



CAYMAN ISLANDS
GOVERNMENT

Plan & Estimates

For the 2018 Financial Year:
1 January to 31 December 2018

&

For the 2019 Financial Year:
1 January to 31 December 2019





CAYMAN ISLANDS GOVERNMENT

PLAN AND ESTIMATES

FOR THE 2018 FINANCIAL YEAR ENDING 31 DECEMBER 2018
AND THE 2019 FINANCIAL YEAR ENDING 31 DECEMBER 2019

PREPARED IN ACCORDANCE WITH SECTION 24 OF THE PUBLIC MANAGEMENT AND FINANCE LAW (2017 REVISION)

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TABLE OF CONTENTS

1.	INTRODUCTION.....	3
	SECTION A – 2018 AND 2019 FINANCIAL YEARS	5
2.	OVERVIEW OF OUTCOMES FOR 2018 AND 2019	7
3.	2018 AND 2019 BUDGET COMPARABILITY	12
4.	REVISED FORECAST FINANCIAL RESULTS FOR 2016/17	13
5.	FINANCIAL FORECAST FOR 2018 AND 2019	16
6.	DEBT MANAGEMENT	21
7.	POST RETIREMENT BENEFITS	22
8.	COMPLIANCE WITH 2018 AND 2019 STRATEGIC POLICY STATEMENT.....	23
9.	LEGISLATIVE MEASURES FOR 2018 AND 2019	26
10.	ECONOMIC OVERVIEW – CAYMAN ISLANDS ECONOMY.....	32
11.	OUTPUT GROUPS FOR 2018 AND 2019.....	39
12.	OUTPUT GROUPS TO BE PURCHASED BY THE PREMIER	41
	OUTPUT SUPPLIER: CABINET OFFICE	41
	OUTPUT SUPPLIER: UTILITY REGULATION AND COMPETITION OFFICE	50
13.	OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF HUMAN RESOURCES, IMMIGRATION & COMMUNITY AFFAIRS – HUMAN RESOURCES & IMMIGRATION	58
	OUTPUT SUPPLIER: MINISTRY OF HUMAN RESOURCES, IMMIGRATION & COMMUNITY AFFAIRS – HUMAN RESOURCES & IMMIGRATION	58
	OUTPUT SUPPLIER: VARIOUS REFUGEE SERVICES	69
14.	OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF HUMAN RESOURCES, IMMIGRATION & COMMUNITY AFFAIRS – COMMUNITY AFFAIRS.....	70
	OUTPUT SUPPLIER: MINISTRY OF HUMAN RESOURCES, IMMIGRATION AND COMMUNITY AFFAIRS - COMMUNITY AFFAIRS	70
	OUTPUT SUPPLIER: CHILDREN AND YOUTH SERVICES (CAYS) FOUNDATION	77
	OUTPUT SUPPLIER: HOME SCHOOL ASSOCIATIONS AND OTHER SUPPLIERS	78
	OUTPUT SUPPLIER: PINES RETIREMENT HOME	79
	OUTPUT SUPPLIER: NATIONAL COUNCIL OF VOLUNTARY ORGANISATIONS	80
	OUTPUT SUPPLIER: REHOBOTH MINISTRIES.....	82
	OUTPUT SUPPLIER: VARIOUS LANDLORDS	83
	OUTPUT SUPPLIER: VARIOUS FUNERAL HOMES.....	84
	OUTPUT SUPPLIER: CAYMAN ISLANDS CRISIS CENTRE	85
	OUTPUT SUPPLIER: VARIOUS SUPPLIERS.....	86
15.	OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF DISTRICT ADMINISTRATION, TOURISM AND TRANSPORT.....	87
	OUTPUT SUPPLIER: MINISTRY OF DISTRICT ADMINISTRATION, TOURISM AND TRANSPORT	87
	OUTPUT SUPPLIER: CAYMAN AIRWAYS LIMITED.....	105

	OUTPUT SUPPLIER: TOURISM ATTRACTION BOARD	107
	OUTPUT SUPPLIER: SISTER ISLANDS AFFORDABLE HOUSING CORPORATION	112
	OUTPUT SUPPLIER: CAYMAN ISLANDS ANGLING CLUB	113
	OUTPUT SUPPLIER: CARNIVAL COMMITTEE	114
	OUTPUT SUPPLIER: CAYMANIAN LAND AND SEA CO-OPERATIVE SOCIETY LIMITED	115
	OUTPUT SUPPLIER: MISS CAYMAN COMMITTEE	116
	OUTPUT SUPPLIER: GARDENING CLUB	117
16.	OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF FINANCE AND ECONOMIC DEVELOPMENT	118
	OUTPUT SUPPLIER: MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT	118
	OUTPUT SUPPLIER: CAYMAN ISLANDS NATIONAL INSURANCE COMPANY (CINICO)	130
	OUTPUT SUPPLIER: CAYMAN ISLANDS DEVELOPMENT BANK (CIDB)	131
17.	OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS	134
	OUTPUT SUPPLIER: MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS	134
	OUTPUT SUPPLIER: UNIVERSITY COLLEGE OF THE CAYMAN ISLANDS	155
	OUTPUT SUPPLIER: CAYMAN ISLANDS DEVELOPMENT BANK	156
	OUTPUT SUPPLIER: CAYMAN HUMANE SOCIETY	157
	OUTPUT SUPPLIER: INTERNATIONAL COLLEGE OF THE CAYMAN ISLANDS	158
	OUTPUT SUPPLIER: PRIVATE SCHOOLS	159
	OUTPUT SUPPLIER: CAYMAN ISLANDS CHAMBER OF COMMERCE	161
	OUTPUT SUPPLIER: CAYMAN SPORTS AMBASSADORS	162
	OUTPUT SUPPLIER: VARIOUS YOUTH ORGANISATIONS	163
	OUTPUT SUPPLIER: SPORTS PROGRAMMES	164
	OUTPUT SUPPLIER: CAYMAN ISLANDS RED CROSS	165
	OUTPUT SUPPLIER: CAYMAN ISLANDS PROTECTIVE SERVICES	166
	OUTPUT SUPPLIER: VARIOUS SPORTS PROGRAMMES	167
	OUTPUT SUPPLIER: CAYMAN ISLANDS AGRICULTURAL SOCIETY	168
18.	OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF FINANCIAL SERVICES AND HOME AFFAIRS	169
	OUTPUT SUPPLIER: MINISTRY OF FINANCIAL SERVICES AND HOME AFFAIRS	169
	OUTPUT SUPPLIER: AUDITORS OVERSIGHT AUTHORITY	181
	OUTPUT SUPPLIER: MARITIME AUTHORITY OF THE CAYMAN ISLANDS (MACI)	182
	OUTPUT SUPPLIER: CAYMAN ISLANDS MONETARY AUTHORITY (CIMA)	187
19.	OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF COMMERCE, PLANNING & INFRASTRUCTURE	194
	OUTPUT SUPPLIER: MINISTRY OF COMMERCE, PLANNING AND INFRASTRUCTURE	194
20.	OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF HEALTH, ENVIRONMENT, CULTURE AND HOUSING	207
	OUTPUT SUPPLIER: MINISTRY OF HEALTH, ENVIRONMENT, CULTURE AND HOUSING	207
	OUTPUT SUPPLIER: HEALTH SERVICES AUTHORITY	217
	OUTPUT SUPPLIER: CAYMAN ISLANDS NATIONAL MUSEUM	231

	OUTPUT SUPPLIER: CAYMAN NATIONAL CULTURAL FOUNDATION	234
	OUTPUT SUPPLIER: NATIONAL GALLERY OF THE CAYMAN ISLANDS	237
	OUTPUT SUPPLIER: NATIONAL DRUG COUNCIL.....	240
	OUTPUT SUPPLIER: NATIONAL HOUSING DEVELOPMENT TRUST.....	242
	OUTPUT SUPPLIER: TOURISM ATTRACTION BOARD.....	246
	OUTPUT SUPPLIER: BRITISH RED CROSS OF THE CAYMAN ISLANDS.....	247
	OUTPUT SUPPLIER: CAYMAN HOSPICE CARE.....	248
	OUTPUT SUPPLIER: CAYMAN AIDS FOUNDATION	249
	OUTPUT SUPPLIER: CAYMAN ISLANDS AND OVERSEAS HOSPITALS	250
	OUTPUT SUPPLIER: NATIONAL TRUST OF THE CAYMAN ISLANDS	251
	OUTPUT SUPPLIER: VARIOUS OUTPUT SUPPLIERS.....	252
	OUTPUT GROUPS TO BE PURCHASED BY THE DEPUTY GOVERNOR.....	253
	OUTPUT SUPPLIER: PORTFOLIO OF THE CIVIL SERVICE.....	253
	OUTPUT SUPPLIER: EMPLOYEE ASSISTANCE PROGRAMME	267
21.	OUTPUT GROUPS TO BE PURCHASED BY THE ATTORNEY GENERAL.....	268
	OUTPUT SUPPLIER: PORTFOLIO OF LEGAL AFFAIRS.....	268
22.	OUTPUT GROUPS TO BE PURCHASED BY THE CABINET ON BEHALF OF CHIEF JUSTICE	277
	OUTPUT SUPPLIER: JUDICIAL ADMINISTRATION	277
	OUTPUT SUPPLIER: HEALTH SERVICES AUTHORITY	282
	OUTPUT SUPPLIER: VARIOUS LAW FIRMS	283
23.	OUTPUT GROUPS TO BE PURCHASED BY THE CABINET ON BEHALF OF THE OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS	284
	OUTPUT SUPPLIER: DIRECTOR OF PUBLIC PROSECUTIONS.....	284
24.	OUTPUT GROUPS TO BE PURCHASED BY THE PUBLIC ACCOUNTS COMMITTEE.....	286
	OUTPUT SUPPLIER: OFFICE OF THE AUDITOR GENERAL.....	286
25.	OUTPUT GROUPS TO BE PURCHASED BY THE OVERSIGHT COMMITTEE OF THE LEGISLATIVE ASSEMBLY	287
	OUTPUT SUPPLIER: OFFICE OF THE OMBUDSMAN.....	287
26.	FINANCING EXPENSES FOR 2018 AND 2019	292
27.	OTHER EXECUTIVE EXPENSES FOR 2018 AND 2019 FINANCIAL YEARS	293
28.	OWNERSHIP ACTIONS FOR 2018 AND 2019	297
	SECTION B – ESTIMATES OF APPROPRIATIONS	303
	SECTION C - FORECAST FOR THE FINANCIAL YEARS ENDING 31 DECEMBER 2018 AND 31 DECEMBER 2019.....	325
	CORE GOVERNMENT	329
	ENTIRE PUBLIC SECTOR.....	381

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PLAN AND ESTIMATES

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1. INTRODUCTION

Purpose

This Plan and Estimates (P&E) is the Government's main Budget document and provides a summary of the Government's planned policy actions and forecast financial performance and position covering two financial years – 1 January to 31 December 2018 and 1 January – 31 December 2019. These actions reflect the outcome goals, fiscal strategy and priorities established by the Cabinet.

This document also specifies the expenditure appropriations being requested to fund those policy actions. The appropriation requests form the basis of The Appropriation (Financial Years 2018 and 2019) Bill, 2017.

The appropriations for each financial year will expire on 31 December. If there are any unused appropriations at 31 December 2018, these unused amounts will expire and will not be carried-forward to the 2019 financial year. Conversely, it will not be possible to use appropriations approved for the 2019 financial year, to incur expenditures in the 2018 financial year.

The P&E summarises the planned actions and financial performance at an overall Government level. The performance expected of individual Government agencies, Public Entities and Non-Governmental Organisations supplying outputs, is provided in three other sets of documents that accompany the P&E, namely the Budget Statements, Purchase Agreements and Ownership Agreements.

The Budget Statements for each Ministry, Portfolio and Office detail the output delivery and ownership performance expected of each agency during the 2018 and 2019 financial years.

The Purchase Agreements specify in detail the outputs the Government plans to purchase from Statutory Authorities, Government Companies and Non-Governmental Output suppliers during the 2018 and 2019 financial years.

The Ownership Agreements specify the Ownership performance Government expects of each Statutory Authority and Government Company during the 2018 and 2019 financial years.

Content of the Plan and Estimates

Section A includes:

- A description of the policy Outcomes that the Government is seeking to achieve during the 2018 and 2019 financial years; and
- A summary of the policy actions the Government intends to pursue to influence these policy Outcomes including:
 - Legislation that will be prepared and introduced;
 - Outputs that will be purchased ;
 - Transfer Payments that will be made;
 - Other Executive Expenditure; and
 - Ownership actions that will be taken (by way of Equity Investments; the purchase and/or construction of Executive Assets; and Loans to be made by Government).

Section B contains the Estimates of Appropriations for the 2018 and 2019 financial years. The Estimates of Appropriations outline the Operating and Financing Expenditure, along with Investments and Capital Expenditure the Government plans to incur. The Appropriations are organised into two sections; appropriations that are to Cabinet and are the responsibility of an assigned Minister or Official Member and Appropriations that are the responsibility of Committees of the Legislative Assembly. These Committees have oversight of the: Office of the Auditor General and the Office of the Ombudsman.

Section C contains the detailed forecast accrual-based Financial Statements for the 2018 and 2019 financial years for the Core Government and the Entire Public Sector.

Basis of Financial Information

In accordance with the requirements of the Public Management and Finance Law (2017 Revision), the financial information presented in the Plan and Estimates (and the other budget documents) has been calculated on an accrual accounting basis.

Under Accrual Accounting

A strict operating/capital distinction is maintained with separate statements prepared for operating activity (the Statement of Financial Performance), assets and liabilities (the Statement of Financial Position) and cash flows (Statement of Cash Flows);

Operating revenue is recognised in the Statement of Financial Performance when it is due, not when the cash is collected (which is reported in the Statement of Cash Flows). Revenue due, but not collected, is recorded as accounts receivable in the Statement of Financial Position;

Operating expenses are recognised in the Statement of Financial Performance when the expense is incurred (usually the point at which the expenditure is committed), not when, payments are made (which is reported in the Statement of Cash Flows). Expenses payable are recorded in the Statement of Financial Position as a liability; and

Non-Cash expenses are also recognised in the Statement of Financial Performance. The main non-cash expense item is depreciation. This reflects the use (or wearing out) of fixed assets. Any write-off or impairment in the value of fixed assets is also recorded as an accrual expense, as are increases in certain liabilities (such as the Past Service Pension Liability).

SECTION A

2018 AND 2019 PLAN AND ESTIMATES

FOR THE 2018 FINANCIAL YEAR ENDING 31 DECEMBER 2018
AND THE 2019 FINANCIAL YEAR ENDING 31 DECEMBER 2019

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2. OVERVIEW OF OUTCOMES FOR 2018 AND 2019

The Cabinet has established eight Broad Outcome Goals to guide its policy actions:

- A Strong Economy to Help Families and Businesses
- Achieving Full Employment – Jobs for All Caymanians
- The Best Education Opportunities for All Our Children
- Reducing Crime and the Fear of Crime
- Access to Quality, Affordable Healthcare
- Stronger Communities and Support for the Most Vulnerable
- Ensuring Caymanians Benefit from a Healthy Environment
- Stable, Effective and Accountable Government

Specific Outcomes and Key Policy Strategies

The specific actions the Government intends to target in order to achieve the eight Broad Outcomes are shown on the following page.

BROAD OUTCOME 1: A STRONG ECONOMY TO HELP FAMILIES AND BUSINESSES

- a) Increase support to Cayman Finance;
- b) Implement a new National Tourism Plan;
- c) Complete the improvements to Owen Roberts International Airport to increase capacity and improve the facilities available;
- d) Continue the work to develop a modern cruise dock and cargo port that will meet the future needs of the Islands and the tourism industry;
- e) Complete the George Town Revitalisation project;
- f) Develop and implement sector-based plans that support the diversification of the Caymanian economy;
- g) Develop and implement area-based plans that support economic growth across Grand Cayman and the Sister Islands;
- h) Improve the advice and support available to entrepreneurs wanting to start and grow small businesses;
- i) Remove unnecessary regulation and bureaucracy from the small business sector;
- j) Support the agricultural industry to implement more modern practices which increase yields and improve quality so enhancing food security;
- k) Ensure the minimum wage keeps pace with inflation and maintains living standards;
- l) Increase the ex-gratia payment for 'poor relief' and to Seamen and Veterans;
- m) Increase pension payments to qualified former Civil Servants to at least an amount in line with the 'poor relief' ex-gratia payment;
- n) Intervene if necessary to improve the competitiveness of markets starting with fuel;
- o) Encourage an increase in the supply of affordable housing through duty incentives and the introduction of more flexible planning policies; and
- p) Complete a new National Development Plan.

BROAD OUTCOME 2: ACHIEVING FULL EMPLOYMENT – JOBS FOR ALL CAYMANIANS

- a) Create a new Human Resources Department to improve the planning and monitoring of the workforce, including managing the work permit regime;
- b) Increase the transparency and fairness of the work permit and immigration systems;
- c) Implement changes to job advertising requirements to ensure Caymanians are not disadvantaged;
- d) Implement the National Jobs Clearinghouse to benefit both employers advertising vacancies and Caymanian jobseekers;
- e) Extend the Ready2Work.Ky programme to support unemployed Caymanians into long-term employment;
- f) Ensure that businesses that actively hire and develop Caymanian employees are recognised and rewarded;
- g) Improve the effective monitoring and enforcement of labour regulations;
- h) Work with the private sector to increase the opportunities for work-based training programmes for the under 25s including apprenticeships;
- i) Support workplace training and lifelong learning to ensure skills development keeps pace with technological and other developments; and
- j) Ensure that the immigration and work permit regimes operate efficiently and fairly.

BROAD OUTCOME 3: THE BEST EDUCATION OPPORTUNITIES FOR ALL OUR CHILDREN

- a) Continue the development of John Gray High School and create a positive learning environment;
- b) Extend the use of information and communications technology in schools;
- c) Improve and expand primary school facilities to ensure that we give children the best possible start to their education;
- d) Extend the delegation of responsibility to schools and improve the accountability of Principals for the standards achieved;
- e) Develop and implement a new approach to technical and vocational education and training that maximises the opportunities for all students to develop the skills needed for future employment;
- f) Invest in programmes that support improved attainment in academic disciplines at all levels with a key focus on literacy, numeracy and science; and
- g) Enhance opportunities for young people with special needs through better training of teachers and improvements in facilities.

BROAD OUTCOME 4: REDUCING CRIME AND THE FEAR OF CRIME

- a) Invest in more, better trained front-line police officers, including community based wardens or officers, and improved equipment and facilities to increase visibility and deterrence and improve responsiveness;
- b) Develop and implement a programme to identify young people at risk of offending behaviour and to intervene to support them to make better life choices;
- c) Reduce recidivism by improving work to rehabilitate offenders and support them into suitable employment;
- d) Develop resilience in communities for example by supporting new neighbourhood watch schemes;
- e) Reform the marine unit as part of an improved approach to border security;
- f) Continue the work to develop a new, modern court building that meets future needs; and
- g) Establish a Cayman Islands Police Authority to enhance the accountability of policing to the community.

BROAD OUTCOME 5: ACCESS TO QUALITY, AFFORDABLE HEALTHCARE

- a) Extend partnership arrangements between health providers to give Caymanians better access to the best possible healthcare;
- b) Utilise new procurement practices to reduce the cost of drugs and equipment;
- c) Review the impact of recent changes to health insurance regulations that enable the elderly and people with long-term conditions to access appropriately-priced coverage and propose further changes if necessary;
- d) Improve the focus on prevention and the promotion of healthy lifestyles to reduce the prevalence of preventable illnesses among the population; and
- e) Construct the new long-term residential mental health facility that will enable patients to be treated on-Island.

BROAD OUTCOME 6: STRONGER COMMUNITIES AND SUPPORT FOR THE MOST VULNERABLE

- a) Advance the changes required under the Disabilities (Solomon Webster) Law in order to improve the lives of people with disabilities;
- b) Implement the immediate priorities in the Older Persons' Policy;
- c) Reform social assistance programmes and the agencies delivering them to ensure that the right people get the right help at the right time;
- d) Create an Urban Development Commission alongside the George Town Revitalisation project and consider the application of similar approaches in other areas;
- e) Implement the priorities in the National Culture Policy; and
- f) Support the development of facilities and activities that improve the well-being and self-esteem of young people including through sport.

BROAD OUTCOME 7: ENSURING CAYMANIANS BENEFIT FROM A HEALTHY ENVIRONMENT

- a) Implement the Integrated Solid Waste Management Strategy to reduce the Islands' reliance on landfill through increased recycling and composting and the introduction of waste to energy technologies;
- b) Continue to ensure that beach access is maintained;
- c) Take opportunities to purchase more land to safeguard beach access and to create public parks/open spaces;
- d) Ensure that the future need for cemetery space can be met;
- e) Implement the National Energy Policy to increase energy from renewable sources and to support "green jobs";
- f) Support environmental infrastructure development on the Sister Islands; and
- g) Review the implementation of the Conservation Law to ensure that an appropriate and sustainable balance between development and conservation is achieved.

BROAD OUTCOME 8: STABLE, EFFECTIVE AND ACCOUNTABLE GOVERNMENT

- a) Implement the E-Government Programme to extend access to public services, improve the quality of customer service and increase efficiency;
- b) Enhance the security of data and systems across government;
- c) Create and implement a cross-government efficiency programme, building on Project Future;
- d) Improve the effectiveness of government communication; and
- e) Extend opportunities for individuals to engage with individual MLAs.

3. 2018 AND 2019 BUDGET COMPARABILITY

The budget period, consists of two financial years of 12-months each - i.e. 1 January to 31 December 2018 and 1 January to 31 December 2019. The 2016/17 Budget covers an 18-month period from 1 July 2016 to 31 December 2017. Therefore, the 2016/17 financial forecasts are not directly comparable with those of a regular budget period of 12-months.

Furthermore, the appropriations for each financial year will expire on 31 December. If there are any unused appropriations at 31 December 2018, these unused amounts will expire and will not be carried-forward to the 2019 financial year. Conversely, it will not be possible to use appropriations approved for the 2019 financial year, to incur expenditures in the 2018 financial year.

4. REVISED FORECAST FINANCIAL RESULTS FOR 2016/17

A summary of the 2016/17 revised forecast financial statements of the Core Government and the Entire Public Sector is provided in Table 1 below.

TABLE 1
2016/17 Revised Forecast Financial Statements

Financial Measure	Core Government		Entire Public Sector	
	2016/17 Forecast \$000s	2016/17 Budget \$000s	2016/17 Forecast \$000s	2016/17 Budget \$000s
Operating Statement				
Operating Revenue	934,812	908,534	1,239,590	1,233,419
Operating Expenses	840,849	823,439	1,150,246	1,142,985
Financing Expenses	38,969	38,991	43,242	43,810
Core Government Surplus	54,994	46,104	46,102	46,624
Net (Loss)/Surplus of Public Authorities	(8,892)	520	-	-
Entire Public Sector Net Surplus	46,102	46,624	46,102	46,624
Balance Sheet				
Debt (balance at 31 December 2017)	451,088	451,114	517,765	523,113
Net Worth at 31 December 2017	1,255,638	1,192,085	1,255,638	1,192,085
Cash Flow				
Net Operating Cash Flows	136,899	79,068	180,683	100,266
Net Investing Cash Flows	(113,517)	(99,944)	(106,291)	(143,432)
Net Financing Cash Flows	(52,264)	(52,305)	(80,639)	(70,352)
Net Increase in Cash	(28,882)	(73,181)	(6,247)	(113,518)
Opening Cash Balance (@ 1 July 2016)	408,619	414,392	550,397	540,830
Closing Cash Balance (@ 31 December 2017)	379,737	341,211	544,150	427,312

Forecast Surplus from Operating Activities

The forecast operating surplus for the 2016/17 fiscal year is \$46.1 million. This forecast is based on known circumstances and policies existing as at 20 October 2017. The forecast surplus of \$46.1 million differs by \$0.5 million when compared to the \$46.6 million estimated in the 2016/17 approved budget.

Forecast Operating Revenues

The Government is forecasted to earn \$934.8 million in total revenue for 2016/17. This amount is \$26.3 million greater than the \$908.5 million shown in the original 2016/17 budget. The significant overage is mainly as a result of higher revenues from stamp duties related to land transfers (\$13.1 million, positive variance); and motor vehicle and gasoline and diesel duties (\$12.7 million, positive variance).

Forecast Operating and Financing Expenses

The forecast Operating and Financing Expenses for the Core Government is projected to be \$879.8 million for 2016/17, which is \$17.4 million greater than the original budget of \$862.4 million. Savings of \$7.7 million is forecasted for Personnel Costs. This was achieved through restrained recruitment efforts and natural staff attrition. Savings in Personnel Costs were offset by higher than anticipated expenditures with respects to overseas medical care by indigents (\$10.3 million, negative variance); care and custody of irregular migrants (\$3.1 million, negative variance); settlement of legal cases (\$4.8 million, negative variance) and higher levels of other operating expenses and depreciation (\$7.6 million, negative variance).

Performance of Statutory Authorities and Government Companies

Statutory Authorities and Government Companies are forecasted to have a net Operating Loss of \$8.9 million for the 18-month financial period ending 31 December 2017. This amount is a deterioration from the \$0.52 million Operating Surplus forecasted in the original 2016/17 Budget.

Forecast Cash Position

The Core Government is forecasted to have bank account balances totalling \$379.7 million as at 31 December 2017, which is \$38.5 million more than the \$341.2 million shown in the 2016/17 Budget. The improved forecast bank balance is primarily due to the higher than expected cash collections from operations. The forecast closing cash position consists of an anticipated \$209.3 million in the operating bank account and \$170.4 million in Restricted and Reserves accounts.

Compliance with Principles of Responsible Financial Management

In line with the original 2016/17 approved budget, the Government is forecasting to be in compliance with all six (6) of the Principles of Responsible Financial Management as at 31 December 2017. The table below details the level of compliance with all Principles as specified in Section 14 and in Schedule 6 of the Public Management and Finance Law (2017 Revision).

TABLE 2
Compliance with Principles of Responsible Financial Management

Principle	Degree of Compliance	
	Revised Forecasts for 2016/17	Approved 2016/17 Budget
Core Government Operating Surplus : should be positive (Operating surplus = Core Government operating revenue – Core Government operating expenses)	Complies Surplus = \$55.0 million	Complies Surplus = \$46.1 million
Net Worth: should be positive (Net worth = Core Government assets – Core Government liabilities)	Complies Net Worth = \$1.26 billion	Complies Net Worth = \$1.19 billion
Borrowing: Debt servicing cost for the year should be no more than 10% of Core Government revenue (Debt servicing = interest + other debt servicing expenses + principal repayments for Core Government debt, Public Authorities debt and self-financing loans)	Complies Debt servicing = 9.8%	Complies Debt servicing = 9.8%
Net Debt: should be no more than 80% of Core Government revenue (Net debt = outstanding balance of Core Government debt + outstanding balance of self-financing loan balance + weighted outstanding balance of Public Authorities guaranteed debt - Core Government liquid assets)	Complies Net debt = 23.2 %	Complies Net debt = 34.3%
Cash Reserves should be no less than estimated executive expenses for 90 Days: (Cash reserves = Core Government cash and other liquid assets at lowest point)	Complies Cash Reserves = 173.3 days	Complies Cash Reserves = 154.3
Financial risks should be managed prudently so as to minimise risk	Complies Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane Preparedness Strategy in place.	Complies Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane Preparedness Strategy in place.

5. FINANCIAL FORECAST FOR 2018 AND 2019

The Government's financial forecasts for 2018 and 2019 are provided in Section C of this document. Those forecasts are summarised and explained in this section of the Plan and Estimates.

In accordance with the requirements of the Public Management and Finance Law (2017 Revision), the financial forecasts for 2018 and 2019 take the form of a full set of accrual based forecast financial statements. The key forecast financial statements are:

- A Forecast Statement of Financial Performance, which reports the budgeted revenues and expenses measured on an accruals basis and the resulting Net Surplus (which is the key measure of Government's operating performance);
- A Forecast Statement of Financial Position, which reports the assets and liabilities Government is budgeting to own (or in the case of liabilities, owe) at the end of 2018 and 2019 and the resulting Net Worth (which is the key measure of the Government's financial position);
- A Forecast Statement of Cash Flows, which reports the operating, investing and financing cash flows the Government is budgeting for 2018 and 2019 and the resulting Net increase/decrease in Cash and Cash Equivalents (which is a measurement of the Government's cash position); and
- A Forecast Statement of Changes in Net Worth, which reports the increase or decrease in Net Worth, the Government is budgeting for 2018 and 2019 and its composition (which is the key measure of the amount citizens have invested in the Government).

In accordance with the requirements of the Public Management and Finance Law (2017 Revision), the forecast financial statements provide two sets of figures; one for the Core Government itself, and another for the Entire Public Sector. Both sets of figures include the financial activity (Statement of Financial Performance, Statement of Financial Position and Statement of Cash Flows) of Public Entities (Statutory Authorities and Government Companies).

The Core Government comprises the Legislative Assembly, Ministries, Portfolios, Offices and the Judicial Administration. It also includes the Operating Surpluses/Deficits of Public Entities as a single line in the Statement of Financial Performance entitled 'Surplus/(Deficit) of Public Entities.' Similarly, the Net Worth of Public Entities is recognised in a single line in the Statement of Financial Position entitled 'Net Worth – Public Entities.'

The Entire Public Sector includes the same information as for the Core Government plus the revenues, expenses, assets and liabilities of Public Entities on a line-by-line basis by aggregating them with the revenues, expenses, assets and liabilities of the Core Government. Transactions and balances between entities that make-up the Entire Public Sector) are eliminated on consolidation. The key measures of Government's financial performance (Operating Net Surplus and Net Worth) are the same under either method and are therefore the same for both the Core Government and the Entire Public Sector.

A summary of the forecast financial statements for the 2018 and 2019 financial years is provided in Table 3.

TABLE 3
Summary of 2018 and 2019 Forecast Financial Statements

Financial Measure	Core Government	Entire Public Sector	Core Government	Entire Public Sector
	2018 Budget \$000s	2018 Budget \$000s	2019 Budget \$000s	2019 Budget \$000s
Operating Statement				
Operating Revenue	730,738	986,902	722,838	985,406
Operating Expenses	620,143	879,498	632,927	899,370
Financing Expenses	23,968	26,376	24,845	26,751
Core Government Surplus	86,627	81,028	65,066	59,285
Net Loss of Public Authorities	(5,599)	-	(5,781)	-
Entire Public Sector Net Surplus	81,028	81,028	59,285	59,285
Balance Sheet				
Debt (balance at 31 December)	420,745	474,874	286,682	318,523
Net Worth at 31 December	1,336,666	1,336,666	1,395,951	1,395,951
Cash Flow				
Net Operating Cash Flows	113,929	130,951	91,212	113,874
Net Investing Cash Flows	(89,791)	(147,760)	(95,849)	(108,967)
Net Financing Cash Flows	(30,318)	(39,863)	(134,062)	(153,392)
Net Increase in Cash	(6,180)	(56,672)	(138,699)	(148,485)
Opening Cash Balance (@ 1 January)	379,737	544,150	373,557	487,478
Closing Cash Balance (@ 31 December)	373,557	487,478	234,858	338,993

Operating Surplus

For 2018, the Government plans to earn operating revenue of \$730.7 million, incur operating expenditures of \$620.1 million and Financing Expenses of \$24.0 million. This results in a forecast Core Government surplus of \$86.6 million. The result of the Core Government's Surplus, when added to the \$5.6 million forecast Operating Deficit of Statutory Authorities and Government Companies, results in an overall Net Surplus result of \$81.0 million for the Entire Public Sector.

For 2019, the Government plans to earn operating revenue of \$722.8 million, incur operating expenditures of \$632.9 million and Financing Expenses of \$24.8 million. This results in a forecast Core Government surplus of \$65.1 million. The result of the Core Government's Surplus, when added to the \$5.8 million forecast Operating Deficit of Statutory Authorities and Government Companies, results in an overall Net Surplus result of \$59.3 million for the Entire Public Sector.

Operating Revenue

The 2018 and 2019 revenue forecasts do not include any new Revenue Measures. The forecast revenue in 2018 of \$730.7 million consists of \$691.4 million in coercive revenue and \$39.3 million in sales of goods and services and other operating revenue. The forecast revenue in 2019 of \$722.8 million consists of \$683.4 million in coercive revenue and \$39.4 million in sales of goods and services and other operating revenue.

The Government will be transferring approximately \$19.0 million and \$3.1 million into General Revenue from various trust accounts whose holding period is scheduled to mature in 2018 and 2019, respectively.

Operating Expenses

Total operating expenditures in 2018 and 2019 are forecasted to increase from annualised 2016/17 levels as a result of enhanced and expanded services and programmes.

The major drivers for the increased Operating Expenditure in 2018 and 2019 when compared to annualised 2016/17 Budgeted amounts, are as follows:-

- Enhanced Policing capacity by the hiring of an additional 25 Police Officers per year for the next two years; the implementation of an enhanced Work Permit system which improves transparency on available jobs, increases accountability for employers and maximises employment opportunities for Caymanians; improved Border Control services; enhanced services for the elderly and disabled; and increased monthly Ex-Gratia payments made to seamen, veterans, and persons receiving poor relief payments;
- Enhanced tourism marketing to high value source markets; launch of new air service routes by Cayman Airways to new strategic tourism markets; and development and implementation of a National Tourism Plan;
- Increased funding to the Cayman Islands National Insurance Company for the continued provision of health insurance services to its clients;
- Enhanced Financial Services policy functions and the regulatory services provided by the Cayman Islands Monetary Authority in order to keep pace with evolving international regulatory requirements; strengthen the capacity of the Cayman Islands Fire Services; and implementation of an expanded conditional release programme to better enable prisoners to successfully reintegrate into society as productive citizens following release from incarceration;
- Improved project management capacity to enhance the successful execution of capital projects; enhanced Information Technology services including improved cyber-security and E-Government initiatives; and creation of an Urban Development Commission to lead the George Town revitalisation project; and
- Continued enhancement of teaching and learning in schools with increased focus on: addressing students with special needs; strengthening core curriculum across primary and secondary schools for science, technology, mathematics and literacy; and increased funding for scholarships for advanced, specialized tertiary education.

- Implementation of the Integrated Solid Waste Management System; an expanded mosquito control programme to reduce risk of mosquito borne illnesses; implementation of a new culling programme for the invasive green iguana; and commencement of operations of the new Long Term Residential Mental Health Facility; and
- Implementation of the “Second Chances” pilot programme which is aimed at providing employment opportunities to assist former prisoners with their reintegration to the workforce; and provision of an Ex-Gratia pension uplift to qualified low income Caymanian Civil Service pensioners with more than 10 years of qualifying service.

Depreciation costs for the 2018 and 2019 financial years reflect the increase in the value of the Government’s assets as a result of a revaluation exercise completed in June 2016.

Outputs from Statutory Authorities and Government Companies are expected to increase by \$8.1 million (annualised) in 2018 and a further \$0.8 million in 2019. These increases are mostly attributed to an increase in health insurance premiums for pensioners and seamen and veterans. Increased annual output funding is forecasted for the Cayman Islands Monetary Authority to enhance the regulation of the financial services industry and to Cayman Airways for the launch of new air service routes.

Outputs from Non-Government Output Suppliers are also expected to remain stable over the budget period.

Transfer payments are forecasted to increase by \$2.4 million (annualised) in 2018 and a further \$2.4 million for increased funding for poor relief and other social benefit programmes.

Collectively, Statutory Authorities and Government Companies are budgeted to produce a net loss of \$5.6 million and \$5.8 million in 2018 and 2019, respectively. These losses are driven primarily by the results of the Cayman Islands National Insurance Company (“CINICO”).

Compliance with Principles of Responsible Financial Management

Table 4 below summarises the extent to which the 2018 and 2019 financial forecasts contained in this Plan and Estimates comply with the Principles of Responsible Financial Management and the Framework for Fiscal Responsibility (FFR) specified in the Public Management and Finance Law (2017 Revision).

In 2019, the debt servicing ratio is estimated to be at 46.7% as a result of the repayment of the bullet bond in November 2019. The Government's debt service will then decrease to approximately 9.1% in 2020.

TABLE 4

Compliance with Principles of Responsible Financial Management

Principle	Degree of Compliance	
	2018 Budget	2019 Budget
Core Government Operating Surplus : should be positive (Operating surplus = Core Government operating revenue – Core Government operating expenses)	Complies Surplus = \$86.6 million	Complies Surplus = \$65.1 million
Net Worth: should be positive (Net worth = Core government assets – Core Government liabilities)	Complies Net Worth = \$1.34 billion	Complies Net Worth = \$1.40 billion
Borrowing: Debt servicing cost for the year should be no more than 10% of Core Government revenue (Debt servicing = interest + other debt servicing expenses + principal repayments for Core Government debt, Public Authorities debt and self-financing loans)	Complies Debt servicing = 8.6%	Does Not Comply* Debt servicing = 46.7%
Net Debt: should be no more than 80% of Core Government revenue (Net debt = outstanding balance of Core Government debt + outstanding balance of self-financing loan balance + weighted outstanding balance of Public Authorities guaranteed debt - Core Government liquid assets)	Complies Net debt = 22.3%	Complies Net debt = 17.4%
Cash Reserves should be no less than estimated executive expenses for 90 Days: (Cash reserves = Core Government cash and other liquid assets at lowest point)	Complies Cash Reserves = 167.9	Complies Cash Reserves = 91.9
Financial risks should be managed prudently so as to minimise risk	Complies Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane Preparedness Strategy in place.	Complies Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane Preparedness Strategy in place.

*Technical non-compliance due to scheduled debt repayment

6. DEBT MANAGEMENT

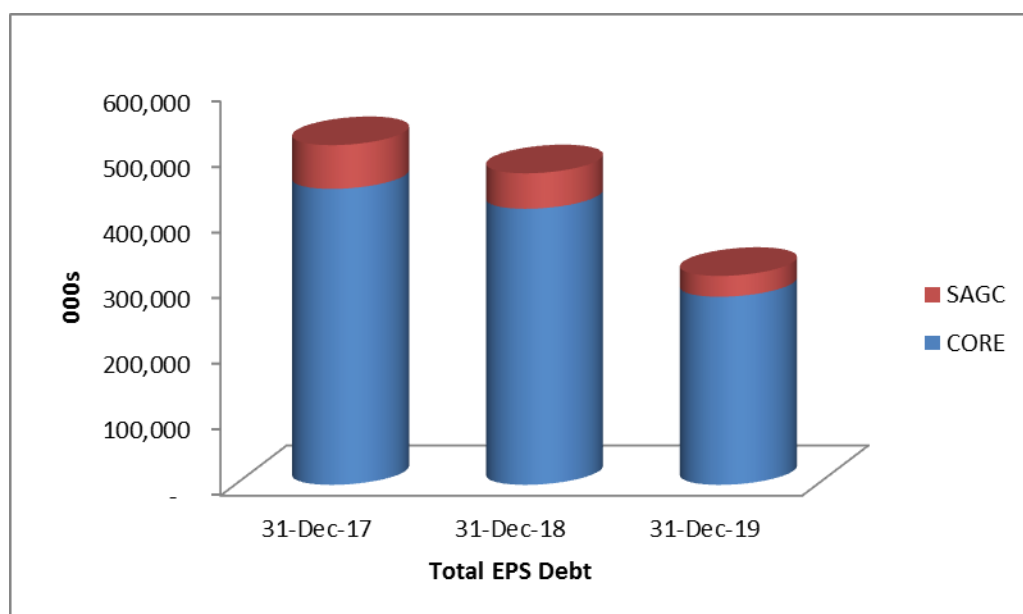
EPS Debt Portfolio

The Entire Public Sector (EPS) debt is comprised of debt held by both Core Government and Statutory Authorities and Government Companies (Public Entities). At 31 December 2019 the EPS debt balance is forecasted to be \$318.5 million, a decrease of \$199.2 million from 31 December 2017. Of the \$318.5 million, \$286.7 million, or 90%, is held by Core Government while the remaining \$31.8 million, or 10%, is held by Public Entities.

Of the \$199.2 million debt reduction scheduled during the 2018 and 2019 financial years, \$42.9 million will be paid in 2018 and the remaining \$156.4 million will be paid in 2019. During the 2019 financial year, at an EPS level, actual repayment of debt is expected to be \$309.4 million (the majority of which relates to the \$261.3 million repayment in respect of the bullet bond in November 2019), and new borrowings of up to \$153 million in 2019: means that the net reduction in debt in 2019 is \$156.4 million (i.e. \$309.4 million less \$153.0 million).

FIGURE 1

EPS Debt Portfolio



EPS Debt Policy

The Government's debt management strategy continues to be focused on no new borrowings until refinancing an element of the 2019 bullet bond. The Government intends to borrow up to \$153.0 million in 2019 to augment cash resources and continue the Government's capital programme.

The Government intends to manage its finances in such a way as to fund all of its operating expenditure and capital investments from cash generated from its operations.

7. POST RETIREMENT BENEFITS

The Government has been a leader in the Cayman Islands in terms of being a responsible employer and offering its employees' pension and post-retirement healthcare benefits. These benefits come at a cost but they help to ensure that thousands of persons have valuable pension and healthcare benefits to sustain them in their twilight years.

The Government has always met the expenses associated with the provision of pension and post-retirement healthcare benefits.

Pensions

The Government has established three pension plans - Public Service Pensions Plan, Parliamentarians Pension Plan and Judiciary Pension Plan – to provide pension benefits to its employees. The Government makes contributions for both employee and employer to the pensions plans on a monthly basis.

The 2018 and 2019 Budgets include an estimated \$385.9 million of pension liability based on an actuarial accounting valuation report as at 30 June 2016.

An accounting valuation is required by International Public Sector Accounting Standards (IPSAS) 25, Employee Benefits. An accounting valuation report is only a snapshot of a Pension Plan's estimated financial condition at a particular point in time; it does not predict a Pension Plan's future financial condition or its ability to pay benefits in the future and does not provide any guarantee of future financial soundness of the Plan. The underlying principle of this requirement is to recognise the costs of providing employee benefits in the period which the benefit is earned by the employee, rather than when it is paid or payable.

Post-Retirement Healthcare

The Government acknowledges that it has an obligation to meet future health care costs of Civil Servants (including their dependents) and other parties.

The Public Service Management Law requires that Civil Servants have a minimum of 10-years' qualifying service with the Cayman Islands Government, and also retire from the Civil Service in order to be entitled to a health care benefit upon retirement.

The results of a health care liability actuarial valuation, completed in October 2016, estimated the post-retirement health care obligation as at 30 June 2016 to be \$1.7 billion with the post-retirement medical expense totalling \$141 million for the year ended 30 June 2016. The assumptions of the actuarial valuation have not been accepted by the Government and therefore the post-retirement health care obligation and related expenditure has not been formally recognised in the Statements of Financial Position and Performance.

Therefore, the Government operates on a "pay-as-you go" plan in respect of post-retirement health care liabilities: which is typical of many national governments throughout the world. Currently, no assets are set aside off balance sheet in respect of the Government's post-retirement health care liability.

8. COMPLIANCE WITH 2018 AND 2019 STRATEGIC POLICY STATEMENT

As required by the Public Management and Finance Law (2017 Revision), this section compares the Government's planned performance outlined in this Plan and Estimates (including the financial forecasts provided in Section C) with the parameters established in the Strategic Policy Statement (SPS) for the 2018 and 2019 financial years, and the Principles of Responsible Financial Management contained in Section 14 of the Public Management and Finance Law (2017 Revision).

As outlined in Section 23 (2) of the Public Management and Finance Law (2017 Revision), the Strategic Policy Statement provides a summary of the broad outcomes, specific outcomes, and the links between them, that the Cabinet intends to achieve in the next financial year and for at least the following two financial years.

Outcomes

The 2018 Strategic Policy Statement ("SPS") that was Tabled in the Legislative Assembly on 23 August 2017 outlined the Government's eight broad Outcome goals. The strategies, proposed legislation, and key policy actions included in the 2018 and 2019 Budgets are consistent with these outlined in the SPS.

The relationship between the specific intervention measures and the broad Outcomes the Government is seeking to achieve are outlined in Section 2 of the Plan and Estimates. These measures are consistent with those outlined in the 2018 Strategic Policy Statement.

Fiscal and Policy Strategies

This Government is committed to maintaining compliance with the Principles of Responsible Financial Management (the "Principles") and the Framework for Fiscal Responsibility (the "FFR"), both of which are contained in the Public Management and Finance Laws. The FFR is a central fiscal policy for the management of the Government's finances over the forecast period.

As a result, the Government is forecasted to maintain full compliance with the Principles throughout the next two financial years with one exception in 2019. The Government will repay the CI\$261.3 million (US\$312.0 million) bullet bond which matures in November 2019. The act of repaying this bond will cause a temporary technical "non-compliance" with the Debt Service Ratio in 2019.

Core Government Operating Expenditures will remain below Operating Revenues thereby generating strong Operating Surpluses which are being used to fund Capital Investments, repay debt and build cash reserves.

The 2018 and 2019 Budgets are built on three key principles. These are: compliance with Principles of Responsible Financial Management – achieving substantial surpluses each year, no new fees or taxes levied on the public, and no new borrowings apart from refinancing an element of the 2019 bond. The 2018 and 2019 Budgets outline various measures to support these strategies and reflect the Government's continued commitment to these key areas.

Aggregate Financial Targets

Table 5 provides a comparison of the financial forecasts for the 2018 and 2019 financial years with the aggregate financial targets for the Core Government for these financial years as set out in the Strategic Policy Statement. The Government is forecasting broad compliance with the financial forecasts as stated in the SPS. The variances of the 2018 and 2019 Budgets from the SPS are attributed to the following: additional Core Government operating revenue of \$41.2 million; additional Core Government operating expenditure of \$25.1 million; and improvement in the forecast Net Loss of Public Entities by \$12.7 million.

TABLE 5
Comparison of SPS Aggregate Targets and the 2018-2019 Budget Forecast

CORE GOVERNMENT

Financial Measure	2018			2019		
	Budget \$000's	SPS Target \$000's	Variance (over)/ under \$000's	Budget \$000's	SPS Target \$000's	Variance (over)/ under \$000's
Operating Targets						
Total Revenue	730,738	717,955	12,783	722,838	694,431	28,407
Total Expenses	644,111	636,458	(7,653)	657,772	640,364	(17,408)
Personnel Costs	299,661	297,162	(2,499)	310,900	298,591	(12,309)
Supplies and Consumables	106,908	100,456	(6,452)	107,662	103,894	(3,768)
Depreciation	30,038	32,812	2,774	30,169	33,313	3,144
Financing Expenses	23,968	23,976	8	24,845	21,126	(3,719)
Outputs from Public Authorities	110,471	110,666	195	111,222	112,041	819
Outputs from Non-Governmental Suppliers	24,867	28,170	3,303	23,804	29,174	5,370
Transfer Payments	36,462	38,745	2,283	38,910	38,931	21
Other (Gains)/ Losses	(688)	(373)	315	(1,986)	(1,671)	315
Other Operating Expenses	12,424	4,844	(7,580)	12,246	4,965	(7,281)
Core Government Net Surplus	86,627	81,497	5,130	65,066	54,067	10,999
Loss of Public Authorities	(5,599)	(11,994)	6,395	(5,781)	(12,074)	6,293
Entire Public Sector Net Surplus	81,028	69,503	11,525	59,285	41,993	17,292
Balance Sheet Targets						
Debt (balance at year end)	420,745	420,797	52	286,682	264,387	(22,295)
Net Worth	1,336,666	1,312,848	23,818	1,395,951	1,354,841	41,110
Cash Flow Targets						
Net Cash Flows from Operating Activities	113,929	130,305	(16,376)	91,212	102,323	(11,111)
Net Cash Flows used by Investing Activities	(89,791)	(89,641)	(150)	(95,849)	(93,114)	(2,735)
Net Cash Flows used by Financing Activities	(30,318)	(30,318)	-	(134,062)	(156,413)	22,351
Net Movement in Cash	(6,180)	10,346	(16,526)	(138,699)	(147,204)	8,505
Closing Cash Balance	373,557	380,083	(6,526)	234,858	232,879	1,979
Ratios						
Debt Service Ratio (%)	8.60%	8.90%	0.30%	46.70%	48.20%	1.50%
Net Debt Ratio (%)	22.30%	21.50%	-0.80%	17.4%	18.2%	0.80%
Cash Reserves (days)	167.9	175.3	-7.4	91.9	91.7	0.2

Net Operating Surplus

The forecast net Operating Surplus for 2018 and 2019 is \$5.1 million and \$11.0 million higher than the targets set by the Strategic Policy Statement, respectively.

Operating Revenue

The 2018 Operating Revenue is approximately \$730.7 million, or \$12.7 million higher than the SPS forecast of \$718.0 million, and includes positive variances in revenue which includes Annual Permanent Resident Fees (a \$6.5 million positive variance). The 2019 Operating Revenue is approximately \$722.8 million or \$28.4 million higher than the SPS forecast. Positive variances in revenue include Annual Permanent Resident Fees (a \$7.0 million positive variance), Work Permit Fees (a \$7.4 million positive variance), and Partnership Fees (a \$5.8 million positive variance).

Operating Expenditure

The 2018 Operating Expenses of \$644.1 million are approximately \$7.7 million greater than the SPS target. The 2019 Operating Expenses are approximately \$657.8 million, or \$17.4 million higher than the SPS forecast of \$640.4 million. This level of expenditure increases arise with respect to areas of critical importance such as public safety, education and social programmes.

