Annual Report

of

Portfolio of Internal & External Affairs

For the 2006/07 Financial Year

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1. Overview of Performance for the Year

Introduction

This annual report details the performance of the *Portfolio of Internal & External Affairs* for the fiscal year ending 30 June 2007.

It includes information about outputs actually delivered during the year as compared to the planned performance documented in the Annual Budget Statement for the *Portfolio of Internal & External Affairs* for 2006/07, or as amended through the supplementary appropriation process.

It also reports those aspects of ownership performance that were contained in the Annual Budget Statement for 2006/07 or as amended through the supplementary appropriation process.

Part A

Outputs Delivered During the Year

Office of the Auditor General
CAYMAN ISLANDS

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

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

AUDITOR GENERAL'S REPORT

To the Members of the Legislative Assembly of the Cayman Islands

Report on Statement of Outputs Delivered:

I was engaged to audit the accompanying Statement of Outputs Delivered of the Portfolio of Internal and External Affairs (the "Portfolio") for the year ended 30 June 2007 as set out on pages 6 to 68 in accordance with the provisions of Section 44(3) of the Public Management and Finance Law (2005 Revision). The Statements consist of the following outputs:

PRI 1	Custody and Escorting/Supervision of Adult Male Prisoners
PRI 2	Custody and Escorting/Supervision of Juvenile and Young Offenders
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POL 5	Processing and Detention of Police Prisoners
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EMC 2	Electronic Monitoring of Select Offenders
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PIE 6	Maintenance of the Electoral Register
PIE 12	Enforcement of Immigration Laws relating to Deportation, Authentication and Status
PIE 14	Information to the Public on Naturalisation, Immigration and Passport Matters
PIE 15	Co-ordination of Official Visits and Ceremonial Occasions
PIE 19	Policy Advice to the Hon. Chief Secretary
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PIE 21	Issuance of Marriage Licenses
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PIE 33	Administrative Services and Advice to the Parole Board
LGL 1	Sale of Laws
LGL 2	Servicing and Supporting Sittings of the House
LGL 3	Support for the Speaker and MLAs
LGL 4	Management of the Legislative Assembly Building
LGL 5	Support for the Cayman Island Branch of the CPA
CAD 1	Cadet Corp Training Program
GOV 1	Management/Maintenance of Government House
GOV 2	Coordination of Engagement Programme and Support for Governor
NEM 1	National Disaster Preparedness
FRE 1	Responding to Domestic Fire Emergencies
FRE 3	Inspection for compliance with fire code
FRE 4	Investigation of fires
FRE 5	Fire Safety Education and Training Programme
FRE 6	Policy Advice on Fire & Emergency Matters
FRE 7	Emergency Communication, Planning & Preparedness

Management's Responsibility for the Statement of Outputs Delivered
Management is responsible for the preparation and fair presentation of the Statement of Outputs Delivered in accordance with section 44(2) of the *Public Management and Finance Law (2005 Revision)*. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the Statement of Outputs Delivered that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate criteria and measures to the outputs delivered. Management is required to present the following performance indicators for the Portfolio, for each output, for the year ended 30 June 2007:

1. A description of the output delivered;
2. The quantity of the output delivered;
3. The quality of the output delivered;
4. The delivery dates for the output delivered;
5. The place of delivery of the output delivered;
6. The actual cost for the output delivered compared to the budgeted cost for each output as approved in the "Budget 2006/07".

Auditor's Responsibility for the Statement of Outputs Delivered
I was engaged to conduct my audit in accordance with International Standards on Assurance Engagements 3000: Assurance Engagements Other Than Audits of Historical Financial Information. Because of the matters described in the basis of disclaimer of opinion paragraph below, I do not express an opinion on the Statement of Outputs Delivered.

Overall Scope Limitations

The parameters included for each of the output measures included in these statements have been provided to me by the Chief Officer and are solely his responsibility. I do not accept responsibility for the determination of these parameters as the basis of measure for each of the outputs, or for their appropriateness or relevance. Nor do I accept responsibility for the accuracy of the information contained in the "Description" field of each statement or the "Explanation of Variances" commentary following each Statement. The information as documented included therein has been determined by the Chief Officer's management in their best judgment and as such its accuracy and relevance are solely their responsibility.

Basis for Disclaimer of Opinion on the Statement of Output Delivered:

1. Actual outputs measures not adequately tracked:

During testing of quantity measures some outputs were only partially tracked and in several instances where outputs were tracked, there were significant differences between the actual quantity figures and the supporting documentation.

The actual quality, timeliness and location measures were not adequately tracked, and the actual percentages/figures shown are management's best estimates.

As a result, I was unable to test the measures of quantity, quality, timeliness and location as reported in the Statements of Outputs Delivered.

2. Costs:

Due to the unreliable nature of the operational statistics for 2007, the Portfolio has made no assertions as to the individual cost of each output. Therefore, no cost of producing that output has been included in the Statement of Outputs Delivered.

Disclaimer of Opinion for the Statement of Outputs Delivered

Because of the significance of the matters discussed in the preceding paragraphs relating to quantity, quality, timeliness, location and costs under the headings actual output measures not adequately tracked and costs, I do not express an opinion on the Statement of Outputs Delivered for the Portfolio of Internal and External Affairs for the year ending 30 June 2007.

Readers are cautioned that the information reported in the accompanying Statement of Outputs Delivered may not be reliable.

A S Swarbrick

Alastair Swarbrick, MA (Hons), CPFA
Auditor General

Cayman Islands
29 June 2011

Statement of Outputs Delivered

PRI 1	Custody Escorting and Supervision of Adult Male Prisoners	$7,775,260

Description

Safe and secure custody of Adult male prisoners, secure accommodation; provision of meals; medical care; illicit drug use testing; managing and monitoring of social and legal visitors; reception of prisoners and holding of their secure property

Escort and external supervision

- Escorting prisoners to Court; supervision of prisoners at the Central courts; escorting of prisoners to hospital and dental offices and supervision during these visits

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Custody			
• Average number of prisoners held daily	178	140-200	
• Number of receptions monthly		0-20	
• Number of prisoners released monthly		5-20	
• Number of targeted and random drug tests carried out monthly		25-30	
• Number of searches carried out monthly		45-60	
Escort and external supervision			
• Number of prisoners escorted from HMP Northward to Court per quarter		250-300	
• Number of prisoners escorted from HMP Northward to Hospital or Dental Offices per quarter		100-150	
Quality			
Custody			
• Compliance with prisoners treated in accordance with Prison Rules and International Standard for the Minimum Treatment of Prisoners		100%	
• Drug testing to be fairly administered against set procedure		100%	
• Searches to be carried out in accordance with Prison policies		100%	
Escort and external supervision			
• Escorts to be carried out in a safe and timely fashion; court supervision to be adequate for the classification and number of prisoners supervised		100%	
Timeliness			
Custody			
• Access to Hospital Care available 24 Hours daily		90-100%	
• Secure custody provided 24hrs/7 days per week		90-100%	
• Medical nursing care available 8.00 am – 5.00 pm		90-100%	
Escort and external supervision			
• Prisoners to be presented to court on time		90-100%	
Location			
HMP Northward		**100%**	
Cost (of producing the output)	**$8,980,518**	**$7,775,260**	
Price (paid by Cabinet for the output)	**$8,222,695**	**$7,775,260**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 2	Custody and Escorting/Supervision of Juvenile and Young Offenders	$1,348,241

Description

To provide safe and secure custody of juveniles and young offenders, including secure accommodation; provision of meals; medical care; illicit drug use testing; managing and monitoring of social and legal visitors; reception and discharge of prisoners and holding their secured property
Escort and external supervision
Escorting juveniles and young offenders to Court and hospital and dental appointments. Where privileges have been earned, escorts and supervision on visits to home, educational and work experience

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Custody			
• Average number of Juveniles held daily	19	10-20	
• Average number of Young Offenders held daily		20-30	
• Number of Juvenile receptions monthly		4-8	
• Number of Young Offender receptions monthly		8-10	
• Number of Young Offenders discharged monthly		4-6	
• Number of Juveniles discharged monthly		3-6	
• Number of Juveniles tested monthly		2-4	
• Number of Young Offenders tested monthly		4-6	
• Number of Cell Searches carried out monthly		6-8	
Escort and External Supervision			
• Number of Juveniles/Young Offenders to Court monthly		30-50	
• Number of Juveniles/Young Offenders escorted to Hospital or Dentist monthly		30-50	
• Number of Juveniles/Young Offenders escorted on home visits monthly		1-5	
• Number of Juveniles/Young Offenders on work experience placements monthly		1-5	
Quality			
Custody			
• Compliance with Prison Rules and the Children's Law, and International Standards for the Treatment of Prisoners		100%	
• Drug testing to be compliant with set procedure		100%	
Escort and external supervision			
• Escorts to be carried out in a safe and timely fashion; court supervision to be adequate for the classification and number of prisoners supervised		100%	
Timeliness			
• Medical nursing care available 8:00 am -5:00 pm		90-100%	
• Hospital Care available 24 Hours daily		90-100%	
• Secure custody provided 24hrs/7 days per week		90-100%	
• Prisoners to be presented to court on time		90-100%	
Location			
HMP Northward (Eagle House)			
Cost (of producing the output)	**$814,897**	**$1,348,241**	
Price (paid by Cabinet for the output)	**$860,120**	**$1,348,241**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 4	Custody and Escorting/Supervision of Female Prisoners			$1,026,977

Description

Custody
Safe and secure custody of female prisoners, including secure accommodation; provision of meals; medical care; illicit drug use testing; managing and monitoring of social and legal visitors; reception of prisoners and holding of their stored property.
Escort and external supervision
Escorting prisoners to Court; supervision of prisoners at the Central courts; escorting of prisoners to hospital and dental offices and supervision during these visits.

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
Custody			
• Average number of prisoners held daily	19	15-30	
• Number of receptions for the month		0-10	
• Number of releases for the month		0-10	
• Number of targeted and random drug tests monthly		0-15	
• Number of searches conducted monthly		10-15	
Escort and external supervision			
• Number of prisoners escorted from HMP Fairbanks to Court per quarter		20-30	
• Number of prisoners escorted from HMP Fairbanks to Hospital or Dental offices per quarter		20-30	
Quality			
Custody			
• Compliance with prisoners treated in accordance with Prison Rules and International Standards on the Treatment of Prisoners		100%	
• Compliance with drug testing standard		100%	
• Searches to be carried out in accordance with Prison Policies		100%	
Escort and external supervision			
• Escorts to be carried out in a safe and timely fashion; court supervision to be adequate for the classification and number of prisoners supervised		100%	
Timeliness			
• Secure custody provided 24hrs/7 days per week		90-100%	
• Prisoners to be presented to court on time		90-100%	
Location			
HMP Fairbanks		**100%**	
Cost (of producing the output)	**$1,068,480**	**$1,026,977**	
Price (paid by Cabinet for the output)	**$1,060,084**	**$1,026,977**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 6	Rehabilitation and Educational Development of Adult Male Prisoners	$486,661

Description

Rehabilitation and Educational Development

To provide prisoners with behavioural modification programs that address prisoners offending behaviours, to identify and improve personal educational competencies and social development of prisoners by providing tutoring in areas such as literacy, numeracy, computer skills, science and art; to provide vocational / skills training and opportunities, to pursue courses by correspondence, to provide work within the Prison estate and at Furtherland Farm, to improve self-esteem and self confidence through work effort, to provide pre-release work-experience programmes for those who have earned the privilege to do so by exemplary behaviour and to work alongside volunteers and local teaching institutions to improve prisoners employment levels

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Rehabilitation and Educational Development			
• Number of hours prisoner contact time by Prison Education Dept. per month	335	160-200	
• Number of prisoners attending educational classes / month		60-100	
• Number of prisoners attending rehabilitation/behaviour modification courses per month		60-100	
• Number of hours vocational training completed per month		1,240	
• Number of prisoners attending pre-release work experience programmes per month		26-50	
• Number of prisoners enrolled on correspondence courses per month		50	
• Number of Sentence Plans completed for the month		0-20	
Quality			
Rehabilitation and Educational Development			
• In house and external agency teachers to be qualified teachers		100%	
• Behavioural modification facilitators to be qualified		90-100%	
• Education classes offered by above to be provided in accordance with national standards		100%	
• Work experience to be in line with the individuals sentence plan		100%	
• Vocational courses to be taught by qualified and/or experienced/certified persons		100%	
Timeliness			
Rehabilitation and Educational Development			
• Case conference to be held once a month to review sentence plans		100%	
• All sentence plans for new receptions will be completed within 6-8 weeks		100%	
• Internal work programmes to run Mon-Fri 8.30am until 11.30am and 1.30pm until 4.30pm		90-100%	
• Work experience programme to run Mon-Fri, between 8am and 4pm		90-100%	
• Education and vocational classes to be provided Mon-Fri as per programme		90-100%	
Location			
HMP Northward		**100%**	
Cost (of producing the output)	**$432,951**	**$486,661**	
Price (paid by Cabinet for the output)	**$753,565**	**$486,661**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 8	Operation of Caribbean Training Center	$92,819

