Annual Report

of

Portfolio of Internal & External Affairs

For the 2005/6 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 2006.

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 2005/6, 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 2005/6 or as amended through the supplementary appropriation process.

Part A

Outputs Delivered During the Year

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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 2006 as set out on pages 6 to 70 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
PRI 4	Custody and Escorting/Supervision of Female Prisoners
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CNA 9	Document Recovery
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POL 3	Incident Response
POL 4	Summonsing and Prosecuting Services
POL 5	Processing and Detention of Police Prisoners
POL 6	Investigate Reported and Detected Crime
POL 7	Security Services (SUP $2.1mil)
POL 8	Policy Advice on Policing and Security Matters
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POL 12	Maritime and Aerial Patrols
IMM 1	Policy advice on Immigration matters
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IMM 8	Processing Work Permits
IMM 9	Processing Status and Permanent Residency Applications
IMM 10	Processing Trade & Business Licenses
IMM 11	Processing Business Staffing Plans
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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
PIE 20	Management of Hurricane Preparedness Activities
PIE 21	Issuance of Marriage Licenses
PIE 22	Issuance of Clearance for Military Aircraft
PIE 29	Support for the Boundary Commission
PIE 32	Hurricane Response
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 2006:

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 2005/06".

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 2006, 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 2006.

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

Alastair Swarbrick MA (Hons), CPFA
Auditor General

Cayman Islands
22 January 2011

2. Statement of Outputs Delivered

PRI 1	Custody and Escorting/Supervision of Adult Male Prisoners	$7,247,374

Description

Custody
- 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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Custody			
• Average Number of Prisoners held daily	171	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 Standards for the Minimum Treatment of Prisoners	100%	100%	
• Drug testing to be fairly administered against set procedure	100%	100%	
• Searches to be carried out in accordance with prison policies	100%	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%	100%	
Timeliness			
Custody			
• Access to Hospital Care available 24 Hours daily	90-100%	90-100%	
• Secure custody provided 24hrs/7 days per week	90-100%	90-100%	
• Medical nursing care available 8:00 am -5:00 pm	90-100%	90-100%	
Escort and external supervision			
• Prisoners to be presented to court on time	90-100%	90-100%	
Location HMP Northward			
Price (paid by Cabinet for the output)	$7,247,374	$7,246,373	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 2	Custody and Escorting/Supervision of Juvenile and Young Offenders	$763,660

Description

Custody
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

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	**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity			
Custody			
• Average number of Juveniles held daily	18		
• Average number of Young Offenders held daily		10-20	
• Number of Juveniles receptions monthly		20-30	
• Number of Young Offenders receptions monthly		4-8	
• Number of Young Offenders discharged monthly		8-10	
• Number of Juveniles discharged monthly		4-6	
• Number of Juveniles tested monthly		3-6	
• Number of Young Offenders tested monthly		2-4	
• Number of Cell Searches carried out monthly		4-6	
Escort and external supervision		6-8	
• Number of Juveniles/Young Offenders to Court monthly			
• Number of Juveniles/Young Offenders escorted to Hospital or Dentist monthly		30-50 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%	100%	
• Drug testing to be compliant with set procedure	100%	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%	100%	
Timeliness			
• Medical nursing care available 8:00 am -5:00 pm			
• Hospital Care available 24 Hours daily	90-100%	90-100%	
• Secure custody provided 24hrs/7 days per week	90-100%	90-100%	
• Prisoners to be presented to court on time	90-100%	90-100%	
	90-100%	90-100%	
Location			
HMP Northward (Eagle House)			
Price (paid by Cabinet for the output)	$763,660	$1,242,417	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 4	Custody and Escorting/Supervision of Female Prisoners		$1,135,872

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	**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity			
Custody			
• Average number of prisoners held daily			
• Number of receptions for the month	15	15-30	
• Number of releases for the month		0-10	
• Number of targeted and random drug tests monthly		0-10	
• Number of searches conducted monthly		0-15	
Escort and external supervision		10-15	
• 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%	100%	
• Compliance with drug testing standard	100%	100%	
• Searches to be carried out in accordance with Prison Policies	100%	100%	
Escort and external supervision	100%	100%	
• Escorts to be carried out in a safe and timely fashion; court supervision to be adequate for the classification and number of prisoners supervised			
Timeliness			
• Secure custody provided 24hrs/7 days per week			
• Prisoners to be presented to court on ti me	90-100%	90-100%	
• Medical nursing care available 8.00am – 5.00pm	90-100%	90-100%	
• Hospital care available 24 hours daily	90-100%	90-100%	
	90-100%	90-100%	
Location			
HMP Fairbanks			
Price (paid by Cabinet for the output)	**$1,135,872**	**$1,135,873**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 6	Rehabilitation and Educational Development of Adult Male Prisoners	$425,166

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Rehabilitation and Educational Development			
• Number of hours prisoner contact time by Prison Education Dept. per month		160-200	
• Number of prisoners attending educational classes per month		60-100	
• Number of prisoners attending rehabilitation/behaviour modification courses per month		60-100	
• Number of hours vocational training completed per month	1955	1240	
• Number of prisoners attending pre-release work experience programmes per month		26-50	
• Number of prisoners enrolled on correspondence courses per month		50	
Quality			
Rehabilitation and Educational Development			
• In house and external agency teachers to be qualified teachers	100%	100%	
• Behavioural modification facilitators to be qualified	90-100%	90-100%	
• Education classes offered by above to be provided in accordance with national standards	100%	100%	
• Work experience to be in line with personal development officer/education department's recommendation	100%	100%	
• Vocational courses to be taught by qualified and/or experience/certified persons	100%	100%	
Timeliness			
Rehabilitation and Educational Development			
• Internal work programmes to run Mon – Fri 8:30am until 11:30am and 1:30pm until 4:30pm	90-100%	90-100%	
• Work experience programme to run Mon – Fri, between 8am and 4pm	90-100%	90-100%	
• Education and vocational classes to be provided Mon-Fri as per programme	90-100%	90-100%	
Location			
HMP Northward			
Price (paid by Cabinet for the output)	**$425,166**	**$425,160**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 8	Operation of Caribbean Training Center	$76,581

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of in-house development training courses offered during the month for Cayman Islands Prison staff		8-10	
• Number of staff development courses offered to overseas territories and other countries for the quarter	52	2-3	
• Number of places, on above course, filled by officers from Cayman Island 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 courses 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%	90-100%	
Timeliness			
Courses to be run in accordance with published timetable	90-100%	90-100%	
Location			
HMP Northward Caribbean Training Center			
Price (paid by Cabinet for the output)	**$76,581**	**$76,582**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 11	Rehabilitation and Educational Development of Female Prisoners	$42,548

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Rehabilitation and Educational Development			
• Number of hours prisoner contact time by Prison Education Dept. per month	836	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		200-220H	
• Number of students enrolled on correspondence courses		5-7	
Quality			
Rehabilitation and Educational Development			
• In house and external Agency teachers to be qualified teachers	100%	100%	
• Behaviour modification facilitators to be qualified	90-100%	90-100%	
• Education classes offered by above to be provided in accordance with national standards	100%	100%	
• Work experience to be in line with personal development officer / education department's recommendation	100%	100%	
• Vocational courses to conducted by qualifies/certified/experienced persons	100%	100%	
Timeliness			
Rehabilitation and Educational Development			
• Internal work programmes to run Mon – Fri 8:30am until 11:30am and 1:30pm until 4:30pm	90-100%	90-100%	
• Work experience programme to run Mon – Fri, between 8am and 4pm	90-100%	90-100%	
• Education and vocational classes to be provided Mon-Fri as per programme	90-100%	90-100%	
Location			
HMP Fairbanks			
Price (paid by Cabinet for the output)	**$42,548**	**$94,989**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PRI 12	Rehabilitation and Educational Development of Juveniles and Young Offenders	$151,751

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, 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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Rehabilitation			
• Number of counseling hrs by Eagle House staff during period		960-1000	
• Number of YP/Juveniles attending counseling		20-30	
Development and Education			
• Number of education sessions offered by Eagle House staff during period	359	240-300	
• Number of Juveniles attending education		20-30	
• Number of juvenile/young offenders attending vocational training programmes		20-30	
• Number of students enrolled on correspondence courses		10	
Quality			
Rehabilitation			
• Counseling to be in line with the assessment of qualified counselor and MAISI assessment tool	90-100%	90-100%	
• Work experience to be in line with personal development officers recommendation	90-100%	90-100%	
Development and Education			
• In house and external Agency teachers to be qualified teachers	100% 100%	100% 100%	
• Education classes offered by above to be provided in accordance with national standards	100%	100%	
• Vocational courses to be conducted by qualified/certified/experienced person			
Timeliness			
Rehabilitation			
• In-house counseling to be provided as per Eagle House programme	90-100%	90-100%	
Development and Education			
• Education and vocational classes to be provided Mon – Fri, between 9am and 3:30pm	90-100%	90-100%	
Location			
Eagle House	151,751		
Price (paid by Cabinet for the output)	**$151,752**	**$213,550**	

Related Broad Outcomes:	
2: Address Crime and Improve Policing	

CNA 1	Preserving Vital Records	$0

Description

Identifying and securing vital records from government departments prior to a hurricane or other imminent disaster. Vital records are those essential to continue government operations. They secure the legal rights of government, its employees and the public, and they support essential government services.