The negative variances in Personnel Costs in both 2018 and 2019 of \$2.5 million and \$12.3 million, respectively, are due to the bolstering in public safety resources for the Royal Cayman Islands Police Service and Fire Services, as well as the Prison Department and Department of Community Rehabilitation Services and remuneration adjustments for teachers. Supplies and Consumables and Other Operating Expenses include costs to support enhanced services and programmes. These increases are partially offset by reduced expenses for Depreciation and Outputs from Non-Governmental Suppliers.

Deficit of Public Entities

The cumulative net operating Deficit of Public Entities is forecasted to be \$5.6 million in 2018 and \$5.8 million in 2019. The improvement from the SPS forecast (of a \$12.0 million net Deficit for 2018 and a \$12.1 million net Deficit in 2019), for Public Entities, is largely due to improved operating results for the Cayman Islands National Insurance Company – which in turn arises from higher premiums being paid to the company by Government.

9. LEGISLATIVE MEASURES FOR 2018 AND 2019

The Government intends to introduce a number of new legislative measures to the Legislative Assembly during the 2018 and 2019 financial years. The major pieces of planned legislation are outlined below.

a) A Strong Economy to Help Families and Businesses

PLANNED LEGISLATION	PURPOSE
The Census 2020 Order and the Census 2020 Regulations	To facilitate the implementation of the Census 2020 in accordance with the Statistics Law (2016 Revision)
Amendment to the Postal Regulations	To include a comprehensive list of countries and postal rates for the Universal Postal Union's International Express Mail Service
Amendment to the Customs Tariff Law	To ensure the Law remains consistent with the World Customs Organization's (WCO) revised Harmonized System 2017
Tourism Law	To update the legislation in order to take into account the current tourism product as certain areas date back to 1995
Tourism Regulations	To update the legislation in order to take into account the current tourism product as certain areas date back to 1995
Tourism Accommodation Tax Law	To update the legislation in order to take into account the current tourism product as certain areas date back to 1995
Professional Registration Law	To regulate and protect professionals in architecture, engineering and surveying from unfair overseas competition along with consumer protection
Public Lands Law	To develop Regulations for this law.
Registered Land Law	To amend this law in order to mandate the registration of surveys after authentication.
Stamp Duty Law	To review and amend this law in order to enhance the effectiveness of the regulatory framework.
Land Surveyors Law and Regulations	To review the law and associated regulations in order to enhance and modernise the regulatory framework for land surveyors.
Trade and Business License Law	To improve efficiencies in the operation of the Trade and Business Licensing Law
Liquor Licensing Law	To improve efficiencies in the operation of the Liquor Licensing Law
Data Protection Regulations, 2018	To ensure the well-functioning of certain parts of the Data Protection Law 2017, which is expected to commence in January 2019
Revision of the National Pensions Law (2012 Revision)	To support the Creation of the National Human Resource Department and new business processes
Companies Law Amendments	Commercial enhancements to improve the competitiveness and attractiveness of companies incorporated in the jurisdiction including possible amendments based on CFATF recommendations.
Securities Investment Business Law	To improve the regulatory regime for registrants under this Law to ensure CIMA has appropriate supervisory powers including possible amendments based on CFATF recommendations.
Mutual Funds Law	To ensure licensees under this Law, as appropriate, fall within the scope of the beneficial ownership regime in the Cayman Islands, as well as regulatory enhancements including possible amendments based on CFATF recommendations.
Monetary Authority (Administrative Fines) Regulations	To implement a proportionate and dissuasive administrative fines regime for the Cayman Islands Monetary Authority to administer over its licensees.

A Strong Economy to Help Families and Businesses (continued)

PLANNED LEGISLATION	PURPOSE
Banks and Trust Companies Law Amendments	To implement regulatory enhancements including possible amendments based on CFATF recommendations.
Private Trust Companies Regulations Amendment	To implement regulatory enhancements as well as improvements to increase the attractiveness of the product.
Accountants Law and Regulations Amendment	To increase the scope of CIIPA to capture accountancy service providers and liquidators for AML/CFT supervisory purposes.
Insurance Law and Regulations Amendments	To improve the competitiveness of licenses offered, implement regulatory enhancements, and include possible amendments based on CFATF recommendations
Money Service Business Law	To implement regulatory enhancements including possible amendments based on CFATF recommendations
Non-Profit Organisations Law and Regulations	To address concerns rose during consultation with the non-profit sector
Auditors Oversight Authority Regulations	To establish an administrative sanctions regime for breaches of the AOAs rules
Beneficial Ownership Regulations	To set out detailed requirements of the beneficial ownership regime in the Cayman Islands
Country-by-Country Reporting Regulations	To establish the framework to allow the Cayman Islands to participate in the sharing of information under the OECD BEPs Action 13
Tax Information Authority Law and Regulations	To introduce effective enforcement, compliance, and audit measures to meet OECD Common Reporting Standard and OECD Global Forum Peer Review Report
Report of Savings Income Information (European Union) Law and Regulations	To repeal of both the law and the regulations as a new mechanism is used to exchange this type of information

b) Achieving Full Employment – Jobs for All Caymanians

PLANNED LEGISLATION	PURPOSE
Legislation for National Training Framework	To establish a framework around training, including, National Qualifications Framework quality assurance, and training programmes
Development of Regulations for the Criminal Records (Spent Convictions) Law, 2016	To support the effective functioning of a new Expungement Board.
Revisions to the Immigration Law	To support the Creation of the National Human Resource Department and new business processes.

c) The Best Education Opportunities for All Our Children

PLANNED LEGISLATION	PURPOSE
Public Libraries Law	Modernize legislation

d) Reducing Crime and the Fear of Crime

PLANNED LEGISLATION	PURPOSE
Cadets Corps Law	Update law and develop regulations to better align with existing legislation
Development of a Prisons Inspection Law	To ensure independent inspection of places of detention and to report on conditions and treatment and promote positive outcomes for those detained
Immigration Law and Regulations (Amendments)	Reform relevant legislation as required to drive efficiency gains in administrative processes, revenue collection, border control (security and facilitation), and law enforcement.
Immigration Law and Regulations (Amendments)	Reform relevant legislation as required to support secure exchanges of customer information through interoperable data systems solutions.
Prison Law and Regulations, Prison Rules and Prison Officer's (Discipline) Regulations (Amendments)	For constitutional compliance and support of industry-standards concerning security, rehabilitation, and community re-integration of offenders.
Legislation for the Supervision of Sex Offenders (To enable Probation Officers to undertake necessary activities (for example, viewing content on personal electronic devices, conducting searches of homes, vehicles, etc.) as part of the supervision process.
National CCTV Law	To strengthen existing Code of Practice and ensure compliance with established best practices and industry standards.
National Public Safety Emergency Communications Law	To establish best practices and industry standards and ensure compliance with the same.

e) Access to Quality, Affordable Healthcare

PLANNED LEGISLATION	PURPOSE
Pharmacy legislation	To regulate pharmacy, medicinal products and poisons. To allow pharmacists to stay abreast of changes to ensure safe and legal practice; to protect the public through licensure, regulation and information; to bring the Cayman Islands Pharmacists' into the 21 st century practice of pharmacy; to protect and promote the health of all residents and provide a healthier future for the people of the Cayman Islands.
Human Tissue Transplant Regulations	The Human Tissue Transplant Law, 2013 was passed in the LA in 2013. The purpose of the Law is to develop and implement legislation that will allow for human organ and tissue donation and transplants to be performed in the Cayman Islands. Before the Law is commenced, Regulations must be developed to give effect to the Law. The legislation seeks to regulate the collection and use of human tissue in the Cayman Islands and the establishment of a Human Tissue Transplant Council for the purpose of monitoring compliance of the provisions of the legislation. The Human Tissue Donation and Transplant Regulations are currently in draft form to be reviewed by a Committee that will be appointed by Cabinet.
Health Practice Law	Institutional Registration was first introduced under the Health Practice Law (2013 Revision). Since then, representation has been made to the Ministry by Health City Cayman Islands (HCCI) with proposed amendments to the current method of registering practitioners in this list or under this category. The Ministry in consultation with the registering Health Practice Councils will need to review the proposed amendments to determine whether they are feasible. The Ministry will establish a Health Practice Review Committee with relevant stakeholders, public and private, later this year to review the HPL and Regulations to address the concerns raised by HCCI and the four Health Practice Councils
Health Care Decisions Bill, 2017	To develop and implement legislation to give legal effect to advance directives; enable an individual to make decisions and give directions in relation to their future health care; to provide for the appointment of a health care proxy to make such decisions on behalf of the individual, whilst ensuring that the health care delivered to the individual is in a manner consistent with their wishes and instructions. Also, to provide protection for the health practitioner giving effect to an advance directive.
Nursing Regulations	To amend the Health Practice Law and Regulations, and the Nursing Regulations to allow for the waiver of the application fee for registration as a student nurse enrolled at the UCCI under the Health Practice legislation
Public Health Law	To review and prepare drafting instructions to update the Public Health Law and its subsidiary Regulations to reflect current best practice and terminology
Cancer Registry Law	To revisit and review the legislation to support mandatory reporting on the incidence of cancers

f) Stronger Communities and Support for the Most Vulnerable

PLANNED LEGISLATION	PURPOSE
The Disabilities Regulations	To support and give further effect to the Disabilities (Solomon Webster) Law 2016.
The Older Persons Regulations	To support and give further effect to the Older Persons Law 2017
Poor Persons (Relief) Law and Regulations	To strengthen social assistance services by updating the enabling legislation
Children Law (2012 Revision) amendments	To strengthen the safeguarding system and ensure consistency in practice, as well as further define the role and duties of relevant agencies
The Older Persons Law (2017) amendments	To update the Law with appropriate amendments
Amendments to the Laws and Regulations regarding Marriage	To modernise the current Law and Regulations
Immigration Law and Regulations (Amendments)	To support the Creation of the National Human Resource Department and new business processes
Fire Brigade Law, and Associated Orders and Codes of Practice (Amendments)	To support industry-standards concerning administrative and operational issues spanning the broad scope of fire rescue and emergency service.
Fire Brigade Regulations	To clarify technical requirements and standards of conduct and processes outlined in the Fire Brigade Law spanning the broad scope of fire rescue and emergency service

g) Ensuring Caymanians Benefit from a Healthy Environment

PLANNED LEGISLATION	PURPOSE
Review of Amendment(s) to the National Conservation Law	To form a Committee for the purposes of reviewing the National Conservation Law, and suggesting any necessary changes to be made
Plants Law	To enhance and modernise the regulatory framework for plants and introduce a regulations in relation to pesticides.
Animal Law	To enhance and modernise the regulatory framework for animals and animal welfare

h) Stable, Effective and Accountable Government

PLANNED LEGISLATION	PURPOSE
Amendment to the Public Management and Finance Law	To improve the Government's Financial Management System
Amendment to the Financial Regulations	To improve the Government's Financial Management System
The Procurement Law	To commence the Law and establish the framework that strengthens the Government's procurement structure, practices and policies
Procurement Regulations	To introduce a framework that strengthens the Government's procurement structure, practices and policies
Development of Regulations for the Public Authorities Law, 2017	To support the effective implementation of the Law
Regulations for the Standards in Public Life Law	To give effect to the carrying out of the functions of the Standards in Public Life Law (2016 Revision)
Legislative Assembly (Management), Bill 2018	Creation of management body for the management of the administrative functions of the Legislative Assembly
Legislative Assembly (Standing Orders) Amendments 2018	Amendments to enhance the operation of the Legislature
Auditor General's Bill	To align with new constitution and strengthen the independence of the Office of the Auditor General
Matrimonial Causes Bill	To reform the Matrimonial Causes Law
Family Property (Rights of Spouses) Bill	To reform the method of determining spousal property rights
Maintenance Bill	To reform the maintenance of spouses, including giving men the right to apply for maintenance
Private Funding of Litigation Bill	To introduce statutory regulation of conditional fee agreements
Strata Titles Bill	To reform of the regulation of strata schemes
Contempt of Court Bill	To provide partial codification of the law of contempt
Penal Code (Amendment) Bill	To supplement the codification of the law of contempt
Penal Code (Reform) Bill	To remove obsolete offences and generally modernise the Penal Code
Consumer Protection Bill	To introduce provisions intended to safeguard the interests of consumers
Anti-Bullying Bill	To introduce provisions intended to prevent the occurrence of bullying behaviour in the school environment
Interpretation (Amendment) Bill	To modernise the principles and rules prescribing how legislation should be interpreted
Cyber-Security Bill	To introduce provisions which place strict obligations on financial institutions to protect the confidentiality and integrity of consumer data
Cyber- Crime Bill	To modernise the Computer Misuse Law in order to respond to the emerging forms of criminal conduct involving the use of computers
Coroners Bill	To ensure the well-functioning of certain parts of the Data Protection Law 2017, which is expected to commence in January 2019
Data Protection Regulations, 2018	To reform the law regulating coroners inquests and coroners courts
The Criminal Justice (Offenders Assisting Investigations and Prosecutions) Bill	To introduce provisions which facilitate plea agreements between defendant and prosecution when determining the offences to tried and the penalties to be pursued
Defamation Bill	To deal with the emerging issues involving the application of defamation law principles and the anonymous delivery of opinions which can cause reputational damage
Trusts Law (Amendment) Bill	To introduce proposals which are intended to strengthen the effectiveness of the existing Trusts Law regime
Registered Land Law (Amendment) Bill	To modernise the Law

10. ECONOMIC OVERVIEW – CAYMAN ISLANDS ECONOMY

Introduction

This section presents a review of the domestic and global economic performance in 2016, along with the macroeconomic forecasts for 2017 to 2020 and their major underlying assumptions.

World Economic Performance and Forecasts¹

Global economic expansion weakened in 2016 to 3.1% as overall demand moderated in response to socio-economic and political uncertainties. Advanced economies grew by 1.7%, compared to 2.1% for the previous year with most major economic groups recording a deceleration in growth except Canada. Global economic activity is forecasted to accelerate to 3.5% in 2017, as advanced economies are anticipated to pick up moderately over the medium term. The uptick in growth for advanced economies, the main financial services and tourism markets for these Islands, should add some impetus to growth over the forecast period.

The United States (U.S.) economy expanded by 1.6% in 2016 relative to 2.6% in 2015, as weakness in non-residential investment weighed on growth. The U.S. is foreseen to generate an improved output growth of 2.1% in 2017. However, assuming that there will be no significant changes in fiscal policies, growth is expected to be slower at 2.1% in 2018, 1.9% in 2019 and 1.8% in 2020.

Economic momentum in the UK was tempered in 2016 despite stronger growth in private consumption as public consumption and investment demand decelerated. Similarly, the pace of economic activity in the Euro Area slid marginally as investment growth stalled in some of the larger economies. The UK and the Euro Area recorded growth of 1.8% and 1.7% respectively in 2016, lower than the 2.2% and 2.0% in 2015.

The Euro area is expected to sustain its cyclical recovery from the crises of 2008–09 and 2011–12 and is projected to grow by an average of 1.6%, between 2017 and 2020. Robust private demand is expected to spur growth in the U.K., which is projected to expand by an average of 1.8% between 2017 and 2020.

Emerging market and developing economies as a group expanded by 4.1% in 2016, lower than the 4.2% recorded in 2015. This largely reflected weakened growth in China and India. The Caribbean region had an estimated economic growth of 3.4% in 2016, a deceleration relative to the previous year.

Notwithstanding, some Caribbean countries improved on their economic performance, notably Barbados and Jamaica. Emerging markets and developing economies including the Caribbean are expected to grow at a faster pace in the coming years compared to 2015 and 2016, in tandem with the growth in advanced economies.

¹ This assessment is based generally on the World Economic Outlook (International Monetary Fund (IMF), April 2017, the United States (U.S.) GDP forecasts is based on the IMF's 2017 Article IV Consultation Report with the U.S. published on 27 June 2017.

Table 1: Comparative Macroeconomic Indicators and Forecasts (%)

			Projections	Forecast			
	2014	2015	2016	2017	2018	2019	2020
Real GDP growth (%)							
Cayman Islands*	2.2	2.8	2.7	2.1	2.4	2.3	2.0
United States	2.4	2.6	1.6	2.1	2.1	1.9	1.8
Advanced Economies	2.0	2.1	1.7	2.0	2.0	1.9	1.7
World	3.5	3.4	3.1	3.5	3.6	3.7	3.7
Consumer Prices Index (avg. %)							
Cayman Islands	1.3	(2.3)	(0.6)	1.8	2.3	2.6	2.4
United States	1.6	0.1	1.3	2.7	2.4	2.6	2.3
Advanced Economies	1.4	0.3	0.8	2.0	1.9	2.1	2.0
Unemployment (%)							
Cayman Islands	4.6	4.2	4.2	4.3	3.6	3.4	3.5
United States	6.2	5.3	4.9	4.7	4.6	4.4	4.5
Advanced Economies	7.3	6.7	6.2	6.0	5.8	5.7	5.6
Current Account of the Balance of Payments (% of GDP)							
Cayman Islands*	-25.4	-22.0	-25.3	-26.2	-26.4	-25.4	-24.2
United States	-2.3	-2.6	-2.6	-2.7	-3.3	-3.5	-3.6
Advanced Economies	0.5	0.7	0.8	0.7	0.4	0.3	0.3

* The GDP growth for 2016 is a preliminary estimate based on actual indicators as of December 2016. The current account balance for 2016 takes into account actual trade data as of December 2016.

Sources: IMF World Economic Outlook (April 2017) for the United States and Global data; IMF's 2017 Article IV Consultation Report for U.S. GDP; and the Cayman Islands Government, Economic and Statistics Office for the Cayman Islands data.

The Cayman Islands' Economic Performance in 2016

GDP Growth: The Islands' Gross Domestic Product (GDP) is estimated to have grown by 2.7% in 2016. This is based on actual indicators for 2016 which point to a stable level of activity in hotels and restaurants, and expansion across all other industrial sectors.

The construction industry remained robust with an estimated expansion of 4.5% in 2016, sustaining the growth trend observed since 2012, albeit it was weaker than the recorded growth of 6.1% in 2015 due to the completion of major development projects in the second half of 2016. The estimated expansion rate for 2016 reflects the growth of imported building materials during the period.

Real estate, renting and business activity had an estimated growth of 4.6% for 2016, as higher population supported increased renting activity. Real estate activity was also boosted by a 6.0% increase in the volume of property transfers.

Other industries that showed healthy rates of economic expansion are electricity and water supply, and transport, storage and communication with growth of 5.6% and 1.5%, respectively. These performances may be partly associated with the higher level of population in the Islands, as well as the increase in economic activity across most sectors.

Wholesale and retail trade expanded by 2.0%, as indicated by a rise in the importation of non-oil products during 2016. This sector benefitted from the multiplier effects of the performance of the construction sector as well as other sectors which altogether generated higher employment in 2016 compared to 2015.

Indicators for the financial services sector which accounts for approximately 40% of GDP point to a slightly improved performance in 2016, with growth estimated at 1.8%, compared to a 1.7% growth in 2015. This is traced mainly to a stronger domestic lending activity by commercial banks, as the listing and licensing activities for all services fell, except for captive insurance which recorded a modest growth of 0.4%.

The economic performance of the hotels and restaurants industry was impacted by a slowdown in the growth of arrivals in the fourth quarter in 2016. During the latter period, arrivals from both the air and cruise segments fell by 12.6% compared to the same period in 2015, after a strong growth of 4.7% in the first three quarters of 2016.

Inflation: In the calendar year 2016, the deflation observed in 2015 continued but at a slower pace of 0.6% compared to 2.3% in 2015. Several price indices directly contributed to the overall deflation, particularly housing and utilities which was affected mainly by the lower average rates for electricity and water associated with the downtrend in oil prices. The latter also cut average prices for transportation.

However, there were inflationary pressures during 2016 which emanated mainly from restaurants, recreation and culture, education and communication. These price uptrends may be generally associated with the growth in local demand resulting from higher population and employment levels.

Employment²: The robust growth of the domestic economy spurred an increase in demand for labour as total employment improved by 3.2% from a year ago and reached 40,411 in 2016. The wholesale and retail trade industry remained the top employer among all industries, followed by construction. With the growth in labour demand almost at pace with the growth in labour supply, the overall unemployment rate was stable at 4.2% in 2016. The total labour force strengthened to 42,196 in 2016, an expansion of 3.2% over the previous year. The increase in supply emanated from both local and foreign markets. The former was made up of the Caymanian labour force and Permanent Residents (with rights to work); these together comprised 24,508 persons or 58.1% of the total labour force. The Non-Caymanian labour force, which includes persons married to Caymanians and awaiting Permanent Residence and persons working by operation of law, was estimated at 17,688 or 41.9% of the total labour force.

Current Account of the Balance of Payments³: The growth in local economic activity was accompanied by higher demand for goods from abroad, which consequently increased the deficit on the current account of the balance of payments.

During 2016, total merchandise imports increased by 2.8% to \$854.2 million from a year ago. This increase reflected higher imports of non-fuel products. The importation of passenger motor vehicles recorded the highest surge of 47.9%. In contrast, the total value of petroleum and related products continued to fall, this time by 14.3%, as the total quantity and average prices of oil imports declined.

In addition to the higher payments for merchandise imports, the current account deficit in 2016 was also impacted by a slowdown in the two major sources of current account receipts: tourist arrivals and financial services. Total arrival of tourists

² The labour force indicators are taken from the Labour Force Survey Fall (October) 2016, with the comparable indicators taken from the Labour Force Survey in fall (October) 2015.

³ The current account of the balance of payments measures the total value of the Islands' transactions against the rest of the world in terms of trade in goods and services, income and transfers. A deficit in the current account means that the Cayman Islands made more payments to the rest of the world compared to its receipts from these transactions.

from abroad fell by 0.2% by end 2016 to settle at 2.1 million, with stay-over arrivals experiencing almost no growth. All categories of financial services also showed lower activity except for the registration of captive insurance entities which had a slight improvement of 0.4% in 2016 compared to 2015.

The Islands' current account deficit on the balance of payments in 2016 is projected at \$742.0 million or 25.3% of GDP.

The Cayman Island's Forecasts and Assumptions for 2017 to 2020

GDP Growth: Barring major disruptions from the external environment, the economic growth of the Cayman Islands over the medium term is expected to remain higher than the average growth over the last five years of 1.8%, driven largely by private investments.

The construction sector is expected to continue leading the economic expansion, with an acceleration in activity foreseen starting in the second half of 2017 from private sector investment projects such as the Ironwood Golf course, expansion of the Esterley Tibbetts highway and the planned construction of a new five-star hotel. Additionally, approved public sector projects such as the George Town Cruise Berthing project and continuation of the Linford Pierson highway and the Owen Roberts airport expansion projects are also expected to contribute to growth over the medium-term.

The recently completed and forthcoming projects aimed at increasing the accommodation capacity for tourist arrivals are assumed to boost growth in hotels and restaurants, and recreation and culture. This forecast is also conditional on improving source markets particularly the US, albeit at slower pace. The International Monetary Fund (IMF) revised its projection for the US downwards in their June 2017 Article IV consultation report relative to the projection as of April 2017. The recent strengthening of the US dollar relative to other major currencies is also expected to have a dampening effect on tourist demand from Europe, the UK and Canada. Notwithstanding, the forecasts assume continued product enhancements and diversification of source markets amidst the challenges. For the first four months of 2017 stay over tourist arrivals increased by 1.9%, while cruise arrivals declined by 7.7%.

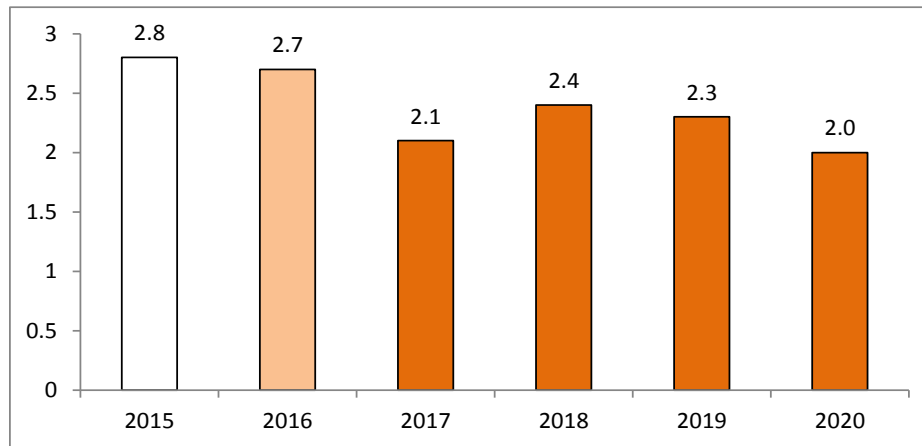
The above-cited sectors are expected to boost employment and stimulate growth in domestic demand for services in several sectors such as wholesale and retail trade; transport, storage and communication; real estate, renting and business activities; and electricity and water supply.

The financial services sector is assumed to sustain its recent performance over the medium-term, conditional mainly on continuing growth in domestic lending and a rebound in the financial listing and licensing business. Domestic Interest rates are expected to follow the current monetary stance of the US Federal Reserve Bank which has increased the federal funds rate by 25 basis points (bps) in June 2017 and indicated the possibility of a further increase before the end of 2017. Increases in domestic lending rates may dampen demand for borrowings and impact the banking services component of GDP.

In view of the Framework for Financial Responsibility, the Government's direct expenditure is not expected to increase its contribution to economic growth.

The above external and domestic assumptions support a forecasted growth in real GDP of 2.1%, for 2017, 2.4%, for 2018, 2.3% for 2019 and 2.0% for 2020 (see Table 1 and Figure 1 below). The forecasted modest slowdown in 2017 is premised primarily on the start of new capital spending projects toward the second half of 2017. The strengthening of GDP growth in 2018 and 2019 assumes the implementation of planned infrastructure projects such as the George Town Cruise Birthing project.

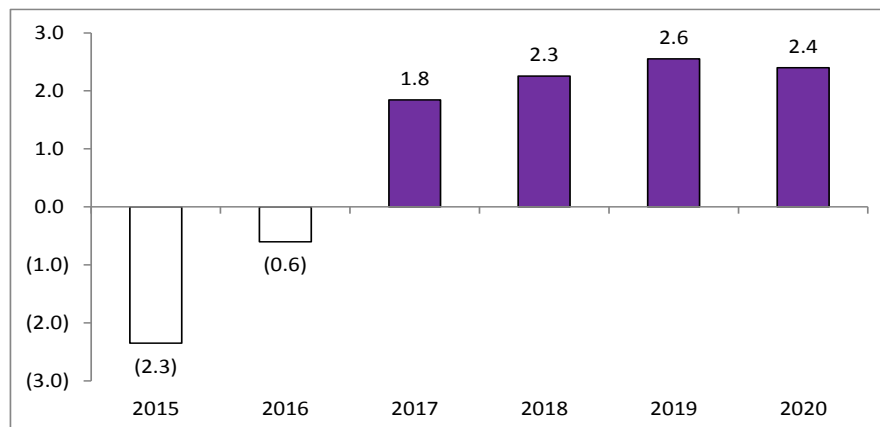
Figure 1: Cayman Islands' Real GDP Growth (%)



Note: Data for 2015 is an actual estimate; 2016 is a preliminary estimate; 2017-20 are forecasts **Source:** Cayman Islands Government's Economics and Statistics Office

Inflation Rate⁴: A gradual increase in the population level and higher demand for construction-related goods and services are assumed to push up the general price levels over the medium-term. The forecasted acceleration of consumer prices in the USA from 1.3% in 2016 to an average of 2.5% per year between 2017 and 2020 is also expected to induce inflationary pressure on local prices; given that majority of merchandise imports are sourced from US markets. In addition, oil prices are foreseen to rise by 28.9% in 2017 but will decline marginally by an average of 0.8% per year between 2018 and 2020. For the first 3 months of 2017 the Cayman Islands recorded an inflation of 1.7%. Prices are anticipated to remain elevated for the rest of 2017 with the average inflation rate forecasted at 1.8% for the full year. Average inflation is then forecasted at 2.3% for 2018, 2.6% for 2019 and 2.4% for 2020 (see Table 1 and Figure 2).

Figure 2: Cayman Islands' Inflation Rates (%)

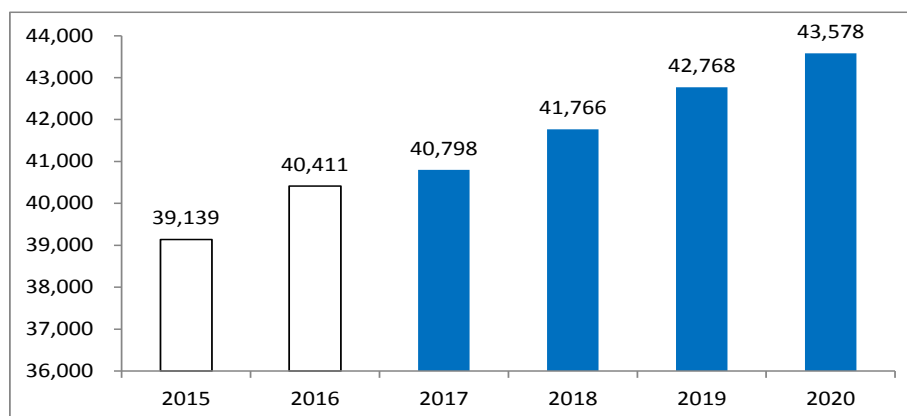


Note: CPI inflation rates for 2015 and 2016 are actual estimates; 2017-20 are forecasts **Source:** Cayman Islands Government's Economics and Statistics Office

⁴ The inflation forecasts are based on the 2008 Consumer Price Index (CPI) basket which will be in use for reporting inflation rates up to the second quarter of 2017. Starting in the third quarter of 2017, the inflation rates to be reported will be based on the 2016 CPI basket. The forecasts will be revised accordingly in future economic updates.

Employment: The demand for labour is expected to track the GDP growth forecasts. An increase in employment opportunities is expected from planned development projects including those that are anticipated to start in the second half of 2017. Over the medium-term, new employment is also expected from the Islands' hotel industry with the completion of new facilities and the renovation of existing ones (see Table 1 and Figure 3 below). However, the sensitivity of the labour market to external demand such as hotels and restaurants may be impacted by changes in US growth projections over the medium term as well as any further strengthening in the US dollar.

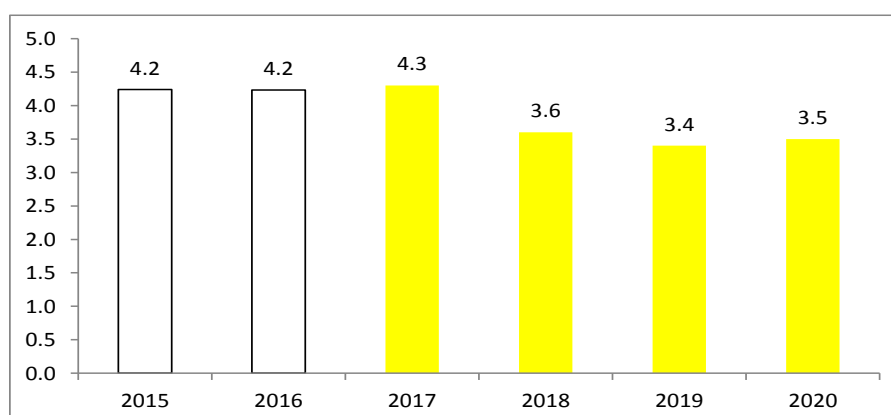
Figure 3: Cayman Islands' Total Employment



Note: Employment for 2015 and 2016 are actual estimates; 2017-20 are forecasts
Source: Cayman Islands Government's Economics and Statistics Office

Given the projected GDP growth in 2017, the unemployment rate is forecasted at 4.3% of the labour force. The unemployment rate is then expected to improve to 3.6% in 2018, 3.4% in 2019 and 3.5% in 2020 (see Table 1 8 and Figure 4 below). A key assumption in the reduction of the unemployment rate is that the implementation of the National Pension Amendment Law in the beginning of 2018 will result in higher employment of Caymanians as anticipated by local business leaders.

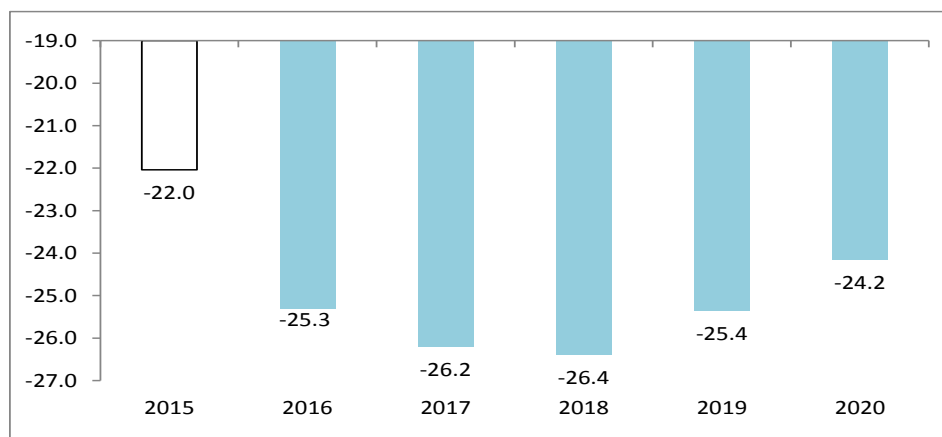
Figure 4: Cayman Islands' Unemployment Rates (% of Labour Force)



Note: The rates for 2015 and 2016 are actual estimates; 2017-20 are forecasts
Source: Cayman Islands Government's Economics and Statistics Office

Current Account of the Balance of Payments: The current account deficit is forecasted to be higher at 26.2% of GDP in 2017, 26.4% in 2018, 25.4% in 2019 and 24.2% in 2020 (see Table 1 and Figure 5 below). These movements are consistent with assumed increases in payments for the importation of goods for new private sector projects. It is also assumed that improvements in current account receipts from new tourism-related projects will partially offset the impact of higher merchandise imports.

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



Note: Data for 2015 is an actual estimate; 2016 is a preliminary estimate; 2017-20 are forecasts **Source:** Cayman Islands Government's Economics and Statistics Office

11. OUTPUT GROUPS FOR 2018 AND 2019

The Cabinet intends to purchase a number of outputs in the 2018 and 2019 financial years. Some of these are necessary purely for the Government to function on a day-to-day basis. However, the majority are designed to positively contribute to the Government's specific outcome goals.

Outputs will be purchased from three sources:

1. Ministries, Portfolios and Offices;
2. Statutory Authorities and Government Companies; and
3. Non-Governmental Output Suppliers.

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

Details of the specific outputs within each group to be delivered by Ministries, Portfolios and Offices are specified in the Budget Statement of the relevant Ministry, Portfolio or Office.

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

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12. OUTPUT GROUPS TO BE PURCHASED BY THE PREMIER

OUTPUT SUPPLIER: CABINET OFFICE

CBO 1	Development and Coordination of Government Policy		
DESCRIPTION Development and Coordination of Government policy including: <ul style="list-style-type: none">Policy Development Co-ordination and AdviceCoordinating and monitoring of policy implementation			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of hours of development coordination and adviceNumber of hours spent coordinating and monitoring policy implementationNumber of E-Government Steering Committee meetings heldNumber of programs/projects initiated	5,900-6,400 700-800 N/A N/A	5,900-6,400 700-800 N/A N/A	8,850-9,600 1,050-1,200 7-12 4-7
QUALITY <ul style="list-style-type: none">Advice, management, coordination reviewed or provided by senior personnelPolicies coordinated monitored by senior personnelSteering committee approved business cases are in accordance with approved E-Government strategy and guidelines	95-100% 95-100% N/A	95-100% 95-100% N/A	95-100% 95-100% 100%
TIMELINESS <ul style="list-style-type: none">All advice submitted in accordance with schedules as agreed with the clientMonitoring is conducted on an on-going basisE-Government Steering Committee meetings held every two monthsPreliminary business cases review within 2 months	90-100% 100% N/A N/A	90-100% 100% N/A N/A	90-100% 100% 80% 100%
LOCATION <ul style="list-style-type: none">Cayman Islands and Overseas	100%	100%	100%
COST	\$1,118,309	\$1,180,775	\$3,207,911
RELATED BROAD OUTCOMES: A Strong Economy to Help Families and Businesses Stronger Communities and Support for the Most Vulnerable Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: CAB 1, CAB 2			

NOTE: CAB 14 only up to 2016/17, responsibility shifted from Cabinet Office to Ministry of Commerce, Planning and Infrastructure.

CBO 2	Cabinet and National Security Council Support and Servicing			
DESCRIPTION Cabinet support servicing involving: <ul style="list-style-type: none">Administrative support for Cabinet and National Security CouncilAdministrative and secretarial support for the processing of appealsPreparation of Tax Undertaking Certificates				
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast	
QUANTITY	<ul style="list-style-type: none">Number of agendas, minutes and extracts prepared and circulatedNumber of Tribunal meetings supported and attendedNumber of Tax Undertaking Certificates issued	3,095 – 3,135 45 - 60 6,000 - 6,700	3,095 – 3,135 45 - 60 6,000 - 6,700	4,639 – 4,702 67 – 90 9,000 – 10,050
QUALITY	<ul style="list-style-type: none">All agendas, minutes and extracts are prepared in accordance with the Guidelines to the Operation of CabinetTribunal minutes issued are an accurate account of the meeting and signed by the chair of the meetingTax undertaking certificates and licenses processed in accordance with the relevant laws checked and signed by Clerk or Deputy Clerk of the Cabinet	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%	95-100% 100% 95-100%
TIMELINESS	<ul style="list-style-type: none">Agendas circulated at least two working days prior to meetingsMinutes issued up to three working days after meeting to the chair of the meetingTax Undertaking Certificates issued 2 - 3 weeks from receipt of application	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
LOCATION	<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST		\$889,596	\$867,881	\$729,475
RELATED BROAD OUTCOMES: A Strong Economy to Help Families and Businesses Stable, Effective and Accountable Government				
This Group Comprises Budget Statement Outputs: CAB 4, CAB 6, CAB 7				

CBO 9	Protocol Services		
DESCRIPTION The provision of a wide range of protocol services and interventions to the Cayman Islands Government and to the wider community as required. Additionally, this output includes various ceremonies including: <ul style="list-style-type: none">• Heroes Day• Remembrance Day• Queen’s Birthday• Official Funerals• Inaugurations			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Advice and reporting in relation to protocol matters• Number of protocol policies and services developed• Number of ceremonial and official events coordinated• Number of official visits (local/overseas), conferences and meetings given assistance and/or organized• Number of training sessions delivered• Number of airport courtesies and diplomatic facilitations delivered	3,500 – 4,000 1-2 8-10 6-8 5-6 200-250	3,500 – 4,000 1-2 8-10 6-8 5-6 200-250	5,250 – 6,000 2-4 12-15 9-12 7-9 300-375
QUALITY <ul style="list-style-type: none">• All policies and practices will be developed with key stakeholders in conformance with international best practice while being tailored specifically for the Cayman Islands• Protocol advice, services and training to be provided by suitably experienced staff• Protocol advice, services and training in accordance with agreed policies and guidelines• Delivery of support and services to be provided in a professional and efficient manner	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS <ul style="list-style-type: none">• Protocol services will be delivered in line with timetables agreed with the Cabinet Secretary• Ceremonial and official events coordinated as required• Protocol assistance and organization of visits as required• Training to be provided throughout the year	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
LOCATION <ul style="list-style-type: none">• Grand Cayman	100%	100%	100%
COST	\$461,886	\$461,880	\$754,438
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Budget Statement Output: PCF 1			

CBO 11	Freedom of Information and Data Protection Coordination		
DESCRIPTION			
The Freedom of Information (FOI) Unit and Data Protection Unit will lead and coordinate freedom of information and data protection across government and developing internal capacity for compliance. This output encompasses raising awareness in the entire public sector, developing tools and procedures for effective implementation of relevant legislation and policies, and organising and conducting training for staff in public entities.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of proactive training and awareness sessionsNumber of reactive assistance interactions with public entitiesNumber of statutory, regulatory and policy requirements reviewedNumber of web sites maintained	20-32 385-700 2-9 2-3	20-32 385-700 2-9 2-3	8-18 450-900 2-9 2-3
QUALITY			
<ul style="list-style-type: none">Training and awareness to be provided by qualified officer; 80% of evaluations rated “good” or better overall.Assistance based on relevant legislation, policies and good practiceStatutory, regulatory and policy requirements considered based on relevant legislation policies and good practice and developed/reviewed by a qualified officerWebsite information created and approved by a qualified officer	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
TIMELINESS			
<ul style="list-style-type: none">Extensive quarterly trainingReactive assistance at point of contact or within timeframe agreed with public entityStatutory, regulatory and policy development/review conducted in the timeframe agreed with the requesting agency or the timeframe set by the Cabinet SecretaryWebsite online maintained throughout the year	95-100% 95-100% 95-100% 90-100%	95-100% 95-100% 95-100% 90-100%	95-100% 95-100% 95-100% 90-100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$201,910	\$201,910	\$143,815
RELATED BROAD OUTCOMES: Stronger Communities and Support for the Most Vulnerable Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: CAB 12, CAB 13			

CBO 17	Information Services Provided to Other Government Agencies		
DESCRIPTION Provision of the following services to Other Government Agencies: <ul style="list-style-type: none">Advertising/Marketing Products and ServicesNews and Public Information Written ProductsStrategic Communications and Media Relations Services Communication Media TrainingContent for CIGTVInternal communication and engagement			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of advertising productsNumber of press releasesNumber of strategies/campaigns developedNumber of unique Spotlight programmes offeredNumber of campaigns developed or supportedNumber of corporate posts and products developed	1,000 – 1,100 450 – 500 50-100 5 3-4 200-250	1,000 – 1,100 450 – 500 50-100 5 4-6 200-250	1,350-1,650 675-750 75-150 8 N/A N/A
QUALITY <ul style="list-style-type: none">All products reviewed by manager prior to release (GIS)Audience and Client satisfaction survey-Annual (GIS)Campaigns meet stated objectivesContent adheres to relevant standards	100% 90-100% 50-100% 95-100%	100% 90-100% 50-100% 95-100%	100% 90-100% N/A N/A
TIMELINESS <ul style="list-style-type: none">As agreed with ClientCampaigns completed / Content published / meetings hosted in accordance with relevant timeline / grid	100% 75-100%	100% 80-100%	100% N/A
LOCATION <ul style="list-style-type: none">Cayman Islands , Overseas	100%	100%	100%
COST	\$1,182,431	\$1,212,145	\$1,316,941
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: GIS 25, GIS 26, GIS 28 , GIS 29, ICU 1			

CBO 20	Advice and Assistance to the Premier and Administration of the Premier's Office			
DESCRIPTION				
Provision of advice and assistance to the Premier and administration of the Premier's Office.				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY				
<ul style="list-style-type: none">Number of hours of advice and administrative support provided		3,600 - 5,000	3,600 - 5,000	7,200 – 7,500
QUALITY				
<ul style="list-style-type: none">All personnel are qualified in his/her area of expertise or experience		100%	100%	100%
TIMELINESS				
<ul style="list-style-type: none">All advice and services is provided within the timeframe set by the Premier		90-100%	90-100%	90-100%
LOCATION				
<ul style="list-style-type: none">Cayman Islands		100%	100%	100%
COST		\$698,955	\$698,955	\$1,405,000
RELATED BROAD OUTCOMES:				
A Strong Economy to help Families and Businesses				
Stable, Effective and Accountable Government				
This Group Comprises Budget Statement Output: OTP 1				

CBO 21	Broadcasting of Public Information and On Air Programmes		
DESCRIPTION			
<ul style="list-style-type: none">• Delivery of general information programmes• Delivery of Bulletin Board items, Newscasts and sports on local and international events• Delivery of Sales, Production & Remote Broadcasts			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of bulletin board items• Number of news items• Religious programmes• Legislative Assembly broadcasts (hours)• Number of Public Service Announcements• Special Packages• Commercials produced• Remote broadcasts delivered	17,000-18,000 41,000 – 42,000 1,500-2,000 150-250 13,000-14,000 600-700 300-400 23-33	17,000-18,000 41,000 – 42,000 1,500-2,000 150-250 13,000-14,000 600-700 300-400 23-33	22,000-24,000 76,500 - 78,000 2,100-2,250 150-300 12,000 - 13,000 1,250-1,500 750-1,000 25-30
QUALITY			
<ul style="list-style-type: none">• Compliance for all programmes to good practice broadcast standards• Programmes monitored by Director/Deputy Director• Percentages of Marketing and sales packages with pre and post monitoring by Director and Deputy Director• Finished product reviewed for standard by Director, Deputy Director, Recording Engineer and Client	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">• All programmes to be delivered on the date and times agreed with the requesting customer• Commercials to be produced within a 24 hour period	100% 100%	100% 100%	100% 100%
LOCATION			
<ul style="list-style-type: none">• Cayman Islands	100%	100%	100%
COST	\$1,287,809	\$1,287,809	\$1,948,789
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: RCY 1, RCY 2,RCY 3			

CBO 22	Services Provided by the London Office		
DESCRIPTION <ul style="list-style-type: none">• Provision of advice and information on events, policies and developments in the UK and Europe.• Provision of guidance and information to foreign stakeholders and other business/economic development activities• Provision of assistance to Caymanians residing, studying or visiting the United Kingdom and Europe• Provision of assistance to persons visiting or relocating to the Cayman Islands• Provision of support and coordination of disaster response efforts.• Provision of assistance within our capability to Caymanians who are experiencing distress in the UK and Europe.• Participating in and arranging meetings, conferences, functions and official visits.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of hours spent providing information and business and economic development activities• Number of persons assisted or advised• Number of events, meetings, conferences or official functions attended• Number or monthly, quarterly and annual reports or briefing papers produced• Hours of general governmental services provided	300-400 200-250 60-100 20-40 250-450	300-400 200-250 60-100 20-40 250-450	450-600 300-375 90-150 30-60 375-750
QUALITY <ul style="list-style-type: none">• Information provided by qualified personnel and is accurate and up to date• Assistance/ advice provided by officer experienced in liaising with the UK public and private sector agencies• Meetings, events, conferences and official functions attended by a qualified officer• Advice and information provided by qualified personnel• Services provided by qualified personnel	95-100% 90-100% 95-100% 95-100% 95-100%	95-100% 90-100% 95-100% 95-100% 95-100%	90-100% 90-100% 100% 100% N/A

TIMELINESS <ul style="list-style-type: none"> Information is provided within five working days Assistance/advice provided within three working days of request Memo on attendance of the above filled within three working days of attendance Information on events and new policies in the United Kingdom and Europe provided within two working days following identification of relevant issues Respond to request for service within two working days 	95-100%	95-100%	95-100%
	95-100%	95-100%	100%
	95-100%	95-100%	N/A
	95-100%	95-100%	95-100%
	95-100%	95-100%	N/A
LOCATION <ul style="list-style-type: none"> United Kingdom and Europe 	100%	100%	100%
COST	\$1,132,736	\$1,132,735	\$1,351,326
RELATED BROAD OUTCOMES: Stable, Effective and Accountable Government A Strong Economy to Help Families and Businesses The Best Education Opportunities for All Our Children Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Budget Statement Outputs: UKO 11, UKO 12, UKO 13, UKO 14, UKO 15, UKO 16			

OUTPUT SUPPLIER: UTILITY REGULATION AND COMPETITION OFFICE

URC 1	Drafting Instructions for the Development of Legislation		
DESCRIPTION Provide Instruction on: <ul style="list-style-type: none">Drafting of additional regulations, and amending existing regulations, under the Utility Regulation and Competition Law, 2016Continuously monitor international technical standards and legislation in competitive jurisdictions, and recommend amendments to our legislation where appropriate in order to maintain our competitive position.Provide specialist advice on legislation impacting the regulated sectors			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Hours spent on drafting legislation, public consultations, international research on legislative issues	140	140	140
QUALITY <ul style="list-style-type: none">Define issues clearly and succinctly, with the nature and scope of the issues being clearHave involved appropriate research, consultation with interested parties, and employed appropriate analytical techniquesHave recommendations that are unambiguousExamine implementation issues and provide guidance where appropriateBe prepared with due professional care	100%	100%	100%
TIMELINESS <ul style="list-style-type: none">All papers delivered by dates required	100%	100%	100%
LOCATION <ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$30,352	\$30,352	\$29,260
RELATED BROAD OUTCOMES: Stronger Communities and Support for the Most Vulnerable Stable, Effective and Accountable Government			
This Group Comprises Purchase Agreement Output: URC 1			

URC 2	Management of KY Internet Domain		
DESCRIPTION			
Development of policy for, and management of, the Cayman Islands Internet Domain (KY DOM).			
<ul style="list-style-type: none">• Purchase of technical services for the .ky Internet domains (78% of ICT 9)• Consultation with all stakeholders• Establishing the necessary technical databases• Maintaining the required domain name servers• Receiving, approving and recording applications for registration• Receiving and recording registration payments• Responding to requests for information• Monitoring compliance with domain policy• Receiving and progressing complaints• Liaising with international internet organizations e.g. ICANN and Internet Society• Developing and maintaining the .ky domain registration web site (www.nic.ky)			
Costs have dramatically changed due to a shift from a US-based KY domain management provider to a locally-based, global KY domain reseller.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of hours• Number of registrants	80 9,500 – 10,200	80 9,500 – 10,200	80 9,500 – 10,200
QUALITY			
All Services will:			
<ul style="list-style-type: none">• Be conducted with due professional care• Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques• Have recommendations that are unambiguous• Web-site will have provision for on-line feed-back	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">• All services delivered by dates required	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">• Grand Cayman and technical sites in the USA	100%	100%	100%
COST	\$25,000	\$25,000	\$23,958
RELATED BROAD OUTCOMES:			
Stronger Communities and Support for the Most Vulnerable Stable, Effective and Accountable Government			
This Group Comprises Purchase Agreement Output: URC 2			

