	13,728	13,696	13,296

Note 14: Finance costs

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Interest on overdraft			
Other			
Total Finance cost			

Note 15 Litigation cost

Litigation Costs	2011/12 Budget
Description	
Description	
Total Litigation cost	

Note 16: Gains / (losses)

	2011/12 Budget
Net (gain) / loss on disposal of property, plant and equipment	-
Net (gain) / loss on foreign exchange Transactions	4
Total gains/ (losses)	4

Not Applicable

Note 17: Reconciliation of net cash flows from operating activities to surplus/(deficit)

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Surplus/(deficit) from ordinary activities	2,517	900	(3,343)
Non-cash movements	-		
Depreciation expense	2,757	3,333	3,463
Impairment	-		624
(Gain)/losses on sale of property plant and equipment	-		
Foreign exchange gains/(losses)	4	-	(10)
Changes in current assets and liabilities:	-		
(Increase)/decrease in other current assets	-		
(Increase)/decrease in receivables	-		1,505
(Increase)/decrease in receivables - Cabinet	-		
(Increase)/decrease in inventories	-		45
Increase/(decrease) in payables	-		(557)
Increase/(decrease) in provisions relating to employee costs	-		
Net cash flows from operating activities	5,278	4,233	1,726

**Note 18 Contingent
liabilities & assets****Note 19: Commitments**

No loans have been made to senior staff or family members.

Note 21: Related party and key management personnel disclosures

The Portfolio of Internal and External Affairs is a wholly owned entity of the government from which it derives a major source of its revenue.

The Portfolio of Internal and External Affairs and its key management personnel transact with other government entities on a regular basis.

These transactions were provided free of cost during the financial year ended 30 June 2010 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Key management personnel

Key management personnel, defined as Ministers of the Government, are also considered to be related parties.

Description	2011/12 Budget
Salaries & other short-term employee benefits	1,636
Past employee benefits	
Other long-term benefits	
Termination benefits	
Loans	
Total	1,636

NOTE 23: Financial instrument risks

APPENDICES

Entities within the Portfolio of Internal and External Affairs

Entity	Head
Governor's Office	His Excellency the Governor
Internal and External Affairs	Deputy Governor
Community Rehabilitation	Director of Community Rehabilitation
Commissions Secretariat	Manager, Commissions Secretariat
Elections	Supervisor of Elections
Hazard Management	Director of Hazard Management
911 Emergency Communications	Emergency Communications Manager
Immigration	Chief Immigration Officer
Legislative Assembly	Clerk of the Legislative Assembly
Police	Commissioner of Police
Prison	Director of Prison

Definition of Output Codes within the Portfolio of Internal and External Affairs

CODES	DESCRIPTION
PIE	Portfolio of Internal and External Affairs Administration 0401: Deputy Governor's Office 0404: Chief Officer's Office 0407: Elections Office 0411: Commissions Secretariat
DCR	5801: Department of Community Rehabilitation
EMC	1902: 911 Emergency Communications
GOV	0301: H.E. The Governor
IMM	Immigration Department 0501: Immigration – Administration 0503: Airport and Docks 0504: Immigration Board – Grand Cayman 0507: Passport and Corporate Services Office
LGL	0801: Legislative Department
NEM	0410: Hazard Management of the Cayman Islands
POL	Police Department 0601: Police HQ – Administration 0602: Neighbourhood/Community Policing 0603: Crime 0604: Road Policing 0605: Firearms 0606: Marine 0607: Aerial
PRI	3809: Prison - Residential

2011/12 BUDGET

Annual Budget Statement

for

Portfolio of the Civil Service

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Minister/Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
3. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICER AND THE DEPUTY GOVERNOR

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

Mr. Ian Fenton
Acting Chief Officer
Portfolio of the Civil Service

30th June, 2011

Statement from the Deputy Governor

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

Hon. Donovan Ebanks
Deputy Governor

30th June, 2011

PART A
OWNERSHIP PERFORMANCE

6. Nature and Scope of Activities

General Nature of Activities

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

Scope of Activities

Strategic Human Resource Services

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

Operational Human Resource Services

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

Human Resource Audit Services

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

Civil Service Appeals Commission

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

Management Support for Civil Service Agencies

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

Public Sector Reform

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

Learning and Development Opportunities within the Civil Service

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

Customer and Location Activities

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

2. Strategic Ownership Goals

The key strategic ownership goals for the *Portfolio of the Civil Service* in 2011/12 and the subsequent two years are as follows:

- To maintain and further develop audit programs and staff capabilities in the HR Audit function.
- To strengthen cross functional training initiatives to enable the Portfolio to deliver its services more efficiently.
- Develop effective professional development strategies to ensure staffs are capable of delivering HR best practice.
- Continue to implement and maintain the five-year strategic plan for the Portfolio.
- Provide ongoing support for the implementation of Part 1 of the Constitution.
- Develop the Portfolio's website as an effective informational and marketing tool.
- Maximise usage of the electronic document management systems in relation to personnel records.
- Further develop the infrastructure of the Civil Service College.
- Launch and Develop Online Learning Programmes in the civil service.
- Continue Development of the Professional Diploma Programme for the Uniform Branches
- Identify job clusters service wide and link training to appropriate clusters

3. Ownership Performance Targets

The ownership performance targets for the Portfolio of the Civil Service for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	2,909,782	3,282,172
Revenue from ministries, portfolios, statutory authorities, government companies	0	0
Revenue from others	0	0
Surplus/deficit from outputs		
Ownership expenses		
Operating Surplus/Deficit	0	0
Net Worth	2,319,364	1,752,835
Cash flows from operating activities	12,000	52,637
Cash flows from investing activities	0	0
Cash flows from financing activities	0	0
Change in cash balances	12,000	52,637

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	152%	210%
Total Assets: Total Liabilities	155%	257%

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed		
Staff turnover (%) Managers Professional and technical staff Clerical and labourer staff		
Average length of service (number of years in current position) Managers Professional and technical staff Clerical and labourer staff		
Changes to personnel management system:		

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
Strategic HR Officer	2	2
Strategic HR Analyst	2	2
Manager HR Audit and Compliance Services	1	1
Deputy Chief Financial Officer	1	1
HR Auditor	2	2
Executive Officer II	1	1
Deputy Director Civil Service College	1	1
Clerical Officer I	1	1
HR Executive	1	1
Chief Officer	1	1
Finance and Benefits Manager	0	1
Manager Strategic and Corporate HR Services	1	1
Manager – Operational HR	1	1
Appeals Officer	1	1
Manager of Leadership Learning (CSC)	1	1
Chief Financial Officer and Manager Admin. Services	1	1
Personal Assistant and Office Manager	1	1
Public Sector Management Advisor	1	1
Human Resources Management Advisor	1	1
Management Support Advisor	1	1
TOTAL	22	23

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$46,399	\$547,357
Asset replacements: total assets	0%	2%
Book value of assets: initial cost of those assets	50%	61%
Depreciation: cash flow on asset purchases	NA	19%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
NA	0

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1 st July 2011
NA	0

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Natural Disaster - Loss of Vital Information	Approximately 90% complete	Implementation of electronic storage filing.	
Natural Disaster – Loss of public communications	Changed	Refresher training on use of handheld two-way radios and satellite phone, purchase of solar powered chargers for alternative power supplies for electrical equipment.	
Loss of Vital Human Resources	Unchanged	- Continue cross training of staff ensuring that staff are well versed in all areas of operation to facilitate continued smooth operations in the event of loss of vital staff. - Succession Planning	
Equipment Failure or Loss	Unchanged	- Ensure that IT Systems in the Portfolio of the Civil Service are properly maintained and backed up on a regular basis to minimize data loss. - Ensure computers have uninterrupted power supplies (UPS).	
Security of Confidential Documents	Unchanged	All confidential documents to be kept locked away and are only accessed by authorised personnel.	

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the Portfolio of the Civil Service	0	0
Capital (Equity) Withdrawal by Cabinet from the Portfolio of the Civil Service	0	0

PART B
OUTPUT PERFORMANCE

7. Outputs to be Delivered

PCS 1	Policy Advice and Support on Civil Service Matters	\$256,657
Description Policy advice to the Head of the Civil Service and the Governor relating to civil service matters including: • Advice on service-wide human resource policies and practices for the civil service • Advice on remuneration for government employees other than civil servants • Advice on the Head of the Civil Service's machinery of government powers • Drafting of replies to Parliamentary questions and general correspondence relating to Civil Service matters • Policy advice on the strategic development of the Civil Service College and other learning and development strategies within the Civil Service • Administrative Circulars		
Measures Quantity • Number of hours of policy advice provided • Number of Five-Star Award for Customer Excellence (FACE) Ceremony Quality Policy advice reviewed by Chief Officer prior to submission FACE awards ceremonies overseen by multi-agency advisory committee		2011/12 Budget 1,820-2,000 1
Timeliness • All advice submitted in accordance with schedules as agreed by the Head of the Civil Service • FACE Award will take place in January 2012 Location Cayman Islands		2010/11 Forecast 1,820-2,000 1
Cost		95-100% 100%
		95-100% 100%
		100% 100%
		100% 100%
		\$256,657
		\$261,554
Related Broad Outcome: 12: Preparing our Labour Market for Future Opportunities		

PCS 2	Strategic Human Resources Services	\$162,165	
Description			
The provision of strategic Human Resource (HR) Services to the Head of the Civil Service, including:			
- Monitoring trends and developments in HR matters across the service as a whole, including reports on service-wide trends and data - Providing professional advice on the potential HR impacts and implications of Government proposals and initiatives and other developments within the civil service - Further development of Human Resources IRIS (HRIRIS) as a tool to support the strategic decision-making capability of Government - Employee surveys within the civil service - Management of corporate compensation and benefits - Negotiation and agreement of Annual Agreement with CINICO and resolution of eligibility matters - Personnel Circulars - Facilitation of Effective Human Resource (HR) Practices			
Measures		2011/12 Budget	2010/11 Forecast
Quantity			
Number of reports		4-7	4-7
Number of HRIRIS projects to be completed		2	2
Number of surveys prepared and/or implemented		1	1
Number of Annual agreements		1	1
Number of meetings or HR forums		3-5	3-5
Number of advisories on HR best practice documents		1-4	1-4
Quality			
All reports and papers to be subject to review and sign off by the Chief Officer and subsequent approval by Head of the Civil Service prior to distribution. Standard reports to be delivered in required format.		95-100%	95-100%
HRIRIS project to be undertaken in consultation with relevant individuals and agencies within the civil service		95-100%	95-100%
Surveys conducted by qualified HR Personnel		95-100%	95-100%
Annual agreement to be reviewed by senior personnel prior to Chief Officer sign off		95-100%	95-100%
Agendas for HR forums to be established by steering committees		95-100%	95-100%
Circulars to be approved by Chief Officer prior to curriculum		95-100%	95-100%
Timeliness			
Annual service-wide personnel statistical reports: August		95-100%	95-100%
Other statistical reports: on or before agreed deadlines		95-100%	95-100%
HRIRIS Development project completed: June 2012		95-100%	95-100%
Survey to be completed by June 2012		95-100%	95-100%
Contract negotiations completed by June 2012		95-100%	95-100%
Quarterly HR Forums		95-100%	95-100%
Circulars on or before deadlines required		95-100%	95-100%
Location		100%	100%
Cayman Islands			
Cost		\$162,165	\$207,796
Related Broad Outcome:			
12. Preparing our Labour Market for Future Opportunities			

PCS 3	Support on Chief Officer Employment Matters	\$6,907
Description Provision of technical and administrative support to the Head of the Civil Service and, where relevant, the Governor, in relation to employment arrangements for chief officers including: - Managing Chief Officers' appointment processes - Assisting with negotiating remuneration levels with chief officers - Managing the processes surrounding the disciplining, dismissing or early retirement of chief officers - Developing succession plans for chief officers positions - Ensuring annual performance agreements are prepared for each chief officer and providing advice on the fairness of the agreement for the Head of the Civil Service's certification - Managing the process for annual performance assessment of chief officers including undertaking an initial assessment for consideration by the Head of the Civil Service		
Measures Quantity - Number of hours of technical and administrative support - Number of performance agreements prepared and advised on - Number of performance assessments prepared and advised on Quality - Technical and administrative support provided by Senior HR personnel - Preparation of and advice on Performance agreements and performance assessments by Senior HR personnel Timeliness - Support provided within timelines established by the Head of the Civil Service or Governor for the issue concerned - Preparation of performance agreements provided by June 30 - Advice on performance assessments ongoing throughout the period Location Cayman Islands Cost		2011/12 Budget 25-75 10-24 10-24 100% 100% 95-100% 95-100% 95-100% 100% \$6,907
		2010/11 Forecast 75-150 10-24 10-24 100% 100% 95-100% 95-100% 95-100% 100% \$21,137
Related Broad Outcome: 12: Preparing our Labour Market for Future Opportunities		

PCS 4	Auditing Compliance with Human Resource (HR) Policies	\$503,826
Description Auditing civil service entity compliance with Government Human Resource (HR) policies as established by the Public Service Management Law 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 Quantity • Number of HR audits • Number of investigations Quality HR Audits and investigations conducted in accordance with established methodology and policies Timeliness • HR Audits completed within agreed timetable • Investigations commenced within 10 days of request Location Cayman Islands Cost		2011/12 Budget 45-50 0-5 100% 100% 85-100% 100% \$503,826
		2010/11 Forecast 40-45 0 100% 100% 85-100% 100% \$486,626
Related Broad Outcome: 12: Preparing our Labour Market for Future Opportunities		

PCS 5	Management of Public Sector Reform	\$112,420
Description Facilitate the enhancement of the Government's management system and provide advice to the Head of the Civil Service on opportunities for improvement, including the facilitation of such initiatives as: • Public Service Reviews • 2009 Constitution Implementation • Modifications to Public Service Management Law		
Measures Quantity Hours spent on the management of reforms Quality Facilitation of reforms provided by qualified Management Support Unit personnel Timeliness • Delivery of reform activities in line with timelines agreed with Deputy Governor • Delivery of new constitution activities in line with timelines agreed with the Deputy Governor Location Grand Cayman Cost		2011/12 Budget 1,300-1,400 100% 90% 100% 100% \$112,420
		2010/11 Forecast 1,500-1,600 100% 100% 100% \$129,236
Related Broad Outcomes : 9: Restoring Prudent Fiscal Management 12: Preparing our Labour Market for Future Opportunities		

PCS 7	Management Advice and Support	\$211,479
Description Provide advice and capability support to civil service entities in relation to public sector management issues, including strategic management, financial management, production management, management systems and Human Resource management		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of hours of advice and support provided	2,450-2,650	1,620-1,850
Quality Advice provided by qualified and experienced advisors who have a good knowledge of the Cayman Islands public sector management system and the technical areas concerned	100%	100%
Timeliness Advice provided in accordance with a schedule agreed with the relevant client	100%	100%
Location Grand Cayman	100%	100%
Cost	\$211,479	\$187,652
Related Broad Outcomes: 9: Restoring Prudent Fiscal Management 12: Preparing our Labour Market for Future Opportunities		

PCS 9	Recruitment Services	\$90,752
Description Provision of recruitment, selection and orientation services		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of hours of recruitment services	650-750	400-450
Quality - Advice and guidance to be based on best Human Resource practice and compliant with the Public Service Management Law and the Personnel Regulations - Services to be provided by qualified Human Resource Professionals	100%	100%
Timeliness Work output and turnaround times to be as specified in our publications or as agreed with clients	100%	100%
Location Cayman Islands	100%	100%
Cost	\$90,752	\$46,179
Related Broad Outcome: 12: Preparing our Labour Market for Future Opportunities		

PCS 10	Job Descriptions, Reviews and Evaluations	\$145,505
Description: Provision of job evaluation services including: • Registration, Pre-screening and job analysis • Feedback on improvements to job description, advice on organization structure and job re-design • Evaluation of job descriptions written in compliance with HAY standards • Job Descriptions evaluated and results recorded on a Job Evaluation system • Job descriptions: - o Preparation of job descriptions (JD), including consultation with clients - o Revision of JDs to meet standard required for evaluation		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of Job Descriptions evaluated • Number of hours of advice on job descriptions	200 300-350	180 500
Quality • Job evaluation process conducted in compliance with HAY standards • Job description to be prepared in compliance with HAY standards	100% 90-100%	100% 90-100%
Timeliness • Reference for job evaluation request to be provided within 48 hours • Job analysis commenced within five working days after request received • Job Evaluation (including feedback) completed within 10 working days of receipt of Job Description meeting compliance standards • Information provided and turnaround times to be as agreed with clients	90-100% 90-100% 90-100% 90-100%	90-100% 90-100% 90-100% 90-100%
Location Cayman Islands	100%	100%
Cost	\$145,505	\$249,685
Related Broad Outcome: 12: Preparing our Labour Market for Future Opportunities		

PCS 11	Operational Human Resource Advice, Support and Guidance	\$144,061	
Description: • Provision of oral and written advice and guidance on: - o Developing and/or enhancing Human Resource (HR) policies and procedures or assessing their compliance with the Law and Regulations - o General HR best practice matters • HR advice and support to clients in regards to: - o Employee discipline, dismissal, retirement or other terminations - o Employee relations and retention - o Support on grievance and appeals - o Performance management - o Bespoke reports and statistical analysis - o Other consultancy services			
Measures		2011/12 Budget	2010/11 Forecast
Quantity • Number of agencies provided with advice, support and guidance • Number of hours of advice and guidance to agencies on Public Service and Management Law or Personnel Regulations and other HR advice and support		80-90 200-300	80-90 1,000-1,200
Quality • Advice, guidance and support to be based on best HR practice and compliant with the PSML(2007 Revision) and Personnel Regulations 2006 • Services to be provided by qualified HR Professionals		90-100%	90-100%
Timeliness • Client requests to be acknowledged within two working days of receipt • Information provided and turnaround times to be as agreed with clients		90-100% 90-100%	90-100% 90-100%
Location Cayman Islands		100%	100%
Cost		\$144,061	\$330,845
Related Broad Outcome: 12: Preparing our Labour Market for Future Opportunities			

PCS 12	Employee Records	\$336,590	
Description: - Maintenance of employee records: - Maintenance of files containing information relating to staff members' pension rights - Provision of information relating to individual current and ex-employees that is held by the Portfolio of the Civil Service. - Maintenance of Personnel records, to include: - Storage and maintenance of personnel records - Provision of access to and information relating to personnel records held by the Portfolio of the Civil Service - Maintenance of IRIS records, to include: - Data input of information onto IRIS from source documents including employee information and dependents for medical benefits. - Provision of standard information (both individual and summary) relating to personnel records held on IRIS			
Measures		2011/12 Budget	2010/11 Forecast
Quantity Number of agencies records maintained		80-90	80-90
Quality - Records to be maintained in compliance with any record keeping standards established by government policy and in compliance with Freedom of Information (FOI) requirements - Access to files provided in accordance with specifications agreed with client or as required by law to personnel information - Information entered onto IRIS reflects source information		90-100%	90-100%
Timeliness - Information from a current employee's file to be retrieved within three working days of request - Requests for access to employee file by authorized persons to be met in accordance with FOI requirements - Data input to be undertaken to meet deadline for payroll processing or where this is not relevant within 48 hours of receipt of completed documentation - Information provision to be delivered in timeline agreed with requesting officer		90-100%	90-100%
Location Cayman Islands		100%	100%
Cost		\$336,590	\$351,525
Related Broad Outcome: 12: Preparing our Labour Market for Future Opportunities			