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of government agencies contacted by regarding disaster preparedness	55	55 – 75	
• Percent of vital records boxes delivered to agencies (as determined by prior agreement with each agency) during first 24 hours of a hurricane "Watch".	100%	100%	
• Percent of requests to transfer vital records (as determined by prior agreement with each agency) met within the time announced that Archive is open during a "Watch".	100%	100%	
Quality			
• Criteria for Departmental Disaster Control Plans (DDCP) set by the National Archive for the NHC	Annual Guidelines	Annual Guidelines	
• Microfilm sub-master copies of vital (and historical) records that have not yet been stored in international storage sent to designated security companies in the UK and the US prior to the start of the hurricane season.	100%	100%	
Timeliness			
• Database of DDCP's updated, following Chief Secretary's instructions to all departments, (based on plans submitted by May 31st)	100%	100%	
• Preservation facilities available 24hrs/day, 7 days/week	100%	100%	
Location			
Records secured at the National Archive in Grand Cayman			
Price (paid by Cabinet for the output)	**$0**	**$59,369**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

CNA 2	Preservation of Archives and Records	$221,743

Description

Preserving original government records and archives from fire, flood, burglary, insect infestation, mould deterioration, chemical and physical degeneration, or unauthorised access. Special archival strong rooms provide the correct levels of temperature, relative humidity, security and flood and fire detection to preserve archives and records of different kinds (paper, film, video, computer tape and disc, photographic negatives and prints, etc.).The Preservation Section provides the theoretical and technical expertise to treat these archives and records. Government is purchasing this output on behalf of present and future generations.

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Number of files preserved in National Archive Facilities (thousands)	112	110 – 140	
Quality			
Preservation of records comply with published international standards of the Archive profession (BS 5454, BS 4971	98 – 100%	98 – 100%	
Timeliness			
24 hrs/day, 7 days/week, subject to the parameters noted in quantity and quality control.	100%	100%	
Location			
Records preserved at the National Archive in Grand Cayman.			
Price (paid by Cabinet for the output)	**$221,743**	**$339,772**	

Related Broad Outcomes:

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

CNA 3	Records Management	$290,043

Description

Provision of a records management system, 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. This output includes advising departments on filing systems, transferring and retrieving their semi-active records to and from the Records Centre, consulting with agencies on the policies for their records, advising them on the status of their records in relation to these policies. It also includes advising and assisting departments on the procedures for recovering water-damaged "records at risk" following a major disaster, such as Hurricane Ivan.

Measures	**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity			
• Number of agencies assisted with record management	82	45 - 60	
• Number of records management training sessions delivered to Civil Servants		20 - 40 departments	
• Number of records Management Bulletin		4 issues	
Quality			
• Percentage of Undamaged records processed, stored and accessed to international standards of the Archive profession	100%	100%	
• Provision of drafting instructions and advice, relating to the new Public Records Law, on behalf of Portfolio of the Civil Service to Legal Drafting	By June 30^{th}	By June 30^{th}	
• Operation of Records Centre (to borrow and return records in a timely and secure fashion) as records and centre are restored after Hurricane Ivan	Ongoing, as recovery permits	Ongoing, as recovery permits	
• Records management regulations and standards for retention, disposal and filing of public records are in place (BS/ISO 15489)	100%	100%	
Timeliness			
Storage 24 hrs/day, 7 days/week, except for interruptions caused by Ivan. Access in all usual government working hours, except as altered by Ivan and as subject recovery operations.	100%	100%	
Location			
National Archive and government departments			
Price (paid by Cabinet for the output)	**$290,043**	**$498,664**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

CNA 4	Microfilming	$623,707

Description

Microfilming archives and vital records. This output serves current and future researchers by enabling them to study information, where the originals are closed for preservation reasons, to study the same information at many locations (e.g. Grand Cayman, Cayman Brac and overseas); and government agencies both now and in the future by securing microfilm copies of vital records in security locations in the UK and the US.

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of master images produced.	500	500 – 1,000	
• Sub-master fiche produced for international storage		1,000 – 2,000	
• Images produced for use by researchers		2,000 – 4,000	
Quality			
Compliance with international archival standards for producing microfiche and microfilm, using the relevant laboratory tests. (BSI)	99 – 100%	99 – 100%	
Timeliness			
Service available during usual government working hours (8.30am – 5.00pm)	98 – 100%	98 – 100%	
Location			
National Archive			
Price (paid by Cabinet for the output)	**$623,707**	**$211,879**	

Related Broad Outcome

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

CNA 5	Acquisitions	$140,532

Description

Acquiring archives (on any medium) about the Cayman Islands, by donation or purchase, locally and abroad, together with all Caymanian publications, and important Caribbean publications, in order for present and future generations to understand Cayman's history and culture.

Measure	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Minimum new acquisitions or new collections	132	20 - 100	
Quality			
Compliance with international standards of archival appraisal. Relevance of archives and publications to Cayman's history and the history of the Caribbean, especially the Western Caribbean	100%	100%	
Timeliness			
Acquiring archives and publications as they become available through purchase of donation	100%	100%	
Location			
Throughout the Cayman Islands and overseas			
Price (paid by Cabinet for the output)	**$140,532**	**$117,655**	

Related Broad Outcomes:

3: Improve Education and Training

CNA 6	Public Access	$353,617

Description

To make archives and publications accessible to the public through preparation of descriptive lists and databases; and to provide access to historical information to researchers, students and the public within the Cayman Islands and overseas, and to provide copies of information and archival publications for sale

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Minimum number of researchers assisted per year (visiting researchers assisted by appointment as Reading Room will be used as Records Office until end of budget year).	520	200 - 300	
Quality			
Compliance with international standards for assisting researchers and provision of photographs and photocopies.	100%	100%	
Timeliness			
Access to the resources by appointment, Monday to Friday (9.00-4.30). Access for e-mail, fax and telephone enquiries, Monday –Friday (7.00-5.30)	100%	100%	
Location			
Services provided from the National Archive's facilities, Grand Cayman			
Price (paid by Cabinet for the output)	**$353,617**	**$263,856**	

Related Broad Outcomes:

3: Improve Education and Training

CNA 7	Advice	$59,365

Description

Provision of policy advice and information to agencies such as Ministries, Departments, Statutory Authorities, Committees and Private Sector on matters related to records, archives, history and culture

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Minimum number of agencies advised	26	15	
Quality			
Advice provided by qualified archive professionals in line with industry best practices	100%	100%	
Timeliness			
Service delivered to timescales agreed with requesting agencies	100%	100%	
Location			
Location of agency or project, or at the National Archive		As described	
Price (paid by Cabinet for the output)	**$59,365**	**$30,182**	

Related Broad Outcomes:

3: Improve Education and Training
9: Support the Economy

CNA 8	Outreach	$3,976

Description

Outreach, including presentations and talks in schools, for private or public sector institutions, and for archival organisations within the Caribbean and world-wide.

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Number of presentations in outreach programme	2	0 - 10	
Quality			
Presentations provided by qualified archive professionals highlighting industry best practices	100%	100%	
Timeliness			
Presentations delivered to timelines agreed with requesting agencies	100%	100%	
Location			
Cayman Islands, Caribbean and world-wide			
Price (paid by Cabinet for the output)	**$3,976**	**$8,442**	

Related Broad Outcomes:

3: Improve Education and Training

CNA 9	Document Recovery	$1,453,643

Description

Document Recovery for all government departments. Recovery of records damaged by Hurricane Ivan or placed at risk of mould by Hurricane Ivan and it's after effects.

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Volume of records recovered through freeze-drying	Ca. 4,000 cu ft	Ca. 4,000 cu ft	
Decontaminate those dried records that require decontamination by sterilization or other appropriate method.	100%	100%	
Clean those dried records that contain silt and dirt, etc.	100%	100%	
Identify and dry out all damp "records at risk" which may develop mould using desiccant dehumidification at the Town Hall, GT.	N/A	N/A	
Store and secure all treated records in appropriate storage facilities, secured against risks from the 2005/6 hurricane seasons.	Subject to new Archive building	Subject to new Archive building	
Quality			
Adherence to normal industry procedures and standards and to the requirements described in the contract with Belfor.	100%	100%	
Timeliness			
Water-damaged documents frozen by January 15th, 2005.	N/A	N/A	
90% of frozen documents dried.	30th June	30th June	
Location			
The Cayman Islands			
Price (paid by Cabinet for the output)	**$1,453,643**	**$125,810**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

CNA 10	Recovery of Archival Resources	$1,605

Description

Recovery of Archival Resources damaged by Hurricane Ivan, including photographs publications, tapes, microfiche and items of equipment.

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Identify all archival, bibliographical, and technical resources that are either water-damaged or at risk from water-damaged items.	N/A	N/A	
• Replace technical resources	June 2006	June 2006	
• Volume of Archival collections recovered through freeze-drying	90 - 100 cu ft	90 - 100 cu ft	
• Decontaminate those dried records that require decontamination by sterilization or other appropriate method.	90 – 100 cu ft	90 – 100 cu ft	
• Clean those dried records that contain silt and dirt, etc	90 – 100 cu ft	90 – 100 cu ft	
Quality			
Adherence to professional standards for conservation and repair.		As described	
Timeliness			
• Technical Equipment installed	30th June	30th June	
• Frozen records dried	30th June	30th June	
Location			
The Cayman Islands			
Price (paid by Cabinet for the output)	**$1,605**	**$24,081**	

Related Broad Outcomes:

3: Improve Education and Training

POL 1	Community Crime Prevention Promotion Activities	$1,752,282

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of victims of crime provided with advice	7962	8,000-10,000	
• Number of community groups organized		0-5	
• Number of school programs		2	
• Number of schools receiving programmes		15-18	
• Number of Press Releases		400-500	
• Number of community meetings		20-30	
Quality			
• Crime prevention advice to be relevant to the crime against the victim	98-100%	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%	98-100%	
• School programmes approved by Education Department and internal peer review	98-100%	98-100%	
• Press releases contain accurate information	95-100%	95-100%	
Timeliness			
Activities provided to timetable agreed	95-100%	95-100%	
Location			
• Community Groups and Press releases: Grand Cayman	100%	100%	
• Community Meetings: All three Islands	100%	100%	
• Other items: Grand Cayman and Cayman Brac	100%	100%	
Price (paid by Cabinet for the output)	**$1,752,282**	**$1,752,282**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