Description

To offer staff development, Prison management and other training courses for both Cayman prison officers, officers from the overseas territories, and other countries. To provide initial training courses for new entrant Operational support grades and Prison Officers

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of in-house development training courses offered during the month for Cayman Islands staff	3	3-5	
• Number of staff development and training courses offered to overseas territories and other countries for the quarter		2-3	
• Number of places, on above course, filled by officers from Cayman Islands staff for the quarter		5-10	
• Number of places filled by other overseas staff for the quarter		12-15	
• Number of initial training courses ran for officers/OSA for the year		1-2	
Quality			
Training to be appropriate to the needs of the individual and the establishment assessed by end of course student evaluation form and evaluation by students home training department		90-100%	
Timeliness			
Courses to be run in accordance with published timetable		90-100%	
Location			
HMP Northward Caribbean Training Center		**100%**	
Cost (of producing the output)	**$22,934**	**$92,819**	
Price (paid by Cabinet for the output)	**$96,357**	**$92,819**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 11	Rehabilitation and Educational Development of Female Prisoners	$179,820

Description

Rehabilitation and Educational Development

To provide prisoners with behavioural modification programs that address prisoners offending behaviours, to identify and improve personal educational competencies and social development of prisoners by providing tutoring in areas such as literacy, numeracy, computer skills, science and art; to provide vocational / skills training and opportunities to pursue courses by correspondence, to provide work within the Prison estate to improve self-esteem and self confidence through work effort, to provide pre-release work-experience programmes for those who have earned the privilege to do so by exemplary behaviour and to work alongside volunteers and local teaching institutions to improve prisoners employment levels

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Rehabilitation and Educational Development			
• Number of hours prisoner contact time by Prison Education Dept. per month	196	160-200	
• Number of prisoners attending educational classes per month		19-20	
• Number of prisoners attending rehabilitation / behavioural modification courses per month		19-20	
• Number of hours vocational training completed per month		200-220	
• Number of students enrolled on correspondence courses for the month		5-7	
• Number of Sentence Plans completed for the month		0-10	
Quality			
Rehabilitation and Educational Development			
• In house and external agency teachers to be qualified teachers		100%	
• Behaviour modification facilitators to be qualified		90-100%	
• Education classes offered by above to be provided in accordance with national standards		100%	
• Work experience to be in line with the individuals sentence plan		100%	
• Vocational courses to be taught by qualified and/or experienced/certified persons		100%	
Timeliness			
Rehabilitation and Educational Development			
• Case conference to be held once a month to review sentence plans		100%	
• All sentence plans for new receptions will be completed within 6 - 8weeks		100%	
• Internal work programmes to run Mon-Fri 8.30am until 11.30am and 1.30pm until 4.30pm		90-100%	
• Work experience programme to run Mon-Fri, between 8am and 4pm		90-100%	
• Education and vocational classes to be provided Mon-Fri as per programme		90-100%	
Location			
HMP Fairbanks		**100%**	
Cost (of producing the output)	**$136,699**	**$179,820**	
Price (paid by Cabinet for the output)	**$190,268**	**$179,820**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 12	Rehabilitation and Educational Development of Juveniles and Young Offenders	$232,258

Description

Rehabilitation and Educational Development
To provide Juveniles and Young Offenders with behavioural modification programs that address the offending behaviours, to identify and improve personal educational competencies and social development of prisoners by providing tutoring in areas such as literacy, numeracy, computer skills, science and art; to provide vocational / skills training and opportunities, to pursue courses by correspondence, to provide work within the prison estate to improve self-esteem and self confidence through work effort and to provide pre-release work-experience programmes for those who have earned the privilege to do so by exemplary behaviour and to work alongside volunteers and local teaching institutions to improve prisoners employment levels

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Rehabilitation			
• Number of counselling hours by Eagle House staff during the month	2,320	960-1,000	
• Number of YP/Juveniles attending counselling by Eagle House staff during the month		20-30	
Development and education			
• Number of education sessions offered by Eagle House staff during the month	211	240-300	
• Number of juveniles attending education per month		20-30	
• Number of juvenile/young offenders attending vocational training programmes per month		20-30	
• Number of students enrolled on correspondence courses for the month		5-10	
Quality			
Rehabilitation			
• Counselling to be in line with the assessment of a qualified counsellor and MAISI assessment tool		90-100%	
• Work experience to be in line with personal development officers recommendation		90-100%	
Development and education			
• In house and external agency teachers to be qualified teachers		100%	
• Education classes offered by above to be provided in accordance with national standards		100%	
• Vocational courses to be taught by qualified/experienced/certified persons		100%	
Timeliness			
Rehabilitation			
• In-house counselling to be provided as per Eagle House programme		90-100%	
Development and education			
• Education and vocational classes to be provided Mon-Fri, between 9am and 3.30pm		90-100%	
Location			
HMP Northward			
Cost (of producing the output)	**$657,008**	**$232,258**	
Price (paid by Cabinet for the output)	**$204,851**	**$232,258**	
Related Broad Outcomes: 2: Address Crime and Improve Policing			

CNA 1	Preserving Vital Records			$115,316
Description • Advise on identification and protection of Vital Records, initiate the annual revision of Departmental Disaster Control Plans (DDCP), and maintain a DDCP database • Secure Vital Records, on behalf of departments prior to a hurricane or other imminent disaster				
Measures		**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity				
• Number of government agencies contacted by 1st May on behalf of the Chief Secretary and the NHC, regarding preparation and revision of individual disaster control plans by agencies		89	80-100	
• The number of linear feet of records transferred to the National Archive, as determined by prior agreement with each agency				
Quality				
• Criteria for Departmental Disaster Control Plans (DDCP) set by the National Archive for the NHC			100%	
• Advice provided by qualified archive professionals in line with industry best practices			100%	
• Microfiche sub-master copies of vital (and historical) records stored in secure, off-island storage			100%	
Timeliness				
• The Cayman Islands National Archive's database of DDCP's updated prior to the hurricane season, following Chief Secretary's instructions to all departments (based on plans submitted by 31st May)			100%	
• Advice provided during standard government working hours and prior to, during (where possible) and in the aftermath of a disaster			-	
• Microfiche sub-master copies dispatched prior to the onset of the hurricane season			31st May	
• Vital Records transferred to the Archive during the "Alert" & "Watch" periods of a hurricane			-	
Location Grand Cayman International storage centre			100%	
Cost (of producing the output)		**$43,135**	**$115,316**	
Price (paid by Cabinet for the output)		**$115,316**	**$115,316**	
Related Broad Outcomes: 10: Open, Transparent, Honest and Efficient Public Administration				

CNA 2	Preservation of Archives and Records	$379,223

Description

- Preserving original government records and archives from fire, flood, theft, insect infestation, mould contamination, and chemical and physical deterioration
- Specialised strong rooms provide the correct levels of temperature, relative humidity, security and flood and fire detection for the `non-invasive' preservation of archives and records of varying media (paper, computer tape and disc, photographic negatives, prints, film, etc.)
- The Preservation Section monitors these strong rooms and also provides the theoretical and technical advice and expertise for the long-term preservation of records and archives through `invasive' treatments

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
The number of linear feet of archives and records preserved in the Cayman Islands National Archive facility	8,855	8,855	
Quality			
Compliance with published international standards of the Archive profession (BS 5454, BS 4971) for storage and treatment of archives and records, in so far as these standards can be maintained in the facility provided and in the aftermath of Hurricane Ivan		98 – 100%	
Timeliness			
• Storage 24 hours per day 7 days per week, including monitoring.		100%	
• Preservation advice and `invasive' treatment of archives and records during standard government working hours		100%	
Location			
• Cayman Islands National Archive facility			
• The Town Hall, George Town		-	
Cost (of producing the output)	**$364,324**	**$379,223**	
Price (paid by Cabinet for the output)	**$379,223**	**$379,223**	

Related Broad Outcomes:

3: Improve Education and Training
10: Open, Transparent, Honest and Efficient Public Administration

CNA 3	Records Management		$630,070
Description • Provision of a records management infrastructure, ensuring that government agencies can manage the information they create efficiently and economically from the time their records are created to the time they are destroyed or archived • The Records Policy Unit initiates records policy for government, advising and training agencies on these policies, including retention and disposal schedules, filing systems, and Freedom of Information responsibilities • The Records Centre personnel advise and train agencies on the Records Management System (RMS), including a `Help-Desk' service, and operate a transfer and retrieval system for agencies' semi-active records stored at the National Archive's Records Centre			

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• Minimum number of agencies assisted	48	50-65	
• Minimum number of Records Management training sessions delivered to Civil Servants		20-40 sessions	
• Records Management Bulletin		4 issues	
Quality			
• Compliance with published international standards of the archive profession (inc. ISO/BS 15489) and government regulations (Public Records Law – forthcoming 2006, Public Management & Finance Law) for promotion of intellectual control through proper retention, disposal and filing of public records, in so far as they are appropriate to the Cayman Islands Government and can be maintained in the aftermath of Hurricane Ivan		100%	
• Operation of the Records Centre transfer and retrieval service, for agencies' semi-active records, in line with the archive profession's best practices		100%	
Timeliness			
• Records policy and records management advice, and the operation of the Records Centre, during standard government working hours.		100%	
• Training sessions in a timely fashion relating to new regulations or the introduction of RMS upgrades.		-	
• Records Management Bulletin – quarterly publication			
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$618,980**	**$630,070**	
Price (paid by Cabinet for the output)	**$630,070**	**$630,070**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

CNA 4	Microfilming	$141,788

Description

- Microfilming of archives and vital records
- The production of micrographic masters, sub-masters and working copies to promote the dissemination of information by making copies available to multiple sites (libraries, schools, etc. in Grand Cayman, Cayman Brac and overseas) and, through storage of copies overseas, to ensure the retention of information should original records be lost in a disaster
- Microfiche copies of `open' archival records are also produced for sale to the general public

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• The minimum number of `Master' images produced	31,904	30,000-40,000	
• Sub-master fiche produced for international storage		2,000-3,000	
• Images produced for use by researchers		120,000-160,000	
Quality			
Compliance with international standards (BSI) for the production, long-term retention and legal admissibility of microfiche and microfilm		100%	
Timeliness			
• The operation of the Micrographic Unit is during standard government working hours		98-100%	
• `For sale' microfiche are available on demand or within acceptable timelines		-	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$129,310**	**$141,788**	
Price (paid by Cabinet for the output)	**$141,788**	**$141,788**	

Related Broad Outcome

3: Improve Education and Training
10: Open, Transparent, Honest and Efficient Public Administration

CNA 5	Acquisitions	$81,379

Description

Acquiring archives (on any medium) relating to the Cayman Islands by schedule and transfer from government agencies, by donation of private archives both locally and abroad, or by donation or purchase from overseas agencies or archival institutions

Measure	2006/07 Actual	2006/07 Budget	Variance
Quantity Minimum number of new acquisitions or new collections	31	15-30	
Quality Compliance with international archival standards for appraisal and acquisition of records		100%	
Timeliness Acquiring relevant archives as they become available through transfer, donation or purchase		100%	
Location Throughout the Cayman Islands and overseas		100%	
Cost (of producing the output)	**$60,017**	**$81,379**	
Price (paid by Cabinet for the output)	**$81,379**	**$81,379**	

Related Broad Outcomes:

3: Improve Education and Training

CNA 6	Public Access	$365,998

Description

- To make archival records and publications accessible to the public, through preparation of descriptive finding aids and databases, and to make this historical information available to researchers, students and the general public by providing a Reading Room service
- To provide information about and historical information from the Archive's collections for researchers, students and the general public, both within the islands and overseas, by providing an enquiry service for postal, telephone and e-mail enquiries

