CAYMAN ISLANDS GOVERNMENT

ANNUAL PLAN AND ESTIMATES

FOR THE YEAR ENDING 30 JUNE 2012

2011/12 BUDGET

CAYMAN ISLANDS GOVERNMENT

1. Introduction

Purpose

This Annual Plan and Estimates - the Government's main Budget document - outlines the Government's planned policy actions and forecast financial performance for the 2011/12 financial year. Those actions reflect the outcome goals, fiscal strategy and priorities established by the United Democratic Party.

This document, which complies with the requirements of the Public Management and Finance Law (2010 Revision), also specifies the expenditure appropriations being requested to fund those policy actions. Those appropriation requests form the basis of the Appropriation (July 2011 to June 2012) Bill, 2011.

The Annual Plan and Estimates summarises the planned actions and financial performance at an overall government level. The performance expected of individual Government agencies and Non-Governmental Organisations supplying outputs is provided in three other sets of documents that accompany the Annual Plan and Estimates:

- Annual Budget Statements for each Ministry and Portfolio, which documents in detail the output delivery and ownership performance expected of each agency during the 2011/12 financial year;
- Purchase Agreements, which specify in detail the outputs the Government plans to purchase from Statutory Authorities, Government companies and Non-Governmental output suppliers in 2011/12; and
- Ownership Agreements, which specify the ownership performance the Government expects of each Statutory Authority and Government Owned Company during 2011/12.

Content of the Annual Plan and Estimates

The layout and content of the 2011/12 Annual Plan and Estimates is similar to previous years.

Section A contains the Government's **Annual Plan** for the financial year. This Plan has been developed to give effect to the Government's multi-year outcome goals.

Section A includes:

- A description of the policy outcomes that the Government is seeking to influence during the year; and
- A summary of the policy actions the Government intends to take to influence these policy outcomes including:
    - Legislation that will be prepared and introduced;
    - Outputs that will be purchased (by group);
    - Transfer payments that will be made (by category); and
- Ownership actions that will be taken (by way of equity investments, the purchase/development of assets, loans to be made and Borrowings); and
- An overview of the forecast financial performance for the Government as a whole for the financial year. These forecasts have been prepared on an accrual-accounting basis.

Section B contains the **Estimates of Appropriations** for the 2011/12 financial year. These appropriations are to Cabinet and are the responsibility of the assigned Minister or Official Member. Three sets of appropriations are the responsibility of Committees of the Legislative Assembly. These allow them to purchase outputs from the Audit Office, the Office of the Complaints Commissioner and the Office of the Information Commissioner.

Section C contains the detailed **Forecast Accrual Based-Financial Statements** for the 2011/12 financial year.

Basis of Financial Data included in Budget Documents

In accordance with the requirements of the Public Management and Finance Law (2010 Revision), all the financial information presented in the Annual Plan and Estimates (and the other budget documents) have been calculated on an accrual accounting basis.

Under accrual accounting:

- A strict operating/capital distinction is maintained with separate statements prepared for operating activity (the Operating Statement), assets and liabilities (the Balance Sheet), and cash flows (Statement of Cash Flows);
- Operating revenue is recognised in the Operating Statement when it is due, not when the cash is collected (which is reported in the Statement of Cash Flows). Revenue due but not collected is recorded as an accounts receivable in the Balance Sheet;
- Operating expenses are recognised in the Operating Statement when the expense is incurred (usually the point the expenditure is committed) not when the cash flows out (which is reported in the Statement of Cash Flows). Expenses payable but not yet paid are recorded in the Balance Sheet as a liability.
- Non-cash expenses are also recognised in the Operating Statement. The major non-cash expense is depreciation. This reflects the use (or wearing out) of assets. Any write-off or reduction in the value of assets is also recorded as an accrual expense, as is the increase in any liabilities (such as the unfunded public service pension liability).

SECTION A

ANNUAL PLAN FOR THE 2011/12 FINANCIAL YEAR

2. Overview of Outcomes for 2011/12

Broad Outcome Goals

The United Democratic Party (UDP) Government has established nineteen broad outcome goals to guide its policy actions. They are:

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

Specific Outcomes

The specific outcomes the Government intends to target in order to achieve the nineteen broad outcomes are summarised in Table 1.

Table 1: Specific Outcomes and Key Policy Strategies

Broad Outcome	Specific Outcomes and Key Policy Strategies
Broad Outcome: 1 ***Creating a Vibrant Yet Stable and Sustainable Economy***	• Improve the competitive position of the Cayman Islands financial services industry • Raise awareness and create a positive impression of the jurisdiction as a preferred investment location and excellent place to do business • Ensure that the Cayman Islands continue to meet or exceed 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 • Maintain a highly effective regulatory environment to attract users and providers of financial services • Continue the development and implementation of a strategy for maintaining sustainable growth in the Cayman Islands Stock Exchange Limited (CSX) listings • Explore the viability of new and sustainable economic activities appropriate for the Cayman Islands • Develop and Implement new immigration policies • Work towards the transition of the Cayman Islands from a financial services centre to an international business centre • Enhance the image of the Cayman Islands through representation at both local and overseas conferences and events • Attract the interest of foreign film productions that will not negatively impact the image of the jurisdiction • Support the Development of a Special Economic Zone • Improve the efficiency of the processes for Trade and Business Licensing • Strengthen Cayman Islands global competitiveness as a well-regulated international financial services centre

Broad Outcome	Specific Outcomes and Key Policy Strategies
Broad Outcome: 2 ***Setting the Stage for Success in the Tourism Industry***	• Implementation of the National Tourism Management Policy • Management and enhancement of the image of the Cayman Islands Tourism Brand • Continued development of Human Capital for the Tourism Industry • Management of an environmental program for the tourism sector • Develop policies which support the sustainable development of the Tourism Industry • Support the development of a new cruise ship berthing facility on Grand Cayman • Continue the upgrade and expansion of Owen Roberts International Airport • Improve the visitor experience through education, improved signage, and technological enhancements • Preserve and enhance the environment and history of tourism attractions through physical renovations and social awareness Develop nature-based/soft adventure tourism throughout the Cayman Islands • Promotion of the “Go Green” initiative to establish the Cayman Islands as a premier eco-tourism destination

Broad Outcome	Specific Outcomes and Key Policy Strategies
Broad Outcome: 3 ***Addressing Crime and Policing***	• To improve the offshore operational capabilities of the Royal Cayman Islands Police marine section • Strengthen and enhance border control by conducting biometric checks (finger-printing) of all international passengers • Development of a Police Task Force • Increase foot patrols to increase visibility of police officers • Strengthen and enhance community and neighbourhood policing • Introduction of an x-ray scanning machine for cargo containers • Improve on the infrastructure of the Prison Services to increase security and strengthen the rehabilitative capabilities of the correctional system • Develop a Crime Prevention Strategy • Foster partnerships with overseas law enforcement agencies • Establish programmes in Prison to target prisoners' criminal thinking, drug and alcohol abuse • Introduction of a Prison Video link to allow remand offenders to give evidence from Prison • Pilot E-filing in the Grand Court's Financial Services Division • Introduction of E- Payments and E-tickets by the Police Service • Establishment of Courts to deal with Mental Health and Domestic Violence Issues • Introduction of the 1st phase of the implementation of the Alternative Sentencing Law • Introduction of new initiatives for prisoners including: an intensive Day Supervision Programme; an annual Arts Programme for offenders; and a mentoring programme for young and/or first time offenders

Broad Outcome	Specific Outcomes and Key Policy Strategies
Broad Outcome: 4 ***Developing a World Class Education System to Foster Growth and to Benefit from Development***	• 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 • Completion of the national primary school redevelopment programme • 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 an Early Childhood Care and Education Unit • Re-introduction of reception classes at primary schools
Broad Outcome: 5 ***Improving Healthcare***	• Develop a National Strategic Health Plan • Improve access to healthcare by strengthening and expanding health insurance coverage • Enhance the capacity of the healthcare system to address mental health needs by establishing a Mental Health Task Force. • Amendments to legislation including Health Practice Law, Health Insurance and Pharmacy Laws • Develop policies to support Medical Tourism
Broad Outcome: 6 ***Paving a better way forward for Cayman Brac and Little Cayman***	• Market and promote Cayman Brac and Little Cayman as a prime destination for tourism • Expand and improve sporting facilities in Cayman Brac and Little Cayman • Expand and upgrade road network in Cayman Brac • Continue development of a new hurricane shelter and multipurpose hall on the Bluff, Cayman Brac • Improve ramps and Jetties in Cayman Brac and Little Cayman

Broad Outcome	Specific Outcomes and Key Policy Strategies
Broad Outcome: 7 ***Developing our Youth***	• Continued support of National Employment Passport Programme, with expansion of Passport@ Success Programme for young unemployed youth, and the development of employment initiatives for other target groups • Introduce vibrant youth programmes including after-school and sports operated in each districts • Continue to support Cadets undertaking the Business Technology Education Council (BTEC) Diploma in Public Service • Introduction of a work related training Programme for young people • Introduce a programme to qualify individuals in specific sports • Strengthen youth rehabilitation by implementing a therapeutic community programme • Implementation of the National Youth Policy • Develop and implement a National Sports Policy • Introduce a range of innovative initiatives to develop, support and invest in our people, including "unemployed youth" and "youth at risk" • Access the Commonwealth Youth Programme training module • Commence the construction of a remand facility for youths who demonstrate antisocial and/or offending behaviours
Broad Outcome: 8 ***Strengthening Families***	• Continue the provision of preventative and crisis intervention services • Enhancement of Community Development Unit • Continue to support the Family Resource Centre • Recruit, Train and support foster care families • Enactment of the Children Law and Regulations • Amendments to the Poor Person's Relief Law and enacting Regulations • Development of family programmes • Development and implementation of an array of group treatment options • Family programmes to assist parents to develop positive and effective parenting skills

Broad Outcome	Specific Outcomes and Key Policy Strategies
Broad Outcome: 9 ***Restoring Prudent Fiscal Management***	• Establish and implement mechanisms to provide and encourage fiscal discipline • Manage Government financials within a medium to long term context • Continue the development of econometric models for forecasting coercive revenue • Develop and implement a macroeconomic compilation program • Implement changes to internal government processes and structures to improve efficiency and reduce operating costs • Examine the possibility of divestment of some public assets • Reduction and control of expenditure • Limit borrowings to absolute minimal levels to maintain the high Sovereign rating, fiscal sustainability and international reputation • Produce government financial statements in financial statements in compliance with the timelines and standards set out in the Public Management and Finance Law • Support the use of Private Finance Initiatives (PFI) and Public-Private Partnerships (PPP) as alternatives for funding/developing large public sector capital projects •

Broad Outcome	Specific Outcomes and Key Policy Strategies
Broad Outcome: 10 ***Ensuring Success and Participation of Caymanians in the Financial Services Industry***	• Enhanced careers assessment, guidance and counseling services, both for schools and job seekers
Broad Outcome: 11 ***Supporting our Caymanian Small Businesses***	• Implement programs to assist Caymanians in improving themselves and their communities especially those with bankable propositions who do not have ready access to conventional financing • Continued offering loans through Cayman Islands Development Banks particularly for small businesses and low income housing • Improve the viability of local businesses and entrepreneurial ventures through various training workshops
Broad Outcome: 12 ***Preparing our Labour Market For Future Opportunities***	• 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.
Broad Outcome: 13 ***Improving the Lives of the Elderly and Disabled***	• Provision of Residential and Day Care Services for the indigent elderly and disabled persons • Sensitizing public family members and care-givers to the needs and care of mentally ill, elderly and disabled • the public on the care and welfare of the elderly impressing upon them the importance of assuming responsibility for such family members

Broad Outcome	Specific Outcomes and Key Policy Strategies
Broad Outcome: 14 ***Reducing Substance Abuse***	• Continued implementation of a therapeutic milieu model in the residential treatment programme • Revise policies and procedures to reflect current client-centred best practices • 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.
Broad Outcome: 15 ***Empowering Women***	• Introduction of legislation to contribute to the process of ensuring that the Convention of the Elimination of all forms of discrimination against women is extended to the Cayman Islands • Implement Legislation against Domestic Violence
Broad Outcome: 16 ***Addressing Energy and the Environment***	• Continue developing environmental health programs in the various districts • Continue developing and enhancing the food hygiene and safety programs • Introduction of the hazard analysis critical control point strategy • Implementation of Multilateral Environmental Agreements (MEA) • Implementation of the National Conservation Law and the Endangered Species Trade and Transport Law (2004) • Climate change adaptation and mitigation • Development of a National Sustainable Development Framework • Protect and enhance the marine and terrestrial environment • Comprehensive review of Cayman Islands Marine Parks system • Development of a National Energy Policy • Promotion of a comprehensive facility for solid-waste disposal management and waste-to-energy for Grand Cayman • Develop new environmental health legislation

Broad Outcome	Specific Outcomes and Key Policy Strategies
Broad Outcome: 17 ***Strengthening our Infrastructure***	• Development of a National Infrastructure Plan • Continued upgrading and development of the road network • Development of affordable homes for Caymanians • Long term planning for vault construction and cemetery development • Community Centre upgrades • Landfill improvements • Draft development plans for all three islands • Continue upgrades to the Owen Roberts International Airport • Support the development of a new cargo facility • Oversee construction of the Doppler Early Warning Radar System • Commence development on the Lightning Detection Station
Broad Outcome: 18 ***Preserving our Culture***	• Continue to collect material evidence of artistic, historic or scientific significance to the Cayman Islands, both terrestrial and underwater • Assist with the development of the Cayman Islands first Shipwreck Preserves • A Traditional Arts Programme (including Traditional Thatch Work Apprenticeship Programme) for Caymanian Masters and Apprentices • Promotion of a national learning culture that creates lifelong learning through the provision of programmes and access to historical and other information research facilities • Develop a National Cultural Policy • Documentary heritage of the Cayman Islands through Archive’s oral history programme • Develop internet based access to historic public records • Continue the development of Barkers National Park • Development of Parks legislation

Broad Outcome	Specific Outcomes and Key Policy Strategies
Broad Outcome: 19 ***Enhancing Agriculture***	• Continue to support the "Market at the Grounds" • Continue to support and assist farmers on all three islands

3. OVERVIEW OF KEY POLICY ACTIONS FOR 2011/12

Introduction

Sections 4 to 9 of the Annual Plan and Estimates outline the specific policy actions that the Government intends to pursue during 2011/12 to support the achievement of the nineteen broad outcomes outlined in Section 2.

These policy actions fall into four broad categories:

- Legislative measures;
- Purchase of outputs;
- Making of transfer payments; and
- Ownership actions including equity investments, executive assets, granting of loans and issuing of guarantees.

Some of these policy actions will require funding and the associated appropriation requests are detailed in Section B of this document. The financial implications of the policy actions are discussed in Section 10 (Financial Forecasts for 2011/12). Compliance with the Strategic Policy Statement and the Principles of Responsible Financial Management is summarised in Section 11.

Overview of Key Policy Actions

An overview of the key policy actions provided in this Budget is as follows:

Outcome 1: Creating a Vibrant Yet Stable and Sustainable Economy

The Government continues to implement various strategies to stimulate the Cayman Islands economy to deal with the current financial crisis, including identifying and attracting inward investments; identify new revenue streams, diversification of the economy; public-private partnerships, public financing initiative; and protecting and enhancing the financial services industry.

The 2011/12 budget includes $1.8 million for promoting commerce and inward investment; and $1.2 million to act on tax information matters; and $0.9 million for financial services public relations.

Outcome 2: Setting the stage for Success in the Tourism Industry

Tourism is also one of the two pillars of our economy and at the heart of our success as a country. Along with the Financial Services Industry, the Tourism Industry provides a wide range of opportunities for employment, entrepreneurship and participation across our society. It also has its share of challenges in remaining competitive and attracting repeat and new visitors to our shores.

The United Democratic Party understands the issues that this important industry faces and will continuously implement strategies and policy actions to support this outcome.

The 2011/12 Budget includes $20.7 million to purchase outputs for Tourism advertising, marketing, sales and promotions; and $15.0 million for the provision of strategic tourism, regional, core and domestic air services;$2 million for Tourism Attraction Board; and $0.7 million for tourism scholarships. The budget also includes equity injections of $9.5 million for Cayman Turtle Farm (1983) Ltd.; and $5.1 million for Cayman Airways.

Outcome 3: Addressing Crime and Policing

The Government is committed to providing a high degree of safety and security for all residents and visitors of the Cayman Islands and supports a zero tolerance approach to crime.

The Government will ensure that the police are provided with the appropriate resources and assistance is necessary to support this outcome.

Key legislative action planned in this area includes amendments to the Youth Justice Law, Immigration Law, Public Surveillance Law and the Parole Law.

In the 2011/12 budget, most significant expenditure includes $29.5 million for police and investigative services; $15.6 million for prison and rehabilitative services; $5.1 million for customs patrolling and inspections, investigation of offences and administration of applications; $3.4 million to support court proceedings; $2.6 million for prosecution and international cooperation; $1.8 million for security services; $1.3 million for legal aid services; and $0.8 million for police criminal justice services;

There are also several capital expenditure items in the 2011/12 budget including $3.0 million to construct a Juvenile Remand facility; $1.0 million to purchase a non-intrusive inspection system for Customs; $0.8 million for closed circuit television; $0.5 million for completion of the Drug Task Force Marine Basin; $0.3 million for costs for upgrading H.M. Prisons for rehabilitative purposes; and $0.3 million to purchase an electronic verification system.

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

The Government is committed to an education system that embodies the highest ideals and values of the people of the Cayman Islands and this area is one of the main priorities for the Government.

To support this outcome, the Government continues to improve the education programme in order to develop the full and unique potential of all students.

The Government, therefore, is committed to providing all Caymanian students with the necessary tools and skills by creating the right environment and providing the resources necessary for learning and teaching.

The budget includes funding for educational related outputs including $19.5 million for secondary education; $16.4 million for primary education; $14.0 million for education facilities and procurement services; $7.5 million for local, overseas scholarships and bursaries; $4.0 million for tertiary education; $4.7 million for education evaluation and support services; $4.3 million for special needs education; $1.6 million for primary and secondary education by private schools; $1.5 million for library services; $0.9 million for pre-school educational assistance; and $0.2 million for other educational assistance.

In the 2011/12 budget, there is also an amount of $19.5 million for continued works on the new high schools, $6.5 million for new George Town Primary School; and $3.0 million for minor capital works.

Outcome 5: Improving Healthcare

The Government 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”.

In the 2011/12 budget, significant items includes $24.8 million for outputs from Health Services Authority; $14.6 million for health insurance for civil service pensioners; $8.2 million for tertiary care at various overseas institutions; $7.5 million for health insurance for seamen and veterans; and $0.8 million for overseas medical advances.

There are also equity investments totalling $2.4 million for the Health Services Authority and the Ministry of Health to purchase medical equipment, repair and replacement of assets.

Key legislation to support this outcome includes amendments to the Health Practice Law and Regulations, Health Insurance Law and Regulations and the Mental Health Law and Regulations.

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

The Government recognises that Cayman Brac and Little Cayman are an integral part of our economic and social development and is committed to ensuring success of both of these islands.

The Government is also committed in promoting the Sister Islands as a premier tourist destination and continues to support initiatives that will achieve this goal.

The 2011/12 budget includes $7.7 million to purchase outputs for Government services and to manage Executive Assets in Cayman Brac and Little Cayman. There are also capital projects of $0.3 million for Government Accommodation in Little Cayman; $0.5 million for continued road works in Cayman Brac and Little Cayman; $1.0 million for an Emergency Shelter in Cayman Brac; $1.0 million for the road programme; and $0.6 million for PWD/Vehicles Drivers Licensing Building on the Bluff and other minor capital works.

Outcome 7: Developing our Youth

There are many challenges facing our youth and the Government is committed to ensuring the our youth of the Cayman Island are equipped with the knowledge and skills to make a smooth transition to adulthood.

The 2011/12 budget provides for a wide array of policies and strategies to support this outcome, including the continued support of the National Employment Passport Programme (NEPP), vibrant youth after school and sports programmes.

There are significant items in the 2011/12 budget to support this outcome including $3.2 million for sports coaching and training programs; $2.3 million to purchase outputs from the Children and Youth Services (CAYS) Foundation; $1.5 million for the supervision and support of children; $2.0 million for elite athletes, youth development, sports and cultural programmes; $0.7 million for youth education mentorship and community activities; and $0.6 million for the school lunch and uniform program.

Key Legislative measures to support this outcome include amendments to the Adoption of Children Law and Regulations; the Children Law and Regulations

Outcome 8: Strengthening Families

The Government recognises that strong families are the foundation and cornerstone of our society and have included in the 2011/12 budget a number of initiatives.

Significant items included in the 2011/12 budget are $6.5 million to purchase outputs for community assistance programmes and development services; and $0.7 million for outputs from the National Housing Development Trust. Transfer payments of $3.0 million to promote nation building and church-based support; $7.0 millionfor poor relief payments and vouchers; $1.2 million for rental accommodation for persons in need; $0.6 million for children and family services support. Also included in the budget is an equity injection of $3.0 million to construct affordable housing.

The 2011/12 budget also includes proposed legislation to deal with management of affordable government and private housing developments

Outcome 9: Restoring Prudent Fiscal Management

Fiscal management is essential to good governance and the Government is committed to the principles of sound financial management. The Government will reprioritize government spending, so that expenditure is managed within cash flow projections. The Government is committed to restoring credible and effective fiscal management to the public sector, including timely audits and reporting. The Government is also committed to implementing a sustainable plan to manage the country's financials.

Policy actions to support this outcome include a review of all government departments and implementation of sustainable plans for improved productivity and efficiency. Establish and implement procedures and processes to enhance financial management.

In the 2011/12 budget, the Government will purchase $3.1 million for financial reporting and management services; $2.2 million for collection of revenue; $1.3 for preparation and publication of statistical reports; and $0.7 million for budget management, monitoring and reporting on the economy.

The Government has also implemented a number of strategies to reduce expenditure which is reflected in the 2011/12 budget.

Outcome 10: Ensuring Success and Participation of Caymanians in the Financial Services Industry

As one of the two pillars of the Cayman Islands' economy, the financial services sector has been at the heart of this country's success and its high standard of living in its modern history. The industry has endured many trials over the years, and still faces some challenges.

The 2011/12 budget provides for $17.4 million of outputs from the Cayman Islands Monetary Authority to supervise and regulate the financial services industry; and $0.9 million for financial services public relations

Outcome 11: Supporting our Caymanian Small Businesses

As in the case of most countries, these businesses employ the vast majority of people in the local population. Although, they represent the engine of our economy, many Caymanian small business owners as a result of the recession are currently facing serious challenges.

The Government has put in place a number of initiatives that addresses their needs in the short and long term. The Cayman Islands Development Bank is, therefore, operating to ensure that it functions as an effective source of financing for Caymanian entrepreneurs.

In the 2011/12 budget, there is an allocation of approximately $0.6 million to purchase outputs from the Cayman Islands Development Bank and $0.3 million for management of small business development to support this outcome.

Outcome 12: Preparing our Labour Market for Future Opportunities

Labour and immigration policies should prepare and protect Caymanians while attracting and creating economic opportunities for the country. The Government also intends to provide opportunities to Caymanians which will make them more employable and more competitive in the work place.

Key legislation to support this broad outcome will include amendments to the Labour Law, National Pensions Law; and development of a Human Capital Development Law

Some of the strategies include strengthening capacity and performance by combining the Employment Department and Pension Office; promoting the development and application of sound employment and labour policies; understanding the supply and demands of the local workforce; plan and invest in training and learning; and improve support for the growing numbers of unemployed, including job placement, counselling and assessments.

In the 2011/12 budget, the Government has included $1.6 million for employment regulatory activities; $1.0 million for job placement and employer support activities; and a transfer payment of $0.5 million for employment initiatives.

Outcome 13: Improving the Lives of the Elderly and Disabled

The Government believes that we should treat seniors with the care and respect they deserve. We must reward their contributions to our society by strengthening the family unit, and also by providing better care for the elderly.

Key Legislative action planned in this area includes new legislation for "Persons with Disabilities" and **"**Poor Persons Regulations".

Significantly, in the 2011/12 budget are $5.5 million for ex-gratia benefit payments to seamen; $1.5 million to purchase outputs from the Pines Retirement Home to assist with residential and nursing care of indigents, elderly and disabled persons; $1.3 million for benefit payments to ex-servicemen; and $1.0 million for training and support for adults with disabilities.

Outcome 14: Reducing Substance Abuse

The Cayman Islands needs an effective approach to fighting addiction and healing those who have been harmed by it. The Government will re-launch a National Drugs Commission to coordinate legislation, relevant agencies, departments, non-governmental organizations, private sector and community organizations to address this crisis.

Policies to support this outcome include the implementation of the National Strategic Plan for Drug Abuse Prevention and Rehabilitation and the expansion of anti-drug campaigns, awareness and interdiction programmes.

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.

In the 2011/12 budget, there is an allocation of $5.0 million to purchase a number of outputs dealing with counselling and support services from the Ministry of Community Affairs, Gender and Housing; and $0.5 million for the purchase of outputs from the National Drug Council to support this outcome
.

Outcome 15: Empowering Women

The Government is committed to achieving gender equality and will ensure that women in our society are offered equal opportunities in every aspect of life.

In the 2011/12 budget, there is approximately $0.3 million to purchase outputs from the Crisis Centre to support this outcome.

Outcome 16: Addressing Energy and the Environment

This includes energy and environmental conservation, and also investment in alternative energy which keeps consumer and business costs competitive. The Government plans to establish initiatives for a more comprehensive approach to meet energy needs through best practices across all sectors of the economy – including, electricity generation, transportation and disposal of municipal solid waste.

The Government will seek to deploy sustainable technology that will allow for waste to be disposed in a manner resulting in minimum environmental damage. The strategy will also include a Waste to Energy component to allow for the generation of electricity.

Key legislation to support this output include the amendments to the Dangerous Handling and Storage Law, 2003, The Dangerous Substances Handling and Storage (Operating Permits) Regulations, National Conservation Law (Regulations), Pipeline Regulations and The Roads (Prohibited vehicles) Regulation

In the 2011/12 budget, there is $5.2 million for mosquito control services; $2.5 million for environmental services and research; and $0.2 million for preservation of natural environments and places of historic significance.

Outcome 17: Strengthening our Infrastructure

The Government is aware that the Cayman Islands' long term competitiveness depends on the stability of our critical infrastructure such as airports, ports, public transportation and roads. The Government plans to develop a national infrastructure policy to meet the demands of a growing population and a changing economy.

In addition to the two new high schools, the 2011/12 budget includes some projects which are continuing or which the Government considers should be done as a priority. Significantly, are $3.0 million for road surface upgrades in Grand Cayman and an additional $0.9 million for the Doppler Weather Radar System.

The budget also includes outputs for $15.8 million for management of government properties; $10.0 million for emergency and aerodrome fire service and preventative and preparedness activities; $3.6 million for procurement and maintenance of Government fleet; and $3.0 million for management of planning applications

Outcome 18: Preserving our Culture

The Cayman Islands culture is one of our most treasured national assets. Our culture is more than a national sense of pride; it provides us with the sense of purpose to deal with day to day challenges; and it represents the cornerstone of our tourism industry and the values of our children.

The 2011/12 budget includes $2.0 million for the management of Pedro St. James National Historic Site, the Queen Elizabeth II Botanic Park, the annual Pirates Week Festival as well as management of the Craft Market and Hell Attraction. It also includes $1.4 million for the preservation and management of records; $1.8 million for outputs for the management of public recreational facilities and cemeteries; $0.6 million for outputs from the Cayman Islands National Museum; $0.6 million for National Cultural Foundation; and $0.4 million for visual art exhibitions and collections.

Outcome 19: Enhancing Agriculture

The Government recognizes the importance of farming, not just to ensure subsistence agriculture but as a way of life for many hard working Caymanians. The UDP will support the development of horticulture and green houses as well as aquaculture to prevent the importation of insects and other pests.

The 2011/12 budget includes $4.2 million to purchase outputs from the Agriculture Department to support farmers and provide agriculture regulatory services to support this broad outcome.

4. FINANCIAL FORECASTS FOR 2011/12

Introduction

The Government's financial forecasts for 2011/12 are provided in Section C of this document. Those forecasts are summarised and explained in this section of the Annual Plan and Estimates.

In accordance with the requirements of the Public Management and Finance Law (2010 Revision), the financial forecasts for 2011/12 take the form of a full set of accrual based forecast financial statements. The key forecast financial statements are:

- A Forecast Operating Statement, which reports the budgeted revenues and expenses measured on an accruals basis and the resulting Net Surplus (which is the key measure of Government operating performance);

- A Forecast Balance Sheet, which reports the assets and liabilities Government is budgeting to own (or in the case of liabilities, owe) at the end of 2011/12 and the resulting Net Worth (which is the key measure of the Government's financial position);

- A Forecast Statement of Cash Flows, which reports the operating, investing (asset-related) and financing cash flows the Government is budgeting for 2011/12 and the resulting Net Increase/Decrease in Cash and Cash Equivalents (which is the measure of the Government's cash position); and

- A Forecast Statement of Changes in Net Worth, which reports the increase or decrease in Net Worth the Government is budgeting for 2011/12 and its composition (which is the key measure of the amount citizens have invested in the Government).

In accordance with the requirements of the Public Management and Finance Law (2010 Revision), the forecast financial statements provide two sets of figures: one for the Core Government Sector; and one for the Entire Public Sector. Both of these sets of figures include the financial activity (operating statement, balance sheet and cash flow activity) of Public Authorities (Statutory Authorities and Government Companies) but account for them slightly differently.

The Core Government comprises the Legislative Assembly, Ministries and Portfolios, Offices and the Judicial Administration. It also includes the operating surpluses/deficits of Public Authorities as a single line in the operating statement entitled 'Net Deficit in Public Authorities'. Similarly, the net worth of Public Authorities is recognised in a single line in the balance sheet entitled 'Net Worth in Public Authorities'.

The Entire Public Sector includes the same information as for the Core Government plus the revenues, expenses, assets and liabilities of Public Authorities on a line-by-line basis by aggregating them with the revenues, expenses, assets and liabilities of the Core Government. The key measures of Government financial performance (operating net surplus, net worth) are the same under either method and are therefore the same for both the Core Government and the Entire Public Sector.

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Overview of Forecasts

A summary of the forecast financial statements for the 2011/12 financial year are provided in Table 2 below.

Summarised 2011/12 Forecast Accrual Financial Statements
Table 2

Financial Measure		
	Core Government	**Entire Public Sector**
	2011/12	**2011/12**
	Budget	**Budget**
	$000s	**$000s**
Operating Targets		
Operating Revenue	535,882	707,328
Operating Expenses	(489,972)	(662,357)
Financing Expenses	(33,410)	(40,721)
Other Non-Operating Revenue and Expenses	(416)	(316)
Extraordinary Items	0	(255)
Core Government Surplus/(Deficit)	**12,084**	**3,679**
Net Deficit in Investments in Public Authorities	(8,405)	0
Entire Public Sector Net Surplus/(Deficit)	**3,679**	**3,679**
Balance Sheet Targets		
Borrowings (balance at year end)	599,287	736,272
Net Worth	489,317	489,317
Cash Flow Targets		
Net Operating Cash Flows	37,396	47,514
Net Investing Cash Flows	(72,203)	(79,615)
Net Financing Cash Flows	(25,928)	(37,581)
Net Cash Movement	(60,735)	(69,682)
Opening Cash Balance	170,140	232,094
Closing Cash Balance	109,405	162,412

2011/12 Revenue Forecasts

For the 2011/12 financial year, the government is forecasting approximately $535.89 million in revenues. This consists of $479.7 million in coercive revenue and approximately $56.18 million in entity revenue.

This amount represents a growth of 2.0% when compares to the $525.32 million of revenue forecast for the 2010/11 year. It is a conservative growth estimate when one considers that the forecast results for 2010/11 shows a 4.6% increase in revenues over the 2009/10 fiscal year. That 4.6% growth in 2010/11 and the budgeted growth of 2.0% in 2011/12 shows a steady and sustainable path towards restoring the Country's finances.

The Government is introducing only one new revenue measure in the 2011/12 fiscal year, a new regulatory fee to be levied on certain "Master Hedge Funds". These fees will bring the Cayman Islands in line with other jurisdictions where Master Funds are regulated and charged a fee. At present, such Funds are not regulated by CIMA and they do not pay any fees in the Cayman Islands. The Government will therefore implement a very modest fee of one thousand five hundred dollars (CI$1,500) per year for each fund.

Several key economic plans underpin the projected revenue growth. These include commencement of the special economic zone, medical tourism along with a number of other major development projects.

Forecast 2011/12 Financial Performance

For the 2011/12 financial year, Central Government's activities are forecast to result in a net surplus of $12.08 million. The net effect of the operating results of Statutory Authorities and Government Owned Companies is a deficit of $8.40 million. When this deficit is combined with Central Government's surplus of $12.08 million, the Entire Public Sector is budgeted to have an overall surplus of $3.68 million.

Whilst significant efforts were made to restrict expenditures, the realities of rising global health care costs, the need to continue support for critical Agencies such as law enforcement and education as well as the ongoing implementation of the new Constitution meant the Government was not able to achieve a larger surplus.

The forecast overall Entire Public Sector operating surplus is calculated by taking the forecast 2011/12 operating revenue of $535.89 million then subtracting operating expenditures of $489.98 million, financing and other non operating expenses of $33.83 million, and an $8.40 million net loss in statutory authorities and government companies.

The forecast operating expenses of $489.98 million detailed in this budget include: An increase of approximately $6.0 million in healthcare costs for Civil Servants, Pensioners, Seamen and Veterans; as well incremental cost increases for the creation of the Director of Public Prosecution in line with the new Constitution.

Financing and other non-operating expenses of $33.83 million represent the interest expense on the debt of the core government as well as a projected difference of $0.42 million on foreign exchange transactions. With no new borrowings planned for the foreseeable future, interest expense is expected to decline in future years.

The net result of Statutory Authorities and Government Owned Companies is forecasted to be a deficit of $8.40 million. The most significant loss making Agencies are: Cayman Turtle Farm ($7.61 million); CINICO ($3.30 million); National Housing Development Trust ($1.92 million); Cayman Airways ($1.31 million); and the Health Services Authority ($1.13 million). These losses were partially offset by profit making Agencies such as the Airports, Civil Aviation and Port Authorities.

The Government is forecasting to spend approximately $72.88 million in 2011/12 fiscal year to provide ongoing support for Statutory Authorities and Government Companies as well as carry out various capital programs within Core Government. Of this amount: $28.99 million will go to the Ministry of Education, Training and Employment for the continuation of various construction projects; $9.5 million will be paid over to the Turtle Farm for debt servicing and funding of operating losses, $5.1 million will be paid over to Cayman Airways to continue repayment of the shareholder deficiency, $4.5 million will be spent on the construction and repair of roads and $2 million will go to the Health Services Authority for the purchase of Assets.

At the end of 2011/12, the Government expects to have cash balances totalling approximately CI$109.41 million; representing 87 days of executive operating expenditures. The cash flows being generated by operating activities are expected to be $37.39 million and are sufficient to service the Government's loan principal repayment obligations of $25.92 million.

As a result of fiscal prudence, the Government's cash balance at the end of the current 2010/11 fiscal year is projected to be $170.14 million. That factor has allowed the Government to continue with its capital projects in 2011/12 while providing necessary support for the Statutory Authorities and Government Owned Companies without the need to incur any further borrowings.

5. COMPLIANCE WITH THE 2011/12 STRATEGIC POLICY STATEMENT AND PRINCIPLES OF RESPONSIBLE FINANCIAL MANAGEMENT

Introduction

As required by the Public Management and Finance Law (2010 Revision), this section compares the Government's performance outlined in this Annual Plan and Estimates (including the financial forecasts provided in Section C and summarised in section 4) with the parameters established in the Strategic Policy Statement (SPS) for 2011/12; and the Principles of Responsible Financial Management contained in section 14 of the Public Management and Finance Law (2010 Revision).

Compliance with the 2011/12 Strategic Policy Statement

As outlined in section 23 (2) of the Public Management and Finance Law (2010 Revision), the Strategic Policy Statement is meant to provide a summary of the broad outcomes, specific outcomes, and the links between them, that the Governor in Cabinet intends to achieve in the next financial year and for at least the following two financial years.

The 2011/12 Strategic Policy Statement was based on nineteen broad outcomes. The strategies, proposed legislation and key policy actions included in the 2011/12 budget are all in compliance with these outcomes

Compliance with Principles of Responsible Financial Management

Table 3 summarises the extent to which the financial forecasts contained in this Annual Plan and Estimates comply with the Principles of Responsible Financial Management.

Table 3
Compliance with Principles of Responsible Financial Management

Principle	*Degree of Compliance*
Operating Surplus: should be positive *(Operating surplus = core government operating revenue – core government operating expenses)*	**Complies** Surplus = $12.084 million
Net Worth: should be positive *(Net worth = core government assets – core government liabilities)*	**Complies** Net Worth = $489.317 million
Borrowing: Debt servicing cost for the year should be no more than 10% of core government revenue *(Debt servicing = interest + other debt servicing expenses + principal repayments for core government debt and self financing loans)*	**Does Not Comply** Debt servicing = 11.2%
Net Debt: should be no more than 80% of core government revenue *(Net debt = outstanding balance of core government debt + outstanding balance of self financing loan balance + weighted outstanding balance of statutory authority/government company guaranteed debt - core government liquid assets)*	**Does Not Comply** Net debt = 108%
Cash Reserves should be no less than estimated executive expenses for 90 days: *(Cash reserves = core government cash and other liquid assets)*	**Does Not Comply** Cash reserves = 87 days
Financial Risks should be managed prudently so as to minimise risk	**Complies** • Insurance cover exists for key assets and major potential liabilities. • Hurricane preparedness and response strategy in place

6. LEGISLATIVE MEASURES FOR 2011/12

The Cabinet intends to introduce a number of new legislative measures to the Legislative Assembly during 2011/12. The major pieces of planned legislation are outlined below.

Planned Legislative Measures

Table 4

Planned Legislation	Broad Outcome
Auditor General's Act	• Restoring Prudent Fiscal Management
Amendments to Freedom of Information Legislation	• Creating a vibrant Yet Stable and Sustainable Economy
Poor Persons Regulations	• Improving the lives of the elderly and disabled.
Adoption of Children Law (Amendments)	• Strengthening Families
Adoption of Children Regulations (Amendments)	• Strengthening Families
Children Regulations	• Strengthening Families
Youth Justice Law (Amendments)	• Addressing Crime and Policing. • Developing Youth
Housing Legislation	• Strengthening Families • Improve lives of elderly and disabled
Cinematographic Rules	• Preserving our Culture
The Gender Equality Bill	• Empowering Women and • Strengthening Families
Amendments to the Labour Law	• Preparing our Labour Market for Future opportunities
National Pensions Law	• Improving the Lives of the Elderly and Disabled
Human Capital Development Law	• Preparing our Labour Market for Future Opportunities
Education Legislation	• Developing a World Class Education System to Foster Growth and to Benefit from Development
Health Practice Law and Regulations	• Improving Healthcare
Health Insurance Law and Regulations	• Improving Healthcare
Mental Health Law and Regulations	• Improving Healthcare
National Conservation Law (Regulations)	• Addressing Energy and the Environment
Pipeline Regulation	• Addressing Energy and the Environment
The Roads(Prohibited vehicles) Regulation	• Addressing Energy and the Environment
The Dangerous Substances Handling and Storage (Operating Permits) Regulations	• Addressing Energy and the Environment
A Bill for a Law to amend the Dangerous Substances Handling & Storage Law, 2003; and for incidental and connected purposes	• Addressing Energy and the Environment
Amendments to Immigration Law	• Addressing Crime and Policing
Public Surveillance Law	• Addressing Crime and Policing
Parole Law	• Addressing Crime and Policing
Laws to prescribe other functions on the Constitutional Commission and the Commission for Standards in Public Life	• Addressing Crime and Policing

7. CAYMAN ISLANDS ECONOMY

ECONOMIC OVERVIEW

Introduction

This section outlines the forecasted economic position of the Cayman Islands for the period 2011/2012 to 2013/14, including the underlying assumptions. It includes a brief review of the global economic situation and the country's performance in 2010.

World Economic Position[1]

In 2010, global output expanded by 5.0 percent, a significant rebound compared to the decline of -0.5 percent a year ago. Global economic growth is expected to be at 4.4 percent and 4.5 percent in 2011 and 2012, respectively, as most advanced and emerging economies rebounded out of recession. The advanced economies grew by 2.8 percent while emerging and developing countries expanded at 7.3 percent in 2010. However, the economic outlook for both advanced economies and emerging and developing countries remains upbeat in 2011 and 2012, as consumer confidence improves, businesses restock and general consumption gains strength. The financial sector in many economies is still vulnerable to shock, as credit growth remains very subdued. However, bank lending conditions in the major advanced economies are slowly easing after a prolonged period of incremental tightening.

Economic activity in the United States of America (US) grew by 2.8 percent during 2010 compared to 2009 as easing financial conditions supported overall private demand. Private sector demand expanded as consumer spending growth outpaced the previous five years, however, the labour market performance remained relatively weak. The economic outlook for the US is projected to remain stable at 2.8 percent and 2.9 percent in 2011 and 2012, respectively. Similarly, the Canadian economic output expanded in 2010 at rate of 3.1 percent. The Canadian economy is forecasted to expand by 2.8 percent and 2.6 percent in 2011 and 2012, respectively.

Economic growth in the Euro area grew by 1.7 percent in 2010 as most of the major economies rebounded with gradual but uneven recovery. The recovery in Europe has gained traction, despite renewed financial turbulence in peripheral countries of the Euro area during the last quarter of 2010. In the United Kingdom (UK), economic growth increased by 1.3 percent, as compared to a 4.9 percent decline the previous year. This occurred despite strong fiscal consolidation which dampened domestic demand. Emerging and developing economies posted another year of strong economic expansion as propelled by buoyant domestic demand and strong export performance.

Inflation rates across advanced economies averaged 1.6 percent in 2010. In the US, inflation was 1.6 percent as food and energy prices increased despite languid labour market conditions. Among emerging and developing economies, the inflation rate was 6.2 percent in 2010 as resilient domestic demand and adverse weather conditions provided a strong boost to commodity prices.

[1] This assessment is based on the World Economic Outlook (International Monetary Fund, April 2011).

Table 1: Comparative Macroeconomic Forecasts (%)

	2008	2009	2010*	Forecast 2011
Real GDP growth (%)				
Cayman Islands	(0.7)	(7.0)	(4.0)	0.9
United States	0.0	(2.6)	2.8	2.8
World	2.9	(0.5)	5.0	4.4
Consumer Prices Inflation (%)				
Cayman Islands	4.1	(1.5)	0.3	1.9
United States	3.8	(0.3)	1.6	2.2
Advanced economies	3.4	0.1	1.6	2.2
Unemployment Rate (%)				
Cayman Islands	4.0	6.0	6.7	6.4
United States	5.8	9.3	9.6	8.5
Advanced economies	5.8	8.0	8.3	7.8
Current account of the balance of payments (% of GDP)				
Cayman Islands	(16.2)	(17.1)	(15.1)	(14.3)
United States	(4.9)	(2.7)	(3.2)	(3.2)
Advanced economies	(1.3)	(0.3)	(0.2)	(0.3)

* Real GDP growth for 2010 is estimated.
Sources: IMF World Economic Outlook (April 2011) for the United States and global data; Cayman Islands Government, Economic and Statistics Office for the Cayman Islands data.

The Cayman Islands' 2010 Economic Performance

In 2010, Gross Domestic Product (GDP) was estimated to have contracted by 4.0 percent, following a 7.0 percent decline the previous year. Financing and insurance services which accounted for the largest share of GDP declined in 2010, mainly due to sharp increases in insurance claims coupled with reduced profitability of financial institutions. In 2010, contractions were recorded in mutual funds registration (-0.9%), stock exchange listings (-15.2%), insurance licenses (-5.0%), while banks and trusts continued to fall due to mergers and consolidations, this time by 7.9 percent. Conversely, new companies registrations and new partnerships registrations surged by 3.7 percent and 19.9 percent, respectively.

The real estate, renting and business activities sector which accounted for 24.6 percent of GDP was estimated to have declined in 2010 by approximately 2.4 percent. A fall is also estimated to have occurred in the construction sector as evidenced by declines in building permits and project approvals. Hotels and restaurants value added to the economy increased as visitor arrivals expanded by 5.2 percent in 2010, to bring total visitor arrivals to 1.89 million.

While most of the advanced economies were on their way to recovery in 2010, mainly due to unprecedented fiscal stimulus programs, Cayman's economic performance remained subdued during the period. Despite this, a general improvement in the overall fiscal balance was noted—facilitated by an increase in revenue of 9.6 percent and reduced total spending by the core government of 6.7 percent. The increase in revenue was primarily due to new revenue measures while capital expenditure was significantly reduced.

Meanwhile, local labour demand was largely impacted by the downturn in economic activity during the period. Work permit data confirmed weaker demand for labour with a 13.1 percent decline in expatriate labour. In turn, this is estimated to have pushed down population size to 54,397 in 2010. The reduction in population placed downward pressure on GDP in 2010, and is expected to continue to have similar effects over the medium-term.

The average inflation rate as measured by the change in the consumer price index stood at 0.3 percent in 2010; higher than the -1.5 percent recorded last year. Higher prices relating to food and non-alcoholic beverages, alcohol and tobacco, transport, and restaurants and hotels, accounted for this increase. Meanwhile, sluggish rental housing market activity influenced by lower expatriate labour population numbers, resulted in a decline in the average housing and utilities price index by 4.0 percent.

Total merchandise imports fell by 6.5 percent in 2010 to reach $688.4 million from $735.9 million in 2009. This resulted in the narrowing of the country's current account deficit of the balance of payments (BOP) to reach $369.0 million or 15.1 percent of GDP in 2010[2]. This was also partly due to a reduction in the outflow of workers remittances and moderate increases in both tourism receipts and financial services inflows.

Estimates for the Financial Year 2010/11

Economic recovery in major source markets and the resulting recovery in tourism and some areas of financial services coupled with proposed private sector construction projects combine in pointing to a re-emergence of GDP growth. GDP output is forecasted to grow by 0.9 percent in 2011, bringing GDP growth for the Financial Year (FY) 2010/11 to -1.6 percent. This forecast also takes into account the local economic indicators in 2010 and the forecast of 2011, the economic outlook for the US and other advanced economies.

External factors such as rising global prices of food, fuel and other imported items are likely to impact local inflation in 2011. This, along with a languid real estate market would bring the average inflation rate to 1.9 percent in 2011 from 0.3 percent in 2010. The inflation rate in FY 2010/11 is forecasted at 1.2 percent.

The uncertainty in financial services regulation among advanced economies as well as the lingering impact of the financial crisis on investor sentiments is not supportive of a robust outlook for the Cayman labor sector. Down-sizing among central government offices and the statutory authorities was another potential driving force for a reduction in the demand for labor in 2010. The unemployment rate increased from 6.0 percent in 2009 to 6.7 percent in 2010. The forecasted unemployment rate for FY 2010/11 is placed at 6.6 percent.

For the financial year 2010/11, the deficit on the current account of the balance of payments is expected to reach 14.8 percent of GDP. This improvement in the current account arises from reductions in imports and workers' remittances, and the expansion of tourism expenditure during 2009 and 2010 and is further evidence of a contracting Cayman Islands economy.

Economic Assumptions and Forecasts for Financial years 2011/12 to 2013/14

GDP Growth. The government's fiscal policy stance is a key assumption for FY 2011/12 and in the next three years. Cayman's economic indicators for 2010 along with the continuing repression of spending suggest slight recovery in the local economy for the rest of 2011. However, more sustained growth is forecasted for 2012 despite central government's continued contraction and slow implementation of joint private/public sector projects. Gradual recovery in construction is foreseen as private sector projects are expected to pick up. Additionally, financial services recovery continues to lag the economic recovery of the advanced economies.

The spill-over effects of the current global recovery on Cayman is expected to benefit local industries in 2012 assuming that greater certainty on the direction of global financial regulations.

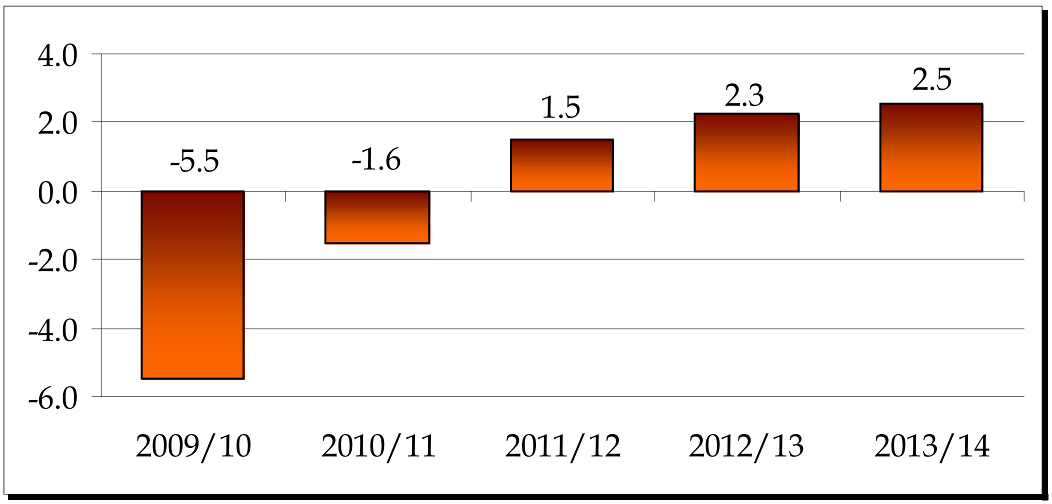
[2] The current account of the balance of payments measures the total value of the country's transaction against the rest of the world in terms of trade in goods and services, income and transfers. A deficit in the current account means that the Cayman Islands made more payments to the rest of the world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

It is further assumed that financial services regulations in Cayman will be responsive to the global regulatory changes to ensure the continuing competitiveness of the jurisdiction.

In addition to the recovery of external demand, it was assumed that local property development projects currently in various stages of preparation will be implemented to boost construction services and other related industries beginning 2011/12.

Thus, the forecast growth of real GDP in 2011/12 is placed at 1.5 percent. Economic growth in the Cayman Islands is expected to improve to 2.3 percent in 2012/13 followed by 2.5 percent in 2013/14 (see Figure 1).

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



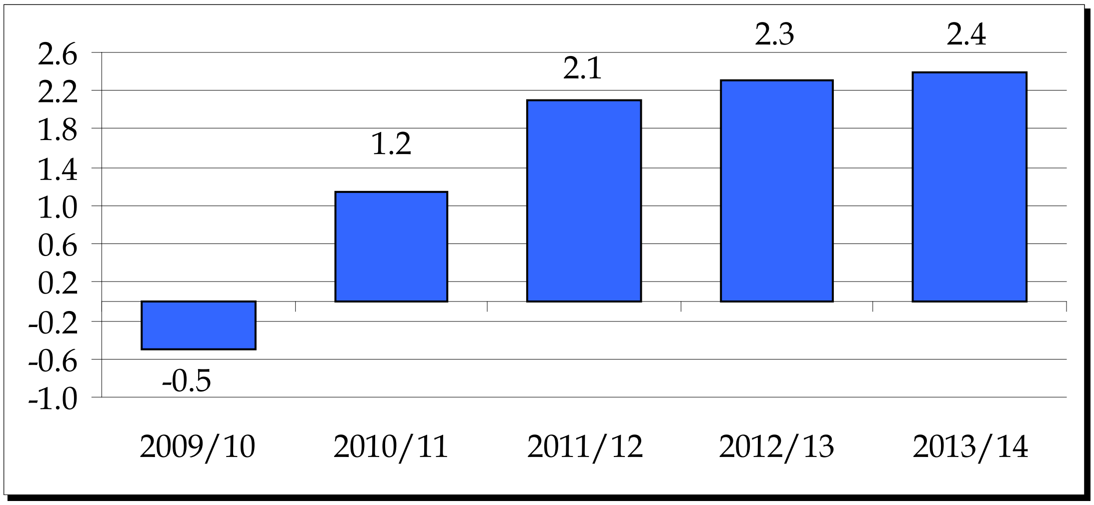
Source: Cayman Islands Government (Economics and Statistics Office)

Inflation rate. The local economic conditions are anticipated to improve gradually, however, the decline in demand for expatriate labour is expected to exert downward pressure on inflation, while the hike in international prices of food and fuel is expected to put upward pressure in 2011.

Inflation is expected to reach 2.1 percent in 2011/12, compared to 1.2 percent in 2010/11, due mainly to the impact of new revenue measures in 2010, housing-related costs and global prices of food and fuel. Specifically, local inflation averaged 0.3 percent in 2010 and projected at 1.9 percent in 2011.

Moving forward, the average inflation forecasts are 2.3 percent for 2012/13 and 2.4 percent for 2013/14 (see Figure 2). This is premised on the recovery of local demand, underpinned by a slow recovery of population growth. The latter will mitigate a strong rebound in housing rentals.

Figure 2: Cayman Islands' Inflation Rates (%)



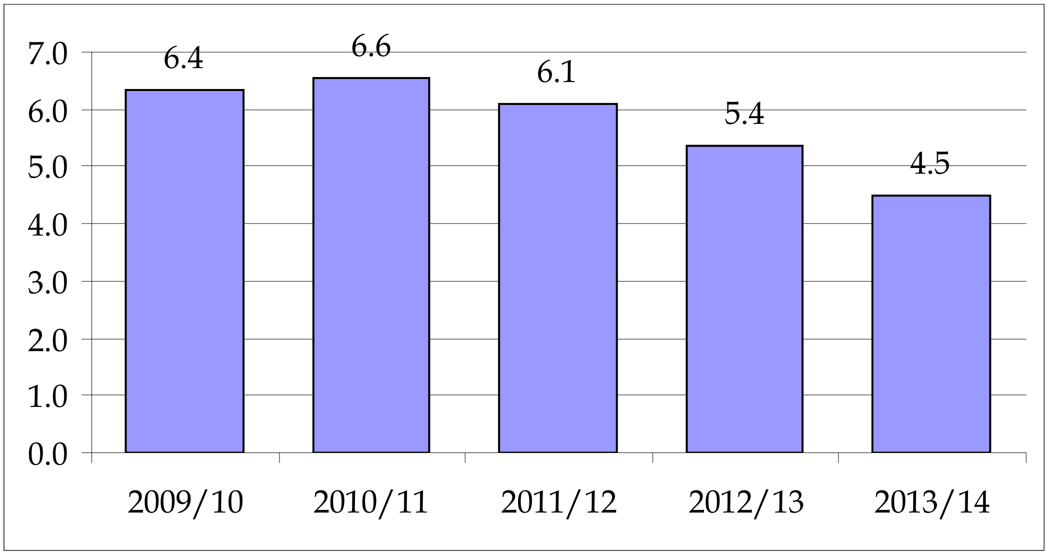
Source: Cayman Islands Government (Economics and Statistics Office)

Employment. Driven by cuts in the expatriate labour force, the population is expected to decline by 0.6 percent in 2011. Assuming expatriate labour continues to decline in 2011 and gradually recover thereafter, the labour force is forecast to be approximately 37,220 by 2013.

The unemployment rate is forecasted at 6.1 percent for 2011/12, lower than the 6.6 percent forecast for 2010/11 (see Figure 3). Unemployment rate is expected to improve in 2011 to 6.4 percent from 6.7 percent in 2010, as demand for labour across construction, financial services and tourism related sectors begin to slightly improve during the year.

As growth further strengthens, the forecast unemployment rate is expected to further improve to 5.4 percent in 2012/13 and to 4.5 percent in 2013/14 (see Figure 3).

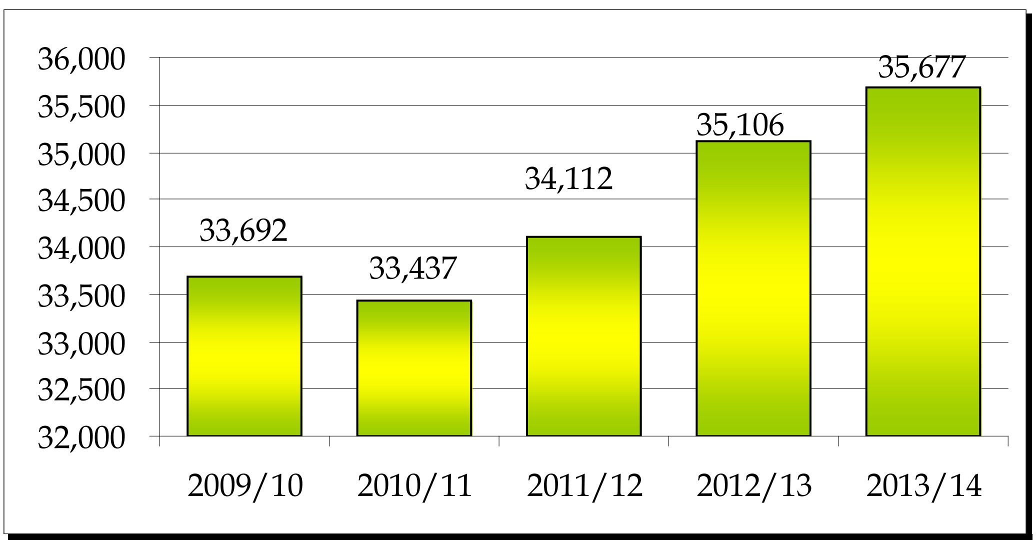
Figure 3: Cayman Islands Unemployment Rates (% of Labour Force)



Source: Cayman Islands Government (Economics and Statistics Office)

Given the above, and the GDP forecast growth rates, employment levels are expected at 34,112 in 2011/12, improving further to 35,106 in 2012/13 and 35,677 in 2013/14 (see Figure 4).