<table>
<tr><td>POL 2</td><td colspan="2">Police Patrols</td><td>$8,933,174</td></tr>
<tr><td colspan="4">Description
Patrolling of streets, residential and commercial areas</td></tr>
<tr><td>Measures</td><td>2005/06 Actual</td><td>2005/6 Budget</td><td>Variance</td></tr>
<tr><td>Quantity
Number of patrolling hours:
• Foot patrols – number of hours
• Bicycle patrols– number of hours
• Mobile (cars) – number of hours</td><td>51349</td><td>10,000-14,000
4,000-7,000
13,000-16,000</td><td></td></tr>
<tr><td>Quality
• Uniform patrols visible and interacting with the public
• Uniform and covert patrols targeted at locations and individuals identified by the Police</td><td>90-100%
90-100%</td><td>90-100%
90-100%</td><td></td></tr>
<tr><td>Timeliness
Patrolling occur 24 hours, 7 days but with different levels of patrolling in different areas at different times as determined by Intelligence</td><td>100%</td><td>100%</td><td></td></tr>
<tr><td>Location
Cayman Islands</td><td></td><td></td><td></td></tr>
<tr><td>Price (paid by Cabinet for the output)</td><td>$8,933,174</td><td>$8,933,174</td><td></td></tr>
<tr><td colspan="4">Related Broad Outcomes:
2: Address Crime and Improve Policing</td></tr>
</table>

POL 3	Incident Response		$2,615,312
Description Responding to reported and detected incidents			
Measures	**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity			
Number of incidents responded to	18698	21,000-24,000	
Quality			
• Appropriate Police response to emergency calls	99 - 100%	99 - 100%	
• Response in accordance with Police policies and procedures	99 - 100%	99 - 100%	
Timeliness			
• Provide a 24 hour response to all incidents requiring a Police presence	100%	100%	
• A response time of 15 minutes in urban areas and 20 minutes in rural areas	99 - 100%	99 - 100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$2,615,312**	**$2,615,311**	
Related Broad Outcomes: 2: Address Crime and Improve Policing			

POL 4	Summonsing and Prosecuting Services	$987,044

Description

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

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of Summons served	4934	3,000 – 4,500	
• Number of Warrants executed		250-300	
• Number of offences prosecuted		3,000-5,000	
Quality			
• Summons and Warrants served or executed in accordance with the Procedural Code and the terms of the Warrant	99 – 100%	99 – 100%	
• Prosecutions to be undertaken by trained prosecutors	100%	100%	
Timeliness			
• Summons and Warrants to be served or executed within 60 days	99 - 100%	99 - 100%	
• Prosecutions within 6 months of coming to Police notice	95 - 100%	95 - 100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$987,044**	**$987,042**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

POL 5	Processing and Detention of Police Prisoners	$1,335,243

Description

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

Measures	**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity			
Number of accused persons processed and detained	1890	2,000-4,000	
Quality			
• Processing conducted in accordance with the Police Law, other relevant Laws and Police policies and procedures	100%	100%	
• Detention is secure	100%	100%	
• Detainees legal and human rights observed in accordance with the Police Law, other relevant Laws, Judges Rules, and Police policies and procedures	100%	100%	
Timeliness			
Accused persons processed within 24 hours	99 – 100%	99 – 100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$1,335,243**	**$1,335,243**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

Notes – The total cost of supplying this output is $1,575,243. However, the receipt of $240,000 from other Government agencies reduces this to $1,335,243.

POL 6	Investigate Reported and Detected Crime	$7,918,736

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Number of investigations	2063	2,200 – 3,500	
Quality			
Investigations conducted in accordance with the Police Law, other relevant Laws and Police policies and procedures	100%	100%	
Timeliness			
• Investigate on a prioritized basis, but within 24 hours of formal reporting of complaint	95 – 100%	95 – 100%	
• A centralized complaints desk will receive telephone and walk-in complaints 24 hours a day	100%	100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$7,918,736**	**$7,918,735**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

POL 7	Security Services	$2,899,043

Description

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

- Security for Government members
- Security for VIP's when necessary
- Security for Money transfer for Monetary Authority
- Security for special events

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Security for VIP's: number of hours	411	200 - 350	
• Security for money transfer for Monetary Authority: number of hours		600-700	
• Security for events such as international conferences on the island events		2 - 6	
Quality			
Officers providing security have appropriate and adequate security training	100%	100%	
Timeliness			
• Security for money transfer for Monetary Authority: in accordance with specified times	100%	100%	
• Other security: when requested	98 - 100%	98 - 100%	
•			
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$2,899,043**	**$2,899,043**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

POL 8	Policy Advice on Policing and Security Matters			$269,397

Description

Provide advice to HE The Governor, The Chief Secretary and Cabinet on policing and security issues

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of oral briefings by the Commissioner of Police to the HE The Governor and Chief Secretary	41	50-70	
• Number of policy advice papers and reports		4 - 8	
Quality			
• Oral briefings include all current security matters	98 - 100%	98 - 100%	
• Policy papers technically accurate and complete	99 - 100%	99 - 100%	
Timeliness			
• Oral briefings: weekly	96 – 100%	96 – 100%	
• Policy papers: ongoing throughout the period	100%	100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$269,397**	**$293,936**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

POL 9	Firearm Vetting and Licensing			$114,170
Description Vetting of firearm applications and issuing of firearm licenses				
Measures	**2005/06 Actual**	**2005/6 Budget**	**Variance**	
Quantity				
• Number of firearm applications vetted • Number of licenses issued	238	300-500 225-375		
Quality				
• Firearms icenses only issued to persons with no criminal convictions	100%	100%		
• All premises certified secure safe prior to issuing of license	100%	100%		
Timeliness				
Applications vetted within 90 days of receipt	95 – 100%	95 – 100%		
Location				
Cayman Islands				
Price (paid by Cabinet for the output)	**$114,170**	**$114,170**		
Related Broad Outcomes: 2: Address Crime and Improve Policing				

POL 12	Maritime and Aerial Patrols	$1,397,554

Description
Patrolling of the territorial waters of the Cayman Islands

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Number of patrolling hours:			
• Sea patrols– number of hours • Aerial patrols – number of hours	3196	2,500-4,500 200 - 500	
Quality			
Patrols targeted at areas identified by Police information	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%	100%	
Location			
Within the territorial waters of the Cayman Islands	100%	100%	
Price (paid by Cabinet for the output)	**$1,397,554**	**$1,397,554**	

Related Broad Outcomes:
2: Address Crime and Improve Policing

Note: This is a new output in 2005-06, and was previously delivered under output POL 2.

IMM 1	Policy advice on Immigration matters			$152,800
Description Provision of information and policy advice to the Chief Secretary, Ministers and Cabinet on Immigration matters and the supply of various Immigration statistics such as Visitors Extension, Work Permits, Caymanian Status, Permanent Residence, Arrests/Convictions of foreign nationals, Deportable persons and those persons being considered for parole, and Refugees				
2005/06 Actual		**2005/6 Budget**	**Variance**	
Quantity Number of hours spent on provision of policy advice	**531**	1000 - 1200		
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, Caymanian Status, Permanent Residence, Business Staffing Plans, and other categories in a manner that will be comprehensive and accurate	100% 100% 100%	100% 100% 100%		
Timeliness Provide monthly or within two weeks of request	90-100%	90-100%		
Location Grand Cayman				
Price (paid by Cabinet for the output)	**$152,800**	**$183,169**		
Related Broad Outcomes: 2: Address Crime and Improve Policing 9: Support the Economy				

IMM 2	Issuance of Visas	$384,454

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of student visas issued		400-500	
• Number of foreign visitors visas issued	744	2,500-3,500	
• Number of student notification letters distributed		300-400	
• Number of visa notifications		2,500-3,500	
Quality			
• Compliance with Section 78, of the Immigration Law (2003) and established guidelines	99-100%	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%	99-100%	
• Sufficient and correct information received from applicants	96-100%	96-100%	
Timeliness			
• Processing time of a complete application from receipt to dissemination will be 10 working days	95-100%	95-100%	
• Letters issued within 3 working days of the Chief Immigration Officer's decision	98-100%	98-100%	
Location			
Grand Cayman	100%	100%	
Price (paid by Cabinet for the output)	**$384,454**	**$283,939**	

Related Broad Outcomes:

9: Support the Economy

IMM 3	Issue Extension of Stay	$413,134

Description

Issue extensions of stay to visitors and ex-residents

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Number of extensions processed	**13824**	12,000-18,000	
Quality			
• Extensions issued, comply with section 57 of the Immigration Law (2003) and established guidelines	99-100%	99-100%	
• Referrals to counter supervisor to contain all the relevant information	99-100%	99-100%	
•			
Timeliness			
Applications processed within 15mins of receipt, providing relevant information is submitted without errors or omissions	98-100%	98-100%	
Location			
Grand Cayman	100%	100%	
Price (paid by Cabinet for the output)	**$413,134**	**$413,134**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

IMM 5	Immigration Appeal Statements	$168,875

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 Caymanian Status and Permanent Residency Board, (iii) the Business Staffing Plan Board, and (iv) the Trade & Business Licensing Board

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Number of appeal statements produced	**80**	110-180	
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%	100%	
• Contain the relevant sections of the law/directives, upon which the decision was based	100%	100%	
Timeliness			
Will be processed within 3 months of receipt of appeal statement request	96-100%	96-100%	
Location			
Grand Cayman	100%	100%	
Price (paid by Cabinet for the output)	**$168,875**	**$69,633**	