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity Minimum number of researcher visits to the Reading Room, and postal, telephone and e-mail enquiries	665	600	
Quality Services provided in-line with the archive profession's best practices, Reading Room policies and in compliance with the General Orders – Code of Conduct .		100%	
Timeliness			
• Reading Room service 9.00a.m. – 4.30p.m. Monday - Friday		98-100%	
• Enquiry service 7.30a.m. – 5.00p.m. Monday - Friday		98-100%	
Location Services provided at or from the Cayman Islands National Archive facility – Grand Cayman		100 %	
Cost (of producing the output)	**$360,836**	**$365,998**	
Price (paid by Cabinet for the output)	**$365,998**	**$365,998**	

Related Broad Outcomes:

3: Improve Education and Training

CNA 8	Outreach	$60,821

Description

Outreach to promote the holdings and services of the Cayman Islands National Archive and the history & culture of the Cayman Islands through publications, presentations and talks in schools, for private or public sector institutions, and for archival organisations within the Caribbean and world-wide

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity Number of publications, presentations and talks, (as requested and subject to staff availability)	5	4 - 10	
Quality Publications and presentations provided by archive professionals in line with the profession's best practices		100%	
Timeliness Presentations delivered to timelines agreed with requesting agencies		100%	
Location The Cayman Islands National Archive, the Cayman Islands, the Caribbean and world-wide		100%	
Cost (of producing the output)	**$35,855**	**$60,821**	
Price (paid by Cabinet for the output)	**$60,821**	**$60,821**	

Related Broad Outcomes:

3: Improve Education and Training

CNA 11	Reference Library Service	$13,913

Description

- Acquiring publications (on any medium) relating to the Cayman Islands, or of importance in the Caribbean context, by right (as national copyright library under the Public Records Law - forthcoming 2006), by transfer from government agencies, by private donation both locally and abroad, or by purchase locally or from overseas
- To make these publications accessible to researchers, students and to the general public through the preparation of catalogues and by providing a non-circulation Reading Room service

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Minimum number of new publications acquired	5	50-100	
Quality			
• Compliance with international library standards for cataloguing		50-75%	
Timeliness			
Acquiring publications as they become available by right, transfer, donation or purchase		100%	
Location			
The Cayman Islands National Archive facility, Grand Cayman		100%	
Cost (of producing the output)	**$9,800**	**$13,913**	
Price (paid by Cabinet for the output)	**$13,913**	**$13,913**	

Related Broad Outcomes:

3: Improve Education and Training

POL 1	Community Crime Prevention Promotion Activities	$1,996,407

Description

Promotion of community crime prevention through:

- Crime prevention advice to victims of crime
- The organization of community groups
- School crime prevention education programmes
- Provision of policing and crime information to the public and the media

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• Number of victims of crime provided with advice	13,888	17,000-20,513	
• Number of community groups organized		0-4	
• Number of school programs		0-4	
• Number of Press Releases		400-500	
• Number of community meetings		10-15	
Quality			
• Crime prevention advice to be relevant to the crime against the victim		98-100%	
• Community Groups to be a partnership of members of the community who are well informed and can influence or cause to be influenced those problems in the community which effect the quality of life		98-100%	
• School programmes approved by Education Department and internal peer review		98-100%	
• Press releases contain accurate information		95-100%	
Timeliness			
Activities provided to timetable agreed		95-100%	
Location			
• Community Groups and Press releases: Grand Cayman		100%	
• Community Meetings: All three Islands		100%	
• Other items: Grand Cayman and Cayman Brac		100%	
Cost (of producing the output)	**$1,613,077**	**$1,996,407**	
Price (paid by Cabinet for the output)	**$1,996,407**	**$1,996,407**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

POL 2	Police Patrols			$9,643,109
Description Patrolling of streets, residential and commercial areas				
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**	
Quantity Number of patrolling hours: • Foot patrols – number of hours • Bicycle patrols– number of hours • Mobile (cars) – number of hours	9,870	4,500-5,414 825-944 70,000-85,850		
Quality • Uniform patrols visible and interacting with the public • Uniform and covert patrols targeted at locations and individuals identified by the Police		90-100% 90-100%		
Timeliness Patrolling occur 24 hours, 7 days but with different levels of patrolling in different areas at different times as determined by Intelligence		100%		
Location Cayman Islands and within the territorial waters of the Cayman Islands		100%		
Cost (of producing the output)	**$11,590,077**	**$9,643,109**		
Price (paid by Cabinet for the output)	**$9,643,109**	**$9,643,109**		
Related Broad Outcomes: 2: Address Crime and Improve Policing				

POL 3	Incident Response	$2,631,526

Description

Responding to reported and detected incidents

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Number of incidents responded to	16,289	20,000-23,000	
Quality			
• Appropriate Police response to emergency calls		99-100%	
• Response in accordance with Police policies and procedures		99-100%	
Timeliness			
• Provide a 24 hour response to all incidents requiring a Police presence		100%	
• A response time of 15 minutes in urban areas and 20 minutes in rural areas		99-100%	
Location			
Cayman Islands and within the territorial waters of the Cayman Islands		**100%**	
Cost (of producing the output)	**$2,736,668**	**$2,631,526**	
Price (paid by Cabinet for the output)	**$2,843,664**	**$2,631,526**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

POL 4	Summonsing and Prosecuting Services			$1,453,512

Description

- Serving and executing all Summons and Warrants from the Courts
- Prosecuting all category 'C' offences in the Courts

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of Summons served		2,500-3,000	
• Number of Warrants executed		290-370	
• Number of offences prosecuted	3,139	3,000-3,350	
Quality			
• Summons and Warrants served or executed in accordance with the Procedural Code and the terms of the Warrant		99-100%	
• Prosecutions to be undertaken by trained prosecutors		100%	
Timeliness			
• Summons and Warrants to be served or executed within 60 days		99-100%	
• Prosecutions within 6 months of coming to Police notice		95-100%	
Location			
Cayman Islands		**100%**	
Cost (of producing the output)	**$1,992,592**	**$1,453,512**	
Price (paid by Cabinet for the output)	**$1,654,730**	**$1,453,512**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

POL 5	Processing and Detention of Police Prisoners	$2,196,632

Description

Processing and detention of Police prisoners including secure housing, feeding and transportation

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Number of accused persons processed and detained	1,671	2,500-3,024	
Quality			
• Processing conducted in accordance with the Police Law, other relevant Laws and Police policies and procedures		100%	
• Detention is secure		100%	
• Detainees legal and human rights observed in accordance with the Police Law, other relevant Laws, Judges Rules, and Police policies and procedures		100%	
Timeliness			
Accused persons processed within 24 hours		99 – 100%	
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$1,608,480**	**$2,196,632**	
Price (paid by Cabinet for the output)	**$1,995,414**	**$2,196,632**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

POL 6	Investigate Reported and Detected Crime	$8,884,774

Description

Investigate crime reported to, or detected by, the Police:

- The Criminal Investigations Department to investigate serious crimes, burglaries and theft and stolen property in excess of $5,000
- Uniform Police to investigate other crimes e.g. assaults, damage to property, disorderly conduct, traffic offences etc

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Number of investigations	1,891	2,700-3,180	
Quality			
Investigations conducted in accordance with the Police Law, other relevant Laws and Police policies and procedures		100%	
Timeliness			
• Investigate on a prioritized basis, but within 24 hours of formal reporting of complaint		95 – 100%	
• A centralized complaints desk will receive telephone and walk-in complaints 24 hours a day		100%	
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$11,594,909**	**$8,884,774**	
Price (paid by Cabinet for the output)	**$8,883,137**	**$8,884,774**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

POL 7	Security Services	$928,220

Description

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

- Security for Government members
- Security for VIP's when necessary
- Security for events such as international conferences on the island

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of hours providing security for VIP's	380	1,000-1,300	
• Security for events such as international conferences on the island events		2-6	
Quality			
Officers providing security have appropriate and adequate security training		100%	
Timeliness			
Security provided when requested		98 - 100%	
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$2,825,495**	**$928,220**	
Price (paid by Cabinet for the output)	**$595,443**	**$928,220**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

POL 8	Policy Advice on Policing and Security Matters			$471,874
Description Provide advice to HE The Governor, The Chief Secretary and Cabinet on policing and security issues				
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**	
Quantity				
• Number of oral briefings by the Commissioner of Police to the HE The Governor and Chief Secretary	32	30-40		
• Number of policy advice papers and reports		4-8		
Quality				
• Oral briefings include all current security matters		98-100%		
• Policy papers technically accurate and complete		99-100%		
Timeliness				
• Oral briefings: weekly		96-100%		
• Policy papers: ongoing throughout the period		100%		
Location Cayman Islands		**100%**		
Cost (of producing the output)	**$281,881**	**$471,874**		
Price (paid by Cabinet for the output)	**$516,428**	**$471,874**		
Related Broad Outcomes: 2: Address Crime and Improve Policing				

POL 9	Firearm Vetting and Licensing			$146,384
Description Vetting of firearm applications and issuing of firearm licenses				
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**	
Quantity				
• Number of firearm applications vetted • Number of licenses issued	168	250-310 160-82		
Quality				
• Firearms icenses only issued to persons with no criminal convictions • All premises certified secure safe prior to issuing of license		100% 100%		
Timeliness				
Applications vetted within 90 days of receipt		95 – 100%		
Location Cayman Islands		**100%**		
Cost (of producing the output)	**$82,071**	**$146,384**		
Price (paid by Cabinet for the output)	**$146,384**	**$146,384**		
Related Broad Outcomes: 2: Address Crime and Improve Policing				

POL 12	Maritime and Aerial Patrols	$2,012,937

Description

Patrolling of the territorial waters of the Cayman Islands

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
Number of patrolling hours:	4,172		
• Sea patrols– number of hours		3,000-4,000	
• Aerial patrols – number of hours		300-392	
Quality			
Patrols targeted at areas identified by Police information		100%	
Timeliness			
Patrolling occur 24 hours, 7 days but with different levels of patrolling in different areas at different times as determined by Intelligence		95-100%	
Location			
Within the territorial waters of the Cayman Islands		100%	
Cost (of producing the output)	**$65,687**	**$2,012,937**	
Price (paid by Cabinet for the output)	**$2,012,934**	**$2,012,937**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

IMM 1	Policy advice on Immigration matters			$378,098
Description Provision of information and policy advice to the Chief Secretary, Ministries and Cabinet on Immigration matters and the supply of various immigration statistics such as Visitor's Extensions, Work Permits, the Right to be Caymanian, Permanent Residence, Arrests/Convictions of foreign nationals, Deportable persons and those persons being considered for parole, and Refugees				
		2006/07 Actual	**2006/07 Budget**	**Variance**
Quantity Number of policy reports on immigration matters		**5**	8-12	
Quality • All reports will be prepared with due professional care and will define issues clearly and succinctly with the nature and scope of the issues being clear • All reports will be appropriately researched, employing the necessary analytical techniques so that they are comprehensive and accurate • Statistical information will reflect the current status of work permits, the right to be Caymanian, permanent residence, business staffing plans, and other categories in a manner that will be comprehensive and accurate			100% 100% 100%	
Timeliness Provide monthly or within one week of request			90-100%	
Location Grand Cayman				
Cost (of producing the output)		**$0**	**$378,098**	
Price (paid by Cabinet for the output)		**$405,963**	**$378,098**	
Related Broad Outcomes: 2: Address Crime and Improve Policing 9: Support the Economy				

IMM 2	Issuance of Visas	$386,809

Description

Processing of applications for:

- Students who require student visas in order to study in the Cayman Islands
- Foreign nationals who require visas to visit the Cayman Islands

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of student visas processed	447	300-700	
• Number of foreign visitors visas processed		3,000-6,000	
Quality			
• Compliance with Section 78, of the Immigration Law (2003) and established guidelines		99-100%	
• Files prepared with due care attached to any application information that would be pertinent to the decision making process of the Chief Immigration Officer		99-100%	
• Sufficient and correct information received from applicants		96-100%	
Timeliness			
• Processing time of a complete application from receipt to dissemination will be 10 working days		96-100%	
• Letters issued within 5 working days of the Visa Manager's decision		98-100%	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$863,398**	**$386,809**	
Price (paid by Cabinet for the output)	**$400,110**	**$386,809**	

Related Broad Outcomes:

9: Support the Economy

IMM 3	Issue Extension of Stay			$53,241
Description Issue extensions of stay to visitors and ex-residents				
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**	
Quantity				
Number of extensions processed	**12,055**	15,000-20,000		
Quality				
• Extensions issued, comply with section 57 of the Immigration Law (2003) and established guidelines		99-100%		
• Referrals to counter supervisor to contain all the relevant information		99-100%		
Timeliness				
Applications processed within 10mins of receipt, providing relevant information is submitted without errors or omissions		99-100%		
Location				
Grand Cayman		100%		
Cost (of producing the output)	**$165,915**	**$53,241**		
Price (paid by Cabinet for the output)	**$58,144**	**$53,241**		
Related Broad Outcomes: 9: Support the Economy				