PCS 14	Accounting Services to Cabinet Office	\$138,750
Description Provision of financial services to the Cabinet Office including budget preparation, quarterly and monthly reporting, the maintenance of the IRIS ledgers and their associated control systems.		
Measures Quantity - Number of hours of support on accounting activities - Number of quarterly reports provided to the Cabinet Secretary - Number of annual and supplementary budgets Quality - Accounts approved by Chief Financial Officer or Deputy Chief Financial Officer - Reports inclusive of all outputs and reported in the accordance with Public Management and Finance Law (2010 Revision) - Budgets prepared in accordance with Budget and Management Unit (BMU) requirements evidenced by being passed by the Legislative Assembly Timeliness - As required by Cabinet Office - Quarterly reports submitted within three weeks of the end of each quarter - Budgets completed within deadline set by BMU Location Grand Cayman	2011/12 Budget	2010/11 Forecast
	1,500-1,550	1,300-1,400
	4	4
	2	2
	90-100%	90-100%
	80-90%	80-90%
	80-90%	80-90%
	80-90%	80-90%
	80-90%	80-90%
	100%	100%
	\$138,750	\$112,540
Related Broad Outcome: 12: Preparing our Labour Market for Future Opportunities		

PCS 15	Civil Service College	\$655,685
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 Quantity - Number of accredited courses delivered - Number of professional groupings supported - Number of frameworks - Number of studies - Special courses Quality - Courses and programmes subject to approval by Director of CSC, and other participating institutions where appropriate - Framework to be approved by Chief Officer prior to distribution - Delivered by qualified staff based on Director of CSC approval Timeliness - Accredited courses delivered in line with agreed schedule - Special courses as demanded - Professional grouping strategies and programmes delivered Location Cayman Islands and Overseas Cost	2011/12 Budget	2010/11 Forecast
	32-38	32-38
	2-3	2-3
	1	1
	0-1	1
	4-6	4-6
	90-100%	90-100%
	100%	100%
	100%	100%
	90-100%	90-100%
90-100%	90-100%	
90-100%	90-100%	
90-100%	90-100%	
Related Broad Outcome: 1: Creating a Vibrant Yet Stable and Sustainable Economy		

6. Payment Arrangements

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

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

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

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

Table 1: Expected Invoice Profile

MONTH	PCS 1 \$	PCS 2 \$	PCS 3 \$	PCS 4 \$	PCS 5 \$	PCS 7 \$	PCS 9 \$	PCS 10 \$
July	21,388	13,514	576	41,986	9,368	17,623	7,563	12,125
August	21,388	13,514	576	41,986	9,368	17,623	7,563	12,125
September	21,388	13,514	576	41,986	9,368	17,623	7,563	12,125
October	21,388	13,514	576	41,986	9,368	17,623	7,563	12,125
November	21,388	13,514	576	41,986	9,368	17,623	7,563	12,125
December	21,388	13,514	576	41,986	9,368	17,623	7,563	12,125
January	21,388	13,514	576	41,986	9,368	17,623	7,563	12,125
February	21,388	13,514	576	41,986	9,368	17,623	7,563	12,125
March	21,388	13,514	576	41,986	9,368	17,623	7,563	12,125
April	21,388	13,514	576	41,986	9,368	17,623	7,563	12,125
May	21,388	13,514	576	41,986	9,368	17,623	7,563	12,125
June	21,389	13,511	571	41,980	9,372	17,626	7,559	12,130
TOTAL	256,657	162,165	6,907	503,826	112,420	211,479	90,752	145,505

MONTH	PCS 11 \$	PCS 12 \$	PCS 13 \$	PCS 14 \$	PCS1 5 \$
July	12,005	28,049	17,366	11,563	54,640
August	12,005	28,049	17,366	11,563	54,640
September	12,005	28,049	17,366	11,563	54,640
October	12,005	28,049	17,366	11,563	54,640
November	12,005	28,049	17,366	11,563	54,640
December	12,005	28,049	17,366	11,563	54,640
January	12,005	28,049	17,366	11,563	54,640
February	12,005	28,049	17,366	11,563	54,640
March	12,005	28,049	17,366	11,563	54,640
April	12,005	28,049	17,366	11,563	54,640
May	12,005	28,049	17,366	11,563	54,640
June	12,006	28,051	17,364	11,557	54,645
TOTAL	144,061	336,590	208,390	138,750	655,685

Appendix: Forecast Financial Statements for the Year Ended 30 June 2012

CONTENTS

Statement of Financial Position
Statement of Financial Performance
Forecast Statement of Cash Flows
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Portfolio of the Civil Service

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June 2012 and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Ian Fenton
Acting Chief Officer
Portfolio of the Civil Service

30th June, 2011

**PORTFOLIO OF THE CIVIL SERVICE
GOVERNMENT OF THE CAYMAN ISLANDS**

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2012

Current Assets

Cash and cash equivalents	1	1,685	1,656	1,061
Marketable securities and deposits		-	-	-
Trade receivables	2	619	621	1,439
Other receivables	2	-	-	-
Inventories	3	-	-	-
Investments	4	-	-	-
Prepayments	5	-	-	-
Total Current Assets		2,304	2,277	2,500

Non-Current Assets

Trade receivables	3	-	-	-
Other receivables	3	-	-	-
Inventories	4	-	-	-
Property, plant and equipment	6	186	58	450
Total Non-Current Assets		186	58	450
Total Assets		2,490	2,336	2,950

Current Liabilities

Trade payables	7	15	15	30
Other payables and accruals	7	-	-	616
Bank Overdraft	2	-	-	-
Unearned revenue		-	-	-
Employee entitlements	8	-	-	-
Repayment of surplus		-	-	-
Total Current Liabilities		15	15	646

Non-Current Liabilities

Trade payables	7	-	-	-
Other payables and accruals	7	-	-	-
Employee entitlements	8	-	-	-
Total Non-Current Liabilities		-	-	-

Total Liabilities

		15	15	646
Net Assets		2,475	2,321	2,304

NET WORTH

Contributed capital		1,294	1,139	1,139
Other Reserves				
Revaluation reserve				
Accumulated surpluses/(deficits)		1,181	1,181	1,165
Total Net Worth		2,475	2,320	2,304

**PORTFOLIO OF THE CIVIL SERVICE
GOVERNMENT OF THE CAYMAN ISLANDS**

**STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Budget \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue				
Sale of goods and services	9	2,973	2,899	3,352
Investment revenue	10	-	-	-
Donations	11	-	-	-
Other revenue		-	-	-
Total Revenue		2,973	2,899	3,352
Expenses				
Personnel costs	12	1,867	1,945	2,151
Supplies and consumables	13	1,079	902	953
Depreciation	6	28	53	119
Impairment of property, plant and equipment	6	-	-	-
Impairment of inventory	4	-	-	-
Finance costs (overdraft interest)	14	-	-	-
Litigation costs	15	-	-	-
Gain/(losses) on foreign exchange transactions	16	-	-	-
Gain/(losses) on disposal/revaluation of property, plant and equipment	16	-	-	-
Other expenses		-	-	-
Total Expenses		2,973	2,899	3,223
Surplus or (deficit) for the period		-	-	129

**PORTFOLIO OF THE CIVIL SERVICE
GOVERNMENT OF THE CAYMAN ISLANDS**

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Budget \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		2,973	3,425	3,182
Outputs to other government agencies		-	-	-
Sales and Goods and services – third party		-	-	-
Interest received		-	-	-
Donations / Grants		-	-	-
Other receipts		-	-	-
Payments				
Personnel costs		-1,867	-1,945	-2,109
Supplies and consumables		-1,079	-885	-1083
Interest paid		-	-	-
Other payment		-	-	-
Net cash flows from operating activities		28	595	-10
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of property, plant and equipment		-	-	-
Proceeds from sale of property, plant and equipment		-	-	-
Purchase of investments		-	-	-
Proceeds from sale of investments		-	-	-
Cash advances		-	-	-
Cash receipts from repayment of advances		-	-	-
Net cash flows from investing activities		-	-	-
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		-	-	-
Repayment of surplus		-	-	-
Capital withdrawal		-	-	-
Net cash flows from financing activities		-	-	-
Net increase/(decrease) in cash and cash equivalents		28	595	-10
Cash and cash equivalents at beginning of period		1,657	1,061	1,071
Cash and cash equivalents at end of period		1,685	1,656	1,061

PORTFOLIO OF THE CIVIL SERVICE

**STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012**

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2010	1,294			1,165	2,459
Changes in accounting policy					0
Prior Year Adjustments				16	16
Restated balance	1,294	0	0	1,181	2,475
Changes in net worth for 2010/11					
Gain/(loss) on property revaluation					0
Gain/(loss) on revaluation of investments					0
Exchange differences on translating foreign operations					0
Equity Investment from Cabinet					0
Capital withdrawals by Cabinet					0
Repayment of surplus to Cabinet					0
Net revenue / expenses recognised directly in net worth	0	0	0	0	0
Surplus/(deficit) for the period 2010/11					0
Total recognised revenues and expenses for the period	0	0	0	0	0
Balance at 30 June 2011 carried forward	1,294	0	0	1,181	2,475
	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2011 brought forward	1,294	0	0	1,181	2,475
Changes in net worth for 2011/12					
Changes in accounting policy					0
Prior Year Adjustments				0	0
Restated balance	1,294	0	0	1,181	2,475
Changes in net worth for 2011/12					
Gain/(loss) on property revaluation					0
Gain/(loss) on revaluation of investments					0
Exchange differences on translating foreign operations					0
Equity Investment from Cabinet					0
Capital withdrawals by Cabinet					0
Repayment of surplus/Dividends to Cabinet					0
Net revenue / expenses recognised directly in net worth	0	0	0	0	0
Surplus/(deficit) for the period 2011/12				0	0
Total recognised revenues and expenses for the period	0	0	0	0	0
Balance at 30 June 2012	1,294	0	0	1,181	2,475

STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

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

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June, 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

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

Computer Hardware and Software

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

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

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

Note 1: Cash and cash equivalents

Description	Foreign Currency	Exchange Rate	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Cash on hand (IRIS Confirmation Account/Petty Cash)	1,655	1.0000	1,669	1,656	1,061
Cash in transit (IRIS Remittance Account)	22	1.0000	22	0	0
CI\$ Operational Current Account held at Royal Bank of Canada	0		0	0	0
US\$ Operational Current Account held at Royal Bank of Canada	0		0	0	0
Payroll Current Account held at Royal Bank of Canada	8	1.0000	8	0	0
Bank Accounts held at other financial institutions			0	0	0
Fixed Deposits held with Treasury (less than 90 days)			0	0	0
Total cash and cash equivalents			1,669	1,656	1,061

Note 2 Trade and other receivables

Trade Receivables	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Sale of goods and services	0		
Outputs to Cabinet	319	321	51
Outputs to other government agencies	300	300	300
Other	0		
Less: provision for doubtful debts	0		
Total trade receivables	619	621	351

Other Receivables	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Advances (salary, Official Travel, etc)	0	0	0
Dishonoured cheques	0	0	0
Interest receivable	0	0	0
Other	0	0	0
Less: provision for doubtful debts	0	0	0
Total other receivables	0	0	0
	Trade Receivables	Other Receivables	2011/12 Budget
Current			
Past due 1-30 days	319	0	319
Past due 31-60 days	0	0	0
Past due 61-90 days	0	0	0
Past due 90 and above	300	0	300
Non-Current			
Past due 1 year and above	0	0	0
Total	619	0	619

Changes in the provision of doubtful debts:

Description	Budget 2011/12
Balance at 1 July	0
Additional provisions made during the year	0
Receivables written off during the period	0
Balance at 30 June	0

Note 3: Inventories

Description	Current	Non-Current	2011/12 Budget
Inventory held for use in the provision of goods and services	0	0	0
Inventory held for sale	0	0	0
Impairment of Inventory	0	0	0
TOTAL INVENTORIES	0	0	0

Note 4: Investments

Investments	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
	0	0	0
	0	0	0
	0	0	0
	0	0	0
Total Investments at the lower of cost or market value	0	0	0

Note 5 Prepayments

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Insurance	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
Total	0	0	0

Note 6: Property, plant and equipment

Cost of Property, plant and equipment

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2010	296	270	93	49	13	0	721
Additions	0	0	0	0	0	0	0
Disposals	0	0	0	-49	-13	0	-62
Transfers	0	0	0	0	0	0	0
Balance as at 30 June 2011	296	270	93	0	0	0	659

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2011	296	270	93	0	0	0	659
Additions			15				15
Disposals			-15				-15
Transfers							0
Balance as at 30 June 2012	296	270	93	0	0	0	659

Accumulated Depreciation and impairment losses

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2010	296	99	22	38	11	0	467
Impairment loss 2010/11	0	0	0	0	0	0	0
Depreciation Expense 2010/11	0	16	12	0	0	0	28
Eliminate on Disposal 2010/11	0	0	0	-38	-11	0	-49
Balance as at 30 June 2011	296	115	34	0	0	0	446

	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Total</i>
Balance as at 1 July 2011	296	115	34	0	0	0	446
Impairment loss 2011/12	0	0	0	0	0	0	0
Depreciation Expense 2011/12	0	16	12	0	0	0	28
Eliminate on Disposal 2011/12	0	0	0	0	0	0	0
Balance as at 30 June 2012	296	131	46	0	0	0	474

Net Book value 30 June 2011	0	155	58	0	0	0	214

Net Book value 30 June 2012	0	139	46	0	0	0	186

Note 7: Trade payables, other payables & Accruals

	Current	Non-Current	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Creditors	15	0	15	15	156
Creditors Ministries/Portfolios	0	0	0	0	0
Creditors other government agencies	0	0	0	0	0
Payroll Deductions	0	0	0	0	0
Operating Lease	0	0	0	0	0
Accrued Expenses	0	0	0	0	0
Other payables	0	0	0	0	0
Total trade payables other payables and accruals	15	0	15	15	156

Note 8: Employee entitlements

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Annual Leave	0	0	0
Retirement and long service leave	0	0	0
Accrued salaries	0	0	0
Travel	0	0	0
Total current portion	0	0	0
<i>Non-current employee entitlements are represented by:</i>			
Retirement and long service leave	0	0	0
Total employee entitlements	0	0	0

Note 9a: Sales of Goods & Services

Revenue type	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Outputs to Cabinet	2,973	2,899	3,343
Outputs to other government agencies	0	0	0
Fees and charges	0	0	0
General sales	0	0	0
Rentals	0	0	0
Other	0	0	9
Total sales of goods and services	2,973	2,899	3,352

Note 9b: Revenue concessions

Revenue type	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Not Applicable	0	0	0
Total concessions	0	0	0

Note 10: Investment revenue

Revenue type	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Interest on deposits held with cabinet	0	0	0
Interest on cash balances			
Royalties			
Other			
Total Investment revenue	0	0	0

Note 11: Donations

Source	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Not Applicable	0	0	0
Total donations	0	0	0

Note 12: Personnel costs

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Salaries, wages and allowances	1,524	1,652	1,748
Health care	170	187	155
Pension	172	105	207
Leave	0		42
Other personnel related costs	0		
Total Personnel Costs	1,867	1,945	2,151

Note 13: Supplies and consumables

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Supplies and Materials	47	13	18
Purchase of services	680	584	637
Lease of Property and Equipment	140	192	192
Utilities	122	95	87
General Insurance	16	15	15
Interdepartmental expenses	30		
Travel and Subsistence	43	3	3
Recruitment and Training	0		
Other	0		
Total Supplies & consumables	1,079	902	953

Note 14: Finance costs

	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Interest on overdraft	0	0	0
Other	0	0	0
Total Finance cost	0	0	0

Note 15 Litigation cost

Litigation Costs	2011/12 Budget
Description	0
Description	0
Total Litigation cost	0

Note 16: Gains / (losses)

	2011/12 Budget
Net (gain) / loss on disposal of property, plant and equipment	
Net (gain) / loss on foreign exchange Transactions	
Total gains/ (losses)	0

Not Applicable

Note 17: Reconciliation of net cash flows from operating activities to surplus/(deficit)

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Surplus/(deficit) from ordinary activities	0	0	129
Non-cash movements		0	0
Depreciation expense	28	53	119
Impairment	0	0	0
(Gain)/losses on sale of property plant and equipment	0	340	0
Foreign exchange gains/(losses)	0	0	0
Changes in current assets and liabilities:			
(Increase)/decrease in other current assets	0	0	
(Increase)/decrease in receivables	0	818	-173
(Increase)/decrease in receivables - Cabinet	0	0	
(Increase)/decrease in inventories	0	0	
Increase/(decrease) in payables	0	-616	-85
Increase/(decrease) in provisions relating to employee costs	0	0	
Net cash flows from operating activities	28	595	(10)

Note 18 Contingent liabilities & assets

Not Applicable

Note 19: Commitments

Not Applicable

Note 21: Related party and key management personnel disclosures

The [Ministry/Portfolio] is a wholly owned entity of the government from which it derives a major source of its revenue.

The [Ministry/Portfolio] and its key management personnel transact with other government entities on a regular basis.

These transactions were provided free of cost during the financial year ended 30 June 2010 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Key management personnel

Key management personnel, defined as Ministers of the Government, are also considered to be related parties.

Description	2011/12 Budget
Salaries & other short-term employee benefits	499,212
Past employee benefits	
Other long-term benefits	
Termination benefits	
Loans	
Total	499,212

No loans have been made to senior staff or family members.

NOTE 23: Financial instrument risks

Not applicable

APPENDICES

Entities within the Portfolio of the Civil Service

Entity	Head
Portfolio of the Civil Service Management Support Unit Civil Service Appeals Commission	Chief Officer, Portfolio of the Civil Service Senior Public Sector Management Advisor Chairman, CSAC

Definition of Output Codes within the Portfolio of the Civil Service

CODES	DESCRIPTION
PCS	Portfolio of the Civil Service

2011/12 BUDGET

Annual Budget Statement

for

Portfolio of the Legal Affairs

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICER AND ATTORNEY GENERAL

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

Vicki Ellis (Acting Chief Officer)
Portfolio of Legal Affairs

30 June, 2011

Statement from the Attorney General

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

Hon. Samuel Bulgin, QC, JP
Portfolio of Legal Affairs

30 June, 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

The provision of legal advice and legal education services.