Related Broad Outcomes

10: Open, Transparent, Honest and Efficient Public Administration

IMM 6	Detection and Prosecution of Immigration Offenders	$672,189

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of files processed by the Enforcement Section from the Work Permit Board, Caymanian Status & Permanent Residency Board, Business Staffing Plan Board, and Trade & Business Licensing Board	184	100-150	
• Number of reports to the Boards concerning foreign nationals convicted for criminal offences that have provided false information to the statutory Boards		35-60	
• Number of construction sites, guess-houses/hotels visited		70-120	
• Number of case files created for Legal Department		70-90	
• Number of interviews conducted/witness statements taken		80-120	
• Number of search warrants executed/revocation of leave to remain in the islands served		35-70	
Quality			
• All interviews will be conducted with the Judges' Rules and the rules of natural justice	99-100%	99-100%	
• All investigations will be conducted with the highest degree of probity and professionalism	100%	100%	
• Objective reports entailing sound evidence will be presented to support conclusions reached	100%	100%	
• Visits will be conducted professionally and authorized by Senior Immigration Officers and above	98-100%	98-100%	
• Files will contain all the relevant information required to assist the Legal Department	90-100%	90-100%	
Timeliness			
• Files to be acted on within 4 days of arrival in the Enforcement Section	90-100%	90-100%	
• Reports will be submitted within 14 days of the conclusion of the case	95-100%	95-100%	
• Case file submitted to Legal Department within 10 days of an arrest, which is taken to prosecution stage	96-100%	96-100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$672,189**	**$733,970**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

IMM 7	Entry and Embarkation Control	$1,839,451

Description

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

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Thousands of persons processed	1693	2,100-2,500	
Quality			
Each passenger processed in accordance with the Immigration Law and established guidelines	99 -100%	99 -100%	
Timeliness			
Passengers from vessels and aircraft should be cleared within 25 minutes	98-100%	98-100%	
Location			
Cayman Islands	100%	100%	
Price (paid by Cabinet for the output)	**$1,839,451**	**$1,882,850**	

Related Broad Outcome

2: Address Crime and Improve Policing

IMM 8	Processing Work Permits		$1,793,353

Description

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

Measures	**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity			
• Number of temporary work permit applications processed	14801	12,000-17,000	
• Number of temporary work permit agendas produced		300-400	
• Number of annual work permits processed		16,000-19,000	
• Number of annual work permit agendas produced		100-150	
Quality			
• Compliance with Immigration Law (2003), Immigration Directives, Immigration Regulations, and established guidelines	99-100%	99-100%	
• Files and agenda prepared with accuracy and completeness	99-100%	99-100%	
• Temporary Work Permit files reviewed and signed off by Manager, T.W.P. Section, and the Chief Immigration Officer or his designate	100%	100%	
• Annual Work Permits reviewed and signed off by the Secretary, Work Permits Board	100%	100%	
• Percentage of applications per agenda with sufficient information on file	98-100%	98-100%	
• Percentage of Work Permits issued containing accurate information	99-100%	99-100%	
Timeliness			
• Processing time of a complete application from receipt to dissemination of decision will be up to 5 weeks for Annual Work Permits and up to 5 business days for Temporary Work Permits	90-100%	90-100%	
• Decision letter issued within 10 days of Work Permit Board decision for Annual Work Permits, and 4 days for Temporary Work Permits	90-100%	90-100%	
Location			
Grand Cayman			
Price (paid by Cabinet for the output)	**$1,793,353**	**$1,927,359**	

Related Broad Outcomes:

9: Support the Economy

IMM 9	Processing Status and Permanent Residency Applications	$276,784

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of Caymanian Status applications and notifications processed	1224	1,500-3,000	
• Number of Permanent Residence applications and notifications processed		600-1,000	
• Number of agendas produced		20-30	
Quality			
• Compliance with Immigration Laws and directives	99-100%	99-100%	
• Files and Agendas prepared with due care, accuracy and completeness	100%	100%	
• Agendas reviewed and signed off by Secretary, Caymanian Status and Permanent Residency Board or their designates	100%	100%	
Timeliness			
• Processing time from receipt of application to dissemination of decision will be up to 6 weeks	95-100%	95-100%	
• Letters issued within 15 days of decision	98-100%	98-100%	
• Percentage of deferred applications per agenda due to insufficient information on file	98-100%	98-100%	
• For Permanent Residence – Letters issued within 2 weeks of Boards decision	98-100%	98-100%	
Location			
Grand Cayman	100%	100%	
Price (paid by Cabinet for the output)	**$276,784**	**$276,784**	

Related Broad Outcomes:

9: Support the Economy

Notes: The total cost of supplying this output is $770,885. However, the receipt of $494,101 from other third parties reduces this to $276,784.

IMM 10	Processing Trade & Business Licenses	$487,051

Description

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

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of Trade & Business Licenses applications processed	4067	1,900-2,500	
• Number of Local Company Control Licenses processed		160-300	
• Number of Agendas produced		50-60	
Quality			
• Compliance with the Trade & Business Licensing and Local Companies Control Laws	99-100%	99-100%	
• Files and Agendas prepared with due care, accuracy and completeness	100%	100%	
• Agendas reviewed and signed off by Secretary, Trade & Business Licensing Board or their designate	100%	100%	
Timeliness			
• Processing time of a complete application from receipt to dissemination of a decision will be up to 15 business days	98-100%	98-100%	
• Decision letters issued within 10 business days of Trade & Business Licensing Board decision	98-100%	98-100%	
Location			
Grand Cayman	100%	100%	
Price (paid by Cabinet for the output)	**$487,051**	**$560,808**	

Related Broad Outcomes:

9: Support the Economy

IMM 11	Processing Business Staffing Plans	$289,998

Description

Processing Business Staffing Plan applications on behalf of the Business Staffing Plan Board

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of Business Staffing Plan applications processed	50	20-40	
• Number of Agendas produced		20-40	
Quality			
• Compliance with Section 34 of the Immigration Law (2003)	99-100%	99-100%	
• Files and Agendas prepared with due care, accuracy and completeness	100%	100%	
• Agendas reviewed and signed off by Secretary, Business Staffing Plan Board or their designate	100%	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 45 days	98-100%	98-100%	
• Presentation of work permit applications received under a business staffing plan authority will be processed within 3 weeks	98-100%	98-100%	
Location			
Grand Cayman	100%	100%	
Price (paid by Cabinet for the output)	**$289,998**	**$291,810**	

Related Broad Outcomes:

9: Support the Economy

EMC 1	24 Hour Emergency Response	$1,142,730

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of calls received for Police, Fire & EMS and reports generated as a result.	8165	8,000 – 9,000	
• Number of vehicle, traffic and weapon violation provided to Police personnel carrying out vehicle stops/checks.		10,000 – 11,000	
• Number of wrong numbers and general information provided to the general public. Number of abandoned calls (hang-ups)		85,000 – 95,000	
• Number of Presentations made to Schools & Businesses.		10 -16	
Quality			
• Correct information obtained and passed on to responding emergency personnel and correct radio protocol followed.	100%	100%	
• Regular quality assurance reports prepared by Supervisors.	100%	100%	
• Presentations are relevant and importance understood by participants.	100%	100%	
Timeliness			
• Calls answered within 10 seconds.	100%	100%	
• Number of reports meeting 2 minute time frame.	100%	100%	
• Emergency personnel dispatched within 60 seconds of call initiation.	100%	100%	
Location			
Throughout the Cayman Islands			
Price (paid by Cabinet for the output)	**$1,142,730**	**$1,142,731**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PIE 5	Subsidy for the provision of Visa, Passport and Other Travel Documents	$157,623

Description

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

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of Passports issued	2392	3,500-4,000	
• Number of Waivers		3,300-4,000	
• Number of Certificate of Identity/Document for Travel		78-120	
• Number of Travel Document for Refugees		0 – 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%	99-100%	
• All applications checked and issued by Passport Officer or the Administrative Officer	99-100%	99-100%	
Timeliness			
• Passports issued 1-2 weeks after application	99-100%	99-100%	
• Waivers issued 2 working days after application	99-100%	99-100%	
• Certificate of Identity/Document for Travel issued 3 working days after application	99-100%	99-100%	
• Courier to USA Embassy – 3-4 weeks	99-100%	99-100%	
• Courier to British High Commission – Jamaica – 2 weeks	99-100%	99-100%	
• Courier service to UK Passport office – Liverpool – 4-6 weeks	99-100%	99-100%	
Location			
Grand Cayman	100%	100%	
Price (paid by Cabinet for the output)	**$157,623**	**$154,934**	

Related Broad Outcomes:

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

Note: The total cost of supplying this output is $614,934. However, the receipt of $460,000 from other third parties reduces this to $154,934

PIE 6	Maintenance of the Electoral Register		$201,206
Description Maintenance of the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters			
Measures	**2005/06 Actual**	**2005/6 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%	97 – 100%	
Timeliness			
Report produced every quarter	100%	100%	
Location			
Grand Cayman	100%	100%	
Price (paid by Cabinet for the output)	**$201,206**	**$201,205**	
Related Broad Outcomes: 10: Open, Transparent, Honest and Efficient Public Administration			

PIE 12	Enforcement of Immigration Laws relating to Deportation, Authentication and Status			$14,372

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of Governor's Permit issued	7	1-2	
• Number of deportation and exclusion orders issued		12-24	
• Number of Authentication letters issued		40-80	
• Number of status submissions processed		0-4	
Quality			
All matters are handled in accordance with the Immigration Law	100%	100%	
Timeliness			
All services: 1 day - 4 weeks	90-100%	90-100%	
Location			
Grand Cayman	14,371	100%	
Price (paid by Cabinet for the output)	**$14,372**	**$34,990**	

Related Broad Outcomes:

2: Address Crime and Improve Policing

PIE 14	Information to the Public on Naturalisation, Immigration and Passport Matters	$78,880

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Number of enquiries	6400	4,200-5,000	
Quality			
Information provided is accurate and in accordance with relevant legislation	99-100%	99-100%	
Timeliness			
Information provided: immediately - 5 working days	95-100%	95-100%	
Location			
Grand Cayman	100%	100%	
Price (paid by Cabinet for the output)	**$78,880**	**$46,265**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