URC 3	Collection and Verification of Licence Fees		
DESCRIPTION Collection and verification of licence fees from major ICT network and ICT services, including: <ul style="list-style-type: none">• Issuing invoices as required• Receiving payments and financial statements• Verifying payments against financial statements and licensing provisions• Resolving disputes over amounts paid• Taking action to recover outstanding payments• Remitting receipts to Government• Receiving and verifying annual adjustments based upon annual audited financial statements			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of license fees processed per year	120-140	120-140	120-140
QUALITY <ul style="list-style-type: none">• Collection of fees due from licensees and amounts verified by OfReg staff• Supporting information provided by licensees verified to quarterly management accounts of licensee• Supporting information provided by licensees verified to annual certificates provided by external auditors	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS <ul style="list-style-type: none">• All payments verified within one month of receipt	100%	100%	100%
LOCATION <ul style="list-style-type: none">• Grand Cayman	100%	100%	100%
COST	\$100,383	\$100,383	\$96,200
RELATED BROAD OUTCOMES: Stronger Communities and Support for the Most Vulnerable Stable, Effective and Accountable Government			
This Group Comprises Purchase Agreement Output: URC 3			

URC 4	Policy Advice		
DESCRIPTION			
Provision of policy advice and support to the Minister, Chief Officer and other Government entities on OfReg matters, including compliance with the Government’s international obligations, market liberalization and competitive pricing.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Hours spent on papers, drafts, verbal and written briefs, attendance at meetings, research and speeches	180	180	180
QUALITY			
<ul style="list-style-type: none">Define issues clearly and succinctly, with the nature and scope of the issues being clear	100%	100%	100%
<ul style="list-style-type: none">Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques	100%	100%	100%
<ul style="list-style-type: none">Have recommendations that are unambiguous	100%	100%	100%
<ul style="list-style-type: none">Examine implementation issues and provide guidance where appropriate	100%	100%	100%
<ul style="list-style-type: none">Be prepared with due professional care	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">All papers delivered by dates required	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$43,757	\$43,757	\$41,934
RELATED BROAD OUTCOMES:			
Stronger Communities and Support for the Most Vulnerable Stable, Effective and Accountable Government			
This Group Comprises Purchase Agreement Output: URC 4			

URC 5	Education of Local Businesses and the General Public on ICT Issues			
DESCRIPTION				
Education of the general public and private sector on ICT issues including:				
<ul style="list-style-type: none">• The effects of competition and the choices available• Individual rights when dealing with telecommunications companies• Complaint procedures• What information is available from the Office• What is price regulation, and what does it mean for the individual• Which networks and services require licences, and which do not				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY				
Number of Hours:				
<ul style="list-style-type: none">• Website design and development		15	15	15
<ul style="list-style-type: none">• Design and production of printed co-lateral		3	3	3
<ul style="list-style-type: none">• Newspaper ads and/or press releases		3	3	3
QUALITY				
All Services will:				
<ul style="list-style-type: none">• Be conducted with due professional care		100%	100%	100%
<ul style="list-style-type: none">• Have involved appropriate research, consultation with interested parties and employ appropriate analytical techniques		100%	100%	100%
<ul style="list-style-type: none">• Have recommendations that re unambiguous		100%	100%	100%
<ul style="list-style-type: none">• Resolution of on-line feed-back and complaints		100%	100%	100%
TIMELINESS				
<ul style="list-style-type: none">• All services delivered by dates required		100%	100%	100%
LOCATION				
<ul style="list-style-type: none">• Grand Cayman		100%	100%	100%
COST		\$8,215	\$8,215	\$7,873
RELATED BROAD OUTCOMES:				
Stronger Communities and Support for the Most Vulnerable				
Stable, Effective and Accountable Government				
This Group Comprises Purchase Agreement Output: URC 5				

URC 6	Regional and International Representation		
DESCRIPTION			
Act as the Cayman Islands point of contact and representative on, and pay membership fees to, regional and international organisations and associations such as:			
<ul style="list-style-type: none">American Registry for Internet Numbers (ARIN)Caribbean Association of National Telecommunication OrganisationsCaribbean Telecommunications UnionCountry Code Names Supporting Organisation (ccNSO)Commonwealth Telecommunications OrganisationFederal Communications CommissionInternet Corporation for Assigned Names and Numbers (ICANN)International Civil Aviation Organisation (ICAO)International Maritime Organisation (IMO)International Telecommunications UnionNorth American Numbering Plan AssociationRegional ICT RegulatorsSociété Internationale de Télécommunications AéronautiquesOffice of Communications (UK OFCOM)			
MEASURES	2018-19 1 Jan to 31 Dec 2018	2018-19 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Representation at International and regional meetings and conferences	4	4	4
<ul style="list-style-type: none">Responses to requests for written input and other correspondence	14	14	14
<ul style="list-style-type: none">Detailed reports to Ministry	3	3	3
QUALITY			
<ul style="list-style-type: none">Define issues clearly and succinctly, with the nature and scope of the issues being clear	100%	100%	100%
<ul style="list-style-type: none">Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques	100%	100%	100%
<ul style="list-style-type: none">Have recommendations that are unambiguous	100%	100%	100%
<ul style="list-style-type: none">Examine implementation issues and provide guidance where appropriate	100%	100%	100%
<ul style="list-style-type: none">Be prepared with due professional care	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">All services delivered by dates required	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman and Overseas	100%	100%	100%
COST	\$42,602	\$42,602	\$40,827
RELATED BROAD OUTCOMES:			
Stronger Communities and Support for the Most Vulnerable			
Stable, Effective and Accountable Government			
This Group Comprises Purchase Agreement Output: URC 6			

URC 7	National Cyber Security Initiatives		
DESCRIPTION Development of national cyber security strategy, related ICT policies, ICT license obligations, and related regulations. Coordination of cyber security activities with other Authorities, government entities and law enforcement. Creation and management of a cyber security unit to drive and manage strategic objectives. Coordination with regional and international cyber security entities.			
MEASURES	2018-19 1 Jan to 31 Dec 2018	2018-19 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Representation at International and regional meetings and conferencesDevelopment of national Cyber Security StrategyCreation and management of national Cybersecurity Incident Response Team (CIRT)	4 2 2	4 2 2	4 1 1
QUALITY <ul style="list-style-type: none">Define issues clearly and succinctly, with the nature and scope of the issues being clearHave involved appropriate research, consultation with interested parties, and employed appropriate analytical techniquesHave recommendations that are unambiguousExamine implementation issues and provide guidance where appropriateBe prepared with due professional care	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
TIMELINESS <ul style="list-style-type: none">All services delivered by dates required	100%	100%	100%
LOCATION <ul style="list-style-type: none">Grand Cayman and Overseas	100%	100%	100%
COST	\$75,000	\$75,000	\$71,875
RELATED BROAD OUTCOMES: Stronger Communities and Support for the Most Vulnerable Stable, Effective and Accountable Government			
This Group Comprises Purchase Agreement Output: URC 7			

URC 8	Monitoring and Controlling of Petroleum Products, Storage and Handling		
DESCRIPTION			
Administration of the petroleum handling and storage law, including inspection of fuel storage terminals. Advising on the safe handling and storage of hazardous substances. Inspection of workplaces to ensure compliance with safety, health and environmental environment for hazardous materials.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">General Inspections (all permitted premises and vehicle)	270 – 300	270 – 300	270 – 300
<ul style="list-style-type: none">Statutory Consultation (Planning and Permitting)	45 – 55	45 – 55	45 – 55
<ul style="list-style-type: none">Economic Monitoring and Data Analysis of Fuel Sector	52 – 60	52 – 60	52 – 60
<ul style="list-style-type: none">Fuel and Energy Initiatives Engagement	3 – 4	3 – 4	3 – 4
<ul style="list-style-type: none">FOI, Media and Complaints handled/addressed	40 -60	40 -60	40 -60
<ul style="list-style-type: none">Quality control and fuel testing	12 - 15	12 - 15	12 - 15
<ul style="list-style-type: none">Issuance of Operating and Import Permits, and Calibration certs	160 – 195	160 – 195	160 – 195
<ul style="list-style-type: none">Pump Calibrations witnessed/supervised (sites)	20 – 30	20 – 30	20 – 30
<ul style="list-style-type: none">General Policy Advice and Consultation	35 – 50	35 – 50	35 – 50
<ul style="list-style-type: none">Emergency and Spill Response Management	8 - 10	8 - 10	8 - 10
QUALITY			
<ul style="list-style-type: none">Comply with Dangerous Substance Handling and Storage Law, 2003, its Regulations and relevant industry codes determined by CPI in consultation with relevant stakeholders	100%	100%	100%
<ul style="list-style-type: none">Inspections to be carried out by qualified, competent and experienced Inspectors	75%	75%	75%
<ul style="list-style-type: none">Activities to be carried out to the highest ethical and professional standards, using relevant and up-to-date industry information and practice, and engaging certified organizations where necessary	90%	90%	90%
TIMELINESS			
<ul style="list-style-type: none">Inspections completed within five working days	95%	95%	95%
<ul style="list-style-type: none">Turnaround time of three days for fully compliant planning applications	95%	95%	95%
<ul style="list-style-type: none">All other tasks to be completed within set/established timeline	95%	95%	95%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$150,000	\$150,000	\$357,810
RELATED BROAD OUTCOMES: Stronger Communities and Support for the Most Vulnerable Stable, Effective and Accountable Government			
This Group Comprises Purchase Agreement Output: URC 8			

13. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF HUMAN RESOURCES, IMMIGRATION & COMMUNITY AFFAIRS – HUMAN RESOURCES & IMMIGRATION

OUTPUT SUPPLIER: MINISTRY OF HUMAN RESOURCES, IMMIGRATION & COMMUNITY AFFAIRS – HUMAN RESOURCES & IMMIGRATION

HCA 1	Policy Advice and Ministerial Services on Human Resource and Border Control Matters		
DESCRIPTION Provision of policy advice on matters falling within the scope of activities of the Ministry of Human Resources and Immigration including: <ul style="list-style-type: none">• Policy advice on policing, immigration, national human resources issues, and other matters• Policy advice on labour and pensions regulation• Processing applications for information submitted under the Freedom of Information Law (2015 Revision)			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of hours spent on providing policy advice• Number of reports/papers submitted• Number of appeal statements produced• Number of oral briefings, policy advice papers and reports• Number of FOI requests processed	3,000-3,500 10-25 250-350 43-47 75-125	3,000-3,500 10-25 250-350 43-47 75-125	6,400-7,400 13-31 550-950 68 110-180
QUALITY <ul style="list-style-type: none">• All personnel providing advice is qualified in his/her area of expertise• All policy advice, speeches, statements, drafting instructions and Cabinet Papers will be prepared with due professional care and any guidelines set by Cabinet Office and will clearly define the nature and scope of the issues being considered• All appeal statements define issues clearly and succinctly; with the nature and scope of the issues being clear, in a way that properly explains the Board’s decision• Provide accurate and concise information inclusive of qualitative and quantitative data to support findings and recommendations• Compliance with Section 7(4) of the Freedom of Information Law (2015 Revision), the Regulations, 2015 and established guidelines and procedures	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%

TIMELINESS <ul style="list-style-type: none"> • All advice and reports delivered to timescales agreed • Provide advice on immigration matters in a timely manner depending on the scope and complexity of the exercise and in accordance with any deadlines set by the requester • Immigration appeals will be processed within 28 days of receipt of appeal statement request in accordance with the Immigration Law (2015 Revision) • FOI Law prescribes a processing time from when a complete application is received of 30 calendar days. In certain cases, the Law allows this period to be extended a further 30 calendar days 	100%	100%	100%
	95-100%	95-100%	95-100%
	85-100%	85-100%	85-100%
	100%	100%	100%
LOCATION <ul style="list-style-type: none"> • Grand Cayman 	100%	100%	100%
COST	\$4,468,512	\$4,558,279	\$4,431,393
RELATED BROAD OUTCOMES: A Strong Economy to Help Families and Businesses Reducing Crime and The Fear of Crime Achieving Full Employment – Jobs For All Caymanians			
This Group Comprises Budget Statement Outputs: IMM 1, IMM 5, IMM15, MHA 1, MHA 2, POL 8			

HCA 2	Licensing Services		
DESCRIPTION The processing and issuing of licenses including: <ul style="list-style-type: none">• Vetting of firearm applications and issuing of firearm licenses• Vetting of personnel for employment as security guards• Issuance of the Governor's special marriage licenses to visitors• Issuance of official clearances for transiting military aircraft			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of firearm applications vetted• Hours spent engaged in firearms licensing activity• Number of Security Guards/technicians licenses issued• Number of Security Companies licenses issued• Number of Governor’s Special marriage licenses issued	320-370 2,370-2,640 760-840 25-28 225-300	320-370 2,370-2,640 760-840 25-28 225-300	516 3,774 1,215 12 575-775
QUALITY			
<ul style="list-style-type: none">• Firearms and security licenses only issued to persons with no criminal convictions• Licenses issued in accordance with the relevant Laws and/or established guidelines and procedures• Licenses issued in accordance with the Marriage Law and established guidelines and procedures	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">• Firearm applications vetted within 90 days of receipt• Security applications are vetted within one month of receipt• Marriage Licenses issued within 30 minutes of receipt of application• Security company licenses issued within one month of receipt	100% 60-75% 90-100% 75-100%	100% 60-75% 90-100% 100%	100% 60-75% 90-100% 98-100%
LOCATION			
<ul style="list-style-type: none">• Cayman Islands	100%	100%	100%
COST	\$474,790	\$468,681	\$655,612
RELATED BROAD OUTCOMES: A Strong Economy To Help Families And Businesses Reducing Crime and the Fear of Crime			
This Group Comprises Budget Statement Outputs: IMM 13, POL 9, POL 19			

HCA 5	Border Control Services		
DESCRIPTION			
The enforcement of Immigration laws includes the detection, investigation and prosecution of offenders under the Immigration Law (2015 Revision).			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of air arrival passengers processed	450,000-650,000	450,000-650,000	650,0000-975,000
<ul style="list-style-type: none">Number of cruise arrival passengers processed	1.5M -1.7M	1.5M -1.70M	2,,2M-2.5M
<ul style="list-style-type: none">Number of student and visitor visas issued	2475-3575	5,250-7,125	5,400-7,600
<ul style="list-style-type: none">Number of Working by Operation of Law/Permission to Reside and Continue working applications processed	200-600	200-600	1,200-1,800
<ul style="list-style-type: none">Number of administrative fines levied	350-550	350-550	350-485
QUALITY			
<ul style="list-style-type: none">All air and cruise arrival passengers processed in accordance with Immigration Laws and established guidelines	98-100%	98-100%	98-100%
<ul style="list-style-type: none">All applications processed with due care, in accordance with established guidelines and with Section 64 and Section 83 of the Immigration Law (2015 Revision)	99-100%	99-100%	99-100%
<ul style="list-style-type: none">Properly completed application forms are verified against Immigration Management Support System with due care, accuracy and completeness	95-100%	95-100%	95-100%
<ul style="list-style-type: none">Visits and investigations will be conducted professionally and authorized by Senior Immigration Officers and above and as per operation orders	95-100%	95-100%	95-100%
TIMELINESS			
<ul style="list-style-type: none">Passengers from vessels should be cleared within 15-30 minutes and air passengers within 30-90 minutes of arrival	95-100%	95-100%	95-100%
<ul style="list-style-type: none">Student and visitor visa applications will be processed within 10-15 business days of receipt, providing relevant information is submitted without errors or omissions	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Processing time from receipt of application to dissemination of decision will be the same day for Working by Operation of Law applications	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Processing time from receipt of application to dissemination of decision will be within three business days for Provision for Continuation of Work applications	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Files to be acted on within 14 days of arrival in the Enforcement Section	95-100%	95-100%	95-100%

LOCATION			
• Cayman Islands	100%	100%	100%
COST	\$4,718,995	\$4,776,168	\$7,263,335
RELATED BROAD OUTCOMES: A Strong Economy to Help Families and Businesses Reducing Crime and The Fear of Crime			
This Group Comprises of Budget Statement Outputs: IMM 2, IMM 6, IMM 7, IMM 17			

HCA 6	Human Resource Services			
DESCRIPTION				
Provision of strategic national human resource services and support for the development of Caymanians and priority of in the labour pool.				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY				
<ul style="list-style-type: none">Number of acknowledgements of the Right to be Caymanian, Grant of the Right to be Caymanian and Permanent Residency applications and notifications processed		1,165-1,780	1,015-1,605	2,918-4,465
<ul style="list-style-type: none">Number of temporary and annual work permit applications processed		26,000-36,000	26,000-36000	33,000-45,000
<ul style="list-style-type: none">Number of Business Staffing Plan applications processed		60-70	60-70	85-105
<ul style="list-style-type: none">Number of meetings of National Pensions Board, Pension Administrators, and other industry stakeholders		10-20	10-20	15
<ul style="list-style-type: none">Number of cases of individual disputes of Labour and Pensions rights investigated/mediated/conciliated;		1,500-1,950	1,500-1,950	1,950
<ul style="list-style-type: none">Number of training workshops (max 12 participants per class) to improve workforce readiness		25-40	25-40	20-27
<ul style="list-style-type: none">Number of job seekers assisted and number of job vacancies processed		7,700-8,200	7,700-8,200	7,000-9,400
<ul style="list-style-type: none">Number of Job Link portal users assisted		750-1,250	750-1,250	750 -1,250
QUALITY				
<ul style="list-style-type: none">Compliance with Immigration Law (2015 Revision), Immigration Directives, Immigration (Amendment) Regulations 2017, and established policies		100%	100%	100%
<ul style="list-style-type: none">Files and agendas prepared with due care, accuracy and completeness		95-100%	95-100%	95-100%
<ul style="list-style-type: none">Agendas reviewed and signed off by Secretary, Caymanian Status and Permanent Residency Board and Assistant Chief Immigration Officer		100%	100%	100%
<ul style="list-style-type: none">Meetings with the National Pensions Board, Pension Administrators, and other industry stakeholders conducted in accordance with established policies and procedures		100%	100%	100%
<ul style="list-style-type: none">Individual disputes of rights processed in accordance with established procedures		100%	100%	100%
<ul style="list-style-type: none">Training workshop programmes delivered in accordance with established criteria		100%	100%	100%
<ul style="list-style-type: none">All job seekers assisted and all vacancies processed in accordance with established procedures		100%	100%	100%
<ul style="list-style-type: none">Job Link portal users provided with support, guidance, and/or technical assistance in accordance with departmental guidelines		100%	100%	100%

TIMELINESS			
<ul style="list-style-type: none"> Processing time of a complete application from receipt to dissemination of decision will be 6–8 weeks for Annual Work Permits and 7-10 business days for Temporary Work Permits 	85-100%	85-100%	85-100%
<ul style="list-style-type: none"> Processing time from receipt of complete Permanent Residency applications to dissemination of decision will be 1-9 months 	85-100%	85-100%	85-100%
<ul style="list-style-type: none"> Letters issued within 5-10 days of decision 	100%	100%	100%
<ul style="list-style-type: none"> Meetings with the National Pensions Board, Pension Administrators, and other industry stakeholders are delivered within an agreed schedule 	85-100%	85-100%	85-100%
<ul style="list-style-type: none"> Individual disputes of rights processed within 30 calendar days 	85-100%	85-100%	85-100%
<ul style="list-style-type: none"> Completed applications for business staffing plans from receipt to scheduling of meeting with Board and issuance of business staffing plan authority will be within 4-8 weeks 	100%	100%	100%
<ul style="list-style-type: none"> Training workshops delivered in accordance with agreed schedules 	100%	100%	100%
<ul style="list-style-type: none"> Job seeker assisted within established policy timelines and response to employers submitting job posting to the National Job Link Portal within 3 working days 	100%	100%	100%
<ul style="list-style-type: none"> Job Link portal users provided with support, guidance, and/or technical assistance as required 	100%	100%	100%
LOCATION			
<ul style="list-style-type: none"> Grand Cayman 	100%	100%	100%
COST			
	\$5,842,798	\$5,922,288	\$6,445,463
RELATED BROAD OUTCOMES: A Strong Economy to Help Families and Businesses Reducing Crime And The Fear Of Crime Achieving Full Employment – Jobs for All Caymanians			
This Group Comprises Budget Statement Outputs: DLP 3, DLP 4, IMM 8, IMM 9, IMM 11, NWD 1, NWD 2, NWD 3			

TIMELINESS			
<ul style="list-style-type: none"> All prisoners processed and booked into custody within 1 hour of arrival at the Detention Centre 	95-100%	95-100%	95-100%
<ul style="list-style-type: none"> The Unit Commander of Witness Protection, Court / Judiciary Security, RCIPS Detention Centre and Government House (GH) to prepare and submit annual reports on KPIs by January 15 of the following year 	95-100%	95-100%	95-100%
LOCATION			
<ul style="list-style-type: none"> Cayman Islands 	100%	100%	100%
COST	\$1,077,602	\$1,065,577	\$1,671,929
RELATED BROAD OUTCOME:			
Reducing Crime and the Fear of Crime			
This Group Comprises Budget Statement Output: POL 7			

HCA 10	Police Criminal Justice Services		
DESCRIPTION Serving all summonses (to police officers only) and execution of warrants from the courts. Case file management unit process all criminal files generated by Uniform and Tactical Operations and case conferencing with the office of the DPP for ultimate prosecution. Provide certified criminal records and police reports to applicants: <ul style="list-style-type: none">• Process Department• Crime Management Unit• Detention Centre (Custody Suite) (also listed at POL 7)• Criminal Records Office			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of summonses served (police officers)• Number of warrants executed• Number case files reviewed• Number of detections recorded• Number of charges preferred against accused persons	6,365 – 7,035 1,330 – 1,470 1,853 – 2,048 2,356 – 2,604 2,233 – 2,468	6,365 – 7,035 1,330 – 1,470 1,853 – 2,048 2,356 – 2,604 2,233 – 2,468	6,618 2,037 3,271 3,491 3,564
QUALITY			
<ul style="list-style-type: none">• Summonses served (to police officers only)• Validated warrants executed• Processing of prisoners pursuant to the Police and Bail Laws	100% 80 - 85% 100%	100% 80 - 90% 100%	100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">• Summonses to be served within 7 days or returned to court where witness / accused / defendant is out of jurisdiction• Warrants to be executed within 30 days where accused / defendant is in jurisdiction• Prosecutions within six months of coming to police notice• Accused persons processed within legal time guidelines• The Unit Commanders of Process Department, Crime Management Unit, Detention Centre (Custody Suite) and Criminal Records Office to prepare and submit annual reports on KPIs by January 15 of the following year	80 – 90% 80 – 90% 90 – 100% 100% 100%	80 – 90% 80 – 90% 90 – 100% 100% 100%	80 – 90% 80 – 90% 90 – 100% 100% 100%
LOCATION			
<ul style="list-style-type: none">• Grand Cayman	100%	100%	100%
COST	\$355,912	\$331,710	\$1,671,929
RELATED BROAD OUTCOME: Reducing Crime and the Fear of Crime			
This Group Comprises Budget Statement Output: POL 16			

HCA 14	Protection and Investigative Services		
DESCRIPTION			
Protection and Investigative Services.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of hours of investigations	226,150 - 249,950	236,000-260,000	337,478
<ul style="list-style-type: none">Number hours spent on patrol / incident response, road safety education and traffic enforcement	302,290 - 334,110	323,950-358,050	383,154
<ul style="list-style-type: none">Number of patrolling and search and rescue hours for marine unit including training	1,330 - 1,470	1,330-1,470	1,396
<ul style="list-style-type: none">Number of aerial patrol hours	371 - 410	371-410	513
QUALITY			
<ul style="list-style-type: none">Increase overall detection rate by 2.5%	80-90%	80-90%	80-90%
<ul style="list-style-type: none">Customer satisfaction levels with police patrols provided (measured by independent annual customer satisfaction surveys to be done in the final quarter of the reporting year)	60-75%	60-75%	60-75%
<ul style="list-style-type: none">Establish and measure the level of satisfaction with police incident response by quality call-back surveys to 10% of persons reporting incidents, done by District Inspectors and reported quarterly	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Increase number of days vessels available for maritime patrol	70-100%	70-100%	70-100%
<ul style="list-style-type: none">Increase number of hours aircraft is available for deployment by 20%	70-80%	70-80%	70-80%
TIMELINESS			
<ul style="list-style-type: none">An effective investigative response to all reported incidents within 10 minutes in urban and 20 minutes in rural areas of report being received by the police*	80-85%	80-85%	80-85%
<ul style="list-style-type: none">Provide an emergency response time of 10 minutes in urban areas and 20 minutes in rural areas	80-100%	80-100%	80-100%
<ul style="list-style-type: none">If maritime team on duty: Minimum of 30 minutes to deploy from time call for service is received	75-80%	75-80%	75-80%
<ul style="list-style-type: none">If maritime team is off duty: Minimum of 90 minutes to deploy from time call for service is received	65-70%	65-70%	65-70%
<ul style="list-style-type: none">If aerial team on duty: Minimum of 10 minutes to deploy from time call for service is received	85-90%	85-90%	85-90%
<ul style="list-style-type: none">If aerial team is off duty: Minimum of 45 minutes to deploy from time call for service is received (East End and North Side Police Stations are limited to 8 hours duty per day and is covered by BTPS otherwise	65-70%	65-70%	65-70%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$37,614,198	\$38,625,869	\$50,442,869
RELATED BROAD OUTCOME:			
Reducing Crime and the Fear of Crime			
This Group Comprises Budget Statement Outputs: POL 6, POL 13, POL 14, POL 15			

OUTPUT SUPPLIER: VARIOUS REFUGEE SERVICES

NGS 38	Services for Irregular Migrants		
DESCRIPTION Services provided to irregular migrants arriving in the Cayman Islands.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of irregular migrants housed and processed	330-350	330-350	330 – 350
QUALITY <ul style="list-style-type: none">Services delivered to standards defined in internal guidelines and agreements such as the Memorandum of Understanding with the Cuban Government	90 - 100%	90 - 100%	100%
TIMELINESS <ul style="list-style-type: none">Services provided as needed	100%	100%	100%
LOCATION <ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$2,270,000	\$2,270,000	3,600,000
RELATED BROAD OUTCOME: Reducing Crime and the Fear of Crime			

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

14. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF HUMAN RESOURCES, IMMIGRATION & COMMUNITY AFFAIRS – COMMUNITY AFFAIRS

OUTPUT SUPPLIER: MINISTRY OF HUMAN RESOURCES, IMMIGRATION AND COMMUNITY AFFAIRS - COMMUNITY AFFAIRS

HCA 27	Policy Advice and Support to the Minister of Community Affairs			
DESCRIPTION Provision of policy advice and administrative services for the Minister and Cabinet including: <ul style="list-style-type: none">• Preparation of replies to correspondence, answers to parliamentary questions and Freedom of Information matters• Preparation of policy papers and papers/notes for Cabinet• Preparation of drafting instructions• Monitor and review the delivery of outputs by Government-Owned Companies and Non-Government Organisations				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of meetings, conferences, workshops and training sessions attended• Number of papers, parliamentary questions, Freedom of Information (“FOI”) responses, drafting instructions, and reports prepared• Number of correspondence and briefing sessions• Number of purchase/ownership agreements monitored and/or payments and applications processed		73-112 42-63 825-1,035 12,015-18,024	73-112 42-63 45-65 12,015-18,024	80-100 70-80 150-250 30,060
QUALITY <ul style="list-style-type: none">• Governance of Boards, Committees, Tribunals and Government Owned Companies are in compliance with the relevant laws, purchase and ownership agreements and/or government policy• All papers, notes and reports to informed by policy and technical advice, existing laws and approved by the Chief Officer and/or delegate prior to final approval by the Minister• Payments to be processed accurately and in a timely manner• Purchase Agreements to contain quantity, quality, cost and timeliness measures to meet standards specified in the Public Management and Finance Law (2017 Revision)		90-100% 90-100% 90-100% 90-100%	90-100% 90-100% 90-100% 90-100%	90-100% 90-100% 90-100% 90-100%
TIMELINESS <ul style="list-style-type: none">• Cabinet papers and notes submitted to Cabinet Office in accordance with their standards/deadlines• Statements and reports submitted to Chief Officer within agreed timeframe established		90-100% 90-100%	90-100% 90-100%	90-100% 90-100%
LOCATION <ul style="list-style-type: none">• Cayman Islands		100%	100%	100%
COST		\$1,461,419	\$1,447,405	\$2,597,122
RELATED BROAD OUTCOMES: A Strong Economy to Help Families and Businesses Stronger Communities and Support for the Most Vulnerable Stable, Effective and Accountable Government				
This Group Comprises Budget Statement Outputs: CFS 1, NAU 1, MCA 1, MCA 4, MCA 5				

HCA 28	Administration of Community Assistance Programmes		
DESCRIPTION			
The administration of Community Assistance Programmes including: <ul style="list-style-type: none">• Support safety, permanency, and the well-being of children in their own homes• Provide services and interventions to divert youth at risk from progressive involvement within the juvenile justice system• Provision of means and needs assessments in respect of applications for public welfare• Provision of adequately prepared shelters and properly trained shelter management staff pre-disaster for the safe operation of shelters during and after a disaster			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of meetings, and training sessions conducted or attended• Number of social assistance assessments conducted• Number of medical applications reviewed• Number of preventative services for at risk youth and vulnerable families	45-73 1,990-2,390 600-800 710-975	45-73 1,990-2,390 600-800 710-975	12 2,225 N/A N/A
QUALITY			
<ul style="list-style-type: none">• Training sessions delivered in accordance with the Shelter operations training manual• Assessments conducted are in compliance the eligibility criteria and relevant Laws• Applications reviewed and recommendations made in accordance with established policies and protocols• Reduction of placement of at risk youth into facilities and families connected to supportive services as needed	100% 100% 100% 100%	100% 100% 100% 100%	95-100% 95-100% N/A N/A
TIMELINESS			
<ul style="list-style-type: none">• Training sessions held annually during April to June• Assessments to be completed within six weeks of application for services• Applications for services processed within 24 hours of receipt• Preventative services offered during normal working hours and after hours where required	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION			
<ul style="list-style-type: none">• Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$2,759,415	\$ 2,757,479	\$ 3,903,897
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Budget Statement Outputs: CFS 32, CFS 37, CFS 34, NAU 2			

HCA 29	Public Education on Social Issues			
DESCRIPTION Provision of Public education through presentations, workshops, training and meetings on social issues, Departmental Services, standards and policies.				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY • Number of workshops, presentations and training sessions held		30-52	30-52	70
QUALITY • All workshops, presentations and training sessions held will be delivered by skilled and knowledgeable personnel in the subject area		100%	100%	100%
TIMELINESS • Public education and promotion activities will be delivered as scheduled		100%	100%	100%
LOCATION • Cayman Islands		100%	100%	100%
COST		\$142,985	\$142,842	\$164,116
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable				
This Group Comprises Budget Statement Output: CFS 5				

HCA 31	Supervision and Support of Children			
DESCRIPTION				
Provision of social services to children and families involving:				
<ul style="list-style-type: none">• Residential care services for children and young adults with disabilities• Placement and supervision of abused and/or neglected children• Recruitment, assessment, approval, training and supervision of foster families for children needing short or long term placement• Partial assessments and counselling of prospective adoptive families for children who have been cleared for adoption				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY				
<ul style="list-style-type: none">• Number of care services, intervention/support sessions and investigations conducted• Number of care plans, applications, and reports prepared• Number of meetings, training sessions and recruitment initiatives		16,403-21,730	16,383-21,707	20,000-25,000
		737-958	737-983	800
		480-636	455-611	30-40
QUALITY				
<ul style="list-style-type: none">• Care services provided in accordance with client’s individualized care plans and by trained and experienced care givers		90-100%	90-100%	90-100%
<ul style="list-style-type: none">• Assessments and investigations of abuse matters carried out by qualified social workers		100%	100%	100%
<ul style="list-style-type: none">• Training conducted by facilitators qualified in subject area		90-100%	90-100%	90-100%
<ul style="list-style-type: none">• Adherence to established guidelines as set by the Adoption Law		100%	100%	100%
TIMELINESS				
<ul style="list-style-type: none">• Care services provided daily		90-100%	90-100%	90-100%
<ul style="list-style-type: none">• Investigations carried out within 24 hours		100%	100%	100%
<ul style="list-style-type: none">• Placement and supervision of children – ongoing		100%	100%	100%
<ul style="list-style-type: none">• Recruitment and Support of Foster Care Families – ongoing		100%	100%	100%
<ul style="list-style-type: none">• Assessment and counselling of prospective adoptive families - ongoing		100%	100%	100%
LOCATION				
<ul style="list-style-type: none">• Cayman Islands		100%	100%	100%
COST		\$4,333,140	\$ 4,335,442	\$5,834,838
RELATED BROAD OUTCOME:				
Stronger Communities and Support for the Most Vulnerable				
This Group Comprises Budget Statement Outputs: (CFS 8, CFS 9, CFS 10, CFS 12, CFS 28)				

HCA 32	Community Development Services		
DESCRIPTION			
Provision of a variety of community services and activities to help build community capacity, promote social inclusion and improve the well-being of vulnerable children, families and individuals.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of community events and programmesNumber of community based contracts	170-200 200-250	170-225 200-250	192 390
QUALITY			
<ul style="list-style-type: none">Events facilitated by persons knowledgeable in subject areasHigh level of integrated planning and implementation of community based initiativesPromoting awareness, knowledge and uptake of voluntary community services	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Events and programmes held as scheduled	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$460,487	\$ 460,812	\$499,589
RELATED BROAD OUTCOME:			
Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Budget Statement Output: CFS 15			

HCA 37	Housing Services		
DESCRIPTION			
Administering the operation of the temporary housing units owned by Government under the temporary housing initiative including and provision of housing repairs to indigent individuals assessed by the Needs Assessment Unit.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of temporary housing units managedNumber of Housing repairs conducted and applications processedNumber of site visits for housing repairs conductedNumber of housing repairs committee meetings attended	12 27-44 150-200 3-6	12 27-44 150-200 3-6	N/A N/A N/A N/A
QUALITY			
<ul style="list-style-type: none">Housing activity prioritized and completed in accordance with priorities established by Cabinet.Repairs meet satisfactory standards as measured by the Project ManagerApplications processed meet established criteriaSite visits conducted by qualified personnelMeetings held and attended by qualified personnel	100% 100% 95-100% 100% 100%	100% 100% 95-100% 100% 100%	N/A N/A N/A N/A N/A
TIMELINESS			
<ul style="list-style-type: none">Housing activity completed in accordance with timeliness established by MinistryRepairs to be completed as scheduled/agreed between the Ministry and the SupplierAll applications processed within the agreed timelineSite visits/Meetings will be attended as scheduled	100% 95-100% 100% 95-100%	100% 95-100% 100% 95-100%	100% 95-100% 100% 95-100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$300,419	\$ 296,834	\$0
RELATED BROAD OUTCOME:			
Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Budget Statement Outputs: CFS 33, MCA 9			

HCA 38	Supervision and Support of Older Persons		
DESCRIPTION In-home and residential care services provided for indigent elderly and adults with disabilities, day care services to prevent institutionalizations and to encourage socialization and to facilitate seamless service delivery for older persons.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of residents in careNumber of investigations, referrals for legal services, and inspection of facilitiesNumber of day care sessions, home visits conducted, counselling sessions and well programs held	60-66 33-64 302-365	60-66 40-72 317-382	54 12 N/A
QUALITY			
<ul style="list-style-type: none">Services provided by trained, experienced care giversAll care is documented for residents and day care attendeesCare provided in accordance with client’s individualized care planProvide a safe and secure environment and care services in line with industry standards, minimizing incidencesResidents are kept safe from abuse or neglect and all allegations of such incidents are fully and promptly investigatedAdherence to procedures for the safe administration, receipt, recording, storage and handling of medicationReduced admissions, encouraging successful aging in placeServices offered to support independence and enhance quality of life	100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% N/A N/A 100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Twenty four hour residential careIn-home care five days per weekDay care services offered minimum of two times weeklyResident care planning commences within forty eight hours of admissionCare plans developed according to the individual needs and circumstances of residents and reviewed quarterlyServices provided in accordance with Departmental Policies and relevant legislation	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$4,460,513	\$4,477,562	\$5,702,797
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Budget Statement Outputs: CFS 30, CFS 36			

OUTPUT SUPPLIER: CHILDREN AND YOUTH SERVICES (CAYS) FOUNDATION

CAY 2	Children and Youth Services (CAYS) Foundation		
DESCRIPTION			
Children and Youth Services(CAYS) Foundation will provide residential facilities for:			
<ul style="list-style-type: none">Children (12 to 18 years old) who have been placed in residential care by the Courts on Care Orders (FBCH)Children placed by the Courts on Secure Accommodation Orders (Phoenix House).Children (over 12 years old) who have been remanded or committed by the Courts on Youth Rehabilitation Orders (BBH).			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of residential homes managedNumber of placements offered at Frances Bodden Children’s HomeNumber of placements offered at Bonaventure Boys' HomeNumber of groups offered to residents per weekNumber of family education groups offeredNumber of monthly reports submitted to the MinistryNumber of annual reports submitted to the Ministry	4 22 10 14 18 36 1	4 22 10 14 18 36 1	4 22 10 14 30 60 1
QUALITY			
<ul style="list-style-type: none">Percentage of children who have comprehensive treatment plans developedPercentage of residents who successfully complete programme as measured by achievement of treatment plan goalsTreatment plan goals achieved prior to reintegration into societyAccurate, timely and current reports submitted to the Ministry are reviewed/approved by the General Manager and Board of Directors	90-100% 50-70% 80-100% 80-100%	90-100% 50-70% 80-100% 80-100%	90-100% 50-70% 80-100% 80-100%
TIMELINESS			
<ul style="list-style-type: none">Treatment plans developed within 45 days of admissionTreatment team meeting to discuss resident progress held monthlyDischarge planning to occur within 90 days of dischargeMonthly reports submitted on the 10th working day of the month with the approval of the Board of DirectorsAnnual reports submitted within one month after the end of the budget year with the approval of the Board of Directors	90-100% 90-100% 90-100% 80-100% 80-100%	90-100% 90-100% 90-100% 80-100% 80-100%	90-100% 90-100% 90-100% 80-100% 80-100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$2,178,000	2,178,000	\$3,617,000
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement t Output: CAY 1			

OUTPUT SUPPLIER: HOME SCHOOL ASSOCIATIONS AND OTHER SUPPLIERS

NGS 63	School Lunch and Uniform Programmes			
DESCRIPTION				
Provision of school lunches and school uniforms to children whose parents meet established criteria.				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY				
<ul style="list-style-type: none">Number of children receiving school lunchesNumber of children receiving school uniforms		200-250 75-100	200-250 150-200	250 90
QUALITY				
<ul style="list-style-type: none">Lunches meet minimum nutritional standardsUniforms meet school uniform requirements		90-100% 90-100%	90-100% 90-100%	90-100% 90-100%
TIMELINESS				
<ul style="list-style-type: none">Lunches provided every school day for the period specified by the Social WorkerUniforms provided within ten working days of assessment		90-100% 90-100%	90-100% 90-100%	90-100% 90-100%
LOCATION				
<ul style="list-style-type: none">Cayman Islands		100%	100%	100%
COST		\$124,000	\$124,000	\$186,000
RELATED BROAD OUTCOME:				
Stronger Communities and Support for the Most Vulnerable				
This Group Comprises Purchase Agreement Outputs: See Note				

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

OUTPUT SUPPLIER: PINES RETIREMENT HOME

NGS 64	Care of the Indigent and Disabled Elderly Persons		
DESCRIPTION			
Accommodation and care for indigent, and/or disabled elderly persons.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of residents requiring residential nursing careNumber of persons cared forNumber of Homes managed	20-25 14 1	20-25 14 1	24 10 1
QUALITY			
<ul style="list-style-type: none">Responsive to the needs of each resident.Nursing care and supervision provided by experienced Registered Nurses licensed by Cayman Islands Health Practice Commission.Residents encouraged maintaining a level of independence appropriate to their physical and mental ability.Residents to actively participate in decisions related to his/her daily life.Medical treatment is delivered in accordance with their doctors orders.All resident care is overseen by a General Practitioner, in collaboration with Health Care Team, responsive to individual needs of each resident, including Registered Nurses, Physiotherapist, Dietician, and Pines Board of Directors acting through the Manager of the PinesActivities coordinated to suit the individual needs and abilities of each residentStandards of care are delivered in accordance with the internal Policy and Procedures Manual. (Policies and procedures for Nursing Facilities in compliance with U.S. Federal Regulations 2nd Edition’) and as assessed by the Department of Children and Family ServicesThe Manager is trained and experienced in Residential Home Management	100% 100% 100% 95-100% 100% 80-100%	100% 100% 100% 95-100% 100% 80-100%	100% 100% 100% 95-100% 100% 80-100%
TIMELINESS			
<ul style="list-style-type: none">General Practitioner visits the Pines at least once per weekContinuous, 24 hours per day, 365 days per year	90-100% 90-100%	90-100% 90-100%	90-100% 90-100%
LOCATION			
<ul style="list-style-type: none">The Pines Retirement Home, Grand Cayman	100%	100%	100%
COST	\$1,650,000	\$1,650,000	\$2,100,000
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Outputs: PRH 1, PRH2, PRH 3			

OUTPUT SUPPLIER: NATIONAL COUNCIL OF VOLUNTARY ORGANISATIONS

NGS 65	General Programmes and Children Services		
DESCRIPTION			
Provision of National Council of Voluntary Organisations (NCVO) Children’s Services Programmes.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
NCVO Programmes at the Richard Arch Children’s Centre			
• The John Gray Fund	1	1	1
• Caring Cousins Lunch Support	1	1	1
• The Bargain Shop	1	1	1
• Miss Nadine’s pre-school	1	1	1
• Jack and Jill Nursey	1	1	1
QUALITY			
• Richard Arch Children’s Centre provides pre-school care and education in accordance with the guidelines set by the Education Department	90-100%	90-100%	90-100%
• All NCVO Programmes are overseen by an Executive Board and reviewed where appropriate by relevant departments	90-100%	90-100%	90-100%
TIMELINESS			
• Richard Arch Children’s Centre operates Monday-Friday (closed public holidays and in August)	90-100%	90-100%	90-100%
• Nadines Andreas Residential Foster Home is open year round	90-100%	90-100%	90-100%
LOCATION			
• All of the NCVO Programmes are located or administered on 90A and 90B Anthony Drive, George Town, Grand Cayman	100%	100%	100%
COST	\$118,000	\$118,000	\$175,770
RELATED BROAD OUTCOME:			
Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: NCV 3			

NGS 66	Foster Care for Children		
DESCRIPTION			
Provision of foster care for children who are unable to be placed in private homes as determined by the Courts and the Department of Children and Family Services.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of children fostered	4-9	4-9	4-9
QUALITY			
<ul style="list-style-type: none">Foster care meets standards as assessed by the Department of Children and Family Services	90-100%	90-100%	90-100%
TIMELINESS			
<ul style="list-style-type: none">Foster Care is provided up to 24 hours per day, and up to 7 days per week, throughout the year, depending upon the placement	90-100%	90-100%	90-100%
LOCATION			
<ul style="list-style-type: none">National Council of Voluntary Organisations, Nadine Andreas Residential Foster Home, 90B Anthony Drive, George Town	100%	100%	100%
COST	\$225,000	\$225,000	\$337,500
RELATED BROAD OUTCOME:			
Stronger Communities and Support for the Most Vulnerable			
This Group comprises Purchase Agreement Output: NCV 2			

OUTPUT SUPPLIER: REHOBOTH MINISTRIES

NGS 67	Community Programmes		
DESCRIPTION			
Provision of community programmes including preparation of meals and after school activities.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of programmes offered to the communityNumber of meals delivered	1 20,000-25,000	1 20,000-25,000	1 32,000-37,840
QUALITY			
<ul style="list-style-type: none">Programmes promote growth and development of persons within the central George Town communityPreparation and delivery of nutritious balanced meals	90-100% 90-100%	90-100% 90-100%	90-100% 90-100%
TIMELINESS			
<ul style="list-style-type: none">After School and Meals on Wheels Programmes available 5 days per week	90-100%	90-100%	90-100%
LOCATION			
<ul style="list-style-type: none">TE Mcfield Youth and Community Centre	100%	100%	100%
COST	\$151,000	\$151,000	\$226,375
RELATED BROAD OUTCOME:			
Stronger Communities and Support for the Most Vulnerable			
This Group comprises Purchase Agreement Outputs: RBM1 and RBM 2			

OUTPUT SUPPLIER: VARIOUS LANDLORDS

NGS 68	Rental Accommodation for Persons in Need		
DESCRIPTION			
Provision of rental accommodation for person in need of urgent housing assistance and who meet the established criteria.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of families receiving rental assistance	350-400	350-450	400
QUALITY			
<ul style="list-style-type: none">Rental Agreement meets standards established by Department of Children and Family Services	90-100%	90-100%	90-100%
TIMELINESS			
<ul style="list-style-type: none">Services provided within 10 working days of persons being successfully assessed	90-100%	90-100%	90-100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$1,950,000	\$1,950,000	\$2,920,000
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Outputs: See Note			

Note: Due to the demand driven nature of this Output there is no specific Purchase Agreement.

OUTPUT SUPPLIER: VARIOUS FUNERAL HOMES

NGS 70	Burial Assistance for Indigents		
DESCRIPTION			
Provision of burial services for indigents.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of persons receiving burial assistance	30-50	30-50	45
QUALITY			
<ul style="list-style-type: none">Service provided in accordance with DCFS Burial Assistance Policy	90-100%	90-100%	90-100%
TIMELINESS			
<ul style="list-style-type: none">Ongoing throughout the year	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$150,000	\$150,000	\$225,000
RELATED BROAD OUTCOME:			
Stronger Communities and Support for the Most Vulnerable			
This Group comprises Purchase Agreement Outputs: See Note			

Note: Due to the demand driven nature of this Output there is no specific Purchase Agreement.