Scope of Activities

The Portfolio's scope of activities involves:

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

Customers and Location of Activities

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

The key strategic ownership goals for the *Portfolio of Legal Affairs* in 2011/12 and the subsequent two years are as follows:

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

3. Ownership Performance Targets

The ownership performance targets for the Portfolio of Legal Affairs for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	4,966,800	7,208,900
Revenue from ministries, portfolios, statutory authorities, government companies	200,000	200,000
Revenue from others	965,000	965,000
Surplus/deficit from outputs		
Ownership expenses		
Operating Surplus/Deficit	6,131,800	8,373,900
Net Worth		
Cash flows from operating activities	175,000	215,000
Cash flows from investing activities	(175,000)	(275,000)
Cash flows from financing activities		60,000
Change in cash balances		

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	276	454
Total Assets: Total Liabilities	436	422

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	42	61
Staff turnover (%)		
Managers	0	0
Professional and technical staff	10%	10%
Clerical and labourer staff	10%	10%
Average length of service (number of years in current position)		
Managers	8	8
Professional and technical staff	4	4
Clerical and labourer staff	4	4
Changes to personnel management system:		

Summary of Establishment

Position Portfolio of Legal Affairs	2011/12 Budget	2010/11 Forecast
<u>Legislative Drafting</u>		
First Legislative Counsel	1	1
Senior Legislative Counsel	2	2
Legislative Counsel	1	1
Legislative Counsel(Financial Services)	1	1
Administrative Secretary	1	1
<u>Law Reform Commission</u>		
Director	1	1
Legislative Counsel	1	1
Paralegal Officer	1	1
Office Assistant I	1	1
<u>Attorney General's Chambers</u>		
Chief Financial Officer (Shared post with Judicial Department)	1	1
Financial Administrator (for Portfolio)	1	1
Senior Crown Counsel (Conventions and Treaties)	1	1
Personal Assistant	1	1
Administrative Assistant/HR Officer	1	1
Executive Officer	1	1
<u>Solicitor General Chambers</u>		
Solicitor	1	1
Deputy Solicitor General	1	1
Assistant Solicitor General	1	1
Senior Crown Counsel (Civil)	1	1
Crown Counsel I	1	1
Crown Counsel (International)	1	1
Crown Counsel (Civil)	2	2
Legal Secretary	1	1
Executive Officer/Records Officer	1	1
Personal Assistant	1	1
Clerical Officer	1	1
Office Assistant I	1	1
Article Clerks (2)	1	1
Human Resource Manager Shared with DPP	1	1

Law School		
Director	1	1
Assistant Director	1	1
PPC Course Leader	1	1
Senior Law Lecturer	2	2
Lectures	3	3
Admin. Assistant	1	1
Executive Officer	1	1
Library Assistant/Administrator	1	1
Senior Crown Counsel (International)	N/A	1
Senior Crown Counsel (Grand Court)	N/A	1
Senior Crown Counsel (Summary Court)	N/A	1
Crown Counsel Criminal	N/A	8
Traffic Court Prosecutor	N/A	1
Legal Executive Main Summary Court Clerk	N/A	1
Executive Officer, Summary Court	N/A	1
Office Assistant/Bearer	N/A	1
Clerical Officer 1 – Reception	N/A	1
Executive Officer, Grand Court Clerk	N/A	1
Articled Clerk	N/A	1
Traffic Prosecutor (Seconded)	N/A	1
Portfolio of Internal and (External Affairs to transfer fund for this post)		
Total	42	61

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$2,590,000	\$2,616,000
Asset replacements: total assets	8%	11%
Book value of assets: initial cost of those assets	48%	55%
Depreciation: cash flow on asset purchases	100%	77%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
N/A	

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2011

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Loss of Files	Reduced risk partially by implementing case file management system	Improved Alternative Storage Continue with implementation of case file management system	Unknown
Insufficient Administrative Support	Unchanged	Continue to add support staff	Unknown
Loss of Staff	Unchanged	- Ensure that the compensation differential with the private sector is at an acceptable level - Improve the physical working environment - Ensure that departments are adequately staffed which will ensure an equitable distribution of workload - Retention of staff continues to be a major issue and is affecting the performance of the Portfolio	Unknown

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into Portfolio of Legal Affairs	N/A	60,000
Capital (Equity) Withdrawal by Cabinet from the <i>[insert Ministry/Portfolio name]</i>		

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

PLG 2	Drafting of Legislation and Regulations	\$879,000
Description Drafting of legislation and regulations for the Government.		
Measures	2011/12 Budget	2010/11 Forecast
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 with the deadlines established by Cabinet	100%	100%
Location Cayman Islands	100%	100%
Cost	\$879,000	\$926,700
Related Broad Outcome: 3. Addressing Crime and Policing		

PLG 16	Legal Advice and Representation	\$1,614,550
Description		
Provision of legal advice on civil matters to Government Ministries and Portfolios.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of hours of advice and representation	10,000-10,500	10,000-10,500
Quality		
Advice and representation provided by qualified Crown Counsel and Attorneys	100%	100%
Timeliness		
• Opinions issued within two weeks	100%	100%
• Representations when proceedings occur	100%	100%
Location		
Grand Cayman	100%	100%
Cost	\$1,614,550	\$944,333
Related Broad Outcome:		
3. Addressing Crime and Policing		

PLG 20	Ministerial Servicing and Policy Advice for the Attorney General	\$701,750
Description Provision of Ministerial Services to support the Attorney General including secretarial administrative, law revision and policy advice.		
Measures Quantity Number of hours providing secretarial and administrative support and policy advice Quality - Policy advice provided by competent experienced lawyers and other professionals - Work undertaken by qualified personnel Timeliness - Correspondence responded to within one week of receipt - Policy advice within the timeframe set by the Attorney General Location Grand Cayman Cost	2011/12 Budget	2010/11 Forecast
	7,500-9,000	7,500-9,000
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$701,750	\$688,750
Related Broad Outcome: 3. Addressing Crime and Policing		

PLG 21	Financial Intelligence Services	\$619,000
Description Provision of financial intelligence services to the Attorney General including: • Receipt of financial intelligence Suspicious Activity Reports (SARs) under the Proceeds of Criminal Conduct Law, the Misuse of Drugs Law and anti-terrorism legislation; • Handling requests for financial intelligence from overseas counterparts; • Appropriately disseminate intelligence to those authorised by law to receive them in a timely manner; • Guidance to the industry on money laundering typologies; • Statistical reports to the Anti Money Laundering Steering Group (AMLSG) relating to financial intelligence services; and • Representation of the Cayman Islands in the Egmont Group, CFATF and other international forums.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Total number of cases (SARs' and Overseas Requests) received as follows: - Number of cases analyzed 300-350 - Number of cases (SARs) received locally 280-320 - Number of cases (Requests) for financial intelligence from Overseas Financial Intelligence Units (FIUs') 250-300 - Number of requests answered within 30 days 60-70 - Number of financial intelligence disclosures to local authorities 50-65 - Number of cases voluntarily disclosed to overseas FIUs' and Law Enforcement Agencies 70-90 - Number of cases (SARs) in progress at year end 25-40 - Number of cases (Requests) in progress at year end 30-50 • Number of guidance pamphlets issued on money laundering typologies 5-15 • Annual Report produced as per the Proceeds of Criminal Conduct Law (PCCL) 1 • Number of days spent on representation activities 25-40		
Quality		
• Case information received , logged into database and kept secure from unauthorized use or disclosure 100% • Thorough analysis of cases leading to closure by the Director within 90 days (accurate and useful financial intelligence) 90% • Dealings with local authorities and overseas counterparts (including in Egmont Group context) conducted in accordance with the PCCL and operating policies 100% • Annual Report approved by the AMLSG 100%		

Timeliness - Cases entered into database and acknowledged within four days - Cases analysed within 18 days of receipt - Cases reviewed and closed by Director within 90 days of receipt - Respond to requests from overseas counterparts within one month - Turnaround time on financial intelligence to local authorities within one week of Director's approval being given - Annual Report produced on or before the 30th September as per the Proceeds of Crime Law (PoCL)	90%	90%
	90%	90%
	90%	90%
	90%	90%
	90%	90%
	100%	100%
Location - Grand Cayman - Other Overseas Locations	95%	95%
	5%	5%
Cost	\$619,000	
Related Broad Outcome		
3. Addressing Crime and Policing		

PLG 24	Review and Modernization of Laws	\$378,800
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: - the modification of any branch of the law as far as that is practicable - the elimination of anomalies in the law, the repeal of obsolete and unnecessary enactments and the simplification and modernization of the law - the development of new areas in the law with the aim of making them more responsive to the changing needs of Cayman Islands society - the adoption of new or more effective methods for the administration of the law and the dispensation of justice; and - the codification of the unwritten laws of the Cayman Islands		
Measures	2011/12 Budget	2010/11 Forecast
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	\$373,200
Related Broad Outcome: 3. Addressing Crime and Policing		

PLG 26	Law Teaching and Publications	\$773,700
Description Provision of law teaching relating to the following: • 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; and • Publication of Legal research in various local, regional and international law journals		
Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of student - o Attorney of Law Certificate - o Full –Time LLB degree - o Part-Time LLB degree - o Individual courses • Attorney of Law Certificate - o Courses provided within academic year - o Hours of classroom lecturing per academic year • LLB (Hons) - o Modules taught over three academic years - o Hours of classroom teaching per module - o Hours of classroom lecturing per academic year • Number of publications		
	12-15	12-15
	70-75	70-75
	27-33	27-33
	2	2
	8	8
	200	200
	19	19
	50	50
	950	950
	2-4	2-4
Quality Attorney of Law Certificate • Percentage of courses taught by lecturers qualified to teach in the field • Percentage of courses taught in accordance with a curriculum approved by Legal .Advisory Council • Peer review of assessment criteria (setting of examinations) by External examiners • Peer review of internal assessment of coursework by external examiners	100%	100%
	100%	100%
	90%	90%
	90%	90%
LLB Degree • Percentage of courses taught by lecturers qualified to teach in the field • Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool • Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University • Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University	100%	100%
	100%	100%
	90%	90%
	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	\$744,700
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development		

6. Payment Arrangements

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

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

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

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

Table 1: Expected Invoice Profile

MONTH	PLG 2 \$	PLG 16 \$	PLG 20 \$	PLG 21 \$	PLG 24 \$	PLG 26 \$
July	73,250	134,546	58,479	51,583	31,566	64,475
August	73,250	134,546	58,479	51,583	31,566	64,475
September	73,250	134,546	58,479	51,583	31,566	64,475
October	73,250	134,546	58,479	51,583	31,566	64,475
November	73,250	134,546	58,479	51,583	31,566	64,475
December	73,250	134,546	58,479	51,583	31,566	64,475
January	73,250	134,546	58,479	51,583	31,566	64,475
February	73,250	134,546	58,479	51,583	31,566	64,475
March	73,250	134,546	58,479	51,583	31,566	64,475
April	73,250	134,546	58,479	51,583	31,566	64,475
May	73,250	134,546	58,479	51,583	31,566	64,475
June	73,250	134,544	58,481	51,587	31,574	64,475
TOTAL	879,000	1,614,550	701,750	619,000	378,800	773,700

Appendix: Forecast Financial Statements for the Year Ended 30 June 2012

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Portfolio of Legal Affairs

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June 2012 and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Ms. Vicki Ellis (Acting Chief Officer)
Portfolio of Legal Affairs

30 June 2011

**FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue				
Outputs to Cabinet		4,967	7209	6,824
Outputs to other government agencies		200	200	200
Outputs to others		965	965	841
Interest revenue				
Total Operating Revenue		6,132	8,374	7,865
Operating Expenses				
Personnel costs	1	(4,266)	(5,764)	5,511
Supplies and consumables	2	(1,691)	(2,395)	1,835
Depreciation	3	(175)	(215)	229
Capital charge				
Other operating expenses				290
Total Operating Expenses		(6132)	(8,374)	7,865
Surplus from operating activities and before extraordinary items				
Extraordinary items				
Net Surplus				

**FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Opening balance net worth		1,996	1,936	1,901
Net surplus				
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses				
Equity investment			60	35
Repayment of surplus				
Capital withdrawal				
Closing balance net worth		1,996	1,996	1,936

Portfolio of Legal Affairs
FORECAST BALANCE SHEET
AS AT 30 JUNE 2012

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Current Assets				
Cash and cash equivalents	4	1,000	1,000	3,155
Accounts receivable	5	337	337	285
Inventories	6			
Total Current Assets		1,337	1,337	3,440
Non-Current Assets				
Property, plant and equipment	7	1,253	1,253	1,253
Other non-current assets				8
Total Non-Current Assets		1,253	1,253	1,261
Total Assets		2,590	2,590	4,701
Current Liabilities				
Accounts payable	8	250	250	2,381
Unearned revenue	9			
Employee entitlements	10	239	239	235
Other current liabilities				
Total Current Liabilities		489	489	2,616
Non-Current Liabilities				
Employee entitlements	11	105	105	149
Other non-current liabilities	12			
Total Non-Current Liabilities		105	105	149
Total Liabilities		594	594	2,765
TOTAL ASSETS LESS TOTAL LIABILITIES				
NET WORTH				
Contributed capital		1,996	1,936	1,681
Asset revaluation reserve				
Accumulated surpluses			60	255
Total Net Worth		1,996	1,996	1,936

**FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		4,967	4,958	7,305
Outputs to other government agencies		200	200	614
Outputs to others		965	965	825
Interest received				
Payments				
Personnel costs		(4,266)	(5,728)	(5,486)
Suppliers		(1,691)	(2,395)	2,474
Other payments				
<i>Net cash flows from operating activities</i>	13	175	(2,000)	784
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(175)	(215)	(174)
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		(175)	215	174
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment			60	30
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>			60	30
<i>Net increase/(decrease) in cash and cash equivalents</i>		0	(2,155)	740
Cash and cash equivalents at beginning of period		1,000	3,155	2,415
Cash and cash equivalents at end of period	4	1,000	1000	3,155

STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Portfolio of Legal Affairs*

Basis of preparation

The forecast financial statements have not been prepared in accordance with International Public Sector Accounting Standards (IPSASs) using the accrual basis of accounting. Where there is currently no IPSAS, other authoritative pronouncements such as International Accounting Standards and United Kingdom reporting standards applicable to the public sector have been used. The measurement base applied is historical cost adjusted for revaluations of certain assets.

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

Reporting Period

The reporting period is the period ended 30 June, 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

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

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

NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Salaries and wages (including employee pension contributions)	4,083	5,504	5,083
Employer/Government pension expense	183	260	428
Total Personnel Costs	4,266	5,764	5,511

NOTE 2. SUPPLIES AND CONSUMABLES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Supply of goods and services	1,043	1,554	978
Operating lease rentals	648	841	857
Other			
Total Supplies and Consumables	1,691	2,395	1,835

NOTE 3. DEPRECIATION

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Buildings			
Vehicles	5	5	3
Aeroplanes			
Boats			
Furniture and fittings	30	30	35
Computer hardware and software			
Office equipment	21	20	20
Other plant and equipment			
Other assets	119	160	171
Total Depreciation	175	215	229

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

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

NOTE 4. CASH AND CASH EQUIVALENTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Cash on hand			
Bank accounts	1,000	1,000	3,155
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	1,000	1,000	3,155

NOTE 5. ACCOUNTS RECEIVABLE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Outputs to Cabinet	297	297	35
Outputs to other government agencies			105
Outputs to others			
Interest receivable			
Prepayments	40	40	92
Interest Receivable			
Other Receivables			53
Total Gross	337	337	285
Less provision for doubtful debts			
Total Net	337	337	285

NOTE 6. INVENTORIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Raw Materials (including Consumable Stores)			
Work in Progress			
Finished Goods			
Total Inventories			

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2011/12 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings						
Vehicles	5				5	
Aeroplanes						
Boats						
Furniture and fittings	132	20			30	122
Computer hardware and software	1				1	
Office equipment	75	40			20	95
Other plant and equipment						
Construction in progress						
Other assets	1,040	115			115	1,036
Total	1,253	175			175	1,253

	HC or Revalued Amount \$000	Accum Depr \$000	2011/12 Forecast \$000	2010/11 Est. Actual \$000
Buildings				
Vehicles	15	15		5
Aeroplanes				
Boats				
Furniture and fittings	303	181	122	120
Computer hardware and software	20	20		1
Office equipment	243	148	95	75
Other plant and equipment				
Construction in progress				
Other assets (list if material)	2,009	973	1,036	1,052
Total	2,590	1,337	1,253	1,253

NOTE 8. ACCOUNTS PAYABLE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Trade Creditors	20	20	
Operating lease rental			
Cabinet			2,285
Accruals	230	230	96
Total	250	250	2,381

NOTE 9. UNEARNED REVENUE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue received in advance			
Total			

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Long service leave and other leave entitlements			
Other salary related entitlements	239	239	235
Total Employee Entitlements	239	239	235

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Long service leave and other leave entitlements			
Other salary related entitlements	105	105	149
Total	105	105	149

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total			

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

	2011/12 Forecast	2010/11 Est. Actual This Year	2009/10 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)			
Non-cash movements			
Depreciation	175	215	229
Increase in provision for doubtful debts			
Increase in payables/accruals		(2,171)	235
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			
Increase in receivables		(44)	320
Net cash flows from operating activities	175	(2,000)	784

APPENDICES

Entities within the Portfolio of Legal Affairs

Entity	Head
Legal Administration	Solicitor General
Legislative Drafting	First Legislative Counsel
Law Revision Commission	Law Revisioner
Law School	Director of Law School
Financial Reporting Authority	Director of Financial Reporting Authority

Definition of Output Codes within the Portfolio of Legal Affairs

Codes	Description
PLG	Portfolio of Legal Affairs

2011/12 BUDGET

Annual Budget Statement

for

Director of Public Prosecutions

**For the financial year ending
30 June 2012**

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Minister/Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICER AND OFFICIAL MEMBER / MINISTER

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Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

Ms Cheryl Richards, QC
Director of Public Prosecutions

30 June 2011

Statement from the Minister/Official Member

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

<insert Minister/Official Member>
Director of Public Prosecutions

30 June 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

Prosecution of criminal offences and international cooperation.

Scope of Activities

- The prosecution of criminal offences; and
- International legal cooperation activity

Customers and Location of Activities

Customers for all activities are the Royal Cayman Island Police Service, Customs, Immigration, Government agencies and general public. All services located in the Cayman Islands.

2. Strategic Ownership Goals

The key strategic ownership goals for the *Director of Public Prosecutions* in 2011/12 and the subsequent two years are as follows:

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

3. Ownership Performance Targets

The ownership performance targets for the *Director of Public Prosecutions* for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	2,569,550	N/A
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others		
Surplus/deficit from outputs		
Ownership expenses	2,569,550	N/A
Operating Surplus/Deficit		
Net Worth		
Cash flows from operating activities	(30)	N/A
Cash flows from investing activities	(370)	N/A
Cash flows from financing activities	700	N/A
Change in cash balances	300	N/A

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	302	N/A
Total Assets: Total Liabilities	468	N/A

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	21	N/A
Staff turnover (%) Managers Professional and technical staff Clerical and labourer staff	N/A	N/A
Average length of service (number of years in current position) Managers Professional and technical staff Clerical and labourer staff	N/A	N/A
Changes to personnel management system:		

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
Director of Public Prosecutions	1	N/A
Deputy Director of Public Prosecutions	1	N/A
Senior Crown Counsel (International)	1	N/A
Senior Crown Counsel (Grand Court)	1	N/A
Senior Crown Counsel (Summary Court)	1	N/A
Crown Counsel Criminal	8	N/A
Traffic Court Prosecutor	1	N/A
Legal Executive Main Summary Court Clerk	1	N/A
Executive Officer, Summary Court	1	N/A
Office Assistant/Bearer	1	N/A
Clerical Officer 1 – Reception	1	N/A
Secretary	1	N/A
Executive Officer, Grand Court Clerk	1	N/A
Articled Clerk	1	N/A
Total	21	N/A
Traffic Prosecutor (Seconded)		
Portfolio of Internal and (External Affairs to transfer fund for this post)	1	N/A

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$890,000	\$ N/A
Asset replacements: total assets	41.6%	N/A
Book value of assets: initial cost of those assets	85%	N/A
Depreciation: cash flow on asset purchases	14.9%	N/A
Changes to asset management policies	N/A	N/A

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
Working Capital	330,000
Total	330,000

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2011

3.3 Risk Management

Key risks faced by the Director of Public Prosecutions	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Loss of Files	N/A	Improved Alternative Storage Continue with implementation of case file management system	Unknown
Insufficient Administrative Support	N/A	Continue to add support staff	Unknown
Loss of Staff	N/A	• Ensure that the compensation differential with the private sector is at an acceptable level • Improve the physical working environment • Ensure that departments are adequately staffed which will ensure an equitable distribution of workload • Retention of staff continues to be a major issue and is affecting the performance of the Portfolio	Unknown

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>Director of Public Prosecutions</i>	330,000	N/A
Capital (Equity) Withdrawal by Cabinet from <i>Director of Public Prosecutions</i>	N/A	N/A