IMM 5	Immigration Appeal Statements	$110,588

Description

Submit appeal statements to Immigration Appeals Tribunal upon request relating to various Immigration applications that have been refused by (i) the Work Permit Board, (ii) the Cayman Status and Permanent Residency Board, (iii) the Business Staffing Plan Board, and (iv) the Trade and Business Licensing Board

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Number of appeal statements produced	**327**	100-300	
Quality			
• Define issues clearly and succinctly; with the nature and scope of the issues being clear, in a way that properly defines the Board's decision		100%	
• Contain the relevant sections of the law/directives, upon which the decision was based		100%	
Timeliness			
Will be processed within 3 months of receipt of appeal statement request		98-100%	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$136,503**	**$110,588**	
Price (paid by Cabinet for the output)	**$192,455**	**$110,588**	

Related Broad Outcomes

9: Support the Economy

IMM 6	Detection and Prosecution of Immigration Offenders	$792,671

Description

The detection of offenders of Immigration Legislation involving:
Conducting interviews, collecting witness statements, the gathering of necessary evidence, visiting sites, conducting investigations and following up on information received from the public concerning immigration offences

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of reports to the Boards concerning foreign nationals convicted for criminal offences that have provided false information to the statutory Boards		20-50	
• Number of construction sites, guess – houses/hotels visited		10-50	
• Number of case files created for Legal Department		75-150	
• Number of interviews conducted/witness statements taken	115	100-300	
• Number of search warrants executed/revocation of leave to remain in the islands served		50-100	
Quality			
• All interviews will be conducted with Judges' Rules and the rules of natural justice		100%	
• All investigations will be conducted with the highest degree of probity and professionalism		95-100%	
• Objective reports entailing sound evidence will be presented to support conclusions reached		96-100%	
• Visits will be conducted professionally and authorized by Senior Immigration Officers and above		96-100%	
• Files will contain all the relevant information required to assist the Legal Department		96-100%	
Timeliness			
• Files to be acted on within 10 days of arrival in the Enforcement Section		95-100%	
• Reports will be submitted within 14 days of the conclusion of the case		95-100%	
• Case file submitted to Legal Department within 10 days of an arrest, which is taken to prosecution stage		95-100%	
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$1,045,413**	**$792,671**	
Price (paid by Cabinet for the output)	**$945,518**	**$792,671**	

Related Broad Outcomes:

2: Address Crime and Improve Policing
9: Support the Economy

IMM 7	Entry and Embarkation Control		$2,516,578
Description Provide an entry and embarkation control for all passengers/persons seeking permission to enter/depart the Cayman Islands.			
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity • Thousands of tourists processed by air arrivals • Thousands of tourists processed by cruise arrivals	2,104,178	150,000-250,000 1,500,000-1,800,000	
Quality • Each passenger processed in accordance with Immigration Law and established guidelines		98 -100%	
Timeliness Passengers from vessels and aircraft should be cleared within 20 minutes of landing		95-100%	
Location Cayman Islands		100%	
Cost (of producing the output)	**$2,804,089**	**$2,516,578**	
Price (paid by Cabinet for the output)	**$2,860,349**	**$2,516,578**	
Related Broad Outcome 2: Address Crime and Improve Policing 9: Support the Economy			

IMM 8	Processing Work Permits	$1,389,872

Description

Processing Annual and Temporary Work Permit applications on behalf of the Chief Immigration Officer and The Work Permit Board involving:

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• Number of temporary work permit applications processed	15,575	15,000-20,000	
• Number of temporary work permit agendas produced		300-600	
• Number of annual work permits processed		15,000-20,000	
• Number of annual work permit agendas produced		100-300	
Quality			
• Compliance with Immigration Law (2003), Immigration Directives, Immigration Regulations, and established guidelines		100%	
• Files and agendas prepared with accuracy and completeness		95-100%	
• Temporary Work Permit files reviewed by and signed off by Manager, T.W.P Section, and the Chief Immigration Officer or his designate		100%	
• Annual Work Permits reviewed and signed off by the Secretary, Work Permit Board or their designate		100%	
• Percentage of applications per agenda with sufficient information on file		95-100%	
• Percentage of Work Permits issued containing accurate information		95-100%	
Timeliness			
• Processing time of a complete application from receipt to dissemination of decision will be up to 4 weeks for Annual Work Permits and up to 5 business days for Temporary Work Permits		95-100%	
• Decision letter issued within 10 days of Work Permit Board decision for Annual Work Permits, and 4 days for Temporary work Permits		95-100%	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$4,282,891**	**$1,389,872**	
Price (paid by Cabinet for the output)	**$1,424,842**	**$1,389,872**	

Related Broad Outcomes:

9: Support the Economy

IMM 9	Processing Status and Permanent Residency Applications	$239,390

Description

Processing:

- The Right to be Caymanian and Permanent Residence applications on behalf of the Caymanian Status and Permanent Residency Board
- Applications for persons seeking acknowledgement of Caymanian Status

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of Caymanian Status applications and notifications processed	2,002	700-1,500	
• Number of Permanent Residence applications and notifications processed		800-2,000	
• Number of agendas produced		20-40	
Quality			
• Compliance with Immigration Laws and directives		100%	
• Files and Agendas prepared with due care, accuracy and completeness		95-100%	
• Agendas reviewed and signed off by Secretary, Caymanian Status and Permanent Residency Board		100%	
Timeliness			
• Processing time from receipt of application to dissemination of decision will be up to 6 weeks		95-100%	
• Letters issued within 10 days of decision		98-100%	
• Percentage of deferred applications per agenda due to insufficient information on file		95-100%	
• For Permanent Residence– Letter issued within 2 weeks of Board decision		98-100%	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$620,619**	**$239,390**	
Price (paid by Cabinet for the output)	**$311,027**	**$239,390**	

Related Broad Outcomes:

9: Support the Economy

IMM 10	Processing Trade & Business Licenses	$583,546

Description

Processing Trade & Business and Local Company Control Law License applications on behalf of the Trade & Business Licensing Board

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of Trade & Business Licenses applications processed	4,694	3,500-6,000	
• Number of Local Company Control Licenses processed		150-300	
• Number of Agendas produced		45-60	
Quality			
• Compliance with the Trade & Business Licensing and Local Companies Control Laws		99-100%	
• Files and Agendas prepared with due care, accuracy and completeness		95-100%	
• Agendas reviewed and signed off by Secretary, Trade & Business Licensing Board or their designate		100%	
Timeliness			
• Processing time of a complete application from receipt to dissemination of a decision will be up to 15 business days		98-100%	
• Decision letters issued within 10 business days of Trade & Business Licensing Board decision		98-100%	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$548,225**	**$583,546**	
Price (paid by Cabinet for the output)	**$649,006**	**$583,546**	

Related Broad Outcomes:

9: Support the Economy

IMM 11	Processing Business Staffing Plans			$365,121
Description Processing Business Staffing Plan applications on behalf of the Business Staffing Plan Board				
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**	
Quantity				
• Number of Business Staffing Plan applications processed	19	20-80		
• Number of Agendas produced		45-60		
Quality				
• Compliance with Section 34 of the Immigration Law (2003)		100%		
• Files and Agendas prepared with due care, accuracy and completeness		95-100%		
• Agendas reviewed and signed off by Secretary, Business Staffing Plan Board or their designate		100%		
Timeliness				
• Applications for business staffing plans from receipt of application to scheduling of meeting with Board and issuance of business staffing plan authority will be processed within 30 days		95-100%		
• Presentation of work permit applications received under a business staffing plan authority will be processed within 3 weeks		98-100%		
Location				
Grand Cayman		100%		
Cost (of producing the output)	**$493,645**	**$365,121**		
Price (paid by Cabinet for the output)	**$219,073**	**$365,121**		
Related Broad Outcomes: 9: Support the Economy				

EMC 1	24 Hour Emergency Response	$1,208,247

Description

- Provision of a 24-hour emergency service
- 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	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of calls received for Police, Fire & EMS and reports generated as a result	10,071	15,000-17,000	
• Number of vehicle, traffic and weapon violation provided to Police personnel carrying out vehicle stops/checks		30,000-42,000	
• Number of wrong numbers and general information provided to the general public. Number of abandoned calls (hang-ups)		65,000-66,500	
• Number of Presentations made to Schools & Businesses		30-40	
Quality			
• Correct information obtained and passed on to responding emergency personnel and correct radio protocol followed		100%	
• Regular quality assurance reports prepared by Supervisors		100%	
• Presentations are relevant and delivered by trained professionals		100%	
Timeliness			
• Calls answered within 10 seconds		100%	
• Number of reports meeting 2 minute time frame		100%	
• Emergency personnel dispatched within 60 seconds of call		100%	
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$1,101,106**	**$1,208,247**	
Price (paid by Cabinet for the output)	**$992,110**	**$1,208,247**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

EMC 2	Electronic Monitoring of Select Offenders	$250,000

Description

Electronic monitoring of select subjects chosen by the Courts or agreed by the Prison Service as an alternative either to remand or to a prison sentence or as a way of promoting resettlement through early release from prison

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Number of offenders placed on electronic monitoring		50-75	
Quality			
• All subjects tagged by electronic monitoring systems.		100%	
• Accurate records maintained for all subjects, detailing their compliance history, visits my monitoring officer to subject's home, etc.		98-100%	
• Preparation of a simple brochure for offenders, their families, and officials describing how electronic monitoring works in the Cayman Islands		May 2007	
Timeliness			
• All subjects are tagged within 24 hours of notification by the Courts or the Prison		98-100%	
• Each subject monitored according to specific daily schedules required by the Courts or agreed with the Prison (e.g. 6pm to 6am) Monitoring equipment checked by monitoring office every 30 days or less		98-100%	
• Subjects breaching a curfew followed up by monitoring officer within 15 minutes of a breach		98-100%	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$64,372**	**$250,000**	
Price (paid by Cabinet for the output)		**$250,000**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PIE 5	Subsidy for the provision of Visa, Passport and Other Travel Documents	$281,154

Description

Subsidy for the provision of Visa/Waivers, Passport and other travel documents (certificates of identity, travel documents for refugees, emergency certificates - British)

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of Passports issued	3,187	3,400-3,600	
• Number of Waivers		3,300-4,000	
• Number of Certificate of Identity/Document for Travel		78-120	
• Number of Travel Document for Refugees		1-4	
• Courier service to USA Embassy		200-320	
• Courier service to British High Commission – Jamaica		300-700	
• Courier service to UK Passport Office – Liverpool		800-1,800	
Quality			
• Passports, Visas/Waivers and other travel documents are issued in accordance with the Passport Law, overseas travel regulations and office procedures		99-100%	
• All applications checked and issued by Passport Officer or the Administrative Officer		99-100%	
Timeliness			
• Passports issued 1-2 weeks after application		99-100%	
• Waivers issued 2 working days after application		99-100%	
• Certificate of Identity/Document for Travel issued 3 working days after application		99-100%	
• Courier to USA Embassy – 3-4 weeks		99-100%	
• Courier to British High Commission – Jamaica – 2 weeks		99-100%	
• Courier service to UK Passport office – Liverpool – 4-6 weeks		99-100%	
Location			
Grand Cayman		100%	
Cost	**$720,301**	$281,154	
Price (paid by Cabinet for the Output)	**$154,721**	$281,154	

Related Broad Outcomes

9: Support the Economy
10: Open, Transparent, Honest and Efficient Public Administration

PIE 6	Maintenance of the Electoral Register			$209,962
Description Maintenance of the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters				
Measures		**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity				
Number of Electoral Registers provided		3	4	
Quality				
Reports provided are accurate to the information provided by registered voters and are in compliance with the Elections Law (2000 Revision)			97 – 100%	
Timeliness				
Report produced every quarter			100%	
Location				
Grand Cayman			100%	
Cost (of producing the output)		**$307,084**	**$209,962**	
Price (paid by Cabinet for the output)		**$209,962**	**$209,962**	
Related Broad Outcomes: 10: Open, Transparent, Honest and Efficient Public Administration				

PIE 12	Enforcement of Immigration Laws relating to Deportation, Authentication and Status	$28,249

Description

Enforcement of Immigration Laws relating to:

- Issuance of a Governor's Permit to persons declared prohibited immigrants
- Issuance of deportation and exclusion orders
- Authentication letters for a local sponsor of Cuban Nationals requesting permission to visit the Cayman Islands
- Processing of submission for the grant of Caymanian status