OUTPUT SUPPLIER: CAYMAN ISLANDS CRISIS CENTRE

NGS 71	Support for Battered Women and Children		
DESCRIPTION			
Provision of short-term shelter and rehabilitative services for female victims of domestic violence and sexual violence and their children including:			
<ul style="list-style-type: none">• Provision of case management and counselling for clients and their children in the shelter• Provision of public education programmes on domestic abuse and sexual violence and its effects on the individual, family and community• Provision of referral services and victim advocacy services through the confidential telephone crisis line or the Centre			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of shelter facilities with a 21 bed emergency capacity• Provision of a 24 hour Crisis Hotline• Number of public education presentations• Provision of a shelter follow-up programme	1 1 24-36 1	1 1 24-36 1	1 1 36-54 1
QUALITY			
<ul style="list-style-type: none">• Shelter provides residents and staff with 24 hour security• Shelter services provided by qualified, trained persons with relevant skills• Hotline answered and programmes provided by qualified, trained persons with relevant skills• Program is culturally specific and age appropriate	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">• Shelter services are available 24 hours a day 7 days a week• Confidential crisis line is provided 24 hours a day 7 days a week	100% 100%	100% 100%	100% 100%
LOCATION			
<ul style="list-style-type: none">• Cayman Islands	100%	100%	100%
COST	\$325,000	\$325,000	\$482,382
RELATED BROAD OUTCOMES: Reducing Crime and the Fear of Crime Stronger Communities and Support for the Most Vulnerable			
This Group comprises Purchase Agreement Outputs: CIC 1, CIC 2, CIC 3, CIC 4			

OUTPUT SUPPLIER: VARIOUS SUPPLIERS

NGS 72	Therapeutic Services for Young Persons			
DESCRIPTION				
Provision of therapeutic services for young persons who need to develop skills in behavioural modification.				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY				
<ul style="list-style-type: none">Number of persons assisted		12-15	12-15	12
QUALITY				
<ul style="list-style-type: none">Services provided based on guidelines established by Department of Children and Family Services		100%	100%	100%
TIMELINESS				
<ul style="list-style-type: none">Ongoing throughout the year		100%	100%	100%
LOCATION				
<ul style="list-style-type: none">Cayman Islands		100%	100%	100%
COST		\$25,000	\$25,000	\$37,500
RELATED BROAD OUTCOME:				
Stronger Communities and Support for the Most Vulnerable				
This Group comprises Purchase Agreement Outputs: See Note				

Note: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Department of Social Services

15. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF DISTRICT ADMINISTRATION, TOURISM AND TRANSPORT

OUTPUT SUPPLIER: MINISTRY OF DISTRICT ADMINISTRATION, TOURISM AND TRANSPORT

DAT 1	Advice and Support to the Minister of District Administration, Tourism and Transport		
DESCRIPTION Policy advice and support to the Minister and Cabinet involving subjects relating to Tourism, Cayman Brac and Little Cayman, and National Weather including: Department of Tourism, District Administration, National Weather Service, Public Transport Board, Cayman Airways, Port Authority, Cayman Turtle Conservation and Education Centre, Tourism Attractions Board, Cayman Islands Airports Authority, Cayman Islands Tourism Association, Sister Islands Tourism Association and Sister Islands Affordable Housing Development Corporation.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of cabinet papers, briefing notes, policy advice, motions, speeches, media releases, briefing sessions, responses to parliamentary questionsNumber of meetings attendedNumber of written replies to inquire board appointments and complaintsNumber of Agendas/Minutes prepared for the Public Transport Appeals TribunalNumber of Agreements reviewed and monitored	130-180 120-140 75-100 6-10 14	130-180 120-140 75-100 6-10 14	320 184 101 8 27
QUALITY <ul style="list-style-type: none">All Cabinet papers and notes will be signed off by the Chief Officer and will define issues clearly and succinctly, include pertinent research and data, have an unambiguous statement of policy objectives, and identify all viable options and assessedVerbal advice, briefings and speeches will be undertaken by knowledgeable and professional personnelRepresentations at meetings/briefings by knowledgeable and professional personnelWritten replies will be factual and well researched and in accordance with the relevant lawAgenda and minutes accurately reflect Board decisions, vetted and amended as necessary by respective boardPurchase agreements to contain quantity, quality, cost and timeliness measures to meet standards specified in the Public Management and Finance Law (2017 Revision), as amended	100% 100% 100% 90-100% 90-100% 100%	100% 100% 100% 90-100% 90-100% 100%	100% 100% 100% 90-100% 90-100% 100%

TIMELINESS			
• Cabinet Papers and notes delivered by agreed target dates	100%	100%	100%
• Attendance at meetings within timeframe agreed	100%	100%	100%
• Written replies issued within ten working days of receipt	90-100%	90-100%	90-100%
• Agendas - within two to three working days before scheduled meeting	80-100%	80-100%	80-100%
• Purchase Agreements/Ownership are finalized within specified deadline	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	\$2,494,180	\$2,386,408	\$3,986,271
RELATED BROAD OUTCOMES: A Strong Economy to Help Families and Businesses Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: DAD16, MDT1, MDT2, MDT3, MDT17, TOU26			

DAT 2	Government Services in Cayman Brac and Little Cayman		
DESCRIPTION Provision of Government services in Cayman Brac and Little Cayman which includes: <ul style="list-style-type: none">• Passports and Other Travel Documents• Processing of registration applications for corporate and vital information registers• Organizing official visits and ceremonial events• Develop, implement and support Tourism and Business Initiatives to help energize the economy and create jobs• Vehicle, Electrical and Other Miscellaneous Inspection and Licensing Services• Child Day-care and Pre-School Services• Customs and Immigration Services and Controls• Treasury Services: Processing Account Payable and Receivable Transactions			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of travel documents processed• Number of registration applications processed• Official visits and ceremonial events arranged• Number of meetings, quarterly adverts, response to information, brochures distributed, trade shows attended, tours conducted, websites and social media maintained, workshop held and marketing support• Number of Number of FOI requests• Number vehicles inspected/licensed, electrical inspections conducted and driver’s license, spear gun licenses and firearm licenses issued• Number of children at childcare facility• Number of passengers processed• Number of aircrafts and marine crafts cleared• Number of transactions/batches and cheques processed	300-350 285-330 50-65 3,700-5,275 5 3,025-3,750 25-30 50,000-60,000 5,767-6,275 2,750,-5000	300-350 285-330 50-65 3,700-5,275 5 3,025-3,750 25-30 50,000-60,000 5,767-6,275 2,750,-5000	616-930 504-652 85-90 3,074 5-8 3,129-3935 25-30 67,000-77,700 6,230-7,975 4,500 – 5,700
QUALITY <ul style="list-style-type: none">• Travel documents complies with guidelines• Registration application meet legislative requirements• Visits and events organised by senior staff• Information research/response by trained staff• In accordance with Vehicle/ Driving Licensing guidelines• Childcare meets standards set by Education Department• Passengers processed in full compliance with customs and immigration laws• Payments executed in accordance with Public Management and Finance Law (2017 Revision), as amended and department policy	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%

TIMELINESS			
<ul style="list-style-type: none"> • Within two days for waivers and other documents; 4 - 6 weeks for US visas and two weeks for passports • Registration within one day for marriage license and one hour for birth and death certificates • In accordance with itineraries • Routine response: immediately, if research is needed: 2-3 working days • Inspection and licensing services are processed within 24 hours of request • Childcare service provided 8:00 A.M. – 5:30 PM, Monday – Friday • Passenger processed within two minutes • Payments processed within one week of receipt 	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
LOCATION			
<ul style="list-style-type: none"> • Cayman Brac and Little Cayman 	100%	100%	100%
	\$4,510,608	\$4,691,939	\$6,143,596
COST			
RELATED BROAD OUTCOMES: A Strong Economy to Help Families and Businesses The Best Education Opportunities for All Our children Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: DAD 17, DAD 18, DAD 19, DAD 22, DAD 23, DAD 25, DAD 27, DAD 28, DAD 29			

DAT 3	Management of Executive Assets in Cayman Brac and Little Cayman		
DESCRIPTION			
<ul style="list-style-type: none">Disaster management, preparedness and response servicesConstruction and maintenance of public facilities and infrastructureCollection, preservation and display of material evidence significant to our culture, history and heritage, including:Collection, documentation and preservation of materialProviding exhibitions and displays and general public access to them and museum facilitiesPreservation of historical sites			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Disaster Exercise executedNumber of emergency shelters maintainedNumber of miles of road maintenance and construction, job orders processed and other projects/ minor works completedNumber of artifacts preservedNumber of displays/exhibitionsNumber of tours providedNumber of Heritage House Bookings / Events	1 4 250-350 3,505-4,010 26-39 475-550 100-200	1 4 250-350 3,505-4,010 26-39 475-550 100-200	1 0 250-350 5,250-6,000 300-510 715-925 120-140
QUALITY			
<ul style="list-style-type: none">Annually updated Hurricane and Disaster PlanTraining exercises conducted according to guidelinesRoads are constructed to National Engineering standardsBuildings are constructed to National Building Code standardsArtefacts secured, exhibited and preserved withNational Museum standardsHistorical Sites marked with descriptive signs to United States Parks standards	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Cover hurricane season June – NovemberImmediate response to other disastersAs set out in annual budget guidelines and approved works programOpen to public access seven days per week	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Brac and Little Cayman	100%	100%	100%
COST	\$4,892,864	\$4,727,418	\$6,465,938
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Outputs: DAD 21, DAD 24, DAD 26			

DAT 5	Inspection, Testing and Licensing Services		
DESCRIPTION Provide Tourist Accommodation Inspections and Licensing Services on behalf of the Hotel Licensing Board and collect and record Tourism Revenue including: <ul style="list-style-type: none">Tourist Accommodation Tax Charges (TAC)Timeshare Tax Charges (TSC)Tourist Accommodation License Fees Review records of tourist resorts to ensure the revenue submitted to the department is in compliance with the Tourism Law and Tourist Accommodation Taxation (TAT) Law.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
Number of Inspections: Grand Cayman			
• Condo/Cayman	1,160-1,200	1,160-1,200	2,079
• Villa Guest / House	800-820	800-820	1,262
• Hotel	975-1,000	975-1,000	2,253
Number of Inspections: Sister Islands			
• Condo/Cayman	110-115	110-115	178
• Villa Guest / House	125-130	125-130	239
• Hotel	90-95	90-95	197
Collection of Revenue			
• Number of tourist accommodation tax receipts issued	7,075-7,100	7,075-7,100	9,568
• Number of timeshare tax receipts issued	80-85	80-85	127
• Number of License Fee receipts issued	740-750	740-750	1,045
QUALITY			
• Inspections will be based upon standards and regulations laid down in the Tourism Law	100%	100%	100%
• Internationally accepted standards and practices will be incorporated into accommodation and public facilities inspection evaluation process	100%	100%	100%
• Properties will be inspected by qualified personnel	100%	100%	100%
• Consultation and award of accommodation licenses will be done by the Hotel Licensing Board	100%	100%	100%
• All TAT and TST due for the months of July 2017 to December 2018 is collected according to Tourism Law	100%	100%	100%
• License Fees collected from all new properties opening and all new units or properties entering the rental pool during this period as well as all renewals	100%	100%	100%
• Revenue submission to be in compliance with the relevant laws and policies	100%	100%	100%
• Audits should be done in accordance with the Tourism Law and the Public Management and Finance Law (2017 Revision)	100%	100%	100%

TIMELINESS			
Inspections and re-inspections occur:			
• Condo/Apartments, Villa/Guest Houses - Between the period 15 April – 31 Aug	100%	100%	100%
• Hotels - Between the period 15 June – 31 Oct	100%	100%	100%
• Public Facilities – On-going throughout the period	100%	100%	100%
• Collect Tourist Accommodation and Timeshare Tax on or by the 28th of each month, following the month in which accommodation was provided	100%	100%	100%
• Collect Tourist Accommodation License Fees upon the application for a License or renewal	100%	100%	100%
• Revenue from fees to be submitted to the bank on a daily basis	100%	100%	100%
• Audit reports will be issued within 3 months (90 working days) of the commencement of the audit	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	\$788,504	\$772,060	\$1,057,696
RELATED BROAD OUTCOME:			
A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Output: TOU 14			

DAT 6	Public Education Programmes		
DESCRIPTION			
<ul style="list-style-type: none">• Provide Customer Service Training and Improvement methods for private sector employees and public sector personnel• Increase the community’s awareness of the importance of tourism to the Cayman Islands economy in areas such Tourism Career Awareness, Promotion and Exploration to Students• Plan and execute Tourism Activities in support of the Hospitality School and the Tourism Sector• Assisted events includes Central Caribbean Marine Institute (CCMI) /Cayman National Cultural Foundation (CNCF) /Cayman Islands Tourism Association (CITA) /National Trust Education Activities• Media placements, tourism training/presentation workshops for teachers conducted, tourism familiarisation trips undertaken, tourism education programmes/activities developed for students Grade 1 to 12 and career awareness workshops			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of customer service workshops, mystery shopping assessments	42-48	42-48	51
<ul style="list-style-type: none">• Number of assisted events, industry reports, International tourism partner competitions executed,	79-102	94-136	79
QUALITY			
<ul style="list-style-type: none">• Workshops will be designed to meet CIDOT’s performance metrics (learning objectives met, learning impact assessed) and the ASTD Standard	100%	100%	100%
<ul style="list-style-type: none">• All Tourism education programs will be designed and delivered to meet CIDOT’s performance metrics (learning objectives met, learning impact assessed)	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">• Workshops- Ongoing throughout the year	100%	100%	100%
<ul style="list-style-type: none">• Mystery Shopping-(January to March)	100%	100%	100%
<ul style="list-style-type: none">• Tourism career awareness presentations and expos throughout the period	100%	100%	100%
<ul style="list-style-type: none">• Community tourism awareness events to take place over the period of the year	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">• Cayman Islands	100%	100%	100%
COST	\$1,115,004	\$1,026,081	\$1,435,354
RELATED BROAD OUTCOME:			
A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Outputs: TOU 11, TOU 19			

DAT 7	Tourism Public Relations		
DESCRIPTION Manage local and international communications with external stakeholders: including the media, tourism industry partners and trade partners throughout the year and particularly during times of national emergency or crisis. Increase awareness and enhance the image of the Cayman Islands, in order to promote tourism using channels such as: <ul style="list-style-type: none">Press ReleasesVisiting Journalist ProgramTargeted Media Event and PromotionsSocial MediaEvent Photography and Graphic DesignSpeeches, Features, Articles and Newsletters			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Press / Photo ReleasesNumber of ‘Crisis’ Related CommunicationsNumber of Visiting Journalist TripsNumber of film productions facilitatedNumber of media licenses issuedNumber of published storiesNumber of Events/PromotionsNumber of speeches writtenEvent Photography and Graphic Design (Banners, Invitations, Ads etc.)Event Photography and Collateral producedNumber of presentations/reportsNumber of Social Media Influencers	72-75 15-18 72-75 0 14-16 192-196 20-22 14-16 0 60-64 60-62 12-15	72-75 15-18 72-75 0 14-16 192-196 20-22 14-16 0 60-64 60-62 12-15	56 14 59 29 198 19 20 146 30 N/A N/A N/A
QUALITY			
<ul style="list-style-type: none">Branding image to be maintained at all timesAll media communication and releases to be pre-approved by PR Manager or Director prior to issue.All communications will be in compliance with agreed plans and strategies	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Press Releases will be written and approved, 1–2 days prior to release date‘Crisis’ Press Releases to be distributed as appropriateSpeeches written a minimum of 2 days before eventVisiting Journalist Programme spans a calendar year, trip maybe centred around specific calendar events or maybe customized for specific journalist storiesPhotography and graphic support provided as appropriate upon requestAttend all briefings as required by Chairperson(s) or by the Ministry	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$1,387,160	\$1,340,817	\$2,579,261
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Output: TOU 9			

DAT 8	Tourism Advertising Activities		
DESCRIPTION Market the Cayman Islands through the following methods of advertising: <ul style="list-style-type: none">• Print• Television• Out of Home (OOH)• Digital			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of print insertions• Number of television spots• Number of web locations (digital activity placements)• Number of Out of Home Placements (OOH)	150-160 4,000-4,100 310-315 4-8	150-160 4,000-4,100 310-315 4-8	174 4587 236 N/A
QUALITY <ul style="list-style-type: none">• Content of all materials to be in compliance with the agreed strategy set forth by the Department of Tourism• In compliance with agreed plans and strategy• Branding image to be maintained at all times	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS <ul style="list-style-type: none">• In accordance with agreed plan/ timelines of Department of Tourism’s media plan	100%	100%	100%
LOCATION <ul style="list-style-type: none">• Cayman Islands, USA, UK, Continental Europe and Canada	100%	100%	100%
COST	\$7,890,622	\$7,956,788	\$10,156,504
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Output: TOU 22			

DAT 9	Tourism Sales and Promotion		
DESCRIPTION Promote an awareness of, and travel to, the Cayman Islands using a variety of tools for both our trade and consumer audiences. These tools will range from in person sales calls with travel agents to Familiarization trips for travel agents to online presence through the management of seven websites used for promotional purposes. Trade <ul style="list-style-type: none">Participate in Trade ShowsConduct Trade Training SeminarsSales “Blitz”Sales callsPartnership/Affinity ProgramsFamiliarization TripsHard copy e.g. post cards, promotional brochures sent via traditional post, travel planner Consumer <ul style="list-style-type: none">Events SponsorshipsConsumer ShowsPartnership/Affinity Programs Hard copy e.g. post cards, promotional brochures sent via traditional post, travel planner			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
Trade			
• Number of trade shows attended	60-70	60-70	110
• Number of trainings given	160-170	160-170	211
• Number of sales’ blitz conducted	15-20	15-20	21
• Number of Sales offices visited	1,110-1,120	1,110-1,120	1,580
• Number of partnerships/ affinity programs entered into	2-6	2-6	10
• Number of FAM trips	15-20	15-20	38
• Number of hard copy e.g. post cards, promotional brochures	85-95	85-95	103
Consumer			
• Number of events sponsored	55-65	55-65	95
• Number of consumer shows attended	85-90	85-90	110
• Number of affinity programs	5-10	5-10	10
• Number of special events hosted	0-4	0-4	8
• Number of hard copy e.g. post cards, promotional brochures sent via traditional post, travel planner	35-45	35-45	162
QUALITY			
• Exhibits at Trade Shows to be displayed in accordance with Tourism Guidelines	100%	100%	100%
• Special Events, Familiarisation Trips, Sales Calls, Sales blitz’s and Training to be conducted by qualified, knowledgeable personnel	100%	100%	100%
• Quality should be in compliance with agreed plans and strategy	100%	100%	100%
• Branding image to be maintained at all times	100%	100%	100%
TIMELINESS			
• Ongoing throughout the period	100%	100%	100%
LOCATION			
• Cayman Islands , USA, UK, Canada	100%	100%	100%
COST	\$5,393,942	\$5,634,400	\$6,932,675
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Output: TOU 21			

DAT 10	Tourism Marketing		
DESCRIPTION Direct marketing of the Cayman Islands to consumers and trade through: <ul style="list-style-type: none">Digital e.g. electronic post cards, newsletters and e-blasts delivered via the internetDirect (e.g.- social on-site activation delivered, face-to-face) Web management and Social Media: <ul style="list-style-type: none">Special Events and PromotionsContent UpdatesPartner E-brochure updatesConsumer EnhancementsMessagesVideosActivation (on-site)			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY Consumer <ul style="list-style-type: none">Number of digital post cards, newsletters or e-blasts developed and distributedNumber of direct activities Trade <ul style="list-style-type: none">Number of digital post cards, newsletters or e-blasts developed and distributedNumber of direct activities Web Site Management <ul style="list-style-type: none">Number of promotions supportedNumber of Website content updatesNumber of Partner E-brochure updatesWebsite enhancement projects Social Media <ul style="list-style-type: none">Number of messages posted on social media channelsNumber of videos posted on social media channelNumber of Partner E-brochure updates	165-170 0 130-134 9-12 40-44 1,440-1,442 44-48 1-2 1,823-1827 115-120 65-71	165-170 0 130-134 9-12 40-44 1,440-1,442 44-48 1-2 1,823-1827 115-120 65-71	196 110 174 96 66 2629 1378 8 2410 829 114

QUALITY			
• In accordance with the digital media framework	100%	100%	100%
• In accordance with the agreed strategy, plan and timeline of DOT's annual marketing plan	100%	100%	100%
• Branding image to be maintained at all times	100%	100%	100%
• Web Site will be maintained and updated in accordance with the digital media framework and organizations' strategic objectives	100%	100%	100%
• Social media messages and videos in accordance with the digital media framework and social media strategy and implantation documents	100%	100%	100%
TIMELINESS			
• Ongoing throughout the year	100%	100%	100%
LOCATION			
• Cayman Islands, USA, UK and Continental Europe and Canada	100%	100%	100%
COST	\$1,634,055	\$1,654,786	\$2,786,485
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Output: TOU 20			

TIMELINESS			
<ul style="list-style-type: none"> Ongoing throughout the period Reports for any particular month will be produced and approved for release by the last Friday of the following month 	100%	100%	100%
LOCATION			
<ul style="list-style-type: none"> Cayman Islands 	100%	100%	100%
COST			
	\$1,957,215	\$1,768,388	\$2,569,234
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Outputs: TOU 15, TOU 16, TOU 18, TOU 24			

DAT 12	Collection of Coercive Revenue		
DESCRIPTION Collection of Government Revenue.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of revenue collection transactions/receipts	10,000-15,000	10,000-15,000	15,000
QUALITY			
<ul style="list-style-type: none">Collect revenue in accordance with Public Management and Finance Law (2017 Revision), as amended and other legal framework	100%	100%	100%
<ul style="list-style-type: none">Activities performed by trained staff	100%	100%	100%
<ul style="list-style-type: none">Revenue reconciliation carried out monthly	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Revenue deposited within two working days of collection	100%	100%	100%
<ul style="list-style-type: none">Legal penalties enforced within ninety calendar days on outstanding revenue	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Brac and Little Cayman	100%	100%	100%
COST	\$141,561	\$139,448	\$202,678
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Output: DAD 20			

DAT 13	Meteorological Services		
DESCRIPTION			
The meteorological service provides:			
<ul style="list-style-type: none">• Meteorological and related services to the various governmental departments and statutory bodies in the form of reports and special projects• Range of weather information, forecast and warning services to the community at large through the media for protection of life and property• Maintenance of systems for the collection and quality control of observational data to assemble the national climate record and support meteorological research• Maintenance of the national climate archive as an integral part of providing climate monitoring and prediction services			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of Meteorological Aviation Observations• Number of Aviation Forecast• Number of Public Weather Forecast• Number of Weather Warnings• Number of reports as requested/needed due to media request, statistical request and special reports	10,700-10,800 1,900-1,950 1,110-1,200 275-350 50-75	10,700-10,800 1,900-1,950 1,110-1,200 275-350 50-75	16,313 2,763 1,691 451 84
QUALITY			
<ul style="list-style-type: none">• All the work and data gathering is done under the conventions and recommended standards and practices of the World Meteorological Organization (WMO) and the International Civil Aviation Organization (ICAO) using most up to date technology where available• All Forecast, Warnings and Reports are undertaken under the guidelines, standards and recommendation practices recognized by the World Metrological Organization (WMO)	100% 100%	100% 100%	100% 100%
TIMELINESS			
<ul style="list-style-type: none">• Meteorological Aviation Observations will be submitted on an hourly basis• Aviation Forecast will be submitted 4 times per day• Public forecast reports will be updated three times daily• Warnings will be issued as required for threatening severe weather systems	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION			
<ul style="list-style-type: none">• Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$1,308,027	\$1,335,958	\$1,848,186
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises of Budget Statement Output: NWS 3			

DAT 14	Public Transport Services		
DESCRIPTION			
Provision of services on behalf of the Public Transport Board including:			
<ul style="list-style-type: none">Managing or regulating access to Public Transportation System through issuance of permits to taxi, tours, bus water sports, vehicles, school buses and churches prior to operationsMonitoring safety and security standards of all public transportation vehicles, ensuring compliance with rules and appropriate laws and carrying out incident investigationsManaging the dispatch of Taxi and tour operators to the George Town PortManaging the dispatch of Omni Bus operators from the George Town bus depot			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of reports preparedNumber of applications processedNumber of permits and IDs issuedNumber of inspections carried outNumber of complaints investigatedAverage number of Omni buses ranked and dispatched per month	1,000-2,000 2,000-2,500 500-800 1,500-2,000 400-500 4,500-6,000	1,000-2,000 2,000-2,500 500-800 1,500-2,000 400-500 4,500-6,000	3,225 4,104 1,368 3,263 598 4,636
QUALITY			
<ul style="list-style-type: none">Reporting will be in accordance with established law and regulationsApplications process in accordance with established laws and regulationsPermits issued in accordance with decisions made by the Public Transport BoardInspections carried out in accordance with established lawsInvestigations carried out in accordance with the Traffic Law and Public Transport Vehicle RegulationsOmni Bus dispatched in accordance with established rules and guidelines	100% 100% 100% 100% 100% 70- 100%	100% 100% 100% 100% 100% 70- 100%	100% 100% 100% 100% 100% 70- 100%
TIMELINESS			
<ul style="list-style-type: none">Reports will be prepared within ten working days of the following monthComplaint investigations will be conducted within two working days of receiptOmni buses will be dispatched every 5-15 minutes	90 -100% 75 - 100% 60- 100%	90 -100% 75 - 100% 60- 100%	90 -100% 75 - 100% 60- 100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$774,552	\$791,199	\$914,000
RELATED BROAD OUTCOMES:			
A Strong Economy to Help Families and Businesses			
Achieving Full Employment – Jobs for All Caymanians			
Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: PTO 2, PTO 3, PTO 4			

OUTPUT SUPPLIER: CAYMAN AIRWAYS LIMITED

CAL 1	Strategic Domestic Air Services		
DESCRIPTION Provision of air service between Grand Cayman and the Sister Islands of Cayman Brac and Little Cayman using Twin Otter aircraft and specific jet supplemental flights.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">One way flights between Grand Cayman and Cayman Brac or Little CaymanOne way flights between Cayman Brac and Little CaymanOne way passengers carried	4,000-4,400 1,800-2,100 80,000-90,000	4,000-4,400 1,800-2,100 80,000-90,000	6,000-6,600 2,700-3,1050 117,500 -130,000
QUALITY <ul style="list-style-type: none">All flights will be operated in accordance with the airline’s operating, safety, and maintenance standards	100%	100%	100%
TIMELINESS <ul style="list-style-type: none">All flights will be operated with due regard for timeliness and reliability	80%	80%	80%
LOCATION <ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$3,134,000	\$3,134,000	\$3,951,207
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: CAL 1			

CAL 2	Strategic Tourism, Regional and Core Air Services		
DESCRIPTION Cayman Airways provides direct air service to strategic US and regional gateways identified as key source markets for expanding the Cayman Islands tourism base and for facilitating the economic development of the Cayman Islands.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Direct, one way flights per annumNumber of one ways passengers carried per annum	4,400-5,000 340,000-360,000	4,400-5,000 340,000-360,000	6,600-7,500 510,000 – 555,000
QUALITY			
<ul style="list-style-type: none">All flights will be operated in accordance with the airline’s operating, safety, and maintenance standards	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Operates each month of the year with seasonal fluctuationsFlights are expected to operate on Schedule (departure and/or arrival within 15 minutes of schedule)	80% 80%	80% 80%	80% 80%
LOCATION			
<ul style="list-style-type: none">Strategic US gateways including: New York, Miami, Tampa, Dallas and ChicagoRegional gateways including: Kingston, Montego Bay, La Ceiba and Havana	100% 100%	100% 100%	100% 100%
COST	\$14,829,000	\$14,829,000	\$20,743,793
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: CAL 2			

TAB 1	Management of Pedro St. James National Historic Site		
DESCRIPTION To preserve, facilitate and market Pedro St. James for the enjoyment of both residents and tourists including the provision of preservation, protection and restoration of historical buildings; educational resources and information; maintenance and administration of visitors' centre and gift shop; collections and exhibitions; recreational and leisure facility for social events; special events and catering services.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of historical material and artefacts preservedNumber of historical buildings and memorials maintainedNumber of social events organizedCollections and exhibitions arranged/maintainedHours of administration of Visitor Centre and Gift ShopHours of inspection and maintenance of landscaping	190-200 4 25-40 3 3,000-3,100 1,750-2,000	190 - 200 4 25 - 40 3 3,000 - 3,100 1,750 - 2,000	198 4 68 3 3,084 1,820
QUALITY <ul style="list-style-type: none">Preservation complies in accordance with established guidelinesMaintenance meets the standard guidelinesEvents organized by qualified personnelInspection and maintenance of landscaping meets design criteria	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS <ul style="list-style-type: none">Open to the public daily 9:00am to 5:30pmSpecial events available as agreed by appointment	100% 100%	100% 100%	100% 100%
LOCATION <ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$850,000	\$850,000	\$1,275,150
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: TBD 1			

TAB 2	Management of Queen Elizabeth II Botanic Park		
DESCRIPTION To preserve, facilitate and market the QE II Botanic Park for the enjoyment of both residents and tourists including the provision of: preservation and protection of native fauna and flora; species management; maintenance of specialist gardens; maintenance of Visitor Centre and Gift Shop; recreational and leisure facility; educational resources/information; social venue; walking trails and maintenance of nursery.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Hours of administration of Visitor Centre and Gift ShopNumber of acreage preserved and protected in partnership with the National TrustNumber of specialist gardensNumber of special eventsNumber of visitor centre displaysNumber of workshops organized	3,000-3,100 65 5 – 7 3-5 2 2	3,000-3,100 65 5 – 7 3-5 2 2	3,084 65 7 3 2 2
QUALITY <ul style="list-style-type: none">Preservation, maintenance of plants, trails and gardens in accordance with established guidelinesWell documented and labelled plant collectionSpecial events organized by qualified personnelSafety standards in accordance with Agriculture/Department of Environment regulations	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS <ul style="list-style-type: none">Open to the public daily 9:00 a.m. to 5:30 p.m.Rentals by appointmentSpecial events and workshops available as agreed by appointment	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION <ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$675,000	\$675,000	\$1,007,469
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: TBD 2			

TAB 3	Annual Pirates Week Festivals and Events		
DESCRIPTION To facilitate and organize promotional and fund-raising events which culminate in an annual festival organized for the enjoyment and enlightenment of residents and visitors.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of musical presentations arrangedNumber of pageantry (landing/parade) organisedNumber of District Day Committees administered and subsidisedNumber of heritage displays organisedNumber of art exhibitions organisedNumber of visual displays (fireworks/confetti) arrangedNumber of kids’ fun day arrangedNumber of volunteers and awards night arrangedNumber of publications available for promotionNumber of gift shops managed	6 -9 2 7	6 -9 2 7	9 2 7
QUALITY <ul style="list-style-type: none">All required activities arranged satisfactorilyAdherence to accepted standards for exhibition and publicationParticipants professionally qualified and knowledgeable in appropriate techniquesStock displays promotes the Pirates Week National Festival	7 3 8-10 3-5 1 2 1	7 3 8-10 3-5 1 2 1	3 9 4 1 2 1
TIMELINESS <ul style="list-style-type: none">Events and activities arranged by October each yearServices available to customers Monday to Saturday 9:00am to 5:00pm	100% 100%	100% 100%	100% 100%
LOCATION <ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$310,000	\$310,000	\$412,578
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: TBD 3			

TAB 4	Management of Cayman Islands Craft Market		
DESCRIPTION Organize, promote, administer and execute the Cayman Craft Market as a venue for local artisans and musicians to exhibit and sell their products and crafts to visitors. The Cayman Craft Market will promote on-island offerings and provide an outlet for native arts and crafts.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of applications processed or amendedNumber of vendors and artists coordinatedNumber of inspection of supply and quality of productsNumber of craft market buildings, tents, and landscaping maintainedNumber of special events organized when not operated as a market	10-15 25-35 230-250 7-9 1-3	10-15 25-35 230-250 7-9 1-3	19 25 355 7 1
QUALITY			
<ul style="list-style-type: none">Ensure vendors compliance with code of conductScrutinize applications for proper products criteriaEnsure quality presentationAdherence to good public safety practicesMeet required standard of hygiene for the facilitiesEvents organized by qualified personnel	95-100% 95-100% 95-100% 100% 100% 100%	95-100% 95-100% 95-100% 100% 100% 100%	95-100% 95-100% 95-100% 100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Open to the public Monday to FridayEvents organized by the required timeframe as agreed	95% - 100% 95% - 100%	95% - 100% 95% - 100%	95% - 100% 95% - 100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$130,000	\$130,000	\$187,667
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: TBD 4			

TAB 5	Management of Hell Attraction		
DESCRIPTION To preserve and protect the natural resources of the attraction for the enjoyment of both residents and tourists, manage rental agreements for the operation of the on-site gift shops, oversee the general upkeep of the site, including buildings and restroom facilities, and the monitoring of visitors.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of rental agreements managedNumber of buildings and landscaping maintainedNumber of acres of natural resources preserved and protected	3 2 1. 44	3 2 1.44	3 2 1.44
QUALITY			
<ul style="list-style-type: none">Rental agreements signed by authorized personnel and meets contractual agreementsAdherence to good public safety practicesPreservation and maintenance of property in accordance with established guidelines	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Open the public daily	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$35,000	\$35,000	\$45,159
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: TBD 5			

OUTPUT SUPPLIER: SISTER ISLANDS AFFORDABLE HOUSING CORPORATION

SIH 1	Sister Islands Affordable Housing Programme		
DESCRIPTION To identify the housing needs of Caymanians in the Sister Islands and to continue developing affordable homes to meet these needs and contribute to the economic development of the Sister Islands.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of hours of general management and administrationNumber of homes constructed	1,200-2,000 2-4	1,200-2,000 2-4	1,800-1,900 2
QUALITY <ul style="list-style-type: none">Site visits conducted by qualified personnelAll financial transactions processed in accordance with the Public Management and Finance Law (2017 Revision), as amended	95-100% 100%	95-100% 100%	95-100% 100%
TIMELINESS <ul style="list-style-type: none">Site Reports to be completed within five days at the end of each month	90% - 100%	90% - 100%	90% - 100%
LOCATION <ul style="list-style-type: none">Cayman Brac	100%	100%	100%
COST	\$75,000	\$75,000	\$108,000
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: SIH 1			

OUTPUT SUPPLIER: CAYMAN ISLANDS ANGLING CLUB

NGS 1	Organize, Administer and Execute the Cayman Islands Fishing Tournament		
DESCRIPTION			
Organize, administer and execute the Cayman Islands Fishing Tournament to promote sport fishing in the Cayman Islands.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of tournaments arranged	1	1	1
QUALITY			
<ul style="list-style-type: none">Well promoted and organized	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">April and May 2018 and 2019	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$30,000	\$30,000	\$30,044
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: CAC 1			

NGS 3	Organization of Batabano Festival		
DESCRIPTION Organization and execution of the Batabano Festival as an entertainment attraction for residents and tourists.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of tournaments arrangedNumber of fund raising and promotional events organized	1 1-4	1 1 - 4	1 1 - 4
QUALITY <ul style="list-style-type: none">Public safety, punctuality	N/A	100%	100%
TIMELINESS <ul style="list-style-type: none">Batabano Festival held in April – May 2017Fundraising ongoing throughout the period	N/A N/A	100% 100%	100% 100%
LOCATION <ul style="list-style-type: none">Grand Cayman	N/A	N/A	N/A
COST	\$30,000	\$30,000	\$45,000
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: CCC 1			

OUTPUT SUPPLIER: CAYMANIAN LAND AND SEA CO-OPERATIVE SOCIETY LIMITED

NGS 7	Management of Small Business Development		
DESCRIPTION Management assistance for small business development within the tourism industry. Services include: <ul style="list-style-type: none">• Receipt and dispatching of pre-booked tours.• Administrative matters pertaining thereto including liaising with cruise ship representatives, fundraising, human resources, marketing, banking, pay-outs to all operators and vendors;• Corporate matters and all other matters relative thereto.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of members consisting of boat owners, taxi drivers, bakers, owners of water-sports businesses, machinery repair shops, pest control, taxi and tour services; divers, upholstery cleaners, condo managers and members of staff with water-sports, corporate, accounting, banking, tourism and computer related experience• Number of active members• Number of land tours organized• Number of sea tours organized• Average number of tours per boat operator• Average number of tours per taxi/bus operator• Number of tourism sub-sector represented	100-200 30-45 1,250-1,500 400-600 25-35 55-70 10	100-200 30-45 1,250-1,500 400-600 25-35 55-70 10	196 39 1,750 575 30 60 10
QUALITY <ul style="list-style-type: none">• Quarterly reports will provide accurate, relevant and timely information• Tourism career activities will be accurate and relevant to audience	100% 100%	100% 100%	100% 100%
TIMELINESS <ul style="list-style-type: none">• Members queries answered within 24 hours, within the hour if urgent• General reports issued as required• Quarterly financial reports provided to Ministry of District Administration, Tourism and Transport within 30 days of end of quarter	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION <ul style="list-style-type: none">• Grand Cayman	100%	100%	100%
COST	\$230,000	\$230,000	\$345,000
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: LSC 1			

OUTPUT SUPPLIER: MISS CAYMAN COMMITTEE

NGS 26	Miss Cayman Committee		
DESCRIPTION The administration, organization, promotion and execution of the Miss Cayman Islands Pageant.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Local Miss Cayman Beauty Pageant arrangedRepresentation at an International Pageant	0 0	1 1	1 1
QUALITY			
<ul style="list-style-type: none">Pageants conducted in accordance with International Industry standards	0	90 - 100%	90 - 100%
TIMELINESS			
<ul style="list-style-type: none">January 2019	0	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	0	100%	100%
COST	\$0	\$100,000	\$125,000
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: MCC 1			

OUTPUT SUPPLIER: GARDENING CLUB

NGS 57	Gardening Projects and Landscaping		
DESCRIPTION To promote gardening and all things related to the enjoyment of the natural beauty of the Cayman Islands, to undertake projects to beautify the community and help educate children in their natural surroundings. Landscaping for Scouts Building, East End Sunrise Cottage and West Bay Golden age Home Landscaping for Botanic Park Children's Garden Maze and Sensory Garden. The Cayman Islands Hospice: landscape and complete gardens outside the individual units, UCCI: Centre Courtyard complete, and commence Youth Garden Club through schools starting with GT Primary and Clifton Hunter.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY • Number of beautification projects	2-4	2 - 4	2 - 4
QUALITY • Use local plants wherever possible • Comply with relevant policies and guidelines	100% 100%	90% 100%	90% 100%
TIMELINESS • Project completed within agreed time frame	100%	100%	100%
LOCATION • Grand Cayman	100%	100%	100%
COST	\$4,000	\$4,000	\$3,422
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: GCG 1			

16. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF FINANCE AND ECONOMIC DEVELOPMENT

OUTPUT SUPPLIER: MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT

FED 1	Policy Advice and Ministerial Services		
DESCRIPTION			
Provision of Policy advice and support to the Minister of Finance on matters relating to the following:			
<div><div><ul style="list-style-type: none">Budgetary and revenue issuesCapital InvestmentsEconomic issuesProcurement Issues</div><div><ul style="list-style-type: none">Custom related mattersMatters relating to Government FinancesRisk Management issues</div></div>			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of cabinet papers, cabinet notes, speeches, speaking notes, pieces of advice/papers, briefings, policy papers, reports and responses to parliamentary questionsNumber of hours available to provide briefings, speeches, speaking notes, policy advice, verbal advice, parliamentary questions and other ministerial servicingNumber of Economic updates and forecastsNumber of insurance policies managedNumber of meetings/ committees organised and attended.Number of Hours spent providing central procurement services	14-25 6,985-8,272 10 20-24 26-32 4,408	14-25 6,985-8,272 10 20-24 26-32 5,289	23-36 10,326-10,377 44 18-22 36-42 1,900
<ul style="list-style-type: none">All reports will be subject to managerial and peer review and will be signed off by senior managementVerbal advice, briefings and speeches will be undertaken by knowledgeable and professional personnelRepresentations at meeting/briefings by knowledgeable and professional personnel	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">All will be delivered by agreed target datesAttendance at meetings within time frame agreedParticipants are present for meetings	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman and Overseas	100%	100%	100%
COST			
	\$2,631,343	\$2,589,552	\$3,136,018
RELATED BROAD OUTCOMES:			
Strong, Thriving and Increasingly Diverse Economy			
Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: CUS 13, ESO 10, FIN 12, FIN 17, RSK 6, TSY 33, TSY 34			

FED 2	Governance and Administrative Services		
Provision of governance and administrative services to the following Statutory Authorities, Boards and Committees:			
<div><div><ul style="list-style-type: none">Water AuthorityAsset Forfeiture CommitteeMultinational Assessment CommitteePublic Service Pensions BoardNational Drug CouncilPort Authority Cayman IslandsCayman Islands National Insurance CompanyCayman Islands Monetary AuthorityCayman Islands Development BankCayman Airways LtdCivil Aviation AuthorityAccounting Policy CommitteeJoint Intelligence MeetingAnti-Corruption CommissionCI Mass Migration</div><div><ul style="list-style-type: none">Auditors Oversight AuthorityCayman Turtle Conservation & Education Centre LimitedNational Hurricane CommitteeCentral Tenders CommitteeNational Pensions BoardUniversity College of the Cayman IslandsNational Risk Assessment CommitteeNational Housing Development CommitteeHealth Services AuthorityCIAA National Security CommitteeTasking and Coordinating CommitteeSpecial Economic Zone AuthorityPublic Transportation Tribunal Authority</div></div>			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<div><ul style="list-style-type: none">Number of Meetings AttendedNumber of hours providing governance and administration</div>	123-133 857-967	123-133 857-967	190-200 120-157
QUALITY			
<div><ul style="list-style-type: none">Representations at meetings by knowledgeable and professional personnelAgendas and minutes accurately reflect Board decisions</div>	100% 100%	100% 100%	100% 100%
TIMELINESS			
<div><ul style="list-style-type: none">Attendance at meetings within time frame agreed</div>	100%	100%	100%
LOCATION			
<div><ul style="list-style-type: none">Grand Cayman</div>	100%	100%	100%
COST	\$363,254	\$354,894	\$295,624
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: CUS 17, FIN 13, TSY 35			

FED 3	Collection of Coercive Revenue		
DESCRIPTION Collection of coercive revenues on the following: <ul style="list-style-type: none">• Import Duty• Package Tax• Customs Fines• Procedural Fines• Bonded Warehouse• Motor Vehicle Environmental Tax• Environmental Protection Fund Fees for airlines and cruise ships• Cruise Ship Departure Charges• Debit transaction fees• Stamp Duties on Insurance Policies other than life			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of Duty or Revenue items Processed• Number of receipts produced• Number of invoices to cruise and airlines	34,000-35,000 2,634-2,884 600-650	34,000-35,000 2,634-2884 600-650	50,600-51,000 2,2950-3,525 850-900
QUALITY <ul style="list-style-type: none">• Revenue submission to be in compliance with the relevant laws and policies• Revenue collected as a legislative requirement	95 - 100% 100%	95 - 100% 100%	95 - 100% 100%
TIMELINESS <ul style="list-style-type: none">• Revenue from fees to be submitted to the bank on a daily basis• Annual fees and Returns to be processed within two weeks of receipt	95 - 100% 100%	95 - 100% 100%	95 - 100% 100%
LOCATION <ul style="list-style-type: none">• Cayman Islands	100%	100%	100%
COST	\$2,960,456	\$1,689,974	\$2,901,192
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: CUS 14, TSY 41			

FED 4	Preparation and Publication of Statistical Reports		
DESCRIPTION Publication of statistical reports, which include: <ul style="list-style-type: none">• Social and economic statistics• Survey services• Distribution and sale of general statistical information• Details of development applications for the economic analysis by the public and private sectors			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of Reports	130	127	182
QUALITY <ul style="list-style-type: none">• All reports to be reviewed by Director before publication• Internal review and data quality assurance measures applied	95 - 100% 100%	95 - 100% 100%	95 - 100% 100%
TIMELINESS <ul style="list-style-type: none">• Annual reports to be completed and submitted to Cabinet for notation within seven months after the end of the preceding year• Quarterly reports to be completed and submitted to Cabinet within the following quarter• Household and Business Register updates to be completed three weeks before the start of the field work for which they are used• Quarterly reports on development submitted within five working days of quarter end	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION <ul style="list-style-type: none">• Cayman Islands	100%	100%	100%
COST	\$1,777,170	\$1,963,196	\$2,247,807
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: ESO 7			

FED 5	Financial Reporting and Management Services		
DESCRIPTION Management of the financial activities of the Government, involving: <ul style="list-style-type: none">Monitoring and management of the Government’s Bank accounts and cash fundsManagement of debt repayment and loans madeFinancial reporting and forecast for whole of GovernmentDefunct companies trustManagement of centralized accounting information systemRecovering outstanding debts on behalf of CabinetRevenue Forecasting			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of self-financing, public debt, Loans-Made, debt recovery, investment, trust assets and bank accounts managed.	2,301-2,542	2,291-2,542	2,394-2,537
<ul style="list-style-type: none">Number of Financial statement, Forecasts, budget documents, bank reconciliation and reports reviewed and/or produced	1,137-1,244	1,143-1,250	1,550-1,666
<ul style="list-style-type: none">Number of AP cheques runs and payroll processed, debts managed	1,930-2,038	1,930-2,038	2,535-2,740
<ul style="list-style-type: none">Number of hours providing technical assistance, support, training sessions and implementation of changes in IRIS	7,251-8,552	7,251-8,552	10,051-11,652
QUALITY			
<ul style="list-style-type: none">Loans are managed in accordance with conditions laid out in the relevant bank loan agreements Internal review and data quality assurance measures applied	100%	100%	100%
<ul style="list-style-type: none">Bank reconciliation statements reviewed by supervisor and approved by manager	100%	100%	100%
<ul style="list-style-type: none">Trust Assets to be managed in accordance with Public Management and Finance Law (2017 Revision), as amended and the Financial Regulations (2013 Revision)	100%	100%	100%
<ul style="list-style-type: none">Training and IRIS Functionality to be consistent with the requirements of the Public Management and Finance Law (2017 Revision), as amended	100%	100%	100%

TIMELINESS			
<ul style="list-style-type: none"> Bank reconciliation to be prepared and approved by the end of the following month Principal repayments and interest payments made by the due date Bi-annual and annual trust assets financials to be submitted by statutory deadline Training and IRIS upgrades, changes and testing to be carried out within deadline agreed with Accountant General 	85 - 100%	85 - 100%	85 - 100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
LOCATION			
<ul style="list-style-type: none"> Cayman Islands 	100%	100%	100%
COST	\$4,400,923	\$4,400,402	\$6,389,435
RELATED BROAD OUTCOME:			
Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: TSY 36, TSY 37, TSY 38, TSY 39, TSY 40, TSY 42, TSY 43, TSY44, TSY 45, TSY 46			

FED 6	Processing of Passengers and Inspection of Aircrafts, Vessels and Cargo		
DESCRIPTION			
Processing, inspection and clearance of passengers and cargo involving: <ul style="list-style-type: none">Processing of arriving air and marine craft (both local and international)Pre-clearance of goodsInspection, monitoring and clearance of imported and exported cargo entriesIssuing of temporary importation permits			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of aircrafts and marine crafts processed and inspectedNumber of passengers processed by air and seaNumber of inspections of import/export and entries processed	19,550-20,500 2,375,053-2,396,053 141,400-179,300	20,500-21,650 2,400,053-2,429,953 147,400-186,700	26,500-26,786 4,395,000-4,457,957 211,360-214,950
QUALITY			
<ul style="list-style-type: none">Aircrafts and marine crafts are cleared in accordance with Customs Laws and Regulations (17 of 1990), (2007 Revision) and Customs Regulations (1998)Clearance and inspections are carried out in accordance with the Customs Law (17 of 1990) (2007 Revision)Pre-clearance and importation permits to be reviewed by Senior Customs OfficerInspecting officers will be highly trained by local and regional instructors	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Aircrafts processed within 30 to 60 minutes of arrivalCruise ship and commercial vessels processed within 15 to 30 minutes of arrivalPrivate vessels processed within 1 to 2 hours of arrivalMonday to Friday, 8:30 a.m. to 4:30 p.m. and Saturday, 8:30 a.m. to 12:30 p.m.	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$7,703,507	\$7,740,230	\$11,541,896
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: CUS 10, CUS 12			

FED 7	Identification and Investigation of Customs Offences		
DESCRIPTION			
Identify arrest and investigate offenders suspected of committing offences under the Customs Law, Misuse of Drugs Law and the Firearms Law. This includes: <ul style="list-style-type: none">Profiling suspicious persons and activitiesReviewing documents presented to Customs for complianceConducting searches of persons and premises in connection with suspected offencesCollection and handling of evidence, interviewing and collecting statements from personsPreparing material for presentation or attendance in CourtConducting K-9 sniff searches of persons, cargo, baggage and vessels and premises			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of reportsNumber of searches	5,934-6,172 3,605-3,835	6,224-6,496 3,636-3,865	7,263-7,658 2,907-2,971
QUALITY			
<ul style="list-style-type: none">Investigations are conducted in accordance with the Customs Law (17 of 1990) 2012 Revision and other relevant laws and regulations and accepted legal policies and procedures. Searches are conducted in accordance with the Customs Law (17 of 1990) 2012 Revision and other relevant laws and regulations and accepted legal policies and proceduresSearches are conducted in accordance with the Customs Law (17 of 1990) 2012 Revision and other relevant laws and regulations and accepted legal policies and procedures	100% 100%	100% 100%	100% 100%
TIMELINESS			
<ul style="list-style-type: none">Investigations completed within six months from laying formal chargesProsecution files submitted to the Legal Department within three days of laying formal charges	100% 100%	100% 100%	100% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$2,609,288	\$2,593,576	\$3,584,765
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: CUS 16			

FED 9	Administration and Processing of Applications		
DESCRIPTION Administration and processing of applications for: <ul style="list-style-type: none">• Fee and customs duty waivers• Stamp duty abatements and assessments• Government loans (civil servants personal loans and farmers/ranchers loans)• Approvals under sections 32, 80, 178 and 181 of the Companies Law (2004 Revision)			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of application process	470	470	700
QUALITY			
<ul style="list-style-type: none">• Applications processed in compliance with applicable laws and Ministry guidelines	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">• Response provided within 5 to 8 working days of receipt of application	90%	100%	100%
LOCATION			
<ul style="list-style-type: none">• Cayman Islands	100%	100%	100%
COST	\$288,063	\$287,670	\$454,482
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: FIN 14			

FED 10	National Mail Service		
DESCRIPTION National mail service involving: <ul style="list-style-type: none">Revenue CollectionNational Mail Service - Grand CaymanPhilatelic ServicesNational Mail Service - Sister Islands			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Hours of public access to postal counter servicesNumber of Philatelic Services(stamp collecting)Number of post office boxes available for rentNumber of stamp issues producedNumber of transactions processedWeight of mail dispatched internationally (kg)	28,898-29,020 1,300-2,200 13,480-15,150 3-5 43,000-50,000 49,900-51,400	28,898-29,020 1,300-2,200 13,480-15,150 3-5 43,000-50,000 48,800-50,400	43,635-43,757 1,900-3,000 13,490-14,550 5-5 65,000-65,000 71,199-73,050
QUALITY <ul style="list-style-type: none">Revenue collected in accordance with rates established in relevant legislation.Domestic and International Mail Service / Express Mail Services/ Stamp Sales/ Post Box Rentals / Franking Meter LicensesDomestic and International Mail Service / Express Mail Services / Stamp Sales/ Post Box Rentals	100% 100% 100%	100% 100% 100%	100% 100% 100%

TIMELINESS			
<ul style="list-style-type: none"> Maximum 5 – 7 minutes per customer per transaction 	100%	100%	100%
Domestic Mail Service			
<ul style="list-style-type: none"> Mail posted in Grand Cayman by 3:00 p.m. Monday-Friday will be delivered to any Grand Cayman and dispatched to the Sister Island within two business days after posting 	90%	90%	87%
International Mail Service			
<ul style="list-style-type: none"> Outgoing mail posted by 3:00 p.m. Monday-Friday will be processed for overseas dispatch within two business days 	90%	90%	87%
<ul style="list-style-type: none"> Incoming mail delivered to post office boxes or general delivery within two business days of collection 	90%	95%	87%
Express Mail Services			
<ul style="list-style-type: none"> Outgoing and incoming items posted by 1:00 p.m. and 2:00 p.m. respectively Monday-Friday will be processed for dispatched overseas the same business day and delivery same business day respectively. 	90%	95%	87%
	95%	95%	80%
Stamp Sales / Post Office Box Rentals / Franking Meter Licenses			
<ul style="list-style-type: none"> Stamp sales - counter transactions to be completed within 5 – 7 minutes; call-in orders readied within 2 hours 	95-100%	95-100%	95-100%
<ul style="list-style-type: none"> Post box rental transactions to be completed within 7 – 10 minutes; new box rentals completed within one business day, based upon availability and receipt of payment 	95-100%	95-100%	95-100%
<ul style="list-style-type: none"> Franking meter licenses issued within one business day after receipt of payment 	95-100%	95-100%	95-100%
LOCATION			
<ul style="list-style-type: none"> Cayman Islands 	100%	100%	100%
COST			
	\$2,418,600	\$2,509,687	\$3,232,950
RELATED BROAD OUTCOME:			
Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: POS 1, POS 2, POS 4, POS 5			