PIE 15	Co-ordination of Official Visits and Ceremonial Occasions	$13,467

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of official visits coordinated • Number of events coordinated	2	5-10 3-4	
Quality			
All required activities arranged satisfactorily	98-100%	98-100%	
Timeliness			
Arrangements completed in time for each visit or event	98-100%	98-100%	
Location			
Cayman Islands	100%	100%	
Price (paid by Cabinet for the output)	**$13,467**	**$35,208**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

PIE 19	Policy Advice to the Hon. Chief Secretary		$176,070
Description Policy Advice to the Hon Chief Secretary on policing, immigration, public administration and other matters			
Measures	**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity			
Number of hours spent on providing policy advice	21	1600 –2,000	
Quality			
• All reports and papers will be prepared with due care and will define issues clearly both in nature and scope	95-100%	95-100%	
• All reports and papers will be researched and data properly analyzed to ensure accuracy and comprehensiveness	95-100%	95-100%	
Timeliness			
All documents will be submitted in accordance with schedules as agreed by the Chief Secretary	98-100%	98-100%	
Location			
Grand Cayman			
Price (paid by Cabinet for the output)	**$176,070**	**$327,527**	
Related Broad Outcomes: 10: Open, Transparent, Honest and Efficient Public Administration			

PIE 20	Management of Hurricane Preparedness Activities	$30,220

Description

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

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Hurricane shelters available • Meetings of the National Hurricane Committee	**21**	21 10-30	
Quality			
• All National Hurricane Plan requirements are complied with	95-100%	95-100%	
Timeliness			
• All hurricane shelter capacity is available in the event of a hurricane occurring	100%	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%	95-100%	
Location			
Grand Cayman			
Price (paid by Cabinet for the output)	**$30,220**	**$47,340**	

Related Broad Outcomes:

1: Deal with the Aftermath and Lessons from Hurricane Ivan

PIE 21	Issuance of Marriage Licenses			$31,825
Description Issuance of the Governor's Special Marriage Licenses to Visitors				
Measures		**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity				
Number of marriage licenses issued		**351**	450-550	
Quality				
Licenses issued within accordance with the Marriage Law		99-100%	99-100%	
Timeliness				
Licenses issued within 30 minutes of receipt of application		85-95%	85-95%	
Location				
Grand Cayman				
Price (paid by Cabinet for the output)		**$31,825**	**$33,142**	
Related Broad Outcomes: 9: Support the Economy				

PIE 22	Issuance of Clearance for Military Aircraft	$2,489

Description

Issuance of Official Clearance for transiting military aircraft

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Number of aircraft clearances issued	43	80-100	
Quality			
Clearances issued in accordance with internal policies	100%	100%	
Timeliness			
Clearance issued within 24 hours of request	99-100%	99-100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$2,489**	**$1,171**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

PIE 29	Support for the Boundary Commission		$0
Description Preliminary work from the Elections office for the process of Constitutional Reform including (but not limited to): • Work on Boundary Proposals • Preliminary work for consultations exercise • Consultations with Constitutional Reform working groups • Amendments to current Elections Legislation			

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Number of Hours spent on Preliminary Constitutional Reform		900 - 1300	
Quality			
Work on Preliminary Constitutional Reform carried out by experienced Elections Office Staff.	100%	100%	
Timeliness			
Work carried out to timetable agreed with Cabinet	100%	100%	
Location			
Grand Cayman			
Price (paid by Cabinet for the output)	**$0**	**$100,000**	

Related Broad Outcomes: 10: Open, Transparent, Honest and Efficient Public Administration	

PIE 32	Hurricane Response	$0

Description

Provision of services by the National Hurricane Committee following the impact of a Hurricane

Measures	2005/06 Actual	2005/6 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%	100%	
Timeliness			
Shelters remain open until alternative accommodation is found for displaced people.	100%	100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$0**	**$282,330**	

Related Broad Outcomes:

1: Deal with the Aftermath and Lessons from Hurricane Ivan

PIE 33	Administrative Services and Advice to the Parole Board		$116,291
Description Policy Advice to the Hon Chief Secretary on policing, immigration, public administration and other matters			

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of inmates' profiles reproduced, collated and distributed to Board Members	360	700 – 900	
• Number of written correspondence to Governor, inmates and relative agencies		400 – 700	
• Number of inmates eligible for parole		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 distribution	100%	100%	
• Ensure that all necessary information is submitted for inmate profiles	100%	100%	
Timeliness			
• Distribute relevant correspondence to Parole Board within 2 weeks after Board Meetings and/or receipt of query	90-100%	90-100%	
• Maximum time to distribute material to Board Members is 5 working days prior to Board Meetings	90 – 100%	90 – 100%	
Location			
Grand Cayman			
Price (paid by Cabinet for the output)	**$116,291**	**$84,106**	

Related Broad Outcomes:

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

Note: This was formally output MCS6 under the Ministry of Community Services

LGL 1	Sale of Laws	$57,066

Description

Sale of Cayman Islands Laws to the Public

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Number of Laws sold	5526	10,000 - 12,000	
Quality			
Laws provided are the current revision or amendment	99 – 100%	99 – 100%	
Timeliness			
• Orders taken at window: within 5 minutes	95 – 100%	95 – 100%	
• Orders taken by Email/Fax/Letter: Prepared within 15 minutes	95 – 100%	95 – 100%	
Location			
Grand Cayman			
Price (paid by Cabinet for the output)	**$57,066**	**$86,756**	

Related Broad Outcomes:

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

Notes – The total cost of supplying this output is $128,348. However, the receipt of $41,592 from other third parties reduces this to $86,756.

LGL 2	Servicing and Supporting Sittings of the House	$360,272

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of sitting days	55	70 – 110	
• Number of Hansard produced		70 – 110	
• Number of Committee meetings scheduled		60 – 100	
• Number of Order Papers, Daily Journals, Agendas and minutes of proceedings prepared		300 – 500	
• Number of Reports from Committees prepared		20 – 40	
• Number of hours of spent on advice and information research		350 – 500	
Quality			
• Papers, agendas and minutes are accurate and reflect decisions	99 – 100%	99 – 100%	
Timeliness			
• Documents required for the House to sit prepared before House sits on sitting days	100%	100%	
• Clerks-at-the-Table and Sergeant-at-Arms duties, recording of proceedings: at all times when House is sitting	100%	100%	
• Maintenance of the Order Book and records: before the commencement of the next meeting	90 – 100%	90 – 100%	
• Provision of Daily Journals by the end of the next day:	95 – 100%	95 – 100%	
• Daily Hansard prepared within 6 months of the sitting	95 – 100%	95 – 100%	
• Bills, Motions and Questions: examined before, and proofed/certified after, consideration by the House	100%	100%	
Location			
Grand Cayman			
Price (paid by Cabinet for the output)	**$360,272**	$856,426	

Related Broad Outcome

10: Open, Transparent, Honest and Efficient Public Administration

LGL 3	Support for the Speaker and MLAs	$291,701

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Parliamentary Prayer Breakfast		1	
• Number of hours spent on administrative support and research	540	400– 600	
• Number of Tours		20 – 50	
Quality			
Advice provided by suitably qualified personnel	100%	100%	
Timeliness			
• Advice and information research provided within 3 days of request	95%	95%	
• Parliamentary Prayer Breakfast annually	100%	100%	
• Secretarial and administrative support: within 1 day of request	90 – 100%	90 – 100%	
• Tours provided upon request on any day the House is not sitting	95 – 100%	95 – 100%	
Location			
Grand Cayman	100%	100%	
Price (paid by Cabinet for the output)	**$291,701**	**$226,015**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

LGL 4	Management of the Legislative Assembly Building			$210,596
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		**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity				
Number of working days that the Legislative Building is operative		204	220 - 250	
Quality				
• Security provided by trained security staff		100%	100%	
• Equipment operative when building open		95 – 100%	95 – 100%	
Timeliness				
Facilities provided are operative every working day		95 – 100%	95 – 100%	
Location				
Grand Cayman				
Price (paid by Cabinet for the output)		**$210,596**	**$178,884**	
Related Broad Outcomes: 10: Open, Transparent, Honest and Efficient Public Administration				

LGL 5	Support for the Cayman Island Branch of the CPA	$16,080

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	**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity			
• Number of AGMs organized	1	1	
• Number of CPA Executive Meetings organized and supported		2 – 4	
• 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%	100%	
• Arrangements for overseas visits cover all travel and logistical matters	95 – 100%	95 – 100%	
Timeliness			
• AGM organized annually	100%	100%	
• Other activities when agreed with CPA members	95 – 100%	95 – 100%	
Location			
Grand Cayman			
Price (paid by Cabinet for the output)	**$16,080**	**$75,790**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

CAD 1	Cadet Corp Training Program	$267,360

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of Cadet places	84	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%	95 - 100%	
• Drill training by competent drill instructors	95 - 100%	95 - 100%	
• Civic knowledge should supplement and expand on the national curriculum	95 - 100%	95 - 100%	
Timeliness			
• Programme operates outside school hours Monday to Friday and every Saturday during school term; Ongoing throughout the period	1 school year	1 school year	
• Length of programme per intake			
Location			
Grand Cayman			
Price (paid by Cabinet for the output)	**$267,360**	**$384,398**	

Related Broad Outcomes:

3: Improve Education and Training

GOV 1	Management/Maintenance of Government House	$952,394

Description

Management of Government House including:

- Co-ordination of food preparation for H. E. and guests
- Maintenance of Government House and grounds

Measures	**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity			
• Numbers of guests served and catered to • Upkeep of House and grounds	10	5,000-6,500 On-going	
Quality			
• Meals served in line with internal rules • Upkeep of grounds and grounds are done in compliance with request as set by H E.	99-100% 95-100%	99-100% 95-100%	
Timeliness			
• Meal periods specified by H E & Mrs. • Maintenance of House and grounds - items resolved within 1 - 3 weeks	95-100% 95-100%	95-100% 95-100%	
Location			
Government House			
Price (paid by Cabinet for the output)	**$952,394**	**$952,388**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