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• Number of Governor's Permit issued • Number of deportation and exclusion orders issued • Number of Authentication letters issued • Number of status submissions processed	14	1-2 12-24 40-80 0-4	
Quality			
All matters are handled in accordance with the Immigration Law		100%	
Timeliness			
All services: 1 day - 4 weeks		90-100%	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$54,807**	**$28,249**	
Price (paid by Cabinet for the output)	**$28,249**	**$28,249**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PIE 14	Information to the Public on Naturalisation, Immigration and Passport Matters			$28,473

Description

Responding to public enquiries relating to naturalization, work permits, permanent residency, legalisation of documents, visa/passport requirements, appeals to Cabinet, and other matters for which the Chief Secretary is responsible

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Number of enquiries	4,000	4,200-5,000	
Quality			
Information provided is accurate and in accordance with relevant legislation		99-100%	
Timeliness			
Information provided: immediately - 5 working days		95-100%	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$156,799**	**$28,473**	
Price (paid by Cabinet for the output)	**$28,473**	**$28,473**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

PIE 15	Co-ordination of Official Visits and Ceremonial Occasions	$15,210

Description

The Co-ordination of official visits and ceremonial occasions including:

- Programmes for visits to the Cayman Islands by Consular Personnel, Royal & US Navy Ships, UK Representatives and Other VIP's
- The Investiture Service, Queen's Birthday Celebration and other Ceremonial Occasions

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• Number of official visits coordinated	3	5-8	
• Number of events coordinated		3-4	
Quality			
All required activities arranged satisfactorily		98-100%	
Timeliness			
Arrangements completed in time for each visit or event		98-100%	
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$10,622**	**$15,210**	
Price (paid by Cabinet for the output)	**$15,210**	**$15,210**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

PIE 19	Policy Advice to the Hon. Chief Secretary	$393,300

Description

Policy Advice to the Hon Chief Secretary on policing, immigration, public administration and other matters

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• Number of hours spent on providing policy advice	1,434	1,950-2,150	
• Number of reports/papers prepared		20-40	
Quality			
• All reports and papers will be prepared with due care and will define issues clearly both in nature and scope		95-100%	
• All reports and papers will be researched and data properly analyzed to ensure accuracy and comprehensiveness		95-100%	
Timeliness			
All documents will be submitted in accordance with schedules as agreed by the Chief Secretary		98-100%	
Location			
Grand Cayman			
Cost (of producing the output)	**$1,067,954**	**$393,300**	
Price (paid by Cabinet for the output)	**$322,882**	**$393,300**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

PIE 20	Management of Hurricane Preparedness Activities	$76,445

Description

Promotion, Facilitation and Management of Hurricane Preparedness Activities by maintaining and complying with National Hurricane Plan

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Hurricane shelters available	**21**	21	
• Meetings of the National Hurricane Committee		10-30	
Quality			
All National Hurricane Plan requirements are complied in agreement with the National Hurricane Committee		95-100%	
Timeliness			
• All hurricane shelter capacity is available in the event of a hurricane occurring		100%	
• Meetings convened within ½ hr., and concluded within 1 ½ hour of issue of weather reports by U.S. National Hurricane Center		95-100%	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$1,159,406**	**$76,445**	
Price (paid by Cabinet for the output)	**$76,444**	**$76,445**	

Related Broad Outcomes:

1: Deal with the Aftermath and Lessons from Hurricane Ivan

PIE 21	Issuance of Marriage Licenses	$37,423

Description

Issuance of the Governor's Special Marriage Licenses to Visitors

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
Number of marriage licenses issued	**449**	450-550	
Quality			
Licenses issued within accordance with the Marriage Law		99-100%	
Timeliness			
Licenses issued within 30 minutes of receipt of application		85-95%	
Location			
Grand Cayman			
Cost (of producing the output)	**$593,386**	**$37,423**	
Price (paid by Cabinet for the output)	**$37,423**	**$37,423**	

Related Broad Outcomes:

9: Support the Economy

PIE 22	Issuance of Clearance for Military Aircraft		$1,167
Description Issuance of Official Clearance for transiting military aircraft			
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
Number of aircraft clearances issued	57	80-100	
Quality			
Clearances issued in accordance with internal policies		100%	
Timeliness			
Clearance issued within 24 hours of request		99-100%	
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$27,305**	**$1,167**	
Price (paid by Cabinet for the output)	**$963**	**$1,167**	
Related Broad Outcomes: 10: Open, Transparent, Honest and Efficient Public Administration			

PIE 32	Hurricane Response			$179,308
Description Provision of services by the National Hurricane Committee following the impact of a Hurricane				
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**	
Quantity				
• Shelter occupancy - total number of person days that shelter were occupied for		3000 – 4000		
• Number of people evacuated by air at the NHC's cost		800-1100		
Quality				
Services provided in line with NHC recovery plans and guidelines		100%		
Timeliness				
Shelters remain open until alternative accommodation is found for displaced people.		100%		
Location				
Cayman Islands				
Cost (of producing the output)	**$2,664**	**$179,308**		
Price (paid by Cabinet for the output)	**$0**	**$179,308**		
Related Broad Outcomes: 1: Deal with the Aftermath and Lessons from Hurricane Ivan				

PIE 33	Administrative Services and Advice to the Parole Board	$122,610

Description

Policy Advice to the Hon Chief Secretary on policing, immigration, public administration and other matters

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of inmates' profiles reproduced, collated and distributed to Board Members		700-900	
• Number of written correspondence to Governor, inmates and relative agencies		400-700	
• Number of inmates eligible for parole	129	80-140	
• Number of inmates granted parole		80-140	
• Number of Parole Board Meetings arranged		4-7	
Quality			
• Ensure parole board correspondence is relevant and is proof read before distributing		100%	
• Ensure that all necessary information is submitted for inmate profiles		100%	
Timeliness			
• Distribute relevant correspondence within 2 weeks after Board Meetings and/or receipt of query		90-100%	
• Maximum time to distribute material to Board Members is 5 working days prior to Board Meetings		90 – 100%	
Location			
Grand Cayman		**100%**	
Cost (of producing the output)	**$0**	**$122,610**	
Price (paid by Cabinet for the output)	**$122,610**	**$122,610**	

Related Broad Outcomes:

2: Address Crime and Improve Policing
10: Open, Transparent, Honest and Efficient Public Administration

LGL 1	Sale of Laws			$99,430
Description Sale of Cayman Islands Laws to the Public				
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**	
Quantity				
Number of Laws sold	5,013	6,000-8,000		
Quality				
Laws provided are the current revision or amendment		99-100%		
Timeliness				
• Orders taken at window: within 5 minutes • Orders taken by Email/Fax/Letter: Prepared within 15 minutes		95 – 100% 95 – 100%		
Location				
Grand Cayman		100%		
Cost (of producing the output)	**$223,038**	**$99,430**		
Price (paid by Cabinet for the output)	**$34,666**	**$99,430**		
Related Broad Outcomes: 9: Support the Economy 10: Open, Transparent, Honest and Efficient Public Administration				

LGL 2	Servicing and Supporting Sittings of the House	$788,125

Description

Servicing and supporting sittings of the House and meetings of Committees involving:

- Receipt & Examination of Bills, Motions, and other Business to be dealt with by the House
- Certification of Bills and Motions passed by the House
- Consultation with the Speaker
- Preparation of Business Papers, and their distribution to Members
- Servicing of the Business Committee and Preparation of Order Papers
- Provision of Clerks-at-the-Table, Sergeant-at-Arms, and the Record of Proceedings duties
- Receipt and examination of Amendments to Bills and Motions
- Preparation of Daily Journals for Speaker's signature
- Maintenance of the Order Book
- Custody of votes, records, Bills and other House documents
- Preparation and production of daily Hansard
- Procedural advice to Speaker and Members of the House
- Research of records and proceedings for Speaker and Members of the House
- Receipt of Journalists' Registration of Interests Forms and issuing of Press Passes
- Provision of refreshments
- Scheduling of Committee meetings and the preparation of Reports from Committees
- Preparation of Agenda and Minutes of Proceedings for all Standing and Select Committees

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of sitting days	37	75-115	
• Number of Hansard produced		75-120	
• Number of Committee meetings scheduled		60-100	
• Number of Order Papers, Daily Journals, Agendas and minutes of proceedings prepared		250-500	
• Number of Reports from Committees prepared		15-35	
• Number of hours of spent on advice and information research		375-550	
Quality			
• Papers, agendas and minutes are accurate and reflect decisions made by Cabinet		99 – 100%	
Timeliness			
• Documents required for the House to sit prepared before House sits on sitting days		100%	
• Clerks-at-the-Table and Sergeant-at-Arms duties, recording of proceedings: at all times when House is sitting		100%	
• Maintenance of the Order Book and records: before the commencement of the next meeting		90-100%	
• Provision of Daily Journals by the end of the next day		95-100%	
• Daily Hansard prepared within 6 months of the sitting		95-100%	
• Bills, Motions and Questions: examined before, and proofed/certified after, consideration by the House		100%	
Location		100%	
Grand Cayman			
Cost (of producing the output)	**$611,530**	**$788,125**	
Price (paid by Cabinet for the output)	**$388,581**	**$788,125**	

Related Broad Outcome

10: Open, Transparent, Honest and Efficient Public Administration

Note:

LGL 3	Support for the Speaker and MLAs			$275,336
Description Administrative Support and Research for the Speaker and Members of the Legislative Assembly, including: • Managing salaries and payments to elected Members • Organization of the annual Parliamentary Prayer Breakfast • Miscellaneous administrative activities and research for Members • Provision of information to the media and general public including researching records proceedings • Providing public tours of the Legislative Assembly Building				
Measures		**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity				
• Parliamentary Prayer Breakfast			1	
• Number of hours spent on administrative support and research		494	450-650	
• Number of Tours			20-50	
Quality				
• Advice provided by suitably qualified personnel			100%	
• Administrative support and research provided by suitably qualified personnel			100%	
Timeliness				
• Advice and information research provided within 3 days of request			95%	
• Parliamentary Prayer Breakfast annually			100%	
• Secretarial and administrative support: within 1 day of request			90 – 100%	
• Tours provided upon request on any day the House is not sitting			95 – 100%	
Location				
Grand Cayman			100%	
Cost (of producing the output)		**$102,563**	**$275,336**	
Price (paid by Cabinet for the output)		**$532,987**	**$275,336**	
Related Broad Outcomes: 10: Open, Transparent, Honest and Efficient Public Administration				

LGL 4	Management of the Legislative Assembly Building		$175,342
Description Management of the Legislative Assembly Building and Precincts involving: • Provision of security • Maintenance of equipment, building and precincts, • Audio and video; and • Housekeeping and mail service			

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity Number of working days that the Legislative Building is operative	234	220 - 250	
Quality • Security provided by trained security staff • Equipment operative when building open		100% 95 – 100%	
Timeliness Facilities provided are operative every working day as long as required		95 – 100%	
Location Grand Cayman		100%	
Cost (of producing the output)	**$412,566**	**$175,342**	
Price (paid by Cabinet for the output)	**$156,623**	**$175,342**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

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LGL 5	Support for the Cayman Island Branch of the CPA	$141,545

Description

Provision of administrative services to the local Branch of the Commonwealth Parliamentary Association involving:

- Organizing the Annual General Meeting and collating agenda papers
- Organization of, and/or attendance of Members at, Parliamentary seminars and conferences (local, regional and international)
- Maintain Branch records and accounts

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of AGMs organized	2	1	
• Number of CPA Executive Meetings organized and supported		3-5	
• Number of overseas meetings, conferences and visits organized		2-4	
• Number of Parliamentary training workshops		0-1	
Quality			
• CPA Meeting arrangements complete before meeting		100%	
• Arrangements for overseas visits cover all travel and logistical matters		95-100%	
• AGM's organized by qualified personnel		100%	
Timeliness			
• AGM organized annually		100%	
• Other activities when agreed with CPA members		95 – 100%	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$220,202**	**$141,545**	
Price (paid by Cabinet for the output)	**$141,547**	**$141,545**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

CAD 1	Cadet Corp Training Program	$395,568

Description

Provision of an internationally recognized 4 star Cadet Corp programme for youth including:

- Drill training
- Education on Civic knowledge and encouragement of National pride; and
- Training programme that develops physical and mental endurance
- Volunteer and officer training
- Regular reporting to parents