FED 11	Monitoring and Reporting on the Economy		
DESCRIPTION			
Monitoring and reporting on the economy, involving:			
<ul style="list-style-type: none">Quarterly and annual economic reportingCountry reports for regional and international agencies			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of economic monitoring tables/reports for regional and international agencies	11	11	19
QUALITY			
<ul style="list-style-type: none">Reports are subject to managerial and/or peer review to ensure that quality standards are met and signed off by the Director of Economics and Statistics	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Completed and submitted within given deadlines	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$196,888	\$197,496	\$382,660
RELATED BROAD OUTCOME:			
Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: ESO 8			

OUTPUT SUPPLIER: CAYMAN ISLANDS NATIONAL INSURANCE COMPANY (CINICO)

CIN 1	Health Insurance for Seamen and Veterans for Primary and Secondary Health Care		
DESCRIPTION			
Provision of Health Insurance for Seamen and Veterans.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Total number of persons insured - premiums fully paid by Cabinet	1,116-1,171	1,071–1,171	1,116
<ul style="list-style-type: none">Total number of persons insured – premiums partially paid by Cabinet (Veterans)	13	12	13
QUALITY			
<ul style="list-style-type: none">All eligible Seamen, Veterans and their dependents are insured who met the definition under the Health Insurance Law	98 - 100%	98 - 100%	98 - 100%
TIMELINESS			
<ul style="list-style-type: none">Insurance cards issued within 15 days of notification of eligibility	98 - 100%	98 - 100%	98 - 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$10,586,019	\$11,064,478	\$11,526,3585
RELATED BROAD OUTCOME: Access to Quality, Affordable Health Care			
This Group Comprises Purchase Agreement Output: CIN 1			

OUTPUT SUPPLIER: CAYMAN ISLANDS DEVELOPMENT BANK (CIDB)

DVB 1	Administration of Lending for Human Resource Development		
DESCRIPTION			
Administration of human resource lending activities involving: <ul style="list-style-type: none">• A programme of direct lending for human resource development at the tertiary level and for vocational training• A government guaranteed student loan scheme funded by leading local commercial banks			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
Direct Lending: <ul style="list-style-type: none">• Number of enquiries responded to• Number of loans processed• Number of new loans approved• Number of counselling session	38-45 20-30 15-20 15-25	45-55 25-35 30-40 20-30	75-90 36-51 30-40 10-20
Student Loans: <ul style="list-style-type: none">• Number of performance reports	4	4	4
QUALITY			
• Minimum percentage of customers expressing satisfaction with service when surveyed	90 - 100%	90 - 100%	90 - 100%
• Percentage of accuracy and relevance of reports as determined by internal peer review	90 - 100%	90 - 100%	90 - 100%
TIMELINESS			
• Maximum turn-around time of two working days between receipt of all application particulars and the approval of loan	90 - 100%	90 - 100%	90 - 100%
• Maximum time of 15 days between end of quarter and submission of reports	90 - 100%	90 - 100%	90 - 100%
LOCATION			
• Services are delivered within the Cayman Islands	100%	100%	100%
COST			
	\$269,140	\$139,140	\$208,710
RELATED BROAD OUTCOME:			
Achieving Full Employment – Jobs for All Caymanians			
This Group Comprises Purchase Agreement Outputs: CIB 1, CIB 4			

DVB 2	Administration of Lending for Micro and Small Businesses Development		
DESCRIPTION			
Administer a programme of direct lending for micro and small business development by: <ul style="list-style-type: none">• promoting the programme through various media• providing a counselling and information service• appraising loans considered for financing• ensuring adequate loan documentation• monitoring the loan portfolio• ensuring debt collection measures• generating periodic performance reports			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of enquiries responded to• Number of on-site technical assistance• Number of counselling sessions• Number of loans under special debt service arrangements• Number of loans under litigation• Number of performance reports	50-100 10-20 10-20 22-30 35-40 4	50-100 10-20 10-20 22-30 30-35 4	50-100 10-20 9-30 46-60 70-80 4
QUALITY			
<ul style="list-style-type: none">• Minimum percent of customers expressing satisfaction with service when surveyed• Percent accuracy and relevance of reports as determined by internal peer review• Percent of borrowers over 90 days in arrears• Percent value of loan portfolio over 90 days in arrears• Percent of loan portfolio written off annually	90-100% 90-100% 70-80% 70-80% 5-10%	90-100% 90-100% 70-80% 70-80% 5-10%	90-100% 90-100% 70-80% 70-80% 5-10%
TIMELINESS			
<ul style="list-style-type: none">• Maximum turn-around time of ten (10) working days between receipt of all application particulars and the approval of loan• Maximum time of 15 days between end of quarter and submission of reports	80 - 100% 80 - 100%	80 - 100% 80 -100%	80 - 100% 80 - 100%
LOCATION			
<ul style="list-style-type: none">• Grand Cayman	100%	100%	100%
COST	\$306,025	\$156,025	\$234,037
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: CIB 2			

DVB 3	Administration of Mortgage Lending		
DESCRIPTION Administer a mortgage finance programme including direct lending and support services to assist <ul style="list-style-type: none">low-to-middle income Caymanians in owning their own homesowners of substandard housing in improving their housing accommodation Administer, as Executing Agent for the Government, a government guaranteed home mortgage scheme funded by leading local commercial banks.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of enquiries responded toNumber of projects appraisedNumber of new loans approvedNumber of site visitsNumber of counselling sessionsNumber of loans under special debt service arrangementsNumber of loans under litigationNumber of performance reports	30-40 3-5 3-5 10-15 15-20 25-30 20-23 4	60-80 3-5 3-5 10-15 20-35 25-30 15-20 4	60-80 7-10 7-10 10-15 20-36 50-60 40-47 6
QUALITY			
<ul style="list-style-type: none">Minimum percent of customers expressing satisfaction with service when surveyedPercent accuracy and relevance of reports as determined by internal peer reviewPercent of borrowers over 90 days in arrearsPercent value of loan portfolio over 90 days in arrearsPercent of loan portfolio written off annually	90 – 100% 90 – 100% 45 – 50% 45 – 50% 5 – 10%	90 – 100% 90 – 100% 45 – 50% 45 – 50% 5 – 10%	90-100% 90-100% 35-45% 35-45% 5-10%
TIMELINESS			
<ul style="list-style-type: none">Maximum turn-around time of ten (10) working days between receipt of all application particulars and the approval of loanMaximum time of 15 days between end of quarter and submission of reports	80 - 100% 80 - 100%	80 - 100% 80 -100%	80 - 100% 80 -100%
LOCATION			
<ul style="list-style-type: none">Services are delivered within the Cayman Islands	100%	100%	100%
COST	\$451,152	\$231,152	\$243,160
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy A More Efficient, Accessible and Affordable Public Service Modern, Smart Infrastructure A Culture of Good Governance			
This Group Comprises Purchase Agreement Outputs: CIB 3, CIB 5			

17. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS

OUTPUT SUPPLIER: MINISTRY OF EDUCATION, YOUTH, SPORTS, AGRICULTURE & LANDS

EGA 1	Policy Advice, Governance and Ministerial Support Services		
DESCRIPTION Provision of: <ul style="list-style-type: none">• Policy research, development, communication, implementation and evaluation• Services to support the development of new or revised legislation• Strategy development and management of strategic priority projects• Governance and representation on regulatory Boards and Councils, international boards or committees and boards related to the Ministry and Statutory Authorities and Government Owned Companies (SAGC) (University College of the Cayman Islands)• Administrative and executive services to support the Minister such as events management , speech writing and other mass communications matters• Other administration Services provided to the New John Gray High School Project Steering Committee and Cayman Islands Agricultural Society.• Provision of National policy, advice, technical expertise and guidance to a range of partners to promote inclusion and develop safe and positive learning school climates• Administrative Services provided for the review and management of Grants and Transfer Payments to Youth, Sports, and other organisations.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<i>Quantity</i> <ul style="list-style-type: none">• Number of contributions to the Throne Speech160-80160-801• Information and decision-making briefs60-8060-80100• Cabinet papers and notes55-6555-6550• Parliamentary questions5-105-109• Statements in the Legislative Assembly1-51-51• Number of strategic priority projects advised on and/or managed20-2520-2525• Number of drafting instructions prepared1-31-36• Number of press releases, press briefings or mass communication prepared250-275275-300275• Number of regulatory Boards, Councils and Committees where represented9-129-1211• Number of programmes overseen and/or coordinated by the Inclusion Unit of the Ministry of Education8-108-1015• Number of local scholarships/grants received/monitored1,225-1,5251,250-1,5501,501• Number of overseas scholarships/grants received/monitored900-1,200950-1,250991• Number of Purchase Agreements monitored41-5741-57N/A• Number of Grant/Transfer Payment requests processed40-5040-50N/A			

QUALITY			
<ul style="list-style-type: none"> Policies and advice consistent with any relevant regional or international conventions and/or best practice 	100%	100%	100%
<ul style="list-style-type: none"> Policies and strategies developed through a consultative process with key stakeholders 	100%	100%	100%
<ul style="list-style-type: none"> Policy and strategy documents reviewed and approved by Chief Officer or delegate prior to release 	100%	100%	100%
<ul style="list-style-type: none"> Cabinet papers, drafting instructions, speech notes and press releases reviewed by Chief Officer or delegate and approved by Minister prior to submission. 	100%	100%	100%
<ul style="list-style-type: none"> Services provided by appropriately experienced and qualified personnel. 	100%	100%	100%
<ul style="list-style-type: none"> Representatives on Boards, Committees, and Councils to be nominated from senior management team by Chief Officer 	100%	100%	100%
<ul style="list-style-type: none"> Grants and Transfer Payments reviewed and processed in accordance with Government policies and the terms of the Purchase Agreement 	100%	100%	N/A
TIMELINESS			
<i>Timeliness</i>			
<ul style="list-style-type: none"> All services delivered within established schedules or as required by Minister 	100%	100%	100%
<ul style="list-style-type: none"> Cabinet Papers and speech notes delivered within established schedules or as required by Minister 	100%	100%	100%
<ul style="list-style-type: none"> Drafting instructions issued by December 2017 or as agreed with Minister 	100%	100%	100%
<ul style="list-style-type: none"> Updates on key items/issues from meetings provided to Minister/Chief Officer on ongoing basis 	100%	100%	100%
<ul style="list-style-type: none"> Grants and Transfer Payments reviewed and processed within 20 days at the end of each month following the invoice date 	100%	100%	N/A
LOCATION			
<ul style="list-style-type: none"> Cayman Islands 	100%	100%	100%
COST	\$6,103,744	\$6,576,646	\$7,949,250
RELATED BROAD OUTCOME:			
The Best Education Opportunities for All Our Children			
This Group Comprises of Budget Statement Outputs: MEG 1, MEG 3, MEG 4, MEG 9			

EGA 4	Public Library Services			
DESCRIPTION Provision of a central George Town Library service and five community library branches, to serve as a community destination for information access in support of the following key strategic objectives: <ul style="list-style-type: none">• Literacy promotion to encourage a love of appreciation of reading• Connection building to encourage and facilitate self-directed learning• Development and coordination of programme, service and collection offerings in support of primary stakeholders (Ministry of Education, Youth, Sports, Agriculture and Lands as well as other government ministries)• Development of collections, programmes and services that are responsive to the needs of the community (consumer education, small business support, cultural heritage)• Development and implementation of coordinated access to collections, services and resource’s among the libraries in the Cayman Islands to maximize resources				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of items circulation throughout the year• Number of Reference Transactions• Number of literacy programs• Number of community/cultural programs• Number of information access/technology programs• Number of adult books acquired• Number of juvenile books acquired• Number of ICT hours accessed• Number of Facilities Operated		50,000 1750 30 10 15 1,500 1,000 25,000 6	50,000 1750 30 10 15 1,500 1,000 25,000 6	45,000 2,430 45 16 9 1,761 2,421 30,141 6
QUALITY <ul style="list-style-type: none">• Operations in all locations overseen by suitably qualified staff• Reference Services provided by suitably qualified staff• Materials selected and programmes developed and monitored by qualified staff• All facilities meet safety regulations, are kept clean and neat and are publicly accessible		100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS <ul style="list-style-type: none">• Materials will be available for loan throughout the library’s opening hours• Ready reference enquiries will be processed within twenty-four hours of receipt• Library materials will be acquired quarterly.• Programmes will be prepared and delivered on a monthly basis• Library facilities are operated on an agreed schedule as approved by the Chief Officer		100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
LOCATION <ul style="list-style-type: none">• Cayman Islands		100%	100%	100%
COST		\$1,588,434	\$1,594,621	\$2,426,000
RELATED BROAD OUTCOMES: The Best Education Opportunities for All Our Children Stronger Communities and Support for the Most Vulnerable				
This Group Comprises Budget Statement Output: LIB 5				

EGA 5	Primary Education Services		
DESCRIPTION Provision of teaching and learning services for children between the age of 4 and 11 at government reception programmes and primary schools, including: <ul style="list-style-type: none">• Provision for children in the reception programme through the delivery of the Cayman Islands Early Years Curriculum Framework (CIEYCF)• Assessment, recording and reporting of students’ achievement• Student progress and achievement reports issued with reference to National Curriculum attainment targets at least twice yearly• Standardised testing administered to students annually to assess English and Mathematics skills, providing data to inform teaching and learning, to track students’ progress and to report to parents. Students to sit Cognitive Ability Test (CAT) in Years 4 and 6; Student attitude to self and school survey to be administered in Years 1-6 to provide supporting information for student attainment, engagement and well-being.• National curriculum subject tests in core subjects of Mathematics and English			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of students for whom reception programmes and primary school service is provided• Number of schools• Number of instructional days for students• Number of national curriculum subjects taught• Number of annual cognitive abilities tests attitude surveys administered• Number of national student progress and achievement reports per student• Number of standardized national core curriculum subject tests	2,500-3,000 10 185 9 2 3 2	2,500-3,000 10 185 9 2 3 2	2,720 10 259 9 3 4 3
QUALITY <ul style="list-style-type: none">• Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications• Overall student/teacher ratio is less than 15.0 : 1 (Students per total teaching staff within the primary schools)• Overall student/teacher ratio is less than or equal to 12.0 : 1 (Students per total teaching staff within the reception programme)• Reception programmes delivered within CIEYCF• Standardised tests selected for reliability, validity and relevance for students educated in the Cayman Islands and for international currency• National curriculum tests internally and/or externally written, in accordance with international/regional best practice	95-100% 95-100% 100% 100% 100%	95-100% 95-100% 100% 100% 100%	100% 100% 100% 100% 100%

TIMELINESS			
<ul style="list-style-type: none"> Reception programmes and Primary education programmes to be delivered within the scheduled academic year as outlined in the approved school calendar 	100%	100%	100%
<ul style="list-style-type: none"> Standardised and national curriculum tests administered in the relevant school terms 	100%	100%	100%
<ul style="list-style-type: none"> Students' progress reports to parents three times annually 	100%	100%	100%
LOCATION			
<ul style="list-style-type: none"> Cayman Islands 	100%	100%	100%
COST	\$21,560,869	\$22,114,750	\$31,594,555
RELATED BROAD OUTCOME:			
The Best Education Opportunities for All Our Children			
This Group Comprises Budget Statement Output: DES 1			

EGA 6	Secondary Education Services		
DESCRIPTION Provision of secondary level teaching and learning services for children in Years 7 to 11 at Government Secondary schools. Provision of a Further Education Programme for Year 12 students at the Cayman Islands Further Education Centre (CIFEC), with the following programme strands: <ul style="list-style-type: none">• A vocational, career and technical programmes components, including opportunities for work experience• A Foundations Programme, to assist students who need additional support in obtaining key academic qualifications• The opportunity to re-sit core subjects at Level 2 (for example CSEC, GCSE, IGCSE)• Supervision of a Dual Entry programme component, to offer guidance and monitoring of students in Grand Cayman and Cayman Brac who attend off-site educational programmes for Year 12 credit (e.g. UCCE, A Levels, approved off-island programmes)			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of students for whom secondary school service is provided• Number of secondary high schools• Number of instructional days for students• Number of national curriculum subjects taught in Key Stage 3• Number of core subjects taught at Key Stage 4• Number of optional subjects offered• Number of vocational, career and technical subjects offered• Number of students placed on work experience/community services placements• Number of students provided services through the advanced Dual-Entry programme• Number of student places available in career and technical programmes components• Number of students counselled through the Careers Advisory Service	2,000-2,300 3 185 11 6 15-27 10-14 250-300 90-150 250-300 450-550	2,000-2,300 3 185 11 6 15-27 10-14 250-300 90-150 250-300 450-550	2,100 3 259 11 6 27 13 245 146 2450 854
QUALITY			
<ul style="list-style-type: none">• Lessons, assessments and preparation of student reports by teachers with appropriate training and qualifications• National curriculum tests internally and/or externally written in accordance with international/regional best practice.• Overall student/teacher ratio (Students per total teaching staff within the high school) 10-13:1• Career and technical programmes accredited through external qualification schemes	95 - 100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">• Secondary and Further Education Programmes to be delivered within the scheduled academic year as outlined in the approved school calendar• Standardised and national curriculum tests administered within the scheduled academic year as outlined in the approved school calendar	100% 100%	100% 100%	100% 100%
LOCATION			
<ul style="list-style-type: none">• Cayman Islands	100%	100%	100%
COST	\$23,555,030	\$23,768,793	\$36,215,891
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Budget Statement Outputs: DES 2 and DES 11			

EGA 7	Education Services for Students with Special Needs		
DESCRIPTION Provision of educational and developmental services to students with disabilities within the compulsory education sector at the Lighthouse School (LHS), including: <ul style="list-style-type: none">• Delivery of the Key Stage 1, 2 and 3 National Curriculum, adapted to the specific needs of the students• Critical Life skills Programme for students at primary and secondary levels with more profound disabilities, emphasizing communication and independent living skills Central co-ordination and oversight of school inclusion services against established operating parameters and expectations for deliverance and student outcome. Provision of school inclusion services for students with social, emotional and behavioural needs who require alternative delivery of the curriculum provided by mainstream schools, including services to both Primary and Secondary school, as follows: In-school inclusion provisions, Behaviour support team, Therapeutic service. Provision and co-ordination of assessment, identification and intervention services to children with significant barriers to learning in order to allow them to access the full range of educational opportunities, including: <ul style="list-style-type: none">• Educational Psychology providing expert assessment and intervention services for students with a range of social, emotional, psychological and cognitive challenges; speech and language and occupational therapy, Early Intervention Services, services for the hearing and visually impaired, music therapy, etc.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of students for whom services are provided at LHS• Number of students participating in mainstream inclusion programme LHS• Number of specialized programmes provided LHS• Number of in-school suspension units• Number of secondary students participating in the Secondary Therapeutic Behaviour Services Programme• Students served in occupational therapy sessions• Students served in speech and language therapy sessions• Students served individually in counselling sessions• Number of children served through the Early Intervention Programme	100-110 6-15 6 4 12-18 200-230 300-400 1,500-2,000 175-200	100-110 6 - 15 6 4 12-18 200-230 300-400 1,500-2,000 175-200	110 15 6 4 10 250 300 1600 175
QUALITY <ul style="list-style-type: none">• Lessons and services provided by teachers with appropriate training and qualifications• All students in Primary Therapeutic Behaviour Services• Programme with Individual Educational Plans (IEPs)/Individual Behavioural Plans (IBPs)• All students in Secondary Therapeutic Behaviour Services• Programme with Individual Educational Plans (IEPs)/Individual Behavioural Plans (IBPs)• Assessments, interventions, early intervention assessments and school inclusion services to be provided by appropriately trained, experienced and qualified individuals	95 - 100% 100% 100% 100% 100% 95 - 100%	95 - 100% 100% 100% 100% 100% 95 - 100%	95 - 100% 100% 100% 100% 100% 95 - 100%

TIMELINESS			
<ul style="list-style-type: none"> All education programmes to be delivered within the scheduled academic year as outlined in the approved school calendar 	100%	100%	100%
<ul style="list-style-type: none"> Psychological, speech and language, occupational and music therapy assessments provided within 60 days of approved request 	95 - 100%	95 - 100%	100%
<ul style="list-style-type: none"> Early childhood assessment and interventions conducted in line with SEN Code of Practice 	100%	100%	100%
LOCATION			
<ul style="list-style-type: none"> Cayman Islands 	100%	100%	100%
COST			
	\$9,664,727	\$10,197,507	\$10,959,854
RELATED BROAD OUTCOME:			
The Best Education Opportunities for All Our Children			
This Group Comprises Budget Statement Outputs: DES 3, DES 4, DES 5			

EGA 8	Facilities Maintenance and Operational School Support Services		
DESCRIPTION <ul style="list-style-type: none">Provision of key infrastructural, procurement and other services to support the effective operations of schools and the education system, including:Centralised tendering and procurement services for capital and recurrent expenditure orders for schools: Identifying quality suppliers, negotiating and managing contracts, managing supplier relationships, managing tendering processes (Central Tenders Committee (CTC) and Departmental Tenders Committee)Free student transportation to and from schoolsOversight of canteen services at schoolsJanitorial servicesCampus Security servicesProvision of building management and facility maintenance services to all schools, Department of Education Services and other educational facilities.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of educational sites for which procurement services are providedNumber of consolidated capital orders processedNumber of consolidated overseas recurrent orders processedNumber of janitorial contracts administeredNumber of transportation contracts administeredNumber of canteen contracts managedNumber of tender processes managedNumber of security contracts administeredNumber of facilities maintainedNumber of maintenance plans developedNumber of facilities contracts managed	21 10 10 13 7 9 9-15 13 20 20 45-50	21 10 10 13 7 9 9-15 13 20 20 45-50	21 10 10 13 7 9 9 13 20 20 50
QUALITY <ul style="list-style-type: none">Procurement processes managed by appropriately qualified and experienced individualsTendering processes administered in line with CTC RegulationsContracts awarded in line with tender specifications and any relevant legal requirementsMaintenance services to be provided by appropriately qualified and/or experienced personnelAll plant and equipment to be serviced and maintained by qualified techniciansMaintenance services to be delivered in accordance with maintenance plansMaintenance plans to reflect specific needs and key data for individual schools	100% 100% 100% 100% 100% 90%-100% 90%-100%	100% 100% 100% 100% 100% 90%-100% 90%-100%	100% 100% 100% 100% 100% 100% 100%

TIMELINESS			
<ul style="list-style-type: none"> Consolidated capital and overseas recurrent orders processed within 60 days of confirmation. 	95%-100%	95%-100%	90%
<ul style="list-style-type: none"> Contracts tendered by July 2017 & July 2018 for the budget ending December 2018 and by July 2019 for the budget ending December 2019 	95%-100%	95%-100%	70%
<ul style="list-style-type: none"> Prescribed transport routes serviced daily and on time 	95%-100%	95%-100%	100%
<ul style="list-style-type: none"> Janitorial and security services provided in accordance with agreed schedule 	95%-100%	95%-100%	100%
<ul style="list-style-type: none"> Canteen services provided daily during the school year 	95-100%	95-100%	100%
<ul style="list-style-type: none"> Facility maintenance plans to be developed by December 2017 for the budget period ending December 2018 and December 2018 for the budget period ending December 2019 	90-100%	90-100%	100%
<ul style="list-style-type: none"> New contract documentation to be prepared 30 days prior to expiration of current contract 	90-100%	90-100%	100%
LOCATION			
<ul style="list-style-type: none"> Cayman Islands 	100%	100%	100%
COST			
	\$8,206,914	\$8,487,990	\$13,976,485
RELATED BROAD OUTCOME:			
The Best Education Opportunities for All Our Children			
This Group Comprises Budget Statement Outputs: DES 6 and DES 10			

EGA 9	Training and Support for Adults with Disabilities		
DESCRIPTION Provide training, therapeutic, and recreational programmes for adults with disabilities, in order to promote the development and maintenance of client functioning and independence facilitated through: <ul style="list-style-type: none">• Recreational Day Programme:• Daily Life Skills Training and Development Programme: Functional Academics Occupational Therapy Services• Supported Workshops• Vocational Training, Placement and Support			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of full-time Clients registered in the Centre Day Programmes• Number of programme days for Clients• Number of Specialized programmes provided• Number of Employed Clients enrolled in Vocational Programme	45-60 203 3 20-30	45-60 203 3 20-30	53 294 3 22
QUALITY <ul style="list-style-type: none">• All training will be facilitated and supervised by qualified staff• All formal evaluations and assessments will be done by qualified staff• Vocational training, placement, and support needs determined by assessment	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS <ul style="list-style-type: none">• All programmes to be delivered over the Training Year from September – July• Programme delivery will be Monday through Friday from 8:30 am to 2:30 pm	100% 100%	100% 100%	100% 100%
LOCATION <ul style="list-style-type: none">• Sunrise Centre and Community locations in Grand Cayman	100%	100%	100%
COST	\$1,630,421	\$1,630,421	\$2,211,660
RELATED BROAD OUTCOMES: The Best Education Opportunities for All Our Children Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Budget Statement Output: SRC 7			

EGA 10	Education, Early Childhood and Support Services		
DESCRIPTION <ul style="list-style-type: none">Strategic oversight and management of Information, Communications Technology (ICT) throughout the Ministry of Education including integration of systems, ICT Operational Use policies, procurement of ICT resources, and management of Education ICT network.Provision of strategies and services to improve the quality of and access to Early Childhood Care and Education (ECCE), in private and government settings.The provision of services to inspect and report on educational standards in government and private schools and pre-schools and school related matters;The provision of school improvement services to schools, to provide targeted challenge and support to schools, to raise standards of achievement and improve the quality of teaching and learning.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of Online portals and websites supportedNumber of laptop, desktop and tablet computers maintainedSupport visits to ECCE settingsECCE centres supported through re-registration using the registration process and criteria from the Education Council GuidelinesNumber of data verification reportsNumber of School Improvement Plans (SIPs) advised, monitored and reported onNumber of Structured Support Plans developed and implementedNumber of statistical reports on external exam results	24 3,600-3,900 125-155 20-35 1 15 1-3 1	24 3,600-3,900 125-155 20-35 1 15 1-3 1	24 3,580 192 35 1 15 4 2
QUALITY <ul style="list-style-type: none">ICT support structure for schools, educational centres, portals and websites to be maintained by certified technical support technicians, systems administrators and qualified vendors with standardized ICT hardware and software infrastructurePC’s, software, servers and network equipment to be maintained with approved hardware peripherals and consistent software updatesExisting centres are supported through the registration process using the Education Law (2016) with collaboration with other agencies and appropriately qualified and experienced personnelSchool Improvement services delivered by professionals with appropriate qualifications, training and experienceStructured support plans to be developed in consultation with key stakeholdersStatistical reports prepared according to template approved by Chief Officer and subject to sign off by Chief Officer prior to publication	100% 85%-95% 100% 100% 100% 100%	100% 85%-95% 100% 100% 100% 100%	100% 95% 100% 100% 100% 100%

TIMELINESS			
<ul style="list-style-type: none"> All ICT services available during normal working hours 	90-95%	90-95%	97%
<ul style="list-style-type: none"> Support visits to ECCE centres conducted within agreed times 	100%	100%	100%
<ul style="list-style-type: none"> Centres are supported through registration and presented to Education Council within the timeliness requirements of the Education Law (2016) 	100%	100%	100%
<ul style="list-style-type: none"> School Improvement Plans submitted by 31 October for each calendar year 	100%	100%	100%
<ul style="list-style-type: none"> All School Support Plans to be delivered over academic year 	100%	100%	100%
<ul style="list-style-type: none"> Statistical reports on standardized, key stage tests and external examinations by 30 September 2018 for each budget year 	95-100%	95-100%	100%
LOCATION			
<ul style="list-style-type: none"> Cayman Islands 	100%	100%	100%
COST	\$8,910,103	\$9,245,791	\$8,193,239
RELATED BROAD OUTCOME:			
The Best Education Opportunities for All Our Children			
This Group Comprises Budget Statement Outputs: MEG 6, MEG 7, DES 12			

EGA 16	Cadet Corps Services		
DESCRIPTION Provision of an internationally recognized Cadet Corps programme in Grand Cayman and Cayman Brac for youth including: <ul style="list-style-type: none">Land and marine trainingTraining programme that develops physical and mental enduranceVocational Training ProgrammeProvide community service to the wider communityPlan, operate and attend Camps locally and regionallyParticipate in National Parades and other local parades			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of training sessionsNumber of parades, camps, and community projects	230 14-21	230 14-21	230 27
QUALITY <ul style="list-style-type: none">Training and camps must be delivered in accordance with the Army Cadet Force (ACF) Cadet Training handbook and regional and international standardsPersons participating in parades will be experienced in drill instruction and words of commands on parade.Facilitators of community projects will be Officers who are knowledgeable and disciplined.	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS <ul style="list-style-type: none">Training sessions held once a week during the school calendar yearAttend parades and community projects as scheduled by the organizersAnnual Camp of 10 - 14 days will be held during July and August and weekend camps will be held for 2 nights	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION <ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$486,736	\$582,670	\$494,943
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Budget Statement Outputs: CAD 4 and CAD 6			

EGA 17	Sport Services		
DESCRIPTION Maintenance and management of Government owned sports and recreational facilities to ensure safety, security and competition standards are adhered to: <ul style="list-style-type: none">Provision of Technical Education and training primarily in the six focus sports via community recreational programmes, national programmes, after-school programmes and school coaching sessions.Provision of sports coaching and instructing in the Sister Islands primarily in the 6 focus sports - Basketball, Cricket, Football, Netball, Track and Field and Swimming via Community Sport Programmes; National Programmes; After-School Programmes; School sessions; Sports Workshops; Recreational Leagues and Events.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of programs, workshops and camps	27-38	27-38	962
<ul style="list-style-type: none">Number of Facility application forms processed, facilities maintained and securities provided for	500-581	500-581	578
<ul style="list-style-type: none">Number of School Coaching sessions	2,450-2,700	2,450-2,700	3,350
<ul style="list-style-type: none">Number of after-school/community sports development programs	57-66	57-66	149
<ul style="list-style-type: none">Recreational leagues and events	94-116	94-116	130
QUALITY			
<ul style="list-style-type: none">Programmes, workshops and camps are conducted by technical staff trained to standards set by the international governing body for the particular sport.	100%	100%	100%
<ul style="list-style-type: none">School coaching sessions aligned and conducted in compliance with school strategy/plan/curriculum.	100%	100%	100%
<ul style="list-style-type: none">Recreational Leagues/events organized according to relevant international rules and standards	100%	100%	100%
<ul style="list-style-type: none">Application forms are signed, approved and stamped by authorized personnel	100%	100%	100%
<ul style="list-style-type: none">Maintenance, cleaning and inspections of facilities as per departmental regulations	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Applications are processed in 2-3 business days and Inspections completed 5-6 days weekly, before and after special events in accordance to the Departments’ Operational Procedures	100%	100%	100%
<ul style="list-style-type: none">Community Coaching/National Programs held daily 5- 6 days a week	100%	100%	100%
<ul style="list-style-type: none">Recreational Leagues/Events and Workshop are conducted once every 4-6 months	100%	100%	100%
<ul style="list-style-type: none">School coaching sessions provided daily 5-6 days per week	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$4,486,565	\$4,522,506	\$6,248,065
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Outputs: DAD 3, DSP 9, DSP 10, DSP 11			

EGA 18	Youth Services		
DESCRIPTION Facilitation of programmes whereby, youth research and share their views on national and international issues. The delivery of a series of summer camps which keep youth productively engaged and adequately supervised during their summer vacation. In addition, the coordination and production of newsletters and radio shows to disseminate information to youth.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of training sessions, meetings, presentations, youth dialogues and forums facilitated	61-67	61-67	66
<ul style="list-style-type: none">Number of reports, and newsletters produced	46-54	46-54	67
<ul style="list-style-type: none">Number of radio shows, events and summer programmes	33-35	33-35	35
QUALITY			
<ul style="list-style-type: none">Meets the standards of excellence for productive training sessions as set by the Scouts Association	100%	100%	100%
<ul style="list-style-type: none">Presentations delivered by qualified youth workers	100%	100%	100%
<ul style="list-style-type: none">Concurs with the standard of accurate reporting as set forth by the Youth Services Unit	100%	100%	100%
<ul style="list-style-type: none">Adheres to the quality measures of Radio Cayman	80 -100%	80 - 100%	100%
<ul style="list-style-type: none">Meets the standard set by the Youth Services Unit of meaningful programme planning and well-produced youth events	80 -100%	80 - 100%	100%
TIMELINESS			
<ul style="list-style-type: none">Training presented in a sequence that assists the leaders in adding these new skills to his/her present knowledge base such that youth can achieve maximum benefit from their leader being trained	100%	100%	100%
<ul style="list-style-type: none">Presentations delivered in less than 30 minutes with a 5-10 minute period of audience questions, comments and observations	100%	100%	100%
<ul style="list-style-type: none">Radio shows are broadcast weekly – Wednesday at 4pm	80 - 100%	80 - 100%	100%
<ul style="list-style-type: none">Summer programme held annually – July	100%	100%	100%
<ul style="list-style-type: none">Special event held throughout the year	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$443,351	\$439,703	\$627,861
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Outputs: YSU 7, YSU 8			

EGA 20	Management of Land Information and Provision of Surveying Services		
DESCRIPTION <ul style="list-style-type: none">Provision of a real estate valuation and appraisal service to Government including the general maintenance of unoccupied Crown-owned Land, property management, leases, inspections, sales, acquisitions and disposals.Provision and maintenance of Land Surveying and Mapping services covering all aspects of the survey and mapping processes within Lands and SurveyLand Registration and Stamp Duty ServicesProvision of geographic datasets of the Cayman Islands, and business development solutions for Government and private sector to ensure full use of data and applications developed by the National Geographic Information Service (GIS)Maintenance and deployment of geographic applications and the Cayman Land Info websiteDevelopment or acquisition of new geographic information solutions in support of government mandates and initiatives			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of non-Stamp Duty valuation reports completedNumber of leases, inspections and service calls of unoccupied Crown-Owned properties.Number of sales, acquisitions and disposalsNumber of surveys conducted-cadastral, topographic, investigativeNumber of survey plans authenticated and boundary plans approvedDocuments examined for registration against a registerNew registers/parcels createdNumber of duty stamped documents issued and commercial leases assessedNumber of geographic solutions developed, redeveloped, or acquired and number of geographic datasets maintainedNumber of consultation and training sessionsNumber of users with access to GIS data/applications (including subscribers to Cayman Land Info)			

QUALITY <ul style="list-style-type: none"> • All asset valuations, reports are prepared in compliance with the prevailing Royal Institution of Chartered Surveyors (RICS) Valuation Manual & Regulations • Acquisitions, disposals or leasing are in accordance with Statutory regulations and current applicable laws- Roads Law (2005 Revision) and Land Acquisition Law (1995 Revision) • Quality Control and Authentication done in compliance with Land Surveyors Law (1996 Revision) and the Land Survey Regulations (1996 Revision) and the Registered Land Law (1995) Revision • All documents meet the requirements of the Registered Land Law (2004 Revision) as directed by the Manual of Land Registry Procedure) and signed off by a qualified person • All documents properly assessed and duty (plus interest when appropriate) collected in accordance with the Stamp Duty Law (2006 Revision) • All geographic solutions are developed and maintained by professional qualified software developers and all datasets are kept up to date based on monthly schedules and automated update processes • Consultations, training, and support provided by qualified personnel 	100%	100%	100%
TIMELINESS <ul style="list-style-type: none"> • Stamp Duty documents sent out within two days of assessment • Acquisitions conducted within three months of agreement of consideration • Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of agreed timeliness • Turn-around time for authentication of fully compliant submissions within 10 working days • All documents are processed within ten working days after receipt of all relevant documents with the exception of valuation and re-assessments which is 2-5 working days • Geographic datasets reviewed and updated (where necessary) and application issues addressed within 10 business days of report issue • Applications developed, redeveloped or acquired within the timeframe agreed with clients and geographic datasets are reviewed as per schedule and where applicable updated within 5 business days of receipt of information. • Consultation and training are provided within 10 business days of request 	90% 90-100%	90% 90-100%	90% 90-100%
LOCATION <ul style="list-style-type: none"> • Cayman Islands 	100%	100%	100%
COST	\$3,817,124	\$3,663,932	\$4,578,494
RELATED BROAD OUTCOME: Stable Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: LSU 13, LSU 14, LSU 15 and LSU 16			

EGA 21	Agriculture Support and Regulatory Services		
DESCRIPTION <ul style="list-style-type: none">• Provide agricultural supplies to farmers, backyard gardeners and the general public to support agricultural production.• Provide technical advice and extension information on matters relating to the proper care and maintenance of plant and the propagation of vegetable seedlings and fruit trees to farmers and backyard gardeners.• Administration of programs to provide plant pest diagnostic services to farmers, backyard gardeners to facilitate the effective management of pests and plant health.• Provide technical guidance in order to optimize the productivity of livestock at the farm level• Slaughter and dressing of animals for human consumption in compliance with the regulations and departmental standards, and delivery of carcasses to clients.• Ambulatory medical and surgical service to farm animals including after-hours emergencies.• Administration of programs to regulate the importation and exportation of plants, plant products, animals, animal products, and aggregate to prevent the entry, establishment, spread of new pests and diseases into the Cayman Islands and to manage and control existing pests and diseases.• Administration of programs to regulate the importation and exportation of animals, animal products, to prevent the entry, establishment, spread of diseases into the Cayman Islands and to manage and control existing diseases.• To reduce the number of stray and neglected animals; educate residents on matters of animal welfare and investigate complaints of inhumane treatment of animals.• Provision of training, educational, marketing, agri-business, promotional, public relations or logistical services to support the development of the Agricultural Sector and the enhancement of National Food Security.• Provision of professional advice and support to the Ministry on scientific, technical and strategic matters relating to the Agriculture sector by way of providing information for drafting instructions, policy statements, Cabinet Papers, Parliamentary Questions or other requests for information			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of sale transactions processed• Number of plants propagated for sale• Number of hours spent providing technical advice• Number of animals slaughtered• Number of animals attended to (animal health)• Number of plant inspections at the ports of entry• Number of animal related inspections at the ports of entry• Number of animals euthanized, returned and adopted (animal welfare and control)• Number of replies to the Ministry providing support and/or advice to requests for information in relation to legal drafting, policy development, Cabinet Papers, Parliamentary questions or others matters• Number of training and educational interventions and programmes coordinated or delivered targeted to adult population	12,500-30,000 25,000-30,000 750-900 550-650 750-900 6,500 – 7,000 4,500-5,500 250-350 50-75 8-10	12,500-30,000 25,000-30,000 750-900 550-650 750-900 6,500 – 7,000 4,500-5,500 250-350 50-75 8-10	25,500 28,600 1,064 1,018 1,049 10,583 7,088 416 N/A N/A

QUALITY			
<ul style="list-style-type: none"> Transactions and orders are placed in accordance with the Public Management and Finance Law (2010 Revision), internal guidelines and are subject to approval by the Head of Department or his designate 	100%	100%	100%
<ul style="list-style-type: none"> Percentage of plants that reach stage suitable for sale 	90 -100%	90 -100%	100%
<ul style="list-style-type: none"> All technical advice to be provided by appropriately trained and experienced livestock extension personnel 	100%	100%	100%
<ul style="list-style-type: none"> Percentage of animals slaughtered and dressed in compliance with Departmental Standards 	100%	100%	100%
<ul style="list-style-type: none"> Medical/surgical services carried out by qualified personnel 	100%	100%	100%
<ul style="list-style-type: none"> Plant inspections executed in compliance with departmental procedures 	100%	100%	100%
<ul style="list-style-type: none"> Percentage of port inspections and/examinations that are executed in compliance with Departmental Standard Operating Procedures 	99-100%	99-100%	100%
<ul style="list-style-type: none"> Maintenance and care of the animals impounded at DOA in accordance with established standard of care and Animal Law 	98-100%	98-100%	100%
<ul style="list-style-type: none"> Animals euthanized in accordance with humane standards 	100%	100%	100%
<ul style="list-style-type: none"> Appropriately qualified personnel provide support and prepare all advice with professional care. Information provided is well researched, accurate, current and relevant. All advice is subject to internal peer review and must be signed off by the Head of Department 	100%	100%	100%
<ul style="list-style-type: none"> Training programmes, educational interventions and/or educational activities delivered have a clearly defined outcome and are approved by the Head of Department 	90 – 100%	90 – 100%	100%

TIMELINESS			
Grand Cayman:			
<ul style="list-style-type: none"> Service available to customers for a total of 32.5 hours during the weekly period of Monday, Tuesday, Thursday, Friday (closed Wednesday) and 5 hours on Saturday. 	100%	100%	100%
Cayman Brac:			
<ul style="list-style-type: none"> Service available to customer 7.5 hours per day Monday-Friday 	98-100%	98-100%	100%
<ul style="list-style-type: none"> Nursery to be open for sales to the public for a total of 32.5 hours during the weekly period per day Monday, Tuesday, Thursday, Friday (closed Wednesday) and 5 hours on Saturday (public holidays exclude) 	100%	100%	100%
<ul style="list-style-type: none"> Maximum period between request for advice or information and response for non-commercial farmers-five working days 	100%	100%	100%
<ul style="list-style-type: none"> Percentage of animals slaughtered within 12 hours of delivery to the Abattoir and within 1 hour of entering the slaughter floor. 	100%	100%	100%
<ul style="list-style-type: none"> Emergency calls: percentage of calls responded to within two (2) hours of receipt 	100%	100%	100%
<ul style="list-style-type: none"> Non-emergency calls: percentage of calls attended to/or client contacted with an appointment made within twelve (12) hours 	85-100%	85-100%	100%
<ul style="list-style-type: none"> Maximum period between receipt of the call for inspection and commencement of the inspection process within 24 hours for all consignment of plants and aggregate 	100%	100%	100%
<ul style="list-style-type: none"> Impounding of animals done within 24 hours of receipt of request 	85-100%	85-100%	100%
<ul style="list-style-type: none"> Support/advice provided in accordance with agreed deadlines with the Ministry. 	90-100%	90-100%	100%
<ul style="list-style-type: none"> All training programmes or educational activities co-ordinated to be delivered in accordance with an agreed schedule 	85- 100%	85- 100%	100%
LOCATION			
<ul style="list-style-type: none"> Grand Cayman and Cayman Brac 	100%	100%	100%
COST	\$5,068,455	\$5,089,851	\$7,239,577
RELATED BROAD OUTCOMES: A Strong Economy to Help Families and Businesses Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Outputs: AGR 3317, AGR 3417, AGR 3517			

CCO 1	Teaching of Tertiary Level, Professional and Vocational Programmes		
DESCRIPTION <ul style="list-style-type: none">Develop and deliver tertiary level educational programmes and continuing education courses and complimentary educational services in collaboration and conjunction with relevant private sector organisationsDevelop and deliver tertiary level professional programsTeaching of the Associate Degree specializationsTeaching of adult and continuing education coursesDevelop and deliver Tertiary Level Vocational Programmes that contribute to the Islands needs for qualified, trained citizensTeaching/development of baccalaureate degree/postgraduate programmesDelivery of comparable programs in Grand Cayman and Cayman Brac			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of professional programmesNumber of academic programmesNumber of adult/continuing classesNumber of vocational programmesNumber of baccalaureate/post graduate courses offeredNumber of Adult/Continuing Education student enrolment in Cayman Brac over three semesters	4 13 35-40 7 14 30-100	4 13 35-40 7 14 30-100	4 13 40 7 14 100
QUALITY <ul style="list-style-type: none">Courses are taught by professionally qualified instructors in relevant fields.Courses satisfy the standards required by overseas universities for acceptance of students and their credits.Staff are qualified to deliver course contentCourses meets International Standards	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS <ul style="list-style-type: none">Courses offered over appropriate time frame for curriculum covered	100%	100%	100%
LOCATION <ul style="list-style-type: none">Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$4,217,000	\$4,217,000	\$6,325,223
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Outputs: COL 1, COL 2, COL 3, COL 4, COL 5, COL 6			

OUTPUT SUPPLIER: CAYMAN ISLANDS DEVELOPMENT BANK

CDB 1	Disbursement of Government Scholarship Funding		
DESCRIPTION Administration of scholarship funding for the Education Council on behalf of the Government by: <ul style="list-style-type: none">Issuing and monitoring disbursements to approved recipientsGenerating periodic performance reports			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of payments to facilitate Education Council scholarship programme (inclusive of: local and overseas, and direct institutions)Number of performance reports	400-525 10-12	400-525 10-12	525 18
QUALITY <ul style="list-style-type: none">Ensure that Education Council scholarships payments are administered in accordance with agreed arrangements as submitted from time to time by the Ministry of EducationSubmit required performance reports with accuracy and relevance of reports as agreed with the Ministry of Education	100% 100%	100% 100%	100% 100%
TIMELINESS <ul style="list-style-type: none">Administer all scholarships in a timely manner to ensure that recipients are in receipt of funds as requested and submitted by the Ministry of Education to CIDBMaximum time of 7 working days between end of month and submission of reports	100% 100%	100% 100%	100% 100%
LOCATION <ul style="list-style-type: none">Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$40,451	\$40,451	\$60,677
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Output: CDB 1			

NGS 24	Spaying and Neutering of Dogs and Cats		
DESCRIPTION Provide shelter, care and attention to all unwanted companion animals (dogs and cats), and seek out responsible homes for them; and provide a low cost/financially assisted spay/neuter programme for local companion animals			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of reports on the shelter operations/costs submitted one month after the end of each quarterNumber of companion animals spayed or neutered	4 720	4 720	N/A 1,080
QUALITY <ul style="list-style-type: none">Shelter operations are run by qualified personnel, and all procedures will be supervised by trained professionals to ensure treatment is done in a humane manner	100%	100%	100%
TIMELINESS <ul style="list-style-type: none">A report will be submitted one month after the end of each quarterSpay/Neuter Programme is available throughout the year	100% 100%	100% 100%	100% 100%
LOCATION <ul style="list-style-type: none">Cayman Islands Humane Society- 153 North Sound Road Grand Cayman	100%	100%	100%
COST	\$43,000	\$43,000	\$64,800
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Purchase Agreement Output: HUS 1			

OUTPUT SUPPLIER: INTERNATIONAL COLLEGE OF THE CAYMAN ISLANDS

NGS 25	Teaching of Tertiary Education Courses		
DESCRIPTION Teaching of the following degree courses: <ul style="list-style-type: none">• Master of Science: Management (Human Resources and Education)• Master of Business Administration• Bachelor of Science Degrees: Business Administration (Accounting and Finance), Human and Social Services, Liberal Studies and Office Administration.• Associate of Science Degrees: Business (Accounting, Banking, Broadcasting, Finance, Hotel and Tourism Management and Information Systems), General Studies, and Office Administration The funds allocated are to be used exclusively for items related to teaching and learning including: student support services; educational supplies; faculty fees; tutors; learning labs.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Master's Level Degree Programs Offered• Bachelor's Level Degree Programs Offered• Associate's Level Degree Programs Offered	2 4 3	2 4 3	2 4 3
QUALITY <ul style="list-style-type: none">• Faculty holds a minimum of a Bachelor's degree with appropriate professional experience, professional designation / certification or Master's degree• Programs taught in accordance with international tertiary educational standards based on an American curriculum• Institutionally accredited by the Accrediting Council for Independent Colleges and Schools (ACICS, Washington, DC, USA) and registered by the University Council of Jamaica (UCJ)	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS <ul style="list-style-type: none">• Fall, Winter, Spring and Summer quarters	100%	100%	100%
LOCATION <ul style="list-style-type: none">• ICCI Campus, Grand Cayman	100%	100%	100%
COST	\$90,000	\$90,000	\$135,000
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Output: ICC 1			

OUTPUT SUPPLIER: PRIVATE SCHOOLS

NGS 34	Primary and Secondary Education by Private Schools		
DESCRIPTION The provision of a grant to private schools providing primary and secondary education in the Cayman Islands. Private schools in receipt of these funds are responsible for the delivery of education, in such a manner as to: <ul style="list-style-type: none">Comply with the requirements of Education Law (2010 Revision)Comply with terms and conditions as may be agreed with the Ministry of Education, Employment and Gender Affairs from time to timeUndertake improvements identified by School Inspectors as it pertains to the quality of education delivered			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of assisted schoolsApproximate number of students enrolled in Primary EducationApproximate number of students enrolled in Secondary Education	11-12 2,100-2,600 1,200-1,600	11-12 2,100-2,600 1,200-1,600	11 2,300 1,500
QUALITY All assisted schools must: <ul style="list-style-type: none">Be registered and in good standing with the Ministry of EducationBe subject to external school inspections by the Office of Education StandardsSubmit complete and accurate information on standards of achievement and progress of compulsory age studentsSubmit complete and accurate enrolment and attendance data of compulsory age studentsSubmit evidence of provision of full-time education for compulsory age studentsSubmit evidence of mandatory subjects taught for compulsory aged students and where applicable, evidence of technical and vocational education and trainingSubmit strategic and/or school improvement plans and annual progress reportsSubmit Behaviour PolicySubmit outline of Special Education Needs (SEN) provisionSubmit evidence of child protection/prevention training for all staff membersSubmit complete and accurate staffing informationSubmit evidence of participation in national cultural and sporting initiatives, including but not limited to the National Children’s Festival of the Arts, Inter-Primary and Inter-Secondary Sporting competitions	100% 95-100% 100% 100% 100% 100% 100% 100% 100% 100% 100%	100% 95-100% 100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100% 100% 100%