Figure 4: Cayman Islands' Employment Level

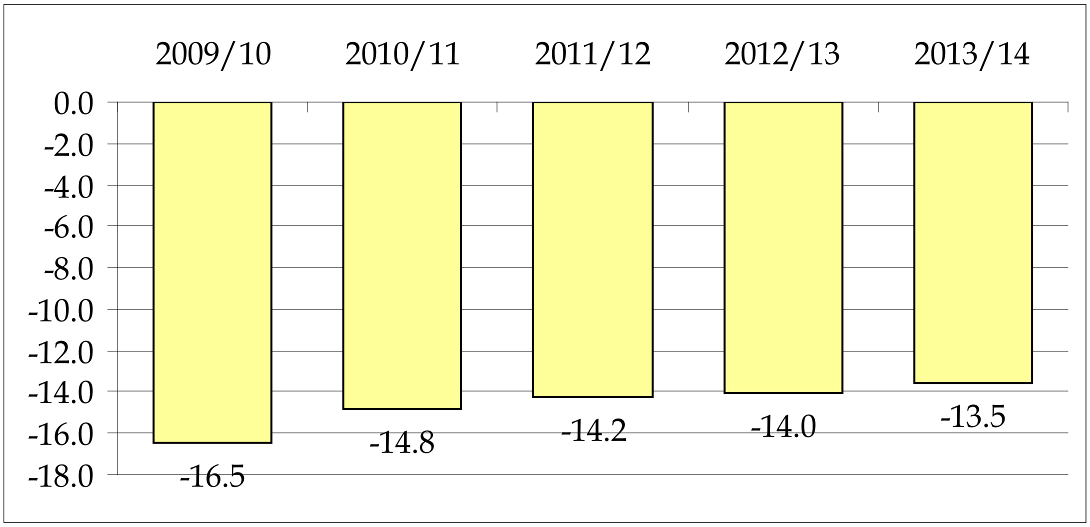


Source: Cayman Islands Government (Economics and Statistics Office)

Current account. For the financial year 2011/12, the deficit on the current account of the balance of payments (BOP) is expected to reach 14.2 percent of GDP, a slight improvement compared to the previous year. Net exports and worker's remittances are foreseen to increase gradually as economic activity improves. The inflows of receipts from financial and tourism services are expected to recover as the international economy regains traction.

In the next two years, the current account deficits are forecasted to narrow from –14.0 percent of GDP in 2012/13 and -13.5 percent in 2013/14 (see Figure 5). These forecasts are premised on improvements in receipts from financial and tourism services.

Figure 5: Cayman Islands Current Account of the Balance of Payments (% of GDP)



Source: Cayman Islands Government (Economics and Statistics Office)

8. OUTPUT GROUPS FOR 2011/12

Introduction

The Cabinet intends to purchase a wide range of outputs. Some of these are necessary purely for the Government to function on a day-to-day basis. However, the majority are designed to positively contribute to the Government's specific outcome goals.

Outputs will be purchased from three sources:

- Ministries and Portfolios;
- Statutory Authorities and Government Companies; and
- Non-Governmental Output Suppliers.

The output groups to be purchased are summarised in this section of the Annual Plan.

Details of the specific outputs within each group to be delivered by ministries and portfolios can be found in the *Annual Budget Statement* of the relevant Ministry or Portfolio.

Details of the specific outputs within each group to be delivered by Statutory Authorities, Government Companies and Non-Governmental output suppliers can be found in the *Purchase Agreement* of the relevant organisation.

Output Groups to be Purchased by the Premier

Output Supplier: Cabinet Office

CBO 1	**Coordination of Government Policy**		**$743,105**
Description Coordination of Government policy including: • Policy advice and coordination • Coordinating and monitoring of policy implementation			
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
• Number of hours spent coordinating and monitoring policy implementation		450-500	450-500
• Number of hours of secretarial support		700-775	700-775
Quality			
• Advice, management, coordination reviewed or provided by senior personnel		90-100%	90-100%
• Policies coordinated monitored by senior personnel		90-100%	90-100%
• Secretarial support provided by qualified officer		90-100%	90-100%
• Work completed by suitably qualified experienced IT professionals		90-100%	90-100%
Timeliness			
• Advice provided in accordance with timelines agreed		90-100%	90-100%
• Monitoring is conducted on an on-going basis		90-100%	90-100%
• Secretarial support provided as requested by the Premier		90-100%	90-100%
• Complete requirements; produce relevant reports and recommendations to deadline agreed with Chief Officer		90-100%	90-100%
Location Cayman Islands		100%	100%
Cost		**$743,105**	**$860,975**
Related Broad Outcome: 17. Strengthening our Infrastructure			
(Group comprises ABS outputs: CAB 1, CAB 2, CAB 8, CSD 39)			

CBO 2	Cabinet Support and Servicing	$701,364

Description

Cabinet support servicing involving:

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of agendas and minutes prepared and circulated	80-90	80-90
• Number of appeal meetings supported and attended	20-23	20-23
• Number of Tax Undertaking Certificates issued	4,500-5,500	5,500-6,000
Quality		
• Agendas signed by the Clerk to the Cabinet or Acting Clerk	95-100%	95-100%
• Appeal meeting minutes issued are an accurate account of the meeting – signed by the chair of the meeting	95-100%	95-100%
• Tax undertaking certificates and licenses processed in accordance with the relevant laws checked and signed by Clerk or Deputy Clerk of the Cabinet	95-100%	95-100%
Timeliness		
• Agendas circulated at least two working days prior to meetings	90-100%	90-100%
• Minutes of Cabinet meeting circulated within three working day	90-100%	90-100%
• Minutes of appeal meetings issued up to three working days	90-100%	90-100%
• Tax Undertaking Certificates issued 2 to 3 weeks from receipt of application	90-100%	90-100%
Location		
Grand Cayman	100%	100%
Cost	**$701,364**	**$661,091**

Related Broad Outcome:

17. Strengthening our Infrastructure

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

CBO 5	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 maintenance of the Government owned units
- Collecting rental payments from tenants
- Coordinating with tenants regarding relocation to permanent property solutions
- Coordinating relevant social programmes for tenants

Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of temporary housing units administered /or maintained	20	20
Quality • Housing activity prioritised completed in accordance with priorities established by Cabinet	100%	100%
Timeliness • Housing activity completed in accordance with timeliness established by the Cabinet Secretariat	100%	100%
Location Cayman Islands	100%	100%
Cost	**$315,472**	**$330,172**

Related Broad Outcome:

8. Strengthening Families

(Group comprises ABS output: CAB 11)

CBO 6	Disaster Tolerant Central Information Technology Infrastructure	$180,432

Description

The provision of an Information Technology infrastructure which is highly tolerant to disasters such as hurricanes including;

- A secure physical location for central Government file servers
- The duplication of essential Government applications servers
- A secure physical location for data back up
- A location from which essential systems procedures can be carried out in the event of existing facilities being unavailable
- Provision of Disaster Tolerant network ring to main government sites

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of file servers housed in secure facilities – Grand Cayman	70 – 80	70 – 80
• Number of servers devices housed in Cayman Brac	3 - 4	3 - 4
• Disaster Tolerant networking to main government sites	1	1
Quality		
• Secure facilities rated as to withstand a category 5 hurricane /or coastal flooding of 15 feet	100%	100%
• Facilities equipped with back up utilities to keep the IT systems running in the event of a category 5 hurricane /or coastal flooding of 15 feet	100%	100%
• All work carried out by qualified technical staff members and qualified contractors	95-100%	95-100%
Timeliness		
• Secure facilities operational 24 hours a day, seven days a week	95-100%	95-100%
• Brac data centre operational as a backup site for key systems 24 hours a day, seven days a week	95-100%	95-100%
• Provision of Disaster Tolerant network ring to main government sites	95-100%	95-100%
Location		
Grand Cayman Cayman Brac	100%	100%
Cost	**$180,432**	**$352,450**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS output: CSD 40)

CBO 7	Public Information Services and Products		$844,815

Description

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

- Provide a single point of access for all Government Websites
- Hosting the web site on central servers
- Protecting the site against unauthorized access and viruses
- Updating the site architecture as required
- Support for day to day problems with accessing and updating the site
- To deliver E-Government services moving Government to delivering a breath of online services

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

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Percentage of uptime which the Government's Website is accessible	98 – 100%	98-100%
• Number of online Government services created/ hosted and managed	2-3	2-3
• Number of press releases, articles, speeches, newsletters and other advice prepared	65-70	70-75
Quality		
• All products reviewed by manager prior to release	95-100%	95-100%
• Services are delivered using Industry accepted web portal technologies	95-100%	95-100%
• E-Government services delivered by trained qualified staff members and external contractors as required	95-100%	95-100%
Timeliness		
• As agreed with client	95-100%	95-100%
• Web site provides is available to the public as a source of information 24 hours a day, seven days a week	95-100%	95-100%
• Delivery of E-government services in accordance with agreed project time lines	90-100%	90-100%
Location		
Grand Cayman	100%	100%
Cost	**$844,815**	**$569,403**
Related Broad Outcome: 17. Strengthening our Infrastructure		
(Group comprises ABS outputs: CSD 41 & CAB 3)		

CBO 9	Protocol Services	$928,353

Description

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

- Hero's Day
- Official Funerals
- Remembrance Day

Measures	2010/11 Budget	2009/10 Forecast
Quantity		
• Advice and reporting in relation to protocol matters	3,000-3,5000	3,000-3,5000
• Number of protocol policies and services developed	6-8	6-8
• Number of ceremonial and official events coordinated	3-5	3-5
• Number of official visits (local/overseas) planned and organized	8-10	8-10
• Number of protocol officers trained in various entities	50-60	50-60
Quality		
• All policies and practices will be developed with key stakeholders in conformance with international best practice while being tailored specifically for the Cayman Islands	100%	100%
• Protocol advice, services and training to be provided by suitably experienced staff	100%	100%
• Protocol advice, services and training in accordance with agreed policies guidelines	100%	100%
• Delivery of airport chaperone service to be provided in a professional efficient manner	100%	100%
Timeliness		
• Protocol services will be delivered in line with timetables agreed with Cabinet Secretary	95-100%	95-100%
• Ceremonial official events coordinated as required	95-100%	95-100%
• Planning and organization of visits as required	95-100%	95-100%
• Training to be provided throughout the year	95-100%	95-100%
Location *Cayman Islands*	100%	100%
Cost	**$928,353**	**$944,849**

Related Broad Outcome:
17. Strengthening our Infrastructure

(Group comprises ABS output: PCF 1)

CBO 11	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 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 awareness to be provided by qualified officer	95-100%	95-100%
• Assistance provided by qualified officer	95-100%	95-100%
• Reports will be accurate, concise provide clear recommendations	90-100%	90-100%
• Web site information approved by Senior FOI Officer	95-100%	95-100%
Timeliness		
• Extensive training completed by June 2012	90-100%	90-100%
• Assistance provided as required	90-100%	90-100%
• Reports submitted quarterly	90-100%	90-100%
• Website online maintained throughout the year	90-100%	90-100%
Location		
Cayman Islands	100%	100%
Cost	**$293,570**	**$352,150**

Related Broad Outcomes:

1. Creating a Vibrant Yet Stable and Sustainable Economy

(Group comprises ABS output: CAB 12)

CBO 17	Information Services Provided to Other Government Agencies		$936,691
Description Provision of the following services to Other Government Agencies: • Multimedia products • Written Products • Crisis Communications • Communication Media Training			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Hours developing multimedia products • Hours developing written products • Hours developing crisis products services • Hours developing training workshops		8,500-9,500 3,200-3500 300-350 100-150	8,500-9,500 3,200-3500 300-350 100-150
Quality • All products reviewed by manager prior to release • All services provided by qualified communications professionals		5-100% 100%	5-100% 100%
Timeliness • As agreed with client		90-100%	90-100%
Location Cayman Islands overseas		90-100%	90-100%
Cost		**$936,691**	**$1,284,549**
Related Broad Outcomes: 17. Strengthening our Infrastructure			
Group comprises ABS output: GIS 20, 21 , 23)			

CBO 18	**Information Technology Support**	**$5,611,067**

Description:

- Build, Implement, and Enhance Software Applications
- Provision of Server, Network Database Installation and Management
- Provision of Information Technology (IT) Training
- Provision of Technical Information Technology Support
- Provision of Information Technology Analysis and Design.
- Maintain licenses, maintenance and support contracts for IT hardware and software.
- Provision of IT Projects and other on demand driven services and deliverables.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of Servers hosted for Website	1	1
• Number of Website hosted -Shared	15-25	15-25
• Number of Remote Services accesses granted – Blackberry/Forward Email/Token	900-1,600	900-1,600
• Number of Leased Circuit provided – Dedicated 100 Mb	1	1
• Number of Website hosted – Dedicated 3 Mb	1	1
• Number of Special Projects requests	1-25	1-25
• Number of IT Applications - 3rd Party Developed	7	100-140
• Number of IT Applications - In House Developed	22	2,700-3,100
• Number of Databases	70	2,700-3,000
• Number of Government Financial System	1	490-540
• Number of internal secured Network services	2,300-2,600	2,300-2,600
• Number of PCs Supported – Basic	0	40-60
• Number of PCs Supported – Full	1,700-2,600	1,700-2,000
Quality		
• Work completed by suitably qualified, experienced IT professionals and vetted by a Manager	95%-100%	NA
Timeliness		
Requests responded to in agreed time frames:		
• Logged “Urgent” responded within four hours	90% - 100%	90%
• Logged “High” priority responded within one working day	90% - 100%	90%
• Logged “Medium” priority responded within three working days	90% - 100%	90%
• Logged Low Priority responded within five working days	90% - 100%	90%
Location		
Cayman Islands, Other overseas territories	100%	N/A
Cost	**$5,611,067**	**$6,350,284**

Related Broad Outcomes:

17. Strengthening our Infrastructure

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

CBO 19	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
- Document binding (Agencies requesting will provide materials)

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of procurement quotations requests processed	120-180	10,000-20,000
• Number of binding requests processed	25-50	0
Quality		
• Work completed by suitably qualified and experienced staff	95%	95%
Timeliness		
• Respond to procurement quotations requests within three working days after request received.	95-100%	0
• Complete procurement quotations within two working days of receiving quote from vendor.	95-100%	95-100%
• Complete binding requests within agreed time scales by both parties.	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$82,375**	**$274,798**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS output: CSD 38)

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

Output Supplier: Ministry of Finance, Tourism and Development

FTD 1	Policy Advice and Ministerial Services to the Minister of Finance, Tourism and Development		$7,857,091
Description Provision of policy advice and support to the Minister of Finance on matters relating to the following: • Budgetary and revenue matters • Customs related matters • Capital investments • Economic issues • Risk Management matters • General Registry matters • Planning matters • Overseas matters • International Tax and Regulatory initiatives • Matters relating to Government finances • Financial services industry matters • Financial reform • Anti-Money Laundering matters • Tourism matters • Fire and Emergency matters • Investment and commerce matters			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of cabinet papers, cabinet notes, speeches, speaking notes, pieces of advice/papers, briefings, policy papers, reports and responses to parliamentary questions.		357-624	499-932
• Number of hours available to provide briefings, speeches, speaking notes, policy advice, verbal advice, parliamentary questions and other ministerial servicing.		6080-7600	5605-8665
• Number of Economic updates and forecasts		6	6
• Number of meetings organized and attended.		6-11	6-11
Quality			
• All reports will be subject to managerial and peer review and will be signed off by senior management		100%	100%
• Verbal advice, briefings and speeches will be undertaken by knowledgeable and professional personnel		100%	100%
• Representations at meeting/briefings by knowledgeable and professional personnel		100%	100%
Timeliness			
• All will be delivered by agreed target dates		100%	100%
• Attendance at meetings within time frame agreed		100%	100%
• Participants are present for meetings		100%	100%
Location Grand Cayman and worldwide		100%	100%
Cost		**$7,857,091**	**$6,865,557**
Related Broad Outcomes 1. Creating a Vibrant Yet Stable and Sustainable Economy 2. Setting the Stage for Success in the Tourism Industry 9. Restoring Prudent Fiscal Management 10. Ensuring Success and Participation of Caymanians in the Financial Services Industry 11. Supporting our Caymanian Small Businesses			
(Group comprises ABS outputs: MFT 1, MFT 2, FSA 1, FSA 2, FSS 1, FRE 14, IVB 7, PLN 24, REG 1, TOU 25, UKO 9, BMS 17, ESO 9, ESO 10, FIN 12, REV 7, RSK 6, TSY 24)			

FTD 3	Governance and Administrative Services		$1,790,831

Description

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

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of meetings attended.	314-415	632-517
Quality		
• Representations at meetings by knowledgeable and professional personnel	100%	100%
• Agendas and minutes accurately reflect Board decisions	100%	100%
Timeliness		
• Attendance at meetings within time frame agreed	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$1,790,831**	**$685,318**

Related Broad Outcomes

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

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

FTD 4	Inspection, Testing and Licensing Services		$549,996

Description

Inspection, testing and licensing services involving:

- Inspection of properties which are applying for or are in possession of a liquor licence; enforcement of the Law and Board regulations; and the collection of liquor licensing fees on behalf of Cabinet in accordance with the Law
- Processing of liquor licenses, music and dancing licenses and extensions of licensing hours
- Tourist accommodation inspections and licensing on behalf of the Hotel Licensing Board.
- Enforcement of Cayman Islands fire prevention code and fire prevention section of the fire brigade law.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of liquor license inspections and licenses renewed	410-570	410-570
• Number of tourist accommodation inspections	1710-2461	1710-2461
• Number of premises inspected for fire prevention	700-1000	700-1000
Quality		
• Liquor license inspections conducted as required by Law	100%	100%
• Renewals done in accordance with the Liquor Licensing Law	100%	100%
• Internationally accepted standards and practices will be incorporated into accommodation and public facilities inspection evaluation process	100%	100%
• Fire Prevention Inspections carried out by qualified personnel	100%	100%
Timeliness		
• Results of liquor licensing inspections released within one week of inspection and re-inspections occur	100%	100%
• Condo/Apartments, Villa/Guest Houses - Between the period April 15-Aug 31 Hotels - Between the period 15 June-31 October	100%	100%
• Fire Prevention Inspections will be carried out within 3 days of notifications of completion	98-100%	98-100%
Location Cayman Islands	100%	100%
Cost	**$549,996**	**$693,352**

Related Broad Outcomes:

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

(Group comprises ABS outputs: MFT 6, TOU 14, FRE 11)

FTD 5	Emergency Fire Services		$4,981,504
Description Provide a capacity to respond to domestic fire and other emergencies.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of days providing 24 hour coverage for the community		365	365
Quality • Ensuring that Firemen are properly equipped to respond to one call for fire fighting per station at any given time • Ensure compliance of CI fire brigade law and codes, the CI Fire Service operation orders. • Capacity to provide sufficient staff and equipment • Compliance with National Fire Protection Association(NFPA) guidelines		96% 100% 100% 100%	98 - 100% 99 - 100% 98 - 100% 80 - 100%
Timeliness • 24 hours per day 365 days per year, to respond (exit the station) within 20 seconds on receipt of calls to arrive at scene of fire George Town and Cayman Brac within 20 minutes		100%	98-100%
Location Cayman Islands		100%	100%
Cost		**$4,981,504**	**$5,341,736**
Related Broad Outcome: 17. Strengthening our Infrastructure			
(Group comprises ABS outputs: FRE 9)			

FTD 6	Fire Prevention and Emergency Preparedness Activities		$482,455
Description • Fire investigation for vehicles and buildings that are involved in a fire; • Maintenance and use of a capacity to provide communication, management, coordination and operations during and after a natural disaster in accordance with the national hurricane/disaster plan in relation to communication.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of fire incidents investigated • Number of assessment reports • Number of Radio/Telephone announcements		25-30 25-30 168-200	25-30 25-30 168-200
Quality • Inspection undertaken by certified fire investigator and in compliance with laws, codes or standards • Reports identify key issues make recommendations for action related to the implementation of fire safety standards and codes based on Cayman Islands Laws and Codes • Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented		100% 100% 100%	100% 100% 100%
Timeliness • Investigation completed within two days • Report completed with 3 days of incident if further investigation is not required • Radio/Telephone announcements updated every six hours		100% 98-99% 100%	100% 98-99% 100%
Location Cayman Islands		100%	100%
Cost		**$482,455**	**$265,023**
Related Broad Outcome: 17. Strengthening our Infrastructure			
(Group comprises ABS output: FRE 12, FRE 15)			

FTD 7	Aerodrome Fire Services	$4,593,224

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• To provide and maintain coverage for the release and rescue of persons and property from aircrafts and vessels in hazardous situations	96%	96%
• Properly equipped to respond to emergencies	96%	96%
• To provide protection services in accordance of the category of the airport	96%	96%
• Inspections of distribution of fuel to aircraft	2-3	2-3
Quality		
• Vehicles and quality are in compliance with International Civil Aviation Organisation (ICAO) e.g. performance time 0-50 mph in 40 seconds	100%	98%
• Fire fighting media in compliance with ICAO	100%	100%
• Equipment Grand Cayman - Category 8 - 4 vehicles, Cayman Brac – Category 6 - 3 vehicles and Little Cayman - 1 vehicle	100%	100%
• Number of personnel and training are in compliance with ICAO and approved organization expositions	98%	100%
• Rescue equipment is in compliance with ICAO	100%	100%
Timeliness		
• During all hours airport is open to traffic.	98%	98%
• To respond within 2 to 3 minutes to the end of each runway.	100%	100%
• Monthly Inspections	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$4,593,224**	**$4,839,026**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS output: FRE 10)

FTD 8	Public Education Programmes	$1,554,001

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of customer service training sessions/workshops and programme performance reports	54-80	56-85
• Number of scholarship summary reports, tourism career awareness presentations and tourism community awareness events	66-150	66-150
• Number of Fire Safety Educational demonstrations and workshops	16-28	16-28
Quality		
• Training will be provided by highly recognized institutions and qualified personnel	90-100%	90-100%
• Tourism scholarship program to be managed according to scholarship guidelines on behalf of the Ministry of Finance, Tourism and Development	100%	100%
• Tourism career awareness presentations and expos will be delivered by knowledgeable, qualified personnel and according to Department of Tourism guidelines	100%	100%
• Community tourism awareness programme will meet intended objectives	100%	100%
• Ensuring that content is appropriate for various age groups and useful guidance on fire safety measures.	100%	100%
Timeliness		
• Certification training sessions (March–July)	100%	100%
• Ministry of Finance, Tourism and Development scholarships awarded once per year and reports are generated three times per year	100%	100%
• Tourism career awareness presentations and expos throughout the period	100%	100%
• Community tourism awareness events to take place over the period of the year	100%	100%
• Material is available at request	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$1,544,001**	**$1,061,440**

Related Broad Outcome:

2. Setting the Stage for Success in the Tourism Industry

(Group comprises ABS outputs: FRE 13, TOU 11, TOU 19, CUS 11)

FTD 9	Tourism Public Relations	$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:
- 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	150-200	150-200
• Number of 'Crisis' Press Releases	10-20	25-45
• Number of Visiting journalists	70-120	70-120
• Number of published stories	100-120	100-140
• Number of press conferences held	1-3	1-3
• Number of Media Events held	10-20	5-15
• Number of speeches written	15-25	15-25
• Number of Welcome letters written	10-20	10-20
• Number of electronic Newsletters written	40-55	40-55
• Event Photography and Graphic Design (Banners, Invitations, Ads etc.)	550-600	550-600
• Number of hurricane and emergency related meetings	25-40	25-40
Quality		
• Branding image to be maintained at all times	100%	100%
• E. newsletters to be drafted at least one week prior to distribution and content should be timely and appropriate	100%	100%
• Media Relations will be assessed annually	100%	100%
• Distribute timely releases which provide accurate information and which close with an indication of when the next communication will occur	100%	100%
• Success of media relations will be assessed based on review of any resulting media coverage	100%	100%
Timeliness		
• Press Releases will be written and approved, 1–7 days prior to release date	100%	100%
• 'Crisis' Press Releases to be distributed within two hours of the end of each briefing	80 – 100%	80 – 100%
• Speeches written a minimum of 3 days before event.	80%	80%
• Welcome letters to be drafted 1-7 days prior to due date	80%	80%
• E. newsletters to be drafted 1-14 days prior to distribution date	100%	100%
• Press Conferences to be arranged and media advisories distributed, 2 hours – 2 weeks, prior to the press conference dependent upon receipt of request to arrange such	100%	100%
• Photography available upon request	100%	100%
• Attend all briefings as required by Chairpersons or by the Ministry	100%	100%
Location		
Cayman Islands, USA, Canada and UK	100%	100%
Cost	**$1,638,380**	**$1,679,139**

Related Broad Outcomes:

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

(Group comprises ABS output: TOU 9)

FTD 10	Tourism Advertising Activities	$9,109,226

Description

Market the Cayman Islands through the following methods of advertising:

- Print
- Radio
- Television
- Web/ Internet
- Outdoors (Billboards, sports screens etc.)

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Print insertions	350-380	350-380
• Number of radio spots	450-520	450-520
• Number of Television spots	2,400-2,600	2,400-2,600
• Number of web locations	1,140-1,200	1,140-1,200
Quality		
• Content of all materials to be in compliance with the agreed strategy set forth by the Department of Tourism	100%	100%
• In compliance with agreed plans and strategy	100%	100%
• Branding image to be maintained at all times	100%	100%
Timeliness		
• In accordance with agreed plan/ timelines of Department of Tourism's media plan	100%	100%
Location		
Cayman Islands, USA, UK and Continental Europe and Canada	100%	100%
Cost	**$9,109,226**	**$9, 581,832**

Related Broad Outcomes:

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

(Group comprises ABS output: TOU 22)

FTD 11	Tourism Sales and Promotion	$6,001,217

Description

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

Trade

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

Consumer

- Events sponsorships
- Consumer shows
- Partnership/affinity programs

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of trade shows attended	100-120	125-150
• Number of agents represented at training	500-700	1,500-1,700
• Number of sales' blitz conducted	5-15	5-15
• Number of Sales Calls	1,050-1,200	2,800-3,000
• Number of partnerships/ affinity programs entered into	12-25	15-25
• Number of agencies represented on FAM trips	60-80	35-50
• Number of events sponsored	50-100	50-100
• Number of consumer shows participated	60-100	50-100
• Number of affinity programs	10-20	10-20
Quality		
• Exhibits at Trade Shows to be displayed in accordance with Tourism Guidelines	100%	100%
• Special Events, Familiarisation Trips, Sales Calls, Sales blitz's and Training to be conducted by qualified, knowledgeable personnel	100%	100%
• Quality should be in compliance with agreed plans and strategy	100%	100%
• Branding image to be maintained at all times	100%	100%
Timeliness		
• Ongoing throughout the period	90-100%	90-100%
• 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	75-100%	75-100%
Location		
US, UK, Canada and Cayman Islands	100%	100%
Cost	**$6,001,217**	**$5,788,500**

Related Broad Outcomes:

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

(Group comprises ABS output: TOU 21)

FTD 12	Tourism Marketing	$1,889,796

Description

Direct marketing of the Cayman Islands to:

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

Marketing is done through:

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of direct marketing initiatives:		
Consumer		
Printed Promotional Material	40-50	40-50
Electronic Promotional Material	280-310	200-230
Trade		
Printed Promotional Material	20-40	20-40
Electronic Promotional Material	40-45	30-40
Quality		
• In accordance with agreed plan/ timelines of DOT's annual marketing plan	100%	100%
• Maintain compliance with agreed plans and strategy	100%	100%
• Branding image to be maintained at all times	100%	100%
Timeliness		
In accordance with the annual marketing plan	100%	100%
Location		
Cayman Islands US, UK and Canada	100%	100%
Cost	**$1,889,796**	**$1,666,726**

Related Broad Outcomes:

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

(Group comprises ABS output: TOU 20)

FTD 13	Support for Local Tourism Providers	$2,014,361

Description

Support for local tourism providers involving:

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of EMS support sessions, EMS training workshops and Accredited Activities	14-37	17-31
• Number of tourist way finding and attraction location signage, nature tourism infrastructure projects and support projects	18-49	15-45
• Number of reports produced	107-151	107-151
• Number of Heritage Awareness Projects, Product Development Initiatives and Cultural Activities to enhance visitor experience	21-39	31-54
• Number of cruise industry outlook reports , training sessions, workshops and consultation meetings with Cruise Industry Partners	31-78	31-78
Quality		
• Environmental Management Systems (EMS) set up will meet: The internationally recognised environmental standards of Green Globe Certification or another similar accredited environmental programme	100%	100%
• Signage will comply with guidelines set forth by the Department of Tourism	100%	100%
• Visitor experience programmes will be enhanced by local musicians and qualified Frontier staff	100%	100%
• Data gathered and reports written according to Tourism Law (1995 Revision) and Tourism Regulations (1996 Revision)	100%	100%
• Programmes will be carried out in accordance with NTMP and the annual work plan of the Department of Tourism	75-100%	75-100%
Timeliness		
• Ongoing throughout the period	100%	100%
• Reports for any particular month will be produced and approved for release by the last Friday of the following month.	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$2,014,361**	**$1,907,417**

Related Broad Outcome:
2. Setting the Stage for Success in the Tourism Industry

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

FTD 14	Collection of Coercive Revenue	$2,188,974

Description

Collection of coercive revenues on the following:

- Import Duty
- Package and Timeshare Tax (TST)
- Customs and Procedural Fines
- Bonded Warehouse
- Tourist Accommodation Tax (TAT)
- Tourist Accommodation License Fees
- Environmental Protection Fund Fees for airlines and cruise ships
- Cruise Ship Departure Charges
- Debit transaction fees
- Review records of tourist resorts to ensure that the revenue submitted to the department is in compliance with the Tourism Law, and Tourist Accommodation Taxation (TAT) Law
- Collection of executive revenue including the processing of annual fees for Companies, Partnerships, Trusts, Patents and Trademarks and filing annual returns for Companies.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of tourist accommodation tax collection transactions	3700-3900	3700-3900
• Number of timeshare tax collection transactions	80-100	80-100
• Number of license fee transactions	300-340	300-340
• Number of resorts to be audited (including physical inspection of financial records)	10-20	10-20
• Number of annual fees posted and returns filed	93,100-103,700	90,900-100,600
• Number of Duty or Revenue items Processed	60,371-70,490	70,370-85,490
• Number of receipts produced	1,955-2,209	80-84
• Number of invoices to cruise and airlines	250-300	250-300
Quality		
• All TAT and TST due for the months of July 2011 to June 2012 is collected according to Tourism Law	95-100%	95-100%
• License fees collected from all new properties opening and all new units or properties entering the rental pool during this period as well as all renewals	95-100%	95-100%
• Revenue submission to be in compliance with the relevant laws and policies	95-100%	95-100%
• Revenue collected as a legislative requirement	100%	100%
Timeliness		
• Collect tourist accommodation and timeshare tax on or by the 28th of each month, following the month in which accommodation was provided	95-100%	95-100%
• Collect tourist accommodation license fees upon the application for a license or renewal	95-100%	95-100%
• Revenue from fees to be submitted to the bank on a daily basis	95-100%	95-100%
• Annual fees and Returns to be processed within two weeks of receipt	98%	98%
Location Cayman Islands	100%	100%
Cost	**$2,188,974**	**$2,686,095**

Related Broad Outcome:

9. Restoring Prudent Fiscal Management

(Group comprises ABS output: : TOU 17, REG 12, CUS 14, TSY 25)

FTD 15	Promoting Commerce and Inward Investment	$1,766,560

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of marketing/advertising campaigns/PR activities conducted & conferences attended/organized	12-15	N/A
• Number of new clients (foreign investors)	5-10	50-80
• Number of new clients (entrepreneurs and business owners)	75-100	100-150
• Number of training workshops	8-10	N/A
Quality		
• Content subject to internal peer review for accuracy	90-100%	90-100%
• Graphics to be consistent with branding image	90-100%	90-100%
• Exhibit display to visually represent the Cayman Islands business environment	90-100%	90-100%
• Advising services conducted in accordance with department's Service Standards	90-100%	90-100%
• Meetings arranged to encourage wide participation from relevant groups	90-100%	90-100%
Timeliness		
• Information materials updated periodically as necessary	90-100%	90-100%
• Advertisements produced within deadlines agreed on with provider	90-100%	90-100%
• Events organized to meet conference deadlines and guidelines as provided by conference host	90-100%	90-100%
• Acknowledgement of registration requests will be provided within 2 business days	90-100%	90-100%
• Incentives decision communicated to production within timeframe specified in incentives guidelines	90-100%	90-100%
Location Cayman Islands, US, UK, Europe, Asia, Middle East	100%	100%
Cost	**$1,766,560**	**$1,799,533**

Related Broad Outcomes:

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

(Group comprises ABS outputs: DCI 2, DCI 4,DCI 5,DCI 8,DCI 9)

FTD 16	Public Transport Services	$561,633

Description

Provision of services on behalf of the Public Transport Board including:

- Managing or regulating access to Public Transportation System through issuance of permits to taxi, tours, bus water sports, vehicles, school buses and churches prior to operations
- Monitoring safety and security standards of all public transportation vehicles, ensuring compliance with rules and appropriate laws and carrying out incident investigations
- Managing the dispatch of Taxi and tour operators to the George Town Port
- Managing the dispatch of Omni Bus operators from the George Town bus depot

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of reports prepared	18-36	12-24
• Number of applications processed	600-800	600-800
• Number of permits and IDs issued	500-700	500-700
• Number of inspections carried out	750-1000	750-1000
• Number of complaints investigated	250-350	250-350
• Number of Omni bus ranked and dispatched per month	2,500-3,500	2,300-2,700
Quality		
• Reporting will be in accordance with established law and regulations	100%	100%
• Applications process in accordance with established laws and regulations	100%	100%
• Permits issued in accordance with decisions made by the Public Transport Board	100%	100%
• Inspections carried out in accordance with established laws	100%	100%
• Investigations carried out in accordance with the Traffic Law and Public Transport Vehicle Regulations	100%	100%
• Omni Bus dispatched in accordance with established rules and guidelines	70-100%	70-100%
Timeliness		
• Reports will be prepared within ten working days of the following month	90-100%	90-100%
• Complaint investigations will be conducted within two working days of receipt	75-100%	75-100%
• Omni buses will be dispatched every 15 – 30 minutes	60-100%	60-100%
Location		
Cayman Islands	100%	100%
Cost	**$561,633**	**$583,167**

Related Broad Outcome:

1. Creating a Vibrant Yet Stable and Sustainable Economy

(Group comprises ABS outputs: PTO 2, PTO 3, PTO 4)

FTD 17	Management of Planning Applications	$2,696,897

Description

Processing and enforcement of planning applications, permits and regulations including:

Processing of development applications for planning permission

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Annual Central Planning Authority(CPA) reports	1	1
• Number of applications for planning permission	100-1150	300-1450
• Number of briefs prepared	10-12	12-14
• Number of enforcement cases opened	120-145	150-200
• Number of Inspections and reviews	17500-18500	24000-25000
• Number of building permits and Certificate of Occupany issued	1225-1300	1450-1700
Quality		
• Reviewed for compliance with the Development and Planning Laws (2005 Revisions) and Regulations (2006 Revisions), Central Planning Authority policies, and vetted through internal review processes, where applicable	100%	100%
Timeliness		
Date of submission to the Ministry of Finance, Tourism and Development in accordance with current CPA approved work plan as follows:		
• Routine applications – seven calendar days completion of initial review	90-100%	90-100%
• Semi-routine applications – ten calendar days completion of initial review	90-100%	90-100%
• Non-routine applications – fourteen calendar days completion of initial review	90-100%	90-100%
• Trade and Business letter – seven calendar days		
• Zoning queries – seven calendar days	90-100%	90-100%
• Building Permits:	100%	100%
• Routine applications – 14 calendar days	100%	100%
• Non routine – 35 calendar days	99%	99%
• Inspections conducted within three calendar days of request	99%	99%
Enforcement Actions:		
• Investigate complaint – within five calendar days	99%	99%
• Contract relevant parties – within ten calendar days of investigation	90-100%	90-100%
• Issuance of enforcement notice within five calendar	90-100%	90-100%
• Appeal briefs compiled within 12 calendar days of notice of appeal	90-100%	90-100%
• Report delivered to the Ministry of Finance, Tourism and Development by February 1, 2012	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$2,696,897**	**$2,785,223**

Related Broad Outcomes:

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

(Group comprises ABS outputs: PLN 26, PLN 27, PLN 28, PLN 30)

FTD 18	Financial Services Public Relations	$581,622

Description

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

- Development of stakeholder relations programmes that seek to inform and influence business, regulatory and political opinion leaders regarding issues and opportunities in the Cayman Islands
- Development of targeted communications programmes to build the image and reputation of the Cayman Islands' financial services industry
- Provision of support and expertise on government relations and lobbying programmes
- Provision of strategic counsel and support in relation to reputation management and marketing communications for international trade shows and events

Measures	2011/12 Budget	2010/11 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		
Cayman Islands and Overseas	100%	100%
Cost	**$581,622**	**$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

(Group comprises ABS output: FSS 4)

FTD 19	Acting on Tax Information Matters	$886,371

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of countries engaged in the negotiation of tax cooperation agreements	4-6	N/A
• Number of visits/assessments by international bodies coordinated	1-2	N/A
• Number of hours acting as competent authority for Tax Information Agreements(TIA)	3,000-3,525	3,000-3,300
• Number of hours acting as competent authority for Agreements on the Reporting of Savings Income Information	1,000-1,174	1,520-1,760
Quality		
• Negotiations conducted by knowledgeable and trained personnel, in accordance with negotiating parameters established by Cabinet	100%	100%
• All functions to be performed in accordance with statutory and treaty obligations by suitably qualified and experienced personnel and executed by, or under the supervision of, the Director of the Tax Information Authority as Competent Authority	100%	100%
• All requests and related procedures to be executed in accordance with parameters established by applicable Laws, Regulations, Grand Court Rules and individual TIA's	100%	100%
• All information to be received, transmitted and reported in accordance with parameters established by applicable laws, regulations, guidance notes and individual agreements on the reporting of Savings Income Information	100%	100%
Timeliness		
• Negotiations will be completed within agreed timeframe	100%	100%
• All requests and related procedures to be executed within timeframes established by applicable Laws, Regulations, Grand Court Rules and individual TIA's	95-100%	95-100%
• All advice to be provided within requested timeframe	95-100%	95-100%
• All certificates to be issued within prescribed timeframes	95-100%	95-100%
Location		
Cayman Islands and Overseas	100%	100%
Cost	**$886,371**	**$867,878**

Related Broad Outcome:

1. Creating a Vibrant Yet Stable and Sustainable Economy

(Group comprises ABS outputs: TIA 3, TIA 4, FSS 2)

<table>
<tr><td>FTD 20</td><td colspan="2">Services Provided by the London Office</td><td>$591,693</td></tr>
<tr><td colspan="4">Description
• Provide information on the Cayman Islands in the United Kingdom (UK) including:
• Provision of recruitment and relocation services for a variety of Government Departments
• Promotion of the Cayman Islands in the UK
• Information on the Cayman Islands to the Public in Europe
• Provision of Consular Services
• Liaise with Her Majesty’s Government and international organizations</td></tr>
<tr><td colspan="2">Measures</td><td>2011/12 Budget</td><td>2010/11 Forecast</td></tr>
<tr><td colspan="2">Quantity
• Number of pieces of information provided
• Number of persons assisted
• Number of events, meetings, conferences and official functions attended</td><td>500-600
200-250
80-120</td><td>N/A
250-350
80-120</td></tr>
<tr><td colspan="2">Quality
• Information provided by qualified personnel
• Assistance provided by officers experienced in dealing with the UK public sector agencies
• Meetings, conferences and official functions attended by qualified officer</td><td>90-100%
100%
95-100%</td><td>90-100%
100%
95-100%</td></tr>
<tr><td colspan="2">Timeliness
• All enquires answered: immediately or within two working days
• All assistance provided within two working days of request
• Meetings, conferences and official functions attended as necessary</td><td>98-100%
95-100%
100%</td><td>98-100%
95-100%
100%</td></tr>
<tr><td colspan="2">Location
Europe and UK</td><td>100%</td><td>100%</td></tr>
<tr><td colspan="2">Cost</td><td>$591,693</td><td>$399,865</td></tr>
<tr><td colspan="4">Related Broad Outcomes:
1. Creating a Vibrant Yet Stable and Sustainable Economy
9. Restoring Prudent Fiscal Management</td></tr>
<tr><td colspan="4">(Group comprises ABS outputs: UKO 11, UKO 12, UKO 13)</td></tr>
</table>

FTD 21	Registration of Births, Deaths and Marriages	$72,844

Description Registration of Births, Deaths and Marriages.		
Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity Number of registration applications processed: • Births • Deaths • Marriages	 800-900 160-180 1,100-1,200	 750-850 150-170 1,100-1,200
Quality • Registrations to meet legislative requirements	 100%	 100%
Timeliness • Birth registrations and certificates processed within 10 minutes • Death and marriage registrations processed within the same day	 100% 100%	 100% 100%
Location Grand Cayman and Cayman Brac	 100%	 100%
Cost	**$72,844**	**$90,685**
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy		
(Group comprises ABS output: REG 13)		

FTD 22	Preparation and Publication of Statistical Reports	$1,337,107

Description

Publication of statistical reports, which include:

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Reports	80-90	87-99
• Number of Census Training, Consultation and Publicity Activities	7	22
Quality		
• All reports to be reviewed by Director before publication	100%	100%
• Internal review and data quality assurance measures applied	100%	100%
Timeliness		
• Annual reports to be completed and submitted to Cabinet for notation within seven months after the end of the preceding year	100%	100%
• Quarterly reports to be completed and submitted to Cabinet within the following quarter	100%	100%
• Household and Business Register updates to be completed three weeks before the start of the field work for which they are used	100%	100%
• Quarterly reports on development submitted within five working days of quarter end	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$1,337,107**	$**2,528,218**

Related Broad Outcomes:

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

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

FTD 23	Financial Reporting and Management Services	$3,128,885

Description

Management of the financial activities of the Government, involving:

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of self financing, public debt, Loans-Made, debt recovery, investment, trust assets and bank accounts managed.	1,623-1,707	1,658-1,730
• Number of Financial statement, Forecasts, bank reconciliation and reports reviewed and/or produced	1,422-1,555	1,202-1,288
• Number cheques processed	1,238-1,438	2,438-2,838
• Number of hours updating procedure manuals, providing training and support and providing advice and assistance	1,050-1,190	800-990
Quality		
• Training and IRIS Functionality to be consistent with the requirements of the Public Management and Finance Law (2010 Revision)	100%	100%
• Audits will be completed in accordance with the Internal Auditing unit methodology as specified in the Unit policies and procedures manual	100%	100%
• Loans are managed in accordance with conditions laid out in the relevant bank loan agreements	100%	100%
• Bank reconciliation statements reviewed by supervisor and approved by manager	100%	100%
• Trust Assets to be managed in accordance with Public Management and Finance Law (2007 Revision) and the Financial Regulations	100%	100%
Timeliness		
• Audits will be completed within agreed timeframes	90%	90%
• Bank reconciliation to be prepared and approved by the end of the following month	85-100%	85-100%
• Principal repayments and interest payments made by the due date	100%	100%
• Bi-annual and annual trust assets financials to be submitted by statutory deadline	100%	100%
• Procedures manual, training and IRIS upgrades, changes and testing to be carried out within deadline agreed with Accountant General	100%	-
Location		
Grand Cayman	100%	100%
Cost	**$3,128,885**	**$3,391,932**

Related Broad Outcome:

9. Restoring Prudent Fiscal Management

(Group comprises ABS outputs: IAU 3,REV 6,TSY 19, TSY 20, TSY 21,TSY 22, TSY 23, TSY 26, TSY 27, TSY 28, TSY 29, TSY 30, TSY 31)

FTD 24	Processing and Inspection of Aircrafts, Vessels and Cargo	$3,091,303

Description

Processing, inspection and clearance of passengers and cargo involving:

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of aircrafts and marine crafts processed and inspected	11900-14200	13,100 – 14,200
• Number of pre-clearance processed	3000-5500	1,600 - 2500
• Number of import/export entries processed	102,500 – 124,000	102,500 – 123,000
• Number of temporary importation permits per month	20 – 50	20 - 50
• Number of inspections	868-1522	13,000 – 18,000
Quality		
• Aircrafts and marine crafts are cleared in accordance with Customs Laws and Regulations (17 of 1990), (2007 Revision) and Customs Regulations (1998)	100%	100%
• Clearance and inspections are carried out in accordance with the Customs Law (17 of 1990) (2007 Revision)	100%	100%
• Pre-clearance and importation permits to be reviewed by Senior Customs Officer	100%	100%
• Inspecting officers will be highly trained by local and regional instructors	100%	100%
Timeliness		
• Aircrafts processed within 30 to 60 minutes of arrival	100%	100%
• Cruise ship and commercial vessels processed within 15 to 30 minutes of arrival	100%	100%
• Private vessels processed within 1 to 2 hours of arrival	100%	100%
• Monday to Friday, 8:30 a.m. to 4:30 p.m. and Saturday, 8:30 a.m. to 12:30 p.m.	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$3,091,303**	**$2,309,758**

Related Broad Outcome:

3. Address Crime and Policing

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

FTD 25	Identification and Investigation of Customs Offences	$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
- 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**	**2010/11 Forecast**
Quantity		
• Number of reports	12-15	36 - 48
Quality		
• Investigations are conducted in accordance with the Customs Law (17 of 1990), 2007 Revision, Penal Code (2006 Revision) and other relevant laws and accepted legal procedures	100%	100%
• Searches are conducted in accordance with the Customs Law (17 of 1990), 2007 Revision, Penal Code, (2006 Revision) and other relevant laws and accepted legal procedures	100%	100%
• Prosecution files are complete, factual and accurate	100%	100%
Timeliness		
• Investigations completed within six months from arrest	100%	N/A
• Prosecution files submitted to the Legal Department within three days of an arrest	100%	N/A
Location		
Grand Cayman	100%	100%
Cost	**$1,237,230**	**$1,368,988**

Related Broad Outcome:

3. Addressing Crime and Policing

(Group comprises ABS outputs: CUS 16)

FTD 26	Patrolling of Coastal Waters by Customs		$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	4,000-5,000	5,200 – 6,510
Quality		
• Patrols will be carried out in accordance with the Customs Law (17 of 1990), (2007 Revision)	100%	100%
• Calls for emergency assistance or investigation of suspicious activities will be attended to by suitably qualified and trained officers	100%	100%
Timeliness		
• Emergency Patrols will be done in conjunction with the police department	100%	100%
• Calls are responded to within 5 to 30 minutes of receiving notice	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$229,478**	**$229,674**

Related Broad Outcome:

3. Addressing Crime and Policing

(Group comprises ABS output: CUS 15)

FTD 27	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 loans (civil servant personal loans and farmers/ranchers loans) • Approvals under sections 32, 80, 178 and 181 of the Companies Law (2004 Revision)			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of applications processed		800-850	700-800
Quality • Applications processed in compliance with applicable laws and Portfolio guidelines		100%	100%
Timeliness • Response provided within 5 to 8 working days of receipt of application		90%	90%
Location Grand Cayman		100%	100%
Cost		**$522,535**	**$500,764**
Related Broad Outcomes 9. Restoring Prudent Fiscal Management			
(Group comprises ABS output: FIN 14)			

FTD 28	Entire Public Sector Budget Management		$502,824
Description Preparation of the Government's budget documents, involving: • Design of budget process, preparation and gazetting of timeline • Preparation of Strategic Policy Statement (SPS) • Preparation of Entire Public Sector (EPS) Budget Documents • Preparation of Annual and Supplementary Appropriations Bills • Monitoring of Entire Public Sector performance			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of Timelines/Strategic Policy Statements prepared		2	2
• Number of Annual and Supplementary Budget Books; Annual Appropriation and Supplementary Bills prepared		8-11	12-14
• Number of reports		3-5	5-6
• Number of sessions		11-18	12-20
Quality			
• Budget/Supplementary books will be accurate, reflect Cabinets directives and reviewed by Management		100%	100%
• Annual Appropriation Bill/Supplementary Bills correspond to the Annual/Supplementary Plan and Estimates		100%	100%
• Forecasts are based on professional technical standards		100%	100%
• Training Sessions delivered by trained and experienced personnel familiar with the requirements of the Public Management and Finance Law (2010 Revision) and Financial Regulations, (2010 Revision)		100%	100%
• Support Sessions will be conducted by qualified and experienced staff and supervised by management		100%	100%
• All documents are reviewed and edited by Senior Management and are prepared in accordance with the requirements under the Public Management and Finance Law, (2010 Revision) where applicable		100%	100%
Timeliness			
• Timeline prepared by October 1, 2011		100%	100%
• SPS presented to Cabinet by December 1, 2011 or subject to Cabinet directive		100% 100%	100% 100%
• Annual Budget books and Appropriation Bill prepared within Cabinet's directive		100%	100%
• Supplementary Annual Plan and Estimates and Supplementary Appropriation Bills prepared within agreed timeframe.			
• Forecasts and reports are prepared in accordance with reporting timelines		100%	100%
• Training and Support Sessions will be delivered and provided within timeframe agreed		100%	100%
Location Grand Cayman		100%	100%
Cost		**$502,824**	**$565,568**
Related Broad Outcomes 9. Restoring Prudent Fiscal Management			
(Group comprises ABS outputs: BMS 15, BMS 16, BMS 18)			

FTD 29	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		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of Reports • Economic monitoring tables/reports for regional and international agencies		 4 2	 6 2
Quality • Reports are subject to managerial and/or peer review to ensure that quality standards are met and signed off by the Director of Economics and Statistics		100%	100%
Timeliness • Completed and submitted within given deadlines		100%	100%
Location Grand Cayman		100%	100%
Cost		**$230,547**	**$235,903**
Related Broad Outcome: 9. Restoring Prudent Fiscal Management			
(Group comprises ABS output: ESO 8)			

Statutory Authority/Govt Company Output Groups

Output Supplier: Cayman Airways Limited (CAL)

CAL 1	**Strategic Domestic Air Services**		**$2,500,000**
Description Provision of air service between Grand Cayman and the Sister Islands of Cayman Brac and Little Cayman using Twin Otter aircraft and specific jet supplemental flights			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • One way flights between Grand Cayman and Cayman Brac or Little Cayman • One way flights between Cayman Brac and Little Cayman • One way passengers carried		4,000-4,600 1,700-2,000 55,000-62,000	4,000-4,600 1,700-2,000 55,000-62,000
Quality • All flights will be operated in accordance with the airline's safety, operating and maintenance standards		100%	100%
Timeliness • All flights will be operated with due regard for timeliness and reliability		100%	100%
Location Cayman Islands		100%	100%
Cost		**$2,500,000**	**$2,500,000**
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy			
(Group comprises Purchase Agreement output: CAL 1)			

CAL 2	Strategic Tourism, Regional and Core Air Services	$12,500,000

Description

Cayman Airways provides direct air service to strategic US and regional gateways identified as key source markets for expanding the Cayman Islands tourism base and for facilitating the economic development of the Cayman Islands.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of direct, one way flights per annum	4,400-5,000	4,400-5,000
• Number of one ways passengers carried per annum	300,000-375,000	300,000-375,000
Quality		
• All flights will be operated in accordance with the airline's operating, safety, and maintenance standards	100%	100%
Timeliness		
• Operates each month of the year with seasonal fluctuations	85%	95%
• Flights are expected to operate on Schedule (departure and/or arrival within 15 minutes of schedule)	85%	95%
Location		
• Strategic US gateways including:		
o New York, Miami, Tampa, Orlando, Fort Lauderdale, and Chicago	100%	100%
• Regional gateways including:		
o Kingston, Montego Bay, La Ceiba and Havana	100%	100%
Cost	**$12,500,000**	**$12,500,000**

Related Broad Outcome:

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

(Group comprises Purchase Agreement output: CAL 2)

Output Supplier: Maritime Authority of the Cayman Islands

CMA 1	Policy Advice to Cabinet	$394,886

Description

Provision of advice to Cabinet on:

- Drafting of new and amending existing shipping legislation;
- Preparation of draft Cabinet Papers and briefs on shipping matters;
- Implementation of Cayman Islands statutory requirements;
- Preparation and upkeep of Classification Society Agreements;
- Effect of International Maritime Affairs on domestic policy;
- Extension of International maritime conventions, treaties and similar agreements to the Cayman Islands;
- Policy and economic issues in the maritime and related sectors affecting the Cayman Islands;
- Attendance at and Cayman Islands input to international fora (e.g. IMO and ILO).