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Number of Cadet places	133	80-100	
• Cadets passing their star level tests		85-95%	
• Drill training competitions		1-2	
Quality			
• Training is in accordance with the Cadet Training handbook and international standards		95 - 100%	
• Drill training by competent drill instructors		95 - 100%	
• Civic knowledge should supplement and expand on the national curriculum		95 - 100%	
Timeliness			
• Programme operates outside school hours Monday to Friday and every Saturday during school term; Ongoing throughout the period		1 school year	
• Length of programme per intake			
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$642,466**	**$395,568**	
Price (paid by Cabinet for the output)	**$535,568**	**$395,568**	

Related Broad Outcomes:

3: Improve Education and Training

GOV 1	Management/Maintenance of Government House			$590,552
Description Management of Government House including: • Co-ordination of food preparation for His Excellency and guests • Maintenance of Government House and grounds				
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**	
Quantity				
• Numbers of guests served and catered to	9	5,000-7,000		
• Upkeep of House and grounds		On-going		
Quality				
• Meals served in line with internal rules		99-100%		
• Upkeep of grounds and house are done in compliance with request as set by His Excellency		95-100%		
Timeliness				
• Meals provided within specified periods		95-100%		
• Maintenance of House and grounds - items resolved within 1 - 3 weeks		95-100%		
Location Government House, Grand Cayman		100%		
Cost (of producing the output)	**$551,524**	**$590,552**		
Price (paid by Cabinet for the output)	**$590,552**	**$590,552**		
Related Broad Outcomes: 10: Open, Transparent, Honest and Efficient Public Administration				

GOV 2	Coordination of Engagement Programme and Support for Governor	$725,856

Description

Coordination of Engagement Programmes involving:

- Coordination & supporting of functions at Government House
- Coordinating & supporting the Governor's attendance at local/overseas events
- Travel to local/overseas events

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• Number of people invited to Government House for various functions	4,437	6,000-9,000	
• Local/overseas events		300-360	
• Travel itineraries/plans		6-8	
Quality			
• Refer to checklist to ensure all details are accurate for an event His Excellency is attending		98-100%	
• Ensure menu, set up and presentation is satisfactory to checklist		95-100%	
Timeliness			
• Invitations to be distributed 3 weeks prior to function date		95-100%	
• Checklist completed 3 days prior to event		95-100%	
• Travel check list completed 1 week prior to events or within 1 day of last minute itinerary changes		95-100%	
Location Grand Cayman		**100%**	
Cost (of producing the output)	**$580,128**	**$725,856**	
Price (paid by Cabinet for the output)	**$725,856**	**$725,856**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

NEM 1	National Disaster Preparedness	$843,822

Description

The provision of services in order to increase the level of preparedness for National Disasters including:

- Identification of risk factors and modeling their impact on Cayman
- Identifying and facilitating mitigating actions in order to reduce the impact of disaster
- Providing training and public education in order to increase preparedness in the community
- Maintaining Disaster Response assets in order to rapidly respond to a disaster
- Maintaining the Emergency Operations Center and running the facility in the event of a disaster

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• Number of hours providing disaster preparedness	2,423	2400 – 3000	
• Bathometric survey carried out for the waters surrounding the Cayman Islands		1	
Quality			
• All activities carried out In accordance with the National Hurricane Plan		100%	
• All activities carried out by trained disaster response professionals		90-100%	
Timeliness			
National Disaster Activities performed in accordance with timescales agreed with the National Hurricane Committee and Deputy Chief Secretary		90-100%	
Location			
Grand Cayman		100%	
Cost (of producing the output)	**$497,624**	**$843,822**	
Price (paid by Cabinet for the output)	**$962,478**	**$843,822**	

Related Broad Outcomes:

1: Deal with the Aftermath and Lessons from Hurricane Ivan

FRE 1	Responding to Domestic Fire Emergencies			$5,954,765
Description Capacity to respond to domestic fire and other emergencies				
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**	
Quantity				
• Number of days to provide and maintain coverage for the community on a 24 hour basis		365 days		
• Properly equipped to respond to one call for fire fighting per station at any given time		98-100%		
Quality				
• Ensure compliance of CI fire brigade law & codes, the CI Fire Service operation orders		99-100%		
• Capacity to provide sufficient staff and equipment		98-100%		
• Compliance with NFPA's guidelines		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-G/T and C/B within 20 minutes		98 - 100%		
Location				
Cayman Islands		100%		
Cost (of producing the output)	**$5,826,699**	**$5,954,765**		
Price (paid by Cabinet for the output)	**$5,958,763**	**$5,954,765**		
Related Broad Outcomes: 9: Support the Economy				

FRE 3	Inspection for compliance with Fire Code		$140,917
Description Enforcement of CI fire prevention code and fire prevention section of the fire brigade law including: • All commercial development. • Inspection of Liquor Licensing premises. • Tourist accommodations premises in compliance with laws/Code			
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• Number of premises inspected	291	160-180	
• Number of development drawings reviewed		180-200	
• Number of assessment reports prepared re: building control and relevant development		180-200	
Quality			
• Developments are in compliance with laws, standard and codes e.g. CI Fire Prevention Code and section of Fire Brigade Law, Liquor Law, Cinema graphic Law etc		98-100%	
• Inspection and drawings cover all methods required by relevant Laws, standards and codes of practice		100%	
• Inspection carried out by qualified personnel		100%	
• Reports are comprehensive, relevant and accurate subject to peer review and signed off by qualified personnel		100%	
Timeliness			
• Inspection within 3 days of notifications of completion		98-100%	
• Annual inspection to meet deadlines for annual general meetings of CI tourism accommodation board and liquor license board		98-100%	
• Reports submitted with 3 days of completion		98-100%	
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$275,079**	**$140,917**	
Price (paid by Cabinet for the output)	**$122,607**	**$140,917**	
Related Broad Outcomes: 9: Support the Economy			

FRE 4	Investigation of Fires	$200,360

Description

Fire investigation for vehicles and buildings that are involved in a fire

- Determining Cause and origin
- Preparation of assessment reports
- Attending as witness in courts of Law, when summons to arson cases

Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• Number of cause and origin investigated	13	25-30	
• Number of assessment reports		25-30	
• Number of hours as witness		20-24	
Quality			
• Investigation undertaken by certified fire investigator and in compliance with laws, codes or standards		100%	
• Reports identify key issues make recommendations for action related to the implementation of fire safety standards and codes based on CI Laws and Codes		100%	
• Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented		100%	
Timeliness			
• Investigation completed within two days		100%	
• Report completed with 3 day of incident if further investigation is not required which will then result in feedback of consultants.		98-99%	
• Witness attendance whenever courts summons		100%	
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$21,791**	**$200,360**	
Price (paid by Cabinet for the output)	**$216,389**	**$200,360**	

Related Broad Outcomes:

9: Support the Economy

FRE 5	Fire Safety Education and Training Programmes		$198,625
Description Provide a fire and life safety strategies programs by ensuring public education			
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**
Quantity			
• Education demonstrations	12	15-25	
• Workshops		8-10	
• Media announcements		1-2 daily	
• Publications		1 per year	
Quality Ensuring that material is:-			
• Clear jargon-free language, concise and accurate		100%	
• Vetted by professional in their individual areas of expertise and experience		100%	
• Content is appropriate for various age groups and useful guidance on fire safety measures.		100%	
• Extensive feedback from participants will rate course by formal survey		80%	
Timeliness			
• Material is available at request		100%	
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$241,763**	**$198,625**	
Price (paid by Cabinet for the output)	**$200,906**	**$198,625**	
Related Broad Outcomes: 3: Improve Education and Training 9: Support the Economy			

FRE 6	Policy Advice on Fire & Emergency Matters			$174,181
Description Provision of policy advice and information to the Chief Secretary on matters relating to the Fire Service				
Measures	**2006/07 Actual**	**2006/07 Budget**	**Variance**	
Quantity Provision of information for various government documents and proceedings:				
• Throne Speech		1		
• Parliamentary questions		1-3		
• Additional reports on response to request for information and advice		1-3		
• Statistical information on Fire related matters	4	4-5		
Quality Reports will include:				
• Key issues will identify and make recommendations for action related to the implementation of fire safety and appropriate fire coverage		100%		
• They will provide comprehensive, relevant and accurate information, which is clearly and succinctly presented		100%		
• Be subject to review and final approval for release by Chief Fire Officer		100%		
Timeliness Advice and reports submitted in line with timetable agreed with Senior Portfolio Officers		100%		
Location Cayman Islands		100%		
Cost (of producing the output)	**$31,474**	**$174,181**		
Price (paid by Cabinet for the output)	**$174,181**	**$174,181**		
Related Broad Outcomes: 10:- Open, Transparent, Honest and Efficient Public Administration				

FRE 7	Emergency Communication, Planning & Preparedness	$214,495

Description

Maintenance and use of a capacity to provide communication, management, coordination and operations during and after a natural disaster in accordance with the national hurricane/disaster plan in relation to communication.

Measures	2006/07 Actual	2006/07 Budget	Variance
Quantity			
• Capacity to provide radio/telephone communication to coordinate during all hurricanes and other disasters		365 days	
• Number of Radio/Telephone announcements	9	168-200	
• Press release - in accordance with national hurricane/disaster plan.		100%	
• Number of training programmes provided on how to handle disasters		1 annually	
Quality			
• Top of the line equipment including backup equipment in compliance with CI Hurricane Disaster plan		100%	
• Identify key issues		100%	
• Make recommendations for action related to the implementation of standards and codes		100%	
• Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented		100%	
Timeliness			
• Available 24 hours 365 days per year		100%	
• Radio/Telephone announcements updated every six hours		100%	
Location			
Cayman Islands		100%	
Cost (of producing the output)	**$45,584**	**$214,495**	
Price (paid by Cabinet for the output)	**$196,620**	**$214,495**	

Related Broad Outcomes:

1:- Deal with the Aftermath and Lessons from Hurricane Ivan

Part B

Ownership Performance Achieved During the Year

3 Nature and Scope of Activities

Approved Nature and Scope of Activities

General Nature of Activities

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

Scope of Activities

- Providing support for the duties and responsibilities of the Governor as set out in the Constitution and the Royal Instructions
- Providing for the formation and operation of governing institutions of Parliament
- Providing for the maintenance and enforcement of the Cayman Island's immigration laws and regulations.
- Providing for the maintenance and enforcement of law and order, the preservation of the peace, the protection of life and property, the prevention and detection of crime and the apprehension of offenders
- Providing a range of services relating to naturalisation, the electoral register, the issuance of passports and the legalisation of documents
- Providing 24-hour emergency response to the people of the Cayman Islands and its visitors.
- Providing a structured programme, through the Cadet Corp, for young people including drill training; civic and citizenship activities; music and band training; social behavioural adjustment programmes; and community service
- Promoting disaster preparedness as it relates to Government records and historical archives, providing public access to archives and historical information of all kinds relating to the Cayman Islands
- Providing a rapid response to fires, aircrafts accidents and any other emergencies, and providing activities promoting prevention of such incidents
- Providing for the detention and rehabilitation of offenders

Customers and Location of Activities

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

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

Compliance during the Year

During the Period July 2006 to June 2007 the Portfolio confined its activities to the scope of the Portfolio.

4 Strategic Ownership Goals

Approved Strategic Ownership Goals

The key strategic ownership goals for the Portfolio of Internal and External Affairs in 2006/7 and the subsequent two years are as follows:

- Facilitate the completion of any further constitutional review exercises in accordance with the timetable set by the Government.
- Complete construction of the new National Archive Building.
- Significantly expand the offshore capability of the RCIP's marine section
- Significantly increase the operational capabilities of the RCIP in terms of equipment and manpower
- Implement the Regulations for the Public Management and Finance Law and other guidelines to enable agencies to comply with best practices in record keeping
- Establish the National Emergency Management Agency and its activities following the lessons learnt from Hurricane Ivan.
- Redevelop the building for the Cadet Corp after Ivan
- To construct a Fire Sub Station in Bodden Town, providing additional fire coverage for the Eastern district.
- To strengthen and improve the overall control of our borders by increased efficiency through co-operation with other enforcement agencies, the use of joint intelligence and the use of the latest technology including biometric checks of passengers.
- To construct an internal business framework for which will establish a coherent and effective linkage between organizational objectives, individual objectives, job descriptions, targets, and performance.