TIMELINESS			
<ul style="list-style-type: none"> Enrolment and attendance data, staffing information and SEN provision to be submitted by October 31, January 31 and June 30 Progress reports and evidence of participation in national cultural and sporting initiatives to be submitted at the end of the school year, by June 30 All other required documentation to be submitted by October 31 	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
LOCATION			
<ul style="list-style-type: none"> Cayman Academy, Cayman Prep and High School, Cayman International School, First Baptist Christian School, Grace Christian Academy, Hope Academy, Montessori by the Sea, St Ignatius Catholic School, Triple C School, Truth for Youth School, Wesleyan Christian Academy 	100%	100%	100%
COST			
	\$1,000,000	\$1,000,000	\$2,295,000
RELATED BROAD OUTCOME:			
The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Output: PSA 1			

NGS 47	Mentoring Cayman Programme		
DESCRIPTION			
<ul style="list-style-type: none">A joint initiative to assist high school students to become the next generation of business leaders. Students in the programme are the higher-performing students in Year 11.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of students linked to professional mentorsNumber of sessions for all mentors and studentsNumber of mentor ‘brainstorming’ sessionsNumber of reports	30-50 1 1 - 3 1	30-50 1 1 - 3 1	30-50 2 4 - 6 1
QUALITY			
<ul style="list-style-type: none">Experienced and suitable business persons selected as mentorsMentors are trained by a professional facilitatorReports prepared in accordance with the Ministry’s criteria and guidelines	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Ongoing throughout the school year	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman – extending to Cayman Brac	100%	100%	100%
COST	\$9,000	\$9,000	\$9,025
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: CHC 1			

OUTPUT SUPPLIER: CAYMAN SPORTS AMBASSADORS

NGS 58	Elite Athletes Programme		
DESCRIPTION			
<ul style="list-style-type: none">Promotion of sports and representation of the Cayman Islands at international sporting and/or educational events, and the attendance at local sporting events in the Cayman Islands.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of elite athletes	2	2	2
<ul style="list-style-type: none">Number of international track meets	5 - 7	5 - 7	15-21
<ul style="list-style-type: none">Number of local events	2 - 3	2 - 3	6-9
<ul style="list-style-type: none">Number of visits to primary and secondary schools in the Cayman Islands to address students and staff	2 - 3	2 - 3	6-9
<ul style="list-style-type: none">Number of quarterly reports submitted	4	4	12
QUALITY			
<ul style="list-style-type: none">Athletes must achieve a standard of performance to meet the qualification mark for World Athletic Championships or Olympic games during the currency of this agreement	100%	100%	100%
<ul style="list-style-type: none">Elite Athletes must promote a good image and be a positive role model	100%	100%	100%
<ul style="list-style-type: none">Must meet all of the requirements for a track and field athlete according to the UNESCO convention on doping sport and the World Anti-Doping Agency (WADA)	100%	100%	100%
<ul style="list-style-type: none">Reports to be done in accordance with the criteria and procedures of the Ministry and the Department of Sports	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Ongoing throughout the school year	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman, International	100%	100%	100%
COST	\$79,000	\$79,000	\$118,275
RELATED BROAD OUTCOME:			
Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Purchase Agreement Outputs: KEH 1 and ROF 1			

OUTPUT SUPPLIER: VARIOUS YOUTH ORGANISATIONS

NGS 59	Youth Development Programmes		
DESCRIPTION			
<ul style="list-style-type: none">Programmes offered to develop the character, creative, spiritual, physical and social values of a young person.Provision of research, advocacy and campaigns to promote the implementation of the National Youth Policy.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of programmes, workshops, camps & campaigns	14-33	15-36	14-33
<ul style="list-style-type: none">Number of reports, research and advocacy positions	9	1-15	6
<ul style="list-style-type: none">Number of meetings	4	4	N/A
<ul style="list-style-type: none">Number of supervision/command hours	1,600 - 1,800	1,600 - 1,800	N/A
<ul style="list-style-type: none">Number of crime prevention days	1	1	N/A
QUALITY			
<ul style="list-style-type: none">Programmes evaluated and approved by Youth Services Unit	100%	100%	100%
<ul style="list-style-type: none">Programmes must be in line with Scouts, Duke of Edinburgh, Pathfinders Lightbearers and Girl Guides’ missions, and approved by the Youth Services Unit	100%	100%	100%
<ul style="list-style-type: none">Camps be conducted by persons trained and vetted in youth development and empowerment	100%	100%	100%
<ul style="list-style-type: none">Community workshops be conducted by persons trained to facilitate asset building workshops	100%	100%	100%
<ul style="list-style-type: none">Safety measures for children and youth must be implemented in programmes	100%	100%	100%
<ul style="list-style-type: none">Programmes provided by leaders with appropriate training	100%	100%	100%
<ul style="list-style-type: none">Reports to be done in accordance with the criteria and procedures of the Ministry and Youth Services Unit	100%	100%	100%
<ul style="list-style-type: none">Cadets to be supervised and commanded by officer of the Cadet Corps commissioned in accordance with the Cadets Corp Law	100%	100%	100%
<ul style="list-style-type: none">National Youth Policy to be used as foundation for developing advocacy and research papers on youth related matters	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Programmes ongoing throughout the year	100%	100%	100%
<ul style="list-style-type: none">Camps to be held during the summer months	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$199,000	\$199,000	\$290,150
RELATED BROAD OUTCOMES: The Best Education Opportunities for All our Children Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Outputs: DOE 1, TGB 1, GGA 1, WDL 1, SDP 1, CIS 1, CAD 1, NYC 1, YAT 1, YDC 1			

OUTPUT SUPPLIER: SPORTS PROGRAMMES

NGS 60	Sports Programmes		
DESCRIPTION			
Provision of sports programmes in basketball, boxing, track and field, cricket, football, Rugby, Cycling, netball, sailing, squash, darts, swimming and volleyball based on the associations short-term and long-term development plan.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of sport programmes and events	33	33	32
<ul style="list-style-type: none">Number of reports	35 – 45	35 - 45	50
<ul style="list-style-type: none">Number of meetings attended	2-4	4-14	8-18
<ul style="list-style-type: none">Coordination of attendance at multi-sports games and National Anti-Doping organizations (NADO)	28	3	4
QUALITY			
<ul style="list-style-type: none">Rules and standard of play in keeping with those of the international governing body	90 - 100%	90 - 100%	90 -100%
<ul style="list-style-type: none">Sports programmes will be guided by the technical director	100%	100%	100%
<ul style="list-style-type: none">Reports to be done in accordance with the criteria and procedures of the Ministry and the Department and Sports	100%	100%	100%
<ul style="list-style-type: none">National Anti-Doping Organization (NADO) to operate in accordance with UNESCO Convention on Doping in Sport and the World Anti-Doping Agency (WADA)	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Programmes and competitions ongoing throughout the year	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$721,400	\$721,400	\$1,058,361
RELATED BROAD OUTCOMES: Ensuring Caymanians Benefit from a Healthy Environment The Best Education Opportunities for All our Children			
This Group Comprises Purchase Agreement Outputs: CBB 2, CBB 3, CIA 1, CCA 1, CDA 1, NET 1, CSC 1, SWI 1, COC 1, CRC 1, CVF 1, SSA 1, CIM 1, CSO 1, CSO 1, CEF 1, CCC 1			

OUTPUT SUPPLIER: CAYMAN ISLANDS RED CROSS

NGS 76	Cayman Islands Red Cross		
DESCRIPTION			
The provision of a grant to the Cayman Islands Red Cross to conduct the INYF Child Abuse and Violence Prevention training.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Master Training sessions deliveredNumber of Prevention Educator Training sessions delivered	1 2-3	N/A 2-3	N/A N/A
QUALITY			
<ul style="list-style-type: none">All training is delivered to the INYF specifications/requirements.	100%	100%	N/A
TIMELINESS			
<ul style="list-style-type: none">Completion of “Master Training” (train the trainer) by December 2018Completion of Youth and Adult Facilitator training by December 2019	100% 100%	100% 100%	N/A
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	N/A
COST	\$25,000	\$20,000	\$0
RELATED BROAD OUTCOME:			
The Best Education Opportunities for All our Children			
This Group Comprises Purchase Agreements Output: INY 1			

OUTPUT SUPPLIER: CAYMAN ISLANDS PROTECTIVE SERVICES

NGS 79	K-9 Security Services		
DESCRIPTION			
Provision of K-9 services to reduce incidents of use and distribution of drugs in the schools, and to make visits to schools as part of the Drugs Education Programme.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of service hours provided per week	26 - 30	26	30
<ul style="list-style-type: none">Number of trained/certified K-9 and handlers	2	1	1
<ul style="list-style-type: none">Number of schools visited by K-9 unit as part of Drugs Education Programme	10	10	15
QUALITY			
<ul style="list-style-type: none">K-9 security services to be provided by a trained/certified K-9 and handler	100%	100%	100%
<ul style="list-style-type: none">Community Police office accompanies company personnel in the performances of services	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">K-9 services to be delivered over academic year from September through June	100%	100%	100%
<ul style="list-style-type: none">Activity reports filed with Ministry liaison on a monthly basis	100%	100%	100%
<ul style="list-style-type: none">Final Annual Report of programme outcomes to Ministry by June	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST			
	\$50,000	\$50,000	\$44,100
RELATED BROAD OUTCOME: Reducing Crime and the Fear of Crime			
This Group Comprises Purchase Agreements Output: KSS 1			

OUTPUT SUPPLIER: VARIOUS SPORTS PROGRAMMES

NGS 82	Other Sports Programmes		
DESCRIPTION			
Support to and development of sports and cultural programmes in various disciplines.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of sport programmes, events and sponsorships	25-35	25-37	25-35
<ul style="list-style-type: none">Number of football summer camps	5	5	5
<ul style="list-style-type: none">Number of reports	8	9	8
<ul style="list-style-type: none">Number of regional cricket tours	1	1	1
QUALITY			
<ul style="list-style-type: none">Rules and standards of play in keeping with those of the International governing bodies of the sport	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Sports Programmes/camps must operate in accordance to the policies of the Ministry and the Department of Sports	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Reports to be done in accordance with the criteria and procedures of the Ministry and the Department of Sports	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">On-going programmes and competitions throughout the year	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST			
	\$108,000	\$108,000	\$137,280
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Outputs: FCI 1, PWF 1, FSS 1, BTF 1, ASC 1, FSC 1, CAS 1, ESC 1, KYS 1			

OUTPUT SUPPLIER: CAYMAN ISLANDS AGRICULTURAL SOCIETY

NGS 84	Cayman Islands Agricultural Society		
DESCRIPTION			
Contribution towards the coordination of the annual Cayman Islands Agricultural Show for the public as a means to support the agricultural industry by exhibiting the produce, plants, animals, recreational activities, etc. associated with agriculture and animal husbandry.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Agricultural ShowsNumber of reports on the Cayman Islands Agricultural Show	1 1	1 1	N/A N/A
QUALITY			
<ul style="list-style-type: none">Events will be organised by qualified personnel with input received from all stakeholders	100%	100%	N/A
TIMELINESS			
<ul style="list-style-type: none">Agricultural Show takes place on Ash WednesdayReport on the Cayman Islands Agricultural Show submitted one month after the event	100% 100%	100% 100%	N/A N/A
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	N/A
COST	\$30,000	\$30,000	\$0
RELATED BROAD OUTCOME: Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: CAG 1			

18. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF FINANCIAL SERVICES AND HOME AFFAIRS

OUTPUT SUPPLIER: MINISTRY OF FINANCIAL SERVICES AND HOME AFFAIRS

FSC 20	Delivery of Enhanced Financial, Public Safety and National Security Services		
DESCRIPTION			
To support the Minister in the development of the Government strategy for Financial Services and Home Affairs, to enhance the financial services industry, national security and public safety; To facilitate and coordinate the implementation and monitoring of the strategies and evaluate progress against identified objectives, ensuring compliance with statutes, policies and established best practices; To provide support to the Minister in the delivery and implementation of policy and legislative directives which meet established best practices and industry standards and enhance national security and public safety.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Strategy to support the Government’s objectives for Financial Services and Home AffairsAnnual Report detailing delivery of strategyReview of data security across agency systemsCabinet Papers and notesResponses to Parliamentary Questions or Private Members MotionsBriefing Papers and speechesConsultation / policy / research papersPress releases / advisories	1 1 1 10-15 4-6 8-10 2-4 20-30	1 1 0 10-15 4-6 8-10 2-4 20-30	1 1 N/A N/A N/A N/A N/A N/A
QUALITY			
<ul style="list-style-type: none">All documents produced for the Minister will be based on consultation where appropriate/ required, the best available information/ research & in accordance with applicable templatesAmended and new legislation will be supported by comprehensive comparative analysis of legislation in similar jurisdictions, research into established best practices and industry standards and stakeholder consultationConsultation will be conducted in an open, broad and transparent manner, followed by published recommendations that include rationale and supporting information	90 - 100% 90 - 100% 90 - 100%	90 - 100% 90 - 100% 90 - 100%	90 - 100% 90 - 100% 90 - 100%

TIMELINESS			
<ul style="list-style-type: none"> All work will be completed in accordance with statutory timelines and/or international agreements and standards as required, and within timeframes and deadlines set by the Ministry 	90 - 100%	90 - 100%	90 - 100%
LOCATION			
<ul style="list-style-type: none"> Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances 	100%	100%	100%
COST	\$2,337,825	\$2,203,586	\$3,133,666
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy A More Efficient, Accessible and Affordable Public Service Modern, Smart Infrastructure A Culture of Good Governance			
This Group Comprises Budget Statement Outputs: FSA 1 and FSA 2			

FSC 21	Framework for a Modern, Innovative Financial Services Industry		
DESCRIPTION To provide support to the Minister in the delivery and implementation of policy and legislative directives which meet international standards and facilitates the successful operation of the financial services industry To ensure effective coordination of and timely responses to peer reviews and evaluations by various international standards setters To engage with stakeholders and organisations to establish and foster relationships to maintain the jurisdiction’s positive reputation and deepen understanding of the financial services industry in order to protect and if possible, enhance Cayman’s reputation as a global financial services centre			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Cabinet PapersResponses to Parliamentary QuestionsBriefing papers and speechesConsultation papersResearch papersStrategy for the financial services industryNumber of assessments/reviewsRepresentation meetings and events	15 – 20 4 – 6 10 – 12 8 – 10 4 – 6 1 -2 1 – 2 20-25	15 – 20 4 – 6 10 – 12 8 – 10 4 – 6 1 -2 1 – 2 20-25	N/A N/A N/A N/A N/A N/A N/A N/A
QUALITY <ul style="list-style-type: none">Advice and service will be complete, accurate and reviewed by managementPolicy advice includes all relevant information and designed to deliver efficient and effective responsesDirector vets all reports, policy papers and minutesCompliance with international standards.Assists the Ministry and the jurisdiction to mitigate the outcomes of both externally and internally based financial services crises	90-100% 90-100% 90-100% 90-100% 90-100%	90-100% 90-100% 90-100% 90-100% 90-100%	N/A N/A N/A N/A N/A
TIMELINESS <ul style="list-style-type: none">A proactive response to international initiatives affecting the financial services industryAll work to be carried out within timeframes established by applicable legislation, international agreements and standards, and deadlines set by the MinistryAll work to be carried out within timeframes established by international standard setters	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%	N/A N/A N/A
LOCATION <ul style="list-style-type: none">Primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances	90 - 100%	90 - 100%	N/A
COST	\$2,070,497	\$2,119,194	\$N/A
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statements Outputs: FSS 4, FSS 5, FSS 6			

FSC 22	A Robust, Efficient Regime for the Registration of Corporate and Vital Information		
DESCRIPTION			
The Registry manages the processing of registration applications for vital information. The Registry will procure a modern, efficient, supported replacement of the vital events system and train users.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Registration of Births, Deaths, Marriages	1,700-1,800	1,900-2,000	1,550-1,800
<ul style="list-style-type: none">Public records (deed polls, wills, promissory notes affidavits, bills of sale and debentures)	1,000-1,100	1,200-1,400	800-900
<ul style="list-style-type: none">Issuing Certificates: Births, deaths and marriages	8,000-9,000	9,500-10,000	7,000-7,500
<ul style="list-style-type: none">Number of NPOs to be registered	300-350	10-20	10-15
Number of Registration:			
<ul style="list-style-type: none">Companies	11,500-12,500	12,000-13,000	16,000-18,000
<ul style="list-style-type: none">Partnerships	3,000-4,000	3,500-4,500	4,500-6,000
<ul style="list-style-type: none">Trusts	100-120	100-120	150-175
<ul style="list-style-type: none">Friendly Societies, Building Societies and Trade Unions	1-2	1-2	1-2
Number of Termination Requests:			
<ul style="list-style-type: none">Companies	8,000-10,000	8,000-10,000	10,000-12,000
<ul style="list-style-type: none">Partnerships	900-1,200	900-1,200	1,000-1,500
<ul style="list-style-type: none">Trusts	100-150	100-150	150-175
<ul style="list-style-type: none">Number of filings - Annual Returns, changes to particulars, registers etc.	200,000-250,000	200,000-250,000	300,000-350,000
<ul style="list-style-type: none">Number of registrations Design Rights, Patents and Trade Marks	600-700	700-800	500-600
<ul style="list-style-type: none">Number of certificates for Design Rights, Patents and Trade Marks	600-800	800-900	600-700
<ul style="list-style-type: none">Number of beneficial ownership registers filed by licensed Corporate Service Providers	800,000-900,000	800,000-900,000	150,000-200,000
<ul style="list-style-type: none">Number of beneficial ownership registers filed by resident companies without CSPs	20,000 – 30,000	20,000 – 30,000	2,000-3,000
QUALITY			
<ul style="list-style-type: none">All registrations processed in accordance with standards and requirements as outlined in the relevant law	100%	100%	100%
<ul style="list-style-type: none">Process all applications in accordance with the relevant law, regulations and policies	98%	98%	98%
<ul style="list-style-type: none">All applications processed in accordance with standards and requirements as outlined in the relevant laws, regulations and published policies	98%	98%	98%
<ul style="list-style-type: none">Information to be held secured and confidential in accordance with Beneficial Ownership Law, amended Police Law and policies	100%	100%	100%

TIMELINESS			
<ul style="list-style-type: none"> Registrations completed within time period specified in law or as set out in published policy 	100%	100%	100%
<ul style="list-style-type: none"> Meet registration turnaround time: Thirty (30) days 	98%	98%	98%
<ul style="list-style-type: none"> Compliance audits to be performed quarterly 	100%	100%	100%
LOCATION			
<ul style="list-style-type: none"> All regulatory activities to be conducted within the Cayman Islands unless otherwise required 	100%	100%	100%
COST	\$2,231,022	\$2,310,279	\$4,890,643
RELATED BROAD OUTCOME:			
A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statements Outputs: REG 14, REG 15, REG 16, REG 17, REG 18, REG 19			

FSC 23	International Cooperation in Tax Matters		
DESCRIPTION In fulfilment of agreed international obligations in accordance with international standards, the Cayman Islands maintains a number of mechanisms for exchange of information for tax purposes and collaborates with competent authorities in partner jurisdictions on all methods of exchange of information and to complete the fulfilment of obligations and membership commitments to international bodies, and to uphold the positive reputation of the Cayman Islands as an international financial centre, the Cayman Islands actively participates in relevant international fora on tax cooperation.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of exchange relationships with treaty partnersNumber of meetings, working groups and bilateral engagements	112 – 115 20 - 24	112 – 115 20 - 24	N/A N/A
QUALITY			
<ul style="list-style-type: none">All functions to be performed in accordance with statutory and treaty obligationsAll engagement and meeting attendance to be carried out within the relevant parameters for the relevant international initiatives and meetings	100% 100%	100% 100%	N/A N/A
TIMELINESS			
<ul style="list-style-type: none">All work to be carried out within timeframes established by applicable legislation, international agreements and standardsAll work to be carried out within timeframes established by international agreements and standards, and deadlines set by international organisation agendas	95 -100% 95 -100%	95 -100% 95 -100%	N/A N/A
LOCATION			
<ul style="list-style-type: none">Services are delivered primarily within the Cayman IslandsServices are delivered primarily in various global locations set for meetings	100% 100%	100% 100%	N/A N/A
COST	\$2,137,491	\$2,176,542	\$N/A
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statements Outputs: TIA 7 and TIA 8			

FSC 30	National Disaster Preparedness and Response Services		
DESCRIPTION Provide a comprehensive National multi-sectoral disaster management approach to risk management, including prevention, preparedness, mitigation, response and recovery, to build a culture of safety and resilience and minimize the consequences of natural and other disasters; deliver technical services to support the national telecommunications system infrastructure.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of hours providing disaster preparedness	2,000-2,500	4,500-5,000	4,500
<ul style="list-style-type: none">Hours to develop and coordinate community response through Community Emergency Response Teams	300-400	250-300	400
<ul style="list-style-type: none">Hours of provision of Advice on Hazard Management	400-600	300-400	400
<ul style="list-style-type: none">Hours developing the National Mitigation Plan including socio-economic impacts, used to ensure public safety and to contribute to sustainable national development for all hazards	1,400-1,600	1,400-1,600	50-65
<ul style="list-style-type: none">Number of hours providing National Emergency Operation Centre management and coordination	3,000–4,000	3,000–4,000	3,500
<ul style="list-style-type: none">Number of radios using system infrastructure Radio System Management	1,700-1,800	1,800-2,000	1,700-1,800
QUALITY			
<ul style="list-style-type: none">Ensure alignment of plans with credible scenarios and that plans address business continuity for all sectors; public awareness programme relate to hazards	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Increased community resilience through community based preparedness and response	100%	100%	100%
<ul style="list-style-type: none">All personnel providing policy advice is qualified in his/her area of expertise	100%	100%	100%
<ul style="list-style-type: none">Ensure existence of coordinating focal point for multi-hazard responses	100%	100%	100%
<ul style="list-style-type: none">System infrastructure is continuous monitored for availability and reliability (overall network availability)	90-95%	90-95%	90-95%
TIMELINESS			
<ul style="list-style-type: none">National disaster activities performed in accordance with the timescales agreed with the National Hazard Management Council and the Chief Officer, Home Affairs	95-100%	95-100%	95-100%
<ul style="list-style-type: none">Develop local capacity through training and development of community hazard management teams and Non-Governmental Organization (NGO) network within agreed timelines	100%	100%	100%
<ul style="list-style-type: none">Response to request for advice answered within the timeframe as agreed at time of request	90-100%	90-100%	90-100%
<ul style="list-style-type: none">National Emergency Operation Centre activation depends on the occurrence of a National Incident	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$1,423,407	\$1,547,867	\$2,372,040
RELATED BROAD OUTCOMS: Stable, Effective and Accountable Government			
This Group Comprises Budget Statements Outputs: NEM 1, NEM 2, NEM 3, NEM 4, NEM 6, NEM 8			

FSC 31	Electronic Monitoring and Incident Response		
DESCRIPTION The Department operates a 24-hour Public Safety Answering Point (PSAP) to support public safety first-responder services including Police, Fire and Emergency Medical Services known as the Public Safety Communications Centre (PSCC) The Electronic Monitoring Centre (EMC) has two distinct programmes which support the commitment to lessen the impact of crime in the Cayman Islands (electronic monitoring of offenders and National CCTV Programme)			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of hours that the PSCC operates per fiscal year (24/7/365 basis)Number of incoming 9-1-1 telephone calls answered per month on averageNumber of dispatched Calls For Service processed per month on averageNumber of hours that the EMC maintains the capacity to tag, monitor, document and report violations of Electronic Monitoring Programme offenders and monitor and support the National CCTV project with backup provided by Public Safety Communications Centre (24/7/365 basis)Number of offenders monitored simultaneouslyNumber of requests for archived CCTV video received from RCIPS during fiscal year	 8,760 4,600-5,250 2,900-3,225 8,760 36-46 250-300	 8,760 4,600-5,250 2,900-3,225 8,760 46-55 275-325	 8,760 4,960 3,070 8,760 46 380
QUALITY <ul style="list-style-type: none">Quality Assurance case reviews completed on Calls For Service (both call-taking and dispatch functions)Quality Assurance case reviews completed on Electronic Monitoring Centre actions (offender violation processing)Quality Assurance ratings regarding Electronic Monitoring Centre actions	 100% 100% 100%	 100% 100% 100%	 100% 100% 100%
TIMELINESS <ul style="list-style-type: none">Percentage of 9-1-1 telephone calls answered within 10 seconds for calendar year (as recorded by PSCC Power911 reports)Authorised requests from RCIPS or other EMC User Group for information regarding an offender’s violation are processed within 48 hoursAuthorised requests from RCIPS for copies of archived CCTV video recordings are processed within five calendar days	 98% 92% 95%	 98% 92% 95%	 98% 92% 95%
LOCATION <ul style="list-style-type: none">Cayman Islands	 100%	 100%	 100%
COST	\$4,056,511	\$4,183,060	\$3,475,045
RELATED BROAD OUTCOMES: Reducing Crime and the Fear of Crime Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Budget Statements Outputs: EMC 1 and EMC 2			

FSC 32	Domestic Fire Services		
DESCRIPTION			
Maintain capacity to respond to domestic fire and other emergencies; conduct inspections to ensure compliance with Fire Code; investigate origin and cause of fires and provide Fire Safety Education and Training Programmes to the public.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of days providing 24-hour coverage for the community	365	365	548
<ul style="list-style-type: none">Number of premises inspected	3,000-3,500	3,000-3,500	2,610
<ul style="list-style-type: none">Number of assessment reports	500-650	500-650	404
<ul style="list-style-type: none">Number of educational demonstrations	100-150	100-150	65
QUALITY			
<ul style="list-style-type: none">Ensure compliance of CI Fire Brigade Law and the CI Fire Service Operational Orders	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Inspections carried out by qualified personnel	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Reports identify key issues and make recommendations for action related to the implementation of fire safety standards and codes based on CI Laws and Codes	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Content is appropriate for various age groups and useful guidance on fire safety measures	90-100%	90-100%	90-100%
TIMELINESS			
<ul style="list-style-type: none">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 in George Town and Cayman Brac within 25 minutes	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Inspection within three days of notification of completion	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Report completed with three days of incident if further investigation is not required	90-100%	90-100%	90-100%
<ul style="list-style-type: none">Material is available at request			
LOCATION			
<ul style="list-style-type: none">All regulatory activities to be conducted within the Cayman Islands unless otherwise required	100%	100%	100%
COST	\$7,696,350	\$8,021,546	\$10,975,848
RELATED BROAD OUTCOME:			
Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Outputs: FRE 9, FRE 11, FRE 12, FRE 13			

FSC 33	Aerodrome Fire Services		
DESCRIPTION The aim of the Aerodrome Fire Service is to minimize the effects an incident/accident will have on the aerodrome, by prioritizing the saving of lives and the continuation of airport operations.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Properly equipped to respond to one full emergency at any one time	100%	100%	100%
<ul style="list-style-type: none">Provide protection services in accordance with category 8 of the airport at 16 hours per day	100%	100%	100%
<ul style="list-style-type: none">Inspections of distribution of fuel to aircrafts	2 - 3	2 - 3	2 - 3
QUALITY			
<ul style="list-style-type: none">Vehicles and quality are in compliance with International Civil Aviation Organization (ICAO) e.g. performance time 0-50 mph in 40 seconds	100%	100%	100%
<ul style="list-style-type: none">Firefighting media in compliance with ICAO	100%	100%	100%
<ul style="list-style-type: none">Equipment: Grand Cayman - Category 8: 4 vehicles, Cayman Brac - Category 6: 3 vehicles and Little Cayman – Category 3: 1 vehicle	80%	80%	80%
<ul style="list-style-type: none">Number of personnel and training are in compliance with ICAO	90%	90%	90%
<ul style="list-style-type: none">Rescue equipment is in compliance with ICAO	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">During all hours airport is open to traffic	100%	100%	100%
<ul style="list-style-type: none">To respond within 2 to 3 minutes to the end of each runway	100%	100%	100%
<ul style="list-style-type: none">Monthly Inspections	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST			
	\$6,763,085	\$7,092,103	\$6,820,660
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Output: FRE 10			

FSC 34	Prison Custodial Services		
DESCRIPTION To provide a safe and secure custody, whilst promoting and protecting the individual rights of all prisoners committed by the courts including receptions, secure accommodation, illegal drug use testing, searching, escorting and discharging prisoners.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of prisoners held in secure custody – average per dayNumber of prisoners received and dischargedNumber of prisoners escorted to courts and other environmentsNumber of targeted drug tests carried out monthlyNumber of searches carried out monthly	185-198 270-360 1,080-1,200 25-30 25-30	185-198 270-360 1,080-1,200 25-30 25-30	185-198 270-360 1,080-1,200 25-30 25-30
QUALITY			
<ul style="list-style-type: none">Staff supervising custodial services do so in accordance with National Occupational Standards for Custodial Care (NSO) and the Prison Inspection Board	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Security and services providing 24 hours, seven days per weekCourt escorts to be delivered on timePrisoners to be unlocked for 12 hours per day, seven days per week	95 - 100% 95 - 100% 95 - 100%	95 - 100% 95 - 100% 95 - 100%	95 - 100% 95 - 100% 95 - 100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$11,390,803	\$11,497,581	\$7,679,618
RELATED BROAD OUTCOME: Reducing Crime and the Fear of Crime			
This Group Comprises Budget Statements Output: PRI 1			

FSC 35	Correctional Supervision, Intervention and Support Services		
DESCRIPTION Provision of a wide range of rehabilitative and intervention services and programmes to adult offenders in the community and in the Prison system, to target the underlying factors contributing to their offending behaviour in order to reduce their rate of re-offending and support them to become contributing members of society; victim services are also offered to address the negative impacts of offenders’ behaviour and raise awareness in the community, with the goal of empowering and promoting healing at both the individual and community level.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of bail Supervision/monitoringNumber of reports submitted to the CourtsNumber of court orders supervisedNumber of Through-care casesNumber of Community Payback Service CasesNumber of Victim/Witness CasesNumber of Gender Specific Cases (Females)Number of Domestic Violence CasesNumber of Mental Health CasesNumber of Drug Rehab Court CasesNumber of Work Ready, Release Ready programmes for prisonersNumber of Therapeutic psych-educational programmes offered to address psychological needs	2,000-2,200 2,300-2,500 5,800-6,000 1,350-1,450 2,200-2,400 2,300-2,500 800-1,000 1,500-1,600 750-850 375-475 6,050-6,100 1,250-1,300	2,200-2,500 2,500-2,800 6,000-7,000 1,500-1,600 2,800-3,000 2,500-2,800 800-1,000 1,600-1,800 850-950 375-475 8,640-8,700 1,630-1,680	3,261 3,500 8,620 1,946 3,240 3,131 N/A 2,092 1,168 653 0 0
QUALITY			
<ul style="list-style-type: none">Initiate and maintain contact with clients based on Court Order and Licence requirementsProgrammes delivered in accordance with Department guidelinesEducational programmes accredited by an awarding bodySupport groups and psych-educational programmes provided by trained and qualified professionals	95-100% 95-100% 100% 100%	95-100% 95-100% 100% 100%	75% 95% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Ongoing throughout the period as specified by a Court Order condition or based on the request of the CourtsThrough-care services provided weekly, between 8:30-5:00 Monday – Thursday and ongoing After-care services for the period as specified by a Parole Licence or Supervision Release ConditionServices provided on a need by need basisAll programmes to be provided Monday – Friday as per programme/timetable	100% 85-95% 90-100% 100%	100% 85-95% 90-100% 100%	100% 80% 95% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$7,898,155	\$8,367,734	\$7,657,933
RELATED BROAD OUTCOMES: Reducing Crime and the Fear of Crime Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Budget Statements Outputs: DCR 9, DCR 10, DCR 11, DCR 12, DCR 16, PRI 16			

OUTPUT SUPPLIER: AUDITORS OVERSIGHT AUTHORITY

AOA 1	Auditors Oversight Authority		
DESCRIPTION			
The function of the Auditors Oversight Authority is to regulate and supervise auditors who audit the financial statements of market traded, Authority specified and designated companies.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of hours engaged in regulatory activity	1,500-1,800	1,500 – 1,800	2,200- 2,700
QUALITY <ul style="list-style-type: none">All regulatory activities to be performed in accordance with statutory obligations by suitably qualified and experienced personnel	100%	100%	100%
TIMELINESS <ul style="list-style-type: none">All regulatory activities to be provided within requested timeframe	100%	100%	100%
LOCATION <ul style="list-style-type: none">All regulatory activities to be conducted within the Cayman Islands unless otherwise required	100%	100%	100%
COST	\$315,000	\$315,000	\$472,500
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: AOA 1			

OUTPUT SUPPLIER: MARITIME AUTHORITY OF THE CAYMAN ISLANDS (MACI)

CMA 1	Policy Advice on Maritime Matters			
DESCRIPTION Provision of advice to Cabinet on: <ul style="list-style-type: none">• Drafting of new and amending existing shipping legislation• Preparation of draft Cabinet Papers and briefs on shipping matters• Implementation of Cayman Islands statutory requirements• Preparation and upkeep of Classification Society Agreements• Effect of International Maritime Affairs on domestic policy• Extension of International maritime conventions, treaties and similar agreements to the Cayman Islands• Policy and economic issues in the maritime and related sectors affecting the Cayman Islands• Attendance at and Cayman Islands input to international for• a (e.g. IMO and ILO)				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of Hours providing policy advice, ministerial services, and fulfilling information request		725	977	1,098
QUALITY <ul style="list-style-type: none">• Legislative proposals are produced in the form of draft bills and regulations after appropriate consultation with the private and public sectors• Cabinet papers, notes and briefings are prepared showing accurately all pertinent information required to support legislative proposals, recommendations or other issues being addressed; reviewed by Chief Executive Officer (CEO)• Shipping Notices prepared in response to needs within the industry and reviewed by relevant sections within MACI with final review by CEO• Agreements with outside bodies prepared in consultation with relevant sections of MACI and the outside body concerned, with final review by CEO• Extension and application of international conventions under constant review and where applicable to Cayman Islands are given effect through national shipping legislation• Return of information to the International Maritime Organization (IMO) as required under international agreement• Policy position determined after appropriate consultation (MACI, Industry, Cabinet) and Cayman islands position then presented to the relevant forum through Cayman delegation at meetings		100%	100%	100%
		100%	100%	100%
		100%	100%	100%
		100%	100%	100%
		100%	100%	100%
		100%	100%	100%
		100%	100%	100%
		100%	100%	100%
		100%	100%	100%

TIMELINESS <ul style="list-style-type: none"> Legislative proposals, Cabinet papers, notes, briefings and shipping notices delivered by target date where applicable, otherwise as the need arises Agreements with outside bodies kept under constant review and updated or replaced as the need arises - at least once per year Extension of Conventions under constant review and procedures for acceptance invoked as required, including development of appropriate national legislation Information returned to IMO by target dates as appropriate 	100%	100%	100%
LOCATION <ul style="list-style-type: none"> Cayman Islands and the United Kingdom 	100%	100%	100%
COST	\$172,406	\$232,406	\$261,105
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: SHP 1			

CMA 2	Technical Advice and Support on Maritime Matters		
DESCRIPTION Provide advice to all Government departments and agencies, the private sector and the public in general pertaining to maritime matters to include, but not limited to: <ul style="list-style-type: none">Administrative services to National Maritime Security CouncilCayman Islands Ship Owners Advisory CommitteeCayman Islands Yacht Owners Advisory CommitteeMaritime Sector Consultative CommitteeMarine Patrol Strategy Work GroupRed Ensign GroupVoluntary International Maritime Organization Member State Audit Scheme (VIMSAS) Steering Committee			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Advise and attend Ship Owners Advisory Committee meetingsAdvise and attend Yacht Manager Advisory Committee meetingAttend Maritime Sector Consultative Committee meetingAttend Red Ensign Group meetingsProduce Committee Minutes and agendasVoluntary International Maritime Organization Member State Audit Scheme meetings / III CodeCayman Islands to host the 23rd Caribbean MOU Port State Control Annual Conference (June 2018)	1 1 4 1 6 0-2 1	1 1 4 1 6 0-2 0	1 1 6 1 8 0-4 0
QUALITY			
<ul style="list-style-type: none">Boards are served on by Director or senior managementMinutes of meetings drafted in correct format, vetted and amended as necessary by respective committeesMinutes are subject to internal peer review	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Attendance at meetings when meetings are called - within the time frame agreed uponNotification of meetings and distribution of agenda one week prior to date of meetingMinutes circulated within four weeks after date of meeting	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman and Southampton, UK	100%	100%	100%
COST	\$153,844	\$93,844	\$89,211
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: SHP 2			

CMA 4	State Inspections and Investigation Services			
DESCRIPTION Provide inspections and investigations in line with the International standards: <ul style="list-style-type: none">• Provide inspection and investigations, involving Port State Control inspections on ships entering Cayman Islands waters under the Caribbean MOU to international standards including Marine Pollution (MARPOL) inspection.• Conduct casualty investigations as necessary and in compliance with international standards.				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY				
<ul style="list-style-type: none">• Number of Hours spent on inspections and investigations, involving Port State Control inspections on ships entering Cayman Islands waters		0	0	214
<ul style="list-style-type: none">• Number of Hours spent conducting casualty investigations in compliance with international standards		33	33	214
QUALITY				
<ul style="list-style-type: none">• Inspection reports are reviewed to ensure vessel standards are met by Senior Management		100%	100%	100%
<ul style="list-style-type: none">• Review casualty investigation and report findings as required by the Merchant Shipping Law (2016 Revision)		100%	100%	100%
TIMELINESS				
<ul style="list-style-type: none">• Conduct inspections within 12 hours of dropping anchor		100%	100%	100%
<ul style="list-style-type: none">• Initiate casualty investigations upon notification within 24 hours		100%	100%	100%
LOCATION				
<ul style="list-style-type: none">• Grand Cayman and Southampton, UK		100%	100%	100%
COST		\$7,896	\$7,896	\$101,844
RELATED BROAD OUTCOMES: A Strong Economy to Help Families and Businesses Ensuring Caymanians Benefit from a Healthy Environment				
This Group Comprises Purchase Agreement Output: SHP 4				

CMA 5	Long Range Identification and Tracking of Ships		
DESCRIPTION			
Require ships to automatically transmit four position reports per day which will be available to the Cayman Islands and to other States when the ship is within 1,000 nautical miles of their coastline.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Ships registered (vessels over 300 gross tonnages on international voyages.	572-625	572-625	572-625
QUALITY			
<ul style="list-style-type: none">Ensure the Cayman Islands continue to meet the obligations under the SOLAS ConventionTo facilitate the exchange of information on ships’ positions	100% 100%	100% 100%	100% 100%
TIMELINESS			
<ul style="list-style-type: none">Continuous 24 hours a day 7 days a week	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">George Town, Grand Cayman and CISR UK officeSurveys worldwide at ports where the vessels lie	100% 100%	100% 100%	100% 100%
COST	\$85,000	\$85,000	\$127,500
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: SHP 5			

OUTPUT SUPPLIER: CAYMAN ISLANDS MONETARY AUTHORITY (CIMA)

MOA 6	Regulation of the Cayman Islands Currency		
DESCRIPTION Regulation of the Cayman Islands Currency, in accordance with Monetary Authority Law, involving the issue and redemption of currency notes and coins.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of Currency transactionsNumber of banknotes sorting sessionsNumber of banknotes destruction sessionsNumber of banknote and coin re-order	50-60 150-200 20-25 3-4	50-60 100-120 15-20 1-3	75-85 200-225 25-30 6-7
QUALITY <ul style="list-style-type: none">All procedures necessary for issuance and redemption of currency are carried out in accordance with internal policies and verified by management.Sorting – Carried out by a minimum of 2 Currency Officers with any discrepancies verified by Management in accordance with internal policies and the Indemnity Agreement with the banks.Destruction – Carried out by at least 2 Currency Officers in the presence of at least 2 external parties who sign off on the minutes detailing the happenings of each session.	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS <ul style="list-style-type: none">Issuance and redemption of notes once per week.Sorting conducted at least an average of 2 per weekBanknotes Destruction 1 per month	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION <ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$1,400,000	\$1,400,000	\$2,100,000
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: MOA 6			

MOA 8	Collection of Fees		
DESCRIPTION Collection of fees on behalf of the Cayman Islands Government as set out in the Regulatory Laws and Regulations. Reporting and analysis on actual and projected fees.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of fee reminders sentNumber of refunds processedNumber of reports produced	32,000-35,000 70-90 3-5	32,000-35,000 50-75 3-5	47,000-50,000 100-120 4-6
QUALITY <ul style="list-style-type: none">All fee payments and bank deposits are processed in accordance with internal policies and verified by Management.The information related to the deposited fees is entered in the Government’s accounting system according to the established procedures.Reports are compiled by knowledgeable and professional personnel, to ensure that quality standards are met	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS <ul style="list-style-type: none">Deposits are prepared and lodged with the bank within the same dayReports are prepared in accordance with reporting timelines and as agreed and required	100% 100%	100% 100%	100% 100%
LOCATION <ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$300,000	\$300,000	\$450,000
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: MOA 8			

MOA 12	Regulation of the Financial Services Industry		
DESCRIPTION To regulate and supervise financial services business carried on in or from within the Islands in accordance with the Regulatory Laws, namely:- <ul style="list-style-type: none">• The Bank and Trust Companies Law• The Companies Management Law• The Insurance Law• The Money Services law• The Mutual Funds Law• The Securities Investment Business Law• Cooperative Societies Law• Building Societies Law• Development Bank Law To perform any other regulatory or supervisory duties that may be imposed on the Authority by any other law. To create and maintain a high quality and effective regulatory environment to attract users and providers of financial services. To monitor compliance with Money Laundering Regulations.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
<ul style="list-style-type: none">• Number of applications for new licenses/registrations processed• Number of applications for cancellations of licenses/registrations processed• Number of applications for the approval of new auditors processed• Number of industry queries and other prudential matters processed• Number of incoming/outgoing ORAs (overseas request for assistance) matters processed• Number of statistical returns of licensees and registrants processed• Number of financial statements and returns collected and processed• Number of additional analysis and supervisory reports on financial statements and returns• Number of on-site inspections conducted /facilitated (locally and overseas)• Number of prudential and non-routine meetings conducted with licensees• Number of meetings held and presentations made to local market participants and associations• Number of meetings with External Bodies and overseas groups, attended or at which CIMA’s position was represented or presented• Number of rules, statement of guidance and principle, and policies & procedures issued• Number of reviews of regulatory functions of the jurisdiction and judicial reviews processed• Number of public notices, publications, advisories, and press releases on which CIMA provided technical advice, information and support to financial services businesses and the general public• Number of issues addressed regarding problem entities• Number of Enforcement Actions (including Court Proceedings) taken• Number of serious breaches investigated• Number of Due Diligence applications processed• Number of Investigative matters such as Onward Disclosures from the Financial Reporting Authority, investor complaints and whistle blowing obligations of auditors	1,600-1,800 1,800-2,000 2-4 21,000-23,000 180-210 1,300-1,500 16,000-17,000 225-300 110-150 450-500 85-90 200-250 80-100 75-100 20-40 1,000-1,200 15-20 45-60 350-400 55-65	1,600-1,800 1,800-2,000 2-4 21,000-23,000 180-250 1,300-1,500 16,000-17,000 225-300 110-150 475-525 90-100 200-250 60-80 75-100 20-40 1,000-1,200 25-35 45-60 325-375 55-65	2,400-2,600 2,800 -3,000 4-6 32,000-34,000 250-300 2,000-2,200 19,000-20,000 225-300 175-200 675-725 100-125 300-350 65-75 175-200 30-50 1,000-1,100 45-55 90-100 375-400 80-90

QUALITY <ul style="list-style-type: none"> Licensing and supervisory matters approved timely and with little or no industry complaints Statistical returns processed in accordance with guidelines Regulatory functions and advice are carried out in accordance with applicable legislation, CIMA rules, statement of guidance, policies, procedures and Board directives Professional litigation services in accordance with expectations of attorneys-at-law in the Courts of the Cayman Islands 	90-100% 90-100% 95-100% 95-100%	90-100% 90-100% 95-100% 95-100%	90-100% 90-100% 95-100% 95-100%
TIMELINESS <ul style="list-style-type: none"> Process applications for new licensees/registrants within 6 weeks Process applications for cancellation of licensees/registrants within 6 weeks Process incoming/outgoing ORA's, industry queries and other prudential matters within 6 weeks Information and statistics submitted to requesting party on (mutually) agreed timetable Statistics processed according to established schedules Analyse financial statements and returns filed with CIMA within 6 months of receipt Conduct on-site inspections and issue final report within 4 months Rules, SOGs internal guidance and procedures papers submitted, posted to web-site, gazetted and notification provided to private sector in accordance with approved deadlines Prepare submissions for approval within 3 to 5 weeks of: <ul style="list-style-type: none"> (i) receiving a referral from a regulatory division; (ii) receiving a report from an appointed person; or (iii) the end of a representation period in connection with a warning notice Comply with statutory deadlines for filing of documents in court proceedings Process due diligence applications within 2 to 4 weeks of receiving the request Investigative Onward Disclosures from the Financial Reporting Authority, investor complaints and whistle blowing obligations of auditors in a timely manner 	95-100% 80-100% 90-100% 95-100% 95-100% 85-100% 90-100% 90-100% 75-100% 100% 95-100% 95-100%	95-100% 80-100% 90-100% 95-100% 95-100% 85-100% 90-100% 90-100% 75-100% 100% 95-100% 95-100%	95-100% 80-100% 90-100% 95-100% 95-100% 85-100% 90-100% 90-100% 75-100% 100% 95-100% 95-100%
LOCATION <ul style="list-style-type: none"> Grand Cayman and Overseas 	100%	100%	100%
COST	\$12,778,100	\$12,778,100	\$15,417,500
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: MOA 12			

MOA 13	Assistance to Overseas Regulatory Authorities		
DESCRIPTION			
Provision of assistance to Overseas Regulatory Authorities in accordance with the Monetary Authority Law.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of requests for assistance processedNumber of Memoranda of Understanding negotiatedNumber of meetings - Attend, represent or present CIMA’s position to external bodies and overseas groups on Co-operative functionsNumber of Court Proceedings attend and/or conducted	200-300 10-20 0-1 10-20	200-300 10-20 0-1 15-25	300-400 15-25 1-2 15-25
QUALITY			
<ul style="list-style-type: none">Co-operative functions are carried out in accordance with Monetary Authority Law and relevant procedure manuals developed by the Authority and published as part of its Handbook	95 - 100%	95 - 100%	95 - 100%
TIMELINESS			
<ul style="list-style-type: none">Complete initial request for assistance form within 1 to 3 days of receiving the request from the overseas regulatory authorityProvide information requested by overseas regulatory authority within 8 to 10 weeks of receiving the requestAttend meetings/proceedings within the agreed time frame	95 - 100% 75 - 100% 100%	95 - 100% 75 - 100% 100%	95 - 100% 75 - 100% 100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman and Overseas	100%	100%	100%
COST	\$980,000	\$980,000	\$1,470,000
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: MOA 13			

MOA 14	Policy Advice and Ministerial Services		
DESCRIPTION Provision of advice to Cabinet on Matters set out above with regard to: <ul style="list-style-type: none">regulatory functions and the co-operative function being consistent with functions discharged by an overseas regulatory authority;regulatory laws being consistent with the laws and regulations of countries and territories outside the Islands; andrecommendations of international organizations.Preparation of Cabinet papers/notes/briefings; drafting of new and amending Financial Services Industry legislation;Implementation of Cayman Islands Statutory requirements;Policy and economic issues regarding Financial Services affecting the Cayman Islands			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Cabinet papers/notes/briefingsLegislative Proposals (Laws and Regulations)Meetings attended and participated in, at the request of CabinetNumber of international fora, participated in and attendedProvide technical advice and support to the Minister of Finance and other Government AgenciesFreedom of Information operations	5-10 15-25 15-25 5-7 50-75 5-10	5-10 15-25 15-25 5-7 50-75 5-10	15-20 25-35 20-30 5-7 75-100 8-10
QUALITY <ul style="list-style-type: none">Legislative proposals are produced in the form of draft bills and regulations after appropriate consultation with the private and public sectorsCabinet papers, notes, and briefings are prepared showing accurately all pertinent information required to support legislative proposals, recommendations or other issues being addressed; reviewed by the MD and CIMA Board of DirectorsPolicy position determined after appropriate consultation (CIMA, Industry, Cabinet etc.) and Cayman Islands position then presented to the relevant forum through Cayman delegation at meetingsRules and SOGS submitted to Cabinet, posted to web-site, gazetted and notification provided to private sector	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
TIMELINESS <ul style="list-style-type: none">Legislative proposals, Cabinet papers, notes, briefings submitted to Cabinet by target datePolicies and Agreements reviewed and updated as the need arisesInformation submitted within timeframes agreed by parties involved	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
LOCATION <ul style="list-style-type: none">Grand Cayman and overseas	100%	100%	100%
COST	\$875,000	\$875,000	\$1,312,500
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Purchase Agreement Output: MOA 14			