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

DPP 1	Prosecution and Victims Support	\$2,452,050
Description Provision of prosecution services relating to criminal matters.		
Measures Quantity - Number of cases for which legal rulings provided - Number of cases prosecuted Quality - Availability of qualified Crown Counsel - Percentage of indictments that were drafted correctly and did not required revision - Percentage of indictments that were successfully lodged - Percentage of times that disclosures provided to the defense was satisfactory to the expectations of the end-user Timeliness - Percentage of rulings within specified time - Percentage of advice given within specified time - Percentage of indictments drafted within period prescribed by Grand Court practice direction one working day - Percentage of prosecution undertaken within a given period or as required - Percentage of disclosure provided within reasonable time to assist the defense in their preparation prior to trial/hearing - Percentage of Preliminary Bundles prepared within time specified the court - Percentage of times hearings are accomplished within time set for such hearings Location Grand Cayman	2011/12 Budget	2010/11 Forecast
	1,200-1,400 900-1,100	N/A N/A
	100% 100% 100% 95%	N/A N/A N/A N/A
	100% 98% 100% 100% 95% 100% 95%	N/A N/A N/A N/A N/A N/A N/A
Cost	\$2,452,050	\$0
Related Broad Outcome: 3. Addressing Crime and Policing		

DPP 2	International Legal Cooperation Activities	\$336,500
Description Administer, manage and implement the various forms of International Legal Assistance available through the Portfolio. Conduct criminal prosecutions and make ancillary applications arising out of international requests for assistance.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of request of assistance from Authority	40-50	N/A
Quality Qualified Attorneys to provide requested assistance	100%	N/A
Timeliness Assistance given within required time line	100%	N/A
Location Grand Cayman	100%	N/A
Cost	\$336,500	\$0
Related Broad Outcome: 3. Addressing Crime and Policing		

6. Payment Arrangements

Cabinet will pay the *Director of Public Prosecutions* for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	DPP 1 \$	DPP 2 \$
July	204,337	28,042
August	204,337	28,042
September	204,337	28,042
October	204,337	28,042
November	204,337	28,042
December	204,337	28,042
January	204,338	28,042
February	204,338	28,042
March	204,338	28,042
April	204,338	28,042
May	204,338	28,042
June	204,338	28,038
TOTAL	2,452,050	336,500

Appendix: Forecast Financial Statements

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Director of Public Prosecutions

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at *30 June 2012* and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Ms. Cheryl Richards, QC
Director of Public Prosecutions

30 June 2011

Director of Public Prosecutions
**FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue				
Outputs to Cabinet		2,569		
Outputs to other government agencies				
Outputs to others				
Interest revenue				
Total Operating Revenue		2,569		
Operating Expenses				
Personnel costs	1	1,800		
Supplies and consumables	2	934		
Depreciation	3	55		
Capital charge				
Other operating expenses				
Total Operating Expenses		2,569		
Surplus from operating activities and before extraordinary items				
Extraordinary items				
Net Surplus				

Director of Public Prosecutions
**FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Opening balance net worth				
Net surplus				
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses				
Equity investment		700,000		
Repayment of surplus				
Capital withdrawal				
Closing balance net worth		700,000		

Director of Public Prosecutions
FORECAST BALANCE SHEET
AS AT 30 JUNE 2012

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Current Assets				
Cash and cash equivalents	4	300		
Accounts receivable	5	275		
Inventories	6			
Total Current Assets		575		
Non-Current Assets				
Property, plant and equipment	7	315		
Other non-current assets				
Total Non-Current Assets		315		
Total Assets		890		
Current Liabilities				
Accounts payable	8	90		
Unearned revenue	9			
Employee entitlements	10	100		
Other current liabilities				
Total Current Liabilities		190		
Non-Current Liabilities				
Employee entitlements	11			
Other non-current liabilities	12			
Total Non-Current Liabilities				
Total Liabilities		190		
TOTAL ASSETS LESS TOTAL LIABILITIES		700		
NET WORTH				
Contributed capital		700		
Asset revaluation reserve				
Accumulated surpluses				
Total Net Worth		700		

Director of Public Prosecutions
**FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		2,501		
Outputs to other government agencies				
Outputs to others				
Interest received				
Payments				
Personnel costs		(1,656)		
Suppliers		(875)		
Other payments				
<i>Net cash flows from operating activities</i>	13	(30)		
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(370)		
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>				
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		(700)		
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>				
<i>Net increase/(decrease) in cash and cash equivalents</i>		300		
Cash and cash equivalents at beginning of period				
Cash and cash equivalents at end of period	4	300		

Director of Public Prosecutions
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Director of Public Prosecutions*.

Basis of preparation

The forecast financial statements have not been prepared in accordance with International Public Sector Accounting Standards (IPSASs) using the accrual basis of accounting. Where there is currently no IPSAS, other authoritative pronouncements such as International Accounting Standards and United Kingdom reporting standards applicable to the public sector have been used. The measurement base applied is historical cost adjusted for revaluations of certain assets.

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

Reporting Period

The reporting period is the period ended 30 June, 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2011) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities*Accounts Payable*

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

Provisions

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

Employee entitlements

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

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

NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Salaries and wages (including employee pension contributions)	1,712		
Employer/Government pension expense	88		
Total Personnel Costs	1,800		

NOTE 2. SUPPLIES AND CONSUMABLES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Supply of goods and services	614		
Operating lease rentals	320		
Other			
Total Supplies and Consumables	934		

NOTE 3. DEPRECIATION

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Buildings			
Vehicles			
Aeroplanes			
Boats			
Furniture and fittings	8		
Computer hardware and software			
Office equipment	10		
Other plant and equipment			
Other assets	37		
Total Depreciation	55		

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

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

NOTE 4. CASH AND CASH EQUIVALENTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Cash on hand	300		
Bank accounts			
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	300		

NOTE 5. ACCOUNTS RECEIVABLE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Outputs to Cabinet	245		
Outputs to other government agencies			
Outputs to others			
Interest receivable			
Prepayments	30		
Interest Receivable			
Other Receivables			
Total Gross	275		
Less provision for doubtful debts			
Total Net	275		

NOTE 6. INVENTORIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Raw Materials (including Consumable Stores)			
Work in Progress			
Finished Goods			
Total Inventories			

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2011/12 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings						
Vehicles						
Aeroplanes						
Boats						
Furniture and fittings		80			8	72
Computer hardware and software						
Office equipment						
Other plant and equipment		60			10	50
Construction in progress						
Other assets		230			37	193
Total		370			55	315

	HC or Revalued Amount \$000	Accum Depr \$000	2011/12 Forecast \$000	2010/11 Est. Actual \$000
Buildings				
Vehicles				
Aeroplanes				
Boats				
Furniture and fittings	80	8		72
Computer hardware and software				
Office equipment				
Other plant and equipment	60	10		50
Construction in progress				
Other assets (list if material)	230	37		193
Total	370	55		315

NOTE 8. ACCOUNTS PAYABLE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Trade Creditors			
Operating lease rental	20		
Accruals	70		
Total	90		

NOTE 9. UNEARNED REVENUE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue received in advance			
Total			

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Long service leave and other leave entitlements	100		
Other salary related entitlements			
Total Employee Entitlements	100		

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Long service leave and other leave entitlements			
Other salary related entitlements			
Total			

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total			

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

	2011/12 Forecast	2010/11 Est. Actual This Year	2009/10 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)			
Non-cash movements	55		
Depreciation			
Increase in provision for doubtful debts			
Increase in payables/accruals	190		
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			
Increase in receivables	(275)		
Net cash flows from operating activities	<u>(30)</u>		

APPENDICES

Entities within the Director of Public Prosecutions

Entity	Head
Director of Public Prosecutions	Ms. Cheryl Richards, QC

Definition of Output Codes within the Director of Public Prosecutions

Codes	Description
DPP	Director of Public Prosecutions

2011/12 BUDGET

Annual Budget Statement

for

Judicial Administration

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICER AND CHIEF JUSTICE

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

Ms. Delene Cacho, JP

30 June 2011

Statement from the Chief Justice

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

**Mr. Anthony Smellie
Chief Justice**

30 June 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

To provide administrative support for the dispensation of Justice in the Cayman Islands, for Judicial and Mutual Legal assistance to foreign Courts and Governments, and for the resolution of disputes that come before the Courts.

Scope of Activities

Case Management – Criminal and Civil

- Provision of services to support the work of the Judiciary in determining and managing criminal and civil cases.
- Services include:
 - o Register all actions, ensure their custody and progress through the Judicial system.
 - o Scheduling cases and rostering judges
 - o Managing documents and exhibits
 - o Recording and transcribing evidence
 - o Undertaking functions prescribed by statute (for example granting bails, issuing summonses etc. in Criminal cases and dissolutions and probate etc. in Civil cases).
 - o Dealing with enquiries from parties and their lawyers.

Financial Management

- Collection or enforcement of monetary penalties, and the enforcement of judgments of the Courts on behalf of Judgment creditors.
- Administration of Legal Aid services.
- Collection of forfeited funds

Customers and Location of Activities

The services provided by the Judicial Administration are provided to members of the Legal Profession, the Police, other Government Agencies and the general public of the Cayman Islands and abroad. Customers, Chief Justice, other government agencies.

2. Strategic Ownership Goals

The key strategic ownership goals for the Judicial Administration in 2011/12 and the subsequent two years are as follows:

- Ensure optimum use of Government resources so that costs are reduced as much as possible.
- Establishment of the Family Court which is still in its implementation stages.
- Continue ongoing technological modernization of the Courts system, through an inter-active website
- Ongoing implementation of the Alternative Sentencing Law and Policies.

3. Ownership Performance Targets

The ownership performance targets Judicial Administration for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	4,754,216	4,829,380
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others		
Surplus/deficit from outputs		
Ownership expenses		
Operating Surplus/Deficit	4,754,216	4,829,380
Net Worth	2,570,000	2,570,000
Cash flows from operating activities	190,000	81,000
Cash flows from investing activities	(190,000)	(197,000)
Cash flows from financing activities		60,000
Change in cash balances		(56,000)

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	1,580	1,580
Total Assets: Total Liabilities	2,547	2,547

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	54	53
Staff turnover (%)		
Managers		
Professional and technical staff	6	6
Clerical and labourer staff	6	6
Average length of service (number of years in current position)		
Managers		
Professional and technical staff	6	6
Clerical and labourer staff	10	10
	10	10
Changes to personnel management system:		

Summary of Establishment

Position Judicial Administration	2011/12 Budget	2010/11 Forecast
Courts Administrator (Chief Officer)	1	1
Clerk of Courts	1	1
Registrar of the Court of Appeal/Senior Deputy Clerk of Courts	1	1
Deputy Clerk of Court	1	1
Judicial Research Analyst	1	1
Administrative and Finance Manager	1	1
Human Resource Manager	1	1
Cashiers	3	3
Accounts Officer II	2	1*
Drug Rehabilitation Court Officer	1	1
Administrative Secretary	3	3
Filing Assistance(Criminal)	1	1
Accounts Officer I	1	1
Clerical Officer I	0	5
Supervisor Summary Criminal Registry	1	1
Marshals	7	7
Chief Marshal	1	1
Receptionist	1	1
Information Systems Analyst	1	1
Listing Officer	1	1
Court Fund Accountant	1	1
Grand Court Clerk	2	2
Court Reporter	3	3
Senior Court Reporter	1	1
Judge's Secretary	2	2
Bailiff	2	2
Legal Aid Officer	1	1
Administrative Assistant	1	1
Personal Assistant	1	1

Position	2011/12 Budget	2010/11 Forecast
Office Attendant	1	1
Maintenance and Affiliation Officer	1	1
Librarian (Legal Services)	1	1
Judicial Support Officer	1	1
Executive Officer II	5	N/A
Warehouse Clerk 1 (Part Time)	1	1
TOTAL	54	53

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$2,675,000	\$2,675,000
Asset replacements: total assets	7.1%	7.1%
Book value of assets: initial cost of those assets	45%	45%
Depreciation: cash flow on asset purchases	100%	116%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
N/A	

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1 st July 2011

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2011/12	Actions to manage risk	Financial value of risk
Loss of key personnel	Unchanged	• Training Plan • Regular Performance feedback	Unknown
Judicial Enforcement Management System (JEMS) training	Unchanged	Continue with training and implementation schedule	Unknown
Hurricane or other damage and/or loss of confidential documents/exhibits and the inability of the courts to operate fully	Unchanged	• Maintenance of strong-room and vault; and back-up computer disks. • Generator to be acquired	Unknown

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet in <i>Judicial Administration</i>	0	60,000
Capital (Equity) Withdrawal by Cabinet from the <i>Judicial Administration</i>		

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

JUD 1	Support to the Judiciary	\$826,590
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 Economic and Statistic 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 Budget	2010/11 Forecast
Quantity • Number of judgments prepared • Number of statistical reports • Number of transcripts for appeals • Number of Law Reports in library	50-100 1 75-100 3,700-4,000	75-90 1-2 70-90 3,700-4,000
Quality • Judgments prepared accurately in accordance with the Judge's and Magistrates drafts and directions • Statistical reports are accurate and subject to peer review • Transcripts of trials and Hearings prepared accurately and based on Judges/Magistrates directions • Order Law Reports, catalog material, and track books borrowed from Library	100% 100% 100% 100%	100% 95% 95% 100%
Timeliness • Judgments are prepared in accordance with Judges request • Statistic report available by January 1st annually • Transcripts are prepared within 2-4 weeks of appeals being lodged • Library opens 9am - 4:30pm on Monday-Friday	100% 100% 100% 100%	100% 95% 100% 100%
Location Courts Office, Grand Cayman		
Cost	\$826,590	\$783,608
Related Broad Outcome: 3. Addressing Crime and Policing		

JUD 2	Collection of Revenue	\$184,224
Description The collection and receipting of Revenue in JEMS in accordance with Laws and court orders for Court Fines, Traffic Tickets, Court Fees, Notary Public Fees, Bailiff Fees, Legal Practitioners Fees, and Law Firm Operational Licences.		
Measures Quantity Number of Receipts Issued Quality - Amount receipted equates to funds received - Judicial Financial Stamp applied to original receipt - Funds received in JEMS posted to IRIS Timeliness - Money received deposited to the bank within one working day - Money posted from JEMS to IRIS by the end of the current month Location Kirk House, Grand Cayman, Government Administration, Cayman Brac Cost	2011/12 Budget	2010/11 Forecast
	18,000 -20,000	2,000-3,000
	100%	100%
	100%	100%
	100%	95%
	100%	100%
	100%	100%
	100%	100%
	\$184,224	\$245,539
Related Broad Outcome: 3. Addressing Crime and Policing		

JUD 7	Legal Aid Certificates	\$136,574
Description Issuing Legal Aid Certificates for Criminal and Civil cases and the Taxation Certificates for Legal Aid bills submitted for payment.		
Measures Quantity - Legal Aid Certificates Issued - Legal Aid Taxation Certificates Issued Quality - Certificates issued and signed by authorized Legal Aid officer in accordance with Legal Aid Law - Taxation Certificates processed and signed by Clerk of the Court in accordance with Legal Aid Law and Practice Direction Timeliness - Legal Aid notification certificate issued and sent out with-in 5 working days - Taxation Certificate issued with-in 10 working days Location Courts Office, Grand Cayman	2011/12 Budget	2010/11 Forecast
	200-225	150-200
	180-200	180-200
	100%	80%
	100%	80%
	100%	80%
	100%	90%
	100%	100%
	\$136,574	\$154,323
Related Broad Outcome: 3. Addressing Crime and Policing		

JUD 13	Court Funds Trust Operations	\$306,578
Description Collection (receipting) and distribution (payments) made of funds receipted in JEMS for Family Support, Court Trust, Compensations, Cash Bonds, and Nominated Accounts as prescribed by court order(s).		
Measures Quantity - Number of Receipts Issued - Number of Payments Issued - Financial Statement Issued Quality - Amount receipted equates to funds received - Amount paid equated amount receipted - Judicial Financial Stamp applied to original receipt - All monies collected recorded accurately and in accordance with Public Management and Finance Law (2010 Revision) and Direction of the Financial Secretary Timeliness - Money received deposited to the bank within one working day - Payments made with-in two working days of court order time - Money posted from JEMS to IRIS by the end of the current month - Annual Financial Statement to be prepared in accordance with Finance Regulations, 2010 Location Kirk House, Grand Cayman and Government Administration Cayman Brac	2011/12 Budget	2010/11 Forecast
	9,000-11,000	
	8,500-10,500	
	1	1
	100%	100%
	100%	90%
	100%	100%
	100%	100%
	100%	95%
	100%	95%
	100%	100%
	100%	60%
Cost	\$306,578	\$356,174
Related Broad Outcome: 3. Addressing Crime and Policing		

JUD 15	Support for the Conduct of Civil Proceedings	\$1,103,478	
Description - Administrative Support for the Conduct of Civil proceedings, involving: - Receiving and filing legal documents relating to cases in the Grand and Summary Courts - Preparing Appeal Bundles - Issuing civil summonses and bail bonds - Maintenance of Originating Process, Registers of Attorneys, Notaries Public and Justices of the Peace - Servicing and enforcement of court documents including: writs, petitions, originating summonses, foreign process, warrants of execution - Administration of the Maintenance and Affiliation Law (child and spouse support) involving; processing of applications, processing Court Orders, following-up delinquent payers and processing and issuing Attachment of Earnings Orders - Provide Court Room services by ushering Judges and Magistrates in and out of the Courts, swearing in witnesses, keeping order in Court, ensuring that the files are available for the particular court.			
Measures		2011/12 Budget	2010/11 Forecast
Quantity - Number of files prepared - Number of Gazette Notices prepared - Number of Civil appeals prepared - Number of Court documents served - Number of Maintenance Summonses prepared		1,200-1,500 15-30 1,700-200 300-350	
Quality - Appeal bundles prepared in accordance with the relevant Law - Court documents to be served and executed in accordance with the rules of the relevant court and convention - Administration of the Maintenance and Affiliation Law (child and spouse support) summonses prepared accurately and in accordance with the relevant laws and procedures		100% 100% 100%	100% 100% 100%
Timeliness - Files prepared within 2-5 working days based on urgency - Bundles prepared before the relevant court session - Court documents served within 14 days - Summonses for child and spousal support issued within 1 week		100% 100% 100% 100%	100% 95% 95% 80% 95%
Location Kirk House Grand Cayman		100%	100%
Cost		\$1,103,478	\$812,385
Related Broad Outcome: 3. Addressing Crime and Policing			

JUD 16	Support for the Conduct of Criminal and Traffic Proceedings	\$1,885,501
Description		
Administrative Support for the Conduct of Criminal and Traffic proceedings, involving: - Receiving and processing charges and legal documents relating to cases; - Selecting, summoning and empanelling jurors; - Preparing trial and Appeal Bundles; - Preparing Coroner's files and issuing Certificates; and - Issuing summonses and bail bonds. - Providing Court Room services by ushering Judges and Magistrates in and out of the Courts, swearing in witnesses, keeping order in Court, ensuring that the files are available for the particular court; and write a verbatim record of court proceedings in stenographic code in a computerized stenographic machine for inclusion in appeal bundles.		
Measures	2011/12 Budget	2010/11 Forecast
Quantity - Number of charges prepared - Number of bundles prepared - Number of Jury trials processed - Number of Juvenile Court/Youth cases processed - Number of Jury Summonses prepared - Number of coroners certificates issued	12,000-15,000 100-125 25-50 100-200 288-500 10-15	
Quality - Charges and summonses signed in accordance with the Criminal Procedure Code - Trial bundles and Appeal bundles prepared in accordance with the Summary Jurisdiction Law Criminal Procedure Code and Judge/Magistrates instructions - Jury Summonses prepared in accordance with the Judicature Law - Coroners certificates issued in accordance with the Coroners Law	100% 100% 100% 100%	95% 95% 100% 95%
Timeliness - Charges and Summonses filed within 1-5 working days based on urgency - Bundles prepared before the relevant court session - Summonses prepared six weeks before each session of the court - Coroner's certificates issued within 5 working days after Jury verdict	100% 100% 100% 100%	100% 95% 80% 100%
Location		
Courts Office Grand Cayman, Kirk House Grand Cayman, Ashton Rutty Building Cayman Brac	100%	100%
Cost	\$1,885,501	\$945,305
Related Broad Outcome		
3. Addressing Crime and Policing		

6.