Achievement during Year

The key strategic ownership goals for the Portfolio of Internal and External Affairs in 2006/7 were achieved as follows:

- Facilitated further constitutional review exercises in accordance with the timetable set by the Government.
- Implemented a series of activities and acquisitions to significantly expand the offshore capability of the RCIP's marine section

The following key strategic ownership goals for the Portfolio of Internal and External Affairs in 2005/6 were not achieved in 2005/06:

- Complete construction of the new National Archive Building.
- Implementation of the Regulations for the Public Management and Finance Law and other guidelines to enable agencies to comply with best practices in record keeping
- Redevelop the building for the Cadet Corp after Ivan
- To construct a Fire Sub Station in Bodden Town, providing additional fire coverage for the Eastern district.
- To strengthen and improve the overall control of our borders through the use of the latest technology including biometric checks of passengers.

5 Ownership Performance Targets

5.1 Financial Performance

Financial Performance Measures	2006/7	2006/7	Annual
	Actual	Budget	Variance
	$000	$000	$000
Revenue from Cabinet	64,511	63,962	(549)
Revenue from ministries, portfolios, statutory authorities, government companies	5,966	5,981	15
Revenue from others	4,765	3,568	(1,197)
Surplus/deficit from outputs	(4,007)		4,007
Ownership expenses			
Operating Surplus/Deficit	**(4,007)**		4,007
Net Worth	**12,068**	**38,612**	**(26,544)**
Cash flows from operating activities	662	2,932	2,270
Cash flows from investing activities	(12,801)	(18,796)	(5,995)

Financial Performance Ratios	2006/07 Actual %	2006/07 Budget %	Annual Variance
Current Assets: Current Liabilities	54	158	111
Total Assets: Total Liabilities	194	1167	672

5.2 Maintenance of Capability

Physical Capital Measures	2006/07	2006/07	Annual
	Actual	Budget	Variance
	$'000	$'000	$'000
Value of total assets	$43,597	$45,839	($2,242)
Asset replacements: total assets	-	53%	-
Book value of assets: initial cost of those assets	-	55%	-
Depreciation: cash flow on asset purchases	18%	13%	-5%
Changes to asset management policies	None	None	None

Major New Entity Capital Expenditures for the Year	**2006/07 Actual $'000**	**2006/7 Budget $'000**	**Annual Variance $**
Vessels and Other Assets for RCIP	-	1,418	1,418
Police Marine Facilities and Vessels	4,596	4,462	(134)
Development of Prison Facilities	350	350	-
Prisons: Segregations of Prison (Young Offenders, Juveniles, Mentally Challenged and Female)	487	400	(87)
Immigration: Document Imaging	692	950	258
Passport Office: Biometric Passport System	247	400	153
Bodden Town Fire Station	906	1,200	294
Fire: Relocation of Cayman Brac Fire Station	-	150	150
Emergency Operations Center Stand by Power	415	540	125
National Emergency Management Agency Furniture and Equipment	211	211	-
Hurricane Shelters Generators	742	600	(142)
Emergency Operations Center Extension	755	865	110
National Archive Building	77	4,000	3,923
Cadet Corp Building	2	170	168
Fit out Offices for Chief Secretary and Deputy Chief Secretary	163	250	87

Major Entity Capital Expenditure Commenced but not completed in previous years	**Anticipated Project Status at 1st July 2006**
Prison Workshop	60% Complete
LA Building Workshop	10% Complete

5.3 Risk Management

Key risks faced by the Portfolio	Change in status from 2005/6	Actions to manage risk	Financial value of risk
Natural Disaster – Loss of Vital Information	Unchanged	• Employees transfer vital Information on a regular basis to the Archives Department for proper storage. Examples of vital information transferred are Personnel Records, Cabinet papers etc.	
Natural Disaster – Loss of communications	Unchanged	• Ensure that contingency plans are in place	
Loss of Vital Human Resources	Unchanged	• Cross Training of staff ensuring that staff are well versed in all areas of operation to facilitate continued smooth operations in the event of loss of vital staff. • Succession Planning	
Equipment Failure or Loss	Unchanged	• Ensuring that IT Systems in the Portfolio of Internal and External Affairs are properly maintained and backed up on a regular basis to minimize data loss. • Ensuring that contingency manual systems are in place should an equipment failure occur.	
Security of Confidential Documents	Unchanged	• All confidential documents are kept locked away and are only accessed by authorised personnel.	
Inappropriate use of Coercive Power by Law Enforcement Officers	Unchanged	• Ensure that staff are properly trained in their respective areas • Close supervision by Supervisors to minimize such abuse	
Aging capital equipment base – leading to inability to supply outputs	Unchanged	• Ensure that capital equipment is maintained to a high standard • Identify and utilize opportunities to acquire replacement assets for lower than retail value	

6 Equity Investments and Withdrawals

Equity Movement	2006/07 Actual $000	2006/07 Budget $000	Annual Variance $000
Equity Investment from Cabinet into the Portfolio of Internal Affairs	$17,967	$15,966	$2,001
Capital (Equity) Withdrawal by Cabinet from the Portfolio of Internal and External Affairs	-	-	-

Part C

Financial Statements for the Year

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
STATEMENT OF RESPONSIBILITY FOR FINANCIAL STATEMENTS
For the year ended June 2007

These financial statements have been prepared by *Portfolio of Internal & External Affairs* in accordance with the provisions of the Public Management and Finance Law (2005 Revision)

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

To the best of my knowledge the financial statements are:

(a) complete and reliable except in relation to opening balances and entries transferred to the Portfolio without proper support and documentation and net book value of the fixed assets inventory;

(b) fairly reflect the financial position as at the end of 30 June 2007 based on available information; and

(c) partially comply with generally accepted accounting practice.

Franz Manderson
Chief Officer
PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
29th June 2011

Office of the Auditor General
CAYMAN ISLANDS

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

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

AUDITOR GENERAL'S REPORT

To the Members of the Legislative Assembly of the Cayman Islands

Report on Financial Statements:

I have audited the accompanying financial statements of the Portfolio of Internal and External Affairs which comprise the balance sheet as at 30 June 2007, and the operating statement, statement of changes in net worth, statement of cash flows, statement of commitments, and the statement of contingent liabilities for the year then ended and a summary of significant accounting policies and other explanatory notes as set out on pages 85 to 98 in accordance with the provisions of Section 44(3) of the *Public Management and Finance Law (2005 Revision)*.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards (IPSAS). This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility for the Financial Statements

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

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

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

Basis for Adverse Opinion on the Financial Statements:

Operating Statement

Outputs to Other Government Agencies
Due to unreconciled differences in excess of $400,000 which are likely to be a result of unrecorded revenue, I am unable to determine whether the 'Output to Other Government Agencies' balance of $5,966,000 is accurate and complete for the year ending 30 June 2007.

Supplies and Consumables
There were differences noted, particularly relating to lease agreements, as well as cut-off issues in which certain transactions were not recognized when they should have been; as a result, I am unable to determine the completeness and accuracy of the 'Supplies and Consumables' balance of $21,028,000 for the year ending 30 June 2007.

Depreciation Expense
I am unable to determine the existence, accuracy and completeness of property, plant and equipment and therefore I are unable to determine whether the related depreciation expense of $2,387,000 is fairly stated for the year ending 30 June 2007.

Capital Charge
The calculation of capital charge is based on the net worth of the Portfolio. However, as a result of issues noted above and net worth below; the 'Capital Charge' balance of $1,548,000 is not fairly stated for the year ending 30 June 2007.

Balance Sheet

Accounts Receivable
I noted gross individual transactions totalling $1,023,000 recorded in error (with a net overstatement of $268,000) as well as other issues in regards to some revenue and the related receivable amounts possibly not being recorded as described under "Outputs to Other Government Agencies". Therefore, I am unable to determine the completeness and accuracy of the accounts receivable balance of $7,131,000 as at 30 June 2007.

Property, Plant & Equipment and Depreciation:
I am unable to determine the ownership, existence, valuation, accuracy and completeness of property, plant and equipment due to the following:

- A difference of $1,790,000 was noted between the sub ledger and the general ledger. In addition, a credit balance of $2,673,174 brought forward from the previous year in the fixed asset mass additions clearing account which could not be verified, there is a possibility that fixed assets may be understated by this amount;
- risks associated with compiling a register several years after year end without being able to identify what assets were disposed of and where no previous controls where in place to prevent misappropriation of fixed assets; and
- not being provided with documentation to support: the ownership of several material fixed assets and the fair values of property, plant and equipment.

Therefore, the balance of $24,876,000 as at 30 June 2007 is not fairly stated.

Accounts Payable

I noted gross individual transactions totalling $1,018,000 recorded in error (with a net understatement of $77,000). Therefore, I have been unable to verify the existence, completeness and accuracy of the 'Accounts payable' balance of $14,234,000 as at 30 June 2007 and thus I am unable to determine if this balance is fairly stated.

Employee Entitlements

As in the prior financial year, lack of controls over record keeping of accrued vacation leave has resulted in significant variances between amounts recorded in the IRIS sub-ledger and the actual annual leave forms. Management has made an estimate of the amount of annual leave owing, but there is not sufficient appropriate audit evidence to support this estimate. As a result, I am unable to determine whether the 'employee entitlements' balance of $3,176,000 reflected in the financial statements as at 30 June 2007 is fairly stated.

Net Worth:

Due to the issues brought forward from the 2005-06 in regards to the transfer of new departments to the Portfolio not being resolved, I am unable to determine whether the 'Net Worth' balance of $26,029,000 at year end 30 June 2007 is fairly stated.

Cash Flow Statement

I am unable to determine to accuracy of the cash flow statement due to the problems described in the proceeding paragraphs.

Statement of Commitments – Scope Limitation

I was not provided with the supporting schedule in a timely manner to allow for adequate verification of the amounts reflected in the statement of commitments; as a result, I am unable to determine whether the amounts presented are complete, accurate and in compliance with IPSAS 13.

Statement of Contingent Liabilities

No provision was set up for additional legal claims totalling $318,000 noted on subsequent correspondence from the Portfolio's legal representatives.

Non-compliance with significant presentation and disclosure requirements of IPSAS

The financial statements are required by Law to be prepared under IPSAS. However, we have noted several departures from IPSAS requirements regarding presentation and disclosure requirements. Therefore, I have concluded that the financial statements substantially lack critical information that would otherwise be presented if these statements had been prepared in accordance with IPSAS.

Standards which were not complied with/fully complied with include;

- IPSAS 1 – Presentation of Financial Statements (several items are not appropriately disclosed in the notes to the financial statements).
- IPSAS 17 – Property Plant & Equipment (additions & disposals are not clearly disclosed, etc.)
- IPSAS 15 – No disclosure was made of the overdraft facility with RBC of $10 million.
- IPSAS 19 – Provisions, Contingent Liabilities and Contingent Assets (full disclosure of claims against the Portfolio was not made)
- IPSAS 20 – Related Party Disclosure (no disclosure was made in regards to remuneration of key management personnel or other related party transactions).

Adverse Opinion on Financial Statements

In my opinion, because of the effects of the matters discussed in the proceeding paragraphs, the financial statements do not present fairly, in all material respects, the financial position of the Portfolio of Internal and External Affairs as of 30 June 2007 and of its financial performance and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

Other Matters:

Personnel Costs - RCIP Allowances illegally paid

The housing and laundry allowance paid by the RCIP department was two times greater than the amount set out in the Police Regulations. Although some form of evidence was produced to support approval for an increase in allowances for RCIP officers, the evidence presented was not specific enough and the Police Regulations remained unchanged resulting in an illegal payment of allowances being made. This excess payment of housing and laundry allowance combined 'based on the Police Regulations' is in the range of $1,500,000 to $1,850,000.

Non- Compliance with Public Management Finance Law

I draw attention to the fact that the Portfolio did not report the following as required under subsection 44(2) of the *Public Management and Finance Law (2005 Revision)*:

- Explanation of variances for actual versus budgeted ownership performance targets. In addition, there was no actual human capital measures reported.
- The Portfolio did not submit its statement of outputs delivered and financial statements to the Auditor General for audit and present its annual report to the Legislative Assembly in the timeframes required under subsections 44(3) and (5) of the *Public Management and Finance Law (2005 Revision)* (1st draft submitted 3rd July 2009) nor present its annual report to the Legislative Assembly within the required timeframe.

Non-Compliance Financial Regulations – Tendering

They were a few instances where we were not provided with information regarding tendering and as a result could not determine whether tendering procedures were followed.