NGS 85	Cayman Finance Services		
DESCRIPTION			
<ul style="list-style-type: none">Activities that address threats and opportunities to the Cayman Islands financial services industryActivities that proactively promote the competitive advantages of the Cayman Islands financial services locally and Internationally			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of international industry stakeholder meetings	8 – 15	8 – 15	N/A
<ul style="list-style-type: none">Number of Local Events and Seminars	1	1	N/A
<ul style="list-style-type: none">Number of advertisements in international publications	10-15	10-15	N/A
QUALITY			
<ul style="list-style-type: none">Stakeholder meetings arranged to address topical issues and according to strategy agreed with Ministry	100%	100%	N/A
<ul style="list-style-type: none">Local Event will provide an opportunity for all local stakeholders to learn more about the financial services industry in accordance with jointly agreed messaging	100%	100%	N/A
<ul style="list-style-type: none">Advertisements will utilize messaging agreed with the Ministry and placed in publications appropriate for the relevant industry sectors	100%	100%	N/A
TIMELINESS			
<ul style="list-style-type: none">Stakeholder meetings scheduled to coincide with roadshows when practical	100%	100%	N/A
<ul style="list-style-type: none">Advertisements scheduled to maximize positive exposure for the jurisdiction	100%	100%	N/A
	100%	100%	N/A
LOCATION			
<ul style="list-style-type: none">Cayman Islands, US, Europe			
	100%	100%	N/A
COST	\$750,000	\$750,000	\$N/A
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Business			
This Group Comprises Budget Statement Outputs: CF1 ,CF2, CF3			

19. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF COMMERCE, PLANNING & INFRASTRUCTURE

OUTPUT SUPPLIER: MINISTRY OF COMMERCE, PLANNING AND INFRASTRUCTURE

PAH 1	Advice and Support to the Minister of Commerce, Planning and Infrastructure			
DESCRIPTION				
Provision of ministerial services and policy advice to the Minister on commerce, planning, infrastructure and other matters, including: e-Government, cyber security, small business development centre, vehicle purchase and servicing, vehicle inspections and licensing, upkeep of parks and cemeteries and management of public buildings (town halls and civic centres). The development of strategies to achieve Government priorities, and activities which relate to statutory obligations, such as the production of budget documents, annual report, responses to FOI requests, and the maintenance of a variety of records.				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY				
<ul style="list-style-type: none">Number of hours spent providing policy advice and ministerial servicesNumber of reports issued		2,500-4,000 2-5	2,500-4,000 5-10	4,000-6,000 5-10
QUALITY				
<ul style="list-style-type: none">Policy advice and ministerial servicing will be provided by qualified personnel		100%	100%	100%
TIMELINESS				
<ul style="list-style-type: none">All policy advice, ministerial services and reports are provided within the timeframes agreed by the Minister		100%	100%	100%
LOCATION				
<ul style="list-style-type: none">Cayman Islands		100%	100%	100%
COST		\$2,587,807	\$2,616,543	\$1,782,161
RELATED BROAD OUTCOMES:				
Achieving Full Employment – Jobs for All Caymanians Stronger Communities and Support for the Most Vulnerable Stable, Effective and Accountable Government				
This Group Comprises Budget Statement Outputs: MPA 1, PWD 1,VLT 10				

PAH 2	Emergency Response Services		
DESCRIPTION Provide emergency response services to include: <ul style="list-style-type: none">Maintenance of stand-by generators, a fleet repair and fuel capacity to respond to service demands by fleet clients and committees, in the event of a hurricane or any other natural emergency.Carry out disaster preparedness activities for hurricane, earthquake and other natural and man-made disasters including: Executing an annual hurricane preparedness exercise; (2) Responding to live storms/disasters			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of hours of maintenance and inspection for 40 stand-by generators	330-370	330-370	495-555
<ul style="list-style-type: none">Number of buildings prepared / inspected including mechanical, electrical and plumbing systems	41	41	41
QUALITY			
<ul style="list-style-type: none">Services performed in accordance with international and established departmental maintenance and repair standards	100%	100%	100%
<ul style="list-style-type: none">Public Shelters and Government Buildings prepared in accordance with the requirements of Public Works Department’s Hurricane Plan and Inspectors checklists	100%	100%	100%
<ul style="list-style-type: none">All Public Shelters / critical facilities’ generators, water supply systems and other MEP services inspected in accordance with inspectors checklists and all functioning normally under load	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Monthly and Bi-weekly maintenance checks during inactive and during hurricane season	95%	95%	95%
<ul style="list-style-type: none">Preparedness activities in hurricane exercise (or live event) completed within 6 Hour timeframe.	100%	100%	100%
<ul style="list-style-type: none">Annual hurricane preparedness exercise carried out in May each year (prior to the start of the hurricane season)	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$307,542	\$312,564	\$429,473
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: DVE 5, PWD 10			

PAH 4	Management of Public Recreational Facilities and Cemeteries		
DESCRIPTION			
<ul style="list-style-type: none">Maintain and manage public toilets, docks, ramps, cemeteries, beaches and parks.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of public toilets maintainedNumber of docks/ramps maintainedNumber cemeteries maintainedNumber of beaches maintainedNumber of beach accesses maintainedNumber of parks and sites maintainedNumber of streets/sidewalks maintainedNumber of miles of road cleaned	14 - 16 8 - 15 12 - 15 12 - 15 15 - 25 10 - 17 10 - 25 10 – 20	14 - 16 8 - 15 12 - 15 12 - 15 15 - 25 10 - 17 10 - 25 10 – 20	14 - 16 8 - 15 12 - 15 12 - 15 15 - 25 10 - 17 10 - 25 10 – 25
QUALITY			
<ul style="list-style-type: none">General Manager and Supervisors monitor toilets, docks/ramps cemeteries, beaches, beach accesses upkeep, and parks maintenanceInspection of downtown streets/sidewalks by Supervisor and General ManagerInspection of town centre streets/clean with MADVAC Street Sweeper by General Manager	100% 80-100% 80-100%	100% 80-100% 80-100%	100% 80-100% 80-100%
TIMELINESS			
<ul style="list-style-type: none">Public Toilets maintained dailyDocks / Ramps and Parks maintained weeklyCemetery grounds maintained weeklyBeaches and beach accesses maintained weeklyStreets/sidewalks/roads works and services to be consistent with the scheduled time table	100% 100% 100% 100% 80-100%	100% 100% 100% 100% 80-100%	100% 100% 100% 100% 80-100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$1,570,960	\$1,741,733	\$2,223,499
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Output: PWD 6			

PAH 8	Management of Special Projects		
DESCRIPTION Provision for architectural, project management and quantity surveying services.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Total Number of hours executing and monitoring Special ProjectsNumber of drawings/plans producedNumber of cost estimates producedNumber of Project Service Level Agreements (PSLA) signedNumber of major projects being managed	850-1,650 20-30 20-30 30-40 6-9	850-1,650 20-30 20-30 30-40 6-9	1,250-2,500 30-45 30-45 40-45 7
QUALITY			
<ul style="list-style-type: none">Drawing/plans produced in accordance with the Central Planning Authority and Building Control Unit requirementsPre-tendered estimates within 10% of successful tender receivedProject Service Level Agreements (PSLA) to define project scope, time-frame and budgetMeeting client’s requirements and successfully fulfilling planning (CPA) and building control(BCU) approvalChief Officer will approve terms of referenceMulti – disciplinary approach will be taken to all projects	85% 90% 100% 90% 100% 100%	85% 90% 100% 90% 100% 100%	85% 90% 100% 90% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Plans, cost estimates and project management within time frames agreed, at outset / in project SLA or within client agreed extensions to that time frame	85%	85%	85%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$2,338,805	\$2,586,736	\$ 2,355,489
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Outputs: MPA 3, PWD 8			

PAH 10	Management of Government Properties			
DESCRIPTION Management of Government properties including; <ul style="list-style-type: none">• Provision of Facilities Management services for multi-user Government Buildings• Advice and services on government buildings and facilities and related matters to support various entities• Maintenance, renovations and construction of government facilities				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of contracts managed• Number of meetings attended• Number of advice papers issued• Number of maintenance work orders completed		50-60 25-35 6-8 4,000 – 5,000	50-60 25-35 6-8 4,000–5,000	50-60 40-50 12-14 6,500
QUALITY <ul style="list-style-type: none">• All contracts go through a tendering process, are monitored and managed to deliver the expected outcomes• Meetings attended by qualified/experienced persons• Advice papers and Reports prepared by knowledgeable persons in the subject area and reviewed/ signed off by senior management• Work orders signed off by Supervisor confirming work completed to acceptable standard		100% 95% 95% 95%	100% 95% 95% 95%	100% 95% 95% 95%
TIMELINESS <ul style="list-style-type: none">• Weekly inspection of each site and preparation of maintenance schedule once per year• Expected outcomes are delivered within the timeframe stipulated in all contracts.• Meetings attended as scheduled.• Advice papers and reports to be provided within agreed timeframes.• Routine work orders and preventative maintenance work orders to be completed in accordance with timeframes in “work order timeframes” guide		100% 100% 95-100% 95-100% 95-100%	100% 100% 95-100% 95-100% 95-100%	100% 100% 95% 100% 100%
LOCATION <ul style="list-style-type: none">• Cayman Islands		100%	100%	100%
COST		\$10,673,768	\$10,811,511	\$18,481,681
RELATED BROAD OUTCOMES: Stronger Communities and Support for the Most Vulnerable Stable, Effective and Accountable Government				
This Group Comprises Budget Statement Outputs: MPA 4, PWD 2, PWD 9				

PAH 11	Procurement and Maintenance of Government Fleet			
DESCRIPTION				
<ul style="list-style-type: none">• Conducting and performing acquisition processes leading to the purchase of most suitable fleet for its intended purpose(s).• Preventative maintenance and repair services• Disposal of obsolete and fully depreciated fleet that have no economic or useful value to the client• Maintain a fuel capacity at the government’s Refuelling Facility that meets the needs of the client’s fleet• Provide technical advice and assistance to the client on fleet related matters				
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast	
QUANTITY				
<ul style="list-style-type: none">• Number of authorized fleet applications processed• Number of authorized maintenance work orders processed• Number of units authorized for disposal• Amount of imperial gallons of fuel disbursed• Number of reports for advice, discussions and recommendations relating to fleet	25-35 2,500 – 3,000 60-80 350,000-400,000 70 -110	25-35 2,500–3,000 60-80 350,000-400,000 70-110	35-55 3,750 – 4,500 90-120 525,000-600,000 105-165	
QUALITY				
<ul style="list-style-type: none">• Perform technical researches to assist with selecting and developing suitable unit specifications	100%	100%	100%	
<ul style="list-style-type: none">• Assessment of the condition of a vehicle/equipment and provision of a disposal recommendation with an estimated value of the unit	100%	100%	100%	
<ul style="list-style-type: none">• Authorization from the relevant Chief Officer is received prior to implementation of disposal recommendation	100%	100%	100%	
<ul style="list-style-type: none">• Fully automated fuel system available	95%	95%	95%	
<ul style="list-style-type: none">• Auxiliary power and manual back-up systems are in place in the event of a power failure	100%			
<ul style="list-style-type: none">• Daily stock-checks and re-stocking measures ensure fuel is available at all times	100%	100%	100%	
<ul style="list-style-type: none">• Professional technical advice based on current Automotive Technology, Industry Standards, Chilton and Mitchel labour guides	100%	100%	100%	
<ul style="list-style-type: none">• Ensure the vehicle defect sheet is completed correctly and that it includes sufficient and accurate details on the work to be performed to generate and process the work order	100%	100%	100%	
<ul style="list-style-type: none">• Ensure that proper authorization is documented on the Requisition form for the request and distribution of parts	100%	100%	100%	

TIMELINESS <ul style="list-style-type: none"> Orders placed within fourteen (14) working days of receiving approval from the client's Chief Officer Maintenance and repairs will commence within 8 hours from the time the parts have been acquired and as determined by the Fleet Manager Disposal by public auction is advertised in the local media for two weeks, twice per week followed by the public auction within fifteen working days after the advertisements Fuel is available 24 hours per day, 365 days per year Processing of applications for advice will commence within two (2) working days of receipt 	100%	100%	100%
	95%	95%	95%
	100%	100%	100%
	100%	100%	100%
	95%	95%	95%
LOCATION <ul style="list-style-type: none"> Cayman Islands 	100%	100%	100%
COST	\$3,274,828	\$3,274,827	\$4,891,215
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: DVE 1, DVE 2, DVE 3, DVE 4, DVE 6			

PAH 13	Provision of Planning Services			
DESCRIPTION				
<ul style="list-style-type: none">Preparation of statistical reports on the details of development applications for the economic analysis by the public and private sectors				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY				
<ul style="list-style-type: none">Number of statistical information reports produced		25-30	25-30	35-40
QUALITY				
<ul style="list-style-type: none">Internal review and data quality assurance measures applied		98-100%	98-100%	98-100%
TIMELINESS				
<ul style="list-style-type: none">Quarterly reports submitted within five working days of quarter endOther reports processed within 15 working days of request		95-100% 95-100%	95-100% 95-100%	95-100% 95-100%
LOCATION				
<ul style="list-style-type: none">Cayman Islands		100%	100%	100%
COST		\$12,484	\$12,484	\$66,976
RELATED BROAD OUTCOME:				
A Strong Economy to Help Families and Businesses				
This Group Comprises Budget Statement Output: PLN 33				

PAH 14	Management of Planning Applications		
DESCRIPTION <ul style="list-style-type: none">Provide advice to the Minister of Commerce, Planning and Infrastructure as well as the Central Planning Authority on policy issues related to planning and development throughout the three islandsPrepare the annual report as required pursuant to Section 50 of the Development and Planning Law (2011 Revision).The processing of development applications for planning permissionThe enforcement of planning laws and regulationsThe review of development applications for compliance with the Building Code for the issuance of building permits and the carrying out of inspections to ensure compliance with approved plans and certify buildings fit for occupancyThe provision of administrative and technical support to the Central Planning Authority (CPA), Development Control Board (DCB), Electrical Board of Examiners (EBE), and Development Planning Law and Regulatory Review Committee (DPL& RRC) to assist them in carrying out their mandates			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Hours spent on briefings, papers and reportsProcessing Development ApplicationsProcessing Development Applications for consideration by the CPA/DCBNumber of enforcement cases openedNumber of reviewsNumber of InspectionsNumber of Certificate of Occupancy	4,500 – 5,000 700 – 750 800 – 850 120 – 150 8,000 – 9,000 9,500 – 10,000 325-350	4,500–5,000 700 – 750 800 – 850 120 – 150 8,000–9,000 9,500-10,000 325-350	1,200 - 1,500 900 – 1,000 1,000 – 1,200 200 - 250 9,500 – 10,000 14,500–15,000 450-500
QUALITY <ul style="list-style-type: none">Reviewed for compliance with applicable legislation and vetted through internal review processes, where applicable.Reviewed for compliance with the Development and Planning Law (2017 Revision), the Development and Planning Regulations (2017 Revision), the Development Plan Statement, the Appeal Rules, and Central Planning Authority policies	95-100% 95-100%	95-100% 95-100%	95-100% 95-100%
TIMELINESS <ul style="list-style-type: none">Routine applications – seven calendar days completion of initial reviewZoning queries – seven calendar daysContact relevant parties – within Fifteen (15) calendar days of Case being openedProcessing routine (R3) applications –Fourteen (14) calendar daysInspections conducted within two (2) calendar days of request	90-100% 95-100% 90-100% 90-100% 98-100%	90-100% 95-100% 90-100% 90-100% 98-100%	90-100% 95-100% 90-100% 90-100% 98-100%
LOCATION <ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$3,547,881	\$3,547,880	\$3,896,521
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Outputs: PLN 24, PLN 27, PLN 28, PLN 30, PLN 34			

PAH 16	Licensing of Drivers and Vehicles		
DESCRIPTION			
Provision of services relating to the testing and licensing of vehicles and drivers.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Vehicle InspectionsNumber of Vehicle LicensedNumber of Written aNumber of Road testing of DriversProvisional and Full Drivers’ Licenses issued	39,845–40,000 62,325-63,500 6,500-7,000 2,200-2,300 10,890-11,500	41,000-42,00 63,000-65,000 7,500-8,000 2,400-2,500 12,000-13,000	48,500-57,000 88,500-91,500 6,000-8,250 2,100-2,250 22,500-31,500
QUALITY			
<ul style="list-style-type: none">Compliance with Traffic Law and Regulations, PFML and strict departmental standard by qualified personnel	95-100%	95-100%	90%
TIMELINESS			
<ul style="list-style-type: none">Vehicle Inspection and Licensing, Written Tests and Road Testing of Drivers within 5 – 15 minutesProvisional and Full Drivers’ Licenses issued within 5 – 15 minutes	95-100% 95-100%	95-100% 95-100%	90% 90%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$312,168	\$312,490	\$414,172
RELATED BROAD OUTCOME:			
Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: VLT 9			

PAH 18	Technology Support Services		
DESCRIPTION The Department operates a 7.5-hours/working day manned Call in Support Answering Service (CSAS) to support Logs (“bug fixes”, faults, service outages, password reset and basic requests for IT services) and dispatch these requests to IT staff for work assignment services for central Core agencies and limited SAGC’s. Requests for significant sets of IT work to be done or additional/special IT costs are assigned as IT projects. Provides IT infrastructure administration, management, and support (for datacentres, PC’s, networks, servers, internet, backups/restores, security, emails, files access, mobile devices, remote access, storage, databases, and software). Also produces in-house software (applications, intranet, websites, and e-services) development/support along with 3rd party software packages support/assistance.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of hours CSD Service Desk operates per fiscal yearNumber of dispatched Logs Service processed per monthNumber of hours for Logs and IT ProjectsNumber of DatabasesNumber of PCs SupportedNumber of online Government services created/hosted/managedNumber of Internet accesses granted-Basic/Low Video StreamingNumber of Remote Services accesses granted-Forward Email/Token/Active Sync Devices	5,900-6,500 1,500-2,000 63,000-68,000 100 2,500-3,000 4-5 2,400-2,800 1,600-2,100	5,900-6,500 1,500-2,000 63,000-68,000 100 2,500-3,000 4-5 2,400-2,800 1,600-2,100	4,600-4,900 1,500-2,000 63,000-68,000 100 2,500-3,000 4-5 2,400-2,800 1,500-2,000
QUALITY			
<ul style="list-style-type: none">Customer Satisfaction scores regarding Logs Calls For ServiceCustomer Satisfaction scores regarding IT Project Reviews	80-85% 80-85%	80-85% 80-85%	80-85% 80-85%
TIMELINESS			
<ul style="list-style-type: none">CSD Service Desk telephone calls answered within an average of 20 secondsIT Projects completed within the agreed scheduled timeframe, including change requests and time changes approvedService Desk Logs Requests responded to in published time frames	70-80% 80% 80-100%	70-80% 80% 80-100%	70-80% 80% 80-100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$9,225,932	\$9,151,511	\$10,520,412
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: CSD 42			

PAH 20	License, Monitoring and Enforcement of Specified Business Types		
DESCRIPTION			
To allow for appropriate activity that meets specified minimum standards and to combat illegal activity.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Business Licences IssuedFilm Exhibition Premises Licences IssuedRating Certificates issuedTobacco Permits IssuedSEZ Trade Licences IssuedLiquor Licences / Music & Dancing Licences IssuedNumber of businesses investigated for licensing violations(case files)Number of Site VisitsNumber of DNFBP / SROs Monitored	4,800 – 5,500 5 – 10 20 – 30 120 – 140 60 – 100 400 – 600 5 -10 450 – 550 35 - 75	4,800 – 5,500 5 – 10 20 – 30 120 – 140 60 – 100 400 – 600 5 -10 450– 550 35 - 75	6,500 – 7,500 5 – 10 15 – 16 120 – 140 158 – 200 400 – 600 2 310 – 370 35 - 75
QUALITY			
<ul style="list-style-type: none">All applications processed in accordance with standards and requirements as outlined in the relevant lawCompliance checks conducted on all new LCCL and SEZA applications and on a routine basis. Investigation started within five business days of receipt of a complaint	95% 95%	95% 95%	95% 95%
TIMELINESS			
<ul style="list-style-type: none">Licence application decisions communicated within time period specified in law or as set out in published policy	95%	95%	95%
LOCATION			
<ul style="list-style-type: none">Services are delivered within the Cayman Islands.	100%	100%	100%
COST	\$1,589,739	\$1,614,807	\$2,265,244
RELATED BROAD OUTCOME: A Strong Economy to Help Families and Businesses			
This Group Comprises Budget Statement Output: DCI 13			

PAH 22	E-Government Programme		
DESCRIPTION			
<ul style="list-style-type: none">Administer e-Government (e-gov) programmeEstablish e-gov platform infrastructure to support digitized servicesPromote the use of online servicesOversight, development, and implementation of e-Government Program FrameworkEstablish Policy and Framework to enhance cybersecurity posture			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of e-Government Steering Committee meetings held.Number projects initiated to improve or digitize business processes.Number of online transactions per month (online services developed, enhanced or promoted by e-Government unit)Number of cyber treat awareness campaigns conducted (phishing simulations, employee briefings and internal communications)	4 4 1,000 6	4 4 1,400 6	4 4 1,000 6
QUALITY			
<ul style="list-style-type: none">Steering committee approved business cases in accordance with approved e-Government strategy and guidelines.Percentage of online services developed or enhanced by e-Government unit achieving greater than 10% of transactions onlinePercentage of core government employees addressed through cyber treat awareness campaigns within 6 months	N/A 80% 90%	N/A 80% 90%	100% 80% 90%
TIMELINESS			
<ul style="list-style-type: none">E-Government Steering Committee meetings held every two months.Preliminary business cases review within 2 months.Cyber cyber treat awareness campaigns to be conducted every 6 months targeting all gov.ky users	N/A N/A 100%	N/A N/A 100%	80% 100% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands and Overseas	100%	100%	100%
COST	\$2,439,510	\$2,029,528	\$858,312
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: EGU 1			

20. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF HEALTH, ENVIRONMENT, CULTURE AND HOUSING

OUTPUT SUPPLIER: MINISTRY OF HEALTH, ENVIRONMENT, CULTURE AND HOUSING

HES 1	Policy Advice and Ministerial Services for Health, Environment, Culture and Housing		
DESCRIPTION Provision of policy advice and administrative services for the Minister and Cabinet including: <ul style="list-style-type: none">• Preparation of policy advice papers and papers for Cabinet• Preparation of drafting instructions• Monitor and review the delivery of outputs for, Statutory Authorities, Government-Owned Companies and Non-Government Organisations• Environmental Policy/Issues			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number Cabinet Papers and Notes produced• Number of drafting instructions or commentary prepared• Collate Annual Reports	30-40 3-5 2	30-40 3-7 2	30 3 2
QUALITY <ul style="list-style-type: none">• Cabinet Papers and Notes are accurate and meet Cabinet guidelines• Provide clear, accurate and relevant drafting instructions and comments for the above Bills• Reports are accurate, relevant and submitted within agreed timelines	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS <ul style="list-style-type: none">• Cabinet Papers and Notes submitted to Cabinet Office by Thursday to be placed on the agenda of the following week• Drafting instructions and commentary submitted to Legislative Counsel within timelines stipulated by the Honourable Minister• Reports submitted on or before the 10th working day after the end of the quarter	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION <ul style="list-style-type: none">• Cayman Islands	100%	100%	100%
COST	\$3,694,000	\$5,674,000	\$2,751,915
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Outputs: MHE 1, MHE 2, MHE 3, MHE 7			

HES 2	Health Regulatory Services		
DESCRIPTION			
Inspection and regulatory services including: <ul style="list-style-type: none">Investigate and resolve complaintsAdminister the Segregated Health Insurance FundRegistration and certification of health professionalsInspection and certification of health care facilitiesEnforcement Issues Pertaining to the Health Insurance Law and Regulations			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of certificates issuedNumber of on-site inspectionsNumber of publications (pamphlets) disseminatedNumber of investigations conductedNumber of papers, reports, speeches, statements, responses to questions and replies to correspondence	45-75 50-75 40-50 20-24 1,100 -1,600	45-75 50-75 40-50 20-24 1,100 -1,600	45-75 50-75 40-50 20-24 1,100 -1,600
QUALITY			
<ul style="list-style-type: none">Certificates issued in accordance with established policies and proceduresAll disseminated information will be in compliance with the health insurance and health practice legislationOn-site inspections and investigations are carried out based on approved policies and proceduresAll reports, papers, speeches will be reviewed and signed off by the head of department	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Certificates issued 20 days after approval by Health Practice Commission BoardMonthly- Distribution of materialsInitial response to complaints provided within 10 working daysAll contributions, reports, papers, statements will be given within the agreed timeframe	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$1,368,280	\$1,442,000	\$1,765,268
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Outputs: HRB 9, HRB 10, HRB 11, HRB 12, HRB 13, HRB 14, HRB 15, HRB 16, HRB 17, HRB 18			

HES 7	Collection, Recycling and Disposal of Waste		
DESCRIPTION			
<ul style="list-style-type: none">Management of landfills including disposal of biomedical and hazardous waste.Collection of all solid waste materials and the provision and maintenance of roadside litter control programme.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Total Infectious waste incinerated /Managed (tons)Tons of waste collected from commercial and residential properties	275-300 40,000-60,000	275-300 45,000-65,000	455 59,000
QUALITY			
<ul style="list-style-type: none">Infectious waste incinerated to applicable environmental/industry standardsCollection of solid waste is in accordance to international standards	95-100% 95-100%	95-100% 95-100%	95-100% 95-100%
TIMELINESS			
<ul style="list-style-type: none">Infectious waste incinerated within 24-48 hoursTwice per week as per current residential collection scheduled	95-100% 95-100%	95-100% 95-100%	95-100% 95-100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$4,102,547	\$4,225,398	\$7,231,245
RELATED BROAD OUTCOME:			
Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Outputs: EVH 5, EVH 18			

HES 8	Public Health Services		
DESCRIPTION <ul style="list-style-type: none">Environmental health awareness and promotion to the public and government.Rodent control services including de-ratting certifications.Provide support services and policy advice by means of reports, briefing notes, speeches and replies to Parliamentary questions and correspondence to the Minister and Cabinet on Boards and Committees.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of School visits/ promotionsNumber of leaflets on rodent control issuedNumber of indoor air quality assessments conducted and reportedEngineering advice and reportsNumber of replies to parliamentary questions	30-35 800-1,200 30-40 125-150 3-5	35-40 800-1,200 30-40 125-150 3-5	0 1,220 33 267 1
QUALITY <ul style="list-style-type: none">School visits, programs and promotions to meet internal peer review standards for format, accuracy and comprehensivenessPrinted leaflets to be clear, concise and informative in compliance with departmental standards.Air and noise assessments complying with acceptable scientific protocolEngineering advice and reports to be in compliance with Internationally accepted codes and standards including local lawsParliamentary questions properly researched, format accurate and submitted by deadlines	95 -100% 100% 95-100% 95-100% 100%	95 -100% 100% 95-100% 95-100% 100%	95 -100% 100% 95-100% 95-100% 100%
TIMELINESS <ul style="list-style-type: none">School visits/promotions and lectures to be conducted as scheduledPrinted leaflets available for immediate distributionAir quality and noise assessments conducted as schedule between clientsOther reports which are completed within 7 days after completion of the investigation/researchWritten questions or requests from Cabinet, Legislative Assembly or Minister prepared and presented by due date	95 -100% 100% 95-100% 95-100% 100%	95 -100% 100% 95-100% 95-100% 100%	95 -100% 100% 95-100% 95-100% 100%
LOCATION <ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$1,801,733	\$1,947,817	\$2,539,271
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Outputs: EVH1, EVH 8, EVH 9, EVH10, EVH 11, EVH 15			

HES 9	Environmental Health Monitoring Services		
DESCRIPTION Provision of services such as, statutory nuisance monitoring and enforcements, occupational hygiene and safety services, surveillance inspections and monitoring; control of pollution from sources; and protection of public premises and correspondence to the Minister and Cabinet on Boards and Committees.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of complaints investigatedNumber of procurement of water samples	700-800 600-800	700-800 600-800	1,452 1,422
QUALITY			
<ul style="list-style-type: none">Investigations and reports which meet internal peer review standards for accuracy, relevance and adherence to applicable standardsFood and water samples collected and managed in accordance with acceptable laboratory standards	90-100% 90-100%	90-100% 90-100%	90-100% 90-100%
TIMELINESS			
<ul style="list-style-type: none">Responses to complaints within allotted period: High-risk complaints within 24 hours, medium within 72 hours, and low 120 hoursSamples collected and delivered to laboratory standards	90-100% 90-100%	90-100% 90-100%	90-100% 90-100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$394,094	\$420,608	\$506,751
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Outputs: EVH 17			

HES 10	Emergency Response Services		
DESCRIPTION			
Hazardous waste operations and emergency response to natural or manmade events.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of responses to all hazardous material incidentsNumber of disaster management responses	1-3 2-3	1-3 2-3	9 2
QUALITY			
<ul style="list-style-type: none">Responses and drills which are appropriately conducted and assessed by peer review which will consider human and environmental safety.The ability to respond promptly to a storm, hurricane or other event based on national and departmental plans	95-100% 95-100%	95-100% 95-100%	95-100% 95-100%
TIMELINESS			
<ul style="list-style-type: none">Responses within 6-8 hours of receiving notification of a hazardous material spill or situationActivate the pre-hurricane response plan before the events as outlined in the departmental documents and along national plans	95-100% 95-100%	95-100% 95-100%	95-100% 95-100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$144,100	\$145,587	\$230,345
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Budget Statement Output: EVH 14			

HES 11	Mosquito Control Services		
DESCRIPTION			
<ul style="list-style-type: none">Maintain the capability to carry out a Larviciding programme to control swamp-breeding mosquitoesMosquito control call-out serviceProvide education programme to promote awareness of mosquito control methods and public safetyProgramme to control swamp-breeding mosquitoes by non-chemical (physical and biological) means, Including the annual hatch and strand programme. Programme to reduce the number of disease vector mosquitoes, monitor populations of these species, and prevent the importation of disease-carrying mosquitoes			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Ground ApplicationsNumber of call-out requestNumber of visits/presentationsNumber of Swamp flooded and drainedNumber of Ovipots collected	150-200 200-250 2-4 2 5,000-6,000	150-200 200-250 2-4 2 5,000 – 6,000	220 450 10 2 8,400
QUALITY			
<ul style="list-style-type: none">Applications conform to the operations manual and other relevant guidelinesCall-out requests responded to and mosquito complaints resolvedVisits/presentations carried out by qualified personnelOperations to be completed with supervisor sign-off and in Compliance with the operational plan	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">On-going throughout period. Provide capability to make larvicide applications at any time, as environmental conditions requireRespond to call-out request within 24 hoursCompleted according to departmental scheduleOperations completed within timescale set by supervisor	80-100% 100% 100% 100%	80-100% 100% 100% 100%	80-100% 100% 100% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$7,432,208	\$7,558,200	\$9,613,500
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises of Budget Statement Outputs: MRC 3, MRC 4, MRC 8, MRC 11, MRC 12, MRC 14, MRC 15			

HES 18	Counselling and Support Services			
DESCRIPTION Counselling and support services involving: <ul style="list-style-type: none">Provision of individual, couples, family and group therapy and programmes to residents needing assistance with drug and alcohols issues, and family and relationship problems.Provision of psycho-educational and experiential parent programme to support the personal, social and/or life skills growth of adolescent parents.The provision of social work intervention services including: supervision, advocacy, counselling, case conferences, mediation and conflict resolution, home school and facility visits and overseas travel with client.				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of sessions, visits, assessments, screenings, conferences, workshops, and presentationsNumber of placements offered		10,862-11,543 493	10,862-11,543 493	13,177 595
QUALITY <ul style="list-style-type: none">Assessments, sessions, workshops, and presentations conducted by skilled and qualified staffPlacement in compliance with agency standards		100% 100%	100% 100%	100% 100%
TIMELINESS <ul style="list-style-type: none">Assessments, sessions, programmes, workshops offered on a rotational basis throughout the yearSocial Work services offered during normal working hours and after hours where required		100% 90-100%	100% 90-100%	100% 90-100%
LOCATION <ul style="list-style-type: none">Cayman Islands		100%	100%	100%
COST		\$3,360,318	\$3,449,732	\$4,510,000
RELATED BROAD OUTCOMES: Stronger Communities and Support for the Most Vulnerable Reducing Crime and the Fear Of Crime.				
This Group Comprises Budget Statement Outputs: DCS15, DCS16, DCS17, DCS18, DCS21, DCS22, DCS24, DCS27, DCS28, DCS29, DCS31, DCS32, DCS33				

HES 19	Policy Advice and Awareness Programmes			
DESCRIPTION Provision of policy advice and administrative services including: <ul style="list-style-type: none">• Preparation of policy advice papers and papers• Preparation of parliamentary Questions Public education and training activities relating to: <ul style="list-style-type: none">• Life skills and vocational training for young parents• Community outreach presentations				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Reports, written or verbal, responses and advice provided to the Ministry• Number of meetings attended• Number of parliamentary questions, cabinet papers and speaking notes drafted• Number of public awareness campaigns• Number of media events• Number of newsletters produced and distributed• Number of other public relation events participated in to raise awareness		3-5 15-18 3-5 6-10 50-60 12 9-10	3-5 15-18 3-5 6-10 50-60 12 9-10	7 19 5 15 60 18 15
QUALITY <ul style="list-style-type: none">• Information provided based on research and best practice guidelines• Accurate and relevant information is provided by qualified and trained professionals• Public awareness campaigns utilize various mediums		100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS <ul style="list-style-type: none">• Advice and reports provided in accordance with agreed deadlines with the Ministry• Newsletter published monthly• Public Awareness Campaigns throughout the year		100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION <ul style="list-style-type: none">• Cayman Islands		100%	100%	100%
COST		\$174,355	\$183,268	\$390,836
RELATED BROAD OUTCOMES: Stronger Communities and Support for the Most Vulnerable Reducing Crime and the Fear Of Crime				
This Group Comprises Budget Statement Outputs: DCS 19, DCS 26				

HES 21	Environmental Services and Research			
DESCRIPTION To develop and maintain world-class framework for the protection of the natural environment and resources and to provide all licensing, monitoring, reporting and compliance functions under relevant local legislation and international treaties. To provide an operational framework that supports conservation and sustainable management of the natural environment and resources and to coordinate oil spill contingency planning and provide management services.				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of policy papers/reports/press releases and advisories issuedNumber of Licences and Permits reviewed and issuedEnvironmental assessment services and environmental management advice<ul style="list-style-type: none">Reviews of Coastal Works ApplicationReviews of Planning ApplicationsSupervision of Environmental Impact AssessmentsConsultation and advice on environmental considerations for local projectsNumber of days providing marine oil spill response services		15-30 150-200 20-60 25-70 1-3 20-80 365	15-30 150-200 20-60 25-70 1-3 20-80 365	15-30 150-200 20-60 25-70 1-3 20-80 365
QUALITY <ul style="list-style-type: none">All reports will be based on a thorough understanding of the environmental issues and consensus advice received from the Department of Environment (DOE) Technical Review CommitteeLicences and permits issued in accordance with the relevant laws and treatiesReports, findings and recommendations will be written and reported in a clear, concise and professional manner and will be:<ul style="list-style-type: none">Based on a consensus of advice and thorough understanding of environmental and scientific issues following an extensive review by DOE staffBased on additional advice sought from other agencies and professionals, both locally and overseas as appropriateApproved by the Director of EnvironmentFirst responder actions compliant with IMO guidelines and best practices		100% 100% 100% 90%	100% 100% 100% 90%	100% 100% 100% 90%
TIMELINESS <ul style="list-style-type: none">All reports prepared within agreed time framesLicences and permits issued within required legislated timeframe of submission of all necessary documentationReports, findings and recommendations produced within agreed timeframesMarine oil pollution incident investigated within 12 hours of notification 365 days per year		100% 100% 100% 95%	100% 100% 100% 95%	100% 100% 100% 95%
LOCATION <ul style="list-style-type: none">Cayman Islands		100%	100%	100%
COST		\$4,918,742	\$5,188,000	\$5,437,161
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment				
This Group Comprises Budget Statement Outputs: ENV14, ENV15, ENV22, ENV23, ENV24, ENV25				

OUTPUT SUPPLIER: HEALTH SERVICES AUTHORITY

HEA 2	Medical Care for Indigents		
DESCRIPTION			
Provision of medical care to indigent patients which includes: <ul style="list-style-type: none">primary caresecondary care servicesDental and mental health care			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of emergency visits to Accident and Emergency	1,800 – 3,800	1,800 – 3,800	3,917
<ul style="list-style-type: none">Number of General Practice(GP) clinic visits	3,000 – 6,500	3,000 – 6,500	8,354
<ul style="list-style-type: none">Number of specialist clinic visits	2,500 – 5,500	2,500 – 5,500	6,123
<ul style="list-style-type: none">Number of dialysis patient treatment session	1,800 – 2,400	1,800 – 2,400	2,117
<ul style="list-style-type: none">Number of in-patient days	2,000 – 5,000	2,000 – 5,000	6,327
<ul style="list-style-type: none">Number of dental clinic visit	500 – 1,000	500 – 1,000	1,509
<ul style="list-style-type: none">Number of Inpatient admission	400 – 1,000	400 – 1,000	1,077
QUALITY			
<ul style="list-style-type: none">Percentage of patients satisfied with the service	95-100%	95-100%	NIL
<ul style="list-style-type: none">Emergency services available 24 hours per day, 365 days per year	100%	100%	100%
<ul style="list-style-type: none">Outpatient visits scheduled on average within two weeks of request	95-100%	95-100%	NIL
<ul style="list-style-type: none">Elective inpatient admissions scheduled within two weeks of request	95-100%	95-100%	100%
TIMELINESS			
<ul style="list-style-type: none">Percentage of patients seen in GP within 30 minutes of appointment	75-80%	75-80%	80%
<ul style="list-style-type: none">Percentage of patients seen in SPC within 30 minutes of appointment	75-80%	75-80%	80%
<ul style="list-style-type: none">Percentage of patients seen in Dental Clinic within 30 minutes of appointment time	75-80%	75-80%	80%
LOCATION			
<ul style="list-style-type: none">Cayman Islands Hospital, Faith Hospital and District Clinics (the latter for outpatients only)	100%	100%	100%
COST			
	\$10,971,006	\$10,971,006	\$16,456,507
RELATED BROAD OUTCOME:			
Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Output: HSA 7			

HEA 6	Medical Services in Cayman Brac and Little Cayman		
DESCRIPTION			
<ul style="list-style-type: none">Maintenance of health care facilities in Cayman Brac and Little Cayman.Provision of public health, mental health, specialist services and pre-hospital emergency care (ambulance service).			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Maintenance of facilities including utilities for Faith Hospital, Dental Clinic and Little Cayman ClinicTotal number of public health visitsTotal number of Specialist clinic visitsTotal number of mental health visitsTotal number of ambulance calls, patient transport and home visits	3 2,000-3,000 3,500-6,500 250-500 400-700	3 2,000-3,000 3,500-6,500 250-500 400-700	5 2,081 6,920 572 527
QUALITY			
<ul style="list-style-type: none">Emergency services available 24 hours per dayPercentage of school aged children fully immunized as per National Immunization SchedulePercentage of infants (<5yrs) fully immunized as per National Immunization Schedule	100% 90-100% 95-100%	100% 90-100% 95-100%	100% 90% 95%
TIMELINESS			
<ul style="list-style-type: none">Outpatient visits scheduled on average within one week of requestElective Inpatient admissions scheduled within two weeks of request	95-100% 95-100%	95-100% 95-100%	95% 100%
LOCATION			
<ul style="list-style-type: none">Health Service Authority facilities on Cayman Brac and Little Cayman	100%	100%	100%
COST	\$3,783,158	\$3,783,158	\$5,542,737
RELATED BROAD OUTCOME: Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Output: HSA 21			

HEA 10	Ambulance Services		
DESCRIPTION			
Provision of 24 hours a day pre-hospital emergency care and non-emergency transport for residents and visitors in Grand Cayman			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Total number of emergency and non-emergency calls	4,000 – 7,500	4,000 – 7,500	7949
QUALITY			
<ul style="list-style-type: none">All vehicles and equipment check thoroughly daily (as per protocol) for roadworthiness and operational effectiveness	100%	100%	98%
TIMELINESS			
<ul style="list-style-type: none">Unit dispatched within three minutes of call (unless unit on another call)	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Station at West Bay Clinic, Grand CaymanStation at North Side Clinic, Grand CaymanGeorge Town Hospital, Grand Cayman	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
COST	\$2,547,293	\$2,547,293	\$3,820,939
RELATED BROAD OUTCOME:			
Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Output: HSA 23			

HEA 11	Services at District Health Clinics		
DESCRIPTION			
Provision of primary health care services: routine medical care, home health care of the elderly and home bound; antenatal and postnatal care, mental health care, child health services, health promotion, nutrition counselling and communicable disease surveillance. Services provided at four District Health Centres in Grand Cayman.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Doctor’s clinic sessionsNumber of Nurse’s Clinic sessionsNumber of Child Health clinic sessionsNumber of Postnatal clinic sessions (Mothers, Babies and Public Health)Number of physicians Home visit sessionsNumber of Nurse home visits	3,450-5,500 6,000-9,450 645-1,020 530-850 245-385 2,150-3,350	3,450-5,500 6,000-9,450 645-1,020 530-850 245-385 2,150-3,350	5,965 10,273 1,195 716 481 3,908
QUALITY			
<ul style="list-style-type: none">Percentage of infants fully immunized against diphtheria, whooping cough, tetanus, polio and haemophilus influenza B (annual data)Percentage of postnatal mothers with at least two home visitsPercentage of clients satisfied with the service (periodic survey)	90-100% 90-100% 80-90%	90-100% 90-100% 80-90%	95% 90% 85%
TIMELINESS			
<ul style="list-style-type: none">Clinics held as per schedule	98-100%	98-100%	100%
LOCATION			
<ul style="list-style-type: none">North Side, Bodden Town, East End, George Town	100%	100%	100%
COST	\$2,242,947	\$2,242,947	\$3,364,420
RELATED BROAD OUTCOMES: A Fit and Healthy Population Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Outputs: HSA 31, HSA 32, HSA 33, HSA 34			

HEA 12	Mental Health Services		
DESCRIPTION			
Provide residents and visitors of the Cayman Islands with 24 hour inpatient and outpatient mental health services. Providing mental health/status assessments and treatment of patients referred for care of psychiatric disorders, diagnostic testing, and psychological consultation. Consultation with other Government departments and assessment and management of acute exacerbation of symptoms.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of bedsNumber of patientsNumber of patient daysNumber of patient days for clients detained under involuntary status (Mental Health Law, Remand)Number of visits to Day CentreNumber of Clients using Day CentreNumber of Outpatient Clinic VisitsNumber of home visit	8 100-200 1,800-3,000 400-800	8 100-200 1,800-3,000 400-800	12 200 3,227 288
<ul style="list-style-type: none">Number of visits to Day CentreNumber of Clients using Day CentreNumber of Outpatient Clinic VisitsNumber of home visit	800-1,550 50-100 3,000-5,500 20-100	800-1,550 50-100 3,000-5,500 20-100	2,097 368 7,328 51
QUALITY			
<ul style="list-style-type: none">Average length of stay in hospital (days)Percentage of patients requiring re-admission for the same condition within three days of dischargePercentage compliance with an internal clinical quality review program	10-15 <20% 95-100%	10-15 <20% 95-100%	15 0 N/A
TIMELINESS			
<ul style="list-style-type: none">Percentage of patients seen within 12 hours of emergency callPercentage of admissions accepted within one hour of notificationPercentage of patients seen within 30 minutes of appointment timePercentage of patients who receive appointment within 72 hrs of request	100% 75-80% 95-100% 96-100%	100% 75-80% 95-100% 96-100%	100% 75% 95% 96%
LOCATION			
<ul style="list-style-type: none">George Town Hospital, Mental Health In-Patient and Out-Patient Units, Grand Cayman	100%	100%	100%
COST			
	\$2,731,204	\$2,731,204	\$4,096,806
RELATED BROAD OUTCOME: Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Output: HSA 28			

HEA 16	Geriatric Services		
DESCRIPTION			
To provide comprehensive health care to residents > 59 years old who are uninsured or under insured or have exhausted their coverage.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of admissions (excluding indigents)Number of inpatient daysNumber of outpatient visits (primary, specialist and dental)Number of prescriptions dispensed	10-150 200 -1,000 400-1,200 500-1,000	10-150 200 -1,000 400-1,200 500-1,000	27 155 276 750
QUALITY			
<ul style="list-style-type: none">Average Length of Stay (LOS)Readmissions within 1/52 with same diagnosisPatient safety eventsAverage number of prescriptions/patient	2-5 days <1% 0% 1-6	2-5 days <1% 0% 1-6	2-5 days <1% 0% 1-6
TIMELINESS			
<ul style="list-style-type: none">Average time from decision to admission within 2 hoursWaiting time to SPC appointment less than 4 weeksOutpatient visits scheduled on average within 2 weeks of requestElective inpatient admissions scheduled within 2 weeks of request	95-100% 80-90% 90-100% 100%	95-100% 80-90% 90-100% 100%	95% 84% 90% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$615,364	\$615,364	\$923,046
RELATED BROAD OUTCOME:			
Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Output: HSA 37			

HEA 17	Medical Care Beyond Insurance Coverage/Un-Insured		
DESCRIPTION			
Provision of Medical care for beyond insurance coverage/ un-insured children which includes: General Practice, Specialist clinic visits, emergency medical care, diagnostic and therapeutic support services and inpatient care for children <18 years of age.			
Provision of Medical care for pregnant women beyond Insurance Coverage which includes: Specialist clinic visits, emergency medical care, diagnostic and therapeutic support services and inpatient care.			
Provision of Postnatal and Family Planning Services to Uninsured /Under Insured Caymanians (including spouses of Caymanians) beyond Insurance Coverage. The service provides clinic visits, family planning services and methods.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of emergency visits at Accident and EmergencyNumber of visits to General PracticeNumber of specialist clinic visitsTotal number of antenatal visitsTotal Number of family planning clinic visits (OB/GYN)	1,800-2,400 3,750-5,000 3,500-5,000 1,000-1,600 300-600	1,800-2,400 3,750-5,000 3,500-5,000 1,000-1,600 300-600	3,593 5,708 6,758 2,138 450
QUALITY			
<ul style="list-style-type: none">Percentage of compliance with internal quality review programPercentage of parents satisfied with the servicePercentage of pregnant women booking before 16 weeks gestationPercentage of pregnant women with at least 8 antenatal visits	95-100% 95-100% 70-100% 90-100%	95-100% 95-100% 70-100% 90-100%	95% 95% 75% 98%
TIMELINESS			
<ul style="list-style-type: none">Emergency services available 24 hours per day, 365 days per yearOutpatient visits scheduled on average within two weeks of requestElective inpatient admissions scheduled within two weeks of requestAvailability of appointment as per protocol	100% 95-100% 95-100% 98-100%	100% 95-100% 95-100% 98-100%	100% 95% 95% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands Hospital and Faith HospitalWomen’s health Centre ;Faith Hospital, West Bay and Bodden Town– Obstetrician/Gynecologist visits (Midwives visits are in Public Health output)	100% 100%	100% 100%	100% 100%
COST	\$1,170,000	\$1,170,000	\$1,755,000
RELATED BROAD OUTCOME: Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Outputs: HSA 1, HSA 2, HSA 3			

HEA 18	School Health Services		
DESCRIPTION			
<ul style="list-style-type: none">Provision of health education, screening and immunization services at all schools and treatment of minor ailments in school based clinics.Provision of routine dental care at the clinics and hospitals.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of school nurse clinic sessionsNumber of school health screening sessionsNumber of health education sessionsNumber of clinic sessions by school dental officeNumber of clinic sessions by school dental therapistsNumber of clinic sessions by dental hygienists	1,000-1,400 800- 1,600 300-400 300-550 800-1,400 200-600	1,000-1,400 800- 1,600 300-400 300-550 800-1,400 200-600	1,673 881 365 488 452 1,413
QUALITY			
<ul style="list-style-type: none">Percentage of school aged children fully immunized as per National Immunization SchedulePercentage of compliance with clinical quality programs	95-100% 95-100%	95-100% 95-100%	90% 95%
TIMELINESS			
<ul style="list-style-type: none">Percentage of students assessed prior to school entry per school year (September – July)	90-100%	90-100%	100%
LOCATION			
<ul style="list-style-type: none">School nursing service--School Health Centres (John Gray and George Hicks High Schools) full time nurse; Red Bay Primary – twice weekly; George Town Primary – twice weekly; Savannah Primary – twice weekly; Prospect Primary-twice weekly; Private schools –twice weekly (excluding the Clifton Hunter High School)School dental service—George Town dental clinic, West Bay Health Centre, Bodden Town Health Centre, John Gray High School, George Hicks High School, Red Bay primary, Prospect Primary, John A. Cumber Primary, and dental caravan (rotating at various schools)	95-100% 95-100%	95-100% 95-100%	100% 100%
COST	\$1,470,445	\$1,470,445	\$1,755,000
RELATED BROAD OUTCOME: Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Outputs: HSA 11, HSA 12			