JUD 17	Support for the Drug Rehabilitation Court	\$307,003
Description Administration and support for the conduct of Drug Rehabilitation Court (DRC) proceedings, involving: - Processing applications - Receiving and filing legal documents relating to cases - Preparing pre-court and courtroom materials and reports - Issuing summonses and bail bonds - Maintenance of registers of DRC participants - Conducting Urine Analysis (UA) Random protocol and Courtroom U/A testing. Administering observed urine tests for drug use on-site and conducting random protocol phone in programme, which involves random selection of clients to be sent to the forensic laboratory for urine testing - Programme coordination and monitoring - Provide court room services by ushering Magistrates in and out of the court and keep order in the court. Ensure that all files are available for the Magistrate.		
Measures Quantity - Number of DRC applications processed - Number of DRC Provisional Orders made - Number of DRC Prescribed Treatment Programme Orders Made - Number of DRC graduates - Number of U/A's - Number of DRC Team meeting Quality - Applications processed in accordance with the Drug Rehabilitation Court Law for consideration by the DRC Team - Orders signed and issued in accordance with the Rules of Court - Assessment for suitability completed within the 30-day provisional period. The treatment provider and the probation officer must interview clients and provide an assessment on whether the client is suitable to participate in the programme. This assessment must be completed within 30 days while the client is on a provisional order of the court - Client progress is assessed before advancement to next phase of programme. Progress reports must be reviewed before a client can move to the next phase of the programme - Client meets all the requirements for graduation as set out in Rule of Court. Criteria for graduation are prescribed in the Rules of the Court. Client must meet the criteria if he/she is to be considered for graduation Timeliness - Applications processed within 14 days - DRC materials and reports prepared before the relevant court session - Orders processed within two working days Location Courts Office Grand Cayman, Kirk House Grand Cayman		2011/12 Budget 50-100 25-75 25-50 10-25 1,200-1,500 5-10 80% 80% 95% 95% 100% 80% 80% 80% \$307,003
		2010/11 Forecast 60-80 50-75 40-70 20-30 1,200-1,500 5-10 80% 80% 95% 95% 100% 80% 80% 80% \$221,860
Related Broad Outcome: 3. Addressing Crime and Policing		

Payment Arrangements

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

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

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

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

Table 1: Expected Invoice Profile

MONTH	JUD 1 \$	JUD 2 \$	JUD 7 \$	JUD 13 \$	JUD 15 \$	JUD 16 \$	JUD 17 \$
July	68,882	15,352	11,381	25,548	91,956	157,125	25,583
August	68,882	15,352	11,381	25,548	91,956	157,125	25,583
September	68,882	15,352	11,381	25,548	91,956	157,125	25,583
October	68,882	15,352	11,381	25,548	91,956	157,125	25,583
November	68,882	15,352	11,381	25,548	91,956	157,125	25,583
December	68,882	15,352	11,381	25,548	91,956	157,125	25,583
January	68,882	15,352	11,381	25,548	91,956	157,125	25,583
February	68,882	15,352	11,381	25,548	91,956	157,125	25,583
March	68,882	15,352	11,381	25,548	91,956	157,125	25,583
April	68,882	15,352	11,381	25,548	91,956	157,125	25,583
May	68,882	15,352	11,381	25,548	91,956	157,125	25,583
June	68,888	15,352	11,383	25,550	91,962	157,126	25,590
TOTAL	826,590	184,224	136,574	306,578	1,103,478	1,885,501	307,003

Appendix: Forecast Financial Statements for the Year Ending 30 June 2012

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Judicial Administration

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June 2012 and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Delene Cacho
Chief Officer Judicial Administration

30 June 2011

**JUDICIAL ADMINISTRATION
FORECAST OPERATING STATEMENT
FOR THE YEAR ENDING 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue				
Outputs to Cabinet		4,754	4,829	4,837
Outputs to other government agencies				
Outputs to others				
Interest revenue				
Total Operating Revenue		4,754	4,829	4,837
Operating Expenses				
Personnel costs	1	3,336	3,311	3,368
Supplies and consumables	2	1,312	1,288	1,362
Depreciation	3	190	230	107
Capital charge				
Other operating expenses				
Total Operating Expenses		4,754	4,829	4,837
Surplus from operating activities and before extraordinary items				
Extraordinary items				
Net Surplus				

**JUDICIAL ADMINISTRATION
FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Opening balance net worth		2,570	2,510	2,280
Net surplus				
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses				
Equity investment			60	230
Repayment of surplus				
Capital withdrawal				
Closing balance net worth		2,570	2,570	2,510

**JUDICIAL ADMINISTRATION
FORECAST BALANCE SHEET
AS AT 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Current Assets				
Cash and cash equivalents	4	1000	1000	1,056
Accounts receivable	5	600	600	877
Inventories	6	60	60	60
Total Current Assets		1,660	1,660	1,993
Non-Current Assets				
Property, plant and equipment	7	1,015	1,015	1,048
Other non-current assets				
Total Non-Current Assets		1,015	1,015	1,048
Total Assets		2,675	2,675	3,041
Current Liabilities				
Accounts payable	8	55	55	424
Unearned revenue	9			
Employee entitlements	10	50	50	64
Other current liabilities				43
Total Current Liabilities		105	105	531
Non-Current Liabilities				
Employee entitlements	11			
Other non-current liabilities	12			
Total Non-Current Liabilities				
Total Liabilities		105	105	531
TOTAL ASSETS LESS TOTAL LIABILITIES				
NET WORTH				
Contributed capital		2,570	2,570	2,510
Asset revaluation reserve				
Accumulated surpluses				
Total Net Worth		2,570	2,570	2,510

**JUDICIAL ADMINISTRATION
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		4,754	5,106	5,512
Outputs to other government agencies				(216)
Outputs to others				27
Interest received				
Payments				
Personnel costs		(3,336)	(3,325)	(3,360)
Suppliers		(1,312)	(1,700)	1,491
Other payments				
<i>Net cash flows from operating activities</i>	13	190	81	112
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(190)	(197)	(560)
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		(190)	(197)	(560)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment			60	230
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>			60	230
<i>Net increase/(decrease) in cash and cash equivalents</i>		0	(56)	(218)
Cash and cash equivalents at beginning of period		1,000	1,056	1,274
Cash and cash equivalents at end of period	4	1,000	1,000	1,056

JUDICIAL ADMINISTRATION STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Judicial Administration*

Basis of preparation

The forecast financial statements have not been prepared in accordance with International Public Sector Accounting Standards (IPSASs) using the accrual basis of accounting. Where there is currently no IPSAS, other authoritative pronouncements such as International Accounting Standards and United Kingdom reporting standards applicable to the public sector have been used. The measurement base applied is historical cost adjusted for revaluations of certain assets.

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

Reporting Period

The reporting period is the period ending 30 June 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

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

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

**JUDICIAL ADMINISTRATION
NOTES TO THE FORECAST FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2012**

NOTE 1. PERSONNEL COSTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Salaries and wages (including employee pension contributions)	3,176	3,155	3,226
Employer/Government pension expense	160	156	142
Total Personnel Costs	3,336	3,311	3,368

NOTE 2. SUPPLIES AND CONSUMABLES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Supply of goods and services	847	846	920
Operating lease rentals	465	442	442
Other			
Total Supplies and Consumables	1,312	1,288	1,362

NOTE 3. DEPRECIATION

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Buildings	1		
Vehicles	3		3
Aeroplanes			
Boats			
Furniture and fittings	23	10	15
Computer hardware and software	3	5	1
Office equipment		4	
Other plant and equipment			
Other assets	160	211	89
Total Depreciation	190	230	108

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

	Years
Buildings	40
Vehicles	5
Aeroplanes	
Boats	
Furniture and fittings	10
Computer hardware and software	4
Office equipment	6
Other plant and equipment	
Other assets	6-12

NOTE 4. CASH AND CASH EQUIVALENTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Cash on hand			
Bank accounts	1,000	1,000	1,056
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	1,000	1,000	1,056

NOTE 5. ACCOUNTS RECEIVABLE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Outputs to Cabinet	600	600	877
Outputs to other government agencies			
Outputs to others			
Interest receivable			
Prepayments			
Interest Receivable			
Other Receivables			
Total Gross			
Less provision for doubtful debts			
Total Net	600	600	877

NOTE 6. INVENTORIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Raw Materials (including Consumable Stores)			
Work in Progress			
Finished Goods	60	60	60
Total Inventories	60	60	60

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2011/12 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings	2				1	1
Vehicles	7				3	4
Aeroplanes						
Boats						
Furniture and fittings	40	20			23	37
Computer hardware and software	7				3	
Office equipment						
Other plant and equipment						
Construction in progress						
Other assets	959	170			160	969
Total	1,015	190			190	1,015

	HC or Revalued Amount	Accum Depr	2011/12 Forecast	2010/11 Est. Actual
	\$000	\$000	\$000	\$000
Buildings	16	15	1	2
Vehicles	38	34	4	7
Aeroplanes				
Boats				
Furniture and fittings	260	223	37	40
Computer hardware and software	32	28	4	7
Office equipment				
Other plant and equipment				
Construction in progress				
Other assets (list if material)	1949	980	969	959
Total	2,295	1,280	1,015	1,015

NOTE 8. ACCOUNTS PAYABLE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Trade Creditors	15	15	67
Operating lease rental			
Accruals	40	40	400
Total	55	55	467

NOTE 9. UNEARNED REVENUE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue received in advance			
Total			

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Long service leave and other leave entitlements	50	50	64
Other salary related entitlements			
Total Employee Entitlements			

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Long service leave and other leave entitlements			
Other salary related entitlements			
Total			

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total			

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

	2011/12 Forecast	2010/11 Est. Actual This Year	2009/10 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)			
Non-cash movements			
Depreciation	190	230	108
Increase in provision for doubtful debts			
Increase in payables/accruals		(426)	(137)
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			
Increase in receivables		277	141
Net cash flows from operating activities	190	81	112

APPENDICES

Entities within the Judicial Administration

Entity	Head
11. Judicial Administration	Chief Justice

Definition of Output Codes within the Judicial Administration

Codes	Description
JUD	110201: Judicial Administration

2011/12 BUDGET

Annual Budget Statement

for

Cayman Islands Audit Office

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Auditor General and Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements for the year ending 30 June 2012

STATEMENT OF AUDITOR GENERAL AND CHAIRMAN OF THE PUBLIC ACCOUNTS COMMITTEE

Statement from the Auditor General

The Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet / Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Budget.

Mr. Alastair Swarbrick
Auditor General
Office of the Auditor General

30 June 2011

Statement from the Chairman of the Public Accounts Committee

I confirm that the Annual Budget Statement reflects the outputs the Office of the Auditor General wish to have purchased in 2011/12 and the Annual Budget Statement reflects the ownership performance I want delivered in 2011/12.

I also confirm that the Annual Plan and Estimates includes the various measures the Office of the Auditor General wish to take during the 2011/12 financial year.

TBA
Chairman of the Public Accounts Committee

30 June 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

General Nature of Activities

The *Cayman Islands 2009 Constitution* requires that there shall be an Auditor General who shall have “*The power and responsibility to audit the public accounts of the Cayman Islands and the accounts and financial dealings of all authorities, offices and departments of Government and of all courts, and power to undertake value for money investigations in respect of the activities of such authorities, offices and departments*”.

It further states that “*In the exercise of his or her functions, the Auditor General (and any person acting on his or her behalf in the exercise of those functions) shall not be subject to the direction or control of any other person or authority, save that the Auditor General is answerable to the Public Accounts Committee of the Legislative Assembly and must attend upon the Committee at its request.*” The powers and duties of the Auditor General are further set out in the *Public Management and Finance Law (2010 Revision)*.

We have developed a clear vision for the work that the Office of the Auditor General carries out, along with three core values that underpin our vision. We envision that:

“Our independent work promotes good governance, transparency and accountability in the use of public funds”

The three core values underpinning the Office’s vision are:

- **Independent** – We work independently from Government
- **Professional** – We carry out our work with integrity and respect, competently and in the public interest.
- **Accountable** – We are accountable to the Legislative Assembly and the people of the Cayman Islands for what we do.

Our vision and values provide an overarching framework under which we have developed the strategic objectives and related activities as outlined in our Strategic Plan for 2011 to 2013.

Scope of Activities

The Office of the Auditor General is the independent “**Watchdog of Government Spending**” working on behalf of the Legislative Assembly and the wider public. We carry out this role on a day to day basis by undertaking three main strands of work:

- Financial statement audits of the Entire Public Sector (EPS) consolidated financial statements, and of each Ministry, Portfolio, Statutory Authority, Government Company and certain non-public funds.
- Performance and compliance audits which promote the efficient, effective and economic use of resources across Ministries, Portfolios, Statutory Authorities or Government Companies.
- Support and assistance to the Public Accounts Committee (PAC) of the Legislative Assembly.

We also provide support services to Hazard Management Cayman Islands, and the Auditor General is a member of the recently established Anti-Corruption Commission.

Customers and Location of Activities

Customers: The Legislative Assembly and the Public Accounts Committee.

Audit Clients: All Ministries/Portfolios, all Statutory Authorities and Government Companies.

Locations: Office of the Auditor General, 3rd Floor Anderson Square, George Town; Client’s offices.

2. Strategic Ownership Goals

The key strategic ownership goals for the Auditor General in 2011/12 and the subsequent two years are as follows:

- To develop and strengthen the Office's human resource capability in order to provide an effective and efficient audit service.
- To ensure that we meet the changing needs and expectations of our stakeholders by focusing our resources on matters offering the greatest potential to improve their performance and accountability.
- To continuously improve our own business management practices by identifying and giving priority to the most important risks.
- To enhance the independence of the Office by developing a framework for a separate Auditor General's Act.
- To enhance public accountability through the release of relevant and timely audit reports to all stakeholders.
- To meet the deadlines and commitments of the *Public Management and Finance Law (2010 Revision)* and the *Public Service Management Law (2010 Revision)* and the Personnel Regulations, 2006.

3. Ownership Performance Targets

The ownership performance targets for the Office of the Auditor General for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$000	2010/11 Forecast \$000
Revenue from PAC	575	517
Revenue from ministries, portfolios, statutory authorities, government companies	1,480	2,273
Revenue from others	-	-
Surplus/deficit from outputs	-	-
Ownership expenses	-	-
Operating Surplus/(Deficit)	-	803
Net Worth	275	275
Cash flows from operating activities	224	660
Cash flows from investing activities	(12)	(12)
Cash flows from financing activities	-	(96)
Change in cash balances	212	654

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	125	124
Total Assets: Total Liabilities	129	129

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	19	19
Staff turnover (%)		
Managers	20%	0%
Professional and technical staff	23%	8%
Clerical and labourer staff	0%	33%
Average length of service (number of years in current position)		
Managers	4	6
Professional and technical staff	3	3
Clerical and labourer staff	3	3
Changes to personnel management system:		

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
Auditor General	1	1
Deputy Auditor General and Information Manager	1	1
Audit Manager	2	2
Finance and Administrative Manager	1	1
Audit Project Leaders	12	12
Auditor	1	2
Executive Officer	1	1
TOTAL	19	20

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$1,220,000	\$1,228,000
Asset replacements: total assets	1%	1%
Book value of assets: initial cost of those assets	31.7%	37.9%
Depreciation: cash flow on asset purchases	158%	158%
Changes to asset management policies	No Changes	No Changes

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
Computers	7,750
Printer	4,750

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1st July 2011
N/A	

3.3 Risk Management

Key risks faced by the Office	Change in status from 2010/11	Actions to manage risk	Financial value of risk
- Issuing an inappropriate audit opinion on: - government financial accounts - the statement of outputs delivered by government entities - or not being in compliance with accepted auditing standards.	Unchanged	Internal activity: - Implement a new risk based approach audit software program - Improved knowledge of business for all agencies and outputs - More emphasis on risk-based audit planning - Staff training on new developments in accounting and auditing External activity: - Inviting CO and CFO participation in audit planning to ensure effective cooperation	Not quantifiable
Issuance of performance audit reports that have an inappropriate conclusion or insufficient evidence	New	Internal activity: - Improved knowledge of business for all agencies and outputs - Staff training in performance auditing - Further developing a performance audit framework	Not quantifiable
Perceived lack of independence from the government entities we audit	New	Internal activity: - Developing a framework for a separate Auditor General's Act - Communicating the necessity for an independent external audit function	Not quantifiable
Timely recovery in the event of a natural disaster.	Unchanged	Internal activity: Employee awareness of risk and taking necessary precaution to protect physical assets and important information	Not quantifiable

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>Office of the Auditor General</i>	-	-
Capital (Equity) Withdrawal by Cabinet from the <i>Office of the Auditor General</i>	-	-

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

AUD 2	Financial and Performance Audit Reports	\$540,000
Description Audit reports and advice to the Public Accounts Committee (PAC) and other Legislative Committees relating to the following: • Management of executive financial transactions • Financial Management of Entire Public Sector (EPS) or of any Ministry, Portfolio, Statutory Authority or Government Company • The economy, efficiency and effectiveness of any Ministry, Portfolio, Statutory Authority or Government Company • Other matters of public interest as determined by the Auditor General		
Measures Quantity • Number of reports issued reports to the Legislative Assembly • Number of audits in progress / partial reports at year end Quality • Issued reports are reviewed and signed off by the Audit Manager and/or Auditor General • Request client's comments on the draft reports and amend the final report if necessary • Report recommendations are agreed to by PAC Timeliness • All audit reports become public documents within one week of submission to the Speaker of the Legislative Assembly • All reports are publicly available through the website within two days after becoming a public document. Location Cayman Islands: Office of the Auditor General, 3 rd Floor Anderson Square, George Town, and Client premises (local and international)		2011/12 Budget 3-6 1-3 100% 100% 80-100% 100% 100% 100%
Cost		2010/11 Forecast 6 2 100% 100% 80-100% 100% 100% 100%
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

AUD 8	Support Services to the National Hurricane Committee and Hazard Management	\$35,000
Description Advice and assistance to Hazard Management Cayman Islands, which includes providing strategic direction for the National Emergency Operations Centre, Support Services Group when a national disaster occurs and oversight and monitoring through the Logistics Support System (LSS) for the distribution of international aid donated to the Government.		
Measures Quantity - Number of Memo of Understandings (MOU) updated - Number of training sessions provided/attended on LSS - Number of Hazard Management Plan Report updated - Number of relief support services provided through the National Emergency Operations Centre due to a disaster Quality - MOUs are prepared by senior management and agreed and signed off by the Auditor General - LSS training evaluation rated as good to very good by the participants - Hazard Management Plan prepared in accordance with the Hazard Management Cayman Islands standards - Relief support services provided to the standards required by Hazard Management Cayman Islands Timeliness - MOU signed off by mid June - LSS training session held by end of May - Hazard Management Plan submitted by 31st of May - Relief Support services provided within two days of the disaster Location Cayman Islands Cost		2011/12 Budget 3 1-2 1 0-1 100% 80-100% 100% 80-100% 100% 100% 100% 80-100% 100% \$35,000
		2010/11 Forecast 3 1-2 1 0-1 100% 80-100% 100% 80-100% 100% 100% 100% 80-100% 100% \$17,000
Related Broad Outcome: 9. Restoring Prudent Fiscal Management		

6. Payment Arrangements

Public Accounts Committee will pay the Office of the Auditor General for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	AUD 2 \$	AUD 8 \$
July	25,000	500
August	25,000	1,500
September	25,000	10,000
October	25,000	4,500
November	30,000	2,500
December	40,000	-
January	65,000	-
February	65,000	-
March	75,000	-
April	70,000	10,000
May	55,000	3,000
June	40,000	3,000
TOTAL	540,000	35,000

**Appendix: Forecast Financial Statements
for the Year Ending 30 June 2012**

CONTENTS

Statement of Responsibility for Forecast Financial Statements

Forecast Statement of Financial Performance

Forecast Statement of Changes in Net Worth

Forecast Statement of Financial Position

Forecast Cash Flow Statement

Statement of Accounting Policies

Notes to the Forecast Financial Statements

Office of the Auditor General

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These 2011/12 forecast financial statements have been prepared in accordance with the provisions of the *Public Management and Finance Law (2010 Revision)*.