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Hours providing policy advice, ministerial services, and fulfilling information request.	1,605	1,524
Quality		
• Legislative proposals are produced in the form of draft bills and regulations after appropriate consultation with the private and public sectors	100%	100%
• Cabinet papers, notes and briefings are prepared showing accurately all pertinent information required to support legislative proposals, recommendations or other issues being addressed; reviewed by Chief Executive Officer (CEO)	100%	100%
• Shipping Notices prepared in response to needs within the industry and reviewed by relevant sections within MACI with final review by CEO	100%	100%
• Agreements with outside bodies prepared in consultation with relevant sections of MACI and the outside body concerned, with final review by CEO	100%	100%
• Extension and application of international conventions under constant review and where applicable to Cayman islands are given effect through national shipping legislation	100%	100%
• Return of information to the International Maritime Organization (IMO) as required under international agreement	100%	100%
• Policy position determined after appropriate consultation (MACI, Industry, Cabinet etc) and Cayman islands position then presented to the relevant forum through Cayman delegation at meetings	100%	100%
Timeliness		
• Legislative proposals, Cabinet papers, notes, briefings and shipping notices delivered by target date where applicable, otherwise as the need arises	100%	100%
• Agreements with outside bodies kept under constant review and updated or replaced as the need arises - at least once per year	100%	100%
• Extension of Conventions under constant review and procedures for acceptance invoked as required, including development of appropriate national legislation	100%	100%
• Information returned to IMO by target dates as appropriate	100%	100%
Location		
George Town, Grand Cayman; Southampton, UK	100%	100%
Cost	**$394,886**	**$312,420**

Related Broad Outcome:

1. Creating a Vibrant Yet Stable and Sustainable Economy

(Group comprises Purchase Agreement outputs: SHP 1)

CMA 2	Technical Advice and Support on Maritime Matters		$162,053
Description Provide advice to all Government departments and agencies, the private sector and the public in general pertaining to maritime matters to include, but not limited to: • Administrative services to National Maritime Security Council • Cayman Islands Ship Owners Advisory Committee • Cayman Islands Yacht Owners Advisory Committee • Maritime Sector Consultative Committee • Marine Patrol Strategy Work Group • Red Ensign Group			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Advise and attend Ship Owners Advisory Committee meetings • Advise and attend Yacht Manager Advisory Committee meeting • Attend Maritime Sector Consultative Committee meeting • Attend Red Ensign Group meetings • Produce Committee Minutes and agendas		 1 1 4 1 6	 1 1 4 1 6
Quality • Boards are served on by Director or senior management • Minutes of meetings drafted in correct format, vetted and amended as necessary by respective committees • Minutes are subject to internal peer review		 100% 100% 100%	 100% 100% 100%
Timeliness • Attendance at meetings when meetings are called - within the time frame agreed upon • Notification of meetings and distribution of agenda one week prior to date of meeting • Minutes circulated within four weeks after date of meeting		 100% 100% 100%	 100% 100% 100%
Location George Town, Grand Cayman, Worldwide (Red Ensign rotates locations on an annual basis)		100%	100%
Cost		**$162,053**	**$252,883**
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy			
(Group comprises Purchase Agreement outputs: SHP2)			

CMA 3	Registration of Marine Vessels, Advice and Assistance		$236,160
Description Provide services to local and international clients to register a marine vessel, advice and assistance to all registered owners: • Register vessels in the Cayman Islands in accordance with Cayman Islands Merchant Shipping Law; • Registration of commercial and pleasure vessels; • Collection of ship registration fees on behalf of the Cayman Islands Government.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of Registrations for Commercial vessels and pleasure yachts		240	240
Quality • Ensure vessels meet Cayman Islands Merchant Shipping Laws while registered • Ensure owners meet the requirements of the law		100% 100%	100% 100%
Timeliness • Completion of registration with 48 hours of receipt of all required documentation		100%	100%
Location • George Town, Grand Cayman • European Regional Office - United Kingdom, • Representative offices in Greece, Holland and Japan • Cayman Islands Government Office in the United Kingdom.		100% 100% 100% 100%	100% 100% 100% 100%
Cost		**$236,160**	**$236,160**
Related Broad Outcome: 1. Creating a Vibrant Yet Stable and Sustainable Economy			
(Group comprises Purchase Agreement outputs :SHP 3)			

CMA 4	State Inspections and Investigation Services	$258,300

Description

Provide inspections and investigations in line with the International standards:

- Provide inspection and investigations, involving Port State Control inspections on ships entering Cayman Islands waters under the Caribbean MOU to international standards including Marine Pollution (MARPOL) inspection.
- Conduct casualty investigations as necessary and in compliance with international standards.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of Hours spent on inspections and investigations, involving Port State Control inspections on ships entering Cayman Islands waters.	787	762
• Number of Hours spent conducting casualty investigations in compliance with international standards	788	762
Quality		
• Inspection reports are reviewed to ensure vessel standards are met by Senior Management	100%	100%
• Review casualty investigation and report findings as required by the Merchant Shipping Law (2004 Revision)	100%	100%
Timeliness		
• Conduct inspections within 12 hours of dropping anchor	100%	100%
• Initiate casualty investigations upon notification within 24 hours	100%	100%
Location		
• George Town, Grand Cayman and CISR UK office	100%	100%
• Surveys worldwide at ports where the vessels lie	100%	100%
Cost	**$258,300**	**$249,936**

Related Broad Outcome:

1. Creating a Vibrant Yet Stable and Sustainable Economy

(Group comprises Purchase Agreement outputs :SHP 4)

Output Supplier: Cayman Islands Development Bank

DVB 1	**Administration of Lending for Human Resource Development**	**$167,583**

Description

Administration of human resource lending activities involving:

- A programme of direct lending for human resource development at the tertiary level and for vocational training including
- A government guaranteed student loan scheme funded by leading local commercial banks
- The Government Scholarship funding programme for tertiary education

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Direct lending:		
o Number of enquiries responded to	75-90	60-80
o Number of loans processed	40-60	35-50
o Number of new loans approved	30-40	30-40
o Number of counselling sessions	5-10	5-10
o Number of loans under special debt servicing arrangements	1-5	1-5
o Number of loans under litigation	0-5	0-5
o Number of performance reports	4	4
• Student loans:		
o Number of correspondences with participating bank	8-12	5-10
o Number of performance reports	4	4
• Scholarship programme:		
o Number of disbursements	600-640	600-640
o Number of scholarship recipients	300-350	300-350
o Number of performance reports	4	4
Quality		
• Minimum percent of customers expressing satisfaction with service when surveyed	90-100%	90-100%
• Percent accuracy and relevance of reports as determined via internal peer review	90-100%	90-100%
• Percent of borrowers over 90 days in arrears	18-25%	5-15%
• Percent value of loan portfolio over 90 days in arrears	20-25%	2-5%
• Percent of loan portfolio written off annually	0-2%	0-2%
Timeliness		
• Maximum turn-around time of two working days between receipt of all application particulars and the approval of loan	80-100%	80-100%
• Maximum time of 15 days between end of quarter and submission of reports	96-100%	96-100%
Location		
Grand Cayman	100%	100%
Cost	**$167,583**	**$167,583**

Related Broad Outcomes:

1. Creating a Vibrant Yet Stable and Sustainable Economy
11. Supporting our Caymanian Small Businesses

(Group comprises Purchase Agreement outputs: CIB 1, CIB 4, CIB 6)

DVB 2	Administration of Lending for Small Businesses	$156,025

Description

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

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of enquiries responded to	125-165	100-150
• Number of projects appraised	110-150	100-125
• Number of new loans approved	95-140	75-100
• Number of on-site technical assistance	40-60	45-65
• Number of counselling sessions	75-90	45-65
• Number of loans under special debt service arrangements	20-30	25-35
• Number of loans under litigation	15-20	15-20
• Number of performance reports	4	4
Quality		
• Minimum percent of customers expressing satisfaction with service when surveyed	90-100%	90-100%
• Percent accuracy and relevance of reports as determined via internal peer review	90-100%	90-100%
• Percent of borrowers over 90 days in arrears	18-25%	5-15%
• Percent value of loan portfolio over 90 days in arrears	20-25%	2-5%
• Percent of loan portfolio written off	0-2%	0-2%
Timeliness		
• Maximum turn-around time of 10 working days between receipt of all application particulars and the approval of loan	80-100%	80-100%
• Maximum time of 15 days between end of quarter and submission of reports	80-100%	80-100%
Location		
Grand Cayman	100%	100%
Cost	**$156,025**	**$156,025**

Related Broad Outcomes:

1. Creating a Vibrant Yet Stable and Sustainable Economy

11. Supporting our Caymanian Small Businesses

(Group comprises Purchase Agreement output: CIB 2)

DVB 3	Administration of Mortgage Lending	$254,267

Description

Administer a mortgage finance lending service involving:

- Direct lending and support services to assist
    - low-to-middle income Caymanians in owning their own homes and
    - owners of substandard housing in improving their housing accommodation
- A government guaranteed home mortgage scheme funded by leading local commercial banks

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of enquiries responded to	60-80	50-60
• Number of projects appraised	35-50	35-50
• Number of new loans approved	30-45	30-45
• Number of site visits	15-30	10-15
• Number of counseling sessions	20-35	5-10
• Number of loans under special debt servicing arrangements	10-20	10-20
• Number of loans under litigation	4-7	2-4
• Number of performance reports	4	4
• Number of items of correspondence with participating banks	10-15	10-15
Quality		
• Minimum percent of customers expressing satisfaction with service when surveyed	90-100%	90-100%
• Percent accuracy and relevance of reports as determined by internal peer review	90-100%	90-100%
• Percent of borrowers over 90 days in arrears	5-10%	2-5%
• Percent value of loan portfolio over 90 days in arrears	9-12%	0-1%
• Percent of loan portfolio written off annually	1-2%	1-2%
Timeliness		
• Maximum turn-around time of five working days between receipt of all application particulars and the approval of loan	80-100%	80-100%
• Maximum time of 15 days between end of quarter and submission of reports	80-100%	80-100%
Location		
Grand Cayman	100%	100%
Cost	**$254,267**	**$254,267**

Related Broad Outcomes:

1. Creating a Vibrant Yet Stable and Sustainable Economy
11. Supporting our Caymanian Small Businesses

(Group comprises Purchase Agreement outputs: CIB 3, CIB 5)

Output Supplier: Tourism Attractions Board

TAB 1	Management of Pedro St. James National Historic Site		$905,548
Description To preserve, facilitate and market Pedro St. James for the enjoyment of both residents and tourists including the provision of: Preservation, protection and restoration of historical buildings; educational resources and information; maintenance and administration of visitors' centre and gift shop; collections and exhibitions; recreational and leisure facility for social events; special events and catering services.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of historical material and artefacts preserved • Number of historical buildings and landscaping maintained • Number of social events organized • Collections and exhibitions arranged/maintained • Number of hours of administration of Visitor Centre and gift shop		 190-200 2 15-20 3 3,000 - 3,085	 198 2 15 3 3,077
Quality • Preservation complies in accordance with established guidelines • Maintenance meets the standard guidelines • Events organized by qualified personnel		 100% 100% 100%	 100% 100% 100%
Timeliness Ongoing		100%	100%
Location Grand Cayman		100%	100%
Cost		**$905,548**	**$965,934**
Related Broad Outcomes: 2. Setting the Stage for Success in the Tourism Industry 18. Preserving our Culture			
(Group comprises Purchase Agreement output: TBD 1)			

TAB 2	Management of Queen Elizabeth II Botanic Park	$703,512

Description

To preserve, facilitate and market the Queen Elizabeth II Botanic Park for the enjoyment of both residents and tourists including the provision of: preservation and protection of native fauna and flora; species management; maintenance of specialist gardens; maintenance of Visitor Centre and Gift Shop; recreational and leisure facility; educational resources/information; social venue; walking trails and maintenance of nursery.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of hours available for visitor centre and gift shop	3,000 - 3,085	3077
• Number of acreage preserved and protected	65	65
• Number of specialist gardens	5 – 6	5
• Number of special events	4 – 5	4
• Number of visitor centre displays	2	2
• Number of workshops organized	2	2
Quality		
• Preservation, maintenance of plants, trails and gardens in accordance with established guidelines	100%	100%
• Well documented and labelled plant collection	100%	100%
• Special events organized by qualified personnel	100%	100%
• Safety standards in accordance with Agriculture and Environment regulations	100%	100%
Timeliness		
• Open to the public daily 9:00 a.m. to 5:30 p.m.	100%	100%
• Rentals by appointment	100%	100%
• Special events and workshops available as agreed by appointment	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$703,512**	**$752,545**

Related Broad Outcomes:
2.Setting the stage for success in the Tourism Industry
18.Preserving our Culture

(Group comprises Purchase Agreement output: TBD 2)

TAB 3	Annual Pirates Week Festivals and Events	$316,548

Description

To facilitate and organize promotional and fund-raising events which culminate in an annual festival organized for the enjoyment and enlightenment of residents and visitors.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of musical presentations arranged	6 -9	9
• Number of pageantry (landing/parade) organized	2	2
• Number of heritage displays organized	6	6
• Number of art exhibitions organized	1	1
• Number of visual displays (fireworks/confetti) arranged	6 -9	6
• Number of kids fun day arranged	2	2
• Number of volunteers and awards night arranged	1	1
• Number of publications available for promotion	2	2
• Number of gift shops managed	1	1
Quality		
• All required activities arranged satisfactorily	100%	100%
• Adherence to accepted standards for exhibition and publication	100%	100%
• Participants professionally qualified and knowledgeable in appropriate techniques	100%	100%
• Stock displays promotes the Pirates Week National Festival	100%	100%
Timeliness		
• Events and activities arranged by October each year	100%	100%
• Services available to customer Monday - Friday, 9.00 a.m. to 5:00 p.m.	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$316,548**	**$339,546**

Related Broad Outcomes:
2.Setting the stage for success in the Tourism Industry
18.Preserving our Culture

(Group comprises Purchase Agreement output: TBD 3)

TAB 4	Management of Cayman Islands Craft Market		$132,983

Description

Organize, promote, administer and execute the Cayman Craft Market as a venue for local artisans and musi exhibit and sell their products and crafts to visitors. The Cayman Craft Market will promote on-island offerir provide an outlet for native arts and crafts.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of applications processed or amended	10 - 15	15
• Number of vendors and artists coordinated	25 - 35	35
• Number of inspection of supply and quality of products	230 - 250	239
• Number of craft market buildings, tents, and landscaping maintained	7 - 9	7
• Number of special events organized when not operated as a market	1 - 3	1
Quality		
• Ensure vendors compliance with code of conduct	100%	100%
• Scrutinize applications for proper products criteria	100%	100%
• Ensure quality presentation	100%	100%
• Adherence to good public safety practices	100%	100%
• Meet required standard of hygiene for the facilities	100%	100%
• Events organized by qualified personnel	100%	100%
Timeliness		
• Open to the public Monday to Friday	95-100%	95-100%
• Events organized by the required timeframe as agreed	95-100%	95-100%
Location Grand Cayman	100%	100%
Cost	**$132,983**	**$115,000**

Related Broad Outcomes:
2.Setting the stage for success in the Tourism Industry
18.Preserving our Culture

(Group comprises Purchase Agreement output: TBD 4)

TAB 5	Management of Hell Attraction	$32,000

Description To preserve and protect the natural resources of the attraction for the enjoyment of both residents and tourist. To manage the rental agreements and the operation of the on-site gift shop and to oversee the general upkeep of the buildings and property; and monitoring of visitors.		
Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of rental agreements managed	3	3
• Number of buildings and landscaping maintained	2	2
• Number of acres of natural resources preserved and protected	1.44	1.44
Quality		
• Rental agreements signed by authorized personnel and meets contractual agreements	100%	100%
• Adherence to good public safety practices	100%	100%
• Preservation and maintenance of property in accordance with established guidelines	100%	100%
Timeliness		
• Open to the public daily	100%	100%
Location Grand Cayman	100%	100%
Cost	**$32,000**	**$35,000**
Related Broad Outcomes: 2.Setting the stage for success in the Tourism Industry 18.Preserving our Culture		
(Group comprises Purchase Agreement output: TBD 5)		

Output Supplier: Cayman Islands Monetary Authority (CIMA)

MOA 6	**Regulation of Currency**		**$1,400,000**
Description Regulation of the Cayman Islands Currency, in accordance with Monetary Authority Law (2008 Revision) involving the issue and redemption of currency notes and coins; and the management of the Currency Reserve.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of Currency transactions conducted once per week with institutions		50-60	50-60
• Number of banknotes sorting sessions		100-130	91-100
• Number of banknotes destruction sessions		25 - 30	20 - 25
• Number of banknote and Coin re-orders		2-4	2-4
Quality			
• All procedures necessary for issuance and redemption of currency are carried out in accordance with internal policies and verified by management.		100%	100%
• Sorting – Carried out by a minimum of two currency officers with any discrepancies verified by management in accordance with internal policies and the Indemnity Agreement with the banks.		100%	100%
• Destruction – Carried out by at least two currency officers in the presence of at least two external parties who sign off on the minutes detailing the happenings of each session.		100%	100%
Timeliness			
• Issuance and redemption of notes once per week.		100%	100%
• Sorting conducted at least an average of two per week		100%	100%
• Banknotes Destruction one per month		100%	100%
Location Grand Cayman		100%	100%
Cost		**$1,400,000**	**$1,400,000**
Related Broad Outcomes: 1.Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management			
(Group comprises Purchase Agreement output: MON 6)			

<table>
<tr><td>MOA 8</td><td>Collection of License Fees</td><td>$300,000</td></tr>
<tr><td colspan="3">Description
Collection of fees on behalf of the Cayman Islands Government, including:-
• License Fees and other fees as set out in the Regulatory Laws.
• CIMA Administrative Fee</td></tr>
</table>

<table>
<tr><td>Measures</td><td>2011/12 Budget</td><td>2010/11 Forecast</td></tr>
<tr><td>Quantity
• Number of licensee payment entries processed
• Number of outstanding fee reminders sent
• Number of refunds processed</td><td>26,350-26,700
750 - 800
50 - 75</td><td>26,250-6,500
750 - 775
40 - 75</td></tr>
<tr><td>Quality
• All fee payments (and resulting deposits) are processed in accordance with internal policies and verified by management
• The information related to the deposited fees is entered in the government accounting system according to the established procedures</td><td>100%
100%</td><td>100%
100%</td></tr>
<tr><td>Timeliness
• Deposits are prepared and lodged with the bank within the same day
• Send out monthly notices regarding outstanding fees</td><td>100%
98%</td><td>100%
98%</td></tr>
<tr><td>Location
Grand Cayman</td><td>100%</td><td>100%</td></tr>
<tr><td>Cost</td><td>$300,000</td><td>$300,000</td></tr>
<tr><td colspan="3">Related Broad Outcomes:
1.Creating a Vibrant Yet Stable and Sustainable Economy
9. Restoring Prudent Fiscal Management</td></tr>
<tr><td colspan="3">Group comprises Purchase Agreement output: (MON 8)</td></tr>
</table>

MOA 12	Regulation of the Financial Services Industry	$13,795,000

Description

- Regulatory functions to the Financial Services Industry including:
- To regulate and supervise financial services business carried on in or from within the Islands in accordance with the Monetary Authority Law (2008) Revision and the Regulatory Laws;
- Create and maintain a high quality and effective regulatory environment to attract users and providers of financial services;
- To monitor compliance with money laundering regulations; and
- To perform any other regulatory or supervisory duties that may be imposed on the Authority by any other law.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of applications for new licenses/registrations processed	1,500 - 1,600	1,500 – 1,600
• Number of applications for cancellations of licenses/registrations processed	1,600 – 1,800	2,100 – 2,200
• Number of applications for the approval of new auditors processed	2 - 4	5-6
• Number of changes in directors, shareholdings, business plans, auditors, authorized agents /principal offices and other prudential matters processed.	3,500 - 3,700	3,500 – 3,700
• Number of statistical returns of licensees and registrants processed	1,500 -1,700	1,500 - 1,700
• Number of financial statements and returns collected and processed	8,600 - 9,500	8,500 – 9,500
• Number of additional analysis and supervisory reports on financial statements and returns	300 - 350	200 - 250
• Number of on-site inspections conducted /facilitated (locally and overseas)	100 - 130	70 - 80
• Number of prudential and non-routine meetings conducted with licensees	700 - 750	700 - 750
• Number of meetings held and presentations made to local market participants and associations	75 - 120	70 - 85
• Number of meetings with External Bodies and overseas groups, attended or at which CIMA's position was represented or presented	150 - 165	165 - 180
• Number of rules, statement of guidance and principle, and policies & procedures issued	5 - 10	5 - 10
• Number of reviews of regulatory functions of the jurisdiction and judicial reviews processed	40 - 65	100 - 120
• Number of public notices, publications, advisories, and press releases on which CIMA provided technical advise, information and support to financial services businesses and the general public	6- 10	5 - 7
• Number of issues addressed regarding problem entities	575 - 700	550 - 685
• Number of Enforcement Actions (including Court Proceedings) taken	5- 10	5-10
• Number of serious breaches investigated	5- 10	5 - 10
• Number of Due Diligence applications processed	400 - 450	350 - 375

Quality • Licensing and supervisory matters approved timely and with little or no industry complaints • Statistical returns processed in accordance with guidelines • Regulatory functions and advice are carried out in accordance with applicable legislation, CIMA rules, statement of guidance, policies, procedures and Board directives • Professional litigation services in accordance with expectations of attorneys-at-law in the Courts of the Cayman Islands	90 -100% 90 -100% 100% 95 -100%	90 -100% 90 -100% 100% 95 -100%
Timeliness • Process applications for new licensees/registrants within six weeks • Process applications for cancellation of licensees/registrants within six weeks • Process changes in directors, shareholdings, business plans, auditors, Authorised Agents/Principal Offices and other prudential matters within six weeks • Information and statistics submitted to requesting party on (mutually) agreed timetable • Statistics processed according to established schedules • Analyse financial statements and returns filed with CIMA within 6 months of receipt o Conduct on-site inspections and issue final report within 4 months • Rules, SOGs internal guidance and procedures papers submitted, posted to web-site, gazetted and notification provided to private sector in accordance with approved deadlines • Prepare submissions for approval within 3 to 5 weeks of: ▪ receiving a referral from a regulatory division; ▪ receiving a report from an appointed person; or ▪ the end of a representation period in connection with a warning notice. • Comply with statutory deadlines for filing of documents in court proceedings • Process due diligence applications within 2 to 4 weeks of receiving the request	100% 80-100% 90-100% 95-100% 95-100% 85-100% 90-100% 75-100% 95-100% 95-100% 95-100%	100% 100% 100% 100% 100% 100% N/A N/A N/A N/A N/A
Location Grand Cayman	100%	100%
Cost	**$13,795,000**	**$13,795,000**
Related Broad Outcomes: 1.Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management		
(Group comprises Purchase Agreement output: MON 12)		

MOA 13	Assistance to Overseas Regulatory Authorities	$980,000

Description Provision of assistance to Overseas Regulatory Authorities in accordance with the Monetary Authority Law (2008) Revision.		
Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of requests for assistance processed • Number of Memoranda of Understanding negotiated • Attend, represent or present CIMA's position to external bodies and overseas groups on Co-operative functions • Attend and/or conduct Court Proceedings	 140 -160 3 - 5 5-7 3 - 5	 130-150 10-12 5-7 2-3
Quality • Co-operative functions are carried out in accordance with Monetary Authority Law (2004 Revision) and relevant procedure manuals developed by the Authority and published as part of its Handbook	 95 - 100%	 95 - 100%
Timeliness • Complete initial request for assistance form within 1 to 3 days of receiving the request from the overseas regulatory authority. • Provide information requested by overseas regulatory authority within 8 to 10 weeks of receiving the request. • Attend meetings/proceedings within the agreed time frame	 95 - 100% 90 - 100% 100%	 95 -100% 90 -100% 100%
Location Grand Cayman and Overseas	 100%	 100%
Cost	**$980,000**	**$980,000**
Related Broad Outcomes: 1.Creating a Vibrant Yet Stable and Sustainable Economy 9. Restoring Prudent Fiscal Management		
(Group comprises Purchase Agreement output: MON 13)		

MOA 14	Policy Advice and Ministerial Services	$875,000

Description

Provision of advice to Cabinet on:

- Matters set out above with regard to:
  - o the regulatory functions and the co-operative function being consistent with functions discharged by an overseas regulatory authority;
  - o the regulatory laws being consistent with the laws and regulations of countries and territories outside the Islands; and
  - o the recommendations of international organizations.
- Preparation of Cabinet papers/notes/briefings;
- Drafting of new and amending Financial Services Industry legislation;
- Implementation of Cayman Islands Statutory requirements;
- Policy and economic issues regarding Financial Services affecting the Cayman Islands;
- Attendance at and Cayman Islands input to international forums

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Cabinet papers/notes/briefings	6 - 8	5-7
• Legislative Proposals (Laws and Regulations)	1	15-20
• Meetings attended and participated in, at the request of Cabinet	10-15	15-18
• Number of international for, participated in and attended	10 -12	4-6
• Provide technical advice and support to the Minister of Finance and other Government Agencies	15 -20	15-18
• Freedom of Information Operations	2 -3	2-3
Quality		
• Legislative proposals are produced in the form of draft bills and regulations after appropriate consultation with the private and public sectors	90 -100%	90 -100%
• Cabinets papers, notes, and briefings are prepared showing accurately all pertinent information required to support legislative proposals, recommendations or other issues being addressed; reviewed by the MD and CIMA Board of Directors	95 -100%	95 -100%
• Policy position determined after appropriate consultation (CIMA, Industry, Cabinet etc) and Cayman Islands position then presented to the relevant forum through Cayman delegation at meetings	95 -100%	95 -100%
• Rules and Statement of Guidance submitted to Cabinet, posted to web-site, gazetted and notification provided to private sector	95 -100%	95 -100%
Timeliness		
• Legislative proposals, Cabinet papers, notes, briefings submitted to Cabinet by target date	90 -100%	90 -100%
• Policies and Agreements reviewed and updated as the need arises	90 -100%	90 -100%
• Information submitted within timeframes agreed by parties involved	90 -100%	90 -100%
Location Grand Cayman	100%	100%
Cost	**$875,000**	**$875,000**

Related Broad Outcomes:

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

(Group comprises Purchase Agreement output: MON 14)

Non-Government Output Supplier Output Groups

Output Supplier: Cayman Islands Angling Club

NGS 1	**Organize, Administer and Execute the Cayman Islands Fishing Tournament**	**$36,715**
Description Organize, administer and execute the Cayman Islands Fishing Tournament to promote sport fishing in the Cayman Islands.		

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of tournaments arranged	1	1
Quality • Well promoted and organized	100%	100%
Timeliness • 29 April 2012 through to 2 May 2012	100%	100%
Location Grand Cayman	100%	100%
Cost	**$36,715**	**$41,715**
Related Broad Outcome: 2.Setting the stage for Success in the Tourism Industry		
(Group comprises Purchase Agreement output: CAC 1)		

Output Supplier: Carnival Committee

NGS 3	Organization of Batabano Festival		$23,764
Description Organization and execution of the Batabano Festival as an entertainment attraction for residents and tourists.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of parades arranged • Number of fund raising and promotional events organized		1 2	1 2
Quality • Public safety, punctuality		100%	100%
Timeliness • Batabano Festival held in April - May 2012 • Fundraising ongoing throughout the period		100% 100%	100% 100%
Location Grand Cayman		100%	100%
Cost		**$23,764**	**$27,000**
Related Broad Outcomes: 2.Setting the Stage for Success in the Tourism Industry 18.Preserving our Culture			
(Group comprises Purchase Agreement output: CCC 1)			

Output Supplier: Caymanian Land and Sea Co-operative Society Limited

NGS 7	Management of Small Business Development		$308,051
Description Management assistance for small business development within the Tourism Industry. Services include: • Receipt and dispatching of pre-booked tours • Administrative matters including liaising with cruise ship representatives, fundraising, human resources, marketing, banking and payouts to all operators/vendors • Corporate and all other related matters			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of members consisting of boat owners, taxi drivers, bakers, owners of water-sports businesses, machinery repair shops, pest control, taxi and tour services; divers, upholstery cleaners, condo managers and members of staff with water-sports, corporate, accounting, banking, tourism and computer related experience		196	196
• Number of active members		40	38
• Number of land tours organized		5,700	5632
• Number of sea tours organized		4,700	4,650
• Average number of tours per boat operator		200	150
• Average number of tours per taxi/bus operator		200	150
• Number of tourism sub-sector represented		10	10
• Number of quarterly newsletters produce		2	2
Quality			
• Quarterly reports will provide accurate, relevant and timely information		100%	100%
• Tourism career activities will be accurate and relevant to audience		100%	100%
Timeliness			
• Members queries answered within 24 hours, within a hour if urgent		100%	100%
• General reports issued as required		100%	100%
• Quarterly financial reports provided to Ministry of Finance, Tourism and Development within 30 days of end of quarter		100%	100%
Location Grand Cayman		100%	100%
Cost		**$308,051**	**$350,000**
Related Broad Outcome: 2.Setting the Stage for Success in the Tourism Industry 11.Supporting our Caymanian Small Businesses			
(Group comprises Purchase Agreement output: LSC 1)			

Output Supplier: Miss Cayman Islands Committee

NGS 26	Organization of the Miss Cayman Pageant		$79,213
Description The administration, organization, promotion and execution of the Miss Cayman Islands Beauty Pageant.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Representation at Miss World Pageant • Local Miss Cayman Beauty Pageant arranged • Representation at Miss Universe Pageant		 1 1 1	 1 1 1
Quality • Pageant conducted in accordance with international industry standards		100%	100%
Timeliness • October 2011		100%	100%
Location Grand Cayman and Overseas		100%	100%
Cost		**$79,213**	**$90,000**
Related Broad Outcome: 2.Setting the Stage for Success in the Tourism Industry			
(Group comprises Purchase Agreement output: MKY 1)			

Output Supplier: Beautification Committee

NGS 45	**Landscaping and Beautification Projects**		**$118,820**
Description Preserve and enhance the natural beauty of the Cayman Islands through various means including landscaping.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of beautification projects • Number of meetings of the National Beautification Committee • Number of quarterly reports to the Ministry of Finance, Tourism and Development		 12-24 6-10 2-4	 12-24 6-10 2-4
Quality • Use local plants wherever possible • Comply with relevant policies and guidelines		 85-100% 100%	 85-100% 100%
Timeliness • Attendance at Committee meetings when meetings are called - within the time frame agreed upon • Quarterly reports prepared within weeks after the end of each quarter		 75-100% 90-100%	 75-100% 90-100%
Location Cayman Islands		 100%	 100%
Cost		**$118,820**	**$135,000**
Related Broad Outcome: 16.Addressing Energy and the Environment			
(Group comprises Purchase Agreement output: CBC 1)			

Output Supplier: Gardening Club

NGS 57	**Gardening Projects and Landscaping**	**$3,961**
Description: To promote gardening and all things related to the enjoyment of the natural beauty of the Cayman Islands and undertake projects to beautify the community.		

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of beautification projects	4	4
Quality • Use local plants wherever possible • Comply with relevant policies and guidelines	90% 100%	90% 100%
Timeliness • Projects completed within agreed timeframe	90%	90%
Location Grand Cayman	100%	100%
Cost	**$3,961**	**$4,500**
Related Broad Outcome: Addressing Energy and the Environment		
(Group comprises Purchase Agreement output: GCG 1)		

Output Supplier: Various Law Firms

NGS 75	Legal Aid Services		$1,250,828
Description: • Provision of legal representation for persons eligible under the Legal Aid Law. • Provision and allocation of legal aid. • Provision of training for young lawyers. • Provision of advice and representation on a wide range of services including landlord and employer problems; protection from gender violence, in addition to defending those facing criminal charges.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Attorney Hours		11,000-12,000	11,000-12,000
Quality • Appearance in Court as required • Undertake duties in a professional manner and make appropriate representations in accordance with the relevant Law • Relevant document clear and accurate		100% 100% 100%	100% 100% 100%
Timeliness • Throughout the year in accordance with the listing of cases the Court schedule		100%	100%
Location Cayman Islands		100%	100%
Cost		**$1,250,828**	**$1,850,000**
Related Broad Outcome: 3.Addressing Crime and Policing			
(Group comprises Purchase Agreement outputs): Due to the demand driven nature of this Output there is no specific Purchase Agreement.			

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

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

DWG 1	Advice and Support to the Minister of District Administration, Works, Lands and Agriculture	$2,580,807

Description

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

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Cabinet submissions	70-80	75-85
• Number of hours spent on briefing Minister	75-85	80-90
• Parliamentary Answers per session	9-23	16-33
• Number of pieces of policy advice	19-49	19-49
• Attendance at meetings	495-530	500-550
Quality		
• Reports on advice are thoroughly researched, comprehensive and accurate	100%	100%
• Must be signed off by the Hon. Minister of the Chief Officer	100%	100%
• Activities will comply and be carried out within relevant Government guidelines and regulations as well as applicable to local legislation	100%	100%
• Written and verbal communicationswill be thoroughly researched, comprehensive and accurate	100%	100%
Timeliness		
• Cabinet submissions, Minister Briefings, Parliamentary Answers, Legislative Motions must be delivered by target dates	95-100%	95-100%
• Policy Advice and reports will be completed within the specified time frame	95-100%	95-100%
Location		
Grand Cayman	100%	100%
Cost	**$2,580,807**	**$3,058,802**

Related Broad Outcomes

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

(Group comprises ABS outputs: MDA1, MDA2, AGR32 , DAD16, EVH15, MRC1, PWD1, RPC1)

DWG 2	Collection, Recycling and Disposal of Waste	$3,631,728

Description

Maintain capability for the collection and disposal of waste including;

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Total waste managed at the land filled (tons)	160,000-180,000	160,000-180,000
• Total infectious waste incinerated / managed (tons)	250-275	175-225
• Tons of waste collected from commercial and residential properties	60,000-80,000	50,000-70,000
Quality		
• Waste (tons) managed complying with applicable regulations and environmental/industry standards	95-100%	95-100%
• Infectious waste incinerated to applicable environmental/industry standards	95-100%	95-100%
Timeliness		
• Infectious waste incinerated within 24-48 hours	90-95%	90-95%
• Landfills: Number of operating days per week on Grand Cayman	95-100%	95-100%
Location		
Grand Cayman, Cayman Brac and Little Cayman	100%	100%
Cost	**$3,631,728**	**$6,240,003**

Related Broad Outcome

16: Addressing Energy and the Environment

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

Note: The total cost of supplying this output group is $6,081,728. However, the revenue of $2,400,000 from third parties and $50,000 from Statutory Authorities and Government Owned Companies reduces the cost to Cabinet to $3,631,728.

DWG 3	Public Health Services	$1,324,623

Description

Environmental health and hygiene services involving;

- Environmental health awareness and promotion to the public and government
- Rodent control services including de-ratting certifications
- Inspection and surveillance of food establishments including food recalls, food-borne illnesses, local meat inspections and training of food handlers
- Microbiological and chemical analytical services such as analysis of drinking water, recreational water and food samples including air and noise assessments
- Development and engineering services including public health impacts of projects, review of plans and recommend certificate of occupancy; housing and related accommodations

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of control inspection of residential properties	2,200-2,500	2,500-3,000
• 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 potable water samples analyzed and reported on	900-1,000	1,100-1,300
• Inspections and reports for Certificate of Occupancy	125-150	125-150
• Number of school visits / promotions	30-35	30-35
Quality		
• Maintain inspections to Department of Environmental Health standards	100%	100%
• Investigations, inspections, meeting DEH guidelines	95-100%	95-100%
• Lab work, reports and inspections which meet internal peer review standards for accuracy, relevance and adherence to applicable international standards	95-100%	95-100%
• Reports and inspections which meet internal peer review standards for accuracy, relevance and adherence to applicable laws and standards	95-100%	95-100%
• School visits, programs and promotions to meet internal peer review standards for format, accuracy, and comprehensiveness	95-100%	95-100%
Timeliness		
• Reports which are ready within: 72 hours for drinking water and seven days for all other tests	95-100%	95-100%
• Reports completed within two weeks	95-100%	95-100%
• School visits/promotions and lectures to be conducted as scheduled	95-100%	95-100%
Location		
Grand Cayman, Cayman Brac and Little Cayman	100%	100%
Cost	**$1,324,623**	**$1,389,929**

Related Broad Outcome:

16: Addressing Energy and the Environment

(Group comprises ABS outputs: EVH 1, EVH 8, EVH 9, EVH 10, EVH 11)

Note: The total cost of supplying this output group is $3,446,178. However, the revenue of $121,555 from third parties reduces the cost to Cabinet to $1,324,623.

DWG 4	Environmental Health Monitoring Services		$397,089
Description Safety control activities relating to occupational and recreational safety including: • Statutory nuisance surveillance and enforcements including issuance of warning letters and abatement notices • The identification of potentially hazardous sites surveillance inspections and monitoring control of pollution from sources and protection of publicpremises such as schools, parks and salons			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of complaints investigated • Number of public housing and accommodation reports		700-800 5-7	750-950 5-7
Quality Complaint investigations, fieldwork, training courses, reports, correspondence responses and drills that meet internal peer review and adherence to applicable standards		90-100%	90-100%
Timeliness • High-risk complaint investigations initiated within 24 hours, medium risk within 72 hours and low risk with 120 hours • High risk complaint investigations within 24 hours; medium risk investigated within 72 hours; and low risk within 120 hours • Reports completed within seven days after completion of the investigation		90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
Location Cayman Islands		100%	100%
Cost		**$397,089**	**$451,889**
Related Broad Outcome: 16: Addressing Energy and the Environment			
(Group comprises ABS outputs: EVH 17)			

DWG 5	Emergency Response Services	$318,405

Description

Provide emergency response services to include**:**

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Shipment of hazardous waste products (gallons)	15,000-20,000	10,000-15,000
• Number of preparedness exercises executed	1	1
• Number of maintenance and inspection assignments required for 22 stand-by generators.	375	375
Quality		
• Hazardous waste products shipped complying with external vendor standards	95-100%	95-100%
• Buildings shuttered in accordance with accepted hurricane standards, namely Public Works Department's Hurricane Inspector's checklist	95%	95%
• Services and maintenance performed in accordance with international and established departmental maintenance and repair standards.	95%	95%
Timeliness		
• Identification of unknown chemicals and shipment of hazardous wastes to be undertaken as scheduled by the laboratory	95-100%	95-100%
• Preparedness exercise executed minimum three weeks in advance of hurricane season start	100%	100%
• Stand-by generators checked Bi-weekly checks during hurricane season.	100%	100%
• In accordance with various emergency preparedness plans	100%	100%
Location Cayman Islands	100%	100%
Cost	**$318,405**	**$588,848**

Related Broad Outcomes:

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

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

DWG 6	National Mail Service	$1,326,018

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Provision of domestic and International categories of mail services		
o Local Grand Cayman	6.515-7.017M	6.816-7.317M
o Cayman Brac and Little Cayman	175,550-185,650	175,550-185,650
• Sale of Postage Stamps		
o Grand Cayman	96,000-100,000	97,000
o Cayman Brac and Little Cayman	4,000-5,000	5,000
• Box Rentals		
o Grand Cayman	11,000-13,000	11,000
o Cayman Brac and Little Cayman	350-1,000	500
• Number of stamp issues produced for sale	3-4	3
Quality		
• Transactions handled in accordance with the Postal Law	100%	100%
• Universal Postal Union regulations activities performed by trained staff	95-100%	95-100%
Timeliness		
• Local: mail posted in Grand Cayman by 10:00 a.m., Monday - Friday delivered to any Grand Cayman postal destination by close of business next day	95%	95%
• International; mail incoming by area processed for local delivery within two days; outgoing – received by 10:00 a.m. readied for overseas same day	95%	95%
• Expedited: items incoming by 3:00 p.m. Monday - Friday processed for same day delivery; outgoing by 1:00 p.m. Monday – Friday readied for dispatch overseas on same day	98%	98%
• Grand Cayman: customers processed within 5 – 7 minutes	100%	100%
• Cayman Brac: customers processed within 2 – 5 minutes	100%	100%
Location Cayman Islands	100%	100%
Cost	**$1,326,018**	**$1,049,556**

Related Broad Outcome:

9: Restoring Prudent Fiscal Management

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

Note: The total cost of supplying this output group is $4,574,255. However, the receipt of $3,248,237 from third parties reduces the cost to Cabinet to $1,326,018.

DWG 7	Management of Public Recreational Facilities and Cemeteries		$1,798,763
Description Monitoring the construction of parks in George Town and Bodden Town; and all public beaches, cemeteries and roads. Landscaping, maintenance and management of public areas including portable toilets; provision of cemetery capacity reports and inspection of vaults.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of recreational parks managed • Number of public beaches and beach accesses maintained • Number of cemeteries maintained • Number of streets/sidewalks maintained		8-15 27-40 12-15 10-25	8-15 27-40 12-15 10-25
Quality • Planning requirements to be met before commencement of works • Environmental and public safety standards to be adhered to including flooding and traffic regulations • Comply with all regulations pertaining to changes to traffic signs etc. • Inspection of streets/sidewalks by Supervisor and Assistant Manager		100% 100% 90-100% 80-100%	100% 100% 90-100% 80-100%
Timeliness • In accordance with itineraries • Each site to be maintained at least monthly • Each location to be serviced at least twice weekly • Conduct works and services on streets/sidewalks consistent with the scheduled time table		90-100% 100% 90-100% 80-100%	90-100% 100% 90-100% 80-100%
Location Grand Cayman		100%	100%
Cost		**$1,798,763**	**$1,496,931**
Related Broad Outcomes: 17: Strengthening our Infrastructure			
(Group comprises ABS outputs: RPC 2, RPC 5)			

DWG 8	Radio Broadcasts	$1,020,501

Description

Radio broadcasts involve the following:

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of bulletin board items	8,000-8,500	8,000-8,500
• Number of news items	31,000-31,500	31,000-31,500
• Number of general information programmes	750-800	700-800
• Number of religious programmes	2,000-2,500	2,000-2,500
• Number of educational programmes	2,000-2,500	2,000-2,500
• Number of entertainment programmes	3,500-4,000	3,000-3,500
Quality		
• Compliance of general information programs with ICTA/NAB standards	90-100%	90-100%
• ICTA/NAB minimum standards for entertainment programmes	90-100%	90-100%
Timeliness		
• Emergency/urgent public information delivered within 10 minutes of the incident	90-100%	90-100%
• Other public information newscasts broadcast on Radio Cayman's established schedule	90-100%	90-100%
Location		
Grand Cayman	100%	100%
Cost	**$1,020,501**	**$1,059,580**

Related Broad Outcome:

17. Strengthening our Infrastructure

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

DWG 9	Services to Farmers	$1,945,367

Description

Provision of services to the agricultural sector (sale of supplies, assistance to farmers, animal health and crop husbandry); technical advice and support to the agricultural sector.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of transactions processed	20,000-25,000	20,000-25,000
• Number of hours for agricultural land clearing	1,000-2,000	1,000-1,500
• Number of animals received for Artificial Insemination	60-80	40-60
Quality		
• Transactions in accordance with Public Management and Finance Law (2010 Revision)	100%	100%
• All livestock and crop husbandry services to be performed by qualified personnel	100%	100%
Timeliness		
• Service available to customers 8.0 hours per day Monday –Friday and four hours on Saturday (Grand Cayman)	100%	100%
• Service available to customers 7.5 hours per day Monday -Friday (Cayman Brac)	100%	100%
• All Genetic Improvement services to be actioned within 30 days of receipt of written request.	100%	100%
• Land Clearing Services offered to farmers once per year	80-100%	80-100%
• Minimum jobs completed within five working days of set schedule	75-100%	75-100%
• All programmes and projects developed and delivered in a timeframe considered appropriate to the project	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$1,945,367**	**$1,911,604**

Related Broad Outcome:

19: Enhancing Agriculture

(Group comprises ABS outputs: AGR 21, AGR 27,AGR 28)

Note: The total cost of supplying this output is $3,275,367. However, the revenue of $1,330,000 from third parties reduces the cost to Cabinet to $1,945,367.

DWG 10	Agriculture Regulatory Services	$1,693,626

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of import and phytosanitary permits and certificates issued	400-500	450-550
• Number of public education/ awareness events	8-12	8-12
• Number of animals attended: ambulatory medical/surgical	2,200-2,600	2,200-2,600
• Number of animals slaughtered	550-650	550-650
Quality		
• Import permits issued in compliance with local regulations	100%	100%
• Plant phytosanitary and/or animal export health certificates issued in compliance with regulations set by country of import	100%	100%
• Public awareness events organised by qualified personnel and appropriate to target audience	100%	100%
• All services are carried out by trained personnel	100%	100%
• Medical/surgical services carried out by qualified personnel	100%	100%
• Slaughter and dressing carried out in accordance with International Health and Welfare Standards	100%	100%
Timeliness		
• Maximum period between receipt of application and rendering a decision: two working days	100%	100%
• All consignments of aggregate inspected within 24 hours of arrival	100%	100%
• Animals slaughtered within 24 hours of delivery to Abattoir	100%	100%
• All livestock slaughtered within 24 hours of arrival at the Abattoir	100%	100%
• Emergency calls:Calls responded to within two hours	95-100%	95-100%
• Quarterly Public Awareness Events	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$1,693,626**	**$1,716,480**

Related Broad Outcome:

19: Enhancing Agriculture

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

Note: The total cost of supplying this output is $1,881,126. However, the revenue of $187,500 from third parties reduces the cost to Cabinet to $1,693,626.

<table>
<tr><th>DWG 11</th><th colspan="2">Agriculture Development Services</th><th>$456,152</th></tr>
<tr><td colspan="4">Description
Provision of technical, administrative and logistical assistance towards the continued development of the agricultural sector
Provision of extension information and training for farmers, student interns, landscapers, lawn and garden maintenance workers in agricultural related disciplines
Promote the development of aquaculture and hydroponics as commercially viable industries within the agricultural sector
Identify and evaluate aquaculture species suitable to local conditions
Educate local entrepreneurs of the potential for aquaculture and hydroponics production so as to encourage entry in the industry</td></tr>
<tr><td colspan="2">Measures</td><td>2011/12 Budget</td><td>2010/11 Forecast</td></tr>
<tr><td colspan="2">Quantity
Number of man-hours spent in preparation and delivery of marketing, agri-business, promotional, technical, administrative and logistical services to support the development of the sector and to improve and enhance National Food Security</td><td>1,500-2,000</td><td>1,200-1,750</td></tr>
<tr><td colspan="2">Quality
All programmes, advice and training delivered shall be provided by suitably qualified personnel
Approved by Head of Department or Ministry as appropriate
All educational projects, published research and seminars and analytical procedures are accurate and subject to peer review</td><td>100%
100%
100%</td><td>100%
100%
100%</td></tr>
<tr><td colspan="2">Timeliness
Training courses, publications and public awareness events produced : ongoing
All aquaculture and hydroponics development services and programmes to be developed and delivered within designated time schedules as agreed appropriate to that project</td><td>100%
100%</td><td>100%
100%</td></tr>
<tr><td colspan="2">Location
Cayman Islands</td><td>100%</td><td>100%</td></tr>
<tr><td colspan="2">Cost</td><td>$456,152</td><td>$432,472</td></tr>
<tr><td colspan="4">Related Broad Outcomes:
10: Supporting our Caymanian Small Businesses
19: Enhancing Agriculture</td></tr>
<tr><td colspan="4">(Group comprises ABS output: AGR 26)</td></tr>
</table>

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.

DWG 12	Garden and Decorative Services		$118,785
Description Provision of a plant decorative service for government entities and Non-Governmental Organisations.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity Number of functions decorated of various sizes		85-110	85-110
Quality • Percentage of times that service provided is in total accordance with customer's requirement. • All services carried out according to internal departmental standards		95-100% 90-100%	95-100% 100%
Timeliness Service provided meets all timeframes agreed with customer		90-100%	90-100%
Location Cayman Islands		100%	100%
Cost		**$118,785**	**$85,907**
Related Broad Outcome: 2**:** Setting the Stage for Success in the Tourism Industry			
(Group comprises ABS outputs: AGR 22)			

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.

DWG 13	Collection of Revenue		$512,979
Description • The assessment and collection of stamp duty including the provision of related valuation advice • Collection of Government Revenue • Provision of value added services allowing customers to use postal facilities to pay fees for other Government Departments or entities, and pay for utility company services or bills			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of Duty stamped documents issued and commercial leases assessed		8,500-9,000	8,800
• Number of valuations		1,700-1,900	1,653
• Number of revenue collection transactions / receipts		8,500-10,000	8,500-9,500
• Provision of utility company payment services		30,000-35,000	28,100
Quality			
• All documents properly assessed and duty (plus interest when appropriate) collected, in accordance with the Stamp Duty Law (2006 Revision),		100%	100%
• Assessment/valuation of all leases in accordance with Royal Institute of Chartered Surveyors(RICS) Manual of Valuation		100%	100%
• Revenue collected in accordance with Public Management and Finance Law (2010 Revision)		100%	100%
Timeliness			
• Valuation turn-around time for all cases – two working days		95-100%	95-100%
• Stamp duty adjudication notification letters sent out – within two days of assessment		95-100%	95-100%
• Revenue deposited within two working days of collection		100%	100%
• Maximum 5 – 7 minutes per customer per transaction for postal business		90-100%	90-100%
Location Cayman Islands		100%	100%
Cost		**$512,979**	**$764,584**
Related Broad Outcome: 9: Restoring Prudent Fiscal Management			
(Group comprises ABS outputs: DAD 20, LSU 1, POS 1)			

Note: The total cost of supplying this output is $635,673. However, the revenue of $122,694 from third parties reduces the cost to Cabinet to $512,979

DWG 14	Management of Special Projects	$1,553,463

Description

Execution and monitoring of special projects for the Minister of District Administration, Works, Lands and Agriculture for project management and consulting services for the design, construction of new buildings and renovations to existing buildings and their related facilities occupied by fund-holding Client Agencies.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of hours executing and monitoring Government Office Accommodation Building	1,250-2,500	1,500-3,000
• Number of projects managed by PWD Project Management Unit	20-30	20-30
Quality		
• Special Projects will be overseen by Chief Project Manager within the Ministry of District Administration, Works, Lands and Agriculture.	100%	100%
• Customers reporting PWD services on projects as satisfactory or better as measured by customer satisfaction surveys on project completion.	85%	85%
Timeliness		
• Services / projects delivered within 10% of time frames agreed, at outset / in project SLA or within client agreed extensions to that time frame.	75%	75%
Location Cayman Islands	100%	100%
Cost	**$1,553,463**	**$1,787,715**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS output: MDA 3, PWD 8)

DWG 15	Regulation of Dangerous Substances		$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 inspections at liquefied petroleum gas (LPG) facilities • Number of inspections at compressed gas facilities • Number of inspections of bulk petroleum terminals • Number of consultations for planning applications (tanks) • Number of inspections at service stations • Number of petroleum pump calibrations • Number of inspections at industrial sites • Number of inspections of LPG tanks over 250 gallons		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 the Dangerous Substances 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)		95-100% 95-100%	95-100% 95-100%
Location Cayman Islands		100%	100%
Cost		**$288,536**	**$304,704**
Related Broad Outcomes: 16: Addressing Energy and the Environment 17: Strengthening our Infrastructure			
(Group comprises ABS output: CPI 1)			

DWG 16	Management of Land Information	$2,642,687

Description

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

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of new parcels recorded	1,000-1,100	1,000-1,100
• Number of maps produced	1,000-1,100	900-1,000
• Number of surveys conducted	12	9
• Number of surveys authenticated	300	283
• Number of applications/solutions developed	8-10	8-10
• Number of National GIS and Cayman Land Information License Agreements	100-300	100-300
• Number of inspections conducted on GPS base stations	24	24
Quality		
• All documents meet the requirements of the Registered Land Law (2004 Revision) as directed by the Manual of Land Registry Procedure	100%	100%
• Surveys conducted in compliance with Land Surveyors Law (1996 Revision) and the Land Survey Regulations (1996 Revision)	100%	100%
• Inspections are conducted according to Lands and Survey policies and principle	100%	100%
Timeliness		
• Turnaround time for authentication of fully compliant submissions within ten working days	90-100%	90-100%
• GIS licenses are issued within one business day once the agreement is signed and payment received.	95-100%	95-100%
• Six working days turnaround time for statutory plan production – after receipt of instruction	85-100%	85-100%
• Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of request	80-100%	80-100%
• Inspections of GPS base stations conducted 6 times per year	95-100%	N/A
Location Cayman Islands	100%	100%
Cost	**$2,642,687**	**$2,553,279**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: LSU 2, LSU 3, LSU 4, LSU 5, LSU 6, LSU 10, LSU 11, LSU 12)

DWG 17	Management of Government Properties		$15,799,473
Description Management of Government properties including; • Property procurements (by way of lease or outright purchase) • Management of crown property (including crown leases), involving negotiating the provisions and conditions of agreements, the up-keep and maintenance of property, in addition to rent collection • Real estate valuation and appraisal service			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of acquisitions, sale or lease of land and building to CI government or third parties processed		180-200	180-200
• Number of Town Hall/Civic Centres inspections completed		300	300
• Number of contracts managed (facilities management)		50-60	50-55
• Number of valuation reports completed		18-20	20
• Number building, mechanical, plumbing, electrical and other maintenance orders issued on Government facilities		7,600-9,000	8,500
• Number of meetings attended support of Government agencies on buildings and other related matters		25-35	80-100
Quality			
• All acquisitions, disposal or leasing are in accordance with Statutory regulations and current applicable Laws- Roads Law (2005 Revision) and Land Acquisition Law (1995 Revision)		100%	100%
• All contracts go through a tendering process, are monitored and managed to deliver the expected outcomes		95-100%	N/A
• All service calls actioned and inspections of town hall/civic centre are signed off by the Facilities Manager or the Chief Valuation Officer		100%	100%
• All valuation opinions/reports to be prepared in strict accordance with the Royal Institute of Chartered Surveyors Manual of Valuation		100%	100%
• Based on customer satisfaction surveys of 10% of completed maintenance work orders, building maintenance services carried out to a satisfactory of better standard:		90%	90%
• Meetings attended by appropriately qualified persons		100%	100%
Timeliness			
• Requests for acquisitions, sale or lease requests are concluded within three to six months of date of valuation completion.		90-100%	90-100%
• Monthly inspections of Town Hall/Civic Centres		95-100%	95-100%
• Requests for acquisitions, sale or lease requests are concluded within three to six months of date of valuation completion.		90-100%	90-100%
• Turn-around time for all valuation reports - four weeks		90-100%	90-100%
• Work orders for repairs and maintenance issued and organised in accordance within agreed timeframes systematically recorded in tracking system.		90-100%	88%
• Meetings to be attended at agreed times		90-100%	90-100%
Location Grand Cayman		100%	100%
Cost		**$15,799,473**	**$11,468,173**
Related Broad Outcome: 9: Restoring Prudent Fiscal Management 17. Strengthening our Infrastructure			
(Group comprises ABS outputs: LSU, 7, LSU 8, LSU 9, MDA 4, PWD 2, PWD 9)			

DWG 18	Mosquito Control Services	$5,279,517

Description

Program to control mosquitoes through

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Hectares of canalized swamp maintained	1,500	1,500
• Number of swamps flooded and drained	2	2
• Aerial sorties	70-115	70-115
• Ground applications	230-370	230-370
• Ovipots collected	5,000-6,000	5,000-6,000
• Treatment of arriving aircrafts, vessels, vehicles and containers	3,500-4,000	3,500-4,000
• Number of call-out requests	150-200	150-200
• Number of visits/presentations	3	3
Quality		
• Operations to be completed with supervisor sign off and in compliance with operational plan expected	100%	100%
• Sorties conform to aerial operations manual	100%	100%
• Applications conform to operations manual and other relevant guidelines	100%	100%
• Call–out requests responded to and mosquito complaint resolved	100%	100%
• Visits/presentations carried out by qualified personnel	100%	100%
Timeliness		
• Ongoing throughout the period. Provide capability to make larvicide and adulticide applications at any time, as environmental conditions require	100%	100%
• Applications completed within a timescale set by the Director or supervisor	100%	100%
• Respond to call out request within 24 hours	100%	100%
Location		
Aerial applications - Grand Cayman	100%	100%
Other activities - Cayman Islands	100%	100%
Cost	**$5,279,517**	**$4,796,563**

Related Broad Outcome:

16: Addressing Energy and the Environment

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

DWG 19	Government Services in Cayman Brac and Little Cayman	$2,545,638

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

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of travel documents processed	726-938	726-937
• Number of registration applications processed	145-190	145-170
• Visits and events arranged	175-200	175-200
• Number of work hours utilized to provide information and advice to the General Public	7,000-10,000	7,000-9,000
• Number of children at childcare facility daily	35-50	45-50
• Number of transactions / batches processed	1,800-2,200	1,800-2,000
• Number of promotional material distributed	2,500-3,500	2,500-3,500
• Number of passengers processed	3,500-4,000	3,500-4,000
• Number of aircrafts and marine vessels cleared	2,625-3,150	2,625-3,150
• Number of responses to world-wide requests for information	400-600	400-450
• Number of vehicle, electrical and other inspections and licensing services	1,429-1,651	1,429-1,651
Quality		
• Travel documents with full compliance of guidelines	100%	100%
• Registration application meet legislative requirements	100%	100%
• Visits and events organised by senior staff	100%	100%
• Information research/response by trained staff	100%	100%
• Childcare meets standards set by Education Department	100%	100%
• Payments executed in accordance with Public Management and Finance Law (2005 Revision) and department policy	100%	100%
• Brochure created of highest quality and distributed to high circulation magazines	100%	100%
• Passengers processed in full compliance with customs and immigration laws	100%	100%
Timeliness		
• Within two days for waivers and other documents; 4 - 6 weeks for U.S. visas and two weeks for passports	100%	100%
• Registration within one day for marriage license and one hour for birth and death certificates	100%	100%
• In accordance with itineraries	100%	100%
• Routine response: immediately, if research is needed: 2-3 working days	100%	100%
• Childcare service provided 8:00 A.M. – 5:30 P.M., Monday - Friday	100%	100%
• Payments processed within one week of receipt	100%	100%
• Passenger processed within two minutes	100%	100%
Location Cayman Brac and Little Cayman	100%	100%
Cost	**$2,545,638**	**$2,955,436**

Related Broad Outcome:

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

(Group comprises ABS outputs: DAD17, DAD 18, DAD 19, DAD 22, DAD 23, DAD 25, DAD 27, DAD 28, DAD 29)

DWG 20	Management of Executive Assets in Cayman Brac and Little Cayman	$5,164,730

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Mock exercise/workshops organized/attended	2-4	2-4
• Number of emergency shelters maintained	4	4
• Number of miles of road maintenance and construction	800-1,000	800-1,000
• Number of job orders processed for building/facility maintenance	200-250	200-250
• Other projects	200-250	200-250
• Number of artefacts preserved	3,500-4,000	3,500-4,000
• Number of displays/exhibitions	24-36	24-36
• Number of hours spent on preservation of historical sites	4,000-4,500	4,000-4,500
• Number of tours arranged	250-300	250-300
Quality		
• Annually updated Hurricane and Disaster Plan	100%	100%
• Training exercises conducted according to guidelines	100%	100%
• Roads are constructed to National Engineering standards	100%	100%
• Buildings are constructed to National Building Code standards	100%	100%
• Artefacts secured, exhibited and preserved in accordance with National Museum standards	100%	100%
• Historical Sites marked with descriptive signs to United States Parks standards	100%	100%
Timeliness		
• Cover hurricane season June – November	100%	100%
• Immediate response to other disasters	100%	100%
• As set out in annual budget guidelines and approved works program	100%	100%
• Open to public access seven days per week	100%	100%
Location		
Cayman Brac and Little Cayman	100%	100%
Cost	**$5,164,730**	**$3,893,201**

Related Broad Outcome:

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

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

Note: The total cost of supplying this output is $5,229,730. However, the revenue of $65,000 from third parties reduces the cost to Cabinet to $5,164,730.

<table>
<tr><td>DWG 21</td><td colspan="2">Weather Forecast Services</td><td>$746,245</td></tr>
<tr><td colspan="4">Description

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

This results in the provision of the following:
• Hourly Aviation Weather Observations
• Public Weather Forecast
• Inclement Weather and Associated Impacts Warnings
• Disaster Risk Reduction (Public Education and Outreach)
• Severe Weather and Hurricane Preparedness and Mitigation</td></tr>
<tr><td colspan="2">Measures</td><td>2011/12 Budget</td><td>2010/11 Forecast</td></tr>
<tr><td colspan="2">Quantity
• Number of Aviation Weather Observations
• Number of Public Weather Forecast
• Number of Weather Warnings
• Number of Special Reports</td><td>10,575 – 10,600
1,075 - 1,100
200 – 250
10 - 20</td><td>N/A
N/A
N/A
N/A</td></tr>
<tr><td colspan="2">Quality
• Weather Observations, Forecasts and Pilots Briefings are undertaken to meet the requirements of the International Civil Aviation Organisation (ICAO), Chicago convention and its annexes that dictate the standards and recommended practices to be met by the World Meteorological Organisation (WMO) for International and Regional Aeronautical Service provisions. Additionally, All Forecast, Warnings and Reports are undertaken under the guidelines, standards and recommendation practices recognised by the World Metrological Organisation (WMO)</td><td>95-100%</td><td>N/A</td></tr>
<tr><td colspan="2">Timeliness
• Public Weather Forecast will be issued 3 times daily
• Warnings will be issued as required for threatening severe weather systems for the Cayman Islands
• Meteorological Observations transmitted hourly</td><td>95-100%
95-100%
95-100%</td><td>N/A
N/A
N/A</td></tr>
<tr><td colspan="2">Location: Grand Cayman and Cayman Brac</td><td>100%</td><td>N/A</td></tr>
<tr><td colspan="2">Cost:</td><td>$746,245</td><td>N/A</td></tr>
<tr><td colspan="4">Related Broad Outcome:

17: Strengthening our Infrastructure</td></tr>
<tr><td colspan="4">(Group comprises ABS outputs: NWS 1 and NWS 2)</td></tr>
</table>

Note*: No forecast for 2010/11 as this is an amended output for 2011/12 which was previously part of WFC 1*

DWG 23	Licensing of Drivers and Vehicles	$40,329

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Vehicle Inspection	33,000-35,000	33,000
• Vehicle Licensing	55,000-58,000	55,000
• Written Tests	1,800-2,000	1,800
• Road Testing of Drivers	1,600-1,800	1,600
• Provisional, GDL and Full Drivers' Licenses first issued	20,000-22,000	20,000
• Input of disqualifications/endorsements in Licensing register	800-900	850
• Extract of records of Vehicles Licensed	625-675	650
• Extract of records of Drivers Licensed	550-600	550
Quality		
• Compliance with Traffic Law and Regulations, PFML and strict departmental standard by qualified personnel:	95-100%	95-100%
Timeliness		
• Vehicle Inspection and Licensing, Written Tests and Road Testing of Drivers – 5 – 15 minutes	95-100%	95-100%
• Provisional, GDL and Full Drivers' Licenses issued - 5 – 15 minutes	95-100%	95-100%
• Input of disqualifications/endorsements within 1 - 2 working days upon receipt from Court office and Police Dept.	95-100%	95-100%
• Extract of records within 3 – 5 working days	95-100%	95-100%
Location Grand Cayman	100%	100%
Cost	**$40,329**	**$541,674**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: VLT 9)

Note: The total cost of supplying this output is $2,231,302. However, the revenue of $2,190,973 from third parties reduces the cost to Cabinet to $40,329.

DWG 24	Procurement and Maintenance of Government Fleet	$3,587,839

Description

Acts as the client's agent, conducting and performing acquisition processes leading to the purchase the most suitable fleet for its intended purpose(s) and at the best economic price.

Provision of preventative maintenance and repair services are provided to ensure:-

- Compliance with the 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.

Disposal of obsolete and fully depreciated fleet that have no economic or useful value to the client.

Maintain a fuel capacity at the government's Refueling Facility that meets the needs of the client's fleet.

Provision of technical advice and assistance to the client on fleet related matters.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of authorized fleet applications processed	80	80
• Number of authorized maintenance work orders received	4,100	4,000
• Number of units authorized for disposal	33	30
• Number of imperial gallons of fuel required	450,000	450,000
• Number of applications for advice, discussions and recommendations relating to fleet	55	50
Quality		
• Tendering procedures conducted/performed in compliance with the PMFL and Financial Regulations (2005 Revision).	100%	100%
• Repair operations are performed in accordance with International Automotive Industry Standards and the Chilton Labour Guide by experienced and qualified technicians at a cheaper rate than private commercial entities.	100%	100%
• Relevant Chief Officer approval is received before disposal is implemented	100%	100%
• Daily stock-checks and re-stocking measures ensure fuel is available	95%	95%
• Professional technical advice based on current Automotive Technology, Industry Standards, Chilton and Mitchel labor guides	95%	95%
Timeliness		
• Orders placed within two (2) working days of receiving approval from the client's Chief Officer.	100%	100%
• 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.	95%	95%
• Disposals by public auction are provided in the local media for two weeks, twice per week followed by a public auction within fifteen working days after the adverts.	95%	95%
• Fuel is available 24 hour per day, 365 days per year.	100%	100%
• Processing of applications for advice will commence within two (2) working days of receipt.	95%	95%
Location Grand Cayman	100%	100%
Cost	**$3,587,839**	**$3,255,173**

Related Broad Outcome:

9: Restoring Prudent Financial Management

(Group comprises ABS outputs: DVE 1, DVE 2, DVE 3, DVE 4, DVE 6)

DWG 25	Telecommunication Services	$614,584

Description

- Provision of technical advice to Government agencies and the private sector on telecommunication matters
- Provision of technical services required for the planning, operating and maintaining of the telecommunication system infrastructure
- Provision of emergency response services to the National Security Committee, National Hurricane Committee and other organizations that require maintaining an adequate level of preparedness and the deployment of telecommunications equipment and trained personnel.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of hours providing technical advice to Government	780-900	900
• Number of radios using system infrastructure	1,400-1,600	1,800
• Number of hours responding to emergency incidents	240	208-240
Quality		
• Technical Advice to Government Agencies reviewed and signed off by Head of Department	100%	100%
• System infrastructure is continuous monitored for availability and	95-99%	99%
• reliability (overall network availability)		
• In accordance with incident requirements	100%	100%
Timeliness		
• Technical Advice to Government Agencies given prior to due date requested	100%	95-99%
Response Times:		
• For Critical System(911 System; Paging Systems; fire department)		
o During normal working hours: 15 minutes	95-99%	100%
o Outside of normal working hours: 45 minutes	90-95%	100%
• Other Systems		
o Grand Cayman: within 1 Hour	90-95%	100%
o Cayman Brac and Little Cayman: Next available flight		
• In accordance with incident requirements	99%	95-99%
Location Cayman Islands	100%	100%
Cost	**$614,584**	**$569,879**

Related Broad Outcome:

17. Strengthening our Infrastructure

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

Note: The total cost of supplying this output is $941,650. However, the revenue of $216,186 from third parties and $110,880 from statutory authorities and government owned companies reduces the cost to Cabinet to $614,584.