GOV 2	Coordination of Engagement Programme and Support for Governor	$327,019

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of people invited to Government House for Breakfast; Official Visits; Lunch; Dinner	4297	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 H E is attending	98-100%	98-100%	
• Ensure menu, set up and presentation is satisfactory to checklist	95-100%	95-100%	
Timeliness			
• Invitations to be distributed 3 weeks prior to function date		95-100%	
• Checklist completed 3 days prior to event	98-100%	95-100%	
• Travel check list completed 1 week prior to events or within 1 day of last minute itinerary changes	95-100%	95-100%	
Location Grand Cayman			
Price (paid by Cabinet for the output)	**$327,019**	**$327,020**	

Related Broad Outcomes:

10: Open, Transparent, Honest and Efficient Public Administration

NEM 1	National Disaster Preparedness	$546,667

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of hours providing disaster preparedness	1800	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%	100%	
• All activities carried out by trained disaster response professionals	90-100%	90-100%	
Timeliness			
National Disaster Activities performed in accordance with timescales agreed with the National Hurricane Committee and Deputy Chief Secretary	90-100%	90-100%	
Location			
Grand Cayman			
Price (paid by Cabinet for the output)	**$546,667**	**$820,000**	

Related Broad Outcomes:

1: Deal with the Aftermath and Lessons from Hurricane Ivan

Note: This is a new output in 2005/06

FRE 1	Responding to Domestic Fire Emergencies		$5,665,187
Description Provide a capacity to respond to domestic fire and other emergencies			
Measures	**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity			
• To provide and maintain coverage for the community on a 24 hour basis, 365 days per year	365	365	
• Properly equipped to respond to one call for fire fighting per station at any given time		98 - 100%	
Quality			
• Ensure compliance of Cayman Islands Fire Brigade Law and Codes, the Cayman Islands Fire Service operation orders	99 - 100%	99 - 100%	
• Capacity to provide sufficient staff and equipment	98 - 100%	98 - 100%	
• Compliance with NFPA's guidelines	80 - 100%	80 - 100%	
Timeliness			
• 24 hours per day 365 days per year, to respond (exit the station) within 20 seconds on receipt of calls to arrive at scene of fire-G/T and C/B within 20 minutes	98 - 100%	98 - 100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$5,665,187**	**$5,665,186**	
Related Broad Outcomes: 9: Support the Economy			

Notes – The total cost of supplying this output is $5,671,186. However, the receipt of $6,000 from other Government Agencies reduces this to $5,665,186.

FRE 3	Inspection for compliance with fire code		$0

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of premises inspected		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%	98 - 100%	
• Inspection and drawings cover all methods required by relevant Laws, standards and codes of practice.	100%	100%	
• Inspection carried out by qualified personnel.	100%	100%	
• Reports are comprehensive, relevant and accurate subject to peer review and signed off by qualified personnel.	100%	100%	
Timeliness			
• Inspection within 3 days of notifications of completion	98 - 100%	98 - 100%	
• Annual inspection to meet deadlines for annual general meetings of CI tourism accommodation board and liquor license board.	98 – 100%	98 – 100%	
• Reports submitted with 3 days of completion	98 - 100%	98 - 100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$0**	**$236,720**	

Related Broad Outcomes:

9: Support the Economy

Notes: This output was fomerly part of other Fire Department Outputs.

: The total cost of supplying this output is $307,720 However, the receipt of $71,000 from other Government Agencies reduces this to $236,720.

FRE 4	Investigation of Fires	$137,070

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of cause and origin investigated	16	25-30	
• Number of assessment reports		25-30	
• Number of hours as witness		24	
Quality			
• Investigations undertaken by certified fire investigator and in compliance with laws, codes or standards	100%	100%	
• Reports identify key issues make recommendations for action related to the implementation of fire safety standards and codes based on CI Laws and Codes	100%	100%	
	100%	100%	
• Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented			
Timeliness			
• Investigation of fires completed within two days	100%	100%	
• Report completed within 3 days of incident if further investigation is not required; which will then result in feedback of consultants	98-99%	98-99%	
• Witness attendance whenever courts summons	100%	100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$137,070**	**$237,110**	

Related Broad Outcomes:

9: Support the Economy

FRE 5	Fire Safety Education and Training Programmes			$169,734
Description Provide a fire and life safety strategies programs by ensuring public education				
Measures		**2005/06 Actual**	**2005/6 Budget**	**Variance**
Quantity				
• Fire safety demonstrations		7	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%	100%	
• Vetted by professional in their individual areas of expertise and experience		100%	100%	
• Content of demonstrations are appropriate for various age groups and useful guidance on fire safety measures.		100%	100%	
• Extensive feedback from participants will rate course by formal survey		80%	80%	
Timeliness				
• Material for demonstration is available at request		100%	100%	
• Timeliness required for workshops and publications		100%	100%	
Location				
Cayman Islands				
Price (paid by Cabinet for the output)		**$169,734**	**$175,640**	
Related Broad Outcomes: 3: Improve Education and Training 9: Support the Economy				

FRE 6	Policy Advice on Fire & Emergency Matters	$158,088

Description

Provision of policy advice and information to the Portfolio on matters relating to the Fire Service

Measures	2005/06 Actual	2005/6 Budget	Variance
Quantity			
Provision of information for various government documents and proceedings:	13		
• 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 - 5	
Quality			
Reports will include:			
• Key issues will identify and make recommendations for action related to the implementation of fire safety and appropriate fire coverage	100%	100%	
• They will provide comprehensive, relevant and accurate information, which is clearly and succinctly presented.	100%	100%	
• Be subject to review and final approval for release by Chief Fire Officer	100%	100%	
Timeliness			
• Advice and reports submitted in line with timetable agreed with senior Portfolio Officers	100%	100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$158,088**	**$167,803**	

Related Broad Outcomes:

10:- Open, Transparent, Honest and Efficient Public Administration

FRE 7	Emergency Communication, Planning & Preparedness	$205,897

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	2005/06 Actual	2005/6 Budget	Variance
Quantity			
• Number of days that radio/telephone communication is available for coordination	365	365	
• Number of Radio/Telephone announcements		168-200	
• Press release - in accordance with national hurricane/disaster plan.		100%	
• Annual training for how to handle disasters		1 annually	
Quality			
• Top of the line equipment including backup equipment in compliance with CI Hurricane Disaster plan	100%	100%	
• Identify key issues.	100%	100%	
• Make recommendations for action related to the implementation of standards and codes	100%	100%	
• Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented.	100%	100%	
Timeliness			
• Available 24 hours 365 days per year	100%	100%	
• Radio/Telephone announcements updated every six hours	100%	100%	
Location			
Cayman Islands			
Price (paid by Cabinet for the output)	**$205,897**	**$206,516**	

Related Broad Outcomes:

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

Explanation of Annual Variances:

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 with scope of activities

During the fiscal year the Portfolio complied with its scope and nature of activities agreed with the Legislative Assembly by:

- Providing support for the duties and responsibilities of the Governor as set out in the Constitution and the Royal Instructions
- Supporting the 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

4 Strategic Ownership Goals

Approved Strategic Ownership Goals

The key strategic ownership goals for the Portfolio of Internal and External Affairs in 2005/6 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.
- Maintain, and where possible improve, the capability of the available fixed asset base for use in the delivery of the Portfolio's outputs.
- 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.
- Re-establish 911 systems to optimum capacity following hurricane Ivan.
- Redevelop the building for the Cadet Corp after Ivan
- Recommission Fire Service assets destroyed and damaged by Hurricane 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 of the Strategic Ownership Goals

The key strategic ownership goals for the Portfolio of Internal and External Affairs in 2005/6 were achieved as follows:

- Facilitated further constitutional review exercises in accordance with the timetable set by the Government.
- Maintained and improved the capability of the available fixed asset base for use in the delivery of the Portfolio's outputs.
- Implemented a series of activities and acquisitions to significantly expand the offshore capability of the RCIP's marine section
- Established the National Emergency Management Agency and its activities following the lessons learnt from Hurricane Ivan.
- Re-established 911 systems to optimum capacity following hurricane Ivan.
- Recommissioned Fire Service assets destroyed and damaged by Hurricane Ivan
- Strengthened and improved the overall control of our borders by increased efficiency through co-operation with other enforcement agencies and the use of joint intelligence

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.
- 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.