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

To the best of my knowledge the forecast financial statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June 2012 and performance for the 2011/12 financial year; and
- (c) comply with generally accepted accounting practice.

Alastair Swarbrick
Auditor General
Office of the Auditor General

30 June 2011

**OFFICE OF THE AUDITOR GENERAL
FORECAST STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDING 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue				
Audit services provided to Public Accounts Committee		575	517	574
Audit services provided to other government agencies		1,480	2,273	1,491
Outputs to others		-	-	-
Interest revenue		-	-	-
Total Operating Revenue		2,055	2,790	2,065
Operating Expenses				
Personnel costs	1	1,762	1,666	1,723
Supplies and consumables	2	274	302	436
Depreciation	3	19	19	18
Total Operating Expenses		2,055	1,987	2,177
Surplus / (Deficit) from operating activities and before extraordinary items		-	803	(112)
Extraordinary items		-	-	-
Net Surplus / (Deficit)		-	803	(112)

**OFFICE OF THE AUDITOR GENERAL
FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDING 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Opening balance net worth		275	275	206
Net surplus / (deficit)		-	803	(112)
Property revaluations		-	-	-
Investment revaluations		-	-	-
Net revaluations during the period		-	-	-
Total recognised revenues and expenses		-	803	(112)
Equity investment / contributed goods & services	10	-	-	181
Repayment of surplus		-	(803)	-
Capital withdrawal		-	-	-
Closing balance net worth		275	275	275

**OFFICE OF THE AUDITOR GENERAL
FORECAST STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Current Assets				
Cash and cash equivalents	4	866	654	102
Accounts receivable	5	303	517	386
Prepayments		11	11	3
Total Current Assets		1,180	1,182	491
Non-Current Assets				
Property, plant and equipment	6	40	46	53
Other non-current assets		-	-	-
Total Non-Current Assets		40	46	53
Total Assets		1,220	1,228	544
Current Liabilities				
Accounts payable	7	880	878	178
Employee entitlements	8	65	75	91
Other current liabilities		-	-	-
Total Current Liabilities		945	953	269
Non-Current Liabilities				
Employee entitlements		-	-	-
Other non-current liabilities		-	-	-
Total Non-Current Liabilities		-	-	-
Total Liabilities		945	953	269
TOTAL ASSETS LESS TOTAL LIABILITIES		275	275	275
NET WORTH				
Contributed capital		(222)	(222)	581
Asset revaluation reserve		-	-	-
Accumulated surpluses		497	497	(306)
Total Net Worth		275	275	275

**OFFICE OF THE AUDITOR GENERAL
FORECAST CASH FLOW STATEMENT
FOR YEAR ENDING 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Audit services provided to Public Accounts Committee		591	462	610
Audit services provided to other government agencies		1,688	2,199	1,387
Outputs to others		-	-	-
Interest received		-	-	-
Payments				
Personnel costs		(1,772)	(1,682)	(1,729)
Suppliers		(283)	(319)	(226)
Other payments		-	-	(4)
<i>Net cash flows from operating activities</i>	9	224	660	38
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(12)	(12)	(6)
Proceeds from sale of non-current assets		-	-	-
<i>Net cash flows from investing activities</i>		(12)	(12)	(6)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		-	-	-
Repayment of surplus		-	(96)	-
Capital withdrawal		-	-	-
<i>Net cash flows from financing activities</i>		-	(96)	
<i>Net increase/(decrease) in cash and cash equivalents</i>		212	552	32
Cash and cash equivalents at beginning of period		654	102	70
Cash and cash equivalents at end of period	4	866	654	102

**OFFICE OF THE AUDITOR GENERAL
STATEMENT OF ACCOUNTING POLICIES
FOR YEAR ENDED 30 JUNE 2012**

Background Information

The Office of the Auditor General (the "Office") was originally established under the Cayman Islands (Constitution) (Order) 1993 under Section 55B and was re-established under the new Cayman Islands Constitution Order 2009 Section 114 as an independent public office. Its mandate and responsibilities are prescribed in sections 58 to 69 of the *Public Management and Finance Law (2010 Revision)* ("PMFL"). The main source of revenue is earned from contracted services provided to the Cayman Islands Government ("the Government"). Some of the work is undertaken by private sector auditors appointed by the Auditor General. The Office is dependent on this source of income to continue in operation for the foreseeable future.

General Accounting Policies

Reporting entity

These forecast financial statements are for the Office of the Auditor General.

Basis of preparation

The forecast financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSASs) using the accrual basis of accounting. The measurement base applied is historical cost basis.

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

Reporting Period

The reporting period is the period ended 30 June 2012.

Specific Accounting Policies

Revenue

Audit Services Revenue

The Office derives its revenue from the Public Accounts Committee ("PAC") and other government entities for audit services provided according to the provisions in the PMFL. These services are defined in the PMFL, which includes financial statement audit work, other assurance work and special investigations undertaken on the initiative of the Auditor General or at the request of the Legislative Assembly or any of its committees or subcommittees. Audit services revenue is recognised in the accounting period in which it is earned.

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Operating Leases

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under the operating leases are recognized as an expense on a straight line basis over the lease term.

Assets

Cash and cash equivalents

Cash and cash equivalents include cash held in a bank account in the name of the Office of the Auditor General maintained with the Royal Bank of Canada in the Cayman Islands.

**OFFICE OF THE AUDITOR GENERAL
OFFICE OF THE AUDITOR GENERAL
STATEMENT OF ACCOUNTING POLICIES
FOR YEAR ENDED 30 JUNE 2012**

Accounts Receivables

Accounts receivables are recognised initially at fair value and are subsequently measured at amortized cost less a provision for impairment. A provision for impairment of accounts receivables is established when there is objective evidence that the Office will not be able to collect all amounts due according to the original terms of the receivables. Significant delays in payments are considered indicators that the receivable may be impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of financial performance. When an accounts receivable is uncollectible, it is written off against the allowance account for accounts receivable. Subsequent recoveries of amounts previously written off are recognized in future periods as revenue in the year in which it is collected.

Work in Progress

Work in progress represents time spent performing contracted services that has not yet been billed. Work in progress is stated at net realisable value.

Property, Plant and Equipment

Property, plant and equipment are carried at historical cost (which includes acquisition cost) less accumulated depreciation and are depreciated on the straight line basis at the following rates and estimated useful lives:

Leasehold Improvements:	over the remaining life of the lease
Furniture and fittings:	6.66% (15 years) to 20% (5 years)
Computer Equipment:	33.33% (3 years)
Office Equipment :	10% (10 years) to 33.33% (3 years)

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

Liabilities

Accounts Payable

Accounts payable are recognised initially at fair value and subsequently measured at amortized cost.

Surplus Payable

Pursuant to the *Public Management & Finance Law (2005 Revision)* section 39 (3)(f) the Office may "retain such part of its net operating surplus as is determined by the Minister of Finance". When surpluses arise these are booked as a payable to the Cayman Islands Government, unless the Office is directed by the Minister of Finance that the surplus can be retained.

Provisions

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

Employee Benefits

a) Annual Leave entitlement

Annual leave due, but not taken, is recognized as a current liability at the current rates of pay.

**OFFICE OF THE AUDITOR GENERAL
STATEMENT OF ACCOUNTING POLICIES
FOR YEAR ENDED 30 JUNE 2012**

Employee Benefits (continued)

b) Pension Obligations

Pension contributions for employees of the Office are paid to the Public Service Pensions Fund (the "Fund"). The Fund is administered by the Public Service Pensions Board and is operated as a multi-employer non-contributory Fund, whereby the employer pays both employer and employee contributions. Prior to 1 January 2000 the scheme underlying the Fund was a defined benefit scheme. With effect from 1 January 2000 the Fund had both a defined benefit and a defined contribution element. Participants joining after that date became members of the defined contribution element. Pension scheme contributions are included in personnel costs in the statement of financial performance.

The Public Service Pension Liability for all civil servants (both current and past) is an executive liability managed by the Minister of Finance and accordingly is not recognized in these forecast financial statements. This liability is to be reported on the Entire Public Sector consolidated financial statements of the Cayman Islands Government.

Contributed Capital

Contributed capital relates to initial working capital and start up cash provided to the Office, equity injections for fixed asset acquisitions that are funded by the Cayman Islands Government and contributed goods and services provided by Cayman Islands Government entities to the Office less any surpluses repayable.

Judgement and Estimates

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the reporting period that are affected by those revisions. As at 30 June 2012 significant judgements and estimates were made for non-exchange transactions – contributed goods and services provided by Government entities. No reliable fair value estimate (2011: \$NIL) of these contributed goods and services could be made and therefore no estimated amounts are recorded in these forecast financial statements. For the year ending 30 June 2010 actual amounts a fair value estimate was made for contributed goods and services provided by Government entities.

OFFICE OF THE AUDITOR GENERAL
NOTES TO THE FORECAST FINANCIAL STATEMENTS
FOR YEAR ENDED 30 JUNE 2012

NOTE 1. PERSONNEL COSTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Salaries and wages (including employee pension contributions)	1,456	1,424	1,400
Health insurance	182	145	160
Employer pension expense	80	78	80
Other personnel costs	44	19	68
Severance pay	-	-	15
Total Personnel Costs	1,762	1,666	1,723

NOTE 2. SUPPLIES AND CONSUMABLES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Operating lease rentals	125	125	129
Professional Fees	43	96	110
Computer hardware maintenance	2	2	70
Software licensing fees	23	11	59
Utilities	17	17	31
Other goods & services	25	23	14
Janitorial services	12	10	10
Travel & subsistence	9	5	5
Training	14	9	4
Insurance	4	4	4
Total Supplies and Consumables	274	302	436

NOTE 3. DEPRECIATION

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Leasehold Improvements	3	1	-
Furniture and fittings	4	5	5
Computer hardware and software	6	8	7
Office equipment	6	5	6
Total Depreciation	19	19	18

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

	Years
Leasehold Improvements	Over the life of the lease
Furniture and fittings	5-15
Computer hardware and software	3
Office equipment	3-10

OFFICE OF THE AUDITOR GENERAL
NOTES TO THE FORECAST FINANCIAL STATEMENTS
FOR YEAR ENDED 30 JUNE 2012

NOTE 4. CASH AND CASH EQUIVALENTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Cash on hand	-	-	-
Bank accounts	866	654	102
Deposits with Portfolio Finance and Economic (Treasury)	-	-	-
Total Cash and Cash Equivalents	866	654	102

NOTE 5. ACCOUNTS RECEIVABLE & WORK IN PROGRESS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Audit Services to PAC (work in progress)	45	61	23
Audit Services to other government agencies (accounts receivable)	105	276	177
Audit Services to other government agencies (work in progress)	153	180	186
Interest receivable	-	-	-
Total Gross	303	517	386
Less provision for doubtful debts	-	-	-
Total Net	303	517	386

OFFICE OF THE AUDITOR GENERAL
NOTES TO THE FORECAST FINANCIAL STATEMENTS
FOR YEAR ENDED 30 JUNE 2012

NOTE 6. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2011/12 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Leasehold Improvements	8	-	-	-	(3)	5
Furniture and fittings	20	-	-	-	(4)	16
Computer hardware and software	8	8	-	-	(6)	10
Office equipment	10	5	-	-	(6)	9
Total	46	13	-	-	(19)	40

	HC or Revalued Amount	Accum Depr	2011/12 Forecast NBV	2010/11 Est. Actual NBV
	\$000	\$000	\$000	\$000
Leasehold Improvements	8	(3)	5	8
Furniture and fittings	55	(39)	16	20
Computer hardware and software	30	(20)	10	8
Office equipment	33	(24)	9	10
Total	126	(86)	40	46

NOTE 7. ACCOUNTS PAYABLE

	2011/12 Forecast	2010/11 Est. Actual	2009/10 Actual
	\$000	\$000	\$000
Trade Creditors	55	37	48
Surplus Payable	803	803	96
Accruals	22	38	34
Total	880	878	178

NOTE 8. EMPLOYEE ENTITLEMENTS (CURRENT)

	2011/12 Forecast	2010/11 Est. Actual	2009/10 Actual
	\$000	\$000	\$000
Annual Leave	60	65	76
Time off in Lieu	5	10	15
Total Employee Entitlements	65	75	91

OFFICE OF THE AUDITOR GENERAL
NOTES TO THE FORECAST FINANCIAL STATEMENTS
FOR YEAR ENDED 30 JUNE 2012

**NOTE 9. RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS
FROM OPERATING ACTIVITIES**

	2011/12 Forecast	2010/11 Est. Actual This Year	2009/10 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)	-	803	(112)
Non-cash movements			
Depreciation	19	19	18
(Decrease) / Increase in payables/accruals	(8)	(23)	18
Contributed goods & services	-	-	181
Decrease / (Increase) in receivables	213	(131)	(67)
(Increase) in prepayments	-	(8)	-
Net cash flows from operating activities	224	660	38

NOTE 10: COMMITMENTS

Type	One year or less	One to five years	Over five years	2012 Total	2011 Total
	\$000	\$000	\$000	\$000	\$000
Capital Commitments	-	-	-	-	-
Land and buildings	-	-	-	-	-
Other fixed assets	-	-	-	-	-
Other commitments [list separately if material]	-	-	-	-	-
Total Capital Commitments	-	-	-	-	-
Operating Commitments					
Non-cancellable accommodation leases (see note 9)	125	125	-	250	375
Other non-cancellable leases	-	-	-	-	-
Non-cancellable contracts for the supply of goods and services	-	-	-	-	-
Other operating commitments	-	-	-	-	-
Total Operating Commitments	125	125	-	250	375
Total Commitments	125	125	-	250	375

NOTE 11: CONTINGENT LIABILITIES

Summary of Quantifiable Contingent Liabilities

	2012 \$000	2011 \$000
Legal Proceedings and Disputes		
None	-	-
Total Legal Proceedings and Disputes	-	-
Other Contingent Liabilities		
None	-	-
Total Other Contingent Liabilities	-	-

Summary of Non-Quantifiable Contingent Liabilities	None	None

NOTE 12: RELATED PARTY TRANSACTIONS

There is to be no inter-agency charges for goods and services (human resource services, financial support services, legal services, computer hardware and systems support services, and software licensing fees) provided amongst the various core government entities, except for the audit fees that we bill. The Office is unable to make an estimate of the fair value of these contributed goods and services received for both 2011/12 and 2010/11.

Key Management Personnel

There are four forecasted (2010/11: 4) personnel at the senior management level. Their total remuneration includes: regular salary, pension contributions, health insurance contributions, acting allowance, motor car upkeep, return passages and shipping of goods. Total remuneration forecasted for senior management in 2011/12 is \$521k (2010/11: \$495k). There are no forecasted loans to be made to key management personnel or their close family members in 2011/12 (2010/11: \$0).

NOTE 13: FINANCIAL RISK MANAGEMENT

The Office is exposed to a variety of financial risks including credit risk and liquidity risk. The Office's risk management policies are designed to identify and manage these risks, to set appropriate risk limits and controls, and to monitor the risks and adhere to limits by means of up to date and reliable information systems. These risks are managed within the parameters established by the Financial Regulations (2008 Revision).

Credit Risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Office. Financial assets which potentially expose the Office to credit risk comprise cash and cash equivalents and accounts receivable.

The Office is exposed to potential loss that would be incurred if the counterparty to the bank balances fails to discharge its obligation to repay. All bank balances are with one financial institution located in the Cayman Islands which management considers being financially secure and well managed.

The Office is also exposed to a significant concentration of credit risk in relation to accounts receivables, all of which are due from other Government entities. No credit limits have been established. As at 30 June 2012 and 2011, no provision for doubtful debts has been made as none of these assets are anticipated to be impaired and management considers these debts to be recoverable in full. Notwithstanding the concentration risk in relation to accounts receivables, management does not consider the Office to be exposed to significant credit risk as all of the counterparties are Government entities in which the Office has had no past experience of any significant default or loss.

NOTE 13: FINANCIAL RISK MANAGEMENT (continued)

Credit Risk (continued)

The carrying amount of financial assets recorded in the financial statements represents the Office's maximum exposure to credit risk. No collateral is required from debtors.

Liquidity Risk

Liquidity risk is the risk that the Office is unable to meet its payment obligations associated with its financial liabilities when they are due.

The ability of the Office to meet its debts and obligations is dependent upon its ability to collect the debts outstanding to the Office in a timely basis. Management manages liquidity risk through monitoring cash flows from debtors, maximizing day's credit taken from suppliers, and if the circumstances required it to obtain funding from Government to temporarily fund any shortfalls the Office would have with its own cash flows. As at 30 June 2012 and 2011, all of the financial liabilities were due within three months of the year end dates.

NOTE 14: FINANCIAL INSTRUMENTS – FAIR VALUES

As at 30 June 2012 and 2011, the forecasted carrying value of cash and cash equivalents, accounts receivable, work in progress, accounts payable and employee entitlements approximate their fair values due to their relative short-term maturities.

Fair values estimates are made at a specific point in time, based on market conditions and the information about the financial instrument. These estimates are subjective in nature and involve uncertainties and matters of significant judgment and therefore cannot be determined with precision. Changes in assumptions, economic conditions and other factors could cause significant changes in fair value estimates.

APPENDICES

Entities within the Office of the Auditor General

Entity	Head
Cayman Islands Audit Office	Auditor General / Chief Officer

Definition of Output Codes within the Office of the Auditor General

Codes	Description
AUD	100101: Cayman Islands Audit Office

2011/12 BUDGET

Annual Budget Statement

for

Office of the Complaints Commissioner

**For the financial year ending
30 June 2012**

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Chairman of the Oversight Committee

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements for the year ended 30 June 2012

STATEMENT OF CHIEF OFFICER AND CHAIRMAN OF THE OVERSIGHT COMMITTEE

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

**Ms. Nicola Williams, Commissioner
Office of the Complaints Commissioner**

30 June 2011

Statement from the Chairman of the Oversight Committee

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

**Mr. Cline Glidden, Jr.
Chairman of the Oversight Committee**

30 June 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

The Office of the Complaints Commissioner is responsible for undertaking the investigatory functions prescribed by the Complaints Commissioner Law (2006) Revision.

Scope of Activities

- Receiving written complaints from the public and deciding whether they should be investigated;
- Appointing mediators to resolve complaints involving only minor maladministration;
- Investigating written complaints from the public and reporting to the complainant and government entity on the results of the investigation;
- Making recommendations for actions to be taken where injustice has occurred as a result of maladministration, monitoring compliance with those recommendations and, where no adequate action is taken, preparing a special report to the Legislative Assembly;
- Referring to the relevant person or body for their action any evidence of breach of duty, misconduct or criminal offence;
- Ascertain the inequitable or unreasonable nature or operation of any enactment or rule of law; and
- Reporting annually to the Legislative Assembly on the performance of the Office of the Complaints Commissioner's functions.

Customers and Location of Activities

The Office of the Complaints Commissioner Oversight Committee of the Legislative Assembly is the customer.