Statutory Authority/Government Company Output Groups

Output Supplier: Electricity Regulatory Authority

ERA 6	**New Licence Negotiations**		**$ 14,415**
Description Negotiate New Licence(s) with entrants to the Generating market in the Cayman Islands to encourage competition and generation from renewable resources within the industry.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of hours spent negotiating new Licence(s) with possible new entrant(s) into the electricity generating industry in the Cayman Islands		40- 60	75-100
Quality • All licences to comply with the Electricity Regulatory Authority Law (2008) Revision and		100%	100%
Timeliness • All licenses negotiated with new entrants by June 2012		100%	100%
Location Grand Cayman and Cayman Brac		100%	100%
Cost		**$ 14,415**	**$ 15,780**
Related Broad Outcome: 16: Addressing Energy and the Environment			
(Group comprises ABS outputs: ERA 6)			

ERA 9	Management of the Solicitation Process for New Generation	$66,729

Description

Establishment and management of the solicitation process for new generation capacity in particular capacity from renewable resources

Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of hours monitoring solicitations for new generating capacity in Grand Cayman for commissioning in 2014/2015	200- 225	75-100
Quality • All solicitations for new generation capacity will be processed in accordance with the Electricity Regulatory Authority Law (2008 Revision)	100%	100%
Timeliness • All solicitations will be conducted in a timely manner	100%	100%
Location Grand Cayman	100%	100%
Cost	**$ 66,729**	**$ 25,660**

Related Broad Outcome:

16: Addressing Energy and the Environment

(Group comprises ABS outputs: ERA 9)

ERA 11	Advice on the Establishment of an Energy Policy for The Cayman Islands	$38,856

Description

Work associated with advice to the Ministry District Administration, Works, Lands and Agriculture in establishing an Energy Policy for the Cayman Islands, to encourage renewable energy and efficiency within the Generation industry.

Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of hours spent giving advice to the Ministry on the establishing of an Energy Policy for the Cayman Islands	100- 125	140-175
Quality • All work carried out will be in accordance with the instructions from the Hon. Minister for District Administration, Works, Lands and Agriculture	100%	100%
Timeliness • All work carried out as directed by the Hon. Minister will be executed in a timely manner.	100%	100%
Location The Cayman Islands	100%	100%
Cost	**$38,856**	**$31,560**

Related Broad Outcome:

16: Addressing Energy and the Environment

(Group comprises ABS outputs: ERA 11)

Output Supplier: Information and Communications Technology Authority (ICTA)

ICT 8	Drafting Instructions for the Development of Legislation		$31,520
Description Provide Instructions on: • As Chair of the Data Protection Working Group, the drafting of a stand-alone Data Protection Law that protects an individual's rights to personal privacy. • Drafting of additional regulations, and amending existing regulations, under the ICTA Law 2010 Revision and the Electronic Transactions Law 2000. Continuously monitor international technical standards and legislation in competitive jurisdictions, and recommend amendments to our legislation where appropriate in order to maintain our competitive position. Provide specialist advice on legislation impacting the ICT sector.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Hours spent on drafting legislation, public consultations, international research on legislative issues		140	100
Quality All papers will: • Define issues clearly and succinctly, with the nature and scope of the issues being clear • Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques • Have recommendations that are unambiguous • Examine implementation issues and provide guidance where appropriate • Be prepared with due professional care		100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness All papers delivered by dates required		100%	100%
Location Grand Cayman		100%	100%
Cost		**$31,520**	**$23,626**
Related Broad Outcome: 17: Strengthening our Infrastructure			
(Group comprises ABS outputs: ICT 8)			

ICT 9	Management of KY Internet Domain		$113,056
Description Development of policy for, and management of, the Cayman Islands Internet Domain (KY DOM). • Purchase of technical services for the .ky Internet domains • Consultation with all stakeholders • Establishing the necessary technical databases • Maintaining the required domain name servers • Receiving, approving and recording applications for registration • Receiving and recording registration payments • Responding to requests for information • Monitoring compliance with domain policy • Receiving and progressing complaints • Liaising with international internet organizations e.g. ICANN and Internet Society • Developing and maintaining the .ky domain registration web site (www.nic.ky)			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of hours • Number of registrants		80 6,000-6,500	80 6,000-6,500
Quality All services will: • Be conducted with due professional care • Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques • Have recommendations that are unambiguous • Web-site will have provision for on-line feed-back		100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness All services delivered by dates required		100%	100%
Location Grand Cayman and technical sites in the USA		100%	100%
Cost		**$113,056**	**$113,412**
Related Broad Outcome: 17: Strengthening our Infrastructure			
(Group comprises ABS outputs: ICT 9)			

ICT 10	Collection and Verification of Licence Fees		$103,648

Description

Collection and verification of licence fees from major ICT network and ICT services, including:

- Issuing invoices as required
- Receiving payments and financial statements
- Verifying payments against financial statements and licensing provisions
- Resolving disputes over amounts paid
- Taking action to recover outstanding payments
- Remitting receipts to Government
- Receiving and verifying annual adjustments based upon annual audited financial statements

Measures	2011/12 Budget	2010/11 Forecast
Quantity Number of license fees processed per year	120-140	120-140
Quality		
• Collection of fees due from licensees and amounts verified by ICTA staff before remittance to the Ministry	100%	100%
• Supporting information provided by licensees verified to quarterly management accounts of licensee	100%	100%
• Supporting information provided by licensees verified to annual certificates provided by external auditors	100%	100%
Timeliness All payments verified within two weeks of receipt	100%	100%
Location Grand Cayman	100%	100%
Cost	**$103,648**	**$103,074**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: ICT 10)

ICT 11	Policy Advice		$42,778

Description

Provision of policy advice and support to the Minister, Permanent Secretary and other Government entities on ICT matters, including compliance with the Government's international obligations, market liberalization and competitive pricing.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Hours spent on papers, drafts, verbal and written briefs, attendance at meetings, research and speeches	180	180
Quality		
All papers will:		
• Define issues clearly and succinctly, with the nature and scope of the issues being clear	100%	100%
• Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques	100%	100%
• Have recommendations that are unambiguous	100%	100%
• Examine implementation issues and provide guidance where appropriate	100%	100%
• Be prepared with due professional care	100%	100%
Timeliness		
All papers delivered by dates required	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$42,778**	**$41,107**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: ICT 11)

ICT 12	Education of Local Businesses and the General Public on Liberalisation Issues	$8,169

Description

Education of the general public and private sector on ICT issues including

- The effects of competition and the choices available
- Individual rights when dealing with telecommunications companies
- Complaint procedures
- What information available from the ICTA
- What is price regulation, and what does it mean of the individual
- Which networks and services require licences, and which do not

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
Number of hours:		
• Web site design and development	15	15
• Design and production of printed co-lateral	3	3
• Newspaper ads and/or press releases	3	3
Quality		
All services will:		
• Be conducted with due professional care	100%	100%
• Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques	100%	100%
• Have recommendations that are unambiguous	100%	100%
• Resolution of on-line feed-back and complaints	100%	100%
Timeliness		
All services delivered by dates required	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$8,169**	**$8,423**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: ICT 12)

ICT 13	Regional and International Representation	$40,355

Description

Act as the Cayman Islands point of contact and representative on, and pay membership fees to, regional and international ICT related organisations and associations such as:

- American Registry for Internet Numbers (ARIN)
- Caribbean Association of National Telecommunication Organisations
- Caribbean Telecommunications Union
- Country Code Names Supporting Organisation (ccNSO)
- Commonwealth Telecommunications Organisation
- Federal Communications Commission
- Internet Corporation for Assigned Names and Numbers (ICANN)
- International Civil Aviation Organisation (ICAO)
- International Maritime Organisation (IMO)
- International Telecommunications Union
- North American Numbering Plan Association
- Regional ICT Regulators
- SociétéInternationale de TélécommunicationsAéronautiques
- Office of Communications (UK OFCOM)

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Representation at International and regional meetings and conferences	4	4
• Responses to requests for written input and other correspondence	14	14
• Detailed reports to Ministry	2	2
Quality		
All papers will:		
• Define issues clearly and succinctly, with the nature and scope of the issues being clear	100%	100%
• Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques	100%	100%
• Have recommendations that are unambiguous	100%	100%
• Examine implementation issues and provide guidance where appropriate	100%	100%
• Be prepared with due professional care	100%	100%
Timeliness		
All services delivered by dates required	100%	100%
Location		
Grand Cayman and Overseas	100%	100%
Cost	**$40,355**	**$39,725**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: ICT 13)

Output Supplier: National Roads Authority

NRA 5	**Planning and Development of New Public Roads**	**$300,000**

Description

- Provision of medium to long term plans for road development in keeping with Government's efforts to develop a long-term transportation plan and to identify and seek approval for funding of projects necessary for improving the public road network.
- Project management services for the planning analysis and design of road related works for future construction. Services include the use, where appropriate, of a direct labour organization and the delivery of the following activities using in-house or private sector resources as defined in future service level agreements:
    - o Road Corridor Planning
    - o Land surveying services
    - o Detailed design drawings and cost estimates
    - o Working/construction drawings
    - o Tendering and award of contracts
    - o Project management and delivery of project reports/studies

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Annual traffic survey report	1	1
• Short Term Roads Development Plan	1	1
• Long Term Road Corridor Map (Roads Law, Sect. 26)	1	1
• Corridor and access management guidelines	1	1
• Number of projects or phases of projects being implemented	4	4
• Number of projects or phases of projects completed and handed over	4	4
• Number of land surveys	30	15
Quality		
• Clearly define scope of projects, with realistic cost estimates and timeframes	100%	100%
• Prepared by appropriately qualified persons and reviewed internally for accuracy	100%	100%
• Completed projects or stages of projects conforms to specifications, budget and programme	100%	100%
• Projects meet all applicable standards and codes	100%	100%
Timeliness		
• Percentage of projects completed in accordance with the approved provisions of the capital expenditure program for Road Executive Assets	100%	100%
• Short Term Roads Development Plan updated annually timeframe agreed at outset	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$300,000**	**$185,000**

Related Broad Outcome:

17: Strengthening our Infrastructure

(Group comprises ABS outputs: NRA 5)

NRA 7	Policy Advice		$20,000
Description Provision of policy advice to the Ministry on all matters relating to roads.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Responses to parliamentary questions • Monthly management reports • Meetings and routine enquiries or requests from the Chief Officer		1 12 40-50	1 12 20-25
Quality • Advice prepared by appropriately qualified persons with due professional care and subject to internal peer review		100%	100%
Timeliness • Regular requests for advice within timeframe agreed or within 10 days • Urgent requests for advice within timeframe agreed or within five days		100% 100%	100% 100%
Location Grand Cayman		100%	100%
Cost		**$20,000**	**$10,500**
Related Broad Outcome: 17: Strengthening our Infrastructure			
(Group comprises ABS outputs: NRA 7)			

NRA 8	Storm Water Management and Mitigation of Tidal Inundation	$200,000

Description

Examine and develop, from a detailed engineering and hydrologic perspective, site-specific solutions for areas on Grand Cayman that are subject to unacceptable flooding conditions during moderate to heavy rainfall events.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of reports outlining engineering-based solutions for flood prone areas	1	1
Quality • Study and report prepared by appropriately qualified persons with due professional care. Solution is to include realistic cost estimate and implementation timeframes, subject to internal peer review	100%	100%
Timeliness • Project provided within time frame agreed at outset	100%	100%
Location Grand Cayman	100%	100%
Cost	**$200,000**	**$1,100,000**
Related Broad Outcome: 17: Strengthening our Infrastructure		

(Group comprises ABS outputs: NRA 8)

NRA 11	Pavement and Other Roads Asset Management Programs		$74,000
Description Project management and administrative services related to annual survey and update of NRA road assets. These include annual survey of road pavement conditions; survey and recording of the conditions of roadway signage and markings, drain wells and drainage systems; guardrail systems and speed humps.			
		2011/12 Budget	**2010/11 Forecast**
Measures ***Quantity*** • Annual pavement conditions survey and report • Annual inventory and report on roads assets such as signs, drains, culverts, guardrail and speed humps		1 1	1 1
Quality • Pavement Management system database (MicroPaver ®) maintained with current and accurate data relating to the condition of pavements in the Grand Cayman road network • Asset management database (Cartegraph ®) maintained with current and accurate data relating to the condition status of road related assets (signs, wells and etc).		90-95% 90-95%	90-95% 90-95%
Timeliness • Works provided within time frame agreed at outset		100%	100%
Location Grand Cayman		100%	100%
Cost		**$74,000**	**$150,000**
Related Broad Outcome: 17: Strengthening our Infrastructure			
(Group comprises ABS outputs: NRA 11)			

Output Supplier: Sister Islands Affordable Housing Corporation

SIH 1	Sister Islands Affordable Housing Programme		$80,000
Description Administer the Sister Islands Affordable Housing Initiative Programme and provide support services to low income Caymanian families			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of hours of general management and administration		1,500-1,700	1500-1700
Quality • Site visits conducted by qualified personnel. • All financial transactions processed in accordance with the Public Management and Finance Law (2010 Revision)		100% 95-100%	100% 95-100%
Timeliness Site Reports to be completed within five days at the end of each month		100%	100%
Location Cayman Brac		100%	100%
Cost		**$80,000**	**$80,000**
Related Broad Outcome: 17: Strengthening our Infrastructure			
(Group comprises ABS outputs: SIH 1)			

Non-Government Supplier Output Groups

Output Supplier: Humane Society

NGS 24	**Spaying and Neutering of Cats and Dogs**		**$18,600**
Description Provide the community with low cost/financially assisted spay/neuter of local companion animals (dogs and cats).			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of dogs/cats spayed or neutered		1,050	1,000
Quality • All procedures will be supervised by trained professionals to ensure treatment is done in a humane manner.		100%	100%
Timeliness Throughout the period. A report will be submitted one week after the end of each quarter.		100%	100%
Location The Cayman Islands Humane Society –153 North Sound Road		100%	100%
Cost		**$18,600**	**$20,000**
Related Broad Outcome: 17: Strengthening our Infrastructure			
(Group comprises ABS outputs: HUS 1)			

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

Output Supplier: Ministry of Education, Training and Employment

ETE 1	Policy Advice, Governance and Ministerial Support Services	$3,665,442
Description Provision of: • Policy research, development, communication, implementation and evaluation • Strategy development and management of strategic priority projects • Services to support the development of new or revised legislation • Administrative and executive services to support the Minister		

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of contributions to the Throne Speech	1	1
• Information and decision-making briefs	60-80	60
• Cabinet papers and notes	18-20	18
• Parliamentary questions	10-20	2
• Statements in the Legislative Assembly	5-8	7
• Number of strategic priority projects advised on and/or managed	20-25	20
• Number of drafting instructions prepared	2-6	5
• Number of press releases or press briefings prepared	45-50	70
• Number of Education Council Meetings supported	12-16	14
• Number of major capital works projects co-ordinated	3-4	3
• Number of memberships on Boards/Committees	1-3	2
• Number of Purchase Agreements negotiated and monitored	4-7	6
Quality		
• Policy development and advice informed by comprehensive and relevant research.	100%	100%
• Policies and strategies developed through a consultative process with key stakeholders	100%	100%
• Policy and strategy documents reviewed and approved by Chief Officer or delegate prior to release	100%	100%
• Cabinet papers, drafting instructions, speech notes and press releases reviewed and approved by Chief Officer or delegate prior to submission.	100%	100%
• Services provided by appropriately experienced and qualified personnel.	100%	100%
• Representatives on Boards, Committees, Councils and Meetings to be nominated from senior management team by Chief Officer	100%	100%
• Purchase Agreements meet criteria established by Ministry	100%	100%

Timeliness		
• All services delivered within established schedules/milestones or as required by Minister	100%	100%
• Cabinet Papers and speech notes delivered within established schedules or as required by Minister	100%	100%
• Representations on Boards to be in line with agreed schedules of meetings	100%	100%
Location Cayman Islands		
Cost	**$3,665,442**	**$5,280,583**
Related Broad Outcome: 4: Developing a World Class Education System to Foster Growth and to Benefit from Development 12:Preparing our Labour Market for Future Opportunities		
(Group comprises ABS Outputs: MET 1, MET 2, MET 3, MET 5)		

ETE 2	Job Placement and Employer Support Activities	$1,004,497

Description

Provision of services:

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of jobseekers assisted	1,600-1,700	1,500-1,700
• Number of job vacancies processed	2,250-2,400	2,200-2,400
• Number of Registers of training institutions developed and maintained	1	N/A
• Number of training programmes and employment initiatives coordinated	7	N/A
• Number of Labour Market Research Projects conducted	1-3	1-3
• Number of Labour Market Reports Prepared	12-16	12-16
Quality		
• All Jobseekers assisted in accordance with established procedures	100%	80-100%
• All vacancies handled in accordance with established procedures	100%	80-100%
• Registration of training institutions conducted in accordance with agreed criteria	100%	N/A
• Research projects are completed in accordance with international best practice	100%	80-100%
• Labour Market Reports prepared according to agreed templates or as required	100%	80-100%
Timeliness		
• Job seekers registered and assisted within 10 working days of initial or subsequent contact seeking employment as outlined in procedures	100%	80-100%
• Response to employers seeking employees within 10 working days	100%	80-100%
• Research projects are completed within project time frames	100%	80-100%
• Development and maintenance of the register of training institutions by 30 June 2012	100%	N/A
• Labour Market Reports produced monthly or as required	100%	80-100%
Location		
Cayman Islands	100%	N/A
Cost	**$1,004,497**	**$850,574**

Related Broad Outcome:

12: Preparing our Labor Market for Future Opportunities

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

ETE 3	Employment Regulatory Activities	$1,606,865

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of labour related training and education programmes conducted	10-15	10-15
• Number of Pensions Communication Plans	1	1
• Number of cases of individual labour disputes of rights mediated/conciliated	1,000-1,200	1,200-1,350
• Number of labour workplace inspections/investigations	90-100	80-100
• Number of pensions investigations completed	300-350	150-175
• Number of pension cases for enforcement action prepared	50-70	5-6
• Number of pension Delinquency reports processed	60-72	60-72
Quality		
• Training and education programmes are in accordance with certifying bodies and departmental guidelines	100%	100%
• Individual disputes of rights resolved in accordance with established procedures	100%	100%
• Labour Inspections and investigations are in compliance with internationally accepted best practice	100%	100%
• All pension investigations, cases for enforcement action and delinquency reports carried out by suitably qualified and trained staff	100%	100%
• Matters for legal advice and cases for enforcement action are reviewed and signed off by Head of Department or designated person	100%	100%
Timeliness		
• Training and Education programmes are delivered as scheduled	100%	90%
• Pensions Communication Plan delivered to agreed schedule	100%	100%
• Individual labour disputes of rights cases processed within 60 calendar days	100%	100%
• Notification to complainant of outcomes of investigation within 14 working days of completion of investigation	100%	90%
• All pension investigations, cases for enforcement action and delinquency reports carried out within timeframes established by internal procedure	100%	50-60%
Location		
Cayman Islands	100%	100%
Cost	**$1,606,865**	**$1,052,227**

Related Broad Outcome:
12: Preparing our Labor Market for Future Opportunities

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

ETE 5	Public Library Services	$1,475,392

Description

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

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Items circulated throughout the year	35,000-40,000	N/A
• Number of reference transactions processed	1200-1400	N/A
• Number of adult programmes delivered	20 -30	20-30
• Number of juvenile programmes delivered	400-500	450-500
• Number of newsletters	4	4
Quality		
• Operations in all locations overseen by suitably qualified staff	100%	N/A
• Reference services provided by suitably trained staff	100%	N/A
• Materials selected and newsletters developed by suitably qualified staff	100%	100%
• Programmes developed and monitored by suitably qualified staff	100%	100%
Timeliness		
• Library services provided minimum of 5 days per week	100%	N/A
• Reference enquiries processed within twenty-four hours of receipt • Programmes delivered on a monthly basis • Newsletters produced quarterly	100% 100% 100% 100%	100% 100% 100%
Location		
Cayman Islands	100%	100%
Cost	**$1,475,392**	**$1,446,658**

Related Broad Outcome:

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

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

ETE 6	Primary Education		$16,410,441

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

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of primary school places provided	3300 – 3450	N/A
• Number of students in primary schools	2475-2600	2470
• Number of schools	10	10
• Number of instructional days for students	180	180
• Number of national curriculum subjects taught	9	9
• Number of annual standardised tests administered	2	1
• Number of national student progress and achievement reports per student	2	2
• Number of core curriculum subject tests administered	2	2
Quality		
• Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications	95 – 100%	95 – 98%
• Student/teacher ratio (Students per total teaching staff within the school)	11. 0 – 14.0	11.0
• Standardised tests selected for reliability, validity and relevance for students educated in the Cayman Islands and for international currency	100%	N/A
• National curriculum tests externally written, with extensive pre-testing	100%	N/A
Timeliness		
• Primary education programmes to be delivered over academic year from September through June	100%	100%
• Standardised tests and National curriculum administered in last school terms	100%	100%
• Students progress reports to parents at least twice annually	100%	N/A
Location		
Cayman Islands	100%	100%
Cost	**$16,410,441**	**$15,476,560**

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

(Group comprises ABS output: DES 1)

ETE 7	Secondary Education	$19,507,067

Description

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of students in Government Secondary schools	2,000-2,010	2,015
• Number of Government Secondary schools	3	3
• Number of Further Education Programmes for Year 12 students	1	1
• Number of instructional days for students	180	180
• Number of progress reports per student	2	2
• Number of national curriculum subjects taught in Key Stage 3	11	11
• Number of core subjects taught at Key Stage 4	6	6
• Number of optional subjects offered at Key stage 4	15-25	15-25
• Number of AP subjects offered at CIFEC	5-8	5-8
• Number of vocational, career and technical programmes offered at CIFEC	5-10	8
• Number of students placed on work experience/community services placements at CIFEC	200-250	250
Quality		
• Lessons and programmes delivered by appropriately qualified and experienced teachers	95-100%	95-100%
• Diploma subjects accredited through Advanced Placement Programme	100%	100%
• All KS4 subjects and Career and technical programmes accredited through external qualification schemes	100%	100%
• Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications	95-100%	95-100%
Timeliness		
• Secondary and Further Education Programmes to be delivered over academic year from September through June	100%	100%
• Student progress reports to parents at least twice annually	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$19,507,067**	**$19,072,644**

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

(Group comprises ABS outputs: DES 2 and 11)

ETE 8	Education for Students with Special Needs	$4,317,742

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of specialized programmes provided	4	4
• Number of Alternative Education Services Programmes delivered	3-4	N/A
• Number of school days	180	180
• Number of student progress reports per student	2	2
• Number of students served individually in counselling sessions	900-1,100	1,000
• Number of students provided Learning/Behavioural Specialist intervention services	275-325	100
• Number of psychological, speech and language and occupational therapy assessments	405-470	440
• Number of students served in programmes for hearing or visually impaired	28-40	25
• Number of children served through the Early Intervention Programme	125-175	125-175
Quality		
• Alternative Education services to be provided by staff with appropriate training and qualifications	90-100%	N/A
• Lessons, programmes and progress reports provided by teachers with appropriate training and qualifications	95-100%	90%
• Assessments, counselling and interventions provided by appropriately trained and qualified individuals	95-100%	95-100%
• Early intervention assessments and interventions carried out by appropriately qualified and experienced staff	100%	N/A
Timeliness		
• All education programmes to be delivered over academic year from September through June	100%	100%
• Student progress reports to parents at least twice yearly	100%	N/A
• Assessments provided within 60 days of approved request	90-100%	90-100%
• Early Intervention assessment and interventions conducted in line with SEN Code of Practice	100%	N/A
Location		
Cayman Islands	100%	100%
Cost	**$4,317,742**	**$4,364,030**

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

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

ETE 10	Preservation and Management of Records		$1,255,358

Description

Provision of services to:

- Identify, protect and manage Government's Vital Records management system
- Advise departments on filing systems, transferring and retrieval of semi-active records to and from the records centre, disposal schedules, freedom of information responsibilities, facilitating electronic records management, consulting with agencies on their policies for these records
- Promote the historical and cultural holdings of the Cayman Islands National Archive

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of Master Images produced	25,000-30,000	38,000-40,000
• Number of government records conserve	4-5	4-5
• Number of government file requests processed	850-860	489-498
• Number of guidance papers produced	1-2	2-3
• Number of support sessions conducted	6-8	8-10
• Number of documents reproduced	880-890	500-510
• Number of photographic prints and scans produced	150-160	288-293
Quality		
• Master Images and government records conserved are carried out in compliance with international standards (BS 5454, BS 4971)	100%	100%
• All records management tasks carried out in accordance with National Archive and Public Records Law (2007) and in compliance with international standard ISO 15489	100%	100%
• Guidance papers and disposal schedules reviewed by senior manager and signed off by Director	100%	100%
• Support and training sessions conducted by qualified records management staff	100%	100%
• Documents reproduced in accordance with CINA's reproduction policy.	100%	100%
• Photographic prints and scans produced in accordance with CINA's operational procedures	100%	100%
Timelines		
• Conservation treatment conducted within 5 business days or based upon complexity of request by client	100%	100%
• Guidance papers produced by June 2012.	100%	100%
• Support sessions conducted as agreed with client	100%	100%
• Images produced, files requests processed, publications and prints available Monday to Friday, 8:30a.m – 5:00p.m	100%	100%
Location Cayman Islands	100%	100%
Cost	**$1,255,358**	**$1,127,274**

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

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

ETE 11	Facilities Management and Procurement Management	$14,095,759

Description

- Provision of building management and facility maintenance services to all schools, Department of Education Services and other educational facilities, including establishing and managing maintenance needs for new high schools
- Provision of key infrastructural procurement and other services to support the effective operations of schools and the education system

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of facilities maintained	20-21	20
• Number of full inspections	20	20
• Number of maintenance plans developed	16-20	6-8
• Number of facilities contracts managed	20-24	20
• Number of educational sites for which procurement services provided	20	20
• Number of consolidated capital orders processed	35-40	35-40
• Number of janitorial contracts administered	11-12	11-12
• Number of schools for whom transportation contracts administered	10	10
• Number of canteen contracts managed	11-12	11-12
Quality		
• Procurement processes managed by appropriately qualified and experienced individuals	100%	100%
• Tendering processes administered in line with CTC Regulations	100%	100%
• Contracts awarded to be in line with tender specifications and any relevant legal requirements	100%	100%
• Maintenance services and inspection to be provided by appropriately qualified and/or experienced personnel	95-100%	95-100%
• Maintenance plans to reflect specific needs and key data for individual schools	100%	100%
Timeliness		
• Consolidated capital and overseas recurrent orders processed within 60 days of confirmation	90-100%	N/A
• Contracts tendered by May 2012	90-100%	90-100%
• Janitorial and security services provided in accordance with agreed schedule	90-100%	90-100%
• Canteen meals provided each school day in the school year	100%	100%
• Facilities maintenance plans to be developed by June 2012	90-100%	90-100%
• Facilities Inspections conducted annually in July	100%	100%
• New contract documentation to be prepared 30 days prior to expiration of current contract	100%	100%
Location Cayman Islands	100%	100%
Cost	**$14,095,759**	**$11,950,270**

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

(Comprises ABS outputs: DES 6 and DES 10)

ETE 13	Training and Support for Adults with Disabilities	$1,032,558

Description

- Provision of Training Programmes for Adults with Disabilities to promote individual growth and independence including Life Skills, Functional Literacy, Computer Skills, Communication, Arts and Crafts and Vocational Training and Placement
- Provision of therapeutic Services to promote the health and fitness of clients including the evaluation of performance skills, the development of treatment and fitness plans as well as the coordination and monitoring of health care

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Individual Training Sessions provided	1000-1300	2400-2700
• Number of Group Training provided	7,500 – 8,000	7,500-8,000
• Number of Recreation Session/Outings provided for the group	50 – 60	50-60
• Number of Individual Treatment Sessions provided	1,000 – 1,200	1,000-1,200
• Number of Group Treatment Sessions provided	150 – 200	150-200
• Dental, Medical and Vision appointments completed	100 – 150	100-150
• Number of Hours of Support Sessions provided	900-1,200	900-1,200
• Number of Job Search Contacts	400-600	400-600
Quality		
• Training will conform to Award Scheme Development and Accreditation Network Guidelines and will reflect needs established by individual assessment of clients.	100%	100%
• Programme materials to include a combination of in-house and commercially produced resources	100%	100%
• All Training will be developed and supervised by qualified staff	100%	100%
• All Evaluations and Assessments will be done by qualified staff	100%	100%
• All Treatment Plans will be developed and supervised by qualified staff	100%	100%
• Staff will arrange regular dental, medical and vision appointments for clients as required by the Health Professionals, accompany the clients and ensure all instructions are forwarded to staff at the Centre and parents/family members at home.	100%	100%
• Support Services will be provided by qualified staff	100%	100%
• Training and placement will reflect needs established by individual assessment of clients	100%	100%
Timeliness		
• Training Sessions will be 30 minutes in length and will be delivered Monday to Friday between 8:30 a.m. and 2:30 p.m. 40 weeks per year plus Special Events in the evening and on Weekends	100%	100%
• Dental, medical, mental health and vision appointments scheduled from September to July in cooperation with HSA and private practitioners. Acute care appointments arranged as needed.	100%	100%
• Support Services will be provided Monday to Friday between 8:30 a.m. and 2:30 p.m. 40 weeks per year plus evenings and on Weekends if required to deal with emergencies.	100%	100%
Location		
Sunrise Centre and Community locations as arranged	100%	100%
Cost	**$1,032,558**	**$ 1,208,514**

Related Broad Outcome:

13. Improving the Lives of the Elderly and Disabled

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

ETE 14	Education Evaluation and Support Services	$4,718,042

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of sites fully operational with ICT Infrastructure, wireless and internet access and appropriate software and hardware technology	19	21
• Number of Online portals and websites supported	8-12	10
• Monitoring visits to ECCE settings	80-100	60-80
• Annual ECCE Training Plan developed and implemented	1	N/A
• Number of inspection reports on government and private schools	5	1
• Number of inspection reports on government reception classes and private pre-schools	15	27
• Number of School Improvement Plans advised, monitored and reported on	15-18	15-18
• Number of Structured Support Plans developed and implemented for schools requiring additional support	3-5	3-5
• Number of statistical reports on external exam results	1	N/A
Quality		
• ICT support structure for schools, educational centres, portals and websites to be maintained by certified technical support technicians, system administrators and qualified vendors with standardized ICT hardware and software infrastructure	100%	100%
• ECCE Monitoring visits conducted by appropriately qualified and experienced personnel	100%	100%
• ECCE Training Plan and curriculum projects to reflect national priorities, as agreed by Chief Officer	100%	N/A
• All inspections and reports will comply with ESAU quality assurance guidelines	100%	100%
• School Improvement services delivered by professional with appropriate qualifications, training and experience	100%	100%
• Structured support plans to be developed in consultation with key stakeholders	100%	100%
• Statistical reports prepared according to template approved by Chief Officer and subject to sign off by Chief Officer prior to publication	100%	100%
Timeliness		
• ICT online services available during normal working hours	95%	95%
• ECCE Monitoring visits conducted Sept to June	100%	100%
• ECCE Training Plan developed by Aug 2011 and implemented by June 2012	90-100%	N/A
• All inspections/evaluations will be completed according to agreed schedule	100%	100%
• Structured Support Plans prepared within 30 days of inspection or identified need	100%	100%
• Statistical report on external examinations by Sept, 2011	95-100%	N/A
Location		
Cayman Islands	100%	100%
Cost	**$4,718,042**	**4,215,975**

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

(Group comprises ABS outputs: MET 7, MET 10, ESA 1 and DES 7)

Statutory Authority/Government Company Output Groups

Output Supplier: University College of the Cayman Islands

CCO 1	**Teaching of Tertiary Level, Professional and Vocational Programmes**		**$3,925,000**
Description • Develop and deliver tertiary level educational programmes and continuing education courses and complimentary educational services • Develop and deliver tertiary level professional programs • Teaching of the Associate Degree specializations • Teaching of adult and continuing education courses • Teaching/development of baccalaureate degree/postgraduate programmes • Delivery of comparable programs in Grand Cayman and Cayman Brac			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of professional programmes • Number of academic programmes • Number of adult/continuing classes • Number of vocational programmes • Number of baccalaureate/post graduate courses offered		9 18-20 48 10 16	9 18 48 9 16
Quality • Degree courses satisfy the standards (grading, course content, credit hours, etc.) required by overseas universities for acceptance of students and their credits • University faculty members to have appropriate qualifications • Professional and vocational courses to satisfy standards required by any accrediting body • Course development and standards to be informed by consultation with key stakeholders • Local professional organizations recognize qualifications		100% 100% 100% 100% 100%	N/A N/A N/A N/A N/A
Timeliness • Courses offered over appropriate time frame for curriculum covered		100%	100%
Location Grand Cayman and Cayman Brac		100%	100%
Cost		**$3,925,000**	**$4,250,,000**
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to benefit from Development			
(Group comprises Purchase Agreement outputs: COL 1, COL 2, COL 3, COL 4, COL 5 and COL 6)			

Non-Government Supplier Output Groups

Output Supplier: International College of the Cayman Islands

NGS 25	**Teaching of Tertiary Education Courses**	**$65,100**

Description

Teaching of the following degree courses:

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of students enrolled in all degree programs	200 – 300	172 – 261
Quality		
• Programs taught in accordance with international tertiary educational standards based on an American Curriculum	100%	100%
• Institutionally accredited by the Accrediting Council for Independent Colleges and Schools (ACICS), Washington, D.C., U.S.A.	100%	100%
• Registered by the University Council of Jamaica (UCJ)	100%	100%
• Faculty holds recognized degrees at master's level or professional designation / certification or above	100%	100%
• Level of academic standard maintained to achieve 90 to 100% employers' satisfaction with ICCI graduates as indicated by the ICCI Annual Alumni Survey	100%	100%
Timeliness Fall, Winter, Spring and Summer quarters	100%	100%
Location ICCI Campus, Grand Cayman	100%	100%
Cost	**$65,100**	**$70,000**

Related Broad Outcome:

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

(Group comprises Purchase Agreement outputs: ICC 1)

Output Supplier: Nadine Andreas Children Services

NGS 27	**Supervision of Pre-School Children**		**$55,800**
Description Provision of pre-school supervision to young children involving a Pre-school and Nursery/early education Programme			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of Pre-School Teachers • Number of programmes		2 2	2 2
Quality • Personnel are trained and experienced in early childhood care and education		90-100%	90-100%
Timeliness • Personnel funded are full time staff. • School open during regular pre-school hours Monday-Friday : 7:00 a.m. – 5:30 p.m.		100% 100%	100% 100%
Location NCVO, Richard Arch Children's Centre, Anthony Dr, George Town - Grand Cayman		100%	100%
Cost		**$55,800**	**$60,000**
Related Broad Outcomes: 4. Developing a World Class Education System to Foster Growth and to benefit from Development 13. Improving the Lives of the Elderly and Disabled			
(Group comprises Purchase Agreement outputs: NAC 1)			

Output Supplier: Private Schools

NGS 34	Primary and Secondary Education by Private Schools		$1,604,091
Description Teaching of primary and secondary education courses/classes by private schools			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of students taught (age 5 to 18)		2,500 - 2,700	2,657
Quality • Classes are in accordance with curriculum decided by each school, and in line with local and international educational standards		100%	100%
Schools to: • Hold a current education license;		100%	100%
• Comply with all relevant legislation, including (but not necessarily limited to) employment, pension, environmental health, immigration and planning laws		100%	100%
Timeliness During the school term from September to June		100%	100%
Location Cayman Academy, Cayman Prep and High School, Cayman International School, First Baptist Christian School, Grace Christian Academy, St Ignatius High School, St Ignatius Prep School, Triple C School, Truth for Youth School, Wesleyan Christian Academy		100%	100%
Cost		**$1,604,091**	**$1,800,000**
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to benefit from Development			
(Group comprises Purchase Agreement outputs: PSA 1)			

Output Supplier: The Wellness Centre Limited

NGS 76	**Autism Diagnostics and Sexual Trauma Recovery Programme**		**$118,575**
Description Provision of: • Autism Spectrum Disorder Panel Diagnostic Services for children identified at risk. • Developmental Disabilities and Autism Awareness/Training • Provision of confidential group counselling services children and youth survivors of sexual trauma • Provision of Applied Behaviour Analysis training for teachers and support aides working in Government. Schools, and members of the early intervention programme.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of children served living in the Cayman Islands who are at risk for Autism Spectrum Disorders. • Number of awareness training sessions organized • Number of 2-Day ABA Training Workshops to be delivered in Grand Cayman and Cayman Brac • Number of places for small group sexual trauma intervention programme		15-20 6 3 16-24	25-30 20 N/A 16-32
Quality • Autism Panel Assessments and Diagnoses to be performed by a team of professionals including Clinical Psychologist, Educational Psychologist, Occupational Therapist, Speech & Language Therapist and Paediatrician. • Awareness training and workshop sessions to be facilitated by a psychologist, trained comprehensively in the screening, assessment and provision of intervention services for children with Developmental Delays, including Autism Spectrum Disorders • Participants will be screened for appropriateness to group using supported admission criteria (i.e. previous counselling experience, lack of therapeutic fit, significant mental illness, substance abuse, or hostility).		100% 100% 100%	100% 100% 100%
Timeliness • Assessment process will begin within 10 work days of receipt of referral • Awareness training sessions to be held during July 1, 2011 through June 30, 2012. • Interim training evaluation will be submitted by December 31, 2011. • A complete Training Evaluation and Final Summary Report will be submitted for review by June 30, 2012. • Initial intake screening will be scheduled within 48 hours of contact. •		100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Location Cayman Islands		100%	100%
Cost		**$118,575**	**$125,000**
Related Broad Outcome: 13. Improving the Lives of the Elderly and Disabled			
(Group comprises Purchase Agreement outputs: TWC 1, TWC 2, TWC 3, TWC 4)			

Output Supplier: Music Institution

NGS 77	Music Therapy Services		$66,290
Description Provision of Music Therapy Services for children attending the Lighthouse School, Alternative Education Services, and Early Intervention programme and adults participating at the Sunrise Adult Training Centre.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of children served at the Lighthouse School		40-50	30-40
• Number of children served through the Early Intervention Programme		25-35	20-30
• Number of students served in Alternative Education Programmes in mainstream primary and/or secondary schools		12-18	12-18
• Number of clients served at the Sunrise Adult Training Centre		25-35	20-30
Quality			
• Music Therapy Services to be provided by a qualified and certified Music Therapist		100%	100%
Timeliness			
• Music Therapy Services to be delivered over academic year from September through June		100%	100%
• Students' and clients' progress towards goals reported at least twice annually		100%	100%
• Final Annual Report of programme outcomes to Ministry by June 30, 2012		100%	100%
Location			
Grand Cayman		100%	100%
Cost		**$66,290**	**$50,112**
Related Broad Outcome: 4. Developing a World Class Education System to Foster Growth and to benefit from Development			
(Group comprises Purchase Agreement outputs: CMT)			

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

Output Supplier: Ministry of Community Affairs, Gender and Housing

CAH 1	**Policy Advice and Support to the Minister of Community Affairs, Gender and Housing**	**$1,788,347**

Description

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

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of meetings, conferences, workshops and training sessions attended and events coordinated	104-168	N/A
• Number of Parliamentary questions, papers, notes, drafting instructions, directives and reports prepared	153-221	N/A
• Number of inquiries, correspondences, speeches, consultations, statements and briefing sessions	503-702	N/A
• Number of plans and drills developed, maintained, monitored and/or organized and payments and applications processed	12,052-18,083	N/A
Quality		
• Governance and oversight given to Boards and Government Owned Companies are in compliance with the relevant laws and/or government policy	90-100%	N/A
• All papers, notes and reports to be reviewed and approved by the Chief Officer or delegate prior to final approval by the Minister	90-100%	N/A
• Provide clear, accurate and relevant drafting instructions for both of the above Bills	90-100%	N/A
• Payments to be processed accurately and timely	85-100%	N/A
Timeliness		
• Cabinet papers and notes submitted to Cabinet Office prior to 12:00pm Wednesday	90-100%	N/A
• Speeches, statements, and reports submitted to Chief Officer 1-3 working days prior to due date	95-100%	N/A
Location		
Cayman Islands	100%	N/A
Cost	**$1,788,347**	**$2,380,756**

Related Broad Outcomes:

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

(*Group comprises ABS outputs CFS 1, DCS 26, MCA 1, MCA 2, MCA 3, MCA 4, MCA 5, MCA 6, MCA 7, MCA 8)*

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures was revised.

CAH 2	Administration of Community Assistance Programmes	$4,255,788

Description

The administration of Community Assistance Programmes including:

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of meetings, inspections, and training sessions conducted or attended	18-22	N/A
• Number of assessments completed	930-1050	N/A
• Number of care and social activities performed	132,915-136,405	N/A
Quality		
• Training sessions delivered in accordance with the Department's guidelines.	95-100%	N/A
• Assessments conducted based on criteria established by the Department of Children and Family Services	90-100%	N/A
• Services provided by trained, experienced care givers	95-100%	N/A
Timeliness		
• Training sessions performed April to June.	100%	N/A
• Inspections ongoing throughout hurricane season	100%	N/A
• Assessments completed within six months of assignment.	100%	N/A
• Residential care: three 8 hour shifts	100%	N/A
Location		
Grand Cayman and Cayman Brac	100%	N/A
Cost	**$4,255,788**	**$4,692,599**

Related Broad Outcomes:

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

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

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures was revised.

CAH 3	Public Education on Social Issues		$169,486
Public education and training activities relating to: • The development of gender equity and equality for all residents • Parenting skills and family planning courses • Life skills and vocational training for young parents • Community outreach presentations • Public education of the Health Insurance Commission			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of newsletters produced and distributed • Number of workshops, presentations and meetings held • Number of public awareness campaigns and events held		12 9-13 12-17	12-12 0 24-32
Quality • Accurate and relevant information is provided by qualified and trained professionals • All workshops, presentations and meetings held will be delivered by skilled and knowledgeable personnel in the subject area • Public awareness campaigns utilize various mediums		95-100% 90-100% 80-100%	95-100% 90-100% 80-100%
Timeliness • Newsletters published monthly • Workshop, presentations and meetings will be delivered as schedule • Public awareness campaigns events held throughout the year		90-100% 90-100%	90-100% 90-100%
Location Cayman Islands		100%	100%
Cost		**$169,486**	**$306,237**
Related Broad Outcomes: 7. Developing our Youth 8. Strengthening Families 13. Improving the Lives of the Elderly and Disabled 14. Reducing Substance Abuse 15. Empowering Women			
(Group comprises ABS outputs: CFS 5, DCS 19)			

CAH 4	Counselling and Support Services		$4,981,314

Description

Counselling and support services involving:

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of sessions, visits, conferences, workshops, and presentations	12,329-14012	N/A
• Number of placements offered	507-527	N/A
Quality		
• Sessions, workshops, and presentations conducted by skilled and qualified staff	100%	N/A
• Placement in compliance with agency standards	90-100%	N/A
Timeliness		
• Sessions, programmes, workshops offered on a rotational basis throughout the year	100%	N/A
• Social Work services offered during the days and evenings	90-100%	N/A
Location		
Cayman Islands	100%	N/A
Cost	**$4,981,314**	**$4,524,712**

Related Broad Outcomes:

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

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

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures was revised.

CAH 5	Supervision and Support of Children		$1,519,274
Description Provision of social services to children and families involving: • Residential care services for children and young adults with disabilities • Placement and supervision of abused and/or neglected children • Recruitment, assessment, approval, training and supervision of foster families for children needing short or long term placement • Partial assessments and counselling of prospective adoptive families for children who have been cleared for adoption			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of care services and activities provided • Number of reports, warrants, sessions, and minutes delivered		11,405-14,110 522-613	N/A N/A
Quality • Care services provided in accordance with client's individualized care plans and by trained and experienced care givers. • Assessments and investigations of abuse matters carried out by qualified social workers. • Training conducted by facilitators qualified in subject area. • Adherence to established guidelines as set by the Adoption Law.		90-100% 100% 90-100% 100%	N/A N/A N/A N/A
Timeliness • Care services provided daily • Investigations carried out within 24 hours • Placement and supervision of children – ongoing • Recruitment and Support of Foster Care Families – ongoing • Assessment and counseling of prospective adoptive families - ongoing		90-100% 100% 100% 100% 100%	N/A N/A N/A N/A N/A
Location Cayman Islands		100%	N/A
Cost		**$1,519,274**	**$2,050,662**
Related Broad Outcomes: 7. Developing our Youth 8. Strengthening Families 13. Improving the Lives of the Elderly and Disabled			
(Group comprises ABS outputs: CFS 8, CFS 9, CFS 10, CFS 11, CFS 12)			

Note: 2010/11 Forecast not comparable to 2011/12 Budget as quantity measures was revised.

CAH 6	Community Development Services		$576,792
Description Community development service involves: • Promotion and celebration of child month • Provision of advice and guidance on social problems to the community enabling them to identify their needs and to develop strategies to address those needs. • Developing or enhancing employability and life skills through: assessment of clients training needs, planning and delivery of the Support towards Autonomy, Retraining and Self-Sufficiency (STARSS), assisting with resume writing, organizing and hosting job fairs.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of events, workshops, sessions, meetings, presentations, fairs, and workshops held or attended		665-734	N/A
Quality • Percentage of Committee members in attendance at meetings		90-100%	N/A
Timeliness Ongoing throughout the year		100%	N/A
Location Cayman Islands		100%	N/A
Cost		**$576,792**	**$879,108**
Related Broad Outcomes: 7. Developing our Youth 12. Preparing our Labor Market for Future Opportunities			
(Group comprises ABS outputs: CFS 14, CFS 15, CFS 33)			

Note: New measures were established for 2011/12 therefore forecast not comparable to 2010/11 Budget

Output Supplier: Children and Youth Services (CAYS) Foundation

CAY 2	Children and Youth Services (CAYS) Foundation	$2,251,906

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Therapeutic Community Facility	1	N/A
• Care and Protection Facility	1	1
• Capacity of FBGH facility	14	10
• Capacity of BBH facility	10	10
• Number of residents reintegrated into the society	4-10	4
• Number of residents reintegrated into the regular Public Schools	8-10	8-10
• Number of monthly reports submitted to the Ministry	12	12
• Number of annual reports submitted to the Ministry	1	1
Quality		
• CAYS Foundation operates a therapeutic community programme and care and protection programme with qualified and specialist staff	80-100%	80-100%
• Provision of 24 hour supervision of residents by staff	100%	100%
• Monitor residents progress through the phases of the programme (orientation, self discovery, integration and transition) as determined by facility staff, input from other residents and family members and the resident them self. Quarterly evaluation reports by Ministry representatives of the programmes and inspection of facilities.	80-100%	80-100%
• Programmes geared towards the development of vocational, Educational, social and life skills	85-100%	85-100%
• Official school reports indicate improvement in academic performance and behaviour	80-100%	80-100%
• Accurate, timely and current reports submitted to the Ministry of Community Affairs, Gender and Housing	100%	100%
Timelessness		
• Programmes and Residents' Care Plans carried out within the established timeframes	80-100%	80-100%
• Monthly Reports submitted on the 10th working day of each month with the approval of the CAYS Foundation Board	100%	100%
• Annual Reports submitted within one month after the end of the budget year with the approval of the CAYS Foundation Board	100%	100%
Location Cayman Islands	**$2,251,906**	**$1,828,413**
Cost		
Related Broad Outcome: 7. Developing our Youth		
(Group comprises Purchase Agreement outputs: CAY 1)		

Output Supplier: National Housing Development Trust

NHT 4	Administration of the Affordable Housing Initiative	$197,000

Description

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of site visits	20-24	20-24
• Number of leases under special debt servicing arrangements	10 – 20	10 – 20
• Number of rental applications assessed	8-10	8-10
• Number job orders processed and client assessed	300-350	300-350
• Number of Community Service Projects	2	2
Quality		
• Site visit conducted by qualified personnel	100%	100%
• All special debt service arrangements in accordance with guidelines set by the trust	95-100%	95-100%
• Job orders process in order of priority by Maintenance Manager	95-100%	95-100%
• Rental applications assessed with the guidance set by the Trust	95-100%	95-100%
• Customers expressing satisfaction with the effects of the community service to the community	95-100%	95-100%
Timeliness		
• Site reports to be completed within 5 days at the end of each month	95-100%	95-100%
• Maximum time for submitting arrears report – 15 days after end of quarter	95-100%	95-100%
• Minimum of 1 report per month.	95-100%	95-100%
Location		
Windsor Park Affordable Home Site, George Town	100%	100%
West Bay Affordable Home Site, West Bay	100%	100%
Eastern Avenue Affordable Home Site, George Town	100%	100%
118 Dorcy Drive, Grand Cayman	100%	100%
Cost	**$197,000**	**$197,000**

Related Broad Outcomes:

8. Strengthening Families
17. Strengthening our Infrastructure

(Group comprises Purchase Agreement output: NHT 4)

NHT 5	Administration of the Government Guaranteed Home Assisted Mortgage	$218,000

Description

Administer the lease of the Government Home Assisted Mortgage Program and provide support services to low income Caymanian families.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of applications processed	450-500	60-70
• Number of special debt servicing arrangements	200-275	1-2
• Number of financial counseling	50-75	25-30
• Number Client Meetings/Interviews	450-500	N/A
• Number of GGHAM Meetings	24-30	N/A
• Number of Guarantee Processed	257-300	N/A
Quality		
• Applications process according to approve guidelines	95-100%	95-100%
• All special debt service arrangements in accordance with guidelines set by the trust	95-100%	95-100%
• Financial Counselling done by qualified personnel	95-100%	95-100%
• Site Visits conducted by qualified personnel	95-100%	95-100%
Timeliness		
• Maximum of 3 days for processing of applications	95-100%	95-100%
• Maximum of 5 days for approval/decline response	95-100%	95-100%
• Counselling done within 5 days of request	80-90%	80-90%
• Site reports to be completed with 5 days at the end of each month	95-100%	95-100%
Location		
118 Dorcy Drive, Grand Cayman	100%	100%
Cost	**$218,000**	**$218,000**

Related Broad Outcomes:

8. Strengthening Families
17. Strengthening our Infrastructure

(Group comprises Purchase Agreement outputs: NHT 5)

NHT 6	Administration of the New Affordable Housing Initiative	$191,000

Description

Administer the New Affordable Housing Initiative Program which provides support services to low income Caymanian families.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of applications processed	900-1,000	325-350
• Number of Client Meetings/Interview	450-500	450-500
• Number of project development meetings	24-30	24-30
• Number of "Home Buyer Educational Counselling "classes	12-18	4-6
• Number of site visits	54-70	30
Quality		
• Applications process according to approve guidelines	95-100%	95-100%
• Site visits conducted by qualified personnel	95-100%	95-100%
• Development approval recorded in Minutes and distributed to qualified persons	95-100%	95-100%
• HBEC Classes conducted by qualified personnel	95-100%	95-100%
Timeliness		
• Maximum of 3 days for processing of applications	95-100%	95-100%
• Maximum of 2 site visit reports completed quarterly	95-100%	95-100%
• Maximum of 5 days for distribution of Minutes	100%	100%
• Maximum of 2 days for reports on class conducted	95-100%	95-100%
Location		
118 Dorcy Drive, Grand Cayman	100%	100%
Cost	**$191,000**	**$191,000**

Related Broad Outcomes:

8. Strengthening Families
17. Strengthening our Infrastructure

(Group comprises Purchase Agreement outputs: NHT 6)

NHT 7	Administration of the Build on Your Own Property Initiative	$65,000

Description

Administer the build on your own property initiative which provides support services to low income Caymanian families.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of applications processed • Number of site visits • Number of client meetings	9-12 45-60 150-200	4-6 18-20 25
Quality • Applications process according to approve guidelines • Site visits conducted by qualified personnel • Client meetings recorded in file notes and secured on client files	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Timeliness • Maximum of 3 days for processing of applications • Maximum of 2 site visit reports completed quarterly • Maximum of 1 day for completing file note	95-100% 95-100% 100%	95-100% 95-100% 100%
Location 118 Dorcy Drive, Grand Cayman	100%	100%
Cost	**$65,000**	**$65,000**

Related Broad Outcome:

8. Strengthening Families

(Group comprises Purchase Agreement outputs: NHT 7)

Non-Government Supplier Output Groups

Output Supplier: Community Development Action Committees from Various Districts

NGS 62	**Community Development, Prevention and Beautification Programmes**	**$32,550**

Description

Community development, prevention and beautification programmes provided by the Community Development Action Committees (CODACs) in Grand Cayman and Cayman Brac.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of neighbourhood watch and crime prevention programme	7-14	7-14
• Number of functions for the youth	28-35	28-35
• Number of functions for the elderly	14-28	14-28
• Number of district cleanup/beautification projects	7-28	7-28
Quality		
Programmes should be in accordance with the requests/needs from the community	80-100%	80-100%
Timeliness		
• Programmes, functions and services should be provided as requested/agreed with the District Committee	90-100%	90-100%
• Ongoing	90-100%	90-100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	**$32,550**	**$35,000**

Related Broad Outcomes:

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

(Group comprises Purchase Agreement outputs: CSV1, CCB 1, CWB 1,CNS 1, CBT 1, CGT 1, CEE 1)

Output Supplier: Home School Associations and Other Suppliers

NGS 63	**School Lunch and Uniform Programmes**	**$585,900**

Description

Provision of school lunches and school uniforms to children whose parents meet established criteria.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of children receiving school lunches	600-650	650-900
• Number of children receiving school uniforms	300-400	300-400
Quality		
• Lunches meet minimum nutritional standards	90-100%	90-100%
• Uniforms meet school uniform requirements	90-100%	90-100%
Timeliness		
• Lunches provided every school day for the period specified by the Social Worker	90-100%	90-100%
• Uniforms provided within ten working days of assessment	90-100%	90-100%
Location		
Cayman Islands	100%	100%
Cost	**$585,900**	**$1,254,572**

Related Broad Outcomes

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

7. Developing our Youth

8. Strengthening Families

(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various as determined by Department of Children and Family Services)

Output Supplier: Pines Retirement Home

NGS 64	**Care of the Indigent, Elderly and Disabled Persons**		**$1,456,892**
Description Accommodation and care for indigent, elderly and disabled persons and Intensive care unit (ICU) patients.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of residents requiring residential nursing care		28-31	26-29
• Number of ICU patients		6-8	5-7
Quality			
• Responsive to the clinical needs of each patient		80-100%	80-100%
• Care plan prepared by Registered Nurses to meet the specific needs of these patients		95-100%	95-100%
• Provision of all nursing care is delivered and or supervised by qualified, experienced licensed practical nurses or registered nurses licensed through the Cayman Islands Health Regulatory Board		100%	100%
• Patients assisted with all aspects of daily living in a professional and compassionate manner, with emphasis placed on the importance of preserving the dignity of these vulnerable individuals		95-100%	95-100%
• Treatment is provided in accordance with their General Practitioner's orders and instructions		95-100%	95-100%
• Ensure that family members are educated and supported emotionally in regard to the long term needs of these patients and their related chronic conditions		80-100%	80-100%
• General Practitioners meet the standards of the Cayman Islands Health Regulatory Board		100%	100%
• Supervision and coordination of services and accommodation is provided by the Pines Board of Directors acting through the Manager of the Pines		100%	100%
Timeliness			
• General Practitioner visits the Pines at least once per week		100%	100%
• Continuous, 24 hours per day, 365 days per year		100%	100%
Location The Pines Retirement Home, Grand Cayman		100%	100%
Cost		**$1,456,892**	**$1,626,120**
Related Broad Outcome: 13. Improving the lives of the Elderly and Disabled			
(Group comprises Purchase Agreement outputs: PRH 1, PRH2, PRH 3)			

Output Supplier: National Council of Voluntary Organisations

NGS 65	**General Programmes and Children Services**		**$117,180**
Description Provision of National Council of Voluntary Organisations (NCVO) Children Services Programmes.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Richard Arch Children's Centre		1	1
Quality • Richard Arch Children's Centre provides pre-school care and education in accordance with the guidelines set by the Education Department		90-100%	90-100%
Timeliness • Richard Arch Children's Centre operates Monday-Friday (closed public holidays and in August)		90-100%	90-100%
Location All of the NCVO Programmes are located or administered on 90A and 90B Anthony Drive, George Town, Grand Cayman		100%	100%
Cost		**$117,180**	**$126,000**
Related Broad Outcome: 8. Strengthening Families			
(Group comprises Purchase Agreement output: NCV 3)			

NGS 66	Foster Care for Children		$188,325
Description Provision of foster care for children who are unable to be placed in private homes as determined by the Courts and the Department of Children and Family Services.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of children		4-9	4-9
Quality • Foster care meets standards as assessed by the Department of Children Services		90-100%	90-100%
Timeliness • Foster Care is provided up to 24 hours per day, and up to 7 days per week, depending upon the placement		90-100%	90-100%
Location National Council of Voluntary Organisations, Nadine Andreas Residential Foster Home, 90B Anthony Drive, George Town		100%	100%
Cost		**$188,325**	**$202,500**
Related Broad Outcome: 8. Strengthening Families			
(Group comprises Purchase Agreement output: NCV 2)			