Alastair Swarbrick, MA (Hons), CPFA
Auditor General

Cayman Islands
29 June 2011

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2007

	Note	2006/7 Actual $000	2006/07 Budget $000	2005/6 Actual $000
Revenue				
Outputs to Cabinet		64,511	63,962	57,401
Outputs to other government agencies		5,966	5,981	4,697
Outputs to others		4,765	3,568	2,956
Investment Revenue			-	
Donations			-	44
Domestic Levies on Goods and Service			-	
Other operating Revenue		297	-	90
Interest Revenue		110	-	
Total Operating Revenue		**75,649**	**73,511**	**65,189**
Operating Expenses				
Personnel costs	1	54,652	51,351	45,662
Supplies and consumables	2	21,028	17,955	22,296
Depreciation	3	2,387	2,933	1,465
Capital charge		1,548	1,254	563
Other operating expenses		41	18	7
Total Operating Expenses		**79,656**	**73,511**	**69,992**
Surplus from operating activities		**(4,007)**	**-**	**(4,804)**
Losses on foreign exchange transactions			-	
Losses on disposal or revaluation of non-current assets	4		-	
			-	
Surplus before extraordinary items		**(4,007)**	**-**	**(4,804)**
Extraordinary items	5			
Net Surplus		**(4,007)**		**(4,804)**

The accounting policies and notes on pages 91 to 98 form part of these financial statements.

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 JUNE 2007

	Note	2006/7 Actual 000	2006/7 Budget 000	2005/6 Actual 000
Opening balance net worth	17	**12,068**	**25,569**	**3,407**
Net (loss) / surplus		(4,007)		(4,804)
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses		**8,062**	**25,569**	**(1,397)**
Equity investment from Cabinet		17,967	15,966	8,943
Transfers in				4,523
Repayment of surplus to Cabinet				
Capital withdrawal by Cabinet				
Closing balance net worth		26,029	41,535	12,068

The accounting policies and notes on pages 91 to 98 form part of these financial statements.

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
BALANCE SHEET
AS AT 30 JUNE 2007

	Note	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Current Assets				
Cash and cash equivalents	6	11,236	1,684	726
Accounts receivable	7	7,131	5,097	5,216
Inventories	8	99	-	85
Other current assets		255	-	922
Total Current Assets		18,722	6,781	6,949
Non-Current Assets				
Property, plant and equipment	9, 17	24,876	39,058	17,991
Other non-current assets				
Total Non-Current Assets		24,876	39,058	17,991
Total Assets		43,597	45,839	24,940
Current Liabilities				
Accounts payable	10	14,234	2,285	10,710
Unearned revenue	11		-	17
Employee entitlements	12	3,176	1,033	2,008
Other current liabilities	10	108	986	88
Total Current Liabilities		17,518	4,304	12,824
Non-Current Liabilities				
Employee entitlements	13	51	-	48
Other non-current liabilities			-	
Total Non-Current Liabilities		51	-	48
Total Liabilities		17,568	4,304	12,872
TOTAL ASSETS LESS TOTAL LIABILITIES		**26,029**	**41,535**	12,068
Net worth				
Contributed capital	17	28,635	41,605	10,678
Asset revaluation reserve			-	
Accumulated surpluses		(2,605)	(70)	1,390
Total Net Worth		**26,029**	**41,535**	**12,068**

The accounting policies and notes on pages 91 to 98 form part of these financial statements.

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2007

	Note	2006/7 Actual $000	2006/07 Budget $000	2005/6 Actual $000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Coercive receipts			-	
Outputs to Cabinet		67,034	63,962	59,466
Outputs to other Government agencies		587	5,981	2,126
Outputs to others			3,568	
Interest received			-	79
Other receipts		6,739	-	539
Payments				
Personnel costs		(54,888)	(51,352)	(44,939)
Suppliers		(17,504)	(17,955)	(16,609)
Other payments		(160)	(1,272)	
Net cash flows from operating activities	14	**1,809**	**2,932**	**662**
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets	17	(9,271)	(18,796)	(12,801)
Purchase of investments		-	-	-
Proceeds from sale of non-current assets		-	-	-
Net cash flows from investing activities		**(9,271)**	**(18,796)**	**(12,801)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		17,968	15,966	11,784
Repayment of surplus		-	-	-
Capital withdrawal		-	-	-
Net cash flows from financing activities		**17,968**	**15,966**	**11,784**
Net (decrease)/increase in cash and cash equivalents		10,507	103	(355)
Cash and cash equivalents at beginning of period		**726**	**1,581**	**1,081**
Cash and cash equivalents at end of period	4	**11,233**	**1,684**	**726**

The accounting policies and notes on pages 91 to 98 form part of these financial statements.

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
STATEMENT OF COMMITMENTS
AS AT 30 JUNE 2007

Type	One year or less	One to five years	Over five years	Total
	$000	$000	$000	$000
Operating Commitments				
Non-cancellable accommodation leases	246	266		509
Total Operating Commitments	**246**	**266**		**509**
Total Commitments				

The accounting policies and notes on pages 91 to 98 form part of these financial statements..

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
STATEMENT OF CONTINGENT LIABILITIES
AS AT 30 JUNE 2007

Summary of Quantifiable Contingent Liabilities

	$000
Legal Proceedings and Disputes	
Potential Litigation against the Portfolio	817
Total Legal Proceedings and Disputes	**817**

There were several legal disputes against the Portfolio with potential claims totalling $817,000. The Portfolio made provisions in its income statement of approximately $320,000 to cover any potential claims.

The accounting policies and notes on pages 91 to 98 form part of these financial statements.

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
STATEMENT OF ACCOUNTING POLICIES
FOR THE YEAR ENDED 30 JUNE 2007

General Accounting Policies

Reporting entity
These financial statements are for the Portfolio of Internal & External Affairs, a wholly owned entity of the Government of the Cayman Islands.

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

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

Reporting Period
The annual reporting period is for the twelve months ended 30 June 2007.

Specific Accounting Policies

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

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

Expenses
General
Expenses are recognised when incurred.

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

Assets
Cash and cash equivalents
Cash and cash equivalents include cash held in the portfolio of internal & external affairs bank account and any money held on deposit with the Portfolio of Finance and Economics (Treasury).

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

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

Property, Plant and Equipment (including Infrastructure Assets)
Buildings are recorded at historical cost (or fair value as at time of first recognition) or valuation.

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

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

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

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

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

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

All foreign transactions are recorded at the spot rate of the time of the transaction and foreign balances are recorded at the fixed rate of 08.375 CI to each USD. The Portfolio only holds cash balances in CI or USD.

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
NOTES TO THE FINANCIAL STATEMENTS

NOTE 1: PERSONNEL COSTS

	2006/7 Actual $000	2006/07 Budget $000	2005/6 Actual $000
Salaries and wages (including employee pension contributions)	41,590	49,167	35,290
Employer pension expense	2,262	2,184	1,900
Other personnel costs	10,149	-	8,834
Movement in leave provision expense	651	-	(362)
Total Personnel Costs	**54,652**	**51,351**	**45,662**

NOTE 2: SUPPLIES AND CONSUMABLES

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Purchase of goods and services	18,886	15,910	20,864
Operating lease rentals	2,081	1,854	1,433
Other	62	191	
Total Supplies and Consumables	**21,028**	**17,955**	**22,297**

NOTE 3: DEPRECIATION

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Buildings-	319	579	235
Vehicles-	557	1,200	361
Aeroplanes-		120	
Boats-	20	150	9
Furniture and fittings -	135	56	124
Computer hardware and software-	230	200	127
Office equipment-	38	76	22
Other plant and equipment-	1,084	160	602
Other assets -	2	392	(15)
Total Depreciation	**2,387**	**2,933**	**1,465**

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

	Years
Buildings	15 – 50
Vehicles	5 - 10
Aeroplanes	N/A
Boats	9 - 20
Furniture and fittings	10 - 20
Computer hardware and software	3 -10
Office equipment	4 - 25
Other plant and equipment	5 - 20
Other assets	5 - 20

NOTE 5: EXCEPTIONAL ITEMS

During the year ended June 30, 2007, the portfolio billed $287,000 (2006: $1.3 million dollars) in recovery costs to other portfolios for work done on the recovery of damaged documents after the passage of Hurricane Ivan.

NOTE 6: CASH AND CASH EQUIVALENTS

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Cash on hand	14	8	8
Bank accounts	5,626	1,676	718
Deposits with Portfolio Finance and Economic (Treasury)	5,596		
Total Cash and Cash Equivalents	**11,236**	**1,684**	**726**

NOTE 7: ACCOUNTS RECEIVABLE

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Sale of goods and services		3,326	
Outputs to Cabinet	5,647	192	2,792
Outputs to other government agencies	810	-	1,275
Outputs to others		-	
Interest receivable		-	
Prepayments	673	344	165
Interest receivable		-	
Other receivables		519	984
Total Gross Accounts Receivable	7,131	4,381	5,216
Less provision for doubtful debts		-	
Total Net Accounts Receivable	**7,131**	**4,381**	**5,216**

NOTE 8: INVENTORIES

	2006/07 Actual $000	2006/07 Budget $000	2005/6 Actual $000
Raw Materials (including Consumable Stores)	-	-	-
Work in Progress	-	-	-
Finished Goods	-	-	-
Other inventories for use within one year	99	-	85
Total Inventories	**99**	**-**	**85**

NOTE 9.1 : Cost

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Land	1,801	2,344	655
Buildings	23,252	31,526	21,523
Vehicles	3,737	19,761	2,576
Aeroplanes			
Boats	427	4,591	208
Furniture and fittings	1,233	2,391	1,091
Computer hardware and software	1,231	4,831	893
Office equipment	1,186	1,065	1,056
Other plant and equipment	12,110	2,319	11,880
Other assets	1,793	5,883	(2,652)
	46,771	**74,711**	**37,230**

NOTE 9.2 : Accumulated Depreciation

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Buildings	14,643	20,510	14,002
Vehicles	1,413	9,926	856
Boats	57	1,341	136
Furniture and fittings	423	529	335
Computer hardware and software	608	1,264	311
Office equipment	695	894	525
Other plant and equipment	3,934	658	3,054
Other assets	22	531	21
Total Accumulated Depreciation	**21,895**	**35,653**	**19,240**

NOTE 9.3 : Net Book Value

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Land	1,801	2,344	655
Buildings	8,610	11,016	7,521
Vehicles	2,324	9,835	1,720
Boats	271	3,250	72
Furniture and fittings	810	1,862	756
Computer hardware and software	622	3,567	582
Office equipment	491	171	531
Other plant and equipment	8,176	1,661	8,825
Other assets	1,771	5,352	(2,673)
Total Depreciation	**24,876**	**39,058**	**17,990**

NOTE 10: ACCOUNTS PAYABLE

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Trade Creditors	5,441	1,223	3,172
Operating lease rental		-	
Other Payables	1,031	-	210
Accrued expenses	7,762	1,062	7,328
Total	**14,234**	**2,285**	10,710

NOTE 11: OTHER NON-CURRENT LIABILITIES

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Unearned revenue			17
Total			17

NOTE 12: EMPLOYEE ENTITLEMENTS (CURRENT)

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Long service leave and other leave entitlements	1,674	1,033	1,026
Other salary related entitlements	1,502		982
Total Employee Entitlements	**3,176**	**1,033**	**2,008**

NOTE 13. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Long service leave and other leave entitlements NC	51		48
Other salary related entitlements NC			
Total	**51**		**48**

NOTE 14: RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS FROM OPERATING ACTIVITIES

	2006/7 Actual $000	2006/7 Budget $000	2005/6 Actual $000
Operating surplus/(deficit)	(4,007)		(4,804)
Non-cash movements			
Depreciation	2,387	2,932	1,465
Increase in provision for doubtful debts			
(Decrease)/increase in payables/accruals	4,718		6,684
Net (gain)/loss from sale of fixed assets			
Net gain/loss from sale of investments			
Increase in other current assets			
(Increase)/decrease in receivables	(1,289)		(2,683)
Net cash flows from operating activities	**1,809**	**2,932**	**663**

NOTE 15: EVENTS OCCURING AFTER BALANCE DATE (30 June 2007)

1. Conditions existing at balance date

Restoration costs were recorded for work done in 2007/08 totalling $1.3M in excess of the insurance settlement for documents damaged during Hurricane Ivan.

2. . Conditions after balance date

After the General Elections of 2009 a reorganisation of government departments resulted in the Fire Department and Archive Department being transferred to other Ministries while the Department of Community Rehabilitation was transferred to the Portfolio. The total impact on net worth was a reduction of approximately $11M. The Portfolio is unaware of any other conditions after the Balance sheet date.

NOTE 17: Other Operating Revenues

Other operating revenue includes interim insurance settlements of $271K for the damage to Fire Department assets as well as $16K for insurance settlements relating to Police assets.