The recipients of the services are the general public of the Cayman Islands

2. Strategic Ownership Goals

The key strategic ownership goals for the Office of the Complaints Commissioner in 2011/12 and the subsequent two years are as follows:

- Improve presence on the internet for informational purposes and to register complaints on line;
- Provide in-house training to entities and Office of the Complaints Commission staff in preparation for the Human Rights Legislation;
- Provide reports to the media on the work of the Office of the Complaints Commissioner;
- Increase public awareness education and outreach through media interviews, advertising social media;
- Monitoring and reviewing the implementation of the internal complaints procedure to increase civil servants knowledge of the role and mandate of the Office of the Complaints Commissioner;
- Enhance the Office of the Complaints Commissioner's visibility internationally; and
- Participate on the Anti-Corruption Law task force.

3. Ownership Performance Targets

The ownership performance targets for the Office of the Complaints Commissioner for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	\$737,184	832,000
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others		
Surplus/deficit from outputs		
Ownership expenses	737,184	832,000
Operating Surplus/Deficit		
Net Worth	673,000	673,000
Cash flows from operating activities	10,000	(61,000)
Cash flows from investing activities	(10,000)	(10,000)
Cash flows from financing activities		
Change in cash balances		(71,000)

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	1,190	1,190
Total Assets: Total Liabilities	1,200	1,200

3.2 Maintenance of Capability

Human Capital Measures	2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed	6	6
Staff turnover (%)		
Managers	100%	50%
Professional and technical staff	100%	100%
Clerical and labourer staff	100%	0
Average length of service (number of years in current position)		
Managers	2	1
Professional and technical staff	2	1
Clerical and labourer staff	4	3
Changes to personnel management system:		

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
Administrative and Investigative Officer	1	1
Complaints Commissioner	1	1
Complaints Analyst	2	2
Executive Assistant to the Commissioner	1	1
Receptionist	1	1
TOTAL	6	6

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$733,000	\$734,000
Asset replacements: total assets	.0136%	.0136%
Book value of assets: initial cost of those assets	%	%
Depreciation: cash flow on asset purchases	100%	100%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1 st July 2011

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Loss of Key Personnel	Administrative Post not filled	Identify back-up resources	
Loss of Documents	Unchanged	Back-up storage	
Security of Staff	Update HMP	Secure building arrangements and execute HMP	

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the <i>Complaints Commissioner</i>	0	0
Capital (Equity) Withdrawal by Cabinet from the Complaints Commissioner	0	0

PART B
OUTPUT PERFORMANCE

5. Outputs to be Delivered

OCC 1	Investigation of Written Complaints or Public Interests	\$521,460
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		
Measures Quantity • Number of early resolution complaints • Number of intermediate Resolution Complaints • Number of written complaints • Number of public interest investigations/reports Quality • All early resolution complaints to be investigated by suitably qualified and trained staff • All intermediate resolution complaints to be investigated by suitably qualified staff • All reports to be signed off by the Complaints Commissioner or Acting Commissioner • All complaints investigated in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision) 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 Location Cayman Islands		2011/12 Budget 200-350 10-20 30-60 1-3 100% 100% 100% 100% 90-100% 95-100% 80-100% 80-100% 100%
		2010/11 Forecast 200-400 N/A N/A 2-5 100% N/A 100% 100% 90-100% 95-100% 80-100% 80-100% 100%
Cost		\$521,460 \$612,804
Related Broad Outcome: 17. Strengthening our Infrastructure		

OCC 2	Monitor the Implementation of the Commissioner’s Recommendations	\$187,351
Description		
- Monitor the implementation of the recommendations of the report of the Commissioner and the timescales specified in the report of action to be taken; 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 Budget	2010/11 Forecast
Quantity		
- Number of recommendations to be monitored - Number of special reports delivered to the Clerk of the Financial Oversight Committee of the Office of the Complaints Commissioner	20-50 2-4	20-50 2-4
Quality		
- All monitoring carried out by suitably qualified and trained staff - All reports to be signed off by the Complaints Commissioner or the Acting Commissioner - All recommendations monitored in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)	80-100% 80-100% 80-100%	100% 100% 100%
Timeliness		
- Monitoring carried out on an on-going basis until recommendations are substantially implemented, or withdrawn or until they are included in a special report to the legislative assembly - Special Reports submitted to the Clerk of the Legislative Assembly Committee within one month of the Complaints Commissioner determining that no adequate action has been undertaken or evidence found of breach of duty or criminal office	80-100% 80-100%	95-100% 90-100%
Location		
Cayman Islands	100%	100%
Cost	\$187,351	\$201,024
Related Broad Outcome		
17. Strengthening our Infrastructure		

OCC 3	Policy Advice	\$13,168
Description Provision of policy advice on matters within the scope of activities of the Office of the Complaints Commissioner.		
Measures Quantity - Number of meetings attended to provide strategic advice - Number of reports including statistical information - Number of Anti-Corruption Law task force meeting attended Quality - Agenda and Minutes accurately reflect the decisions made and are vetted and amended by the Chairman of the Financial Oversight Committee of the Office of the Complaints Commissioner. - All reports will be appropriately researched, employing the necessary analytical techniques to ensure the production of comprehensive and complete reports - All reports will be prepared with due processional care and will define issues clearly and succinctly as directed by the Commissioner - Reports will provide relevant and accurate information, which is clearly and succinctly presented and written by qualified and trained staff Timeliness - Attendance at meetings by the Commissioner or delegate within the agreed time frame when meetings are called - Agenda and Minutes are prepared and distributed as per the deadlines set by the Chairman of the Financial Oversight Committee of the Office of the Complaints Commissioner - Reports processed in accordance with the guidelines and within the time frames established by the Chairman of the Oversight Committee and the Commissioner Location Cayman Islands	2011/12 Budget	2010/1011 Forecast
	1-4	1-4
	1-4	1-4
	1--5	1-5
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	95-100%	95-100%
	95-100%	95-100%
	95-100%	95-100%
	100%	100%
Cost	\$13,168	\$17,364
Related Broad Outcome: 17. Strengthening our Infrastructure		
OCC 5	Public Education Outreach	\$15,205

Description Public Education Outreach program to establish the presence of the Office of the Complaints Commissioner (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 Budget	2010/11 Forecast
Quantity		
• Number of events attended	10-12	N/A
• Number of Public meetings held	1-5	N/A
• Number of media appearances and updates	10-15	N/A
Quality		
• All material presented will be in compliance with the OCC Law	80-100%	N/A
• All meetings will be informative and contribute to public discussion on the work of the OCC	80-100%	N/A
• All material to be approved by the Commissioner prior to release	80-100%	N/A
Timeliness		
• All events will be held within a specified period	80-100%	N/A
• Meetings to be held quarterly	80-100%	N/A
• Appearances and updates to be done twice a year	80-100%	N/A
Location		
Cayman Islands	100%	N/A
Cost	\$15,205	\$0
Related Broad Outcome: 17. Strengthening our infrastructure		

6. Payment Arrangements

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

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

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

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

Table 1: Expected Invoice Profile

MONTH	OCC 1 \$	OCC 2 \$	OCC 3 \$	OCC 5 \$
July	43,455	15,612	1,097	1,267
August	43,455	15,612	1,097	1,267
September	43,455	15,612	1,097	1,267
October	43,455	15,612	1,097	1,267
November	43,455	15,612	1,097	1,267
December	43,455	15,612	1,097	1,267
January	43,455	15,612	1,097	1,267
February	43,455	15,612	1,097	1,267
March	43,455	15,612	1,097	1,267
April	43,455	15,612	1,097	1,267
May	43,455	15,612	1,097	1,267
June	43,455	15,619	1,101	1,267
TOTAL	521,460	187,351	13,168	15,205

Appendix: Forecast Financial Statements for the Year Ended 30 June 2012

CONTENTS

Statement of Responsibility
Forecast Operating Statement
Forecast Statement of Changes in Net Worth
Forecast Balance Sheet
Forecast Statement of Cash Flows
Statement of Accounting Policies
Notes to the Forecast Financial Statements

Office of the Complaints Commissioner

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June , 2012 and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Nicola Williams
Complaints Commissioner

Office of the Complaints Commissioner

30 June 2011

[insert Ministry/Portfolio name]

**FORECAST OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue				
Outputs to Cabinet		737	832	673
Outputs to other government agencies				
Outputs to others				
Interest revenue				
Total Operating Revenue		737	832	675
Operating Expenses				
Personnel costs	1	467	485	472
Supplies and consumables	2	259	337	190
Depreciation	3	10	10	11
Capital charge				
Other operating expenses				
Total Operating Expenses		737	832	673
Surplus from operating activities and before extraordinary items				
Extraordinary items				
Net Surplus				

[insert Ministry/Portfolio name]

**FORECAST STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Opening balance net worth		673,000	673,000	673,000
Net surplus				
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses				
Equity investment				
Repayment of surplus				
Capital withdrawal				
Closing balance net worth		673,000	673,000	673,000

[Complaints Commissioner]
FORECAST BALANCE SHEET
AS AT 30 JUNE 2012

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Current Assets				
Cash and cash equivalents	4	644	644	715
Accounts receivable	5	70	70	
Inventories	6			
Total Current Assets		714	714	715
Non-Current Assets				
Property, plant and equipment	7	19	19	19
Other non-current assets				
Total Non-Current Assets				19
Total Assets		733	733	734
Current Liabilities				
Accounts payable	8	45	45	46
Unearned revenue	9			
Employee entitlements	10	15	15	15
Other current liabilities				
Total Current Liabilities		60	60	61
Non-Current Liabilities				
Employee entitlements	11			
Other non-current liabilities	12			
Total Non-Current Liabilities				
Total Liabilities		60	60	61
TOTAL ASSETS LESS TOTAL LIABILITIES		673	673	673
NET WORTH				
Contributed capital		139	139	139
Asset revaluation reserve		534	534	534
Accumulated surpluses				
Total Net Worth		673	673	673

Complaints Commissioner
**FORECAST CASH FLOW STATEMENT
FOR YEAR ENDED 30 JUNE 2012**

	Note	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts		737	762	808
Outputs to Cabinet				
Outputs to other government agencies				
Outputs to others				
Interest received				
Payments				
Personnel costs		(467)	(485)	(472)
Suppliers		(259)	(338)	(157)
Other payments				
<i>Net cash flows from operating activities</i>	13	10	(61)	179
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(10)	(10)	(2)
Proceeds from sale of non-current assets				
<i>Net cash flows from investing activities</i>		(10)	(10)	(2)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment				
Repayment of surplus				
Capital withdrawal				
<i>Net cash flows from financing activities</i>				
<i>Net increase/(decrease) in cash and cash equivalents</i>		0	(71)	177
Cash and cash equivalents at beginning of period		644	715	538
Cash and cash equivalents at end of period	4	644	644	715

Complaints Commissioner
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Office of the Complaints Commissioner*

Basis of preparation

The forecast financial statements have not been prepared in accordance with International Public Sector Accounting Standards (IPSASs) using the accrual basis of accounting. Where there is currently no IPSAS, other authoritative pronouncements such as International Accounting Standards and United Kingdom reporting standards applicable to the public sector have been used. The measurement base applied is historical cost adjusted for revaluations of certain assets.

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

Reporting Period

The reporting period is the period ended 30 June 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

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

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

NOTES TO THE FORECAST FINANCIAL STATEMENTS

NOTE 1. PERSONNEL COSTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Salaries and wages (including employee pension contributions)	447	455	446
Employer/Government pension expense	20	30	26
Total Personnel Costs	467	485	472

NOTE 2. SUPPLIES AND CONSUMABLES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Supply of goods and services	268	252	125
Operating lease rentals	65	85	65
Other			
Total Supplies and Consumables	259	337	190

NOTE 3. DEPRECIATION

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Buildings			
Vehicles			
Aeroplanes			
Boats			
Furniture and fittings	5	2	3
Computer hardware and software		4	4
Office equipment			
Other plant and equipment	5	4	4
Other assets			
Total Depreciation	10	10	11

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

Years

Buildings
Vehicles
Aeroplanes
Boats
Furniture and fittings
Computer hardware and software
Office equipment
Other plant and equipment
Other assets

NOTE 4. CASH AND CASH EQUIVALENTS

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Cash on hand			
Bank accounts	644	644	715
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	644	644	715

NOTE 5. ACCOUNTS RECEIVABLE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Outputs to Cabinet	70	70	
Outputs to other government agencies			
Outputs to others			
Interest receivable			
Prepayments			
Interest Receivable			
Other Receivables			
Total Gross	70	70	
Less provision for doubtful debts			
Total Net	70	70	

NOTE 6. INVENTORIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Raw Materials (including Consumable Stores)			
Work in Progress			
Finished Goods			
Total Inventories			

NOTE 7. PROPERTY, PLANT AND EQUIPMENT

	Opening Balance	Addition	Disposals	Revaluation	Depreciation	Closing Balance 2011/12 Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Buildings						
Vehicles						
Aeroplanes						
Boats						
Furniture and fittings	13	4			5	12
Computer hardware and software						
Office equipment						
Other plant and equipment	6	6			5	7
Construction in progress						
Other assets						
Total	19	10			10	19

	HC or Revalued Amount \$000	Accum Depr \$000	2011/12 Forecast \$000	2010/11 Est. Actual \$000
Buildings				
Vehicles				
Aeroplanes				
Boats				
Furniture and fittings	27	15	12	13
Computer hardware and software				
Office equipment	28	28		
Other plant and equipment	36	29	7	6
Construction in progress				
Other assets (list if material)				
Total	91	72	19	19

NOTE 8. ACCOUNTS PAYABLE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Trade Creditors			
Operating lease rental			
Accruals	45	45	46
Total	45	45	46

NOTE 9. UNEARNED REVENUE

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Revenue received in advance			
Total			

NOTE 10. EMPLOYEE ENTITLEMENTS (CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Long service leave and other leave entitlements	15	15	15
Other salary related entitlements			
Total Employee Entitlements	15	15	15

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Long service leave and other leave entitlements			
Other salary related entitlements			
Total			

NOTE 12. OTHER NON-CURRENT LIABILITIES

	2011/12 Forecast \$000	2010/11 Est. Actual \$000	2009/10 Actual \$000
Provision for agency revenue repayable			
Provision for restructuring			
Accounts payable			
Unearned revenue			
Other			
Total			

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

	2011/12 Forecast	2010/11 Est. Actual This Year	2009/10 Actual
	\$000	\$000	\$000
Operating surplus/(deficit)			
Non-cash movements			
Depreciation	10	10	11
Increase in provision for doubtful debts			
Increase in payables/accruals		(1)	
Net gain/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			
Increase in receivables		(70)	168
Net cash flows from operating activities	10	(61)	179

APPENDICES

Entities within the Office of the Complaints Commissioner

Entity	Head
21. Office of the Complaints Commissioner	Complaints Commissioner / Chief Officer

Definition of Output Codes within the Office of the Complaints Commissioner

Codes	Description
OCC	214401: Office of the Complaints Commissioner

2011/12 BUDGET

Annual Budget Statement

for

Information Commissioner's Office

For the financial year ending

30 June 2012

Prepared in accordance with Section 42 of the Public Management and Finance Law (2010 Revision)

Contents

Statement of Chief Officer and Minister/Official Member

Part A: Ownership Performance

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

Part B: Output Performance

5. Outputs to be Delivered
6. Payment Arrangements

Appendix: Forecast Financial Statements

STATEMENT OF CHIEF OFFICER AND THE CHAIRMAN OF THE OVERSIGHT COMMITTEE

Statement from the Chief Officer

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet Legislative/Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

Mrs. Jennifer Dilbert
Information Commissioner
Information Commissioner's Office

30th June, 2011

Statement from the Chairman of the Oversight Committee

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in 2011/12 and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in 2011/12.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2011/12 financial year.

Mrs. Mary Lawrence
Chairman of the Oversight Committee

30th June, 2011

PART A
OWNERSHIP PERFORMANCE

1. Nature and Scope of Activities

- . As a quasi-judicial office, continue to administer the FOI Law through processing, mediating and hearing appeals; monitoring public authorities to ensure they are in compliance with the law and the public's rights under the law have been upheld, and to promote FOI within the Cayman Islands.

Scope of Activities

- (a) Hear, investigate and rule on appeals filed under the Law;
- (b) Monitor and report on the compliance by public authorities with their obligations under the Law;
- (c) Make recommendations for reform both of a general nature and directed at specific public authorities;
- (d) Refer to the appropriate authorities cases where it appears that a criminal offence has been committed;
- (e) Publicise the requirements of the Law and the right of individuals under it.

Customers and Location of Activities

Entire Public Sector including:

Central Government
Statutory Authorities
Government companies
Cayman Islands

2. Strategic Ownership Goals

The key strategic ownership goals for the Information Commissioner's Office in 2011/12 and the subsequent two years are as follows:

Appeals/Mediation/Hearings

- To review eligible complaints, where an applicant has exercised the right to access records and is unhappy with a public authority's decision, action or non action with respect to a request filed under the Law.
- To process applications where an applicant is
 - (a) Failed to indicate whether or not it holds a record;
 - (b) Failed to communicate the information contained in a record within the time allowed by this Law or at all;
 - (c) Failed to respond to a request for a record within the time limits established in this Law;
 - (d) Failed to provide a notice in writing of its response to a request for a record;
 - (e) Charged a fee that is in contravention of this Law; or
 - (f) Otherwise failed to comply with an obligation imposed under this Law.
- Where an appeal is not resolved at mediation, the Commissioner will review the issues and make a binding decision in which the public authority must comply. If the public authority is unsatisfied with the Commissioner's decision, a request for Judicial Review of the decision can be filed in accordance with the Law.

Monitoring Compliance

- FOI Law review: assist the Hon. Speaker, the FOI Law Review Subcommittee of the Legislative Assembly in the statutorily mandated review of the FOI Law.
- Data Protection: assist the Hon. Attorney General and the Data Protection Working Group with preparations for a draft Data Protection Bill and implementation planning relating to a Data Protection Law.
- Monitor & Investigate Public Authorities: to monitor public authorities to ensure compliance of the Law and carry out investigations in accordance with ICO procedures.

Public Awareness

- ICO is committed to highlighting awareness of our role among the general public and planning promotional activities and producing in-house posters, brochures, & newsletters to increase public awareness of the FOI Law throughout the Cayman Islands.
- We will ensure the public has access to communicate with our office through promoting our website, office location and contact details. This information available electronically, will be maintained and updated on a regular basis.
- We will plan with our associate Information Commissioner Offices an annual or bi-annual Caribbean Conference to:
 - promote Cayman Islands as a leader in the Caribbean;
 - assist and learn from International ICOs experience and collaboration with these offices to develop best practices and standards in the Cayman Islands.

3. Ownership Performance Targets

The ownership performance targets for the Information Commissioner's Office for the 2011/12 financial year are as follows.