Output Supplier: Rehoboth Ministries

NGS 67	Community Programmes		$116,250
Description Provision of community programmes including preparations of meals and after school activities.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of programmes offered to the community		2	2
Quality • Programmes promote growth and development of persons within the central George Town community		90-100%	90-100%
Timeliness • After School and Meals on Wheels Programmes available 5 days per week • Full Day Care offered during school holidays		90-100% 90-100%	90-100% 90-100%
Location TE McField Youth and Community Centre		100%	100%
Cost		**$116,250**	**$100,000**
Related Broad Outcomes: 7. Developing our Youth 13. Improving the lives of the Elderly and Disabled			
Group comprises Purchase Agreement output: RBM 1 and RBM 2)			

Output Supplier: Various Landlords

NGS 68	**Rental Accommodation for Persons in Need**		**$1,186,634**
Description Provision of rental accommodation for person in need of urgent housing assistance and who meet the established criteria			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of families receiving rental assistance		300-350	375-400
Quality • Accommodation meets standards established by Department of Children and Family Services		90-100%	90-100%
Timeliness • Services provided within 10 working days of persons being successfully assessed		90-100%	90-100%
Location Cayman Islands		100%	100%
Cost		**$1,186,634**	**$1,637,652**
Related Broad Outcome: 8. Strengthening Families			
(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Department of Children and Family Services)			

Output Supplier: Various Funeral Homes

NGS 70	**Burial Assistance for Indigents**		**$148,800**
Description Provision of burial services for indigents.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of persons receiving burial assistance		35-40	35-45
Quality • Burial assistance of same standard as private clients		90-100%	90-100%
Timeliness Ongoing		100%	100%
Location Grand Cayman		100%	100%
Cost		**$148,800**	**$180,000**
Related Broad Outcome: 18. Preserving our Culture			
(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Department of Children and Family Services)			

Output Supplier: Cayman Islands Crisis Centre

NGS 71	Support for Battered Women and Children		$251,100
Description Provision of short-term shelter and rehabilitative services female victims of domestic violence and sexual violence and their children including: • Provision of case management and counselling for clients and their children in the shelter • Provision of public education programmes on domestic abuse and sexual violence and its effects on the individual, family and community • Provision of referral services and victim advocacy services through the confidential telephone crisis line or the Centre • Provision of an annual report			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of shelter facilities with an 18 bed capacity		1	1
• Number of women and children accessing the shelter facilities and provided with case management and counselling services		35-40	35-40
• Number of group counselling sessions		25-50	25-50
• Number of individual counselling sessions		100-200	100-200
• Number of public education presentations		24-36	24-36
• Number of persons receiving referral services and victims advocacy through the programme		10-25	10-25
• Number of annual reports		1	1
Quality			
• Shelter provides residents and staff with 24 hour security		100%	100%
• Shelter services provided by qualified, trained persons with relevant skills		100%	100%
• Public education programmes carried out by qualified persons and are culturally specific and age appropriate		100%	100%
• Referral services and victims advocacy services carried out by qualified persons and are culturally appropriate and age specific		100%	100%
• Annual report is current, relevant and approved by the Chairperson of the Cayman Islands Crisis Centre Board of Directors		100%	100%
Timeliness			
• Shelter services are available 24 hours a day 7 days a week		100%	100%
• Confidential crisis line is provided 24 hours a day 7 days a week		100%	100%
• Quarterly reports are provided two weeks prior to the end of the budget quarter		100%	100%
• Annual report is provided one month prior to the end of the budget year		100%	100%
Location Cayman Islands		100%	100%
Cost		**$251,100**	**$270,000**
Related Broad Outcome: 15. Empowering Women			
(Group comprises Purchase Agreement output: CIC 1, CIC 2, CIC 3, CIC 4)			

NGS 72	Therapeutic Services for Young Persons		$4,650
Description Provision of therapeutic services for young persons who need to develop skills in behavioural modification.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of persons assisted		1-2	NA
Quality • Services provided based on guidelines established by Department of Children and Family Services		80-100%	NA
Timeliness Ongoing		100%	NA
Location Cayman Islands		100%	NA
Cost		**$4,650**	**NA**
Related Broad Outcomes: 4. Developing a World Class Education System to Foster Growth and to Benefit from Development 7. Developing our Youth			
(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Department of Children and Family Services)			

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

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

HES 1	**Policy Advice and Ministerial Servicing to the Minister of Health, Environment, Youth, Sports and Culture**	**$2,489,932**

Description

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

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number Cabinet Papers and Notes produced	30 – 40	40
• Number of coastal works approval letters issued	2 – 5	2
• Reviews, reports and recommendations conducted	10 - 20	26 - 35
Quality		
• Cabinet Papers and Notes are accurate and meet Cabinet guidelines	100%	100%
• Approval letters will be clear, unambiguous and expressly set out Cabinet's conditions of approval	100%	100%
• Presented in a clear, concise and professional manner following a standard format agreed by the Department of Environment Technical Review Committee - compliance	100%	100%
Timeliness		
• Cabinet Papers and Notes submitted to Cabinet Office by Thursday to be placed on the agenda of the following week	90-100%	90-100%
• Approval letters issued within 7-14 days of cabinet approval	90-100%	90-100%
• All guidelines, Terms of Reference and review reports to be conducted and concluded within timeframes agreed between relevant agencies - compliance	90-100%	90-100%
Location		
Cayman Islands	100%	100%
Cost	**$2,489,932**	**$2,442,857**

Related Broad Outcomes:

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

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

HES 2	Health Regulatory Services	$900,168

Description

Inspection and regulatory services including:

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of certificates issued	60 – 100	90
• Number of complaints/ inquiries received, reviewed and investigated	1000 – 1200	1100
• Number of publications (pamphlets) disseminated	12 – 36	65
• Number of investigations conducted	10 - 20	15
Quality		
• Certificates issues in accordance with established policies and procedures	100%	100%
• All disseminated information will be in compliance with the health insurance and health practice legislation	100%	100%
• Complaints/ inquiries are investigated based in the Health Insurance Commission's policy and procedures	100%	100%
• On-site inspections and investigations are carried out based on approved policies and procedures	100%	100%
Timeliness		
• Certificates issued 20 days after approval by Health Practice Commission Board	100%	100%
• Monthly- Distribution of materials	100%	100%
• Initial response to complaints provided within 10 working days	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$900,168**	**$944,807**

Related Broad Outcome:

5. Improving Healthcare

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

HES 4	Sports Coaching and Training Programme	$3,222,390

Description

- Maintenance and management of Government owned sports and recreational facilities to ensure safety, security and competition standards are adhered to.
- Provision of technical education and training primarily in the six focus sports via community recreational programmes, national programmes, after-school programmes and school sessions.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Community Sport Development Programs	37 – 40	64 – 67
• Number of Coaching Sessions in Schools (Public and Private)	3100 – 3400	2587 – 2787
• Number of Facility Application Forms processed	140 - 185	336 - 381
Quality		
• School sessions aligned and conducted in compliance with school strategy/plan/curriculum.	100%	100%
• Programmes, camps and workshops are conducted by technical staff trained to standards set by the international governing body for the particular sport	100%	100%
• Facilities designated for International Competitions maintained at standards set by governing sport bodies to ensure readiness and compliance with respective regulations.	100%	100%
Timeliness		
• Community Coaching/National Programs held daily 5- 6 days a week	100%	100%
• Recreational Leagues/Events and Workshop are conducted quarterly- 3 per quarter	100%	100%
• Schools session provided daily 5 days per week	100%	100%
• Facilities will be in a state of readiness for scheduled events	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$3,222,390**	**$3,308,057**

Related Broad Outcome:

7. Developing our Youth

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

HES 5	Youth Education Mentorship and Community Activities	$663,012

Description

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

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

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Life Skills presentations	9	9
• Number of radio shows	28	42
• Number of training session	225 - 250	250
Quality		
• Presentations delivered by qualified youth workers	100%	100%
• Adheres to the quality measures held by Radio Cayman.	100%	100%
• BTEC sessions delivered by trained instructors that are certified by the Cadet Vocational Qualified Officer(CVQO)programme in the UK	95%	95%
Timeliness		
• Life Skills session conducted quarterly	100%	100%
• Radio shows are broadcast weekly	95%	95%
• Training Sessions held once a week during the school calendar year	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$663,012**	**$737,261**

Related Broad Outcome:

7. Developing our Youth

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

HES 6	Environmental Services and Research	$2,493,169

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Reports submitted to Planning Department	25 – 70	25 – 70
• Number of moorings replaced on an annual basis	300	300
• Number of research programmes	4 -8	4 – 8
• Number of search and rescue missions	10 - 25	19 -25
Quality		
• All reports will be based on consensus advice received from the Department of Environment(DOE) Technical Review Committee - compliance	100%	100%
• Percentage of moorings in safe and functional condition	95%	95%
• Research and Monitoring programs will be conducted using internationally recognised scientific protocols and address environmental and natural resource issues of the Cayman Islands	100%	100%
• Search and Rescue conducted safely and with best accepted practices of seamanship	95%	95%
Timeliness		
• Planning reports will be returned within the two-week deadline provided by the Planning Department on receipt of all relevant information - compliance	100%	100%
• Damaged or missing moorings repaired within five working days of report	85%	85%
• All Research and monitoring programs completed within designated or agreed time schedules – compliance	100%	100%
• Search and Rescue mission initiated within 10 minutes of report	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$2,493,169**	**$2,591,514**

Related Broad Outcome:

16. Addressing Energy and the Environment

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

Statutory Authority/Govt Company Output Groups

Output Supplier: Cayman Islands National Insurance Company (CINICO)

CIN 1	**Health Insurance for Seamen and Veterans**	**$7,471,839**
Description Payment of insurance premiums for Seamen and Veterans and their dependents for insurance coverage by CINICO.		
Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Total number of persons insured - premiums fully paid by Cabinet	1,293	1,252
• Total number of persons insured – premiums partially paid by Cabinet (Veterans)	21	22
Quality		
• All eligible Seamen, Veterans and their dependents are insured who met the definition under the Health Insurance Law	98 – 100%	98 – 100%
Timeliness		
• Insurance cards issued within 15 days of notification of eligibility	98 – 100%	98 – 100%
Location		
Grand Cayman, Cayman Brac and Little Cayman	100%	100%
Cost	**$7,471,839**	**$7,103,818**
Related Broad Outcome: 5. Improving Healthcare		
(Group comprises Purchase Agreement output: CIN 1)		

Output Supplier: Cayman Islands Health Services Authority

HEA 2	**Medical Care for Indigents**	**$8,062,435**

Description

Provision of medical care to indigent patients which includes:

- primary care,
- secondary care services, and
- dental and mental health care.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of emergency visits	1,200-1,400	1,558
• Number of General Practice(GP) clinic visit	3,500-4,000	3,612
• Number of specialist clinic visits(SPC)	1,500-2,000	2,068
• Number of dialysis patient treatment sessions	2,200-4,000	2,400
• Number of in-patient days	2,200-2,600	2,746
• Number of dental clinic visit	200-400	486
• Number of Inpatient admissions	350-450	544
Quality		
• Percentage of patients satisfied with the service	95-100%	95%
• Emergency services available 24 hrs per day, 365 days per year	100%	100%
• Outpatient visits scheduled on average within two weeks of request	95-100%	95%
• Elective inpatient admissions scheduled within two weeks of request	95-100%	100%
Timeliness		
• Percentage of patients seen in GP within 30 minutes of appointed time	75%	75%
• Percentage of patients seen in SPC within 30 minutes of appointed time	75%	75%
• Percentage of patients seen in Dental Clinic within 30 minutes of appointed time	75%	75%
Location		
Cayman Islands Hospital, Faith Hospital and District Clinics (the latter for outpatients only)	100%	100%
Cost	**$8,062,435**	**$9,864,698**

Related Broad Outcome:

5. Improving Healthcare

(Group comprises Purchase Agreement output: HSA 7)

HEA 6	Medical Services in Cayman Brac and Little Cayman	$3,854,224

Description

Maintenance of health care facilities in Cayman Brac and Little Cayman**.**

Provision of public health, mental health, specialist services and pre-hospital emergency care (ambulance service).

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Maintenance of facilities including utilities for Faith Hospital, dental clinic and Little Cayman clinic	3	3
• Total number of public health visits	2,000-3,400	2,911
• Total number of specialist clinic visits	2,000-3,000	2,942
• Total number of mental health visits	200-470	463
• Total number of ambulance calls, patient transport and home visits	200-650	538
Quality		
• Emergency services available 24 hours per day	100%	100%
• Percentage of school aged children fully immunized as per National Immunization Schedule	100%	100%
• Percentage of infants (<5yrs) fully immunized as per National Immunization Schedule	100%	100%
Timeliness		
• Outpatient visits scheduled on average within one week of request	90-100%	90%
• Elective Inpatient admissions scheduled within two weeks of request	95-100%	100%
Location		
Health Service Authority facilities on Cayman Brac and Little Cayman	100%	100%
Cost	**$3,854,224**	**$4,101,040**

Related Broad Outcome:

5. Improving Healthcare

(Group comprises Purchase Agreement output HSA 21)

HEA 10	Ambulance Services		$2,164,863
Description Provision of 24 hours a day pre-hospital emergency care and non-emergency transport for residents and visitors in Grand Cayman.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Total number of emergency and non-emergency calls		3,000-3,700	3,582
Quality • All vehicles and equipment check thoroughly daily (as per protocol) for roadworthiness and operational effectiveness		100%	100%
Timeliness • Unit dispatched within three minutes of call (unless unit on another call)		100%	100%
Location • Station at West Bay Clinic, Grand Cayman • Station at North Side Clinic, Grand Cayman • George Town Hospital, Grand Cayman		100% 100% 100%	100% 100% 100%
Cost		**$2,164,863**	**$2,383,912**
Related Broad Outcome: 5. Improving Healthcare			
(Group comprises Purchase Agreement output: HSA 23)			

HEA 11	Services at District Health Clinics		$3,068,782

Description

- Provision of primary health care services: routine medical care, home health care of the elderly and home bound; antenatal and postnatal care, mental health care, child health services, health promotion, nutrition counselling and communicable disease surveillance.
- Services provided at five District Health Centres in Grand Cayman

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of doctor's clinic sessions	3490 – 4242	3714
• Number of nurse's clinic sessions	3350 – 3870	3582
• Number of child health clinic sessions	630 – 758	576
• Number of postnatal clinic sessions	207 – 253	242
• Number of physicians home visit sessions	225 – 300	224
• Number of nurse home visits	1325 - 2185	1772
Quality		
• Percentage of infants fully immunized against diphtheria, whooping cough, tetanus, polio and haemophilus influenzae b (annual data)	90 -100%	90 -100%
• Percentage of postnatal mothers with at least two home visits	90-100%	90-100%
• Percentage of clients satisfied with the service (periodic survey)	80-90%	80-90%
Timeliness		
• Clinics held as per schedule	98 - 100%	98-100%
Location		
West Bay, North Side, George Town, Bodden Town and East End	100%	100%
Cost	**$3,068,782**	**$3,724,636**

Related Broad Outcome:

5. Improving Healthcare

(Group comprises Purchase Agreement output: HSA 30, HSA 31, HSA 32, HSA 33, HSA 34)

HEA 12	Mental Health Services	$1,868,628

Description

Provide residents and visitors of the Cayman Islands with 24 hour inpatient and outpatient mental health services. Providing mental health/status assessments and treatment of patients referred for care of psychiatric disorders, diagnostic testing, and psychological consultation. Consultation with other government departments and assessment and management of acute exacerbation of symptoms.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of beds	8	8
• Number of patients	100-160	146
• Number of patient days	1,600-2,300	1,696
• Number of patient days for clients detained under involuntary status	150-450	548
• Number of visits to day centre	500-900	932
• Number of clients using day centre	50-75	79
• Number of outpatient clinic visits	3,000-4,000	3,740
• Number of home visits	100-200	88
Quality		
• Average length of stay in hospital (days)	10-15	11
• Percentage of patients requiring re-admission for the same condition within three days of discharge	<20%	<20%
• Percentage compliance with an internal clinical quality review program	95% - 100%	95%
Timeliness		
• Percentage of patients seen within 12 hours of emergency call	100%	100%
• Percentage of admissions accepted within one hour of notification	75%	77%
• Percentage of patients seen within 30 minutes. of appointment time	96-100%	96%
• Percentage of patients who receive appointment within 72 hours of request	96-100%	96%
Location		
George Town Hospital, Mental Health In-Patient and Out-Patient Units, Grand Cayman	100%	100%
Cost	**$1,868,628**	**$1,868,628**

Related Broad Outcome:

5. Improving Healthcare

(Group comprises Purchase Agreement output: HSA 28)

HEA 14	Pediatric Services	$355,676

Description

Provide 24 hour nursing and medical care of pediatric inpatients under 13 years of age, with medical, surgical and infectious conditions. These services include pediatric day surgery (pre and post operative care), outpatient treatments/procedures and patient escort. Care is provided in a purpose built, child friendly, safe unit by licensed and specially trained staff with documented experience caring for sick children**.** Provision of 24-hour nursing and medical care for children under 18 years requiring high dependency or intensive care. This necessitates a minimum of 1:1 nursing care by licensed and specially trained staff plus close monitoring of the patient's condition, using specialized equipment.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Total admissions	650-850	736
• Day cases (less than 24 hours)	100-225	226
• Overnight admissions (> 24 hours)	450-600	510
• Average length of stay	1.5 days	2 days
• Occupancy rate	20-60%	34%
Outpatient Treatments:		
• Number of treatment/procedures performed on Unit	1,000-1,500	732
• Number of patients seen for treatment/procedures	400-600	408
• Number of patients escorted overseas	1-4	4
• Number of high dependency patients	2-12	9
• Average length of stay for high dependency	1-5 days	2 days
• Bed occupancy rate for high dependent patients	1-3%	3.3%
Inpatient Treatments		
• Number of inpatients days (uninsured children)	200-600	184
Quality		
• Nosocomial infection rate will be <1%	<1%	<1%
• Percentage of children admitted who meet admission criteria for the level of care required	95-100%	100%
• Percentage of children requiring re-admission for the same condition within three days of discharge	<1%	<1%
• Percentage of parents receiving discharge instruction regarding follow-up treatment, medication, activity, diet and where to seek care in an emergency. This will be documented in the child's chart.	95-100%	100%
• Percentage of patients seen and examined by a doctor and their care discussed with parents at least once per day. Documented in progress notes.	98-100%	98%
• Percentage of patients admitted, oriented and receive an admission assessment within 30 minutes of arrival to unit (measured by chart audit)	95-100%	100%
• Percentage of children admitted to high dependency unit who meet admission criteria	95-100%	100%
• Percentage of children requiring re-admission to the high dependency unit for the same condition within three days of discharge	1-3%	1-3%

Timeliness		
• Percentage of admissions accepted 24 hours per day within one hour of notification of referring unit	99-100%	100%
• Percentage of day case children discharged within six hours of return from Operating Theatre providing they meet all the appropriate criteria for discharge as defined in unit policy	95-100%	100%
• Percentage of out-patient treatments commenced within 30 minutes of arrival on unit	95-100%	96%
• Percentage of booked admissions who are admitted within 30 minutes of arrival on Unit	95-100%	100%
Location		
• Peadiatric Unit, Cayman Islands Health Services: Capacity - 13 beds/cots including three isolation rooms and two high dependency beds plus large treatment room High Dependency/CCU (depending on condition)	100%	100%
• Self-contained high dependency room adjacent to nurse's station containing two beds/cots (according to age of patients)	100%	100%
Cost	**$355,676**	**$453,183**
Related Broad Outcome: 5. Improving Healthcare		
(Group comprises Purchase Agreement output: HSA 27)		

HEA 15	Accident and Emergency Medical Care		$264,477

Description

To provide comprehensive emergency medical care to the Cayman Islands residents.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of visits per year (excluding indigent, uninsured children and over 60 yrs old)	15,000- 20,000	20,068
Quality		
• Percentage of patients returning with same complaint within 24 hours of visit	<1%	<1%
Timeliness		
• Percentage patients seen within 2 (two) hours (from Triage Time to time seen by physician)	90-100%	90%
• Percentage of patients seen by specialist within 30 minutes of referral.	90-100%	90%
• Average time of decision to admission <2 hours	95-100%	94%
• Emergency services available 24 hours per day	100%	100%
• Referral to Outpatient physicians scheduled on average within 2 weeks of request	75%	75%
Location		
Cayman Islands	100%	100%
Cost	**$264,477**	**$264,396**

Related Broad Outcome:

5. Improving Healthcare

(Group comprises Purchase Agreement output: HSA 35)

HEA 16	Geriatric Services	$815,364

Description

To provide comprehensive health care to residents 60 and over years old who are uninsured, under insured or have exhausted their coverage.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of admissions (excluding indigents)	100-150	146
• Number of inpatient days	600 -1,000	674
• Number of outpatient visits (primary, specialist and dental)	1,500-2,500	1,680
• Number of prescriptions dispensed	5,000-10,000	10,000
Quality		
• Average Length of Stay (LOS)	4-5 days	5 days
• Readmissions within one week with same diagnosis	<1%	<1%
• Patient safety events	0%	2
• Average number of prescriptions/patient	<7	<7
Timeliness		
• Average time from decision to admission within 2 hours	95-100%	95%
• Waiting time to SPC appointment less than 4 weeks	80-90%	80%
• Outpatient visits scheduled on average within 2 weeks of request	90-100%	90%
• Elective inpatient admissions scheduled within 2 weeks of request	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$815,364**	**$853,255**

Related Broad Outcome:

5. Improving Healthcare

(Group comprises Purchase Agreement output: HSA 37)

HEA 17	Medical Care for Beyond Insurance Coverage/Un-Insured Children and Pre-natal Patients	$908,521

Description

- Provision of Medical care for beyond insurance coverage/ un-insured children which includes: General Practice, Specialist clinic visits, emergency medical care, diagnostic and therapeutic support services and inpatient care for children less than 18 years of age.
- Provision of Medical care for pregnant women beyond Insurance coverage which includes: specialist clinic visits, emergency medical care, diagnostic and therapeutic support services and inpatient care.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of emergency visits at Accident and Emergency	600 - 700	1676
• Number of visits to General Practice	7000 - 8000	6846
• Number of specialist clinic visits	2500 - 4000	2500
• Total number of antenatal visits	300 - 600	764
Quality		
• Percentage of compliance with internal quality review program	95-100 %	95-100%
• Percentage of parents satisfied with the service	80-90 %	80-90%
• Percentage of pregnant women booking before 16 weeks gestation	60-100%	60-100%
• Percentage of pregnant women with at least 8 antenatal visits	90-100%	90-100%
Timeliness		
• Emergency services available 24 hrs per day, 365 days per year	100%	100%
• Outpatient visits scheduled on average within two weeks of request	95-100 %	95-100%
• Elective inpatient admissions scheduled within two weeks of request	95-100 %	95-100%
• Availability of appointment as per protocol	98 – 100%	98-100%
Location		
Cayman Islands Hospital and Faith Hospital	100%	100%
Cost	**$908,521**	**$1,608,522**

Related Broad Outcome:

5. Improving Healthcare

(Group comprises Purchase Agreement output: HSA 1 and HSA 2)

HEA 18	School Health Services	$1,517,467

Description

Provision of health education, screening and immunization services at all schools and treatment of minor ailments in school based clinics and school dental health care.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of school nurse clinic sessions	1,200-1,400	1,240
• Number of school health screening sessions	600- 950	892
• Number of health education sessions	350- 500	466
• Number of clinic sessions by school dental officer	230-300	236
• Number of clinic sessions by school dental therapists	1,000-1,200	1,000
• Number of clinic sessions by dental hygienists	300-600	640
Quality		
• Percentage of school aged children fully immunized as per national immunization schedule	95 -98%	95%
• Percentage of students completing required dental care, as per protocol	95 -100%	95%
Timeliness		
• Percentage of students assessed prior to school entry per school year (September. – July)	90-100%	100%
Location		
• School nursing service--School Health Centres (John Gray and George Hicks High Schools) full time nurse; Red Bay Primary – twice weekly; George Town Primary – twice weekly; Savannah Primary – twice weekly; Prospect Primary-twice weekly; Private schools –twice weekly (excluding the New School at Frank Sound)	95-100%	100%
• School dental service—George Town dental clinic, West Bay Health Centre, Bodden Town Health Centre, John Gray High School, George Hicks High School, Red Bay primary, Prospect Primary, John A. Cumber Primary, and dental caravan (rotating at various schools)	95-100%	100%
Cost	**$1,517,467**	**$1,609,939**

Related Broad Outcome:

5. Improving Healthcare

(Group comprises Purchase Agreement output: HSA 11)

HEA 19	Medical Care for Un-Insured and Under-Insured Patients with Chronic Ailments	$1,025,608

Description

To provide care to Cayman residents with chronic non-communicable diseases who are either uninsured or under insured.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Patients seen with chronic non-communicable diseases e.g. cancer, hypertension, diabetes, renal failure etc.	40 -100	42
Quality		
• Percentage of chronic patients seen by a physician monthly	100%	100%
• Percentage of patients seen by nutritionist monthly	100%	100%
• Percentage of patients with blood studies completed monthly	100%	100%
Timeliness		
• Number of patients seen within 30 minutes of appointment	100%	100%
Location		
• Cayman Islands Hospital	100%	100%
Cost	**$1,025,608**	**$1,025,608**

Related Broad Outcome:

5. Improving Healthcare

(Group comprises Purchase Agreement output: HSA 38)

HEA 20	Public Health Services	$900,000

Description

Provision of administrative services for the Public Health programmes such as HIV/AIDS, Immunization, Influenza Pandemic, Tobacco Control, Disease Control, Health Promotion and their implementation.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of hours of administrative services	400 – 600	508
• Number of communicable disease reports compiled from thirteen sentinel sites	52 – 53	52
• Number of press release issued	10 – 15	22
• Number of antigens included in the vaccination programme	14 – 16	14
• Number of community health events organized, such as World Health Day and World AIDS Day	5 - 6	16
Quality		
• Programme documents and programme meet the quality review of Caribbean Epidemiology Centre (CAREC) / Pan American Health Organization (PAHO)	90 – 100%	100%
• Percentage of sites reporting weekly	95 – 100%	100%
• Percentage of participants satisfied (average per survey respondents)	75 – 80%	75%
Timeliness		
• Tobacco traders registration issued within three working days of request	95 –100%	100%
• Percentage Compliance with weekly surveillance reports to CAREC	98 – 100%	100%
• Percentage of Health Promotion sessions and events conducted as scheduled	95 -100%	99%
Location		
Services provided through Public Health Department at H.S.A. and Health Centres George Town, West Bay, Bodden Town, East End, North Side and Cayman Brac	100%	100%
Cost	**$900,000**	**$900,000**

Related Broad Outcome:

5. Improving Healthcare

(Group comprises Purchase Agreement output: HSA 39)

Output Supplier: National Drug Council

NDC 4	**Policy, Prevention, Research, Monitoring and Evaluation**	**$455,958**

Description

Provision of policy and prevention advice and the advocacy and support of policy development and reform. Develop and initiate research activities to facilitate evidence-based decision making. Distribute locally and otherwise relevant information on substance use, misuse and abuse. Assist in the facilitation of International Narcotics Control Board (INCB) certificates and reporting. Monitor and evaluate the implementation of the activities of the NADS 2009-2013 and reporting on the implementation of activities.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Legislative and policy proposals/feedback or papers	1 – 3	2
• Development of public Information campaigns	3 – 6	5
• Prevention –Training/ Courses /Presentations/Consultation/ Oversight /Focus Groups	75 – 125	100
• Quarterly/Annual reports for (INCB)	3 – 5	5
• Number of contacts with partner/stakeholder agencies for implementation of NADS 2009-2013	30 - 45	35
Quality		
• Responses, Reports and documents are accurate, appropriately researched; and meet Ministry and Cabinet requirements.	100%	100%
• Content of material and information to the public is accurate and valid	100%	100%
• Prevention initiatives are to be delivered or facilitated by qualified staff.	100%	100%
• Quarterly /Annual reports to INCB are submitted in accordance with established guidelines and timelines	95 – 100%	95 – 100%
• Contacts with partner agencies will be by qualified NDC Personnel to ensure accurate collection of data.	90 – 100%	95 - 100
Timeliness		
• Completed within the established timeframes and/or agreed deadlines	100%	100%
• Implementation plan review and update is completed annually	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$455,958**	**$485,992**

Related Broad Outcome:

7. Developing our Youth
14. Reducing Substance Abuse

(Group comprises Purchase Agreement output: NDC1, NDC 2, NDC 3)

Output Supplier: Cayman Islands National Museum

MUS 4	**Collection and Preservation of Significant Material Evidence**	**$108,618**

Description

Collection and preservation of material evidence significant to our culture, history and heritage, including:

- Collection, documentation and preservation of material
- Protection, scientific research of, and limited public access to Museum collections, and materials of Caymanian heritage

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of artifacts collected and processed	50-100	50-100
• Number of new accessions registered	20-40	20-40
• Research into natural/cultural history topics	1-2	1-2
Quality		
• Managed in accordance with the Collections Management Policy, AAM Code of Ethics, SHA Code of Ethics. Standards set by the following Standing Professional Committees: AAM Curators Committee, Registrars Committee, ICOM/ ICCROM/ ICOMOS	100%	100%
• Research conducted with due professional care as established in the Museum written Collections Management Policy	100%	100%
Timeliness		
Ongoing	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$108,618**	**$115,810**

Related Broad Outcome

18.Preserving our Culture

(Group comprises Purchase Agreement output: CNM 1)

MUS 5	Museum Facilities, Exhibitions and Displays	$422,030

Description

Public access to and educational services from, displays, exhibitions, library, publications, research collections and programmes of the Cayman Islands National Museum including:

- Providing museum facilities, exhibitions, displays and general public access to them
- Provision of a land-based Maritime Heritage Trail and Shipwreck Preserves
- Provision of restaurants, shops and other facilities for the use by the public and in furtherance of the mission and purposes of the Cayman Islands National Museum
- Liaising with local and international groups having similar objectives, for loan or exchange of artefacts and exhibits, and the exchange of knowledge and information

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Permanent cultural/natural history exhibition	2	2
• Number of visitors to the museum and shop	15,000-20,000	15,000-20,000
• Number of tours	5-15	5-15
Quality		
• Exhibitions and displays to accepted international museum standards as set by the National Association of Museum Exhibitions, Smithsonian Guidelines for Accessible Exhibition Design, ICOM, AAM	100%	100%
• Professional standards of protection and security including a fully implemented disaster/ emergency preparedness plan and full insurance	100%	100%
Timeliness		
Ongoing	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$422,030**	**$449,802**

Related Broad Outcome:

18.Preserving our Culture

(Group comprises Purchase Agreement output: CNM 2)

MUS 6	Policy and General Advice on Museum Matters	$104,174

Description

Provision of services to support the Ministry:

- Direct, manage and assist the Cayman Islands National Museum to fulfil its mission and purposes
- Support Government's request for information to further the cultural well being of the Cayman Islands
- Assist the Ministry in creating national culture policies and plans; and any necessary legislation
- Provide reports and other documentation requested by the Ministry, Cabinet and other Government Departments

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Replies to questions from Cabinet, Legislative Assembly and others	5	0-10
• Draft replies to correspondence	5	0-10
• Information requests	25-50	25-50
• Quarterly and annual reports	4/1	4/1
• Briefings for meetings	1-6	1-6
• Specified and additional papers	3	0-6
Quality		
• All papers will define issues clearly and succinctly, with the nature and scope of the issues being clear, and have recommendations which are unambiguous	100%	100%
• All replies to questions, correspondence and reports must be comprehensive and accurate and to professional standards	100%	100%
Timeliness		
Within time frames required	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$104,174**	**$111,026**

Related Broad Outcome:

18. Preserving our Culture

(Group comprises Purchase Agreement output: CNM 3)

Output Supplier: Cayman National Cultural Foundation

NCF 7	**Arts and Culture Preservation, Documentation and Promotion**	**$115,774**

Description

- Preservation of the national collection of 125 Gladwyn K. Bush artworks acquired on behalf of the people of the Cayman Islands. This may include periodically exhibiting the works, upon invitation.
- Producing an annual Arts Awards presentation recognising individuals or groups whose work, or work with others, has made or is expected to make, in the long term, a meaningful contribution to the exploration, promotion or preservation of Caymanian cultural heritage and the development of Caymanian arts.
- Maintaining a resource library of video and audio recordings, prints, photographs, books, magazines and other literature on or about art / culture (some of these materials are purchased; some, such as foundation arts and culture journal and other literary works, are published by the CNCF).

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• National Collection of GK Bush artworks: - Number of works in the collection	125	125
• Arts awards presentation	1	1
• Cultural Resource Library: -Number of titles/materials available for public access	130 – 136	126-130
Quality		
• Painting to be maintained in a stable environment to international standards for art collections, and to be inspected annually by an art preservation/restoration expert, who will prepare a report regarding their condition	100%	100%
• Arts Awards nominations reviewed and winners selected by panel of experienced persons in relevant fields.	100%	100%
• Library materials preserving or promoting Caymanian cultural heritage and the arts, and/or culture and the arts in general.	100%	100%
Timeliness		
• GK Bush Collection Inspection – 3rd Quarter	100%	100%
• Arts Awards – by 3rd Quarter	100%	100%
• Public access to Library – during normal office hours	95-100%	95-100%
Location		
The Harquail Theatre	100%	100%
Cost	**$115,774**	**$115,774**

Related Broad Outcome

18. Preserving our Culture

(Group comprises Purchase Agreement output: NCF 1)

NCF 8	National Festivals and Stage Productions	$379,654

Description

Production of the 16th annual Cayfest, Cayman National Festival of the Arts, (which includes the Cayman Islands International Storytelling Festival – *GIMISTORY)* involving the showcasing of Caymanian culture and artistic expression through a variety of disciplines, including music, painting, drawing and sculpture, dance, theatre, traditional arts and craft, storytelling, photography, poetry and short story writing, and cooking and baking.

Presentation of performing arts stage productions, including at least one locally created work.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of Cayman Islands International Storytelling Festivals – Gimistory	1	1
• Number of international conferences attended/number of papers presented.	2	2
• Number of Cayman National Cultural Foundation produced stage presentations.	1- 3	2
Quality		
• Professional / experienced Gimistory storytellers should be selected based on Board approved criteria.	80%	80%
• Conference/seminar topics relevant to the Caymanian context and/or the work of the Cultural Foundation, as approved by Board.	100%	100%
• Production elements to be in keeping with the conventions of theatre, as determined by the Artistic Director.	100%	100%
Timeliness		
• Gimistory Festival – November 2011	100%	100%
• Conferences / Seminars – July and October 2011 and March 2012	100%	100%
• Presentation of Stage Productions – 2nd and 3rd quarters of 2011/12	100%	100%
Location		
The Harquail Theatre and/or other stages/auditoria.	100%	100%
Cost	**$379,654**	**$379,654**

Related Broad Outcome:

18.Preserving our Culture

(Group comprises Purchase Agreement output: NCF 2 and NCF 3)

NCF 9	Training and Support for Artists	$84,227

Description

- Provision of training programmes in the performing, visual and/or literary arts and in the art of storytelling in the form of workshops, seminars or residencies for local performers, teachers and students.
- Provision of youth programmes involving the artistic disciplines of drama, dance, traditional arts and crafts, storytelling, instrumental music through the Young-At-Arts after-school classes and performances, and school field trips.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of public performances	3 - 6	6
• Workshops in Traditional, Visual, Literary and/or Performing Arts.	6 - 8	6 - 8
• Artistic grants awarded	8 - 12	8 - 12
Quality		
• Classes/programmes are delivered by qualified tutors in the respective field. Award of grants based on merit to individuals, and/or organisations that: Are not-for-profit, or are units of government, or educational institutions. Produce, present or support dance, literary arts, media arts, music, theatre, visual, traditional arts and crafts, and/or related arts.	100%	100%
Timeliness		
• Workshops held Quarterly	100%	100%
• Grants publicized – Ongoing	100%	100%
• Performances – During School Year o	100%	100%
Location		
Harquail Theatre and other venues in Grand Cayman and Cayman Brac.	100%	100%
Cost	**$84,227**	$**122,409**

Related Broad Outcome:

18. Preserving our Culture

(Group comprises Purchase Agreement output: NCF 4 and NCF 5)

Output Supplier: National Gallery of the Cayman Islands

NAG 1	**Visual Art Exhibitions and Collections**	**$422,190**

Description

- Provision of exhibitions of visual arts, and related educational programming, for students, residents and visitors.
- National Gallery Law outlines duty to acquire, conserve, and exhibit a national collection.
- Provision of education programmes and outreach programmes that promote the practice and appreciation of the visual arts, in the case of the outreach particularly, to reach to all the districts in the Cayman Islands.
- Provision of published visual arts information and recognition of excellence in visual arts. publications locally and overseas editorials, commentaries and articles on arts and culture in Cayman Islands.
- Provision of targeted visual art training and skills development programmes: internships, scholarships, continuing education courses and National Gallery Workshop Series

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of exhibits	7	10
• Works of art in the NGCI's National Collection	100	91
• Number of Education Programmes	10	8
• Number of Community visual arts events	10	19
Quality		
• Exhibitions/Community Events mounted in accordance with international guidelines	100%	100%
• National Collection confirms to standards set by the National Art Gallery	100%	100%
• Education Programmes are all delivered in accordance with international standards by experienced and trained instructors	100%	100%
Timeliness		
• Exhibitions/Community Events and arts programmes will be available as scheduled	100%	100%
• Education and outreach programmes will be ongoing	100%	100%
• Data, collections and files updated continually	100%	100%
Location		
• Harbour Place for the exhibitions in Grand Cayman	100%	100%
• Heritage House for the exhibitions in Cayman Brac	100%	100%
• The Membership database and Collection held at the offices of the National Gallery and the Art Library	100%	100%
Cost	**$422,190**	**$450,000**

Related Broad Outcome:

18. Preserving our Culture

(Group comprises Purchase Agreement output: GAL 1, GAL 2, GAL 3, GAL 4, GAL 5 and GAL 6)

Output Supplier: Tourism Attractions Board

TAB 6	Cultural Programmes		$9,626
Description Provision of cultural programmes. Support for pirates' week activities – Festival Queen and 5K Run			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of cultural programmes		2	2
Quality • Programmes must be in line with the standards stipulated by the Tourism Attractions Board		100%	100%
Timeliness • As agreed with the Tourism Attractions Board		100%	100%
Location Cayman Islands		100%	100%
Cost		**$9,626**	**$10,260**
Related Broad Outcome: 18. Preserving our Culture			
(Group comprises Purchase Agreement output: TBD 6)			

Non-Government Supplier Output Groups

Output Supplier: British Red Cross

NGS 4	**HIV/AIDS and First Aid Public Education Programmes**		**$27,804**
Description British Red Cross Cayman Islands Branch Health Care Education Programme to increase safe sex practices among youth between the ages of 13 – 19 years old by providing information and education about the means of transmitting and preventing the spread of HIV/AIDS and other Sexually Transmitted Diseases.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of courses		8	8
Quality • Programmes are delivered by trained educators that meet the standards of International Federation of Red Cross and Red Crescent Society, UNAIDS, and World Health Organisation		100%	100%
Timeliness • Programmes are ongoing:(a report will be submitted one week after the end of each quarter)		90 – 100%	90 – 100%
Location Cayman Islands		100%	100%
Cost		**$27,804**	**$30,780**
Related Broad Outcome: 5. Improving Healthcare			
(Group comprises Purchase Agreement output: BRC 1)			

Output Supplier: Cayman Against Substance Abuse

NGS 6	**Anti-Substance Abuse Programmes**		**$139,019**
Description Provision of anti-substance abuse educational programmes for youth involving: • Challenge Leadership Training Program • Peer counselling in senior and junior high schools • Youth to Youth programmes in the senior and junior high schools • Parenting and anger management workshops at the prisons • Annual youth worker training • Prevention programmes on substance abuse			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Leadership Programme • Number of Peer Counselling Training sessions • Number of Youth Workshops		2 1 14-15	2 4 14 - 24
Quality • Work shop, training session and programmes designed and delivered by trained and experienced personnel		80 - 100%	80 - 100%
Timeliness • Leadership Programmes held during the month of October 2011 for 2-3 days • Peer Counselling Training session - September to July • Youth Workshops - September 2011 to June 2012		100% 100% 100%	100% 100% 100%
Location Grand Cayman and Cayman Brac		100%	100%
Cost		**$139,019**	**$153,900**
Related Broad Outcome: 14. Reducing Substance Abuse			
(Group comprises Purchase Agreement output: CAS 1, CAS 2, CAS 3, CAS 4, CAS 5, CAS 6)			

Output Supplier: Cayman Islands Chamber of Commerce

NGS 47	Mentoring Cayman Programme	$11,585

Description

Mentoring Cayman Programme - a joint initiative to assist high school students to become the next generation of business leaders. Students in the programme are the higher-performing students in Year 11.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of students linked to professional mentors	30-50	30-50
Quality		
• Experienced and suitable business persons selected as mentors	95 – 100%	95 – 100%
• Mentors are trained by a professional facilitator	98 – 100%	98 – 100%
Timeliness		
• The school year September 2011 to June 2012	100%	100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	**$11,585**	**$12,825**

Related Broad Outcome:

7. Developing our Youth

(Group comprises Purchase Agreement output: CHC 1)

Output Supplier: Cayman Hospice Care

NGS 53	**Palliative Care Nursing**		**$61,786**
Description Total care of patients at any time from diagnosis of cancer or of other end stage non-malignant disease to a time in which life expectancy is very short.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of patients attended		150 - 170	168
Quality • Care should be in accordance with the requests/needs from each patient		80 – 100%	80- 100%
Timeliness • Service will be provided as needed		90- 100%	90-100%
Location Grand Cayman – Inpatients homes and hospitals		100%	100%
Cost		**$61,786**	**$68,400**
Related Broad Outcome: 5. Improving Healthcare			
(Group comprises Purchase Agreement output: HOC 1)			

Output Supplier: Cayman AIDS Foundation

NGS 54	Social Marketing for Prevention of HIV/AIDS	$55,607

Description

- To develop and implement educational programmes on HIV/AIDS prevention through the media (radio, print, television) that is culturally appropriate to specific segments of the population (women, youth, Persons Living With HIV Aids, community organizations).
- To organize youth group sessions to have an ongoing dialogue with young people discussing issues of sexuality, relationships, HIV/AIDS, sexually transmitted diseases, sexual violence, pregnancy and gender issues at informal settings where students feel safe and comfortable.
- To conduct awareness sessions to parliamentarians, AIDS Foundation volunteers, pastors and community leaders.
- Plan and conduct knowledge, attitude, behaviour and practices surveys for a specific target group.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Radio Public Service Announcements (PSA's)	6	6
• Television PSA's	2	2
• Newspaper inserts	12	12
• Condom distributions	15,000	15,000
• Awareness sessions to parliamentarians, volunteers etc.	10	10
• Youth Awareness sessions	50	10
• Plans and conduct survey	1	1
Quality		
• Messages in conformity with best practices	100%	100%
• Awareness session in which participants increase their knowledge by 20%	90%	90%
Timeliness		
• Implement monthly PSA's, publications	95%	95%
• Awareness sessions conducted as planned	90%	90%
• Percentage of sessions held as planned	90%	90%
Location		
Cayman Islands	100%	100%
Cost	**$55,607**	**$61,560**

Related Broad Outcome:

5. Improving Healthcare

(Group comprises Purchase Agreement output: CAF 1)

Output Supplier: Various Overseas Hospitals

NGS 55	**Tertiary Care at Various Overseas Institutions**		**$8,213,179**
Description Provision of tertiary health care for indigents, seamen and veterans who are referred for treatment overseas			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity Number of patients treated abroad • Indigents • Seamen and Veterans		1,000-1,100 1,060-1,100	1,000-1,100 1,060-1,100
Quality • Medical services provided in accordance to that agreed by Third Party Administrator (TPA) through Cayman Islands National Insurance Company (CINICO) • Care meets acceptable clinical standards		95 – 100% 95 – 100%	95 – 100% 95 – 100%
Timeliness • Ongoing throughout the year		100%	100%
Location Various locations in the United States, Canada and the Caribbean		100%	100%
Cost		**$8,213,179**	**$10,000,000**
Related Broad Outcome: 5. Improving Healthcare			
(Group comprises Purchase Agreement output: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Chief Medical Officer)			

Output Supplier: Sports Ambassadors

NGS 58	**Elite Athletes Programme**		**$218,820**
Description Promotion of sports and representation of the Cayman Islands at international sporting and/or educational events, and the attendance at local sporting events in the Cayman Islands.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of elite athletes • Number of international events • Number of local promotional/events		6 12 9	5 10 8
Quality • Athletes must have world-class recognition through previous successes and attendance at world recognised events and be positive role models • Athletes should promote a good image and present a positive role model image • Athletes must comply with contractual agreement signed with the Ministry of Health ,Environment Youth, Sports and Culture		80 – 100% 100% 100%	80 – 100% 100% 100%
Timeliness Agreement for one year commencing July 2010		100%	100%
Location Local and International		100%	100%
Cost		**$218,820**	**$201,060**
Related Broad Outcome: **7**.Developing our Youth			
(Group comprises Purchase Agreement output: COM 1, COW 1, MGL 1, RF1,JRA 1, SF1)			

Output Supplier: Various Youth Organisations

NGS 59	**Youth Development Programmes**		**$44,022**
Description Programmes offered to develop the character, creative, spiritual, physical and social values of a young person.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of programmes offered by the C.I. Scout • Number of programmes offered by Duke of Edinburgh Scheme • Number of programmes offered by the Pathfinders • Number of programmes offered by the Girls Brigade • Number of programmes offered by Big Brother, Big Sister • Number of Programmes offered by Girls Guides • Number of Programmes offered by WB SDA Lightbearers Club		2 1 1 1 1 1 1	1 1 1 1 1 1 1
Quality • Programmes evaluated and approved by Youth Services Unit based on the departments criteria • Programmes must be in line with the Scouts, Duke of Edinburgh, Pathfinders and Girl Guides' missions • Safety measures for children and youth must be implemented in programmes based on fire and environment standards • Programme criteria must ensure that adult leadership is adequately prepared to implement the local programme in accordance with international standards (Mission Statements)		100% 100% 100% 100%	100% 100% 100% 100%
Timeliness Ongoing		100%	100%
Location Grand Cayman and Cayman Brac		100%	100%
Cost		**$44,022**	**$48,735**
Related Broad Outcome: 7 Developing our Youth			
(Group comprises Purchase Agreement output: DOE 1, TGB 1, GGA1, WDL 1, SDP 1, CIS 1, BBS 1)			

Output Supplier: Various Sports Organisations

NGS 60	**Sports Programmes**		**$757,621**
Description Provision of sports programmes in softball, basketball, boxing, track and field, cricket, football, Rugby, Cycling, netball, sailing, squash, swimming and volleyball based on the associations short-term and long-term development plan.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of sport programmes		17	17
Quality • Rules and standard of play in keeping with international organisational standards of the respective sports • Associations/Federations must implement their development plan		90-100% 90-100%	90 – 100% 90 – 100%
Timeliness Ongoing programmes and competitions		100%	100%
Location Grand Cayman and Cayman Brac		100%	100%
Cost		**$757,621**	**$601,920**
Related Broad Outcome: 7. Developing our Youth			
(Group comprises Purchase Agreement output: CBB 2, CBB 3, CIA 1, CCA 1, CFA 1, NET 1, CSC 1, SWI 1, COC 1, CRC 1 CVF 1, SSA 1, CIM 1, CSO 1, CSQ 1, CEF 1 and CCA 2))			

Output Supplier: Various Sports and Cultural Organisations

NGS 61	**Other Sports and Cultural Programmes**	**$58,311**

Description

Support to and development of sports and cultural programmes in various disciplines.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of sport programmes • Number of cultural organisation	4 2	4 3
Quality		
• Rules and standards of play in keeping with those of the International governing bodies of the sport	90 – 100%	90 – 100%
• Cultural productions and activities in accordance with international cultural standards	90 – 100%	90 – 100%
Timeliness		
• Ongoing programmes and competitions	100%	100%
Location		
Cayman Islands	100%	100%
Cost	**$58,311**	**$64,553**

Related Broad Outcome:

7.Developing our Youth

(Group comprises Purchase Agreement output: FCI 1, PWF 1, FSW 1, CME 1, CDS 1, BTF 1)

Output Supplier: National Trust of the Cayman Islands

NGS 74	**Preservation of Natural Environments and Places of Historic Significance**	**$237,877**
Description • Administration of programmes to protect and conserve environmentally, historically sensitive sites and species. • Strategic management and administration to successfully recruit solicit and apply resources from the private and non-government sectors to further environmental conservation and historic preservation. • Programs and projects whilst working with other respective Government ministries, departments and agencies in order to maximize the available resources and the benefit to the people of the Cayman Islands.		
Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity • Acres of environmental property protected/managed and supported • Number of historic sites protected, managed and supported • Number of public information centres open • Number of public recreational facilities maintained • Number of flagship species conservation programmes • Number of public education program events • Number of reports to government and membership	2,900 12 4 5 2 60 6	2,800 12 4 5 1 60 6
Quality • Preservation complies with established guidelines • Visitors centres open as sources of information to the public at convenient locations and times • Annual reports prepared in accordance with the National Trust Law 1987 (1997 Revision)	100% 100% 100%	100% 100% 100%
Timeliness • Ongoing • Published annual report and audited financial statements to be prepared no later than December 31, 2011	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	**$237,877**	**$263,340**
Related Broad Outcome: 16. Addressing Energy and the Environment		
(Group comprises Purchase Agreement output: NAT 1)		

Output Groups to be Purchased by the Deputy Governor

Output Supplier: Portfolio of Internal and External Affairs

IEA 1	**Policy Advice and Ministerial Servicing**	**$2,188,924**

Description

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

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of hours spent on providing policy advice	4,100-4,400	3,800-4,050
• Number of reports submitted	15-30	15-30
• Number of appeal statements produced	300-600	300-400
• Number of Prison inspections conducted	24-48	24
Quality		
• All personnel providing advice is qualified in his/her area of expertise	100%	100%
• All reports will be properly researched and written in language appropriate to the subject matter	100%	100%
• All appeal statements define issues clearly and succinctly; with the nature and scope of the issues being clear, in a way that properly explains the Board's decision.	100%	100%
• Ensure Prison Inspection Board correspondence is relevant	100%	100%
Timeliness		
• All advice and reports delivered to timescales agreed by the Deputy Governor	100%	100%
• Provide advice on immigration matters in a timely manner depending on the scope and complexity of the exercise and in accordance with any deadlines set by the requester.	95-100%	100%
• Immigration appeals will be processed within 28 days of receipt of appeal statement request	98-100%	85-100%
• All correspondence is distributed within two weeks of Board meeting	90-100%	90-100%
Location Grand Cayman	100%	100%
Cost	**$2,188,924**	**$1,263,186**

Related Broad Outcomes:

3. Addressing Crime and Policing
17: Strengthening our Infrastructure

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

IEA 2	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		
(Group comprises ABS output: PIE 15)		

IEA 3	Marriage Licenses and Military Aircraft Clearances		$94,118
Description The issuing of official documents including: • Issuance of the Governor's special marriage licenses to visitors • Issuance of official clearances for transiting military aircraft			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of marriage licenses issued • Number of aircraft clearances issued		500- 600 50-60	450- 600 50-60
Quality • Marriage licenses issued in accordance with the Marriage Law • Aircraft clearances issued in accordance with internal policies		100% 100%	100% 100%
Timeliness • Marriage licenses issued within 30 minutes of receipt of application • Aircraft clearances issued within 24 hours of request		90-100% 99-100%	95-100% 100%
Location Cayman Islands		100%	100%
Cost		**$94,118**	**$98,947**
Related Broad Outcomes: 2. Setting the Stage for Success in the Tourism Industry 17: Strengthening our Infrastructure			
(Group comprises ABS outputs: IMM 13, PIE 22)			

IEA 4	Licensing Services		$240,761
Description The processing and issuing of licenses including; • Vetting of firearm applications and issuing of firearm licenses • Vetting of personnel for the provision of security guards			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of firearms applications vetted • Hours spent monitoring firearms use • Number of Security Guards/technicians • Number of Security Companies licensed		238-263 2,366-2,615 427-471 25 -29	186-205 2,374-2,626 427-471 25-29
Quality • Firearms and security licenses only issued to persons with no criminal convictions		98-100%	100%
Timeliness • Firearm applications vetted within 60 days of receipt • Security applications are vetted within one month of receipt		95-100% 96-100%	95-100% N/A
Location Cayman Islands		100%	100%
Cost		**$240,761**	**$265,962**
Related Broad Outcomes: 3: Address Crime and Policing			
(Group comprises ABS outputs: POL 9, POL 19)			

IEA 6	Servicing and Support for His Excellency the Governor	$815,015

Description

Servicing and support for His Excellency the Governor including;

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of guests served	4,125-5,625	4,125-4,950
• Local/overseas events attended	150-250	150-210
• FCO staff members supported	3	3
Quality		
• Meals served in line with internal rules	99-100%	100%
• Refer to checklist and verified by the Social Secretary ensuring all details are accurate for an event His Excellency is attending	98-100%	100%
• All administrative and accommodations expenses are contracted at the most efficient and economic price	98-100%	N/A
Timeliness		
• Meals provided within specified periods	95-100%	100%
• Checklist completed three days prior to event	95-100%	100%
• Support and accommodations are provided year-round	95-100%	N/A
Location		
Grand Cayman	100%	100%
Cost	**$815,015**	**$809,034**

Related Broad Outcome:

17. Strengthening our Infrastructure

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

IEA 7	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		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of electoral registers provided		4	4
Quality • Registers provided are accurate to the information provided by registered voters and are in compliance with the Elections Law (2000 Revision)		97-100%	100%
Timeliness • Registers produced every quarter		100%	100%
Location Grand Cayman		100%	100%
Cost		**$311,041**	**$372,216**
Related Broad Outcome: 17. Strengthening our Infrastructure			
(Group comprises ABS output: PIE 6)			

IEA 11	Enforcement of Immigration Laws		$1,103,320
Description The enforcement of Immigration laws including: • The detection, investigation and prosecution of offenders of Immigration Legislation • Deportation and exclusion orders • Key Employee Applications • Working by Operation of Law Applications			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of Administrative fines levied and case files created		100-200	50-70
• Number of deportation and exclusion orders issued		20-30	20-25
• Number of key employees applications processed		200-350	290-350
Quality			
• All interviews will be conducted in accordance with the judges' rules and the rules of natural justice		100%	100%
• All matters are handled in accordance with the Immigration Laws		100%	100%
• All Key employee applications are in compliance with Immigration Law, Immigration Regulations and established guidelines		100%	N/A
Timeliness			
• Files to be acted on within 14 days of arrival in the Enforcement Section		95-100%	95-100%
• All services provided within one day to four weeks		90-100%	100%
• Processing time from receipt of key employee applications to dissemination of decision will be up to six weeks		90-100%	85%
Location Cayman Islands		100%	100%
Cost		**$1,103,320**	**$1,512,594**
Related Broad Outcomes: 1.Creating a Vibrant Yet Stable and Sustainable Economy 2. Setting the Stage for Success in the Tourism Industry 3: Addressing Crime and Policing 10.Ensuring Success and Participation of Caymanians in the Financial Services Industry 11. Supporting our Caymanian Small Businesses			
(Group comprises ABS outputs: PIE 37, IMM 6, IMM 16)			

N.B.The total cost of supplying this output group is $1,228,320. However, the revenue of $125,000 reduces the cost to Cabinet to $1,103,320.

IEA 12	Status and Permanent Residency Certificates	$678,460

Description

Processing:

- Acknowledgement of the right to be Caymanian, Grant of the right to be Caymanian, Residency and Employment Rights Certificate, Residency Certificates for Persons of Independent Means and Permission to reside as a dependant of a Caymanian applications on behalf of the Caymanian Status and Permanent Residency Board and the Chief Immigration Officer.

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of acknowledgements of the right to be Caymanian applications and notifications processed	250-400	250-400
• Number of the grant of the right to be Caymanian applications and notifications processed	300-400	300-400
• Number of Permanent Residency and Employment Rights Certificate applications and notifications processed	400-700	600-700
• Number of applications for Residency Certificate for persons of independent means and notifications processed.	7-15	7-15
• Number of applications for Direct Investment Certificates processed	1 – 10	1-2
• Number of applications for permission to reside as a dependant of a Caymanian and notifications processed	10 - 20	10-20
Quality		
• Compliance with Immigration Law (2009 Revision), Immigration Directives, Immigration Regulations(2010 Revision), and established guidelines	98-100%	100%
• Files and agendas prepared with due care, accuracy and completeness	95-100%	95%
• Agendas reviewed and signed off by Secretary, Caymanian Status and Permanent Residency Board and Assistant Chief Immigration Officer	100%	100%
Timeliness		
• Processing time from receipt of applications to dissemination of decision will be up to six weeks	85-100%	80%
• Letters issued within 10-15 days of decision	85-100%	90%
• Percentage of deferred applications per agenda due to insufficient information on file	85-100%	80%
Location		
Grand Cayman	100%	100%
Cost	**$678,460**	**$612,177**

Related Broad Outcome:

1. Creating a Vibrant Yet Stable and Sustainable Economy

(Group comprises ABS output: IMM 9)

Note: The total cost of supplying this output group is $1,081,110. However, revenue of $402,650 from other third parties reduces the cost to Cabinet to $678,460.

IEA 13	Immigration Entry and Extension	$3,334,080

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 air arrival passengers processed	400,000-600,000	400,000-600,000
• Number of cruise arrival passengers processed	1,200,000-1,500,000	1,200,000-1,500,000
• Number of Extensions processed	10,000-15,000	13,000-15,000
Quality		
• All passengers will be processed in accordance with Immigration Laws and established guidelines	98-100%	98%
Timeliness		
• Passengers from vessels and aircraft should be cleared within 10-30 minutes of arrival	95-100%	95%
Location		
Grand Cayman	100%	100%
Cost	**$3,334,080**	**$3,187,244**

Related Broad Outcomes:

3: Addressing Crime and Policing

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

Note: The total cost of supplying this output group is $3,634,080. However, the revenue of $300,000 from other third parties reduces the cost to Cabinet to $3,334,080.