5 Ownership Performance Targets

5.1 Financial Performance

Financial Performance Measures	2005/6 Actual $000	2005/6 Budget $0000	Annual Variance $000
Revenue from Cabinet	57,401	60,072	(2,331)
Revenue from ministries, portfolios, statutory authorities, government companies	4,697	6,533	(2,446)
Revenue from others	2,956	2,481	475
Surplus/deficit from outputs	(4,797)	2,106	(6,903)
Ownership expenses			
Operating Surplus/Deficit	**(4,797)**	**2,106**	**(6,903)**
Net Worth	**12,068**	**38,612**	**(26,544)**
Cash flows from operating activities	662	4,640	(2,928)
Cash flows from investing activities	(12,801)	(20,158)	(4,625)
Cash flows from financing activities	11,784	14,227	761
Change in cash balances	(355)	(1,291)	(936)

Financial Performance Ratios	2005/6 Actual %	2005/6 Budget %	Annual Variance
Current Assets: Current Liabilities (Working Capital)	54	155	111
Total Assets: Total Liabilities	194	853	672

5.2 Maintenance of Capability

Major New Entity Capital Expenditures for the Year	**2005/6 Actual $000**	**2005/6 Budget $000**	**2005/6 Variance $000**
Police: Various Assets	457	3,400	2,943
Police: HQ fit out Elizabethan Square		175	
Police HQ compound refurbishment		309	
Prisons: Prisoners Work Experience		350	
Prisons: Prisons Development	61	250	189
Prisons: Furtherland Farm		294	
Passport Office: Relocation	8	250	242
Fire: Fire Engines	5,533	7,733	2,200
Fire: BT Fire Station		250	
Emergency Mgmt: EOC Extension		865	
Emergency Mgmt: EOC Standby power		90	
Emergency Mgmt: F&F for emergency mgmt agency	87	211	124
Emergency Mgmt: Hurricane Shelter Generators		300	
Gov: Fit out for Governor's Office		40	
Cadet: Cadet Corp Building		170	
911: Citrus Grove fit out	45	250	205
Archives: National Archive Building		2,000	
Fit out of Offices for CS & DCS			

Major Entity Capital Expenditure Commenced but not completed in previous years	**Anticipated Project Status at 1st July 2005**
National Archive Building (2005 – 2007)	Project commenced in 2004-05
Furtherland Farm – final purchase cost	Last payment in 2005-06
Relocation of Passport Office	Project commenced in 2004-05
Fire: Fire Engines	Trucks on order – 5% deposit paid
911: Citrus Grove fit out	Project commenced in 2004-05

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	2005/6 Actual $000	2005/6 Budget $000	Annual Variance $000
Equity Investment from Cabinet into the *Portfolio of Internal / External Affairs*	8,943	14,233	(5,290)
Capital (Equity) Withdrawal by Cabinet from the *Portfolio of Internal / External Affairs*	0	(6)	6

<u>Explanation of Variances:</u>

The Archive Building totaling $2M of the appropriations along with various Royal Cayman Islands Police Force acquisitions were delayed.

Part C

Financial Statements for the Year

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
STATEMENT OF RESPONSIBILITY FOR FINANCIAL STATEMENTS
For the year ended June 2006

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 asset inventory;
(b) fairly reflect the financial position as at the end of 30 June 2006 based on available information; and
(c) partially comply with generally accepted accounting practice.

Franz Manderson
Chief Officer
PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
22nd January 2011

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CAYMAN ISLANDS

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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 2006, 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 87 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. 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 and 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

Output to Others:
Due to unreconciled differences of over $500,000 I am unable to determine whether the 'Outputs to Others' balance of $2,956,000 was fairly stated for the year ending 30 June 2006.

Supplies and Consumables:
Due to unreconciled differences noted particularly with the lease agreements, un-booked transactions relating to some bank accounts and unrecorded accrued expenses, I am unable to determine if the 'Supplies and Consumables' balance of $22,297,000 is fairly stated for the year ending 30 June 2006.

Depreciation Expense
I was not able to determine the existence, accuracy and completeness of property, plant and equipment and therefore I am unable to determine whether the related depreciation expense of $1.465 million is accurate and complete.

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 $563,000 is not fairly stated for the year ending 30 June 2006.

Balance Sheet

Cash:
A total of $140,492 in cash has not been recorded by the Portfolio; additionally, I was not provided with details (*purpose of the account, transactions passing through the account, signatories to the account, etc.*) on a bank account discovered during the audit relating to Royal Cayman Islands Police which has not been recorded in the Portfolio's records nor does it appear to have been recorded by Treasury.

No documentation was provided to support several transactions passing through the Immigration department overseas bank account (which are recorded outside of the accounting system) and several instances were noted especially in the Commissioner of Police accounts and Immigration overseas bank accounts where bank reconciliations were not performed until 2008 or 2009 resulting in some transactions not being adequately supported. As a result, I am unable to determine whether the cash balance of $726,000 in the financial statements is fairly stated at 30 June 2006 and the associated Statement of Cash Flow.

Accounts Receivable & Prepaids
I was unable to obtain adequate supporting documentation for some debtor to Cabinet transactions; there was also an un-reconciled difference of $383,760 in the output to Cabinet receivable recorded by the Portfolio as well as unrecorded/unbilled revenue of over $125,000, which could not be substantiated. In addition, there was no listing of accounts receivable transactions transferred to the Portfolio when several departments were transferred into the Portfolio for the 2005-06 fiscal year as a result of Government's reorganization of ministries and portfolios. Therefore I am unable to determine the amount of unrecorded receivables that may exist. As a result, the accounts receivable balance is not fairly stated at 30 June 2006.

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

- lack of supporting documentation for items with a NBV in excess of $5,000,000 as well as an unreconciled difference of $2,673,174 between the sub-ledger and the general ledger,
- risks associated with compiling a fixed asset register several years after year end without being able to identify assets disposed of and where no previous adequate controls were in place to prevent misappropriation of fixed assets.

Therefore, I am unable to determine the whether the balance of $17,991,000 at 30 June 2006 is fairly stated.

Other Non-current Assets:
As a result of uncertainty regarding the treatment and classification of an amount of $867,000 relating to an insurance advance, I am unable to determine whether the overall balance of $917,000 is fairly stated at 30 June 2006.

Accounts Payable
There were several significant instances where I was unable to verify the existence, completeness and accuracy of certain account payable amounts due to lack of sufficient appropriate audit evidence. The net effect is accounts payable are understated by at least $69,850 mainly as a result of amounts which have not been adequately accrued.

In addition, there was no listing of accounts payable transactions transferred to the Portfolio when several departments were transferred into the Portfolio for the 2005-06 fiscal year as a result of Government's reorganization of ministries and portfolios. Therefore I am unable to determine the amount of unrecorded liabilities that may exist. As a result, the accounts payable amount of $12,798,000 is not fairly stated at 30 June 2006.

Employee Entitlements (Annual Leave & Comp Time):
Lack of control over adequate recording keeping of accrued vacation has resulted in significant variances between amounts recorded in the IRIS sub-ledger and the actual annual leave forms. Additionally, it was noted that in some instances time sheets were not verified for some employees during 2005-06. As a result, I am unable to determine whether the 'employee entitlements' balance of $2,008,000 reflected in the financial statements is fairly stated at 30 June 2006.

Net Worth:
No supporting documentation was provided to support the net worth amounts transferred to the Portfolio from the new departments. As a result, I am unable to verify whether the 'Net Worth' balance of $12,068,000 is fairly stated at 30 June 2006.

Statement of Commitments – Scope Limitation
I was not provided with the supporting schedule at the date of sign off to allow for adequate verification of the amounts reflected in the financial statements; as a result, I am unable to determine whether the amounts presented are complete and accurate.

Non-compliance with significant presentation and disclosure requirements of IPSAS and other authoritative pronouncements

The financial statements are required by Law to be prepared under IPSAS. However, we have noted a number of departures from IPSAS requirements regarding presentation and disclosure requirements. Therefore, I have concluded that the financial statements 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 2 – Cash Flow Statements (extraordinary items not separately disclosed)
- IPSAS 13 – Leases (incomplete disclosure of future commitments)
- IPSAS 1 & 17 – Property, Plant & Equipment (historical cost, accumulated depreciation, etc. are not disclosed)
- IPSAS 19 – Provisions, Contingent Liabilities and Contingent Assets (Contingent liabilities are not adequately disclosed)
- IPSAS 20 – Related Party Disclosures (the note disclosure is incomplete due to the Portfolio not having adequate systems in place at the time to track all related party transactions).

Adverse Opinion on the 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 2006, and of its financial performance and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

Emphasis of 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.

Misclassification Errors
There are several immaterial misclassifications in the Operating Statement for the year ended June 30, 2006 as follows:

- 'Investment Revenue' should be zero instead of $6,000.
- 'Donations' should be $44,000 instead of $63,000.
- 'Domestic Levies on Goods and Service' should be $6,000 instead of $44,000.
- 'Interest Revenue' should be $63,000 instead of zero.

Other Matters

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

Alastair Swarbrick MA (Hons), CPFA
Auditor General

Cayman Islands
22 January 2011

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2006

	Note	2005/6 Actual $000	2005/6 Budget $000	2004/5 Actual $000
Revenue				
Outputs to Cabinet		57,401	57,972	34,333
Outputs to other government agencies		4,697	6,533	4,170
Outputs to others		2,956	2,481	
Investment Revenue		6		
Donations		63		
Domestic Levies on Goods and Service		44		
Other operating Revenue		22		
Interest Revenue				47
Total Operating Revenue		**65,189**	**66,986**	**38,550**
Operating Expenses				
Personnel costs	1	45,662	46,895	27,204
Supplies and consumables	2	22,296	16,888	11,397
Depreciation	3	1,465	1,975	848
Capital charge		563	940	425
Other operating expenses		7		
Total Operating Expenses		69,992	66,698	39,874
Surplus(Deficit) from operating activities		(4,804)	288	(1,324)
Losses on foreign exchange transactions		(1)		(1)
Surplus(Deficit) before extraordinary items		**(4,804)**	**288**	**(1,325)**
Extraordinary items			**(282)**	**(2,918)**
Net Surplus		**(4,804)**	**6**	**(4,243)**

The accounting policies and notes on pages [92 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 2006

	Note	2005/6 Actual $000	2005/6 Budget $000	2004/5 Restated $000
Opening balance net worth	17	**4,483**	**22,279**	**5,322**
Adjustments 04/05		**(1,076)**		
Adjusted Opening Net worth		**3,407**	**22,279**	**5,322**
Net (loss) / surplus		(4,804)	2,106	(4,243)
Property revaluations				
Investment revaluations				
Net revaluations during the period				
Total recognised revenues and expenses		**(4,804)**	**2,106**	**(4,243)**
Equity investment from Cabinet		8,943	14,233	3,404
Transfers in	15	4,523		
Repayment of surplus to Cabinet			(6)	
Capital withdrawal by Cabinet				
Closing balance net worth		12,068	38,612	4,483

The accounting policies and notes on pages [92 to 98] form part of these financial statements.