3.1 Financial Performance

Financial Performance Measure	2011/12 Budget \$	2010/11 Forecast \$
Revenue from Cabinet	574,836	653,068
Revenue from ministries, portfolios, statutory authorities, government companies		
Revenue from others		
Surplus/deficit from outputs		
Ownership expenses		
Operating Surplus/Deficit	(33,000)	0
Net Worth	132,000	80,000
Cash flows from operating activities	10,347	3,596
Cash flows from investing activities		
Cash flows from financing activities		
Change in cash balances	10,347	3,596

Financial Performance Ratio	2011/12 Budget %	2010/11 Forecast %
Current Assets: Current Liabilities (Working Capital)	15%	79%
Total Assets: Total Liabilities	30%	264%

3.2 Maintenance of Capability

Human Capital Measures		2011/12 Budget	2010/11 Forecast
Total full time equivalent staff employed		5	
Staff turnover (%)			
Managers		0%	50%
Professional and technical staff		0%	25%
Clerical and labourer staff			
Average length of service (number of years in current position)			
Managers		2	
Professional and technical staff		3	
Clerical and labourer staff			
Changes to personnel management system:			

Summary of Establishment

Position	2011/12 Budget	2010/11 Forecast
Operations Administrator/Registrar of Hearings	1	1
Information Commissioner	1	1
Appeals and Policy Analyst	0	1
Intake Analyst	1	1
Office Manager	1	1
Deputy Information Commissioner	1	1
TOTAL	5	6

Physical Capital Measures	2011/12 Budget	2010/11 Forecast
Value of total assets	\$136,600	\$90,283
Asset replacements: total assets	0%	0%
Book value of assets: initial cost of those assets	66%	90%
Depreciation: cash flow on asset purchases	0%	0%
Changes to asset management policies		

Major <u>New</u> Entity Capital Expenditures for the Year	2011/12 Budget \$
N/A	0

Major Entity Capital Expenditure Commenced but not completed in previous years	Anticipated Project Status at 1 st July 2011
N/A	0

3.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2010/11	Actions to manage risk	Financial value of risk
Security of Confidential Documents	Unchanged	All confidential documents e.g. personnel records, are kept locked away in cabinets and are only accessed by authorised personnel	

4. Equity Investments and Withdrawals

Equity Movement	2011/12 Budget \$	2010/11 Forecast \$
Equity Investment from Cabinet into the Information Commissioner's Office	52,000	0
Capital (Equity) Withdrawal by Cabinet from the Information Commissioner's Office	0	0

PART B
OUTPUT PERFORMANCE

10. Outputs to be Delivered

ICO 1	Compliance with Freedom of Information Legislation		\$574,836
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 Quantity - Number of hours available to mediate, hear and decide on appeals - Number of hours available to monitor Public Authorities (as defined by FOI Law), to produce reports to the Legislative Assembly, to conduct investigations of public entities and make recommendations for reform both of a general nature and directed at specific public bodies - Number of hours available to plan promotional activities and to promote public awareness of FOI Quality - Appeals processed in accordance with internal policies and procedures developed in accordance with the Law. - All public authorities monitored in compliance with the Information Commissioner's requirements, Investigations carried out in accordance with ICO procedures and an annual report produced on the operation of this Law during the year. - Promotional activities approved by the Information Commissioner Timelines - Appeals processed within timelines established in internal policies and procedures - Reports received and analyzed within three months of the reporting date; Investigations completed in accordance with timelines in ICO policies and procedures; Annual report presented to the Legislative Assembly by the end of April 2011; and Recommendations for Law review reviewed annually. - Public awareness of FOI will be carried out on a monthly basis Location Cayman Islands Cost	2011/12 Budget	2010/11 Forecast	
	2,000-2,500	2,000-2,500	
	1,000-1,500	1,000-1,500	
	2,000-2,500	750-1,000	
	90-100%	90-100%	
	90-100%	90-100%	
	90-100%	90-100%	
	90-100%	90-100%	
	95-100%	95-100%	
	\$574,836	\$653,068	
Related Broad Outcome: 9: Restoring Prudent Fiscal Management			

6. Payment Arrangements

Cabinet will pay the *Information Commissioner's Office* for delivery of the outputs described in section 1.

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

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

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

Table 1: Expected Invoice Profile

MONTH	ICO 1 \$
July	47,903
August	47,903
September	47,903
October	47,903
November	47,903
December	47,903
January	47,903
February	47,903
March	47,903
April	47,903
May	47,903
June	47,903
TOTAL	574,836

Appendix: Forecast Financial Statements for the Year Ended 30 June 2012

CONTENTS

Statement of Responsibility
Forecast Statement of Financial Position
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Forecast Statement of Cash Flows
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Notes to the Forecast Financial Statements

Information Commissioner's Office

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2010 Revision).

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

To the best of my knowledge the statements are:

- (a) complete and reliable;
- (b) fairly reflect the forecast financial position as at 30th June 2012 and performance for the 2011/12 financial year;
- (c) comply with generally accepted accounting practice.

Jennifer Dilbert
Chief Officer
Information Commissioner's Office

30th June, 2011

**INFORMATION COMMISSIONERS OFFICE
GOVERNMENT OF THE CAYMAN ISLANDS**

STATEMENT OF FINANCIAL POSITION		2011/12 Budget	2010/11 Budget
AS AT 30 JUNE 2012			
Current Assets			
Cash and cash equivalents	1	69,653	18,348
Marketable securities and deposits			
Trade receivables	2	0	20,140
Other receivables	2	0	0
Inventories	3	0	0
Investments	4	0	0
Prepayments	5	0	0
Total Current Assets		69,653	38,488
Non-Current Assets			
Trade receivables	3	0	0
Other receivables	3	0	0
Inventories	4	0	0
Property, plant and equipment	6	66,947	90,283
Total Non-Current Assets		66,947	90,283
Total Assets		136,600	128,771
Current Liabilities			
Trade payables	7	4,600	48,771
Other payables and accruals	7	0	0
Bank Overdraft	2	0	0
Unearned revenue			
Employee entitlements	8	0	0
Repayment of surplus			
Total Current Liabilities		4,600	48,771
Non-Current Liabilities			
Trade payables	7	0	0
Other payables and accruals	7	0	0
Employee entitlements	8	0	0
Total Non-Current Liabilities		0	0
Total Liabilities		4,600	48,771
Net Assets		132,000	80,000
NET WORTH			
Contributed capital		132,000	80,000
Other Reserves		0	0
Revaluation reserve		0	0
Accumulated surpluses/(deficits)		0	0
Total Net Worth		132,000	80,000

INFORMATION COMMISSIONERS OFFICE
GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2012	Note	2011/12 Budget	2010/11 Budget
Revenue			
Sale of goods and services	9	574,836	653,068
Investment revenue	10	0	0
Donations	11	0	0
Other revenue			
Total Revenue		574,836	653,068
Expenses			
Personnel costs	12	413,298	482,835
Supplies and consumables	13	128,191	160,483
Depreciation	6	10,347	9,750
Impairment of property, plant and equipment	6	0	0
Impairment of inventory	4	0	0
Finance costs (overdraft interest)	14	0	0
Litigation costs	15	23,000	0
Gains/(losses) on foreign exchange transactions	16	0	0
Gains/(losses) on disposal/revaluation of property, plant and equipment	16	0	0
Other expenses			
Total Expenses		574,836	653,068
Surplus or (Deficit) for the period		0	0

INFORMATION COMMISSIONERS OFFICE
GOVERNMENT OF THE CAYMAN ISLANDS

	2011/12 Budget	2010/11 Budget
CASH FLOW STATEMENT		
FOR THE YEAR ENDED 30 JUNE 2012		
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts		
Outputs to Cabinet	574,836	653,068
Outputs to other government agencies		
Sale of goods and services - third party		
Interest received		
Donations / Grants		
Other receipts		
Payments		
Personnel costs	-413,298	-482,835
Supplies and consumables	-128,191	-166,637
Interest paid		
Other payments	-23,000	0
Net cash flows from operating activities	10,347	3,596
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	0	0
Proceeds from sale of property, plant and equipment	0	0
Purchase of sale of investments	0	0
Proceeds from sale of investments	0	0
Cash advances		
Cash receipts from repayment of advances		
Net cash flows from investing activities	0	0
CASH FLOWS FROM FINANCING ACTIVITIES		
Equity Investment	52,000	0
Repayment of Surplus		
Capital withdrawal		
Net cash flows from financing activities	52,000	0
Net increase/(decrease) in cash and cash equivalents	62,347	3,596
Cash and cash equivalents at beginning of period	7,306	14,752
Cash and cash equivalents at end of period	69,653	18,348

INFORMATION COMMISSIONER OFFICE

STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2012

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2010	80,000	-	-	-	80,000
Changes in accounting policy	-	-	-	-	-
Prior Year Adjustments	-	-	-	-	-
Restated balance	80,000	-	-	-	80,000
Changes in net worth for 2010/11					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	-	-	-	-
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	-	-	-	-	-
Capital withdrawals by Cabinet	-	-	-	-	-
Repayment of surplus to Cabinet	-	-	-	-	-
Net revenue / expenses recognised directly in net worth	-	-	-	-	-
Surplus/(deficit) for the period 2010/11					
Total recognised revenues and expenses for the period	-	-	-	-	-
Balance at 30 June 2011 carried forward	80,000	-	-	-	80,000
	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2011 brought forward	80,000	-	-	-	80,000
Changes in net worth for 2011/12					
Changes in accounting policy	-	-	-	-	-
Prior Year Adjustments	-	-	-	-	-
Restated balance	80,000	-	-	-	80,000
Changes in net worth for 2011/12					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	-	-	-	-
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	52,000	-	-	-	52,000
Capital withdrawals by Cabinet	-	-	-	-	-
Repayment of surplus/Dividends to Cabinet	-	-	-	-	-
Net revenue / expenses recognised directly in net worth	52,000	-	-	-	52,000
Surplus/(deficit) for the period 2011/12	-	-	-	-	-
Total recognised revenues and expenses for the period	52,000	-	-	-	52,000
Balance at 30 June 2012	132,000	-	-	-	132,000

Note 1: Cash and cash equivalents

Description	Foreign Currency	Exchange Rate	2011/12 Budget	2010/11 Budget
Cash on hand (IRIS Confirmation Account/Petty Cash)	69,653	1.00	69,653	18,348
Cash in transit (IRIS Remittance Account)				
CI\$ Operational Current Account held at Royal Bank of Canada				
US\$ Operational Current Account held at Royal Bank of Canada				
Payroll Current Account held at Royal Bank of Canada				
Bank Accounts held at other financial institutions				
Fixed Deposits held with Treasury (less than 90 days)				
Total cash and cash equivalents			69,653	18,348

Note 2 Trade and other receivables

Trade Receivables	2011/12 Budget	2010/11 Budget
Sale of goods and services	0	0
Outputs to Cabinet		
Outputs to other government agencies		
Other		
Less: provision for doubtful debts		
Total trade receivables	0	0

Other Receivables	2011/12 Budget	2010/11 Budget
Advances (salary, Official Travel, etc)	0	0
Dishonoured cheques		
Interest receivable		
Other		
Less: provision for doubtful debts		
Total other receivables	0	0

	Trade Receivables	Other Receivables	2011/12 Budget	2010/11 Budget
Current				
Past due 1-30 days				20,140
Past due 31-60 days				0
Past due 61-90 days				0
Past due 90 and above				0
Non-Current				
Past due 1 year and above				0
Total				20,140

Changes in the provision of doubtful debts:

Description	Budget 2011/12
Balance at 1 July	0
Additional provisions made during the year	
Receivables written off during the period	
Balance at 30 June	0

Note 3: Inventories

Description	Current	Non-Current	2011/12 Budget
Inventory held for use in the provision of goods and services	0		0
Inventory held for sale			
Impairment of Inventory			
TOTAL INVENTORIES	0		0

Note 4: Investments

Investments	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
	0		
Total Investments at the lower of cost or market value	0		

Note 5 Prepayments

Description	2011/12 Budget	2010/11 Est. Actual	2009/10 Actual
Insurance	0		
Total			

Note 6: Property, plant and equipment

Cost of Property, plant & equipment

	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infra-structure</i>	<i>Motor Vehicles</i>	<i>Assets under construction or development</i>	<i>Total</i>
Balance as at 1 July 2010		16,665	68,374	8,995	8,050					102,084
Additions										
Disposals										
Transfers										0
Balance as at 30 June 2011		16,665	68,374	8,995	8,050					102,084

	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infrastruct ure</i>	<i>Motor Vehicles</i>	<i>Assets under construction or development</i>	<i>Total</i>
Balance as at 1 July 2011	0	16,665	68,374	8,995	8,050	0	0	0	0	102,084
Additions										0
Disposals										0
Transfers										0
Balance as at 30 June 2012	0	16,665	68,374	8,995	8,050	0	0	0	0	102,084

Accumulated Depreciation and impairment losses

	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infrastruct ure</i>	<i>Motor Vehicles</i>	<i>Work in progress</i>	<i>Total</i>
Balance as at 1 July 2010		5,208	4,273	937	3,354					13,772
Impairment loss 2010/11										0
Depreciation Expense 2010/11		4,166	3,419	750	2,683					11,018
Eliminate on Disposal 2010/11										0
Balance as at 30 June 2011	0	9,374	7,692	1,687	6,037	0	0	0	0	24,790

	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture</i>	<i>Computers</i>	<i>Other assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Work in progress</i>	<i>Total</i>
Balance as at 1 July 2011	0	9,374	7,692	1,687	6,037	0	0	0	0	24,790
Impairment loss 2011/12										0
Depreciation Expense 2011/12		4,166	3,419	750	2,012					10,347
Eliminate on Disposal 2011/12										0
Balance as at 30 June 2012	0	13,540	11,111	2,436	8,050	0	0	0	0	35,137

Net Book value 30 June 2011	0	7,291	60,682	7,308	2,012	0	0	0	0	77,294

Net Book value 30 June 2012	0	3,125	57,263	6,559	0	0	0	0	0	66,947

Note 7: Trade payables, other payables & Accruals

	Current	Non-Current	2011/12 Budget	2010/11 Est. Actual
Creditors	4,600		4,600	4,600
Creditors Ministries/Portfolios			0	0
Creditors other government agencies			0	0
Payroll Deductions			0	0
Operating Lease			0	0
Accrued Expenses			0	0
Other payables			0	0
Total trade payables other payables and accruals	4,600	0	4,600	4,600

Note 8: Employee entitlements

	2011/12 Budget	2010/11 Est. Actual
Annual Leave		
Retirement and long service leave		
Accrued salaries		
Travel		
Total current portion	0	0
<i>Non-current employee entitlements are represented by:</i>		
Retirement and long service leave		
Total employee entitlements	0	0

Note 9a: Sales of Goods & Services

Revenue type	2011/12 Budget	2010/11 Est. Actual
Outputs to Cabinet	574,836	653,068
Outputs to other government agencies	0	0
Fees and charges	0	0
General sales	0	0
Rentals	0	0
Other	0	0
Total sales of goods and services	574,836	653,068

Fees and Charges

46001	Sales of Outputs to Cabinet	
	Sales of Outputs to Cabinet	619,000
	Total Sales of Outputs to Cabinet	619,000
46506 465xx	Other Interdepartmental Revenue	
	Financial Attest Services	0
	Revenue from Ministries/Portfolios & Public Authorities	0
	Total Other Interdepartmental Revenue	0
	Total Goods and Services	619,000

Note 9b: Revenue concessions

Revenue type	2011/12 Budget	2010/11 Est. Actual
(e.g., Examination fees; construction materials)		
Total concessions	0	0

Note 10: Investment revenue

Revenue type	2011/12 Budget	2010/11 Est. Actual
Interest on deposits held with cabinet		
Interest on cash balances		
Royalties		
Other		
Total Investment revenue	0	0

Note 11: Donations

Source	2011/12 Budget	2010/11 Est. Actual
Total donations	0	0

Note 12: Personnel costs

Description	2011/12 Budget	2010/11 Est. Actual
Salaries, wages and allowances	343,452	424,121
Health care	26,632	34,733
Pension	41,214	23,981
Leave	0	
Other personnel related costs	2,000	
Total Personnel Costs	428,462	482,835

Note 13: Supplies and consumables

Description	2011/12 Budget	2010/11 Est. Actual
Supplies and Materials	4,475	
Purchase of services	25,108	
Lease of Property and Equipment	45,808	51,080
Utilities	21,800	12,000
General Insurance	0	
Interdepartmental expenses	25,000	3,061
Travel and Subsistence	5,000	10,000
Recruitment and Training	1,000	
Other	0	84,342
Total Supplies & consumables	128,191	160,483

Note 14: Finance costs

	2011/12 Budget	2010/11 Est. Actual
Interest on overdraft		
Other		
Total Finance cost	0	0

Note 15: Litigation cost

The Information Commissioner's Office cannot accept legal services from the Attorney General's Office due to a conflict of interest. Therefore, it seeks legal services from outside of the Government. During the year ended 30 June 2012 the use of legal services were \$33,000.00 and \$11,255.00 during the year ended 30 June 2011.

Litigation Costs	2011/12 Budget	2010/11 Est. Actual
Legal representation of the Information Commissioner at any potential Judicial Review, or advice during the review of an appeal before her.	2,3000	32,492
Description		
Total Litigation cost	23,000	32,492

	2011/12 Budget	2010/11 Est. Actual
Net (gain) / loss on disposal of property, plant and equipment		
Net (gain) / loss on foreign exchange Transactions		
Total gains/ (losses)	0	0

Note 17: Reconciliation of net cash flows from operating activities to surplus/(deficit)

Description	2011/12 Budget	2010/11 Est. Actual
Surplus/(deficit) from ordinary activities	0	0
Non-cash movements		
Depreciation expense	10,347	9,750
Impairment	0	0
(Gain)/losses on sale of property plant and equipment	0	0
Foreign exchange gains/(losses)	0	0
Changes in current assets and liabilities:		
(Increase)/decrease in other current assets		
(Increase)/decrease in receivables		
(Increase)/decrease in receivables - Cabinet		
(Increase)/decrease in inventories		
Increase/(decrease) in payables		
Increase/(decrease) in provisions relating to employee costs		
Net cash flows from operating activities	10,347	9,750

Note 18 Contingent liabilities & assets

Where, as a result of past events, there may be an outflow of resources embodying future economic benefits or service potential in settlement of: (a) a present obligation; or (b) a possible existence will be confirmed only by occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Note 21: Related party and key management personnel disclosures

The [Ministry/Portfolio] is a wholly owned entity of the government from which it derives a major source of its revenue. The [Ministry/Portfolio] and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2010 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Key management personnel

Key management personnel, defined as Ministers of the Government, are also considered to be related parties.

[Note any remuneration and compensation provided to senior government officials (Chief Officers, Deputy Chief Officers, and Chief Financial Officers Etc.), members of Cabinet, key advisors, close members of the family of key management personnel and any bodies forming part of the reporting entity. See IPSAS 20 paragraphs 34.]

Description	Budget 2011/12	Budget 2010/11
Salaries & other short-term employee benefits	201,252	201,252
Past employee benefits		
Other long-term benefits		
Termination benefits		
Loans		
Total	201,252	201,252

The following additional information is provided in relation to loans granted to key management personnel and or their close relatives:-

Loan Recipient	Relationship to key management personnel	Amount Advanced	Amount Repaid - ve	Balance	Terms and conditions of loan
				0	
				0	
				0	
				0	
		0	0	0	

If no loans were granted to key management personnel or their close relatives during the financial year then make statement to this effect].

NOTE 23: Financial instrument risks

The Information Commissioner's Office is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Credit risk

In the normal course of its business the Information Commissioner's Office is not subject to credit risk from debtors other than the Cabinet. The [Ministry/Portfolio] does not have significant concentrations of credit risk for its other financial instruments.

Currency and interest rate risk

The Information Commissioner's Office has no significant exposure to currency exchange loss risk and interest rate risk.

Liquidity risk

In meeting its liquidity requirements, The Information Commissioner's Office closely monitors its forecast cash requirements with expected cash draw downs from Cabinet and receipts from third parties. The Information Commissioner's Office] maintains a target level of available cash to meet liquidity requirements.

All of the Information Commissioner's Office financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

Information Commissioner's Office
STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Information Commissioner's Office*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2012.

Specific Accounting Policies

Revenue

Output revenue

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

Interest revenue

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

Expenses

General

Expenses are recognised when incurred.

Depreciation

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

Assets

Cash and cash equivalents

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

Receivables and advances

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

Inventory

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

Property, Plant and Equipment (including Infrastructure Assets)

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2011) less accumulated depreciation.

Computer Hardware and Software

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

Liabilities

Accounts Payable

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

Provisions

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

Employee entitlements

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

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

APPENDICES

Entities within the Information Commissioner's Office

Entity	Head
21. Information Commissioner's Office	Information Commissioner / Chief Officer

Definition of Output Codes within the Information Commissioner's Office

Codes	Description
OCC	214401: Information Commissioner's Office