IEA 14	Entry Documents and Passports	$1,951,898

Description

The processing of entry documents and passports including:

- Processing of annual and temporary work permit applications
- Processing Business Staffing Plan applications
- Applications for information

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of temporary and annual work permit applications processed	24,000-30,000	24,000-30,000
• Number of Business Staffing Plan applications processed	20-50	30- 50
• Number of enquiries processed	100- 200	100-200
Quality		
• Processing of work permit applications complies with Immigration Law (Revision 2009), Immigration directives, Immigration (Amendment) Regulations, 2010 and established guidelines	100%	100%
• Processing of business staff plan applications complies with Immigration Law (Revision 2009), Immigration directives, Immigration (amendment) Regulations 2010, and established guidelines	100%	100%
• Compliance with Section 7(4) of the Freedom of Information Law, 2007. The Freedom of Information (General) Regulations, 2008 and established guidelines and procedures	100%	100%
Timeliness		
• Processing time from receipt of applications to dissemination of decision will be up to six weeks	85-100%	85%
• Letters issued within 10-15 days of decision	85-100%	80%
• Applications for business staffing plans will be processed within 30 days	85-100%	85%
• Acknowledgement letters issued within 10 calendar days of receiving Freedom of Information request.	85-100%	100%
Location Grand Cayman	100%	100%
Cost	**$1,951,898**	**$2,100,409**

Related Broad Outcomes:

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

(Group comprises ABS outputs: IMM 11, IMM15)

N.B.The total cost of supplying this output group is $1,968,148. However, the revenue of $16,250 from other third parties reduces the cost to Cabinet to $1,951,898.

IEA 15	Servicing of the Legislative Assembly and Members of the Legislative Assembly	$987,306

Description

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

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of laws sold	2,000 – 2,500	5,000 – 5,200
• Number of sitting days	30 – 50	70 – 85
• Number of hours spent on administrative support and research	1,000 – 1,200	1,500 – 2,000
• Number of working days that the LegislativeBuilding is operative	220 - 250	245 - 250
Quality		
• Laws provided are the current revision or amendment	99-100%	100%
• Papers, agendas and minutes are accurate and reflect decisions	99-100%	99-100%
• Advice provided by suitably qualified personnel	100%	100%
• Security provided by trained security staff	100%	100%
Timeliness		
• Orders for laws taken at window: within five minutes	95-100%	95-100%
• Documents prepared timely for House sittings	100%	100%
• Advice and information research provided within three days of request	95-100%	100%
• Legislative Assembly Building facilities are operative every working day	95-100%	100%
Location Grand Cayman	100%	100%
Cost	**$987,306**	**$982,568**

Related Broad Outcomes:

17: Strengthening our Infrastructure

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

Note: The total cost of supplying this output group is $1,007,306. However, revenue of $20,000 from other third parties reduces the cost to Cabinet to $987,306.

IEA 18	Incident Responses	$1,237,188

Description

- Provision of a 24-hour emergency service for Police, Fire and Emergency Medical Services
- Provision of written reports to support emergency calls
- Provide vehicle, traffic and weapons violation information to Police personnel carrying out vehicle stops/checks for Officer's safety
- Increase public awareness of the benefits of 911 through presentations to businesses and schools

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of hours that the Emergency Communications Centre maintains a capacity to answer, process, and dispatch emergency and non-emergency calls for service received from the public	8,760	8,760
Quality		
• Number of formal operationally-related complaints received from internal and external customers resulting in disciplinary action.	4	1
• Quality Assurance ratings regarding the processing of Calls For Service	85%	N/A
Timeliness		
• Emergency telephone calls answered within 10 seconds	90%	N/A
• Emergency personnel dispatched within 60 seconds once a call for service meets dispatch criteria	90%	N/A
Location		
Cayman Islands	100%	N/A
Cost	**$1,237,188**	**$1,098,397**

Related Broad Outcome:

3: Addressing Crime and Policing

(Group comprises ABS output: EMC 1)

IEA 21	Security Services	$1,766,606

Description

Provide security services to persons or events warranting police security including:

- Security for Government members
- Security for Law Courts
- Security for Official Delegate's when necessary
- Security for money transfer for Cayman Islands Monetary Authority
- Security for events such as international conferences on the Island

Measures	2011/12 Budget	2010/11 Forecast
Quantity • Number of security hours provided	35,625-39,375	36,100-39,900
Quality Improve customer satisfaction of persons being protected (Measured by customer survey)	60-100%	99-100%
Timeliness • Security provided when requested and as required	98-100%	99-100%
Location Cayman Islands	100%	100%
Cost	**$1,766,606**	**$2,196,209**

Related Broad Outcome:

3: Addressing Crime and Policing

(Group comprises ABS output: POL 7)

IEA 22	Support for Commissions		$659,738

Description

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

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Commissions supported	5	5
• Number of Prerogative applications processed	15-20	12-15
Quality		
• Work carried out by experienced staff	100%	100%
• Ensure all necessary information submitted with applications.	100%	N/A
Timeliness		
• Work carried out to timetable agreed with each Commission	100%	100%
• Distribute relevant correspondence within 2 weeks after committee meetings and or receipt of query	100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$659,738**	**$533,757**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS output: PIE 40, PIE39)

IEA 25	National Disaster Preparedness and Response		$937,895

Description

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of hours providing disaster preparedness	4,500 – 5,000	2,500 – 3,000
• Number of hours providing risk assessments including socio-economic impacts, public safety and development of national disaster planning	100-150	300 – 400
• Number of hours provided to manage and coordinate relief assistance to the affected population	250-300	250 – 300
• Number of Hurricane Shelters managed	21	21
• Capacity to provide shelter occupancy	3,000 – 4,000	500 – 600
Quality		
• Ensure alignment of plans with credible scenarios and that plans address business continuity for all sectors. Public awareness programmes relate to hazards.	90-100%	90-100%
• Track performance in mitigation/risk reduction by using proven measures	80 - 90%	100%
• Relief operations meet or exceed stated standards of basic essential supply and services for those people affected	80-100%	80-100%
• All National Hurricane Plan requirements are complied in agreement with the National Hazard Management Council and shelters are available for activation	95-100%	95-100%
• Services provided in line with NHC recovery plans and mitigation guidelines	100%	100%
Timeliness		
• National disaster activities performed in accordance within the timescales agreed with the National Hazard Management Council and the Deputy Governor	95-100%	95-100%
• Risk assessment and development of risk maps and policy within the time frame agreed with the National Hazard Management Council and Deputy Governor	95-100%	100%
• Disaster relief can be of an immediate, short-term or protracted duration	100%	100%
• All Hurricane shelter capacity is available in the event of a hurricane occurring.	100%	100%
• Shelters remain open until alternative accommodation is found for displaced people	100%	100%
Location Cayman Islands	100%	100%
Cost	**$937,895**	**$983,278**

Related Broad Outcome:

17. Strengthening our Infrastructure

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

IEA 32	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 prisoners including secure housing, feeding and transportation			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of summons served		6,334-7,000	6,360-7,030
• Number of warrants executed		1,014-1,120	1,015-1,122
• Number of offences prosecuted		2,914-3,220	2,970-3,283
• Number of prisoners accused and detained		2,026-2,240	2,105-2,327
Quality			
• Summons and warrants served or executed in accordance with the procedural code and the terms of the warrant		99-100%	99-100%
• Processing of prisoners conducted in accordance with the Police Law, other relevant laws and police policies and procedures		100%	100%
• Detention is secure		100%	100%
• Detainees legal and human rights observed in accordance with the Police Law, other relevant laws, Judges rules and police policies and procedures		100%	100%
Timeliness			
• Summons and warrants to be served or executed within 60 days		99-100%	99-100%
• Prosecutions within six months of coming to Police notice		95-100%	99-100%
• Accused persons processed within 24 hours		99-100%	99-100%
Location Cayman Islands		100%	100%
Cost		**$866,848**	**$1,099,844**
Related Broad Outcome: 3: Addressing Crime and Policing			
(Group comprises ABS outputs: POL 16)			

IEA 33	Prison Services	$10,952,115

Description

Customs, escorting and supervision of prisoners including:

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of prisoners held in secured custody (average)	185-220	185-220
• Provision of safe and orderly supervision of prisoners (average)	185-220	185-220
• Number of meals provided (three meals a day per prisoner)	202,575-240,900	202,575-240,900
• Number of inmates' profiles reproduced, collated and distributed to Board Members	30-40	30-35
Quality		
• Staff supervising custodial duties do so in accordance with National Occupational Standards for Custodial Care (NSO) and Prisons Inspection Board	100%	100%
• Complaint and disciplinary actions are conducted through the appropriate review stages and approved by authorized senior officials	100%	100%
• Percentage of prisoners served meals without upheld complaints	98-100%	100%
• All necessary information is submitted for inmate profiles	100%	100%
Timeliness		
• Security and services provided 24 hours, seven days per week	95-100%	95-100%
• Order maintained 24 hours, seven days a week	100%	100%
• All activities are provided within specific times	100%	100%
• Distribute relevant correspondence to Parole Board within two weeks after board meeting and/or receipt of query	90-100%	100%
Location		
Grand Cayman	100%	100%
Cost	**$10,952,115**	**$10,982,961**

Related Broad Outcome:

3: Addressing Crime and Policing

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

IEA 36	Correctional Supervision and Intervention Services		$4,229,089
Description • Provision of reports and rehabilitative services for adult offenders at the request of the courts • Provision of "Through-Care" and "After-Care" services to assist persons in and on release from the prison system • Electronic monitoring as an alternative to remand or to a prison sentence, as well as monitoring of CCTV cameras • Provision of a programme of sentence planning, education, group work and work skills development.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of reports submitted to the courts		2,200 – 2,600	2,265
• Number of aftercare support groups offered		40- 50	40
• Number of hours that the Electronic Monitoring Centre maintains a capacity to tag, monitor, document and report violations of Electronic Monitoring Program offenders and monitor and support the National CCTV project		8,760	8,760
• Number of prisoners attending prisoner development opportunities		130-150	130-150
Quality			
• Reports to be prepared in the established format as required by the court		95-100%	100%
• Initiate and maintain supervision based on case plan requirements (Supervision is based on client contact through home visits, office visits, and other community contacts which may include job sites, and group participation)		95-100%	100%
• Quality Assurance ratings regarding Electronic Monitoring function		100%	N/A
• Group work programmes, vocational training programmes and educational programmes accredited by an awarding body		100%	100%
Timeliness			
• Ongoing as specified by court orders or requests		95-100%	100%
• Through-care services are provided weekly and ongoing after-care services for the period as specified by the Parole Board.		95-100%	100%
• All subjects are tagged within 24 hours of notification by the courts or prison		98-100%	98-100%
• Group work programmes, vocational training programmes and educational programmes to be provided Monday – Friday		100%	100%
Location Cayman Islands		100%	100%
Cost		**$4,229,089**	**$3,712,573**
Related Broad Outcome: 3: Addressing Crime and Policing			
(Group comprises ABS outputs: DCR 9, DCR 10, EMC 2, PRI 16)			

Note: New measures are specified in the 2011/12 budget.

IEA 37	Correctional Supervision and Support Services		$457,722

Description

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of psycho-educational programmes offered	10-12	9
• Number of victim impact reports offered	30 -35	25
Quality		
• Information based on research, experience and professional guidelines	95-100%	95%
• Reports prepared in the established format as needed by the police or courts	95-100%	100%
Timeliness		
• Programmes offered on an ongoing basis, as needed	95-100%	100%
• Reports provided as required by the police or courts	95-100%	95%
Location		
Grand Cayman	100%	100%
Cost	**$457,722**	**$618,293**

Related Broad Outcome:

3: Addressing Crime and Policing

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

IEA 38	Police and Investigative Services	$29,486,487

Description

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of hours of investigations	212,325-234,675	201,475-222,683
• Number patrolling / responding hours including training	212,432-234,794	201,238-222,421
• Number of patrolling hours for Marine and aerial unit including training	2,755-3,045	1,633-1,405
Quality		
• Increase the overall detection rate by 10%	34.38%	31.27%
• Reduce the number of recorded crime by 5%	2,528	2,661
• Patrols at targeted areas identified by police information	90-100%	90-100%
• Uniform patrols visible and interacting with the public	90-100%	100%
• Patrols targeted at areas identified by Police information	90-100%	100%
Timeliness		
• Investigate on a prioritized basis, but within 24 hours of formal reporting of crime	95-100%	95-100%
• A response time of 10 minutes in urban areas and 20 minutes in rural areas	100%	100%
• Respond to requests for immediate deployment operations or pre planned operations working with other agencies as required	95-100%	95-100%
Location Cayman Islands	100%	100%
Cost	**$29,486,487**	**$26,163,945**

Related Broad Outcome:

3: Addressing Crime and Policing

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

Output Supplier: Various Refugee Services

NGS 38	**Services for Refugees**		**$27,900**
Description Services provided to refugees arriving in the Cayman Islands			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of refugees assisted		10	10
Quality • Services delivered to standards defined in internal guidelines and agreements such as the Memorandum of Understanding with the Cuban Government		100%	100%
Timeliness • Services provided as needed		100%	100%
Location Cayman Islands		100%	100%
Cost		**$27,900**	**$30,000**
Related Broad Outcome: 3. Addressing Crime and Policing			
Note: Due to the nature of this output group, service will be contracted on an 'as needed' basis			

Groups to be Purchased by the Head of the Civil Service

Output Supplier: Portfolio of the Civil Service

<table>
<tr><td>CIV 1</td><td colspan="2">Policy Advice to the Head of the Civil Service</td><td>$425,730</td></tr>
<tr><td colspan="4">Description
Policy advice to the Head of the Civil Service and the Governor relating to civil service matters including:
• Policy advice to the Head of the Civil Service and the Governor
• Strategic Human Resource Services
• Provision of support in relation to employment arrangements for Chief Officers</td></tr>
<tr><td colspan="2">Measures</td><td>2011/12 Budget</td><td>2010/11 Forecast</td></tr>
<tr><td colspan="2">Quantity
• Number of hours of policy advice provided
• Number of reports
• Number of performance agreements prepared and advised on
• Number of performance assessments prepared and advised on</td><td>
1,820-2,000
4-7
10-24
10-24</td><td>
1,820-2,000
5
12
12</td></tr>
<tr><td colspan="2">Quality
• Policy advice reviewed by Chief Officer prior to submission
• 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.
• Preparation of and advice on Performance agreements and performance assessments by senior Human Resource personnel
• Advice and guidance to be based on best Human Resource practice and compliant with the Public Service Management Law and the Personnel Regulations</td><td>
95-100%
95-100%

100%

100%</td><td>
95-100%
95-100%

100%

100%</td></tr>
<tr><td colspan="2">Timeliness
• All advice submitted in accordance with schedules as agreed by the Head of the Civil Service
• Service-wide personnel statistical reports: August 2011 and February 2012
• Ad-hoc statistical or other reports: on or before agreed deadlines
• Advice on performance agreements provided in May and June 2012
• Advice on performance assessments ongoing throughout the period
• Advice and Guidance: ongoing, as requested by agencies</td><td>
95-100%
95-100%
95-100%
95-100%
95-100%
95-100%</td><td>
95-100%
95-100%
95-100%
N/A
N/A
95-100%</td></tr>
<tr><td colspan="2">Location
Cayman Islands</td><td>100%</td><td>100%</td></tr>
<tr><td colspan="2">Cost</td><td>$425,730</td><td>$490,487</td></tr>
<tr><td colspan="4">Related Broad Outcome:
12.Preparing our Labor Market for Future Opportunities</td></tr>
<tr><td colspan="4">(Group comprises ABS outputs: PCS 1, PCS 2, PCS 3)</td></tr>
</table>

CIV 2	Auditing Compliance with Human Resource Policies	$503,826

Description

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

- Undertaking ongoing audits of civil service personnel systems to establish the extent of compliance with the Public Service Management Law and advising the Head of the Civil Service accordingly
- Inquiring into alleged breaches of the code of conduct by Chief Officers and reporting to the Head of the Civil Service on the results of such enquiries
- Undertaking such other investigations and human resource related services as the Governor, Head of the Civil Service or Cabinet may from time to time request

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of HR Audits	45-50	40-45
• Number of investigations	0-5	0
Quality		
• HR Audits conducted in accordance with established methodology	100%	100%
• Investigations conducted fairly and in accordance with due process	100%	100%
Timeliness		
• HR Audits completed within agreed timetable	100%	100%
• Investigations commenced within 10 days of request	85-100%	85-100%
Location		
Cayman Islands	100%	100%
Cost	**$503,826**	**$486,626**

Related Broad Outcome:
12. Preparing our Labor Market for Future Opportunities

(Group comprises ABS output: PCS 4)

CIV 3	Management of Public Sector Reform		$323,899

Description

Management of Public Sector Reform including:

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Hours spent on the management of reforms	1,300-1,400	1,500-1,600
• Number of hours of advice and support provided to civil service entities	2,450-2,650	1,620-1,850
Quality		
• Facilitation of reforms provided by qualified Management Support Unit personnel	100%	100%
• Advice provided by qualified and experienced advisors who have a good knowledge of the Cayman Islands public sector management system and the technical areas concerned	100%	100%
Timeliness		
• Public sector reforms implemented in accordance with the implementation timeline established by the Head of the Civil Service	100%	100%
• Advice provided in accordance with a schedule agreed with the relevant Chief Officer	100%	100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	**$323,899**	**$316,888**

Related Broad Outcomes:

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

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

CIV 6	Administrative Support to the Civil Service Appeals Commission	$208,390

Description

Administrative and technical advice to the Civil Service Appeals Commission (CSAC) relating to appeals from Civil Servants and Chief Officers made under:

- Public Service Management Law
- Personnel Regulations

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of hours available to hear and decide on appeals	1,100-1,200	1,100-1,200
Quality		
• All appeal hearings in compliance with four basic principles established within the Commission's handbook	100%	100%
Timeliness		
• All appeals processed within 30 working days	90-100%	90-100%
Location		
Grand Cayman and Cayman Brac	100%	100%
Cost	**$208,390**	**$240,519**

Related Broad Outcome:

12. Preparing our Labour Market for Future Opportunities

(Group comprises ABS output: PCS 13)

CIV 7	Workforce Development within the Civil Service - 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	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of accredited courses delivered	32-38	32-38
• Number of professional groupings supported	2-3	2-3
• Number of frameworks	1	1
• Number of studies	0-1	1
• Special courses	4-6	4-6
Quality		
• Courses and programmes subject to approval by Director of CSC, and other participating institutions where appropriate	90-100%	90-100%
• Framework to be approved by Chief Officer prior to distribution	100%	100%
• Delivered by qualified staff based on Director of CSC approval	100%	100%
Timeliness		
• Accredited courses delivered in line with agreed schedule	90-100%	90-100%
• Special courses as demanded	90-100%	90-100%
• Professional grouping strategies and programmes delivered	90-100%	90-100%
Location		
Cayman Islands and Overseas	90-100%	90-100%
Cost	**$655,685**	**$806,185**

Related Broad Outcome:

12.Preparing our Labor Market for Future Opportunities

(Group comprises ABS outputs: PCS 15)

CIV 8	Human Resource Services	$855,658

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of hours of recruitment services	650-750	400-450
• Number of Job Descriptions evaluated	200	180
• Number of agencies provided with advice, support and guidance	80-90	84
• Number of agencies records maintained	80-90	84
• Number of hours of support on accounting activities	1,500-1,550	1,300-1,400
Quality		
• Services to be provided by qualified HR Professionals	90-100%	90-100%
• Job evaluation process conducted in compliance with HAY standards.	90-100%	90-100%
• Advice, guidance and support to be based on best HR practice and compliant with the Public Service Management Law (2007 Revision) and Personnel Regulations 2006	90-100%	90-100%
• Records to be maintained in compliance with any record keeping standards established by government policy and in compliance with forthcoming FOI requirements	90-100%	90-100%
• Accounts approved by Chief Financial Officer or Deputy Chief Financial Officer	80-90%	80-90%
Timeliness		
• Work output and turn-around times to be as specified in our publications or as agreed with clients	90-100%	90-100%
• Reference for job evaluation request to be provided within 48 hours	90-100%	90-100%
• Client requests to be acknowledged within two working days of receipt	90-100%	90-100%
• Information from a current employee's file to be retrieved within three working days of request	80-90%	80-90%
• As required by Cabinet Office	80-90%	80-90%
Location Cayman Islands and Overseas	100%	100%
Cost	**$855,658**	**$1,090,774**

Related Broad Outcome:
12. Preparing our Labor Market for Future Opportunities

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

Statutory Authority/Government Company Output Groups

CIN 2	Health Insurance for Civil Service Pensioners		$14,640,501
Description Provision of Health Insurance for Civil Service Pensioners and their dependants			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Total number of pensioners		1,005 – 1,055	975-1010
Quality • All eligible pensioners and dependents are insured who are deemed eligible by the Public Service Pensions Board		98-100%	98-100%
Timeliness • Insurance cards issued within 15 days of notification of eligibility		98-100%	98-100%
Location Cayman Islands		100%	100%
Cost		**$14,640,501**	**$14,051,520**
Related Broad Outcome: 5. Improving Healthcare			
(Group comprises Purchase Agreement output: CIN 2)			

Non-Government Output Supplier Output Groups

Output Supplier: Employee Assistance Programme

NGS 20	Employee Assistance Programme		$58,590
Description Provision of counseling, consultation and training services to managers, employees and their families.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Counseling sessions provided • Managers/employees trained		400-580 200-350	400-580 200-350
Quality • Managers/employees rating training effective. Copies of quality assurance survey summaries of all trainings to be provided		90-100%	90-100%
Timeliness • Counseling commenced within four working days of request • Training provided in accordance with timetable agreed with Training Service Manager		100% 100%	100% 100%
Location Grand Cayman and Cayman Brac		100%	100%
Cost		**$58,590**	**$113,000**
Related Broad Outcome: 5: Improving Healthcare			
(Group comprises Purchase Agreement output: EAP 1)			

Output Groups to be Purchased by the Attorney General

Output Supplier: Portfolio of Legal Affairs

LGA 1	Provision of Legal Advice and Representation		$1,614,550
Description • Provision of legal advice on civil matters to Government Ministries and Portfolios. • Administer, manage and implement the various forms of international legal assistance available through the Portfolio. Conduct criminal prosecutions and make ancillary applications arising out of international requests for assistance.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of hours of advice and representation		10,000-10,500	10,000
Quality Qualified Attorneys to provide requested assistance and advice		100%	100%
Timeliness Assistance given within required time line		100%	100%
Location Grand Cayman		100%	100%
Cost		**$1,614,550**	**$1,427,953**
Related Broad Outcome: 3. Addressing Crime and Policing			
(Group comprises ABS output :PLG 16)			

LGA 3	Law Teaching and Publications	$773,700

Description

Provision of law teaching relating to:

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

Publication of:

- Legal research in various local, regional and international law journals

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of student		
o Attorney of Law Certificate	12-15	19
o Full –Time LLB degree	70-75	74
o Part-Time LLB degree	27-33	30
o Individual courses	2	1
• Attorney of Law Certificate		
o Courses provided within academic year	7	7
o Hours of classroom lecturing per academic year	200	200
• LLB (Hons)		
o Modules taught over three academic years	19	19
o Hours of classroom teaching per module	50	50
o Hours of classroom lecturing per academic year	950	950
• Number of publications	2-4	2-4
Quality		
Attorney of Law Certificate		
• Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%
• Percentage of courses taught in accordance with a curriculum approved by Legal .Advisory Council	100%	100%
• Peer review of assessment criteria (setting of examinations) by External examiners	90%	90%
• Peer review of internal assessment of coursework by external examiners.	90%	90%
LLB Degree		
• Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%
• Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool	100%	100%
• Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University	90%	90%
• Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University	90%	90%
Publications		
• Meet standards required for publication	90%	90%
Timeliness		
• Courses offered during each academic year	100%	100%
• Research papers are completed on an ongoing basis throughout the calendar year	100%	100%
Location		
Grand Cayman		
Cost	**$773,700**	**$744,700**

Related Broad Outcome:

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

(Group comprises ABS outputs: PLG 26)

Note: This output is partly subsidized by the general public in the amount of $965,000 the number of students above is the total number in attendance and is not pro-rated for fees paid by the general public.

LGA 4	Drafting of Legislation		$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	7,664
Quality • Work undertaken by qualified and experienced legal drafters • Law revisions accurately reflect amendment laws		100% 100%	100% 100%
Timeliness Laws drafted within the deadlines established by Cabinet		100%	100%
Location Grand Cayman		100%	100%
Cost		**$879,000**	**$926,700**
Related Broad Outcome: 3. Addressing Crime and Policing			
(Group comprises ABS output: PLG 2)			

LGA 5	Policy Advice to the Attorney General	$701,750

Description

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of hours	7,500-9,000	6,400-8,000
Quality		
• Work undertaken by qualified personnel	100%	100%
• Policy advice provided by competent experienced lawyers and other professionals	100%	100%
Timeliness		
• Correspondence responded to within one week of receipt	100%	100%
• Policy advice within the timeframe set by the Attorney General	100%	100%
Location Grand Cayman		
Cost	**$701,750**	**$688,750**

Related Broad Outcome:

3. Addressing Crime and Policing

(Group comprises ABS output: PLG 20)

LGA 6	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
- 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	300-350	320
Breakdown of cases as follows:		
• Number of cases analyzed	280-320	284
• Number of cases (SARs) received locally	250-300	258
• Number of cases (Requests) for financial intelligence from	60-70	62
• Overseas Financial Intelligence Units (FIUs')	50-65	55
• Number of requests answered within 30 days	70-90	87
• Number of financial intelligence disclosures to local authorities	25-40	35
• Number of cases voluntarily disclosed to overseas FIUs' and	30-50	31
• Law Enforcement Agencies	5-15	5
• Number of cases (SARs) in progress at year end	1	0
• Number of cases (Requests) in progress at year end	1	1
• Number of guidance pamphlets issued on money laundering typologies	25-40	25
Quality		
• Case information received , logged into database and kept secure from unauthorized use or disclosure	100%	94.6%
• Thorough analysis of cases leading to closure by the Director within 90 days (accurate and useful financial intelligence)	90%	86.5%
• Dealings with local authorities and overseas counterparts	100%	100%
• Egmont Group context) conducted in accordance with the PCCL and operating policies	100%	100%
• Annual Report approved by the AMLSG	100%	100%
Timeliness		
• Cases entered into database and acknowledged within four days	90%	94.3%
• Cases analysed within 18 days of receipt	90%	78.7%
• Cases reviewed and closed by Director within 90 days of receipt	90%	86.5%
• Respond to requests from overseas counterparts within 1 month	90%	87.3%
• Turnaround time on financial intelligence to local authorities within one week of Director's approval being given	90%	82.5%
• Annual Report produced on or before the 30th September as per the Proceeds of Crime Law (PoCL)	100%	100%
Location		
Grand Cayman and various overseas locations	95%	95%
Cost	**$619,000**	**$751,000**

Related Broad Outcome:
3. Addressing Crime and Policing

(Group comprises ABS output: PLG 21)

LGA 7	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 in particular: • the modification of any branch of the law as far as that is practicable • the elimination of anomalies in the law, the repeal of obsolete and unnecessary enactments and the simplification and modernization of the law • the development of new areas in the law with the aim of making them more responsive to the changing needs of Cayman Islands society • the adoption of new or more effective methods for the administration of the law and the dispensation of justice • the codification of the unwritten laws of the Cayman Islands			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of review hours		3,400-3,700	3,544
Quality • Work undertaken by qualified and experienced lawyers		100%	100%
Timeliness • Within the deadlines agreed by members of the Commission		100%	100%
Location Grand Cayman		100%	100%
Cost		**$378,800**	**$373,200**
Related Broad Outcome: 3. Addressing Crime and Policing			
(Group comprises ABS output: PLG 24)			

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

Output Supplier: Director of Public Prosecutions

DPA 1	Prosecution and International Co-operation		$2,569,550
Description Provision of prosecution services relating to criminal matters.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity			
• Number of cases for which legal rulings provided		1,200-1,400	N/A
• Number of cases prosecuted		900-1,100	N/A
• Number of request of assistance from Authority		40-50	N/A
Quality			
• Availability of qualified Crown Counsel		100%	N/A
• Percentage of indictments that were drafted correctly and did not required revision		100%	N/A
• Percentage of indictments that were successfully lodged		100%	N/A
• Percentage of times that disclosures provided to the defense was satisfactory to the expectations of the end-user		95%	N/A
• Qualified Attorneys to provide requested assistance		100%	N/A
Timeliness			
• Percentage of rulings within specified time		100%	N/A
• Percentage of advice given within specified time		98%	N/A
• Percentage of indictments drafted within period prescribed by Grand Court practice direction one working day		100%	N/A
• Percentage of prosecution undertaken within a given period or as required		100%	N/A
• Percentage of disclosure provided within reasonable time to assist the defense in their preparation prior to trial/hearing		95%	N/A
• Percentage of Preliminary Bundles prepared within time specified the court		100%	N/A
• Percentage of times hearings are accomplished within time set for such hearings		95%	N/A
• Assistance given within required time line		100%	N/A
Location			
Grand Cayman		100%	N/A
Cost		**$2,569,550**	**$ N/A**
Related Broad Outcome: 3. Addressing Crime and Policing			
(Group comprises ABS output: DPP 1 and DPP 2)			

Note: This is a new output for 2011/12 budget; therefore there is no 2010/11 forecast.

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

Output Supplier: Judicial Administration

JAD 1	**Administrative Support to the Judiciary**	**$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 ESO office of the previous year
- Order Law Reports and relevant material for the comprehensive legal library to be used by Judges, Magistrates, Attorneys and Public

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of judgments prepared	50-100	75-90
• Number of statistical reports	1	1-2
• Number of transcripts for appeals	75-100	70-90
• Number of Law Reports in library	3,700-4,000	3,700-4,000
Quality		
• Judgments prepared accurately in accordance with the Judge's and Magistrates drafts and directions	100%	100%
• Statistical reports are accurate and subject to peer review	100%	95%
• Transcripts of trials and Hearings prepared accurately and based on Judges/Magistrates directions	100%	95%
• Order Law Reports, catalog material, and track books borrowed from Library	100%	100%
Timeliness		
• Judgments are prepared in accordance with Judges request	100%	100%
• Statistic report available by January 1st annually	100%	95%
• Transcripts are prepared within 2-4 weeks of appeals being lodged	100%	100%
• Library opens 9am - 4:30pm on Monday-Friday	100%	100%
Location		
Courts Office, Grand Cayman		
Cost	**$826,590**	**$783,608**

Related Broad Outcome:

3. Addressing Crime and Policing

(Group comprises ABS output JUD 1)

JAD 2	Support for Court Proceedings		$3,432,556

Description

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

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Legal Aid Certificates Issued	200-225	210
• Court room services provided to five court rooms by:		
o Marshals	9	9
o Court room reporters	4	4
• Number of files prepared	1,200-1,500	1,300
• Number of Gazette Notices prepared	15-30	20
• Number of Civil appeals prepared	1.700-2,000	1,900
• Number of Court documents served	300-350	325
• Number of Maintenance Summonses prepared	12,000-15,000	1,350
• Number of charges prepared	50-100	75
•		
Quality		
• Certificates issued and signed by authorized Legal Aid officer in accordance with Legal Aid Law	100%	100%
• Court room personnel to be prepared and in attendance before the start of court each day	90%	100%
• Appeal bundles prepared in accordance with the relevant Law	100%	100%
• Court documents: to be served and executed in accordance with the rules of the relevant court and convention	100%	100%
• Administration of the Maintenance and Affiliation Law (child and spouse support) summonses prepared accurately and in accordance with the relevant laws and procedures	100%	100%
• Charges and summonses signed in accordance with the Criminal Procedure Code	100%	100%
• Applications processed in accordance with the Drug Rehabilitation Court Law for consideration by the DRC Team	80%	100%
Timeliness		
• Legal Aid notification certificate issued and sent out with-in 5 working days	100%	100%
• Files delivered to courtroom at least half hour before court sitting	100%	100%
• Files prepared within 2-5 working days based on urgency	100%	100%
• Bundles prepared before the relevant court session	100%	100%
• Court documents served within 14 days	100%	100%
• Summonses for child & spousal support issued within 1week	100%	100%
• Charges and Summonses filed within 1-5 working days based on urgency	100%	100%
• Applications processed within 14 days	80%	100%
Location Kirk House, Grand Cayman and Government Administration Cayman Brac		
Cost	**$3,432,556**	**$3,444,059**

Related Broad Outcome:

3. Addressing Crime and Policing

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

JAD 3	Collection of Revenue		$188,492
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		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of Receipts Issued		18,000 – 20,000	2,500
Quality • Amount receipted equates to funds received • Judicial Financial Stamp applied to original receipt • Funds received in JEMS posted to IRIS		100% 100% 100%	100% 100% 95%
Timeliness • Money received deposited to the bank within one working day • Money posted from JEMS to IRIS by the end of the current month		100% 100%	100% 100%
Location Kirk House, Grand Cayman, Government Administration, Cayman Brac		100%	100%
Cost		**$188,492**	**$245,539**
Related Broad Outcome: 3. Addressing Crime and Policing			
(Group comprises ABS output JUD 2)			

JAD 4	Financial Management of Court Funds	$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	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of Receipts Issued	9,000 – 11,000	1
• Number of Payments Issued	8,500 – 10,500	80-90
• Financial Statement Issued	1	1,500-1,600
Quality		
• Amount receipted equates to funds received	100%	100%
• Amount paid equated amount receipted	100%	90%
• Judicial Financial Stamp applied to original receipt	100%	100%
• All monies collected recorded accurately and in accordance with Public Management and Finance Law (2010 Revision) and Direction of the Financial Secretary	100%	100%
Timeliness		
• Money received deposited to the bank within one working day	100%	95%
• Payments made with-in two working days of court order time	100%	95%
• Money posted from JEMS to IRIS by the end of the current month	100%	100%
• Annual Financial Statement to be prepared in accordance with Financial Regulations (2010 Revision)	100%	60%
Location Kirk House, Grand Cayman and Government Administration Cayman Brac	100%	100%
Cost	**$306,578**	**$356,174**

Related Broad Outcome:

8.Strengthening Families
9.Restoring Prudent Fiscal Management

(Group comprises ABS output JUD 13)

Output Supplier: Health Services Authority

HEA 8	**Autopsy and Coroner Services**		**$160,000**
Description Autopsies and Coroner services.			
Measures		**2011/12 Budget**	**2010/11 Forecast**
Quantity • Number of autopsies and coroner services		65-70	65-70
Quality • In accordance with standard industry professional practice		100%	100%
Timeliness Throughout the year		100%	100%
Location Grand Cayman		100%	100%
Cost		**$160,000**	**$220,000**
Related Broad Outcome: 3. Addressing Crime and Policing			
(Group comprises Purchase Agreement output: HSA 22)			

Output Groups to be Purchased by the Public Accounts Committee

Output Supplier: Cayman Islands Audit Office

ADO 2	Services to the Legislative Assembly and its Committees	$575,000

Description
Audit reports and advice to the Public Accounts Committee (PAC) and other Legislative Committees.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of reports issued reports to the Legislative Assembly	3-6	6
• Number of audits in progress / partial reports at year end	1-3	2
Support Services to National Hurricane Committee (NHC) and Hazard Management:		
• Number of Memos of Understanding (MOU) and Hazard Management Plan updated	4	4
• Logistics Support System (LSS) training session for distribution of international aid	1	1
• Relief support services for a disaster provided	0-1	0-1
Quality		
• Issued reports reviewed and signed off by Audit Manager and/or Auditor General	100%	100%
• Request client's comments on the draft reports and amend the final report if necessary	100%	100%
• Report recommendations are agreed to by PAC	100%	100%
• MOUs and Hazard Mgmt plan agreed to and signed off by the Auditor General	100%	100%
• LSS training evaluation rated as good to very good by the participants	80-100%	80-100%
• Relief support services provided to the standards required by Hazard Management Cayman Islands	80-100%	80-100%
Timeliness		
• Auditor General Reports become public documents within one week of submission to the Speaker of the Legislative Assembly	100%	100%
• All reports are publically available through website within two days after becoming a public document.	100%	100%
• MOUs signed off by mid June and Hazard Management Plan by 31 May	100%	100%
• LSS Training session in May	100%	100%
• Relief Support services provided within two days of the disaster	80-100%	80-100%
Location Cayman Islands and Client's premises (local and international)	100%	100%
Cost	**$575,000**	**$517,000**

Related Broad Outcome:

9. Restoring Prudent Fiscal Management

(Group comprises ABS outputs: AUD 2 and AUD 8)

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

Output Supplier: Complaints Commissioner

TCC 1	**Public Interest Investigations**	**$708,811**

Description

Investigations of written complaints includes:

- Enquiries, advice and guidance to the public that do not result in a formal investigation
- Investigate written complaints made regarding injustice caused by improper, unreasonable or inadequate administrative conduct on the part of any Ministry/Portfolio and respective department, unit and section, Government owned company and statutory authority; and
- Undertake public interest investigations
- Monitor the implementation of the recommendations of the report of the Commissioner and the timescales specified in the report of action to be taken; and
- Provide Special Reports to the Legislative Assembly where no adequate action has been made to remedy the injustice or evidence found of breach of duty, or criminal offence.

Measures	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of early resolution complaints	200-350	200-400
• Number of intermediate Resolution Complaints	10-20	N/A
• Number of written complaints	30-60	N/A
• Number of public interest investigations/reports	1-3	2-5
• Number of recommendations to be monitored	20-50	20-50
• Number of special reports delivered to the Clerk of the Financial Oversight Committee of the Office of the Complaints Commissioner	2-4	2-4
Quality		
• All early resolution complaints to be investigated by suitably qualified and trained staff.	100%	100%
• All intermediate resolution complaints to be investigated by suitably qualified staff.	100%	N/A
• All reports to be signed off by the Complaints Commissioner or Acting Commissioner	100%	100%
• All complaints investigated in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)	100%	100%
• All monitoring carried out by suitably qualified and trained staff		
• All reports to be signed off by the Complaints Commissioner or the Acting Commissioner	80-100% 80-100%	100% 100%
• All recommendations monitored in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)	80-100%	100%

Timeliness		
• All early resolution complaints to be answered within five working days	90-100%	90-100%
• Decision to investigate complaint and if accepted, commencement of investigation of complaint within one month	95-100%	95-100%
• All investigations to be completed within four months of the investigation being commenced	80-100%	80-100%
• All reports/public interest investigations to be completed within five months of request	80-100%	80-100%
• Monitoring carried out on an on-going basis until recommendations are substantially implemented, or withdrawn or until they are included in a special report to the legislative assembly	80-100%	95-100%
• Special Reports submitted to the Clerk of the Legislative Assembly Committee within one month of the Complaints Commissioner determining that no adequate action has been undertaken or evidence found of breach of duty or criminal office	80-100%	90-100%
Location Cayman Islands	100%	100%
Cost	**$708,811**	**$813,834**
Related Broad Outcome: 17.Strengthening our Infrastructure		
(Group comprises ABS output: OCC 1 and OCC 2)		

TCC 2	Policy Advice and Public Education Outreach	$28,373

Description

Provision of policy advice on matters within the scope of activities of the Office of the Complaints Commissioner (OCC).
Public Education Outreach program to establish the presence of the OCC including:

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

Measures	2011/12 Budget	2010/11 Forecast
Quantity		
• Number of meetings attended to provide strategic advice	1-4	1-4
• Number of reports including statistical information	1-4	1-4
• Number of Anti-Corruption Law task force meeting attended	1—5	1-5
• Number of events attended	10-12	N/A
• Number of Public meetings held	1-5	N/A
• Number of media appearances and updates	10-15	N/A
Quality		
• Agenda and Minutes accurately reflect the decisions made and are vetted and amended by the Chairman of the Financial Oversight Committee of the Office of the Complaints Commissioner.	100%	100%
• All reports will be appropriately researched, employing the necessary analytical techniques to ensure the production of comprehensive and complete reports	100%	100%
• All reports will be prepared with due processional care and will define issues clearly and succinctly as directed by the Commissioner	100%	100%
• Reports will provide relevant and accurate information, which is clearly and succinctly presented and written by qualified and trained staff	100%	100%
• All material presented will be in compliance with the OCC Law	80-100%	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		
• Attendance at meetings by the Commissioner or delegate within the agreed time frame when meetings are called	95-100%	95-100%
• Agenda and Minutes are prepared and distributed as per the deadlines set by the Chairman of the Financial Oversight Committee of the Office of the Complaints Commissioner	95-100%	95-100%
• Reports processed in accordance with the guidelines and within the time frames established by the Chairman of the Oversight Committee and the Commissioner	95-100%	95-100%
• All events will be held within a specified period	80-100%	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%	100%
Cost	**$28,373**	**$34,736**

Related Broad Outcome:

17. Strengthening our Infrastructure

(Group comprises ABS output: OCC 3 and OCC 5)

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

Output Supplier: Information Commissioner

FIL 1	**Compliance with Freedom of Information Legislation**	**$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	**2011/12 Budget**	**2010/11 Forecast**
Quantity		
• Number of hours available to mediate, hear and decide on appeals	2,000-2,500	2,000-2,500
• Number of hours available to monitor Public Authorities (as defined by FOI Law), to produce reports to the Legislative Assembly, to conduct investigations of public entities and make recommendations for reform both of a general nature and directed at specific public bodies	1,000-1,500	1,000-1,500
• Number of hours available to plan promotional activities and to promote public awareness of FOI	2,000-2,500	750-1,000
Quality		
• Appeals processed in accordance with internal policies and procedures developed in accordance with the Law.	90-100%	90-100%
• All public authorities monitored in compliance with the Information Commissioner's requirements, Investigations carried out in accordance with ICO procedures and an annual report produced on the operation of this Law during the year.	90-100%	90-100%
• Promotional activities approved by the Information Commissioner	90-100%	90-100%
Timelines		
• Appeals processed within timelines established in internal policies and procedures	90-100%	90-100%
• Reports received and analyzed within three months of the reporting date; Investigations completed in accordance with timelines in ICO policies and procedures; Annual report presented to the Legislative Assembly by the end of April 2011; and Recommendations for Law review reviewed annually.	90-100%	90-100%
• Public awareness of FOI will be carried out on a monthly basis	95-100%	95-100%
Location Cayman Islands		
Cost	**$574,836**	**$653,068**
Related Broad Outcome: 9: Restoring Prudent Fiscal Management		

9. Transfer Payment Categories for 2011/12

Transfer payments are made without any expectation of something received directly in return. They differ from output purchases where payments are made for the delivery of outputs.

Cabinet intends to make some $28.8 million in Transfer Payments during the 2011/12 financial year, in the categories listed below.

Planned Transfer Payments

Appropriation Reference Number	Transfer Payment Name and Description	2011/12 Budget $	2011/12 Forecast $
TP 12	**Tourism Scholarships** *Payments to Tourism Scholarship recipients*	**713,310**	**767,000**
TP 13	**Miss Cayman Scholarship** *Scholarship prize for Miss Cayman winners*	**46,500**	**50,000**
TP 27	**Pre-School Educational Assistance** *Pre-school education grants for students who qualify for financial assistance* Number of persons assisted 2011/12: 240-250 Number of persons assisted 2010/11: 230-240	**930,000**	**767,724**
TP 30	**Local, Overseas Scholarships and Bursaries** *Scholarships and bursaries awarded by the Education Council to support education at local and overseas tertiary institutions* Number of persons assisted 2011/12 overseas: 500-550 Number of persons assisted 2010/11 overseas: 490 Number of persons assisted 2011/12 local: 300-350 Number of persons assisted 2010/11 local: 320	**7,500,000**	**8,000,000**
TP 41	**Poor Relief Payments** *Permanent and financial assistance payments to the elderly and disabled* Number of persons assisted 2011/12: (950) Number of persons assisted 2010/11: (1015)	**5,936,820**	**6,700,000**

Appropriation Reference Number	Transfer Payment Name and Description	2011/12 Budget $	2010/11 Forecast $
TP 43	**Poor Relief Vouchers** *Short and Medium term financial assistance to indigent persons through the provision of poor relief vouchers* Number of persons assisted 2011/12: (750-850) Number of persons assisted 2010/11: (1100)	**1,105,843**	**1,910,100**
TP 44	**Temporary Poor Relief Payments for Young Parents Programme (YPP) Students** *Temporary financial assistance to Young Parents Programme (YPP) students* Number of persons assisted 2011/12: (15) Number of persons assisted 2010/11: (15)	**20,380**	**23,000**
TP 45	**Youth After Care Payments** *Financial assistance payments for After Care for Youth.* Number of persons assisted 2011/12: (6) Number of persons assisted 2010/11: (6)	**17,722**	**20,000**
TP 46	**Emergency Relief Payments** *Emergency relief financial assistance payments* Number of persons assisted 2011/12: (20) Number of persons assisted 2010/11: (20)	**17,722**	**20,000**
TP 47	**Ex - Gratia Benefit Payments to Seamen** *Benefit payments to recipients of Seamen Ex-Gratia benefits* Number of persons assisted 2011/12: (860-880) Number of persons assisted 2010/11: (900)	**5,538,170**	**6,030,000**
TP 48	**Benefit Payments to Ex-Servicemen** *Payments to recipients of Ex-Servicemen benefit* Number of persons assisted 2011/12: (220) Number of persons assisted 2010/11: (259)	**1,343,850**	**1,711,706**
TP 49	**Youth Programmes - Churches and Other Non-Governmental Organisations** Number of programmes/organization 2011/12(budget): Number of programmes/organization 2010/11(forecast):	**165,062**	186,200
TP 50	**Pre-School Assistance** *Pre-school education grants for students who qualify for financial assistance* Number of persons assisted 2011/12: (100-110) Number of persons assisted 2010/11: (100)	**221,523**	**200,000**
TP 51	**Other Educational Assistance** *Grants awarded to institutions/individuals for projects/programmes to meet student's needs that are not provided for through traditional and/or mainstream educational provision. Also to include support of special projects/educational events.*	**212,245**	**280,000**
TP 52	**Promotion of Nation Building and Church-Based Support** • *Support for schools, sporting cultural and other voluntary organizations.* • *Grant support for church-based After-School Programmes* • *Grant to NCVO Pines Retirement Home*	**3,069,492**	**4,300,000**

Appropriation Reference Number	Transfer Payment Name and Description	2011/12 Budget $	2010/11 Forecast $
TP 53	**Other Youth, Sports and Cultural Programme Assistance** • *Cayman Islands Softball Association* • *Cayman Athletic Sports Club* • *Childhood Obesity Task Force* • *Other Youth, Sports Culture Programmes/Events*	**709,138**	**800,000**
TP 55	**Interest on Loans – Public Servants** *Payment of interest on loans to Public Servants for hurricane recovery assistance as a result of Hurricane Paloma*	**60,450**	**156,000**
TP 56	**Employment Initiatives** Provision of a range of services to support the implementation of employment initiatives, to include programme development and delivery by various agencies and individuals, programme co-ordination, work placement supervision, facilities rental, stipends to participation students, purchase of materials and other resources, where applicable, and taskforce development and support.	**512,589**	**466,021**
TP 57	**Children and Family Services Support** • *Support towards medical assistance, utilities, clothing, furniture, and other client needs* *Support Towards Autonomy Retraining and Self-Sufficiency (STARSS) Programme ,Adult Special Needs (ASNP) Programme*	**634,260**	**0**
TP 58	**Red Cross Contributions**	**65,100**	

10. Financing Expenses for 2011/12

Financing Expenses relate to the servicing of government borrowings (public debt). It consists of interest costs and any other operating costs relating to government borrowings or loans-made.

Listed below are the categories of Financing Expenses that the Cabinet intends to make during the 2011/12 financial year.

Planned Financing Expenses

Appropriation Reference Number	Financing Expense Name and Description	2011/12 Budget $	2010/11 Forecast $
FE 3	**Interest on Public Debt** *Interest fees on public debt borrowings*	**33,410,841**	**32,274,000**

11. Other Executive Expenses for 2011/12

Other Executive Expenses are any government expenditures that do not relate to outputs, transfer payments or financing expenses. These expenses do not relate to the activity of a particular ministry or portfolio but instead relate to the activities of H.E. the Governor, Premier, Speaker of the Legislative Assembly, Deputy Governor, Deputy Premier, Cabinet Ministers, Elected Members of the Legislative Assembly and the Judiciary.

Cabinet intends to make some $19.2 million in Other Executive Expenses during the 2011/12 financial year in the categories listed below.

Planned Other Executive Expenses

Appropriation Reference Number	Other Executive Expense Name and Description	2011/12 Budget $	2010/11 Forecast $
OE 1	**Personal Emoluments for the Judiciary** *Salary, personal allowances. Health care pension contributions for Chief Justice, six Judges three Magistrates*	1,860,000	1,725,000
OE 2	**Personal Emoluments for H.E. the Governor, Premier, Speaker of the Legislative Assembly, Deputy Governor, Deputy Premier, Cabinet Ministers and Elected Members of the Legislative Assembly** *Salary, personal allowances (where relevant) pension contributions for H.E the Governor, Premier, Speaker of the Legislative Assembly, Deputy Governor, Deputy Premier, Cabinet Ministers and Elected Members of the Legislative Assembly.*	2,968,094	2,868,051
OE 3	**Personal Emoluments for the Financial Secretary** *Salary, personal allowances and pension contributions for the Financial Secretary*	179,535	179,535
OE 4	**Judiciary Expenses** *Expenditure relating to members of the Judiciary including entertainment expenses, training, travel, recruitment expenses security services*	550,000	550,000
OE 5	**Constituency Allowance** *Constituency allowances for Members of the Legislative Assembly*	444,600	441,600
OE 6	**Contribution to Caribbean Financial Action Task Force** *Annual Contributions to Caribbean Financial Action Task Force*	20,000	20,000
OE 9	**Caribbean Economic Community (CARICOM) Fees** *Annual Contributions to CARICOM*	152,000	152,000
OE 10	**Caribbean Regional Technical Assistance Centre (CARTAC) Contribution** *Annual Contributions to CARTAC*	10,000	10,000
OE 11	**Subscription to Caribbean Examinations Council** *Annual subscription to Caribbean Examinations Council for local Registrar*	13,455	11,176
OE 12	**University of the West Indies Membership Levy** *Annual membership payment to the University of the West Indies*	372,312	372,312
OE 13	**UNESCO Membership Levy** *Annual membership payment to UNESCO*	6,000	2,969

Appropriation Reference Number	Other Executive Expense Name and Description	2011/12 Budget $	2010/11 Forecast $
OE 14	**Caribbean Food and Nutrition Institute Subscription** *Annual subscription to Caribbean Food Nutrition Institute for information on nutrition based health programmes*	**2,500**	**2,500**
OE 15	**Pan American Health Organisation Subscription** *Annual subscription to Pan American Health Organisation (PAHO)*	**18,000**	**18,000**
OE 16	**Caribbean Health Research Council Subscription** *Annual subscription to Caribbean Health Research Council support medical research in the Caribbean.*	**5,000**	**5,000**
OE 17	**Caribbean Epidemiology Centre Subscription** *Annual subscription to Caribbean Epidemiology Centre (CAREC) for Public Health surveillance disease investigation*	**15,000**	**15,000**
OE 19	**Ex-Gratia Recipients Plan Payments** *Payment to the Pension Fund for past Government employees entitled to payments under the Ex-Gratia Recipients Plan*	**349,060**	349,060
OE 25	**Settlement of Court Order** *Continuing payment of settlement to a former civil servant as a result of a judgment made by the Privy Council*	**110,000**	0
OE 26	**Personal Emoluments for the Attorney General** *Salary, personal allowances pension contributions for the Attorney General*	**187,100**	**187,000**
OE 27	**Past Service Pension Liability Payments** *Payment to the Pension Funds for past service liability of the Government*	**1,900,000**	**1,900,000**
OE 28	**Judicial Pension Plan** *Contribution to the Judicial Pension Plan*	**190,000**	**190,000**
OE 43	**Depreciation of Judicial Executive Assets** *Depreciation of Executive Assets managed by Judicial Administration (Court House Building)*	**58,000**	**58,000**
OE 48	**Depreciation of the Portfolio of Internal and External Affairs Executive Assets** *Depreciation of Executive Assets for which the Deputy Governor is responsible (Legislative Assembly Building)*	**233,519**	**$110,000**
OE 54	**Caribbean Catastrophe Risk Insurance Facility**	**840,000**	**840,000**
OE 57	**Executive Bank Charges** *Bank charges*	**25,576**	**25,000**
OE 63	**Contribution to Caribbean Development Bank** *Contributions toward replenishment of the Unified Special Development Fund of the Caribbean Development Bank (CDB) to fund the CDB concessional lending program*	**127,000**	**127,500**
OE 65	**Court of Appeal Expenses** *Emoluments, travel accommodation for a panel of four Court of Appeal Judges*	**455,000**	**455,000**

Appropriation Reference Number	Other Executive Expense Name and Description	2011/12 Budget $	2010/11 Forecast $
OE 66	**United Nations Caribbean Environment Program** *Regional Trust fund for the Implementation of the Action Plan for the Caribbean Environment Programme*	8,000	8,000
OE 77	**Depreciation of District Administration, Works, Lands and Agriculture Executive Assets** *Depreciation of Executive Assets for which the Minister of District Administration, Works and Gender Affairs is responsible*	7,500,000	5,000,000
OE 78	**Depreciation of Ministry of Community Affairs, Gender and Housing Executive Assets** *Depreciation of Executive Assets for which the Minister of Community Affair, Gender and Housing is responsible*	25,000	25,000
OE 81	**World Anti-Doping Agency (WADA)**	6,000	6,000
OE 82	**Regional Anti-Doping Organisation(RADO)**	4,000	4,000
OE 84	**Overseas Country and Territory Membership**	10,000	0
OE 86	**Compensation**	605,000	0

12. Ownership Actions for 2011/12

The Government also plans to use a series of ownership actions to achieve its strategic outcome priorities. These measures are outlined below.

Cabinet has also agreed with each Ministry, Portfolio, Statutory Authority and Government Company, the ownership performance that it expects from that organisation. Details of the specific ownership performance for each Ministry and Portfolio can be found in the *Annual Budget Statement* of the relevant Ministry or Portfolio. Details of the specific ownership performance of each Statutory Authority and Government Company can be found in the *Ownership Agreement* of the relevant organisation.

Equity Investments

Equity Investments are Government's investment in statutory authorities and government companies, portfolios, ministries and other organisations in which it holds an equity interest. These investments are made either to fund the purchase of assets by the entity or, in a few cases, to provide shareholder support where the organisation runs operating losses.

Cabinet intends to make some $55.7 million in Equity Investments during the 2011/12 financial year, in the categories listed below.

Planned Equity Investments

Reference Number	Equity Investment Name and Description	2011/12 Budget $	2010/11 Forecast $
EI 1	**Cayman Airways Limited**	**5,100,000**	**5,100,000**
EI 11	**Portfolio of Internal and External Affairs** *Equity investment for purchase of entity assets*	**1,850,000**	**6,041,055**
EI 12	**Ministry of Education, Training and Employment** Construction ancillary costs of new John Gray Campus Clifton Hunter Campus; Development of Sunrise Adult training Centre; other capital purchases minor capital works	**28,993,067**	**29,950,000**
EI 29	**Health Services Authority** *Repairs and Replacement of Assets*	**2,000,000**	**1,808,000**

Reference Number	Equity Investment Name and Description	2011/12 Budget $	2010/11 Forecast $
EI 49	**Cayman Turtle Farm (1983) Limited** *Equity Injection to fund Loan Repayments and operational losses*	**9,500,000**	**9,688,889**
EI 53	**Ministry of Health, Environment, Youth, Sports and Culture** *Equity Injection to purchase entity assets*	**440,000**	**692,000**
EI 54	**Ministry of Community Affairs, Gender and Housing** *Equity Injection to purchase entity assets*	**36,000**	**36,000**
EI 57	**National Housing and Development Trust** *Equity Injection for financing Government Guaranteed Home Assisted Mortgage Scheme*	**2,992,238**	**3,262,057**
EI 58	**Ministry of District Administration, Works, Lands and Agriculture** *Equity investment for purchase of entity assets*	**2,920,935**	
EI 59	**Ministry of Finance, Tourism and Development** *Equity investment for purchase of entity assets*	**1,530,800**	**4,765,600**
EI 60	**Director of Public Prosecutions** Working capital, set up of new office, Build-out and library books	**330,000**	**$0**
EI 61	**Information Commissioner's Office**	**52,000**	

Purchase or Construction of Executive Assets

Executive Assets are assets controlled directly by Cabinet and include Crown lands, roads, public buildings and heritage assets. Executive assets do not include assets used by ministries and portfolios to produce their outputs.

Cabinet intends to make some $11.9 million in Executive Asset Purchases/Construction during the 2011/12 financial year, in the categories listed below.

Planned Executive Asset Purchases

Reference Number	Executive Asset Name and Description	2011/12 Budget $	2010/11 Forecast $
EA 4	**Land Purchase: Ongoing** *Northside:* *Boatswain Bay Cemetery* *Cayman Brac Fire Station*	950,000	
EA 9	**Land Purchase - Gazetted Claims** *Settlement of claims for property gazetted to facilitate road construction*	750,000	
EA 30	**Cemetery Vaults: Grand Cayman** *Boatswain Bay*	125,000	
EA 36	**Miscellaneous Road Surface Upgrades** *Hot mix overlay of various District roads*	3,000,000	
EA 42	**Cayman Brac and Little Cayman Brac Street Lighting** *Install approx. 100 street lights throughout Cayman Brac and Little Cayman*	30,000	
EA 55	**Cayman Brac and Little Cayman Roads** *Continue asphalt program in CYB continue chip and spray in Little Cayman*	1,000,000	
EA 87	**Juvenile Facilities** *Includes construction of a Juvenile Secured Remand Facility*	3,000,000	650,000
EA 95	**Cemetery Vaults - Cayman Brac** *To construct approx. vaults throughout the Cayman Brac and Little Cayman cemeteries*	20,000	
EA 99	**Public Facilities Jetties and Ramp** *Coewood Beach Ramp* *Bodden Town Cemetery Sea Wall*	280,000	
EA 106	**Aston Rutty Centre Upgrades - Cayman Brac** *To Upgrade female restroom facilities*	12,000	
EA 109	**Community Centre Upgrades-Grand Cayman** *GT Townhall – refit bathrooms; windows and roof; Breakers Civic Center: windows and roof; SouthSound Civic Center: new front doors*	60,000	
EA 116	**Storm Drains and Deep Wells** *Belford Drainage: Re-grading surfaces and installing draining system*	400,000	

Reference Number	Executive Asset Name and Description	2011/12 Budget $	2010/11 Forecast $
EA 125	**Cayman Brac Emergency Shelter** *Continue construction of shelter*	**1,000,000**	
EA 126	**New Collector and Arterial Roads** *To upgrade George Town District Roads*	**250,000**	
EA 127	**Doppler Weather Radar** *Construction of Radar and 20 Ft Building.*	**940,000**	
EA 130	**Landfill Improvements : Cayman Brac** *Construct storage shed; washbay – concrete slab with cover and disposal well; commercial containers*	**40,000**	
EA 131	**Storm Drains and Deep Wells - Cayman Brac**	**50,000**	

Loans Made

Cabinet intends to make some $1.0 million in Loans Made during the 2011/12 financial year, in the categories listed below.