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
BALANCE SHEET
AS AT 30 JUNE 2006

	Note	2005/6 Actual $000	2005/6 Budget $000	2004/5 Restated $000
Current Assets				
Cash and cash equivalents	4	726	1,581	1,081
Accounts receivable	5	5,216	6,481	2,482
Inventories	6	85		1
Other current assets		917	4,672	735
Total Current Assets		6,944	12,734	4,299
Non-Current Assets				
Property, plant and equipment	7, 14	17,991	30,182	9,754
Other non-current assets		5		
Total Non-Current Assets		17,996	30,182	9,754
Total Assets		24,940	42,916	14,053
Current Liabilities				
Accounts payable	8	10,710	2,285	4,454
Unearned revenue	9	17		17
Employee entitlements	10	2,008	1,033	1,285
Other current liabilities		88	986	368
Total Current Liabilities		12,824	4,304	6,124
Non-Current Liabilities				
Employee entitlements	11	48		42
Total Non-Current Liabilities		48		42
Total Liabilities		12,872	4,304	6,166
TOTAL ASSETS LESS TOTAL LIABILITIES		**12,068**	**38,612**	**7,887**
Net worth				
Contributed capital	14	10,678	36,582	12,130
Accumulated surpluses (Deficits)		1,390	2,030	(4,243)
Total Net Worth		**12,068**	**38,612**	**7,887**

The accounting policies and notes on pages [92 to 98] form part of these financial statements.

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2006

	Note	2005/6 Actual $000	2005/6 Budget $000	2004/5 Restated I $000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Coercive receipts			-	-
Outputs to Cabinet		59,466	69,336	32,172
Outputs to other Government agencies		2,126	-	4,170
Interest received		79	-	47
Other receipts		539	-	-
Payments				
Personnel costs		(44,939)	(46,895)	(27,204)
Suppliers		(16,609)	(17,801)	(8,368)
Net cash flows from operating activities	12	**662**	**4,640**	**817**
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(12,801)	(20,158)	(4,807)
Net cash flows from investing activities		**(12,801)**	**(20,158)**	**(4,807)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		11,784	14,233	4,898
Repayment of surplus		-	(6)	-
Net cash flows from financing activities		**11,784**	**14,227**	**4,898**
Net (decrease)/increase in cash and cash equivalents		(355)	(1,291)	908
Cash and cash equivalents at beginning of period		**1,081**	2,872	173
Cash and cash equivalents at end of period	4	**726**	**1,581**	**1,081**

The accounting policies and notes on pages [92 to 98] form part of these financial statements.

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
STATEMENT OF COMMITMENTS
AS AT 30 JUNE 2006

Type	One year or less	One to five years	Over five years	Total
	$000	$000	$000	$000
Operating Commitments				
Non-cancellable accommodation leases	181	271		452
Other non-cancellable leases				
Non-cancellable contracts for the supply of goods and services				
Other operating commitments				
Total Operating Commitments				

Summary of Quantifiable Contingent Liabilities

	$000
Legal Proceedings and Disputes	
Legal Proceedings of threat to the Portfolio (estimated potential)	815
Total Legal Proceedings and Disputes	815

There are no unsettled judgements against the Portfolio and there are no other contingent liabilities at the date of the balance sheet of which the Portfolio is aware.

The accounting policies and notes on pages [92 to 98] form part of these financial statements.

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
STATEMENT OF ACCOUNTING POLICIES
FOR THE YEAR ENDED 30 JUNE 2006

General Accounting Policies

Reporting entity
These financial statements are for the ***PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS*** which is a wholly owned portfolio of the Government of the Cayman Islands

Basis of preparation
The financial statements have been prepared partially 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. Difficulties is accessing certain source documents or basis of transactions may affect some of the opening balances of the financial statements. These are rectified in subsequent periods.

Reporting Period
The annual reporting period is for the twelve months ended 30 June 2006.

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. Most property, plant and equipment were calculated based on inventories in subsequent years.

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.

Foreign Currency Translation
Foreign currency balances
Foreign currency balances are primarily held in US dollars and are translated at the fixed rate of 0.8375 at the end of the fiscal period. All transactions in foreign currencies are recorded at the spot rate with deviations recorded as a foreign exchange gain/loss.

PORTFOLIO OF INTERNAL & EXTERNAL AFFAIRS
NOTES TO THE FINANCIAL STATEMENTS

NOTE 1: PERSONNEL COSTS

	2005/6 Actual $000	2005/6 Budget $000	2004/5 Actual $000
Salaries and wages (including employee pension contributions)	35,290	40,346	25,121
Employer pension expense	1,900	2,011	2,083
Other personnel costs	8,834	4,538	0
Movement in leave provision expense	(362)	0	0
Total Personnel Costs	**45,662**	**46,895**	**27,204**

NOTE 2: SUPPLIES AND CONSUMABLES

	2005/6 Actual $000	2005/6 Budget $000	2004/5 Actual $000
Purchase of goods and services	20,863	13,749	9,755
Operating lease rentals	1,433	1,847	1,642
Other		1,292	
Total Supplies and Consumables	**22,296**	**16,888**	**11,397**

NOTE 3: DEPRECIATION

	2005/6 Actual $000	2005/6 Budget $000	2004/5 Actual $000
Buildings-	235	458	234
Vehicles-	361	673	213
Aeroplanes-		5	
Boats-	9	64	52
Furniture and fittings -	124	112	33
Computer hardware and software-	127	138	95
Office equipment-	22	18	33
Other plant and equipment-	602	192	16
Other assets -	(15)	314	172
Total Depreciation	**1,465**	**1,974**	**848**

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

	Years
Buildings	15 – 50
Vehicles	4 - 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 4: CASH AND CASH EQUIVALENTS

	2005/6 Actual $000	2005/6 Budget $000	2004/5 Restated $000
Cash on hand	8	8	185
Bank accounts	718	1,573	896
Deposits with Portfolio Finance and Economic (Treasury)			
Total Cash and Cash Equivalents	**726**	**1,581**	**1,081**

NOTE 5: ACCOUNTS RECEIVABLE

	2005/6 Actual $000	2005/6 Budget $000	2004/5 Restated $000
Sale of goods and services	2,571	0	0
Outputs to Cabinet	221	5,427	2,286
Outputs to other government agencies	1,275	0	0
Outputs to others		192	66
Interest receivable		0	0
Prepayments	165	344	114
Interest receivable		0	16
Other receivables	984	518	0
Total Gross Accounts Receivable	5,216	6,481	2,482
Less provision for doubtful debts	0	0	0
Total Net Accounts Receivable	**5,216**	**6,481**	2,482

NOTE 6: INVENTORIES

	2005/6 Actual $000	2005/6 Budget $000	2004/5 Restated $000
Raw Materials (including Consumable Stores)	0	0	1
Work in Progress	0	0	0
Finished Goods	0	0	0
Other inventories for use within one year	85	0	0
Total Inventories	**85**	**0**	**1**

NOTE 7: PROPERTY, PLANT AND EQUIPMENT

	30-Jun-06 NBV Actual $000	30-Jun-06 Budget $000	30-Jun-05 NBV Restated $000
Land	656	0	0
Buildings	7,356	10,180	2,648
Vehicles	1,720	9,272	648
Aeroplanes		1,103	0
Boats	71	195	345
Furniture and fittings	756	1,982	178
Computer hardware and software	582	1,376	150
Office equipment	531	1,729	87
Other plant and equipment	6,153	105	70
Infrastructure assets	164	1,570	0
Other assets (list if material)	1	325	5,628
Total	**17,991**	**27,837**	**9,754**

NOTE 8: ACCOUNTS PAYABLE

	2005/6 Actual $000	2005/6 Budget $000	2004/5 Restated $000
Trade Creditors	3,171	1,013	964
Operating lease rental		0	0
Other Payables	210	210	0
Accrued expenses	7,328	1,062	3,490
Total	**10,709**	**2,285**	**4,454**

NOTE 9: OTHER NON-CURRENT LIABILITIES

	2005/6 Actual $000	2005/6 Budget $000	2004/5 Restated $000
Unearned revenue	17		17
Other		986	368
Total	**17**	986	385

NOTE 10: EMPLOYEE ENTITLEMENTS (CURRENT)

	2005/6 Actual $000	2005/6 Budget $000	2004/5 Restated $000
Long service leave and other leave entitlements	1,026	1,033	1,285
Other salary related entitlements	982	0	0
Total Employee Entitlements	**2,008**	**1,033**	**1,285**

NOTE 11. EMPLOYEE ENTITLEMENTS (NON-CURRENT)

	2005/6 Actual $000	2005/6 Budget $000	2004/5 Restated $000
Long service leave and other leave entitlements NC	48		42
Total	**48**	**0**	**42**

NOTE 12: RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS FROM OPERATING ACTIVITIES

	2005/6 Actual $000	2005/6 Budget $000	2004/5 Restated $000
Operating surplus/(deficit)	(4,804)	2,106	(4,243)
Non-cash movements			
Depreciation	1,465	1,974	848
Increase in provision for doubtful debts			
(Decrease)/increase in payables/accruals	6,684	(1,790)	7,694
Increase in other current assets			(1,381)
(Increase)/decrease in receivables	(2,683)	2,350	(2,102)
Net cash flows from operating activities	**662**	**4,640**	**817**

NOTE 13: EVENTS OCCURING AFTER BALANCE DATE (30 June 2006)

1. Conditions existing at balance date
(a) Management is not aware of any occurrences subsequent to the balance sheet date which will have an impact on the balance sheet at the balance sheet date.

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.

NOTE 14: RELATED PARTY DISCLOSURES

Total Remunerations for fourteen senior managers was $954,649.

NOTE 15: RESTATEMENT OF COMPARATIVE BALANCES

Included in current year assets, are assets with a net book value of $3.4 Million dollars that were acquired in prior periods but only processed into assets in the current period. These asset additions have been reclassified to prior periods, which necessitated the restatement of the financial statements for the year ended June 30, 2005.