Planned Loans to be Made

Appropriation Reference Number	Loans Made Name and Description	2011/12 Budget $	2010/11 Forecast $
LM 1	**Civil Service Mortgage Loans** *Mortgage loans for Civil Servants* Number of loans awarded 2011/12 (budget): 10 Number of loans awarded 2010/11 (forecast): 20	**150,000**	**85,000**
LM 3	**Personnel Loans** *Loans for Civil Servants* Number of loans awarded 2011/12 (budget): 15 Number of loans awarded 2010/11 (forecast): 27	**30,000**	**30,000**
LM 4	**Overseas Medical Advances** *Loans for Overseas Medical Advances for uninsured patients* Number of loans awarded 2011/12 (budget): 10 Number of loans awarded 2010/11 (forecast): 9	**750,000**	**290,000**
LM 9	**Home School Association**	**75,000**	**75,000**
TOTAL		**$1,005,000**	**480,000**

Borrowings

Cabinet intends to undertake the following borrowings during 2011/12.

Planned Borrowings

Appropriation Reference Number	Borrowing Name and Description	2011/12 Budget $	2010/11 Forecast $
BO 4	**Central Government Bank Overdraft Facility** *Government's Overdraft Facility*	**25,000,000**	**15,000,000**
TOTAL		**25,000,000**	**15,000,000**

SECTION B

ESTIMATES OF APPROPRIATION

FOR THE 2011/12 FINANCIAL YEAR

13. Schedule of Appropriations Requested for 2011/12

The Cabinet requests the Legislative Assembly make the following executive appropriations which are required to give effect to the Annual Plan documented in Section A.

SCHEDULE

SCHEDULE

Appropriations to the Premier

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
CBO 1	Coordination of Government Policy	743,105
CBO 2	Cabinet Support and Servicing	701,364
CBO 5	Administration of Temporary Housing Initiative	315,472
CBO 6	Disaster Tolerant Central Information Technology Infrastructure	180,432
CBO 7	Public Information Services and Products	844,815
CBO 9	Protocol Services	928,353
CBO 11	Freedom of Information and Data Protection Coordination	293,570
CBO 17	Information Services Provided to Other Government Agencies	936,691
CBO 18	Information Technology Support	5,611,067
CBO 19	Information Technology Supplies and Procurement Services	82,375

Appropriations to the Minister of Finance, Tourism, and Development

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
FTD 1	Policy Advice and Ministerial Services to the Minister of Finance, Tourism and Development	7,857,091
FTD 3	Governance and Administrative Services	1,790,831
FTD 4	Inspection, Testing and Licensing Services	549,996
FTD 5	Emergency Fire Services	4,981,504
FTD 6	Fire Prevention and Emergency Preparedness Activities	482,455
FTD 7	Aerodrome Fire Services	4,593,224
FTD 8	Public Education Programmes	1,554,001
FTD 9	Tourism Public Relations	1,638,380
FTD 10	Tourism Advertising Activities	9,109,226
FTD 11	Tourism Sales and Promotion	6,001,217
FTD 12	Tourism Marketing	1,889,796
FTD 13	Support for Local Tourism Providers	2,014,361
FTD 14	Collection of Coercive Revenue	2,188,974
FTD 15	Promoting Commerce and Inward Investment	1,766,560
FTD 16	Public Transport Services	561,633
FTD 17	Management of Planning Applications	2,696,897
FTD 18	Financial Services Public Relations	581,622
FTD 19	Acting on Tax Information Matters	886,371
FTD 20	Services provided by the London Office	591,693
FTD 21	Registration of Births, Deaths and Marriages	72,844
FTD 22	Preparation and Publication of Statistical Reports	1,337,107
FTD 23	Financial Reporting and Management Services	3,128,885
FTD 24	Processing and Inspection of Aircrafts, Vessels and Cargo	3,091,303
FTD 25	Identification and Investigation of Customs Offences	1,237,230
FTD 26	Patrolling of Coastal Waters by Customs	229,478
FTD 27	Administration and Processing of Applications	522,535
FTD 28	Entire Public Sector Budget Management	502,824
FTD 29	Monitoring and Reporting on the Economy	230,547
CAL 1	Strategic Domestic Air Services	2,500,000
CAL 2	Strategic Tourism, Regional and Core Air Services	12,500,000
CMA 1	Policy Advice to Cabinet	394,886
CMA 2	Technical Advice and Support on Maritime Matters	162,053
CMA 3	Registration of Marine Vessels, Advice and Assistance	236,160
CMA 4	State Inspections and Investigation Services	258,300

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
DVB 1	Administration of Lending for Human Resource Development	167,583
DVB 2	Administration of Lending for Small Businesses	156,025
DVB 3	Administration of Mortgage Lending	254,267
TAB 1	Management of Pedro St. James National Historic Site	905,548
TAB 2	Management of Queen Elizabeth II Botanic Park	703,512
TAB 3	Annual Pirates Week Festivals and Events	316,548
TAB 4	Management of Cayman Islands Craft Market	132,983
TAB 5	Management of Hell Attraction	32,000
MOA 6	Regulation of Currency	1,400,000
MOA 8	Collection of License Fees	300,000
MOA 12	Regulation of the Financial Services Industry	13,795,000
MOA 13	Assistance to Overseas Regulatory Authorities	980,000
MOA 14	Policy Advice and Ministerial Services	875,000
NGS 1	Organize, Administer and Execute the Cayman Islands Fishing Tournament	36,715
NGS 3	Organization of Batabano Festival	23,764
NGS 7	Management of Small Business Development	308,051
NGS 26	Organization of the Miss Cayman Pageant	79,213
NGS 45	Landscaping and Beautification Projects	118,820
NGS 57	Gardening Projects and Landscaping	3,961
NGS 75	Legal Aid Services	1,250,828
Financing Expense		
FE 3	Interest on Public Debt	33,410,841
Transfer Payments		
TP 12	Tourism Scholarships	713,310
TP 13	Miss Cayman Scholarship	46,500
TP 52	Promotion of Nation Building and Church-Based Support	3,069,492
TP 55	Interest on Loans – Public Servants	60,450
Other Executive Expenses		
OE 3	Personal Emoluments for the Financial Secretary	179,535
OE 6	Contribution to Caribbean Financial Action Task Force	20,000
OE 9	Caribbean Economic Community (CARICOM) Fees	152,000
OE 10	Caribbean Regional Technical Assistance Centre (CARTAC) Contribution	10,000
OE 19	Ex-Gratia Recipients Plan Payments	349,060
OE 27	Past Service Pension Liability Payments	1,900,000
OE 28	Judicial Pension Plan	190,000
OE 54	Caribbean Catastrophic Risk Insurance Facility	840,000
OE 57	Executive Bank Charges	20,000

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
OE 63	Contribution to Caribbean Development Bank	127,000
OE 83	Financial Review	0
OE 84	Overseas Country and Territory Membership	10,000
OE 86	Compensation	605,000
Equity Investments		
EI 1	Cayman Airways Limited	5,100,000
EI 49	Cayman Turtle Farm (1983) Limited	9,500,000
EI 59	Ministry of Finance, Tourism and Development	1,530,800
Loans Made		
LM 1	Civil Service Mortgage Loans	150,000
LM 3	Personnel Loans	30,000
LM 4	Overseas Medical Advances	750,000
LM 9	Home School Association	75,000
Borrowings		
BO 4	Central Government Bank Overdraft Facility	25,000,000

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

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
DWG 1	Advice and Support to the Minister of District Administration, Works, Lands and Agriculture	2,580,807
DWG 2	Collection, Recycling and Disposal of Waste	3,631,728
DWG 3	Public Health Services	1,324,623
DWG 4	Environmental Health Monitoring Services	397,089
DWG 5	Emergency Response Services	318,405
DWG 6	National Mail Service	1,326,018
DWG 7	Management of Public Recreational Facilities and Cemeteries	1,798,763
DWG 8	Radio Broadcasts	1,020,501
DWG 9	Services to Farmers	1,945,367
DWG 10	Agriculture Regulatory Services	1,693,626
DWG 11	Agriculture Development Services	456,152
DWG 12	Garden and Decorative Services	118,785
DWG 13	Collection of Revenue	512,979
DWG 14	Management of Special Projects	1,553,463
DWG 15	Regulation of Dangerous Substances	288,536
DWG 16	Management of Land Information	2,642,687
DWG 17	Management of Government Properties	15,799,473
DWG 18	Mosquito Control Services	5,279,517
DWG 19	Government Services in Cayman Brac and Little Cayman	2,545,638
DWG 20	Management of Executive Assets in Cayman Brac and Little Cayman	5,164,730
DWG 21	Weather Forecast Services	746,245
DWG 23	Licensing of Drivers and Vehicles	40,329
DWG 24	Procurement and Maintenance of Government Fleet	3,587,839
DWG 25	Telecommunication Services	614,584
ERA 6	New License Negotiations	14,415
ERA 9	Management of the Solicitation Process for New Generation	66,729
ERA 11	Advice on the Establishment of an Energy Policy for The Cayman Islands	38,856
ICT 8	Drafting Instructions for the Development of Legislation	31,520
ICT 9	Management of KY Internet Domain	113,056
ICT 10	Collection and Verification of Licence Fees	103,648
ICT 11	Policy Advice	42,778
ICT 12	Education of Local Businesses and the General Public on Liberalization Issues	8,169
ICT 13	Regional and International Representation	40,355
NRA 5	Planning and Development of New Public Roads	300,000
NRA 7	Policy Advice	20,000

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
NRA 8	Storm Water Management and Mitigation of Tidal Inundation	200,000
NRA 11	Pavement and Other Roads Asset Management Programs	74,000
SIH 1	Sister Islands Affordable Housing Programme	80,000
NGS 24	Spaying and Neutering of Dogs and Cats	18,600
OE 77	Depreciation of District Administration, Works , Lands and Agriculture Executive Assets	7,500,000
Equity Investments		
EI 58	Ministry of District Administration, Works, Lands and Agriculture	2,920,935
Executive Assets		
EA 4	Land Purchase: Ongoing	950,000
EA 9	Land Purchase: Gazetted Claims	750,000
EA 30	Cemetery Vaults: Grand Cayman	125,000
EA 36	Miscellaneous Road Surface Upgrades	3,000,000
EA 42	Cayman Brac and Little Cayman Street Lighting	30,000
EA 55	Cayman Brac and Little Cayman Roads	1,000,000
EA 95	Cemetery Vaults - Cayman Brac	20,000
EA 99	Public Facilities, Jetties and Ramp	280,000
EA 106	Aston Rutty Centre Upgrades - Cayman Brac	12,000
EA 109	Community Centre Upgrades - Grand Cayman	60,000
EA 116	Storm Drains and Deep Wells	400,000
EA 125	Cayman Brac Emergency Shelter	1,000,000
EA 126	New Collector and Arterial Roads	250,000
EA 127	Doppler Weather Radar	940,000
EA 130	Landfill Improvements: Cayman Brac	40,000
EA 131	Storm Drains and Deep Wells - Cayman Brac	50,000

Appropriations to the **Minister of Education, Training and Employment**

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
ETE 1	Policy Advice, Governance and Ministerial Support Services	3,665,442
ETE 2	Job Placement and Employer Support Activities	1,004,497
ETE 3	Employment Regulatory Activities	1,606,865
ETE 5	Public Library Services	1,475,392
ETE 6	Primary Education	16,410,441
ETE 7	Secondary Education	19,507,067
ETE 8	Education for Students with Special Needs	4,317,742
ETE 10	Preservation and Management of Records	1,255,358
ETE 11	Facilities Maintenance and Procurement Management	14,095,759
ETE 13	Training and Support for Adults with Disabilities	1,032,558
ETE 14	Education Evaluation and Support Services	4,718,042
CCO 1	Teaching of Tertiary Level, Professional and Vocational Programmes	3,925,000
NGS 25	Teaching of Tertiary Education Courses	65,100
NGS 27	Supervision of Pre-School Children	55,800
NGS 34	Primary and Secondary Education by Private Schools	1,604,091
NGS 76	Autism Diagnostics and Sexual Trauma Recovery Programme	118,575
NGS 77	Music Therapy Services	66,290
Transfer Payments		
TP 27	Pre-School Educational Assistance	930,000
TP 30	Local, Overseas Scholarships and Bursaries	7,500,000
TP 51	Other Educational Assistance	212,245
TP 56	Employment Initiatives	512,589
Other Executive Expenses		
OE 11	Subscription to Caribbean Examinations Council	13,455
OE 12	University of the West Indies Membership Levy	372,312
OE 13	UNESCO Membership Levy	6,000
Equity Investments		
EI 12	Ministry of Education, Training and Employment	28,993,067

Appropriations to the Minister of Community Affairs, Gender and Housing

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
CAH 1	Policy Advice and Support to the Minister of Community Affairs, Gender and Housing	1,788,347
CAH 2	Administration of Community Assistance Programme	4,255,788
CAH 3	Public Education on Social Issues	169,486
CAH 4	Counselling and Support Services	4,981,314
CAH 5	Supervision and Support of Children	1,519,274
CAH 6	Community Development Services	576,792
CAY 2	Children and Youth Services (CAYS) Foundation	2,251,906
NHT 4	Administration of the Affordable Housing Initiative	197,000
NHT 5	Administration of the Government Guaranteed Home Assisted Mortgage	218,000
NHT 6	Administration of the New Affordable Housing Initiative	191,000
NHT 7	Administration of the Build on Your Own Property Initiative	65,000
NGS 62	Community Development, Prevention and Beautification Programmes	32,550
NGS 63	School Lunch and Uniform Programmes	585,900
NGS 64	Care of the Indigent, Elderly and Disabled Persons	1,456,892
NGS 65	General Programmes and Children Services	117,180
NGS 66	Foster Care for Children	188,325
NGS 67	Community Programmes	116,250
NGS 68	Rental Accomodation for Persons in Need	1,186,634
NGS 70	Burial Assistance for Indigents	148,800
NGS 71	Support for Battered Women and Children	251,100
NGS 72	Therapeutic Services for Young Persons	4,650
Transfer Payments		
TP 41	Poor Relief Payments	5,936,820
TP 43	Poor Relief Vouchers	1,105,843
TP 44	Temporary Poor Relief for Young Parents Programme (YPP) Students	20,380
TP 45	Youth After Care Payments	17,722
TP 46	Emergency Relief Payments	17,722
TP 47	Ex- Gratia Benefit Payments to Seamen	5,538,170
TP 48	Benefit Payments to Ex-Servicemen	1,343,850
TP 50	Pre-School Assistance	221,523
TP 57	Children and Family Services Support	634,260
Other Executive Expenses		
OE 78	Depreciation of Ministry of Community Affairs, Gender and Housing Executive Assets	25,000

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Equity Investments		
EI 54	Ministry of Community Affairs, Gender and Housing	36,000
EI 57	National Housing and Development Trust	2,992,238
Executive Asset		
EA 87	Juvenile Facilities	3,000,000

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

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
HES 1	Policy Advice and Ministerial Servicing to the Minister of Health, Environment, Youth, Sports, and Culture	2,489,932
HES 2	Health Regulatory Services	900,168
HES 4	Sports Coaching and Training Programmes	3,222,390
HES 5	Youth Education Mentorship and Community Activities	663,012
HES 6	Environmental Services and Research	2,493,169
CIN 1	Health Insurance for Seamen and Veterans	7,471,839
HEA 2	Medical Care for Indigents	8,062,435
HEA 6	Medical Services in Cayman Brac and Little Cayman	3,854,224
HEA 10	Ambulance Services	2,164,863
HEA 11	Services at District Health Clinics	3,068,782
HEA 12	Mental Health Services	1,868,628
HEA 14	Pediatric Services	355,676
HEA 15	Accident and Emergency Medical Care	264,477
HEA 16	Geriatric Services	815,364
HEA 17	Medical Care for Beyond Insurance Coverage/Un-Insured Children and Pre-natal Patients	908,521
HEA 18	School Health Services	1,517,467
HEA 19	Medical Care for Un-Insured and Under-Insured Patients with Chronic Ailments	1,025,608
HEA 20	Public Health Services	900,000
NDC 4	Policy, Prevention, Research, Monitoring and Evaluation	455,958
MUS 4	Collection and Preservation of Significant Material Evidence	108,618
MUS 5	Museum Facilities, Exhibitions and Displays	422,030
MUS 6	Policy and General Advice on Museum Matters	104,174
NCF 7	Arts and Culture Preservation, Documentation and Promotion	115,774
NCF 8	National Festivals and Stage Productions	379,654
NCF 9	Training and Support for Artists	84,227
NAG 1	Visual Art Exhibitions and Collections	422,190

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
TAB 6	Cultural Programmes	9,626
NGS 4	HIV/AIDS and First Aid Public Education Programmes	27,804
NGS 6	Anti-Substance Abuse Programmes	139,019
NGS 47	Mentoring Cayman Programme	11,585
NGS 53	Palliative Care Nursing	61,786
NGS 54	Social Marketing for Prevention of HIV/AIDS	55,607
NGS 55	Tertiary Care at Various Overseas Institutions	8,213,179
NGS 58	Elite Athletes Programme	218,820
NGS 59	Youth Development Programmes	44,022
NGS 60	Sports Programmes	757,621
NGS 61	Other Sports and Cultural Programmes	58,311
NGS 74	Preservation of Natural Environments and Places of Historic Significance	237,877
Transfer Payments		
TP 49	Youth Programmes - Churches and Other Non-Governmental Organisations	165,062
TP 53	Other Youth, Sports and Cultural Programme Assistance	709,138
Other Executive Expenses		
OE 14	Caribbean Food and Nutrition Institute Subscription	2,500
OE 15	Pan American Health Organisation Subscription	18,000
OE 16	Caribbean Health Research Council Subscription	5,000
OE 17	Caribbean Epidemiology Centre Subscription	15,000
OE 66	United Nations Caribbean Environment Program	8,000
OE 81	World Anti-Doping Agency (WADA)	6,000
OE 82	Regional Anti-Doping Organisation (RADO)	4,000
Equity Investments		
EI 29	Health Services Authority	2,000,000
EI 53	Ministry of Health, Environment, Youth, Sports and Culture	440,000

Appropriations to the Deputy Governor

Appropriation Reference Number	Appropriation Name	Appropriation Amount
Output Groups		
IEA 1	Policy Advice and Ministerial Servicing	2,188,924
IEA 2	Coordination of Official Visits and Ceremonial Occasions	64,883
IEA 3	Marriage Licenses and Military Aircraft Clearances	94,118
IEA 4	Licensing Services	240,761
IEA 6	Servicing and Support for His Excellency the Governor	815,015
IEA 7	Maintenance of the Electoral Register	311,041
IEA 11	Enforcement of Immigration Laws	1,103,320
IEA 12	Status and Permanent Residency Certificates	678,460
IEA 13	Immigration Entry and Extension	3,334,080
IEA 14	Entry Documents and Passports	1,951,898
IEA 15	Servicing of the Legislative Assembly and Members of the Legislative Assembly	987,306
IEA 18	Incident Responses	1,237,188
IEA 21	Security Services	1,766,606
IEA 22	Support for Commissions	659,738
IEA 25	National Disaster Preparedness and Response	937,895
IEA 32	Police Criminal Justice Services	866,848
IEA 33	Prison Services	10,952,115
IEA 36	Correctional Supervision and Intervention Services	4,229,089
IEA 37	Correctional Supervision and Support Services	457,722
IEA 38	Police and Investigative Services	29,486,487
NGS 38	Services for Refugees	27,900
Transfer Payment		
TP 58	Red Cross Contributions	65,100
Other Executive Expenses		
OE 2	Personal Emoluments for H.E. the Governor, Premier, Speaker of the Legislative Assembly, Deputy Governor, Deputy Premier, Cabinet Ministers and Elected Members of the Legislative Assembly	2,968,094
OE 5	Constituency Allowance	444,600
OE 48	Depreciation of the Portfolio of Internal and External Affairs Executive Assets	233,519
OE 57	Executive Bank Charges	5,776
Equity Investment		
EI 11	Portfolio of Internal and External Affairs	1,850,000

Appropriations to the Head of the Civil Service

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
CIV 1	Policy Advice to the Head of the Civil Service	425,730
CIV 2	Auditing Compliance with Human Resource Policies	503,826
CIV 3	Management of Public Sector Reform	323,899
CIV 6	Administrative Support to the Civil Service Appeals Commission	208,390
CIV 7	Workforce Development within the Civil Service - Civil Service College	655,685
CIV 8	Human Resources Services	855,658
CIN 2	Health Insurance for Civil Service Pensioners	14,640,501
NGS 20	Employee Assistance Programme	58,590
Other Executive Expense		
OE 25	Settlement of Court Order	110,000

Appropriations to the Attorney General

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
LGA 1	Provision of Legal Advice and Representation	1,614,550
LGA 3	Law Teaching and Publications	773,700
LGA 4	Drafting of Legislation	879,000
LGA 5	Policy Advice to the Attorney General	701,750
LGA 6	Financial Intelligence Services	619,000
LGA 7	Review and Modernization of Laws	378,800
Other Executive Expense		
OE 26	Personal Emoluments for the Attorney General	187,100

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

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Group		
DPA 1	Prosecution and International Co-operation	2,569,550
Equity Investments		
EI 60	Director of Public Prosecutions	330,000

Appropriations to Cabinet on behalf of the Chief Justice

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
JAD 1	Administrative Support to the Judiciary	826,590
JAD 2	Support for Court Proceedings	3,432,556
JAD 3	Collection of Revenue	188,492
JAD 4	Financial Management of Court Funds	306,578
HEA 8	Autopsy and Coroner Services	160,000
Other Executive Expenses		
OE 1	Personal Emoluments for the Judiciary	1,860,000
OE 4	Judiciary Expenses	550,000
OE 43	Depreciation of Judicial Executive Assets	58,000
OE 65	Court of Appeal Expenses	455,000

Appropriations to the Public Accounts Committee

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Group		
ADO 2	Services to the Legislative Assembly and its Committee	575,000

Appropriations to the Oversight Committee of the Legislative Assembly

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
TCC 1	Public Interest Investigations	708,811
TCC 2	Policy Advice and Public Education Outreach	28,373

Appropriations to the Oversight Committee of the Legislative Assembly

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Group		
FIL 1	Compliance with Freedom of Information Legislation	574,836
Equity Investment		
EI 61	Information Commissioner’s Office	52,000

SECTION C

FORECAST FINANCIAL STATEMENTS FOR THE CENTRAL GOVERNMENT

FOR THE FINANCIAL YEAR ENDING 30 JUNE 2012

All Figures are stated in ‘000

GOVERNMENT OF THE CAYMAN ISLANDS

FORECAST FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30 JUNE 2011
STATEMENT OF RESPONSIBILITY FOR THE FORECAST FINANCIAL STATEMENTS

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

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

The forecast financial statements incorporate the fiscal and economic implications of all Government decisions and circumstances as at 10 June, 2011.

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 and reflect the forecast financial position as at 30 June 2012 performance for the year ending 30 June 2012;

(c) Include all policy decisions and other circumstances that have, or may have, a material effect on the forecast statements;

(d) comply with generally accepted accounting practice.

Hon. Mckeeva Bush,OBE,JP,Hon Msc
Premier

Date: 10 June 2011

CORE GOVERNMENT OF THE CAYMAN ISLANDS

SCHEDULE OF ASSETS AND LIABILITIES

AS AT 30 JUNE 2012

	Notes	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Current Assets				
Cash and cash equivalents	**1**	109,405	170,140	95,221
Marketable securities and deposits		0	0	0
Trade receivables	**2**	17,056	13,775	28,920
Other receivables	**2**	4,251	22,984	15,702
Inventories	**3**	1,829	2,504	4,041
Prepayments	**4**	2,135	682	5,793
Total Current assets		**134,676**	**213,183**	**152,463**
Non-Current Assets				
Trade Receivables	**2**	11,137	0	0
Other Receivables	**2**	3,015	3,098	2,786
Inventories	**3**	1	0	3,847
Loans Made	**5**	31,308	35,781	34,172
Property, plant and equipment	**6**	1,020,756	989,894	848,762
Investments held in associates	**7**	2,250	2,250	3,058
Net Worth - Public Entities	**8**	233,567	223,544	210,215
Total Non-Current Assets		**1,302,034**	**1,251,469**	**1,100,054**
		1,436,710	**1,464,652**	**1,252,517**
Current Liabilities				
Trade payables	**9**	17,810	22,341	22,743
Other payables and accruals	**9**	41,882	46,197	52,371
Bank Overdraft	**1**	0		4,200
Unearned revenue	**10**	94,726	95,977	6,009
Employee entitlements	**11**	10,631	8,643	9,500
Borrowings	**12**	25,929	25,929	25,929
Total Current Liabilities		**190,978**	**199,087**	**120,752**

CORE GOVERNMENT OF THE CAYMAN ISLANDS

SCHEDULE OF ASSETS AND LIABILITIES (contd.)

AS AT 30 JUNE 2012	**Notes**	**Budget 2011/12**	**Forecast 2010/11**	**Unaudited Actual 2009/10**
Non-Current Liabilities				
Trade payables	**9**	0	0	0
Other payables and accruals	**9**	3,750	0	0
Employee entitlements	**11**	411	973	798
Currency Issued		0	0	0
Borrowings	**12**	573,358	600,058	470,987
Unfunded pension liability	**13**	178,896	178,896	178,896
Total Non-Current Liabilities		**756,415**	**779,927**	**650,681**
Total Liabilities		**947,393**	**979,014**	**771,433**
Total Net Assets		**489,317**	**485,638**	**481,084**
Net Assets/Equity				
Reserves	**14**	92,410	86,834	82,774
Accumulated surpluses/(deficit)	**14**	396,907	398,804	398,310
Total net assets/equity		**489,317**	**485,638**	**481,084**

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

		Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Revenue				
Coercive Revenue	**15**	479,702	475,740	449,962
Sales of Goods & Services	**16**	56,018	48,868	51,715
Investment revenue	**17**	162	244	309
Donations	**18**	0	475	188
Other revenue		0	0	51
Total Revenue		**535,882**	**525,327**	**502,225**
Expenses				
Personnel costs	**19**	228,311	216,167	228,124
Supplies and consumables	**20**	95,346	93,710	86,149
Depreciation	**6**	22,425	18,817	19,601
Financing costs	**21**	33,410	32,474	25,604
Litigation costs	**22**	281	673	0
Outputs from Statutory Authorities & Government Companies	**23**	93,235	103,792	97,791
Outputs from Non-Governmental Suppliers	**24**	17,754	23,613	22,513
Transfer Payments	**25**	28,820	30,203	27,208
(Gains)/losses on foreign exchange transactions	**26**	416	-125	-812
(Gains)/losses on disposal of property, plant and equipment	**26**	0	0	92
(Profit)/Loss on Statutory Authorities & Government Companies	**8**	8,405	(1,824)	1,450
Extraordinary items		0	0	5,772
Other operating expenses		3,800	3,273	3,608
Total Expenses		**532,203**	**520,773**	**517,100**
Net Surplus/(Deficit)		**3,679**	**4,554**	**(14,875)**

CORE GOVERNMENT OF THE CAYMAN ISLANDS

SCHEDULE OF CASH FLOWS

FOR THE PERIOD ENDING 30 JUNE 2012

Cash flows				
Operating Activities		**Budget 2011/12**	**Forecast 2010/11**	**Unaudited Actual 2009/10**
Cash received				
Coercive Receipts		479,703	475,639	442,447
Outputs to other government agencies		6,081	0	0
Sale of goods and services - third party		52,155	48,958	52,281
Interest received		162	232	310
Donations / Grants received		0	0	188
Other receipts		508	0	48
Extraordinary revenues		0	4,075	0
Total cash received		**538,609**	**528,904**	**495,274**
Cash used				
Personnel costs		(229,234)	(214,637)	(228,096)
Supplies and consumables		(94,481)	(93,967)	(85,156)
Outputs from public authorities		(93,232)	(95,033)	(97,788)
Outputs from non-governmental organisations		(17,750)	(27,063)	(22,512)
Transfer payments		(28,820)	(30,202)	(27,208)
Financing/interest payments		(33,589)	(30,366)	(24,345)
Other payments		(5,107)	(3,273)	(3,708)
Extraordinary Expenses		0	(213)	(5,557)
Total cash used		**(501,213)**	**(494,754)**	**(494,370)**
Net cash flows from (used by) operating activities	**27**	**37,396**	**34,150**	**904**
Investing activities				
Cash received				
Proceeds from sale of property, plant and equipment		0	0	1,459
Proceeds from sale of investments (Repayment of Loans Made)		1,131	1,598	0
Capital withdrawal/Dividends from Public Authorities		1,839	2,954	17,417
Total cash received		**2,970**	**4,552**	**18,876**
Cash used				
Purchase of property, plant and equipment		(53,286)	(68,952)	(83,077)
Loans made / Investments		(2,295)	(1,454)	(5,273)
Equity injection in public authorities		(19,592)	(17,476)	(12,701)
Total cash used		**(75,173)**	**(87,882)**	**(101,051)**

CORE GOVERNMENT OF THE CAYMAN ISLANDS

SCHEDULE OF CASH FLOWS (contd.)

FOR THE PERIOD ENDING 30 JUNE 2012

		Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Net cash flows from (used by) investing activities		**(72,203)**	**(83,330)**	**(82,175)**
Financing activities				
Cash received				
Proceeds from borrowings		0	154,228	105,664
Total cash received		**0**	**154,228**	**105,664**
Cash used				
Repayment of borrowings		(25,928)	(25,929)	(25,929)
Total cash used		**(25,928)**	**(25,929)**	**(25,929)**
Net cash flows from (used by) financing activities		**(25,928)**	**128,299**	**79,735**
Net increase/(decrease) in cash and cash equivalents held		**(60,735)**	**79,119**	**(1,536)**
Cash and cash equivalents at beginning of period		170,140	91,021	92,557
Cash and cash equivalents at end of period	**1**	**109,405**	**170,140**	**91,021**

Cayman Islands Government Financing Requirements over Various Fiscal Years June 2005 through June 2012							
	Jul 2005-Jun 2006	Jul 2006-Jun 2007	Jul 2007-Jun 2008	Jul 2008-Jun 2009	Jul 2009-Jun 2010	Forecast For 10/11	Budget For 11/12
	Unaudited Actuals	Unaudited Actuals	Unaudited Actuals	Unaudited Actuals	Unaudited Actuals		
	CI$ mil	**CI$ mil**	**CI$ mil**	**CI$ mil**	**CI$ mil**	**CI$ mil**	**CI$ mil**
Total Operating Revenue	**463**	**517**	**528**	**487**	**502**	**525**	**536**
Operating Expenses:							
Personnel Cost	172	207	216	252	228	216	228
Other Operating Cost	200	230	272	274	257	274	263
Total Operating Cost	**372**	**437**	**487**	**526**	**485**	**490**	**491**
Financing Cost	9	9	10	14	26	32	33
Other Non-Operating Expenses	0	0	1	1	(1)	0	0
Extraordinary Activities	14	2	3	16	6	0	0
Central/Core Government's							
Surplus/(Deficit) from Operating Activities - on an Accruals Basis	**68**	**69**	**27**	**(70)**	**(13)**	**3**	**12**
Statutory Authorities' and Government Companies'							
Surplus/(Deficit) from Operating Activities - on an Accruals Basis	**(4)**	**(10)**	**(17)**	**(11)**	**(2)**	2	(8)
Entire Public Sector:							
Surplus/(Deficit) from Operating Activities - on an Accruals Basis	**63**	**59**	**11**	**(81)**	**(15)**	5	4

Cayman Islands Government Financing Requirements over Various Fiscal Years June 2005 through June 2012							
	Jul 2005-Jun 2006	Jul 2006-Jun 2007	Jul 2007-Jun 2008	Jul 2008-Jun 2009	Jul 2009-Jun 2010	Forecast For 10/11	Budget For 11/12
	Unaudited Actuals	Unaudited Actuals	Unaudited Actuals	Unaudited Actuals	Unaudited Actuals		
	CI$ mil	CI$ mil	CI$ mil	CI$ mil	CI$ mil	CI$ mil	CI$ mil
Calculation of Government's Financing Requirement:							
Cash arising from Operating Activities	**21**	**93**	**50**	**(57)**	**1**	**34**	37
Less: Cash Required to Meet Loan Principal Repayments	(15)	(10)	(18)	(24)	(26)	(26)	(26)
Remaining Cash to assist in Financing of Capital Expenditures	**7**	**84**	**32**	**(81)**	**(25)**	**8**	**11**
Less: Cash Payments Req'd to Finance Capital Expenditures (ie Equity Investments and Executive Assets)	**(47)**	**(95)**	**(124)**	**(122)**	**(82)**	**(83)**	**(72)**
Government's Financing Requirement	**40**	**11**	**92**	**204**	**107**	**75**	**61**
Government Financing Requirement met by/satisfied by:							
Actual Amount Borrowed During the Current Year	24	23	130	154	106	154	0
Net Decrease in Cash Balances During the Year	16	0	0	50	2	0	61
Net (Increase) in Cash Balances During the Year	0	(12)	(38)	0	0	(79)	0
Government Financing Requirement	40	11	92	204	107	75	61

CORE GOVERNMENT OF THE CAYMAN ISLANDS
SCHEDULE OF CHANGES IN NET WORTH
FOR THE PERIOD ENDING 30 JUNE 2012

	Reserves	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2010	82,774	398,310	481,084
Movement on Reserves	4,060	(4,060)	0
Total recognised revenues and expenses for the period	0	4,554	4,554
Balance at 30 June 2011 carried forward	86,834	398,804	485,638
	Reserves	**Accumulated Surplus/ (deficits)**	**Total**
Balance at 30 June 2011 brought forward	86,834	398,804	485,638
Movement on Reserves	5,576	(5,576)	0
Total recognised revenues and expenses for the period		3,679	3,679
Balance at 30 June 2012	92,410	396,907	489,317

Note 1 : Cash and cash equivalents

Description	Foreign Currency	Exchange Rate	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Cash on hand	6,601	1.0000	6,601	0	0
US$ Bank Accounts	34,583	0.8375	28,964	4,752	6,087
CI$ Bank Accounts	67,568	1.0000	67,568	79,322	2,134
Bank Overdrafts	0		0		(4,200)
CI$ Short Term Deposits including call accounts (less than 90 days)	6,272	1.0000	6,272	86,066	87,000
TOTAL			**109,405**	**170,140**	**91,021**

Note 2 : Trade & other receivables

Trade Receivables	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Debtors	10,393	0	6,286
Coercive Revenue	16,946	13,119	20,836
Outputs to other government agencies	3,052	2,397	2,619
Less: provision for doubtful debts	(2,198)	(1,741)	(821)
Total trade receivables &other receivables	**28,193**	**13,775**	**28,920**

Other Receivables	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Advances (salary, Official Travel, etc)	2,583	4,211	849
Dishonoured cheques	163	1,793	0
Interest receivable - Loans Made	417	0	34
Other	4,426	20,078	17,605
Less: provision for doubtful debts	(323)	0	0
Total other receivables	**7,266**	**26,082**	**18,488**

	Trade Receivables	Other Receivables	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Current Assets					
Past due 1-30 days	11,426	3,751	15,177	36,759	44,622
Past due 31-60 days	3,662	239	3,901	0	0
Past due 61-90 days	214	0	214	0	0
Past due 90 and above	1,754	261	2,015	0	0
Non-Current Assets					
Past due 1 year and above	11,137	3,015	14,152	3,098	2,786
Total	**28,193**	**7,266**	**35,459**	**39,857**	**47,408**

Movements in the provision of doubtful debts are as follows:

Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Balance at 1 July	(1,741)	(821)	(821)
Additional provisions made during the year(increase)/decrease	(780)	(920)	0
Receivables written off during the period	0	0	0
Total	**(2,521)**	**(1,741)**	**(821)**

Note 3 : Inventories

Description	Current	Non-Current	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Inventory held for use in the provision of goods and services	748	1	749	2,504	7,888
Inventory held for sale	1,081	0	1,081	0	0
Impairment of Inventory	0	0	0	0	0
TOTAL INVENTORIES	**1,829**	**1**	**1,830**	**2,504**	**7,888**

Note 4 : Prepayments

Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Insurance	1,638	682	790
Rent	10	0	0
USA Imprest Clearing Account	0	0	0
Prepayments (System Only)	0	0	0
Other	487	0	5,003
Total	**2,135**	**682**	**5,793**

Note 5 : Loans Made

Loan Description	Amount Advanced	Amount Repaid	2011/12 Budget	Forecast 2010/11	Unaudited Actual 2009/10
Overseas Medical loans	18,446	(4,711)	13,735	13,129	11,175
Personal loans to staff	545	(353)	192	12,856	13,701
Civil Service Mortgages to staff	3,702	(3,095)	607	640	607
Student loans	272	0	272	0	0
Loans to Statutory Authorities and Government Companies	16,146	0	16,146	8,927	8,550
Loans to farmers	434	(228)	206	229	139
Home School Association	150	0	150	0	0
BALANCE AS AT 30 JUNE	**39,695**	**(8,387)**	**31,308**	**35,781**	**34,172**

Note 6 : Property, plant & equipment

Cost of Property, Plant and Equipment

	Land	Property Plant & Equipment	Buildings	Furniture	Computers	Other assets	Infrastructure	Motor Vehicles	Assets under construction or development	Total
Balance as at 1 July 2010	355,589	24,406	165,465	9,904	21,278	188,161	267,192	59,255	27,483	1,118,733
Additions	1,000	2,651	88,555	106	3,868	2,142	3,225	1,324	31,668	134,539
Disposals	0	0	0	(5)	(8)	(49)	(13)	0	0	(75)
Transfers	0	0	0	0	19	0	0	0	(19)	0
Balance as at 30 June 2011	356,589	27,057	254,020	10,005	25,157	190,254	270,404	60,579	59,132	1,253,197

	Land	Property Plant & Equipment	Buildings	Furniture	Computers	Other assets	Infrastructure	Motor Vehicles	Assets under construction or development	Total
Balance as at 1 July 2011	356,589	27,057	254,020	10,005	25,157	190,254	270,404	60,579	59,132	1,253,197
Additions	950	617	23,292	60	2,146	2,400	7,165	1,075	21,699	59,404
Disposals	0	0	0	0	(23)	0	0	0	0	(23)
Transfers	0	0	500	0	2,325	0	0	1,685	(10,612)	(6,102)
Balance as at 30 June 2012	357,539	27,674	277,812	10,065	29,605	192,654	277,569	63,339	70,219	1,306,476

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	0	13,295	101,974	5,143	16,466	5,626	62,465	39,433	0	244,402
Impairment loss 2010/11	0	5	1	25	11	101	0	3	0	146
Depreciation Expense 2010/11	0	3,156	7,808	1,041	1,197	1,380	848	3,387	0	18,817
Eliminate on Disposal 2010/11	0	0	0	(5)	(8)	(38)	(11)	0	0	(62)
Balance as at 30 June 2011	0	16,456	109,783	6,204	17,666	7,069	63,302	42,823	0	263,303

	Land	Plant and equipment	Buildings	Furniture	Computers	Other assets	Infrastructure	Motor Vehicles	Work in progress	Total
Balance as at 1 July 2011	0	16,456	109,783	6,204	17,666	7,069	63,302	42,823	0	263,303
Impairment loss 2011/12	0	0	0	0	0	0	0	0	0	0
Depreciation Expense 2011/12	0	1,096	8,543	796	1,986	1,471	5,233	3,300	0	22,425
Eliminate on Disposal 2011/12	0	0	0	0	(8)	0	0	0	0	(8)
Balance as at 30 June 2012	0	17,552	118,326	7,000	19,644	8,540	68,535	46,123	0	285,720

Net Book value 30 June 2011	356,589	10,601	144,237	3,801	7,491	183,185	207,102	17,756	59,132	989,894

Net Book value 30 June 2012	357,539	10,122	159,486	3,065	9,961	184,114	209,034	17,216	70,219	1,020,756

Note 7 : Investments in Associates

Investment	Date of Acquisition	Holding	Particulars	Cost	Currency	Market Value Jun 30th 2012	2011/2012 (Gain) or Loss	Market Value Jun 30th 2011	Market Value Jun 30th 2010
Cayman First Insurance (Formerly Cayman General Insurance)	2005	1,000,000 (24%)	2005 insurance claim settlement agreement	0	CI $	2,013	0	2,013	2,821
Caribbean Development Bank		213 Shares				237	0	237	237
Total						**2,250**	**0**	**2,250**	**3,058**

Note 8 : Net worth of Public Entities

Description	Jul 01, 2011 Balance	2011/12 Equity Injection	Profit (Loss) 2011/12	Dividends	Jul 01, 2012 Balance	Profit or (Loss) 2010/11	Profit or (Loss) 2009/10
National Housing and Development Trust	(1,560)	2,992	(1,918)	0	(486)	(782)	(1,179)
CAYS Foundation	934	0	(171)	0	763	(383)	100
Cayman Islands Civil Aviation Authority	6,161	0	1,337	(1,000)	6,498	1,384	1,412
Public Service Pensions Board	0	0	0	0	0	0	0
University College of the Cayman Islands	5,045	0	0	0	5,045	(36)	0
Cayman Stock Exchange Limited	1,309	0	214	(164)	1,359	375	0
Cayman Islands Monetary Authority	22,273	0	0	0	22,273	699	400
Cayman Islands Development Bank	5,977	0	437	0	6,414	353	73
National Gallery of the Cayman Islands	2,743	0	229	0	2,972	0	117
Cayman Islands National Museum	2,844	0	(9)	0	2,835	(32)	19
National Drug Council	167	0	0	0	167	5	(60)
Health Services Authority	68,251	2,000	(1,126)	0	69,125	1,080	2,303
Cayman Islands National Insurance Company	8,655	0	(3,361)	0	5,294	(2,425)	3,000
Cayman National Cultural Foundation	4,329	0	(88)	0	4,241	(88)	5

Note 8 : Net worth of Public Entities (continued)

Description	Jul 01, 2011 Balance	2011/12 Equity Injection	Profit (Loss) 2011/12	Dividends	Jul 01, 2012 Balance	Profit or (Loss) 2010/11	Profit or (Loss) 2009/10
Maritime Authority	3,052	0	42	0	3,094	50	59
Port Authority	41,262	0	959	0	42,221	1,454	122
Tourism Attractions Board	5,927	0	(51)	0	5,876	69	0
Cayman Airways Limited	(49,294)	5,100	(1,313)	0	(45,507)	34	(7,318)
Cayman Turtle Farm (1983) Limited	(5,939)	9,500	(7,606)	0	(4,045)	(9,043)	(8,666)
Cayman Islands Airports Authority	52,312	0	3,655	0	55,967	6,171	6,128
Water Authority	42,034	0	244	0	42,278	2,369	2,523
ICTA Authority	1,104	0	60	0	1,164	85	(48)
Electricity Regulatory Authority	336	0	57	0	393	130	278
Sister Islands Affordable Housing	1,171	0	0	0	1,171	0	0
National Roads Authority	4,451	0	4	0	4,455	355	(718)
Total	**223,544**	**19,592**	**(8,405)**	**(1,164)**	**233,567**	**1,824**	**(1,450)**

Note 9 : Trade payables, other payables & Accruals

Details	Current	Non-Current	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Creditors	16,631	0	16,631	13,786	17,911
Payroll Deductions	864	0	864	1,000	1,007
Operating Lease	9	0	9	0	0
Outputs to other government agencies	1,179	0	1,179	8,555	4,832
Interest	4,682	0	4,682	2,800	0
Accrued Expenses	27,717	0	27,717	30,747	40,867
Other payables	8,610	3,750	12,360	11,650	10,497
Total payables and accruals	**59,692**	**3,750**	**63,442**	**68,538**	**75,114**

Note 10 : Unearned Revenue

Details	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Unearned Immigration Fees	18,129	18,000	5,981
Customs	449	1,570	28
Other	140	2,256	0
Income Received in Advance(CIMA)	37,567	36,830	0
General Registry Deposits	38,441	37,321	0
Total unearned revenue	**94,726**	**95,977**	**6,009**

Note 11 : Employee costs & other entitlements

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Current employee entitlements are represented by:			
Annual Leave	6,240	0	4,750
Retirement and long service leave	768	3,883	0
Accrued salaries	3,623	0	0
Other (specify if material)	0	4,760	4,750
Total current portion	**10,631**	**8,643**	**9,500**
Non-current employee entitlements are represented by:			
Retirement and long service leave	411	973	798
Total employee entitlements	**11,042**	**9,616**	**10,298**

Note 12 Statement of Borrowings

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Foreign Currency Debt (state in $CI)			
Not later than one year	25,929	25,929	25,929
Between one and two years	25,929	25,929	25,929
Between two and five years	79,838	76,987	76,987
Later than five years	467,591	497,142	368,071
Total Foreign Currency Debt	**599,287**	**625,987**	**496,916**
Total Outstanding Debt	**599,287**	**625,987**	**496,916**
Local Currency Marketable Securities and Deposits			
Not later than one year	80,441	165,388	84,934
Between one and two years	0	0	0
Between two and five years	0	0	0
Later than five years	0	0	0
Total Local Currency Marketable Securities and Deposits	**80,441**	**165,388**	**84,934**
Foreign Currency Marketable Securities and Deposits			
Not later than one year	28,964	4,752	6,087
Between one and two years	0	0	0
Between two and five years	0	0	0
Later than five years	0	0	0
Total Foreign Currency Marketable Securities and Deposits	**28,964**	**4,752**	**6,087**
Total Marketable Securities and Deposits	**109,405**	**170,140**	**91,021**
Net Public Debt	**489,882**	**455,847**	**405,895**

Statement of Borrowings	Original amount	Forecast Balance as at 30 June 2012
		Budget 2011/12
		CI$
Foreign Currency Debt		
Central Government Loans		
Cayman Islands Government Securities Law, 2003		
2003 Bond Issue	**US$163,200**	54,672
2009 Notes Issue	**US$312,000**	261,300
First Caribbean International Bank (Cayman) Limited		
Loan Law 8 of 2003	**US$9,600**	1,600
First Caribbean International Bank (Cayman) Limited		
The Loan Law 2003 (Law 2 of 2003)	**US$9,606**	2,402
First Caribbean International Bank (Cayman) Limited		
Loan Law 5 of 2004	**US$8,723**	2,181
First Caribbean International Bank (Cayman) Limited		
The Appropriation Law, 2004 & Supplementary Appropriation Law 2005	**US$74,400**	26,864
First Caribbean International Bank (Cayman) Limited		
Government Appropriation (July 2007 to June 2008) Law 2007	**US$155,760**	96,040
First Caribbean International Bank (Cayman) Limited (The Appropriation Law 2010/11)	**US$185,074**	154,228
Total Foreign Currency Debt		**599,287**
Statutory Authorities & Government Companies		
Civil Aviation Authority		
European Investment Bank	**ECU 330**	108
European Investment Bank	**ECU 658**	411
Tourism Attractions Board		
Caribbean Development Bank	**US$5,370**	867
University College of the Cayman Islands		
European Investment Bank	**ECU 1,490**	1,044
Total Statutory Authorities & Government Companies		**2,430**
TOTAL BORROWING BALANCE		**601,716**

Note 13: Unfunded Pension Liability

Actuarial Valuations with an effective date of 1 January 2005 were conducted for three separate Plans; the Public Service Pensions Plan, the Parliamentary Pensions Plan and the Judiciary Pensions Plan. These Actuarial Valuation Reports were accepted by the Public Service Pension Board, approved by Cabinet, and tabled in the Legislative Assembly on 9 November 2006.

Core Government Unfunded Pension Liability (178.89) (million) represents the Fund Deficiencies arising mainly as a result of participants having accrued considerable Defined Benefit entitlements prior to establishment of the Fund.

The actuarial valuation calculated a fund deficiency as at 1 January 2005.

Public Service Pensions Plan Actuarial Valuation

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Value of pension fund allocated assets	134,906	134,906	134,906
Past service liability	(300,582)	(300,582)	(300,582)
Fund deficiency	**(165,676)**	**(165,676)**	**(165,676)**

Parliamentarian pensions plan actuarial valuation

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Value of pension fund allocated assets	2,238	2,238	2,238
Past service liability	(15,514)	(15,514)	(15,514)
Fund deficiency	**(13,276)**	**(13,276)**	**(13,276)**

Judicial Public Service Pensions Plan Actuarial Valuation

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Value of pension fund allocated assets	891	891	891
Past service liability	(835)	(835)	(835)
Fund deficiency	**56**	**56**	**56**

The principal assumptions (excluding the estimated retirement age which varied with each Plan) used in the computation of the actuarial estimate of the pension liability for each of the three named Pension Plans are as follows:

annual salary increases of 4%;

long term inflation rate of 2.5% per annum;

valuation interest rate to discount future benefit payments of 7%;

expected long-term rate of return on the Fund's invested assets of 7%;

anticipated future pensions payments increases of 3% per annum; and

estimated retirement age of 55 for the Parliamentary Pensions Plan, 57 for the Public Service Pensions Plan, and 65 for the Judiciary Pensions Plan.

Note 14: Reserves

Reserve Funds	Budget 2011/12
Housing Guarantee Reserve Fund	1,346
Environmental Protection Fund	39,779
Infrastructure Development Fund	2,228
Retained Earnings held as Special Funds	0
Retained Earnings held as General Reserves	44,041
Revaluation Reserves	0
Currency Reserves	0
Student Loan Reserve	1,596
National Disaster Fund	3,420
Total	**92,410**

Actual Current Year	
ENVIRONMENTAL PROTECTION FUND	
Opening Balance	34,936
Interest	153
Transfer into EPF	4,843
Interest transfer to General Revenue	(153)
Transfer to General Revenue	0
Closing Balance	**39,779**
INFRASTRUCTURE DEVELOPMENT FUND	
Opening Balance	2,228
Interest	7
Fund Receipts	0
Interst Transfer to General Revenue	(7)
Transfer to Roads Fund	0
Closing Balance	**2,228**
STUDENT LOAN RESERVE	
Opening Balance	1,492
Interest	4
Transfers from General Revenues	100
Outflow	0
Closing Balance	**1,596**
HOUSING LOAN RESERVE	
Opening Balance	1,339
Interest	7
Outflow	0
Closing Balance	**1,346**

Reserve	Budget 2011/12
NATIONAL DISASTER FUND	
Opening Balance	3,011
Interest	9
Transfers from General Funds	400
Transfer to General Revenue	0
Closing Balance	**3,420**
GENERAL RESERVES	
Opening Balance	43,829
Transfer to Gen Reserve	0
Interest Income	212
Other Investment Income	0
Transfer from General Revenue	0
Closing Balance	**44,041**
Total Reserves	**92,410**

Note 15: Coercive revenue

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Motor Vehicle Duty	8,228	7,550	7,837
Gasoline and Diesel Duty	29,932	31,975	24,078
Alcoholic Beverages Duty	18,039	16,900	15,892
Tobacco Products Duty	4,916	4,256	3,952
Other Import Duty	89,771	83,433	85,324
Cruise Ship Departure Charges	9,957	9,975	9,155
Environmental Protection Fund Fees	5,334	5,177	4,672
Motor Vehicle Environmental Tax	500	365	302
Banks and Trust Licenses	23,713	24,200	24,702
Firearms Licenses	1	1	1
Hotel Licenses	155	153	169
Liquor Licenses	688	688	574
Traders Licenses	5,790	5,517	3,779
Insurance Licenses	8,139	7,630	7,939

Note 15: Coercive revenue (continued)

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Special Marriage Licenses	79	79	96
CUC - License	1,565	1,550	1,200
Fisheries Licenses	2	1	2
Local Vessel Licenses	123	123	0
Spear Gun Licenses	15	15	10
Miscellaneous Licenses	0	46	54
Public Transport - Drivers Licenses	70	70	66
Public Transport - Operator Licenses	3	3	4
Other Company Fees - Resident	1,297	1,350	1,484
Other Company Fees - Non-Resident	4,240	4,500	4,720
Other Company Fees - Exempt	56,325	56,000	56,051
Other Company Fees - Foreign	3,440	3,300	3,092
Ship Registration Fees	101	154	195
Partnership Fees	10,600	9,491	8,934
Trust Registration Fees	694	790	668
Work Permits Fees	50,341	46,500	43,987
Mutual Fund Administrators	35,687	32,093	32,716
Money Services Licence	121	90	92
Law Firm Operational	1,822	1,850	1,880
Security Investments	9,062	8,870	8,044
Local Co. and Corp. Mgmt. Fees	824	866	880
Annual Permanent Resident Work Permit Fee	4,834	6,100	2,604
Health Practitioners' Board Fee	460	460	0
Business Staffing Plan Board Fees	74	69	22
ICTA Licences	7,894	7,950	7,630
Building Permit Fees	1,750	1,780	1,096
Planning Fees	920	894	738
Land Registry Fees	1,490	1,251	1,318
Pension Plan Registration Fees	0	3	0
Health Insurance Fund Fee	2,576	2,100	2,523
Legal Practioner Fee	1,185	1,314	1,292
Notary Public Fees	260	260	264
Caymanian Status Fees	205	267	141
Bank Charges Reimbursable	0	0	1
Debit Transaction Fees	1,890	1,667	1,619
Royalties and Dredging	179	179	13
Court Fees	2,124	1,500	1,794
Local Company Control License Grants/Renewals	330	330	342

Note 15: Coercive revenue (continued)

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Working Under Operation of Law Fees	2,848	2,900	2,573
W.I.Z. - Boat Licensing	86	86	9
Cinematographic Licenses	0	6	6
Not-for-Profit Licence	0	9	29
Change of Directors	0	4	3
Grant of Temporary Work Permit - Seasonal Worker	9	9	16
Residency and Employment Rights Certificate by Spouse of a Caymanian	264	1	155
Temporary Residency and Employment Rights Certificate to Spouse of a Caymanian	1	0	0
Right to be Caymanian - Possession of a British Overseas Territories Certificate by Birth	0	351	1
Dependant of Caymanian Grant Fee	3	2	7
Residency Certificate for Persons of Independent Means Grant Fee	295	240	295
Residency & Employment Rights Certificate by Dependent of a P.R	370	3	195
Residency & Employment Rights Certificate Issue Fee	2,500	2,800	0
Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	3	346	7
Money Transfer Fees	2,100	2,000	1,504
CIMA Transactional Fees	1,700	2,050	583
Key Employee Designation	1,315	1,300	0
Miscellaneous Immigration Fees	0	3	3
Tax and Trust Undertakings	8,500	8,250	5,672
Tobacco Dealer Registration fees	104	104	0
Package Charges	875	850	679
Land Holding Companies Share Transfer Charge	590	606	541
Patents and Trademarks	887	871	894
Motor Vehicle Charges	2,002	8,216	8,283
Other Stamp Duty	7,436	7,370	8,898
Stamp Duty - Online Meter	30	25	0
Immigration Non-Refundable Repatriation Fee	890	980	975
Telephone Service Fees	0	2	0
Tourist Accommodation Charges	10,300	10,100	9,443
Timeshare Ownership	714	719	700
Stamp Duty - Land Transfers	24,895	27,500	21,623
Infrastructure Fund fee	90	3,810	1,070
Court Fines	1,321	60	1,558
Customs Fines	500	1,160	0
Compounded Penalties	25	0	53
Procedural Fines	61	188	45

Note 15: Coercive revenue (continued)

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Immigration Fines	200	4	182
Tourism Fines	0	102	3
Lease of Crown Lands	0	0	4,503
Hurricane Ivan Loans Received	0	7	11
Issue fee for Certificate for Specialist Caregiver	23	23	0
Motor Vehicle Drivers	1,020	998	1,354
Issue Fee for Residential & Employment Rights	0		4,141
Total Coercive Revenue	**479,702**	**475,740**	**449,962**

Note 16 Sale of Goods & Services

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Outputs to other government agencies	3,844	1,783	1,742
Fees and charges	44,649	38,554	40,221
General sales	6,008	6,770	7,828
Rentals	1,071	1,241	1,369
Other	446	520	555
Total Revenue	**56,018**	**48,868**	**51,715**

Fees and Charges

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Agricultural Department Fees	290	290	275
School Fees	222	966	1,040
Disinfection Fees	21	12	22
Garbage Fees	2,400	2,400	4,784
Electrical Inspection Fees	7	24	3
M. V. Inspection Fees	1,346	935	980
Private Sector Computing Fees	770	539	535
Land Registry Fees	35	50	0
Law School Fees	965	0	0
Local Company and Corporate Management Fees	0	4	0
Land Survey Fees	115	127	218
Examination Fees	965	75	130
Tourist Reservation Fees	10	10	15
Public Record Fees	79	65	66

Fees and Charges Continued

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Other Immigration Fees	1,170	1,123	1,282
Vehicle And Equip. Maintenance Fees	0	0	98
Recycling Fees	8	12	364
Media Product Licence	1	5	4
Professional Legal Fees	0	200	200
L.I.S. Receipts	0	0	147
Audit Fees - Statutory	0	0	627
Authentication/Apostille Of Doc.	1,850	2,023	1,482
Naturalisation/Registration Fees	781	378	408
Passport Fees	532	516	466
Other Fees	1,196	1	66
Pension Plan Registration Fees	0	392	17
Drivers Examination Fees	185	124	139
Public Library Fees	36	36	14
Executive Council Appeal Fees	156	0	137
Vehicle Bank Liens	46	19	22
Duplicate Vehicle Log Books	59	32	33
Vehicle Change Of Ownership	366	136	139
Customized License Plates	26	19	17
Vehicle Disposal Fees	636	531	705
Environmental Service Fees	20	20	15
External Training	48	18	40
Baliff Fees	0	7	11
IT Consultancy	0	1	86
Annual Work Permit Application Fees (Entity)	1,410	1,105	1,002
Temporary Work Permit Application Fees (Entity)	955	719	560
Caymanian Status Application Fees (Entity)	97	96	89
Permanent Residence Application Fees (Entity)	2	2	2
Business Staffing Plan Application Fees (Entity)	6	20	11
Motor Vehicle Drivers Licenses	70	0	0
Other Company Fees - Resident (Entity)	236	299	277
Other Company Fees - Non-Resident (Entity)	805	347	234
Other Company Fees - Exempt (Entity)	17,003	15,493	14,582
Other Company Fees - Foreign (Entity)	852	846	782
Partnership Fees (Entity)	4,273	3,769	2,882
Trust Registration Fees(Entity)	241	208	245
Radio communications services and maintenance fees	1	119	100

Fees and Charges Continued

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Tower Licence fees	216	202	175
Maintenance of Buildings (Labour)	0	0	37
Maintenance of Vehicles & Equipment	0	0	1
Valuation Services	0	0	10
Web Receipts	350	450	676
Mail Terminal Credits	402	490	465
Motor Vehicle License Plates	252	171	182
Patents And Trademarks	206	240	175
Cemetery	142	127	126
Warehousage	1,050	955	780
Customs Special Attendance	642	638	631
Other Labour Charges - PWD (Cayman Brac)	20	20	17
Heavy Equipment Application Fees	3	4	3
Electrical License Fees	60	36	436
Trade & Business Admin Fee	318	307	232
Fixed Term Work Permit Administration Fees	3	0	0
Local Companies Admin Fee	0	0	3
Funds received from DOT Events	0	0	409
CayPass application Fee	0	0	1
Grant/ Renewal of Accreditation Application Fee	0	38	0
Cabinet Appeal Fees	0	123	0
Variation/Amendment Fee for BSP	10	10	1
TWP Entertainer Application Fee	1	0	0
Work Under Operation of Law Fees	302	263	208
Residency and Employment Rights Certificate fee for Dependant	18	23	0
Residency and Employment Rights Certificate fee for Spouse	92	119	73
Temporary Residency and Employment Right	2	28	0
Permanent Residence/Residency & Employment	128	94	59
Dependant of a Caymanian Admin Fee	2	0	19
Residency Certificate for Persons of Independent means	5	6	7
Residency & Employment Rights Certificate	77	60	1
Residency & Employment Rights Cert. - Su	1	1	123
Certificate of Direct Investment Application Fee	5	0	0
Certificate of Specialist Caregiver Application Fee	6	9	0
Special Marriage License Application Fee	26	27	18
Planning Department Workshops	18	0	0
Fees & Charges	**44,649**	**38,554**	**40,221**

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
General Sales			
Other Postal Business	125	178	97
Postal Stamps	1,951	2,095	2,287
Sale Of Laws	20	34	39
Restoration of Seized Goods	0	38	5
Sale of Agric. Supplies/Produce	1,235	1,235	1,094
Sale Of Advertising Space	500	500	613
Sale Of Gazettes And Subscriptions	850	851	850
Canteen Sales	0	0	108
Philatelic Sales	25	19	30
Miscellaneous Sales	8	29	30
Fuel Sales	0	163	382
Inventory Spare Parts	0	0	99
Health Practioners Fees	0	40	494
Prison Sales	0	15	18
Sale of Planning Documents	5	19	6
Sale of Custom Forms	13	13	14
Registration & Attendance Fee for Workshops	1	2	4
CoSponsorship of Overseas and Local Conferences	0	34	12
Funds Received from RCY Events	0	2	1
Consultancy Services	0	0	7
General Search Fees	155	163	82
Refund Processing Fees	9	7	7
Express Fee - Work Permits	477	803	588
Firearms Vetting Fees	38	34	48
CSD P&C Sales	0	0	26
CSD IT Stores Sales	0	0	21
Maintenance of Buildings (Materials)	0	0	4
Police Clearances	465	305	318
Key Employee Designation Application Fee	130	163	516
Temporary Work Permit - Seasonal Worker	1	4	1
Auction Receipts	0		2
Business Visitor Administration Fees	0	24	25
Total General Sales	**6,008**	**6,770**	**7,828**

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Rentals			
Postal Box Rental Fees	868	852	1,025
Rental Of School Books	0	219	104
Rental - School Canteens	95	0	0
Rentals - Government Housing	60	60	52
Rentals - Other Properties	3	0	0
Rentals - Craft Market	0	18	42
Rentals - Town Halls	30	21	30
Rentals - Glass House	0	0	20
Rentals - Other (Formely Tower Building)	0	49	60
Equipment Rental - PWD (Cayman Brac)	3	4	13
Rental - Temporary Housing	12	14	22
Rental Equipment	0	4	1
Total Rentals	**1,071**	**1,241**	**1,369**
Other Goods & Services Revenue			
Goods & Services Revenue			
Mapping Services	185	101	1
Internal Audit Service Fees	8	16	17
Property, Procurement & Disposal	0	0	2
GIS Applications	100	5	90
Births, Deaths & Marriages	74	77	89
Miscellaneous Receipts	27	264	318
Miscellaneous Licensing Receipts	37	24	26
GPS Licenses Refund	15	28	12
Refund of Salaries	0	5	0
	446	**520**	**555**
Other Interdepartmental Revenue			
Revenue from Public Authorities	3,844	1,783	1,742
Total Other Interdepartmental Revenue	**3,844**	**1,783**	**1,742**
Total Goods and Services	**56,018**	**48,868**	**51,715**

Note 17: Investment revenue

Revenue type	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Interest on deposits	0	0	0
Interest on cash balances	162	244	309
Total Investment revenue	**162**	**244**	**309**

Note 18: Donations

Source	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Donations	0	475	188
Total donations	**0**	**475**	**188**

Note 19: Personnel costs

Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Salaries, wages and allowances	183,412	176,832	183,624
Health care	31,828	25,569	27,544
Pension	12,234	12,016	12,533
Leave	45	497	2,665
Other personnel related costs	792	1,253	1,758
Total Personnel Costs	**228,311**	**216,167**	**228,124**

Note 20: Supplies and consumables

Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Supplies and Materials	13,757	13,520	40,132
Purchase of services	41,735	43,926	31,808
Lease of Property and Equipment	7,967	9,440	9,977
Utilities	12,735	14,109	0
General Insurance	8,577	5,865	0
Interdepartmental expenses	1,058	0	0
Travel and Subsistence	2,478	2,205	0
Recruitment and Training	2,110	4,645	0
Other	4,929	0	4,232
Total Supplies & consumables	**95,346**	**93,710**	**86,149**

Note 21: Finance costs

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Interest on borrowings	33,366	32474	25,604
Other borrowing costs	25	0	0
Interest on overdraft	19	0	0
Total Finance cost	**33,410**	**32,474**	**25,604**

Note 22: Litigation cost

Litigation Costs	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Litigation Costs	281	673	0
Total Litigation cost	**281**	**673**	**0**

Note 23: Outputs from Statutory Authorities and Government Companies

Output Group	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
CAL 1 Strategic Domestic Air Service	2,500	3,299	1,500
CAL 2 Strategic Tourism, Regional and Core Air Service	12,500	10,996	9,000
CAY2 - Children and Youth Services (CAYS) Foundation	2,252	1,893	2,100
CCO1-Teaching of Tertiary Level and Vocational Programmes (UCCI)	3,925	4,250	3,925
CIN 1 - Medical Care for Seamen & Veterans	7,472	7,162	5,852
CIN 2 Health Insurance for Civil Service Pensioners	14,641	14,059	14,032
CMA 1 - Policy Advice to Cabinet on Maritime Matters	395	308	515
CMA 2 - Technical Advice and Support on Maritime Matters	162	287	331
CMA 3 - Registration of Marine Vessels, Advice and Assistance	236	210	0
CMA 4 - State Inspections and Investigation Services	258	246	375
DVB 1 Administration of Lending for Human Resource Development	168	167	168

Note 23: Output from Statutory Authorities and Government Companies (Continued)

Output Group	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
DVB 2 Administration of Lending for Small Businesses	156	156	156
DVB 3 Administration of Mortgage Lending	254	254	254
ERA 6 - New License Negotiations	14	32	46
ERA 9 - Management of the Solicitation Process for New Generation	67	23	33
ERA 11 - Advice on the Establishment of an Energy Policy for The Cayman Islands	39	65	34
HEA 2 - Medical Care for Indigents	8,062	10,292	9,654
HEA 6 - Medical Services in Cayman Brac and Little Cayman	3,854	3,809	4,462
HEA 8 Autopsy and Coroner Services	160	165	0
HEA 10 - Ambulance Services	2,165	2,153	2,316
HEA 11 - Services at District Health Clinics	3,069	3,630	3,875
HEA 12 - Mental Health Services	1,869	1,977	1,976
HEA 13-Practical Nurse Training Programme	0	294	403
HEA 14 - Pediatric Services	356	458	615
HEA 15 - Accident & Emergency	264	264	415
HEA 16 - Medical care patients over 60 Years Old	815	562	815
HEA 17 - Beyond Insurance Coverage/Un-insured	909	909	2,068
HEA 18 - School Health Services	1,517	1,642	1,459
HEA 19 - Chronic Diseases	1,026	429	0
HEA 20 - Public Health Services	900	882	895
ICT 8 - Drafting Instructions for the Development of Legislation	32	7	29
ICT 9 - Management of KY Internet Domain	113	36	113
ICT 10 - Collection and Verification of Licence Fees	104	32	103
ICT 11 - Policy Advice	43	13	49
ICT 12 - Education of Local Businesses and the General Public on ICT Issues	8	3	9
ICT 13 - Regional and International Representation	40	12	42
MOA 6 Regulation of Currency	1,400	978	1,349
MOA 8 Collection of License Fees	300	382	256
MOA 12 Regulation of the Financial Services Industry	13,795	13,022	12,443
MOA 13 Assistance to Overseas Regulatory Authorities	980	1,305	977
MOA 14 Policy Advice and Ministerial Services	875	1,165	726

Note 23: Output from Statutory Authorities and Government Companies (Continued)

Output Group	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
MUS 4 - Collection and Preservation of Significant Material Evidence	109	145	180
MUS 5 - Museum Facilities, Exhibitions and Displays	422	562	517
MUS 6 - Services to Support the Ministry, Cabinet and Other Government Entities	104	139	78
NAG 1 - Visual Art Exhibition and Collections	422	450	481
NCF 7 - Preservation of National Art Collection and Cultural Icons	116	107	120
NCF 8 - National Festivals and Stage Productions	380	382	449
NCF 9 - Training and Support for Artists	84	129	124
NDC 4 - Policy, Prevention, Research, Monitoring and Evaluation	456	456	487
NHT 4- Administration of the Affordable Housing Initiative	197	191	197
NHT 5- Administration of the Government Guaranteed Home Assisted Mortgage	218	77	142
NHT 6- Administration of the Low Income Housing Scheme	191	193	215
NHT 7- Administration of the Build on Your Own Property Initiative	65	26	28
NRA 5 - Planning and Development of New Public Roads	300	196	185
NRA 7 - Policy Advice	20	11	11
NRA 8 - Storm Water Management and Mitigation of Tidal Inundation	200	23	100
NRA 11 - Pavement Management and other Roads Asset Management Programs	74	122	150
PSB 2 Administration of Pension Benefit Payments	540	533	600
SIH 1 - Administration of the Sister Islands Affordable Housing Initiative	80	51	75
TAB 1 Management of Pedro St. James National Historic Site	906	1,275	831
TAB 2 Management of Queen Elizabeth II Botanic Park	704	993	771
TAB 3 Annual Pirates Week Festivals and Events	317	448	430
TAB 4 Management of Cayman Islands Craft Market	133	152	115
TAB 5 Management of Hell Attraction	32	46	35
TAB 6 - Cultural Programmes - Pirates Week Activities	10	10	0
Total	**93,235**	**103,792**	**97,791**

Note 24: Output from Non-government Suppliers

Output Group	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
NGS 1 Organize, Administer and Execute the Cayman Islands Fishing Tournament	37	28	46
NGS 3 Organization of Batabano Festival	24	38	27
NGS 4 - Aids and First Aid Education Programmes	28	40	36
NGS 6 - Anti-Substance Abuse Programmes	139	201	180
NGS 7 Management of Small Business Development	308	491	490
NGS 20 Employee Assistance Programme	59	113	70
NGS 24 - Spaying and Neutering of Dogs and Cats	19	20	20
NGS 25-Teaching of Tertiary Education Course (ICCI)	65	78	70
NGS 26 Organization of the Miss Cayman Pageant	79	126	2
NGS 27-Supervision of Pre-School Children (NCVO)	56	50	60
NGS34-Primary and Secondary Education by Private Schools	1,604	1,935	1,975
NGS 38 - Services for Refugees	28	0	0
NGS 45 Landscaping and Beautification Projects	119	6	9
NGS 47 - Mentoring Cayman Programme	12	0	15
NGS 53 -Palliative Care	62	89	80
NGS 54 - Social Marketing for Prevention of HIV/AIDS	56	85	72
NGS 55 - Tertiary Care at Various Overseas Institutions	8,213	12,887	13,391
NGS 57 Gardening Projects and Landscaping	4	0	5
NGS 58 - Elite Athletes Programme	219	395	172
NGS 59 - Youth Development Programmes	44	28	52
NGS 60 - Sports Programmes	758	787	704
NGS 61 - Other Sports and Cultural Programmes	58	0	76
NGS 62 - Community Development, Prevention and Beautification Programmes	33	16	63
NGS 63- School Lunch and Uniform Programmes	586	344	398
NGS 64- Care of the Indigent, Elderly and Disabled Persons	1,457	1,072	1,033
NGS 65 - National Council of Voluntary Organization and Children Services	117	135	140
NGS 66 -Foster Care for Children	188	218	225
NGS 67- Community Programmes	116	108	100
NGS 68- Rental Accomodation for Persons in Need	1,187	1,556	845
NGS 70 -Burial Assistance for Indigents	149	121	102
NGS 71 -Support for Battered Women and Children	251	218	300
NGS 72 - Therapeutic Services for Young Persons	5	0	0
NGS 73-Employment Initiatives	0	290	95

Note 24: Output from Non-government Suppliers(continued)

Output Group	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
NGS 74 - Preservation of Natural Environments and Places of Historic Significance	238	344	308
NGS 75 Legal Aid Services	1,251	1,679	1,352
NGS 76-Autism Diagnostics and Sexual Trauma Recovery Programme (Wellness Centre)	119	115	0
NGS 77-Music Therapy Without Borders	66	0	0
Total	**17,754**	**23,613**	**22,513**

Note 25: Transfer Payments

Output Group	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
TP 3-Temporary Relief for Young Parents Program Students	0	0	7
TP 12 Tourism Scholarships	713	616	0
TP 13 Miss Cayman Scholarship	47	19	0
TP 27- Pre-School Educational Assistance	930	792	1,019
TP 30- Local, Overseas Scholarships and Bursaries	7,500	7,952	7,948
TP 36 - Residential Electricity Consumption Rebate	0	0	437
TP 41 -Poor Relief Payments	5,937	6,369	6,013
TP 43- Poor Relief Vouchers	1,106	1,867	1,148
TP 44- Temporary Poor Relief	20	20	0
TP 45- Youth After Care Payments	18	18	17
TP 46-Emergency Relief Payments	18	0	0
TP 47- Ex- Gratia Benefits to Seamen	5,538	5,880	5,593
TP 48- Benefit Payments to Ex-Servicemen	1,344	1,540	1,682
TP 49 - Youth Programmes - Churches and Other Non-Governmental Organisations	165	158	159
TP 50- Pre-School Assistance	222	122	0
TP 51- Other Educational Assistance	,212	300	56
TP 52 Promotion of Nation Building and Church-Based Support	3,069	3,642	2,556
TP 53 - Other Youth, Sports & Culture Programmes/Events	709	829	573
TP 55 Interest on Loans Public Servants	60	79	0
TP-56 Employment Initiatives	513	0	0
TP 57 -Children and Family Services Support	634	0	0
TP 78 Donation to the Cayman Islands Red Cross	65	0	0
Total	**28,820**	**30,203**	**27,208**

Note 26: (Gains) / losses

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Net (gain) / loss on disposal or revaluation of non-current assets	0		92
Net (gain) / loss on foreign exchange	416	(125)	(812)
Total (gains)/losses	**416**	**(125)**	**(720)**

Note 27: Reconciliation of net cash flows from operating activities to surplus/ (deficit)

Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Surplus/(deficit) from ordinary activities	3,679	4,554	(14,875)
Non-cash movements	**0**		
Depreciation expense	22,425	18,817	19,601
(Gain)/losses on sale of property plant and equipment	0		92
(Gains)/Losses of Statutory Authorities/Government Companies	8,405	(1,824)	1,450
Changes in current assets and liabilities:	0		
(Increase)/decrease in receivables	588	3,580	1,350
(Increase)/decrease in inventories	(159)		
Increase/(decrease) in payables	2,373	7,493	(6,652)
Increase/(decrease) in provisions relating to employee costs	80	1,530	(62)
Net cash flows from operating activities	**37,396**	**34,150**	**904**

Note 28: Related party and key management personnel disclosures

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
Salaries & other short-term employee benefits	53,598
Total	**53,598**

FORECAST FINANCIAL STATEMENTS FOR THE ENTIRE PUBLIC SECTOR (EPS)

FOR THE FINANCIAL YEAR ENDING 30 JUNE 2012

All Figures are stated in '000

TIRE PUBLIC SECTOR OF THE CAYMAN ISLANDS

SCHEDULE OF ASSETS AND LIABILITIES

AS AT 30 JUNE 2012

	Notes	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Financial Assets				
Cash and cash equivalents	**1**	163,176	236,645	145,101
Marketable securities and deposits		92,262	114,088	112,352
Trade receivables	**2**	40,451	45,849	34,720
Other receivables	**2**	17,732	13,792	23,119
Inventories	**3**	13,184	10,230	9,294
Investments	**4**	6,266	6,028	5,521
Prepayments	**5**	7,553	4,109	5,793
Total financial assets		**340,624**	**430,741**	**335,900**
Non-financial Assets				
Trade Receivables	**2**	24,335	9,527	18,382
Other Receivables	**2**	3,564	4,276	2,698
Inventories	**3**	1	0	0
Loans Made	**6**	15,162	14,224	12,170
Property, plant and equipment	**7**	1,307,608	1,269,209	1,156,695
Investments held in associates	**8**	2,250	2,250	3,058
Other non-financial assets	**10**			
Total non-financial assets		**1,352,920**	**1,299,486**	**1,193,003**
		1,693,544	**1,730,227**	**1,528,903**
Current Liabilities				
Trade payables	**9**	29,556	28,948	38,793
Other payables and accruals	**9**	42,385	37,211	38,886
Bank Overdraft	**1**	764	4,551	5,562
Unearned revenue	**10**	102,462	103,477	13,509
Employee entitlements	**11**	12,771	10,110	13,102
Repayment of surplus		0		
Borrowings	**12**	38,788	40,302	34,382
Total Current Liabilities		**226,726**	**224,599**	**144,234**

ENTIRE PUBLIC SECTOR OF THE CAYMAN ISLANDS
SCHEDULE OF ASSETS AND LIABILITIES
AS AT 30 JUNE 2012

		Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Non-Current Liabilities				
Trade payables	9	**0**		
Other payables and accruals	9	**5,048**	9,247	7,742
Employee entitlements	11	**1,136**	955	1,014
Currency Issued		**85,237**	87,641	85,000
Borrowings	12	**697,484**	733,551	621,233
Unfunded pension liability	13	**188,596**	188,596	188,596
Total Non-Current Liabilities		**977,501**	**1,019,990**	**903,585**
Total Liabilities		**1,204,227**	**1,244,589**	**1,047,819**
Total Net Assets		**489,317**	485,638	481,084
Net Assets/Equity				
Reserves				
Revaluation Reserve	14	**92,410**	86,834	82,774
Accumulated surpluses/(deficit)		**396,907**	398,804	398,310
Total net assets/equity		**489,317**	**485,638**	**481,084**

ENTIRE PUBLIC SECTOR OF THE CAYMAN ISLANDS		Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
SCHEDULE REVENUE AND EXPENSES				
FOR THE PERIOD ENDED 30 JUNE 2012				
Revenue				
Coercive Revenue	**15**	479,702	475,740	449,962
Sales of Goods & Services	**16**	223,073	208,632	212,224
Funds Transferred to Org 40				
Investment revenue	**17**	1,998	4,742	4,161
Donations	**18**	912	650	1,134
Other revenue		1,643	0	5,476
Total Revenue		**707,328**	**689,764**	**672,957**
Expenses				
Personnel costs	**19**	329,482	318,394	323,996
Supplies and consumables	**20**	189,090	187,785	185,224
Depreciation	**7**	41,602	40,736	37,563
Impairment of property, plant and equipment	**7**	16	0	0
Impairment of inventory	**3**	0		
Financing costs	**21**	40,721	40,050	34,951
Litigation costs	**22**	1,737	0	0
Outputs from Non-Governmental Suppliers	**23**	17,754	23,613	22,513
Transfer Payments	**24**	28,820	30,203	27,208
(Gains)/losses on foreign exchange transactions	**25**	316	0	0
(Gains)/losses on disposal of property, plant and equipment	**25**	671	103	(885)
Extraordinary items		255	0	5,772
Other operating expenses		53,485	44,326	51,490
Funds Transferred to Org 40		0		
Total Expenses		**703,649**	**685,210**	**687,832**
Net Surplus/Deficit		**3,679**	**4,554**	**(14,875)**

ENTIRE PUBLIC SECTOR OF THE CAYMAN ISLANDS

SCHEDULE OF CASH FLOWS

FOR THE PERIOD ENDED 30 JUNE 2012

		Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Cash flows				
Operating Activities				
Cash received				
Coercive Receipts		**479,703**	471,643	452,846
Sale of goods and services - third party		**202,449**	212,807	208,537
Interest received		**3,708**	5,746	4,695
Donations / Grants received		**902**	650	1,134
Other receipts		**12,409**	6,241	3,947
Extraordinary revenues		**0**		
Total cash received		**699,171**	**697,087**	**671,159**
Cash used				
Personnel costs		**(326,838)**	(319,454)	(321,112)
Supplies and consumables		**(191,529)**	(190,399)	(191,519)
Outputs from non-governmental organisations		**(17,750)**	(21,272)	(23,223)
Transfer payments		**(28,820)**	(33,788)	(33,720)
Financing/interest payments		**(40,494)**	(40,435)	(33,900)
Other payments		**(46,226)**	(48,275)	(47,587)
Total cash used		**(651,657)**	**(653,623)**	**(651,061)**
Net cash flows from (used by) operating activities	**26**	**47,514**	**43,464**	**20,098**
Investing activities				
Cash received				
Proceeds from sale of property, plant and equipment		**512**	0	1,459
Proceeds from sale of investments (Repayment of Loans Made)		**7,384**	1,598	0
Total cash received		**7,896**	**1,598**	**1,459**

ENTIRE PUBLIC SECTOR OF THE CAYMAN ISLANDS

SCHEDULE OF CASH FLOWS

FOR THE PERIOD ENDED 30 JUNE 2012

		Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Cash used				
Purchase of property, plant and equipment		**(81,040)**	(68,952)	(150,077)
Loans made / Investments		**(6,471)**	(1,793)	(5,273)
Total cash used		**(87,511)**	**(70,745)**	**(155,350)**
Net cash flows from (used by) investing activities		**(79,615)**	**(69,147)**	**(153,891)**
Financing activities				
Cash received				
Proceeds from borrowings		**2,077**	154,228	201,326
Total cash received		**2,077**	**154,228**	**201,326**
Cash used				
Repayment of borrowings		**(39,658)**	(35,990)	(31,553)
Total cash used		**(39,658)**	**(35,990)**	**(31,553)**
Net cash flows from (used by) financing activities		**(37,581)**	**118,238**	**169,773**
Net increase/(decrease) in cash and cash equivalents held		**(69,682)**	**92,555**	**35,980**
Cash and cash equivalents at beginning of period		**232,094**	139,539	103,559
Cash and cash equivalents at end of period	**1**	**162,412**	**232,094**	**139,539**

ENTIRE PUBLIC SECTOR OF THE CAYMAN SLANDS

SCHEDULE OF CHANGES IN NET WORTH

FOR THE PERIOD ENDED 30 JUNE 2012

	Reserves	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2010	82,774	398,310	481,084
Movement on Reserves	4,060	(4,060)	0
Total recognised revenues and expenses for the period		4,554	4,554
Balance at 30 June 2011 carried forward	86,834	398,804	485,638
	Reserves	**Accumulated Surplus/ (deficits)**	**Total**
Balance at 30 June 2011 brought forward	86,834	398,804	485,638
Movement on Reserves	5,576	(5,576)	0
Total recognised revenues and expenses for the period	0	3,679	3,679
Balance at 30 June 2012	92,410	396,907	489,317

Note 1 : Cash and cash equivalents

Description - Enter overdraft as negative	Foreign Currency	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Cash on hand	7,666	7,666	6,841	5,684
US$ Bank Accounts	34,583	28,964	22,178	7,186
CI$ Bank Accounts	94,852	94,852	121,560	93,292
Bank Overdrafts	(939)	(764)	(4,551)	(5,562)
US$ Short Term Deposits including call accounts (less than 90 days)	7,458	6,116	0	
CI$ Short Term Deposits including call accounts (less than 90 days)	25,578	25,578	86,066	38,939
TOTAL		**162,412**	**232,094**	**139,539**

Note 2 : Trade & other receivables

Trade Receivables	**Budget 2011/12**	**Forecast 2010/11**	**Unaudited Actual 2009/10**
Debtors	134,868	122,569	108,083
Outputs to Cabinet	0		
Outputs to other government agencies	0		
Less: provision for doubtful debts	(70,080)	(67,193)	(54,981)
Total trade receivables &other receivables	**64,788**	**55,376**	**53,102**

Other Receivables	**Budget 2011/12**	**Forecast 2010/11**	**Unaudited Actual 2009/10**
Advances (salary, Official Travel, etc)	2,783	1,854	2,621
Dishonoured cheques	163	275	199
Interest receivable - Loans Made	1,142	1,201	1,325
Other	18,302	15,996	22,654
Less: provision for doubtful debts	(1,096)	(1,258)	(982)
Total other receivables	**21,294**	**18,068**	**25,817**

	Trade Receivables	Other Receivables	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Current					
Past due 1-30 days	12,399	16,290	28,689	24,477	21,123
Past due 31-60 days	12,150	379	12,529	10,690	9,225
Past due 61-90 days	5,834	93	5,927	5,057	4,364
Past due 90 and above	10,068	970	11,038	19,417	23,127
Non-Current					
Past due 1 year and above	24,335	3,564	27,899	13,803	21,080
Total	**64,786**	**21,296**	**86,082**	**73,444**	**78,919**

Movements in the provision of doubtful debts

Description	**Budget 2011/12**	**Forecast 2010/11**	**Unaudited Actual 2009/10**
Balance at 1 July	(68,451)	(55,963)	(54,213)
Additional provisions made during the year	(2,725)	(12,488)	(1,750)
Receivables written off during the period			
Total	**(71,176)**	**(68,451)**	**(55,963)**

Note 3 : Inventories

Description	**Current**	**Non-Current**	**Budget 2011/12**	**Forecast 2010/11**	**Unaudited Actual 2009/10**
Inventory held for use in the provision of goods and services	4,383	1	4,384	3,165	2,957
Inventory held for sale	8,801	0	8,801	7,065	6,337
TOTAL INVENTORIES	**13,184**	**1**	**13,185**	**10,230**	**9,294**

Note 4 : Investments

Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Investment - Low Income Housing Properties	6,266	6,028	5,521
	0		
	0		
Total Investments at the lower of cost or market value	**6,266**	**6,028**	**5,521**

Note 5 : Prepayments

Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Insurance	4,618	682	790
Rent	552	0	0
USA Imprest Clearing Account	0	0	0
Prepayments (System Only)	0	0	0
Other	2,383	3,427	5,003
Total	**7,553**	**4,109**	**5,793**

Note 6 : Loans Made

Loan Description	Amount Advanced	Amount Repaid	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Overseas Medical loans	18,446	(4,711)	13,735	13,129	11,175
Personal loans to staff	545	(353)	192	226	249
Civil Service Mortgages to staff	3,702	(3,095)	607	640	607
Student loans	272	0	272	0	0
Loans to farmers	434	(228)	206	229	139
Home School Association	150	0	150	0	0
BALANCE AS AT 30 JUNE	**23,549**	**(8,387)**	**15,162**	**14,224**	**12,170**

Note 7 : Property, plant & equipment

Cost of Property, plant & equipment

	Land	**Plant and equipment**	**Buildings**	**Furniture**	**Computers**	**Other assets**	**Infrastructure**	**Motor Vehicles**	**Assets under construction**	**Total**
Balance as at 1 July 2010	393,454	120,218	361,878	18,747	35,860	222,889	267,593	66,667	37,961	1,525,267
Additions	1,000	6,205	93,522	165	7,101	4,195	3,225	1,482	30,943	147,838
Disposals	0	0	0	(5)	(8)	(788)	(13)	0	0	(814)
Transfers	0	0	0	0	19	0	0	0	(19)	0
Balance as at 30 June 2011	394,454	126,423	455,400	18,907	42,972	226,296	270,805	68,149	68,885	1,672,291

	Land	***Plant and equipment***	***Buildings***	***Furniture***	***Computers***	***Other assets***	***Infrastructure***	***Motor Vehicles***	***Assets under construction or development***	***Total***
Balance as at 1 July 2011	394,454	126,423	455,400	18,907	42,972	226,296	270,805	68,149	68,885	1,672,291
Additions	1,450	7,592	31,009	312	4,665	10,407	7,370	1,184	23,166	87,155
Disposals	0	0	0	0	(23)	(500)	0	0	0	-523
Transfers	0	0	1,111	0	2,325	0	0	1,685	(11,223)	(6,102)
Balance as at 30 June 2012	395,904	134,015	487,520	19,219	49,939	236,203	278,175	71,018	80,828	1,752,821

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	0	48,253	147,570	11,135	26,802	21,373	62,665	44,452	0	362,250
Impairment loss 2010/11	0	5	1	27	21	101	0	3	0	158
Depreciation Expense 2010/11	0	7,375	17,899	2,435	3,700	4,453	948	3,926	0	40,736
Eliminate on Disposal 2010/11	0	0	0	(5)	(8)	(38)	(11)	0	0	(62)
Balance as at 30 June 2011	0	55,633	165,470	13,592	30,515	25,889	63,602	48,381	0	403,082

	Land	Plant and equipment	Buildings	Furniture	Computers	Other assets	Infrastructure	Motor Vehicles	Work in progress	Total
Balance as at 1 July 2011	0	55,633	165,470	13,592	30,515	25,889	63,602	48,381	0	403,082
Impairment loss 2011/12	0	0	0	3	13	0	0	0	0	16
Depreciation Expense 2011/12	0	6,000	16,164	1,358	4,032	4,835	5,255	3,958	0	41,602
Eliminate on Disposal 2011/12	0	0	0	0	(8)	521	0	0	0	513
Balance as at 30 June 2012	0	61,633	181,634	14,953	34,552	31,245	68,857	52,339	0	445,213
Net Book value 30 June 2011	394,454	70,790	289,930	5,315	12,457	200,407	207,203	19,768	68,885	1,269,209
Net Book value 30 June 2012	395,904	72,382	305,886	4,266	15,387	204,958	209,318	18,679	80,828	1,307,608

	Budget 2011/12
Major projects in work-in-progress	
	28.993
Total	**28,993**

Note 8 : Investments in Associates

Investment	Date of Acquisition	Holding	Particulars	Market Value	Market Value Jun 30th 2011	Market Value Jun 30th 2010
Cayman First Insurance(Formerly Cayman General Insurance)	2,005	1,000,000 (24%)	2005 insurance claim settlement agreement	2,013	2,013	2,821
Caribbean Development Bank		213 Shares		237	237	237
				2,250	**2,250**	**3,058**

Note 9 : Trade payables, other payables & Accruals

Details	Current	Non-Current	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Creditors	29,556	0	29,556	28,948	38,793
Creditors Ministries/Portfolios entity	0	0	0	0	0
Payroll Deductions	993	0	993	1,073	1,102
Operating Lease	9	0	9	9	10
Interest	4,682	0	4,682	4,586	5,195
Accrued Expenses	26,729	0	26,729	32,491	27,466
Other payables	9,972	5,048	15,020	8,299	12,855
Total payables and accruals	**71,941**	**5,048**	**76,989**	**75,406**	**85,421**

Note 10 : Unearned Revenue

Details	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Unearned Immigration Fees	18,129	18,000	5,981
Customs	449	1,570	28
Other	7,876	9,756	7,500
Income Received in Advance(CIMA)	37,567	36,830	0
General Registry Deposits	38,441	37,321	0
	0	0	0
Total unearned revenue	**102,462**	**103,477**	**13,509**

Note 11 : Employee costs & other entitlements

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Current employee entitlements are represented by:			
Annual Leave	8,361	6,831	8,101
Retirement and long service leave	768	642	1,268
Accrued salaries	3,642	2,637	3,733
Total current portion	**12,771**	**10,110**	**13,102**
Non-current employee entitlements are represented by:			
Retirement and long service leave	1,136	955	1,014
Total employee entitlements	**13,907**	**11,065**	**14,116**

Note 12 Statement of Borrowings

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Local Currency Debt			
Not later than one year	4,709	4,332	3,985
Between one and two years	6,198	5,702	5,246
Between two and five years	9,028	8,306	7,642
Later than five Years	4,276	3,934	3,619
Total Local Currency Debt	**24,211**	**22,274**	**20,492**
Foreign Currency Debt (state in $CI)			
Not later than one year	34,079	35,970	30,397
Between one and two years	36,905	38,953	32,917
Between two and five years	139,472	147,212	124,402
Later than five years	501,605	529,444	447,407
Total Foreign Currency Debt	**712,061**	**751,579**	**635,123**
Total Outstanding Debt	**736,272**	**773,853**	**655,615**
Local Currency Marketable Securities and Deposits			
Not later than one year	133,448	209,916	132,353
Between one and two years			
Between two and five years			
Later than five years			
Total Local Currency Marketable Securities and Deposits	**133,448**	**209,916**	**132,353**
Not later than one year	28,964	22,178	7,186
Between one and two years			
Between two and five years			
Later than five years			
Total Foreign Currency Marketable Securities and Deposits	**28,964**	**22,178**	**7,186**
Total Marketable Securities and Deposits	**162,412**	**232,094**	**139,539**
Net Public Debt	**573,860**	**541,759**	**516,076**

Note 13: Unfunded Pension Liability

Actuarial Valuations with an effective date of _1 January 2005_ were conducted for three separate Plans; the Public Service Pensions Plan, the Parliamentary Pensions Plan and the Judiciary Pensions Plan. These Actuarial Valuation Reports were accepted by the Public Service Pension Board, approved by Cabinet, and tabled in the Legislative Assembly on 9 November 2006.

Core Government Unfunded Pension Liability of $178.89_ million represents the Fund Deficiencies arising mainly as a result of participants having accrued considerable Defined Benefit entitlements prior to establishment of the Fund.

The actuarial valuation calculated a fund deficiency as at __1 January 2005 .

Public Service Pensions Plan Actuarial Valuation

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Value of pension fund allocated assets	137,090	137,090	137,090
Past service liability	(312,466)	(312,466)	(312,466)
Fund deficiency	**(175,376)**	**(175,376)**	**(175,376)**

Parliamentarian pensions plan actuarial valuation

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Value of pension fund allocated assets	2,238	2,238	2,238
Past service liability	(15,514)	(15,514)	(15,514)
Fund deficiency	**(13,276)**	**(13,276)**	**(13,276)**

Judicial Public Service Pensions Plan Actuarial Valuation

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Value of pension fund allocated assets	891	891	891
Past service liability	(835)	(835)	(835)
Fund deficiency	**56**	**56**	**56**

The principal assumptions (excluding the estimated retirement age which varied with each Plan) used in the computation of the actuarial estimate of the pension liability for each of the three named Pension Plans are as follows:

annual salary increases of 4%;

long term inflation rate of 2.5 % per annum;

valuation interest rate to discount future benefit payments of 7 %;

expected long-term rate of return on the Fund's invested assets of 7%;

anticipated future pensions payments increases of 3% per annum; and

estimated retirement age of 55 for the Parliamentary Pensions Plan, 57 for the Public Service Pensions Plan, and 65 for the Judiciary Pensions Plan.

Note 14 Reserves

Reserve	Budget 2011/12
Housing Guarantee Reserve Fund	1,346
Environmental Protection Fund	39,779
Infrastructure Development Fund	2,228
Retained Earnings held as General Reserves	44,041
Other Reserves (please provide disclosure note)	1,596
	3,420
Total	**92,410**

Actual Current Year

ENVIRONMENTAL PROTECTION FUND	
Opening Balance	0
Interest	0
Transfer into EPF	34,936
Interest transfer to General Revenue	153
Transfer to General Revenue	4,843
Closing Balance	**39,932**

INFRASTRUCTURE DEVELOPMENT FUND	
Opening Balance	2,228
Interest	7
Fund Receipts	0
Interst Transfer to General Revenue	(7)
Transfer to Roads Fund	0
Closing Balance	2,228

ROADS FUND	
Opening Balance	0
Interest	0
Transfer from IDF	0
Transfer from Exec Revenues	0
Transfer to Exec Revenues	0
Closing Balance	0

STUDENT LOAN RESERVE	
Opening Balance	1,492
Interest	4
Transfers from General Revenues	100
Outflow	0
Closing Balance	1,596

HOUSING LOAN RESERVE

Opening Balance	1,339
Interest	7
Outflow	0
Closing Balance	1,346

NATIONAL DISASTER FUND

Opening Balance	3,011
Interest	9
Transfers from General Funds	400
Transfer to General Revenue	0
Closing Balance	3,420

GENERAL RESERVES

Opening Balance	43,829
Transfer to Gen Reserve	0
Interest Income	212
Other Investment Income	0
Transfer from General Revenue	0
Closing Balance	44,041

Total Funds	92,563

Note 15: Coercive revenue

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Motor Vehicle Duty	8,228	7,550	7,837
Gasoline and Diesel Duty	29,932	31,975	24,078
Alcoholic Beverages Duty	18,039	16,900	15,892
Tobacco Products Duty	4,916	4,256	3,952
Other Import Duty	89,771	83,433	85,324
Cruise Ship Departure Charges	9,957	9,975	9,155
Environmental Protection Fund Fees	5,334	5,177	4,672
Motor Vehicle Environmental Tax	500	365	302
Banks and Trust Licenses	23,713	24,200	24,702
Firearms Licenses	1	1	1
Hotel Licenses	155	153	169
Liquor Licenses	688	688	574
Radio Licenses	0	0	0
Traders Licenses	5,790	5,517	3,779

Note 15: Coercive revenue (continued)

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Insurance Licenses	8,139	7,630	7,939
Special Marriage Licenses	79	79	96
CUC - License	1,565	1,550	1,200
Fisheries Licenses	2	1	2
Cable and Wireless License	0	0	0
Local Vessel Licenses	123	123	0
Broadcasting Licenses	0	0	0
Spear Gun Licenses	15	15	10
Miscellaneous Licenses	0	46	54
Public Transport - Drivers Licenses	70	70	66
Public Transport - Operator Licenses	3	3	4
Other Company Fees - Resident	1,297	1,350	1,484
Other Company Fees - Non-Resident	4,240	4,500	4,720
Other Company Fees - Exempt	56,325	56,000	56,051
Other Company Fees - Foreign	3,440	3,300	3,092
Ship Registration Fees	101	154	195
Partnership Fees	10,600	9,491	8,934
Trust Registration Fees	694	790	668
Work Permits Fees	50,341	46,500	43,987
Mutual Fund Administrators	35,687	32,093	32,716
Money Services Licence	121	90	92
Law Firm Operational	1,822	1,850	1,880
Security Investments	9,062	8,870	8,044
Local Co. and Corp. Mgmt. Fees	824	866	880
Royalties - Cayman Brac Power & Light, Fuels	0	0	0
Annual Permanent Resident Work Permit Fee	4,834	6,100	2,604
Health Practitioners' Board Fee	460	460	0
Back Duty Fees	0	0	0
Register Search	0	0	0
Business Staffing Plan Board Fees	74	69	22
ICTA Licences	7,894	7,950	7,630
Building Permit Fees	1,750	1,780	1,096
Planning Fees	920	894	738
Land Registry Fees	1,490	1,251	1,318
Pension Plan Registration Fees	0	3	0
Health Insurance Fund Fee	2,576	2,100	2,523
Legal Practioner Fee	1,185	1,314	1,292

Note 15: Coercive revenue (continued)

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Notary Public Fees	260	260	264
Caymanian Status Fees	205	267	141
Royalty Fees from ICTA Licences	0	0	0
Bank Charges Reimbursable	0	0	1
Cemetery	0	0	0
Debit Transaction Fees	1,890	1,667	1,619
Royalties and Dredging	179	179	13
Miscellaneous Lands & Survey Fees	0	0	0
Court Fees	2,124	1,500	1,794
Local Company Control License Grants/Renewals	330	330	342
Working Under Operation of Law Fees	2,848	2,900	2,573
W.I.Z. - Boat Licensing	86	86	9
Cinematographic Licenses	0	6	6
Not-for-Profit Licence	0	9	29
Change of Directors	0	4	3
Change of Name Fee	0	0	0
Grant of Temporary Work Permit - Seasonal Worker	9	9	16
Grant of Temporary Work Permit - Entertainer	0	0	0
Residency and Employment Rights Certificate by Spouse of a Caymanian	264	1	155
Temporary Residency and Employment Rights Certificate to Spouse of a Caymanian	1	0	0
Right to be Caymanian - Possession of a British Overseas Territories Certificate by Birth	0	351	1
Dependant of Caymanian Grant Fee	3	2	7
Residency Certificate for Persons of Independent Means Grant Fee	295	240	295
Residency & Employment Rights Certificate by Dependent of a P.R	370	3	195
Residency & Employment Rights Certificate Issue Fee	2,500	2,800	0
Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	3	346	7
Money Transfer Fees	2,100	2,000	1,504
Community Enhancement Fees	0	0	0
Applicaton for Planning Development	0	0	0
Tax & Trust Renewals	0	0	0
General Registry Fees	0	0	0
CIMA Transactional Fees	1,700	2,050	583
Business Premise Fee	0	0	0

Note 15: Coercive revenue (continued)

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Key Employee Designation	1,315	1,300	0
Issue Fee for Certificate of Direct Investment	0	0	0
Miscellaneous Immigration Fees	0	3	3
Accounting Firm Operational Licences	0	0	0
Annual fee for Certificate of Direct Investment - Fee equivalent to that payable for a workpermit	0	0	0
Tax and Trust Undertakings	8,500	8,250	5,672
Tobacco Dealer Registration fees	104	104	0
Package Charges	875	850	679
Annual Ship Tonnage Charges	0	0	0
Land Holding Companies Share Transfer Charge	590	606	541
Patents and Trademarks	887	871	894
Motor Vehicle Charges	2,002	8,216	8,283
Other Stamp Duty	7,436	7,370	8,898
Stamp Duty - Online Meter	30	25	0
Immigration Non-Refundable Repatriation Fee	890	980	975
Radio communcation services and maintence fees	0	0	0
Tower Licence Fees	0	0	0
Telephone Service Fees	0	2	0
Tourist Accommodation Charges	10,300	10,100	9,443
Timeshare Ownership	714	719	700
Other Taxes	0	0	0
Roads Development Fund Fee	0	0	0
Stamp Duty - Land Transfers	24,895	27,500	21,623
Infrastructure Fund fee	90	3,810	1,070
Court Fines	1,321	60	1,558
Customs Fines	500	1,160	0
Compounded Penalties	25	0	53
Procedural Fines	61	188	45
Immigration Fines	200	4	182
Tourism Fines	0	102	3
Lease of Crown Lands	0	0	4,503
Hurricane Ivan Loans Received	0	7	11
Issue fee for Certificate for Specialist Caregiver	23	23	0
	1,020	998	1,354
	0	0	4,141
Total Revenue	**479,702**	**475,740**	**449,962**

Note 19 Sale of Goods & Services

Revenue Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Fees and charges	86,911	76,623	76,979
General sales	132,940	129,386	132,517
Rentals	2,776	2,103	2,173
Other	446	520	555
Total Revenue	**223,073**	**208,632**	**212,224**

Fees and Charges	**Budget 2011/12**	**Forecast 2010/11**	**Unaudited Actual 2009/10**
Agricultural Department Fees	290	290	275
School Fees	222	966	1,040
Disinfection Fees	21	12	22
Court Fees	0	0	0
Garbage Fees	2,400	2,400	4,784
Electrical Inspection Fees	7	24	3
M. V. Inspection Fees	1,346	935	980
Private Sector Computing Fees	770	539	535
Land Registry Fees	35	50	0
Law School Fees	965	0	0
Local Company and Corporate Management Fees	0	4	0
Planning Fees	0	0	0
Land Survey Fees	115	127	218
Examination Fees	965	75	130
Tourist Reservation Fees	10	10	15
Public Record Fees	79	65	66
Other Immigration Fees	1,170	1,123	1,282
Vehicle And Equip. Maintenance Fees	0	0	98
Planning Appeal Fees	0	0	0
Recycling Fees	8	12	364
Media Product Licence	1	5	4
Professional Legal Fees	0	200	200
L.I.S. Receipts	0	0	147
Audit Fees - Statutory	0	0	627
Authentication/Apostille Of Doc.	1,850	2,023	1,482
Naturalization/Registration Fees	781	378	408
Passport Fees	532	516	466
Other Fees	1,196	1	66

Fees and Charges	**Budget 2011/12**	**Forecast 2010/11**	**Unaudited Actual 2009/10**
Pension Plan Registration Fees	0	392	17
Drivers Examination Fees	185	124	139
Public Library Fees	36	36	14
Executive Council Appeal Fees	156	0	137
Vehicle Bank Liens	46	19	22
Duplicate Vehicle Log Books	59	32	33
Vehicle Change Of Ownership	366	136	139
Customized License Plates	26	19	17
Vehicle Disposal Fees	636	531	705
Environmental Service Fees	20	20	15
External Training	48	18	40
Baliff Fees	0	7	11
IT Consultancy	0	1	86
Annual Work Permit Application Fees (Entity)	1,410	1,105	1,002
Temporary Work Permit Application Fees (Entity)	955	719	560
Caymanian Status Application Fees (Entity)	97	96	89
Permanent Residence Application Fees (Entity)	2	2	2
Business Staffing Plan Application Fees (Entity)	6	20	11
Motor Vehicle Drivers Licenses	70	0	0
Other Company Fees - Resident (Entity)	236	299	277
Other Company Fees - Non-Resident (Entity)	805	347	234
Other Company Fees - Exempt (Entity)	17,003	15,493	14,582
Other Company Fees - Foreign (Entity)	852	846	782
Partnership Fees (Entity)	4,273	3,769	2,882
Trust Registration Fees(Entity)	241	208	245
Radio communications services and maintenance fees	1	119	100
Tower Licence fees	216	202	175
Telephone Servive fees	0	0	0
Technical Asst. to ICTA fees	0	0	0
Maintenance of Buildings (Labour)	0	0	37
Maintenance of Vehicles & Equipment	0	0	1
Valuation Services	0	0	10
Web Receipts	350	450	676
Mail Terminal Credits	402	490	465
Motor Vehicle License Plates	252	171	182
Patents And Trademarks	206	240	175
Sale of Marine Publications	0	0	0
Cemetery	142	127	126
Royalties - Dredging / Mining	0	0	0
Warehousage	1,050	955	780
Customs Special Attendance	642	638	631

Fees and Charges	**Budget 2011/12**	**Forecast 2010/11**	**Unaudited Actual 2009/10**
Other Labour Charges - PWD (Cayman Brac)	20	20	17
Heavy Equipment Application Fees	3	4	3
Electrical License Fees	60	36	436
Trade & Business Admin Fee	318	307	232
Fixed Term Work Permit Administration Fees	3	0	0
Sale of Custom Forms	0	0	0
Local Companies Admin Fee	0	0	3
Funds received from DOT Events	0	0	409
CayPass application Fee	0	0	1
Cayman angel Investors Network	0	38	0
Audit Fees - Outside Entities	0	123	0
Variation/Amendment Fee for BSP	10	10	1
TWP Entertainer Application Fee	1	0	0
Work Under Operation of Law Fees	302	263	208
Surveyor Services	0	0	0
Residency and Employment Rights Certificate by the Dependant of a Permanent Resident Admin Fee	18	23	0
Residency and Employment Rights Certificate by the Spouse of a Caymanian Admin Fee	92	119	73
Temporary Residency and Employment Right	2	28	0
Right to be Caymanian - Possession of a	0	0	0
Permanent Residence/Residency & Employme	128	94	59
Dependant of a Caymanian Admin Fee	2	0	19
Residency Certificate for Persons of Ind	5	6	7
Residency & Employment Rights Certificat	77	60	1
Residency & Employment Rights Cert. - Su	1	1	123
Certificate of Direct Investment Application Fee	5	0	0
Certificate of Specialist Caregiver Application Fee	6	9	0
Special Marriage License Application Fee	26	27	18
Planning Department Worksops	18	0	0
SAGC Fees	42,262	38,069	36,758
Fees & Charges	**86,911**	**76,623**	**76,979**
General Sales			
Other Postal Business	125	178	97
Postal Stamps	1,951	2,095	2,287
Sale Of Laws	20	34	39
Sale Of Forms/Tariff Notes	0	0	0
Restoration of Seized Goods	0	38	5
Sale of Agric. Supplies/Produce	1,235	1,235	1,094
Sale Of Advertising Space	500	500	613

General Sales	**Budget 2011/12**	**Forecast 2010/11**	**Unaudited Actual 2009/10**
Sale Of Gazettes And Subscriptions	850	851	850
Livestock Sales	0	0	0
Canteen Sales	0	0	108
Philatelic Sales	25	19	30
Miscellaneous Sales	8	29	30
Fuel Sales	0	163	382
Inventory Spare Parts	0	0	99
Health Practioners Fees	0	40	494
Prison Sales	0	15	18
Sale of Planning Documents	5	19	6
Sale of Custom Forms	13	13	14
Copies of Photograph/Prints	0	0	0
Registration & Attendance Fee for Workshops	1	2	4
CoSponsorship of Overseas and Local Conferences	0	34	12
Funds Received from RCY Events	0	2	1
Consultancy Services	0	0	7
General Search Fees	155	163	82
Refund Processing Fees	9	7	7
Tank Applicaton Fees	0	0	0
Express Fee - Work Permits	477	803	588
Firearms Vetting Fees	38	34	48
IT Infrastructure Services	0	0	0
CSD P&C Sales	0	0	26
CSD IT Stores Sales	0	0	21
Maintenance of Schools (Materials)	0	0	0
Maintenance of Buildings (Materials)	0	0	4
Maintenance of Recreational Facilities (Materials)	0	0	0
Garden Maintenance and Decorative Services	0	0	0
Police Clearances	465	305	318
GAB - Security System	0	0	0
Key Employee Designation Application Fee	130	163	516
Auction Receipts	0	0	2
Insurance Proceeds - Operational Expenditure	0	0	0
Business Visitor Administration Fees	0	24	25
SAGC sales	126,932	122616	124689
Total General Sales	**132,940**	**129,386**	**132,517**

Rentals	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Postal Box Rental Fees	868	852	1,025
Rental Of School Books	0	219	104
Rental - School Canteens	95	0	0
Rentals - Government Housing	60	60	52
Rentals - Other Properties	3	0	0
Rentals - Craft Market	0	18	42
Rentals - Town Halls	30	21	30
Rentals - Glass House	0	0	20
Rentals - Other (Formely Tower Building)	0	49	60
Rentals - Marco Giglioili	0	0	0
Equipment Rental - PWD (Cayman Brac)	3	4	13
Rental of Radio Cayman Bldg.	0	0	0
Rental of Customs Training Room	0	0	0
Rental - Temporary Housing	12	14	22
SAGC Rentals	1,705	862	804
Total Rentals	**2,776**	**2,103**	**2,173**
Other Goods & Services Revenue			
Goods & Services Revenue			
Mapping Services	185	101	1
Internal Audit Service Fees	8	16	17
Property, Procurement & Disposal	0	0	2
GIS Applications	100	5	90
Health Services Fees	0	0	0
Births, Deaths & Marriages	74	77	89
Tax And Trust Undertakings	0	0	0
Miscellaneous Receipts	27	264	318
Miscellaneous Licensing Receipts	37	24	26
GPS Licenses Refund	15	28	12
Refund of Salaries	0	5	0
SAGC Services	446	520	555
Total Goods and Services	**223,073**	**208,632**	**212,224**

Note 17: Investment revenue

Revenue type	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Interest on deposits	86	2,754	2,213
Interest on cash balances	162	122	111
Royalties	1,200	1,329	1,350
Other	550	537	487
	0		
Total Investment revenue	**1,998**	**4,742**	**4,161**

Note 18: Donations

4,504

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Donations	912	650	1,134
Total donations	**912**	**650**	**1,134**

Note 19: Personnel costs

Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Salaries, wages and allowances	303,753	295,379	305,619
Pension	21,763	17,116	13,592
Leave	74	0	0
Other personnel related costs	3,892	5,899	4,785
Total Personnel Costs	**329,482**	**318,394**	**323,996**

Note 20: Supplies and consumables

Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Supplies and Materials	40,635	71,519	98,131
Purchase of services	52,457	39,879	32,761
Lease of Property and Equipment	16,193	18,055	18,592
Utilities	23,064	14,109	0
General Insurance	15,554	5,865	0
Interdepartmental expenses	2,194	0	0
Travel and Subsistence	4,387	2,205	0
Recruitment and Training	2,110	4,645	0
Other	32,496	31,508	35,740
Total Supplies & consumables	**189,090**	**187,785**	**185,224**

Note 21: Finance costs

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Interest on borrowings	35,567	40,050	34,951
Other borrowing costs	25	0	0
Interest on overdraft	19	0	0
Other	5,110	0	0
Total Finance cost	**40,721**	**40,050**	**34,951**

Note 22: Litigation cost

Litigation Costs	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Litigation Costs	1,737	673	0
Total Litigation cost	**1,737**	**673**	**0**

Note 23: Outputs from Non-government Suppliers

Output Group	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
NGS 1 Organize, Administer and Execute the Cayman Islands Fishing Tournament	37	28	46
NGS 3 Organization of Batabano Festival	24	38	27
NGS 4 - Aids and First Aid Education Programmes	28	40	36
NGS 6 - Anti-Substance Abuse Programmes	139	201	180
NGS 7 Management of Small Business Development	308	491	490
NGS 20 Employee Assistance Programme	59	113	70
NGS 24 - Spaying and Neutering of Dogs and Cats	19	20	20
NGS 25-Teaching of Tertiary Education Course (ICCI)	65	78	70
NGS 26 Organization of the Miss Cayman Pageant	79	126	2
NGS 27-Supervision of Pre-School Children (NCVO)	56	50	60
NGS34-Primary and Secondary Education by Private Schools	1,604	1,935	1,975
NGS 38 - Services for Refugees	28	0	0
NGS 45 Landscaping and Beautification Projects	119	6	9
NGS 47 - Mentoring Cayman Programme	12	0	15
NGS 53 -Palliative Care	62	89	80
NGS 54 - Social Marketing for Prevention of HIV/AIDS	56	85	72
NGS 55 - Tertiary Care at Various Overseas Institutions	8,213	12,887	13,391
NGS 57 Gardening Projects and Landscaping	4	0	5
NGS 58 - Elite Athletes Programme	219	395	172
NGS 59 - Youth Development Programmes	44	28	52
NGS 60 - Sports Programmes	758	787	704
NGS 61 - Other Sports and Cultural Programmes	58	0	76
NGS 62 - Community Development, Prevention and Beautification Programmes	33	16	63
NGS 63- School Lunch and Uniform Programmes	586	344	398
NGS 64- Care of the Indigent, Elderly and Disabled Persons	1,457	1,072	1,033
NGS 65 - National Council of Voluntary Organization and Children Services	117	135	140
NGS 66 -Foster Care for Children	188	218	225
NGS 67- Community Programmes	116	108	100
NGS 68- Rental Accomodation for Persons in Need	1,187	1,556	845
NGS 70 -Burial Assistance for Indigents	149	121	102
NGS 71 -Support for Battered Women and Children	251	218	300
NGS 72 - Therapeutic Services for Young Persons	5	0	0
NGS 73-Employment Initiatives	0	290	95

Note 23: Output from Non-government Suppliers(continued)

Output Group	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Appropriation to the Minister or Official Member			
NGS 74 - Preservation of Natural Environments and Places of Historic Significance	238	344	308
NGS 75 Legal Aid Services	1,251	1,679	1,352
NGS 76-Autism Diagnostics and Sexual Trauma Recovery Programme (Wellness Centre)	119	115	0
NGS 77-Music Therapy Without Borders	66	0	0
Total	**17,754**	**23,613**	**22,513**

Note 24: Transfer Payments

Output Group	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
TP 3-Temporary Relief for Young Parents Program Students	0	0	7
TP 12 Tourism Scholarships	713	616	0
TP 13 Miss Cayman Scholarship	47	19	0
TP 27- Pre-School Educational Assistance	930	792	1,019
TP 30- Local, Overseas Scholarships and Bursaries	7,500	7,952	7,948
TP 36 - Residential Electricity Consumption Rebate	0	0	437
TP 41 -Poor Relief Payments	5,937	6,369	6,013
TP 43- Poor Relief Vouchers	1,106	1,867	1,148
TP 44- Temporary Poor Relief	20	20	0
TP 45- Youth After Care Payments	18	18	17
TP 46-Emergency Relief Payments	18	0	0
TP 47- Ex- Gratia Benefits to Seamen	5,538	5,880	5,593
TP 48- Benefit Payments to Ex-Servicemen	1,344	1,540	1,682
TP 49 - Youth Programmes - Churches and Other Non-Governmental Organisations	165	158	159
TP 50- Pre-School Assistance	222	122	0
TP 51- Other Educational Assistance	,212	300	56
TP 52 Promotion of Nation Building and Church-Based Support	3,069	3,642	2,556
TP 53 - Other Youth, Sports & Culture Programmes/Events	709	829	573
TP 55 Interest on Loans Public Servants	60	79	0
TP-56 Employment Initiatives	513	0	0
TP 57 -Children and Family Services Support	634	0	0
TP 78 Donation to the Cayman Islands Red Cross	65	0	0
Total	**28,820**	**30,203**	**27,208**

Note 25: (Gains) / losses

	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Net (gain) / loss on disposal or revaluation of non-current assets	671	103	(885)
Net (gain) / loss on foreign exchange	316		
Total (gains)/losses	**987**	**103**	**(885)**

Note 26: Reconciliation of net cash flows from operating activities to surplus/ (deficit)

Description	Budget 2011/12	Forecast 2010/11	Unaudited Actual 2009/10
Surplus/(deficit) from ordinary activities	3,679	4,554	(14,875)
Non-cash movements			
Depreciation expense	41,602	40,736	37,563
Impairment	16	0	0
(Gain)/losses on sale of property plant and equipment	671	103	(885)
Foreign exchange gains/(losses)	0		
(Gain)/Loss of Ministry/Portfolio	0		
(Gains)/Losses of Statutory Authorities/Government Companies	0		
Changes in current assets and liabilities:	0		
(Increase)/decrease in other current assets	(2,913)	2,267	(2,641)
(Increase)/decrease in receivables	942	4,951	814
(Increase)/decrease in receivables - Cabinet			
(Increase)/decrease in inventories	502	105	29
Increase/(decrease) in payables - Ministry/Portfolio	0		
Increase/(decrease) in payables - Other Government agencies	0		
Increase/(decrease) in payables	2,920	(9,165)	68
Increase/(decrease) in provisions relating to employee costs	95	(87)	25
Net cash flows from operating activities	**47,514**	**43,464**	**20,098**