HEA 19	Medical Care for Chronic Ailments			
DESCRIPTION				
To provide care to Cayman residents with chronic non-communicable diseases who are either uninsured or under insured.				
MEASURES		2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY				
<ul style="list-style-type: none">Patients seen with chronic non-communicable diseases e.g. cancer, hypertension, diabetes, renal failure etc.		40-100	40-100	60
QUALITY				
<ul style="list-style-type: none">Percentage of chronic patients seen by a physician monthlyPercentage of patients seen by nutritionist monthlyPercentage of patients with blood studies completed monthly		95-100% 95-100% 85-95%	95-100% 95-100% 85-95%	95% 95% 85%
TIMELINESS				
<ul style="list-style-type: none">Number of patients seen within 30 minutes of appointment		100%	100%	90%
LOCATION				
<ul style="list-style-type: none">Cayman Islands Hospital		100%	100%	100%
COST		\$775,608	\$775,608	\$1,163,412
RELATED BROAD OUTCOME: Access to Quality, Affordable Healthcare				
This Group Comprises Purchase Agreement Output: HSA 38				

HEA 20	Public Health Programmes, Investigations and Treatments		
DESCRIPTION			
Provision of administrative services for the Public Health programmes such as communicable disease surveillance and control, HIV/AIDS, Immunization, Tobacco Control, Health Promotion programmes and their implementation.			
This includes provision of medical examinations or tests in the interest of the public health of these islands and medical care at H.S.A. to clients with AIDS, Tuberculosis (TB), Malaria or other communicable disease as certified by the Medical Officer of Health, as per the Health Fees Law and Regulations.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of hours of administrative servicesNumber of Communicable Disease reports compiled from thirteen sentinel sitesNumber of antigens included in the vaccination programmeNumber of PLWHA (person living w/HIV/AIDS) living on IslandNumber of TB patients treated	500-800 45-55 14-16 70-80 0-8	500-800 45-55 14-16 70-80 0-8	750 80 21 106 5
QUALITY			
<ul style="list-style-type: none">Programme documents and programme meet the quality review of Caribbean Epidemiology Centre (CAREC) / Pan American Health Organization (PAHO)Percentage of sites reporting weeklyPercentage of participants satisfied (average per survey respondents)Percentage of TB patients that completed the full treatment protocol	95-100% 95-100% 75-85% 95-100%	95-100% 95-100% 75-85% 95-100%	95% 95% 75% 100%
TIMELINESS			
<ul style="list-style-type: none">Percentage Compliance with weekly surveillance reports to CARECPercentage of Health Promotion sessions and events conducted as scheduledEmergency Service Available 24 hours per day	98-100% 95-100% 100%	98-100% 95-100% 100%	98% 95-100% 100%
LOCATION			
<ul style="list-style-type: none">Services provided through Public Health Department at H.S.A.Health Centres George Town, West Bay, Bodden Town, East End, North Side and Cayman Brac	100% 100%	100% 100%	100% 100%
COST	\$2,035,909	\$2,035,909	\$3,053,864
RELATED BROAD OUTCOME: Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Outputs: HSA 39, HSA 41			

HEA 21	Medical Internship Programme		
DESCRIPTION			
Provision of medical internship at the Health Services Authority to strengthen the capacity building of the cadre of junior doctors and to support and sustain clinical development through interaction with consultant level staff at the Authority.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Interns	3	3	4
QUALITY			
<ul style="list-style-type: none">Programme satisfies the requirements of the Caribbean Association of Medical Council (CAMC)	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">In accordance with CAMC’s requirements	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands Hospital	100%	100%	100%
COST	\$150,000	\$150,000	\$225,000
RELATED BROAD OUTCOME: A Fit and Healthy Population			
This Group Comprises Purchase Agreement Output: HSA 40			

HEA 23	Provision of Antiretroviral Medication		
DESCRIPTION			
This output provides antiretroviral medication for People living with HIV/AIDS(PLWHA) and prophylaxis for uninfected partners. <ul style="list-style-type: none">Average monthly cost of antiretroviral to patients(\$3,825)Monthly cost of prophylaxis per patient (\$600)			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of PLWHA under H.S.A. care (with HSA-PH card)Number of persons on prophylactic treatment	30 5	30 5	28 4
QUALITY			
<ul style="list-style-type: none">Percentage patients complying with antiretroviral regime	95-100%	95-100%	95%
TIMELINESS			
<ul style="list-style-type: none">Percentage PLWHA having quarterly reviewsPercentage of patients commencing treatment within one week of diagnosis	100% 100%	100% 100%	100% 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands Hospital, Faith Hospital	100%	100%	100%
COST	\$942,000	\$942,000	\$1,413,000
RELATED BROAD OUTCOME: Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Output: HSA 42			

HEA 24	Provision of Psychological Trauma Diagnosis and Treatment for Children		
DESCRIPTION Provision of psychological trauma services and psychological expertise in child sexual abuse treatment to the Cayman Islands Government Health Service. To provide high quality assessments, trauma related diagnoses, treatment planning and support for children who have been abused or who are at high risk for abuse. Works with other health care professionals and community partners to provide a comprehensive multi-disciplinary team approach to service users’ care and treatment planning. To provide factual and evidence based information to the community towards the reduction of child abuse and their role in providing a safe and nurturing environment for the healthy development of the Children of the Cayman Islands.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Total number of new child abuse cases referred per yearAt least one activity report per quarter to the Medical Director. This report shall include statistical data as well as any relevant activities for that monthFacilitation of at least 4 public education events/ seminars per year that provide evidence based information on child abuse prevention and/or creation of safer communities for the children of the Cayman IslandsCompletion of full trauma assessment reports for all new cases referred through the Family Support UnitParticipation in at least one training per year focusing on development of international standard child trauma service provision for child abuse victims and their families.	30-60 4 4 10-12 1-2	30-60 4 4 10 – 12 1 – 2	86 6 4 36 2
QUALITY <ul style="list-style-type: none">Percentage of children referred in writing, seen within 4 weeks of initial referral.Percentage of persons attending community trainings that provide written feedback on provided feedback forms indicating average or above satisfaction with the content of the training	100% 100%	100% 100%	100% 100%
TIMELINESS <ul style="list-style-type: none">Available 8 hours per day, 5 days per week.Available for special events/activities on weekends.	100% 100%	100% 100%	100% 100%
LOCATION <ul style="list-style-type: none">Cayman Islands Hospital	100%	100%	100%
COST	\$100,000	\$100,000	\$150,000
RELATED BROAD OUTCOME: Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Output: HSA 43			

HEA 25	Management and Maintenance of Cancer Registry		
DESCRIPTION Collection, management, and analysis of cancer surveillance data for Cayman Islands. The purpose of the Cayman Islands Cancer Registry is to gain the most accurate understating of cancer trends in the Cayman Islands population in order to learn how to best prevent and manage this disease of high public health significance.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Total number of new cancer cases registered per yearAt least one activity report per month to the Cancer Registry Board. This report shall include statistical data as well as any relevant activities for that monthAttendance at least 4 events per year through the Cayman Islands Cancer Society which provide the opportunity for cancer survivors to registerParticipation in at least one training per year focusing on cancer surveillance and cancer trends	24-36 12 4-6 1-2	24-36 12 4-6 1-2	92 18 11 2
QUALITY <ul style="list-style-type: none">Percentage of cancer surveillance data collected that meets the minimum requirements as set forth by the World Health OrganizationPercentage of data collected of a high quality, free of errors and/or duplicates	100% 100%	100% 100%	100% 100%
TIMELINESS <ul style="list-style-type: none">Available 8 hours per day, 5 days per week.Available for special events/activities on weekends	100% 50%	100% 50%	100% 50%
LOCATION <ul style="list-style-type: none">Cayman Islands Hospital	100%	100%	100%
COST	\$38,666	\$38,666	\$58,000
RELATED BROAD OUTCOME: Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Output: HSA 44			

OUTPUT SUPPLIER: CAYMAN ISLANDS NATIONAL MUSEUM

MUS 4	Collection and Preservation of Significant Material Evidence		
DESCRIPTION Collection and preservation of material evidence significant to our culture, history and heritage, including: <ul style="list-style-type: none">Collection, documentation and preservation of materialProtection, scientific research of, and limited public access to Museum collections, and materials of Caymanian heritage			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of artefacts collected and ProcessedNumber of new accessions registeredResearch into natural/cultural history topicsGeneral care and preservation of all the Museum’s collections	50 -100 20-40 1-6 9,650	50 -100 20-40 1-6 9,900	75-150 30-60 1-9 9,400
QUALITY <ul style="list-style-type: none">Managed in accordance with the Collections Management Policy, AAM Code of Ethics, and SHA Code of Ethics. Standards set by the following Standing Professional Committees: AAM Curators Committee, Registrars Committee, ICOM/ ICCROM/ ICOMOSResearch conducted with due professional care as established in the Museum written Collections Management Policy	100% 100%	100% 100%	100% 100%
TIMELINESS <ul style="list-style-type: none">Ongoing	100%	100%	100%
LOCATION <ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$147,744	\$147,744	\$221,616
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Output: CNM 1			

MUS 5	Museum Facilities, Exhibitions and Displays		
DESCRIPTION			
Public access to and educational services from, displays, exhibitions, library, publications, research collections and programmes of the Cayman Islands National Museum including: <ul style="list-style-type: none">• Providing museum facilities, exhibitions, displays and general public access to them• Provision of a land-based Maritime Heritage Trail and Shipwreck Preserves• Provision of restaurants, shops and other facilities for the use by the public and in furtherance of the mission and purposes of the Cayman Islands National Museum• Liaising with local and international groups having similar objectives, for loan or exchange of artefacts and exhibits, and the exchange of knowledge and information			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Permanent cultural/natural history exhibition• Number of visitors to the museum and shop• Number of tours• Number of special events and activities	1 15,000-20,000 50-100 5-12	1 15,000-20,000 50-100 5-12	1 22,500-30,000 75-150 5-12
QUALITY <ul style="list-style-type: none">• Exhibitions and displays to accepted international museum standards as set by the National Association of Museum Exhibitions, Smithsonian Guidelines for Accessible Exhibition Design, ICOM, AAM• Professional standards of protection and security including a fully implemented disaster/ emergency preparedness plan and full insurance	100% 80%	100% 80%	100% 80%
TIMELINESS <ul style="list-style-type: none">• Ongoing	100%	100%	100%
LOCATION <ul style="list-style-type: none">• Grand Cayman	100%	100%	100%
COST	\$541,928	\$575,928	\$812,592
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Output: CNM 2			

MUS 6	Provision of Policy and General Advice on Museum Matters		
DESCRIPTION			
Provision of services to support the Ministry: <ul style="list-style-type: none">• Direct, manage and assist the Cayman Islands National Museum to fulfil its mission and purposes• Support Government’s request for information to further the cultural well-being of the Cayman Islands• Assist the Ministry in creating national culture policies and plans; and any necessary legislation• Provide reports and other documentation requested by the Ministry, Cabinet and other Government Departments			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Replies to questions from Cabinet, Legislative Assembly and others• Draft replies to correspondence• Information requests• Quarterly and annual reports• Briefings for meetings• Specified and additional papers	2-15	2-15	2-15
	1-10	1-10	2-15
	25-50	25-50	40-75
	4/1	4/1	6/1
	1-6	1 – 6	2-9
	1-36	1 - 6	2-9
QUALITY			
<ul style="list-style-type: none">• All papers will define issues clearly and succinctly, with the nature and scope of the issues being clear, and have recommendations which are unambiguous• All replies to questions, correspondence and reports must be comprehensive and accurate and to professional standards	100%	100%	100%
	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">• Within time frames required	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">• Grand Cayman	100%	100%	100%
COST	\$131,328	\$131,328	\$196,992
RELATED BROAD OUTCOME: he Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Output: CNM 3			

OUTPUT SUPPLIER: CAYMAN NATIONAL CULTURAL FOUNDATION

NCF 7	Arts and Culture Preservation, Documentation and Promotion		
DESCRIPTION			
<ul style="list-style-type: none">• Preservation of the national collection of 125 Gladwyn K. Bush artworks acquired on behalf of the people of the Cayman Islands. This may include periodically exhibiting the works, upon invitation.• Producing an annual Arts Awards presentation recognising individuals or groups whose work, or work with others, has made or is expected to make, in the long term, a meaningful contribution to the exploration, promotion or preservation of Caymanian cultural heritage and the development of Caymanian arts.• Maintaining a resource library of video and audio recordings, prints, photographs, books, magazines and other literature on or about art / culture (some of these materials are purchased; some, such as arts and culture journal and other literary works, are published by the CNCF).			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
National Collection of GK Bush artworks:			
<ul style="list-style-type: none">• Number of works in the collection	126-130	126-130	126
<ul style="list-style-type: none">• Number of inspections by art conservationist	-	1	1
<ul style="list-style-type: none">• Number of Art Preservation	3-4	3-4	3-4
<ul style="list-style-type: none">• Arts awards presentation(s)	1	1	1
<ul style="list-style-type: none">• Number of titles/materials available for public access			
<ul style="list-style-type: none">• Phase 1 of Survey of the Arts in Cayman: Survey design and development	745-760 5-10	750-770 5-10	745-760 5-10
<ul style="list-style-type: none">• Number of new literary works/cultural journals & Newsletters published	1-2	1-2	1
QUALITY			
<ul style="list-style-type: none">• Painting to be maintained in a stable environment to international standards for art collections, and to be inspected annually by an art preservation/restoration expert, who will prepare a report regarding their condition	80-100%	80-100%	80-100%
<ul style="list-style-type: none">• Arts Awards nominations reviewed and winners selected by panel of experienced persons in relevant fields.	100%	100%	100%
<ul style="list-style-type: none">• Library materials preserving or promoting Caymanian cultural heritage and the arts, and/or culture and the arts in general.	100%	100%	100%
<ul style="list-style-type: none">• CNCF produced publications to be reflective and inclusive of a range of local artists/and cultural organisations	80%	80%	80%
TIMELINESS			
<ul style="list-style-type: none">• GK Bush Collection Inspection – Bi-Weekly	100%	100%	100%
<ul style="list-style-type: none">• Arts Awards – 3rd Quarter	100%	100%	100%
<ul style="list-style-type: none">• Public access to Library – normal office hours	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">• The Harquail Theatre	100%	100%	100%
COST	\$99,873	\$99,873	\$149,810
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Output: NCF 1			

NCF 8	National Festivals and Stage Productions		
DESCRIPTION			
<ul style="list-style-type: none">Production of the Cayman I Islands International Storytelling Festival – <i>GIMISTORY</i> which showcases artistic expression (including music and spoken word performance), as well as aspects of traditionally Caymanian culture (such as cooking on caboose and community life) and sharing these experiences with international audience and roster of gifted performers from Cayman and overseas.Hosting/sharing the Caymanian arts and cultural experience at local and international arts and culture events, such as Cayfest Red Sky at Night, as well as conferences/seminars.Presentation of performing arts events, including at least one locally created theatrical production.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Cayman Islands International Storytelling Festivals – <i>GIMISTORY</i>Number of national/international arts and culture events hosted or attended/number of papers presentedNumber of Cayman National Cultural Foundation produced stage presentations	1 2-4 98-108	1 2-4 96-108	2 2-4 144-150
QUALITY			
<ul style="list-style-type: none">Professional / experienced Gimistory storytellers should be selected based on Board approved criteriaEvents/conference/seminar relevant to the Caymanian context and/or the work of the Cultural Foundation, as approved by Board.Production elements to be in keeping with the conventions of theatre, as determined by the Artistic Director	80% 100% 100%	80% 100% 100%	80% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Gimistory Festival – November 2018 and November 2019Events/Conferences / Seminars – 1st and 3rd QuartersPresentation of Stage Productions – 1st and 4th Quarters	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION			
<ul style="list-style-type: none">The Harquail Theatre and/or other stages/auditorium	100%	100%	100%
COST	\$498,536	\$498,536	\$701,157
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Outputs: NCF 2, NCF 3			

NCF 9	Training and Support for Artistic Development		
DESCRIPTION <ul style="list-style-type: none">Provision of training programmes in the performing, visual and/or literary arts and in the art of storytelling in the form of workshops, seminars or residencies for local performers, teachers and students.Provision of youth programmes involving the artistic disciplines of drama, dance, traditional arts and crafts, storytelling and music through the Young-At-Arts extra-curricular classes, performances, and field trips which will culminate in work-shows to showcase to a public audience the participants’ progress over the course of the workshop.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of public performances resulting form after school classes/rehearsals in performing artsWorkshops in Traditional, Visual, Literary and/or Performing ArtsArtistic grants awarded	2-5 1-3 8-16	2-5 1-3 8-16	4-8 3-6 12-20
QUALITY			
<ul style="list-style-type: none">Classes/programmes are delivered by qualified tutors in the respective field. Award of grants based on merit to individuals, and/or organisations that: Are not-for-profit, or are units of government, or educational institutions. Produce, present or support dance, literary arts, media arts, music, theatre, visual, traditional arts and crafts, and/or related arts.	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Workshops held 2nd and 4th QuartersGrants publicized – On-goingPerformances – Summer Holidays and During School Year	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION			
<ul style="list-style-type: none">The Harquail Theatre and other venues in Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$61,591	\$61,591	\$92,383
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Outputs: NCF 4, NCF 5			

OUTPUT SUPPLIER: NATIONAL GALLERY OF THE CAYMAN ISLANDS

NAG 1	Exhibitions and Collection		
DESCRIPTION			
Provision of exhibitions of visual arts, and related educational programming, for students, residents and visitors.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of exhibits in Central VenueTarget of visitors for each exhibitionTarget of visitors for offsite exhibitionEducation resources for exhibitionsBlue Dragon TrailManagement and upkeep of NGCI Exhibitions Facility	4 4,000 1 6 1 6	4 4,000 1 6 1 6	6 4,000 1 8 1 0
QUALITY			
<ul style="list-style-type: none">Exhibitions mounted in accordance with international guidelines	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Exhibition one (July – August)Exhibition two (Sept – Nov)Exhibition three (Dec – March)Exhibition four (April – June)Permanent Collection Gallery Exhibition rotationEducation resources for exhibitionsBlue Dragon Public Art Project	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%
LOCATION			
<ul style="list-style-type: none">The National Gallery, Easterly Tibbetts HighwayHeritage House for the exhibitions in Cayman BracDistricts around the Cayman islands	100% 100% 100%	100% 100% 100%	100% 100% 100%
COST	\$169,940	\$169,940	\$174,290
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Output: GAL 1			

NAG 2	National Art Collection		
DESCRIPTION			
<ul style="list-style-type: none">Provision to acquire, conserve, and exhibit a National Art Collection and related research materials (database, conservation materials, and art library).			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Management and Upkeep of Collections Gallery and Art Library	1	1	1
<ul style="list-style-type: none">Library collection (Books, arts journals, magazines, DVD’s and videos for public loan)	3,050	3,100	3,000
<ul style="list-style-type: none">Number of artworks in NGCI’s National Collection	213	218	205
<ul style="list-style-type: none">Collections management - electronic filing and conservation	1	1	1
<ul style="list-style-type: none">Development of classroom and education materials relating to National Collection and the History of Caymanian Art	15	15	15
<ul style="list-style-type: none">National Art Collection Guide (research/development/publishing)	1	1	1
<ul style="list-style-type: none">Audit of collection conditions twice annually	1	1	1
QUALITY			
<ul style="list-style-type: none">Managed in accordance with the NGCI Collections Management Policy and the MA (UK) and ICOM Code of Ethics and universal environmental standards for storing artwork.	100%	100%	100%
<ul style="list-style-type: none">Increased public access to and enjoyment of National Collection increase through donations and purchases	100%	100%	100%
<ul style="list-style-type: none">Increase Library holdings through donations and purchase	100%	100%	100%
<ul style="list-style-type: none">Accession records of collection kept up to date in hard copy and computer files	100%	100%	100%
<ul style="list-style-type: none">National Art Collection Guide (research/development/publishing)	100%	100%	100%
<ul style="list-style-type: none">Successful condition audits	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Data, collections and files updated continually	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">The National Collection is displayed at the National Gallery facility. The Art Library comprising books, journals, magazines, DVD’s and other research material is housed at the Education Centre. Collections Storage Facility is off premises in Industrial Park	100%	100%	100%
COST	\$120,620	\$120,620	\$100,554
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Output: GAL 2			

NAG 3	Art Education and Outreach Programmes		
DESCRIPTION			
<ul style="list-style-type: none">Provision of arts education programmes (children and youth); continuing education programmes (adults), internships, career advice and scholarships that promote the practice and appreciation of the visual arts of the Cayman Islands and beyond. Provision of outreach programmes for the therapeutic and rehabilitation purposes.Provision of the development, promotion and publication of Cayman Islands Visual Arts information, both locally and overseas, including consultation to Government on matters relating to arts and culture and related policies.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Education ProgrammesNumber of Scholarships/Internships & TrainingPreparation and publishing of NGCI e-bulletinDevelopment, publication and public presentation of matters relation to Caymanian art, art history and Caymanian cultural heritage (via local and international media, conferences and lectures)Management and Upkeep of national database of Caymanian artists and artwork	4 13 6 1 1	4 13 6 1 1	- 1 9 1.5 1.5
QUALITY			
<ul style="list-style-type: none">Increased international appreciation and understanding of the unique arts and culture of the Cayman Islands.National Collection confirms to standards set by the National Art GalleryEducation Programmes are all delivered in accordance with international standards by experienced and trained instructors	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
<ul style="list-style-type: none">Preparation and publishing of NGCI e-bulletin (weekly).Education and outreach programmes will be on-goingData, collections and files updated continually	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION			
<ul style="list-style-type: none">The National Gallery, Esterly Tibbetts HighwayOutreach programmes at Northward and Fairbanks Prisons, Eagle House, Caribbean Haven Rehabilitation Centre, Kirkconnell Community Centre Cayman Brac	100% 100%	100% 100%	100% 100%
COST	\$295,440	\$295,440	\$327,932
RELATED BROAD OUTCOME: The Best Education Opportunities for All Our Children			
This Group Comprises Purchase Agreement Outputs: GAL 3, GAL 4			

NDC 1	Policy, Prevention, Surveillance Research, Information, Monitoring and Evaluation		
DESCRIPTION To detect the characteristics and patterns of alcohol and other drug abuse in the Cayman Islands; develop, advocate and implement effective policies and programming to reduce the negative impacts of such substances; disseminate relevant information in an effort to increase awareness and understanding; and evaluate programs in an effort to improve services and determine effectiveness of such activities.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Legislation and policy is reviewed; feedback and advice given, as it relates to legal and illegal substances• Curricula for prevention is developed and implemented• Presentations are conducted for prevention, education and awareness of issues related to legal and illegal substances.• Substance Abuse Prevention Campaigns are created and delivered• Providers Groups are Trained• INCB data is collected, reviewed and reported on quarterly/annually• Survey Instruments are developed or reviewed• Inmate and Cayman Brac population are surveyed• Data from surveys and evaluations entered• Reports issued• Stakeholder meetings and consultation held• Programs evaluated	1-2 1-2 450 2-4 3-6 2-4 1-2 1-2 1,500-2,500 2-4 50-75 1-2	2-4 1-2 450 2-4 3-6 2-4 2-4 2-4 100-250 2-4 50-75 1-2	2 3 855 6 12 6 2 2 200 4 50 2
QUALITY <ul style="list-style-type: none">• Policy/Legislative documents include local and international data/information and recommendations for development.• Curricula for prevention is completed to ensure standardization, and accurate delivery of programs• Presentations, meetings/trainings are conducted by qualified personnel• Substance abuse prevention campaigns utilize local data• INCB reporting is conducted within agreed standards• Survey Instruments are reviewed by a committee (ethics)• Research administration, data collection, analysis and reporting conducted using established best practice methodology• Evaluation reports are conducted by qualified evaluator	90-100% 95-100% 90-100% 90-100% 80-100% 80-100% 80-100% 90-100% 90-100%	90-100% 95-100% 90-100% 90-100% 80-100% 80-100% 100% 90-100% 90-100% 90-100%	90-100% 95-100% 90-100% 80-100% 100% 90-100% 90-100% 100%

TIMELINESS <ul style="list-style-type: none"> Policy documents are submitted within established timeline Survey/research reports or information is distributed to stakeholders within 3 months and the public within 4 months of administration Minimum of 4 modules/program curricula developed by 31st December 2017 INCB reporting conducted within agreed timeframes All other measures completed within agreed timelines 	90-100%	90-100%	90-100%
	90-100%	90-100%	90-100%
	75-100%	75-100%	75%
	90-100%	90-100%	75%
	80-100%	80-100%	100%
LOCATION <ul style="list-style-type: none"> Cayman Islands 	100%	100%	
COST	\$637,000	\$637,000	\$955,000
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: NDC 1			

OUTPUT SUPPLIER: NATIONAL HOUSING DEVELOPMENT TRUST

NHT 4	Administration of the Affordable Housing Initiative		
DESCRIPTION			
Administer the lease of the Affordable Housing Initiative Program and provide support services to low income Caymanian families.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of site visitsNumber of leases under special debt servicing arrangementsNumber of job orders processed and client assessedNumber of community service projects	80-100 20-24 740-900 4	80-100 20-24 740-900 4	120-150 30-39 740-900 6
QUALITY			
<ul style="list-style-type: none">Site visit conducted by qualified personnelAll special debt service arrangements in accordance with guidelines set by the trustJob orders process in order of priority by Maintenance ManagerRental applications assessed with the guidance set by the TrustCustomers expressing satisfaction with the effects of the community service to the community	100% 95-100% 95-100% 95-100% 95-100%	100% 95-100% 95-100% 95-100% 95-100%	100% 95-100% 95-100% 95-100% 95-100%
TIMELINESS			
<ul style="list-style-type: none">Site reports to be completed within five days at the end of each month.Maximum time for submitting arrears report – 15 days after end of quarterMinimum of one report per month.	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
LOCATION			
<ul style="list-style-type: none">Windsor Park Affordable Home Site, Windsor Park, George TownWest Bay Affordable Home Site, Apple Blossoms Site, West BayWest Bay Affordable Home Site, Light House Gardens Site, West BayEastern Avenue Affordable Home Site, Eastern Avenue, George TownEast End Affordable Home Site, Off John McLean Drive, East EndBodden Town Affordable Home Site, Off Sitwell Road, Bodden Town118 Dorcy Drive, Grand Cayman	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%
COST	\$145,525	\$145,525	\$218,288
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: NHT 4			

NHT 5	Administration of the Government Guaranteed Home Assisted Mortgage		
DESCRIPTION			
Administration of the Government Guarantee Home Assisted Mortgage (GGHAM) Program and provide support services to low income Caymanian families.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of applications processedNumber of special debt servicing arrangementsNumber of financial counsellingNumber of client meetings/interviewsNumber of GGHAM meetingsNumber of guarantee processed	250-300 250-300 100-150 300-400 20-30 50-75	250-300 250-300 100-150 300-400 20-30 50-75	375-450 375-450 150-225 425-550 30-50 75-150
QUALITY			
<ul style="list-style-type: none">Applications process according to approve guidelinesAll special debt service arrangements in accordance with guidelines set by the trustFinancial counselling done by qualified personnelSite visits conducted by qualified personnel	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
TIMELINESS			
<ul style="list-style-type: none">Maximum of three days for processing of applicationsMaximum of five days for approval/decline responseCounselling done within five days of requestSite reports to be completed with five days at the end of each month	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
LOCATION			
<ul style="list-style-type: none">118 Dorcy Drive, Grand Cayman	100%	100%	100%
COST	\$231,035	\$231,035	\$346,553
RELATED BROAD OUTCOME:			
Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: NHT 5			

NHT 6	Administration of the New Affordable Housing Initiative		
DESCRIPTION			
Administer the New Affordable Housing Initiative Program which provides support services to low income Caymanian families.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of applications processedNumber of site visitsNumber of client meetings/interviewNumber of project development meetingsNumber of “Home Buyer Educational Counselling” classes	150-200 150-200 150-200 150-200 2	150-200 150-200 150-200 150-200 2	225-300 225-300 225-300 225-300 2
QUALITY			
<ul style="list-style-type: none">Applications process according to approve guidelinesSite visits conducted by qualified personnelDevelopment approval recorded in minutes and distributed to qualified personsHBEC classes conducted by qualified personnel	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
TIMELINESS			
<ul style="list-style-type: none">Maximum of three days for processing of applicationsMaximum of two site visit reports completed quarterlyMaximum of five days for distribution of minutesMaximum of two days for reports on class conducted	95-100% 95-100% 100% 95-100%	95-100% 95-100% 100% 95-100%	95-100% 95-100% 100% 95-100%
LOCATION			
<ul style="list-style-type: none">118 Dorcy Drive, Grand Cayman	100%	100%	100%
COST	\$187,368	\$187,368	\$281,053
RELATED BROAD OUTCOME:			
Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: NHT 6			

NHT 7	Administration of the Build on Your Own Property Initiative		
DESCRIPTION			
Administer the Build on Your Own (BYOP) Program and provide support services to low income Caymanian families.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of applications processedNumber of site visitsNumber of client meetings	9-12 45-60 50-60	9-12 45-60 50-60	14-22 65-90 70-90
QUALITY			
<ul style="list-style-type: none">Applications processed according to approved guidelinesSite visits conducted by qualified personnelClient meetings recorded in file notes and secured on client files	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
TIMELINESS			
<ul style="list-style-type: none">Maximum of three days for processing of applicationsMaximum of two site visit reports completed quarterlyMaximum of one day for completing file note	95-100% 95-100% 100%	95-100% 95-100% 100%	95-100% 95-100% 100%
LOCATION			
<ul style="list-style-type: none">118 Dorcy Drive, Grand Cayman	100%	100%	100%
COST	\$16,667	\$16,667	25,000
RELATED BROAD OUTCOME:			
Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: NHT 7			

OUTPUT SUPPLIER: TOURISM ATTRACTION BOARD

TAB 6	Cultural Programmes		
DESCRIPTION Provision of cultural programmes. Support for Pirates’ Week activities – Festival Queen and 5K Run.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of cultural programmes	1	1	2
QUALITY <ul style="list-style-type: none">Programmes must be in line with the standards stipulated by the Tourism Attractions Board	100%	100%	100%
TIMELINESS <ul style="list-style-type: none">As agreed with the Tourism Attractions Board	100%	100%	100%
LOCATION <ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$8,550	\$8,550	\$8,550
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: TBD 6			

OUTPUT SUPPLIER: BRITISH RED CROSS OF THE CAYMAN ISLANDS

NGS 4	HIV/AIDS and First Aid Public Education Programmes		
DESCRIPTION			
British Red Cross Cayman Islands Branch Health Care Education Programme to increase safe sex practices among youth between the ages of 13 – 19 years old by providing information and education about the means of transmitting and preventing the spread of HIV/AIDS and other Sexually Transmitted Diseases.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of courses	3	8	8
QUALITY			
<ul style="list-style-type: none">Programmes are delivered by trained educators that meet the standards of International Federation of Red Cross and Red Crescent Society, UNAIDS, and World Health Organisation	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Programmes are ongoing:(a report will be submitted one week after the end of each quarter)	90 - 100%	90 - 100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$22,325	\$22,325	\$33,488
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: BRC 1			

OUTPUT SUPPLIER: CAYMAN HOSPICE CARE

NGS 53	Palliative Care Nursing		
DESCRIPTION The rate above is the minimum amount needed to fund one Cayman HospiceCare (CHC) nurse for one year. We currently employ three full-time nurses, one part time nurse and two full time care-givers to provide our services. Cayman HospiceCare provides total care to patients at any time from diagnosis of cancer or of any other end stage non-malignant disease to a time when life expectancy is very short. Controlling pain and other symptoms, facilitating the patients’ remaining at home if they wish, providing psychosocial support to patients’ and their families and interfacing with the patients’ primary care physician with end of life decisions are the programs primary goals. We provide Advanced Home Care which comprises care in a dedicated home (located at the CHC Villa, in-patient facility) – mainly to individuals whose own home is not safe, suitable or perhaps where families need short breaks.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY • Number patients visited/cared for	75-85	75-85	150-170
QUALITY • Care should be in accordance with requests/needs of each patient	90 - 100%	90 -100%	90 -100%
TIMELINESS • Service will be provided as needed	90 - 100%	90- 100%	90- 100%
LOCATION • Cayman Islands - in patients’ homes, in hospital and in the CHC Villa	100%	100%	100%
COST	\$80,158	\$80,158	\$120,237
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: HOC 1			

NGS 54	Social Marketing for Prevention of HIV/AIDS		
DESCRIPTION			
<ul style="list-style-type: none">To develop and implement educational programmes on HIV/AIDS prevention through the media (radio, print, television) that is culturally appropriate to specific segments of the population (women, youth, Persons Living With HIV Aids, community organizations)To organize youth group sessions to have an on-going dialogue with young people discussing issues of sexuality, relationships, HIV/AIDS, sexually transmitted diseases, sexual violence, pregnancy and gender issues at informal settings where students feel safe and comfortableTo conduct awareness sessions to parliamentarians, AIDS Foundation volunteers, pastors and community leadersPlan and conduct knowledge, attitude, behaviour and practices surveys for a specific target group.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Radio Public Service Announcements (PSA’s)Television PSA’sNewspaper insertsCondom distributionsAwareness sessions to parliamentarians, volunteers etc.Youth Awareness sessionsPlans and conduct survey	3 1 6 7,500 5 25 1	3 1 6 7,500 5 25 1	6 2 12 15,000 10 50 1
QUALITY			
<ul style="list-style-type: none">Messages in conformity with best practicesAwareness session in which participants increase their knowledge by 20%	100% 90%	100% 90%	100% 90%
TIMELINESS			
<ul style="list-style-type: none">Implement monthly PSA’s, publicationsAwareness sessions conducted as plannedPercentage of sessions held as planned	95% 90% 90%	95% 90% 90%	95% 90% 90%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$50,000	\$50,000	\$67,688
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: CAF 1			

OUTPUT SUPPLIER: CAYMAN ISLANDS AND OVERSEAS HOSPITALS

NGS 55	Tertiary Care at Local and Overseas Institutions		
DESCRIPTION			
Provision of tertiary health care for indigents, seamen and veterans who are referred for treatment locally and overseas.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
Number of patients treated abroad			
• Indigents	1,000-1,100	1,000-1,100	1,000-1,100
• Seamen and Veterans	1,300-1335	1,300-1,335	1,300-1335
QUALITY			
• Medical services provided in accordance to that agreed by Third Party Administrator (TPA) through Cayman Islands National Insurance Company (CINICO)	95 - 100%	95 - 100%	95 - 100%
• Care meets acceptable clinical standards	95 - 100%	95 - 100%	95 - 100%
TIMELINESS			
• On-going throughout the year	95%	95%	95%
LOCATION			
• Various locations in the United States, Canada and the Caribbean	100%	100%	100%
COST	\$10,981,000	\$9,920,000	\$17,165,771
RELATED BROAD OUTCOME:			
Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Outputs: See Note			

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

OUTPUT SUPPLIER: NATIONAL TRUST OF THE CAYMAN ISLANDS

NGS 74	Preservation of Natural Environment and Places of Historic Significance		
DESCRIPTION <ul style="list-style-type: none">Administration of programmes to protect and conserve environmentally and historically sensitive sites and species.Strategic management and administration to successfully recruit solicit and apply resources from the private and non-government sectors to further environmental conservation and historic preservation.Programmes and projects whilst working with other respective Government ministries, departments and agencies in order to maximize the available resources and the benefit to the people of the Cayman Islands.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Acres of environmental property protected, managed and supportedNumber of historic sites protected, managed and supportedNumber of public information centres openNumber of public recreational facilities maintainedNumber of flagship species conservation programmesNumber of public education eventsNumber of reports to government and membership	3,400 11 3 5 2 30 5	3,400 11 3 5 2 60 10	3,313 11 3 5 3 90 15
QUALITY <ul style="list-style-type: none">Preservation complies with established guidelinesVisitors centres open as sources of information to the public at convenient locations and timesAnnual reports prepared in accordance with the National Trust Law (1997 revision)	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS <ul style="list-style-type: none">OngoingPublished annual report and audited financial statements to be prepared no later than 31 December 2017 and 2018	100% 100%	100% 100%	100% 100%
LOCATION <ul style="list-style-type: none">Services are delivered within the Cayman Islands	100%	100%	100%
COST	\$570,000	\$570,000	\$855,000
RELATED BROAD OUTCOME: Ensuring Caymanians Benefit from a Healthy Environment			
This Group Comprises Purchase Agreement Output: NAT 1			

OUTPUT SUPPLIER: VARIOUS OUTPUT SUPPLIERS

NGS 83	Other Health and Cultural Programmes		
DESCRIPTION Support to and development of cultural programmes in various disciplines.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of cultural organisation	2	2	2
QUALITY			
<ul style="list-style-type: none">Cultural productions and activities in accordance with international cultural standards	90-100%	90 - 100%	90 - 100%
TIMELINESS			
<ul style="list-style-type: none">On-going throughout the year	95%	95%	95%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$30,000	\$30,000	\$21,375
RELATED BROAD OUTCOME: Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Outputs: CME 1, CDS 1			

OUTPUT GROUPS TO BE PURCHASED BY THE DEPUTY GOVERNOR

OUTPUT SUPPLIER: PORTFOLIO OF THE CIVIL SERVICE

CIV 1	Policy Advice to the Head of the Civil Service		
DESCRIPTION Policy advice to the Head of the Civil Service and the Governor relating to civil service matters including: <ul style="list-style-type: none">• Policy advice to the Head of the Civil Service and the Governor• Strategic Human Resource Services• Provision of support in relation to employment arrangements for Chief Officers			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of hours of policy advice provided• Number of reports	3,500-4,200 15-20	3,500-4200 15-20	4,200-5,200 22-30
QUALITY <ul style="list-style-type: none">• Policy advice reviewed by Chief Officer prior to submission• All reports and papers to be subject to review and sign off by the Chief Officer and subsequent approval by Head of the Civil Service prior to distribution. Standard reports to be delivered in required format.	95 - 100% 95 – 100%	95 - 100% 95 - 100%	95 - 100% 95 - 100%
TIMELINESS <ul style="list-style-type: none">• All advice submitted in accordance with schedules as agreed by the Head of the Civil Service• Annual service-wide personnel statistical reports	95 - 100% 95 - 100%	95 - 100% 95 - 100%	95 - 100% 95 - 100%
LOCATION <ul style="list-style-type: none">• Cayman Islands	100%	100%	100%
COST	\$1,234,181	\$1,184,169	\$1,495,263
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: PCS1 and PCS 2			

CIV 2	Auditing Compliance with Human Resource and Internal Financial Policies		
DESCRIPTION			
<ul style="list-style-type: none">Provision of Internal Auditing assurance services to the Deputy Governor and the entire public sectorProvision of advice and assistance on governance, risk and control matters to the entire public sector.To provide a service to the Portfolio of the Civil Service to help fulfil its obligations under Section 24 of the Public Service Management Law (PSML)			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
Quantity <ul style="list-style-type: none">Number of Investigations and Audit reports issuedNumber of PSML compliance-based monitoring reports	22-27 12-20	22-27 12-20	N/A 24-30
QUALITY			
<ul style="list-style-type: none">Audits conducted in accordance with established methodology and policies	90 - 100%	90 - 100%	90 - 100%
TIMELINESS			
<ul style="list-style-type: none">Audits will be completed within agreed timeframes	90 - 100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$1,071,696	\$1,147,752	\$1,531,739
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: IAS 1, IAS 2			

CIV 3	Management of Public Sector Reform		
DESCRIPTION			
Management of Public Sector Reform including: <ul style="list-style-type: none">Leading, monitoring and supporting the effective implementation of the Civil Service 5-Year Strategic Plan.Provide advice and capability support to civil service entities in relation to public sector management issues.Deliver support services, at an enterprise level, to help the Civil Service effectively manage and deliver projects and programmes.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
Quantity <ul style="list-style-type: none">Number of hours spent on 5-Year Strategic Plan InitiativeNumber of hours of advice and support providedNumber of policy papers or reports to Deputy Governor	6,000-7,500 1,700 – 2,000 2-5	7,500-8,000 1,900 - 2,100 2-5	1,350-1,650 2,850-3,150 5
QUALITY			
Quality <ul style="list-style-type: none">Advice provided by qualified and experienced advisors who have a good knowledge of the Cayman Islands public sector management system and the technical areas concernedMonitoring and support provided by qualified SRIU personnelAll policy advice approved by Chief Advisor prior to submission to Deputy GovernorProgramme reports and documents approved by PFSC prior to onward distribution	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS			
Timeliness <ul style="list-style-type: none">Delivery of activities in line with timelines agreed with Deputy GovernorAdvice provided in accordance with a schedule agreed with the relevant clientDelivery of Project Future reform activities in line with timelines agreed with Deputy GovernorPolicy Documents submitted on or before agreed deadlines	95-100% 90-100% 100% 100%	95-100% 90-100% 100% 100%	95-100% 90-100% 100% 100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$1,554,697	\$1,554,696	\$1,262,219
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: PCS 5, PCS 7, SRI 1			

CIV 7	Workforce Development within the Civil Service		
DESCRIPTION			
Provision of learning and development opportunities to the Cayman Islands’ Civil Service and other clients, through continued strategic development and management of a Civil Service College (CSC), to deliver:			
<ul style="list-style-type: none">• Courses for academic accreditation and/or professional certification• Focus on certain professional groupings for intensive staff development (e.g. uniformed services supervisor training, procurement professionals training, etc.)• Development of framework for learning opportunities to support staff personal development plans• Special courses on matters such as statutory authority governance as requested (such as HR, IRIS, FOI, Governance, Constitution etc.)			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of accredited courses delivered• Number of professional groupings supported• Number of frameworks• Special courses	60-80 5-9 2-3 30-45	60-80 5-9 2-3 30-45	80-110 7-13 3-6 45-65
QUALITY			
<ul style="list-style-type: none">• Courses and programmes subject to approval by Director of CSC, and other participating institutions where appropriate• Framework to be approved by Chief Officer prior to distribution• Delivered by qualified staff based on Director of CSC approval	90 - 100% 90-100% 90-100%	90 - 100% 90-100% 90-100%	90 - 100% 90-100% 90-100%
TIMELINESS			
<ul style="list-style-type: none">• Accredited courses delivered in line with agreed schedule• Special courses as demanded• Professional grouping strategies and programmes delivered	90 - 100% 90 - 100% 90 - 100%	90 - 100% 90 - 100% 90 - 100%	90 - 100% 90 - 100% 90 - 100%
LOCATION			
<ul style="list-style-type: none">• Cayman Islands and Overseas	100%	100%	100%
COST	\$564,191	\$564,191	\$846,287
RELATED BROAD OUTCOME:			
Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: PCS 15			

CIV 8	Human Resources and Accounting Services		
DESCRIPTION			
Provision of HR and accounting services provided to other Government departments including: <ul style="list-style-type: none">Recruitment ServicesJob EvaluationOperational HR Advice, Support and GuidanceRecords ManagementAccounting services provided to the Cabinet Office			
MEASURES	2018-19 1 Jan to 31 Dec 2018	2018-19 1 Jan to 31 Dec 2019	2016/17 Budget Forecast
QUANTITY			
<ul style="list-style-type: none">Number of agencies records maintainedNumber of hours of recruitment servicesNumber of Job Descriptions evaluated	90-100 100-200 200-210	90-100 100-200 200-210	180-200 150-300 300-315
QUALITY			
<ul style="list-style-type: none">Records to be maintained in compliance with any record keeping standards established by government policy and in compliance with Freedom of Information (FOI) requirementsServices to be provided by qualified Human Resource ProfessionalsJob evaluation process conducted in compliance with HAY standardsAdvice and guidance to be based on best Human Resource practice and compliant with the Public Service Management Law and the Personnel Regulations	90-100% 100% 100% 90-100%	90-100% 100% 100% 90-100%	90-100% 100% 100% 90-100%
TIMELINESS			
<ul style="list-style-type: none">Information provision to be delivered in timeline agreed with requesting officerWork output and turn-around times to be as specified in our publications or as agreed with clientsJob Evaluation (including feedback) completed within 10 working days of receipt of Job Description meeting compliance standards	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$1,084,241	\$1,062,996	\$1,289,156
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: PCS 12, PCS 19			

CIV 10	Servicing of the Legislative Assembly and Members of the Legislative Assembly		
DESCRIPTION			
Servicing of the Legislative Assembly and the Members of the Legislative Assembly including: <ul style="list-style-type: none">Sale of Cayman Laws to the PublicServicing and supporting sittings of the HouseAdministrative support and research for the Speaker and MLAs and the local branch of the Commonwealth Parliamentary AssociationManagement of the Legislative Assembly Building			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of laws soldNumber of sitting daysNumber of hours spent on administrative support and researchNumber of working days that the Legislative Building is operative	600-700 30-40 1,500-2,200 250-255	600-700 30-40 1,500-2,200 250-255	900-1,050 37-45 2,200-3,200 400-410
QUALITY			
<ul style="list-style-type: none">Laws provided are the current revision or amendmentPapers, agendas and minutes are accurate and reflect decisionsAdvice provided by suitably qualified personnelBuilding and equipment managed by qualified staff; Security provided by trained security staff	100% 99-100% 100% 95-100%	100% 99-100% 100% 95-100%	100% 99-100% 100% 95-100%
TIMELINESS			
<ul style="list-style-type: none">Orders for laws taken at window processed within five minutes; orders received via email/fax/letter processed within 15 minutesDocuments prepared timely for House sittingsAdvice and information research provided within three days of requestLegislative Assembly Building facilities are operative every working day	99-100% 99-100% 99-100% 100%	99-100% 99-100% 99-100% 100%	99-100% 99-100% 99-100% 100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST			
	\$1,268,308	\$1,327,268	\$1,716,216
RELATED BROAD OUTCOME:			
Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: LGL 2, LGL 3, LGL 4			

CIV 11	Servicing and Support for Her Excellency the Governor		
DESCRIPTION Servicing and support for Her Excellency the Governor including: <ul style="list-style-type: none">• Management of the Government House• Coordination of engagement programmes Provide support including administrative and accommodations, for the Foreign and Commonwealth Office (FCO) staff in the Governor’s Office.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of days of upkeep of Governor’s house and grounds• Number of invitations prepared and issued	365 6,000-8,500	365 6,000-8,500	548 8,500-12,000
QUALITY <ul style="list-style-type: none">• Upkeep of grounds and house are done in compliance with request as set by Her Excellency• Refer to checklist and verified by the Social Secretary ensuring all details are accurate for an event His Excellency is attending	95-100% 98-100%	95-100% 98-100%	95-100% 98-100%
TIMELINESS <ul style="list-style-type: none">• Maintenance of house and grounds – items resolved within 1-3 weeks• Invitations to be distributed three weeks prior to function date	95-100% 98-100%	95-100% 98-100%	95-100% 98-100%
LOCATION Grand Cayman	100%	100%	100%
COST	\$664,974	\$664,973	\$956,598
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: GOV 1, GOV 2			

CIV 12	Preservation and Management of Records		
DESCRIPTION			
<ul style="list-style-type: none">• Provide access to historical collections to researchers, students and the general public.• Acquisition of items for inclusion into the Historical Collections to ensure long-term preservation and accessibility of information.• Development of standards, policies and guidance to ensure that best records and information management practices are in compliance with the National Archive and Public Records Law (2015 Revision).			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY	<ul style="list-style-type: none">• Number of research inquiries answered 300-310• Number of oral history interviews conducted 6-8• Number of master images produced 18,000-20,000• Number of government file requests processed 600-610	<ul style="list-style-type: none">• 300-310 6-8 18,000-20,000 600-610	<ul style="list-style-type: none">• 450-465 9-12 27,000-30,000 905-915
QUALITY	<ul style="list-style-type: none">• Research advice provided by qualified archive staff 100%• Oral history interviews conducted in accordance with CINA’s Oral History Collection procedures 100%• All records management tasks carried out in accordance with the National Archive and Public Records Law (2015 Revision). 100%	<ul style="list-style-type: none">• 100% 100% 100%	<ul style="list-style-type: none">• 100% 100% 100%
TIMELINESS	<ul style="list-style-type: none">• Research advice produced within 5 working days, or as agreed with client 100%• Oral history interviews conducted as agreed with clients. 100%• File requests processed, Monday – Friday, 8:30a.m-5:00p.m. 100%	<ul style="list-style-type: none">• 100% 100% 100%	<ul style="list-style-type: none">• 100% 100% 100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$1,121,353	\$1,121,353	\$1,607,635
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: CNA 25, CNA 28			

Note: CNA 24 Preservation Management and CNA 26 Archives Management Promotions were merged to form CNA 28 Archives and Preservation Management

CIV 13	Maintenance of the Electoral Register		
DESCRIPTION			
Maintenance of the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of electoral registers produced and distributed	8	8	6
QUALITY			
<ul style="list-style-type: none">Registers provided are accurate to the information provided by registered voters and are in compliance with the Elections Law (2000 Revision)	90 - 100%	90 - 100%	90 - 100%
TIMELINESS			
<ul style="list-style-type: none">Registers produced quarterly in accordance with legislative deadline	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$407,321	\$407,821	\$1,982,000
RELATED BROAD OUTCOME:			
Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: ELO 1			

CIV 14	Support for Commissions		
DESCRIPTION			
Provision of research, analytical, operational, policy, strategic and administrative support services to the Human Rights Commission, the Constitutional Commission, the Commission for Standards in Public Life, the Judicial and Legal Services Commission, the Civil Service Appeals Commission, the Anti-Corruption Commission and the proposed Public Police Complaints Commission.			
<ul style="list-style-type: none">Assist with the continued development and implementation of systems, policies, procedures and in defining the methodology through sound research in accordance with the constitutional and legislative mandates of each Commission.Continue to assist with developing mechanisms for addressing and handling civil service appeals and public complaints as mandated legislatively and constitutionally for each commission; breaches of the Anti-Corruption Law.Ensure compliance with the Constitution and other relevant legislation such as the Public Service Management Law/Regulations, the Anti-Corruption Law and the Public Police Complaints Law (2013).Support recruitment activities on behalf of Her Excellency the Governor for those posts listed in Section 106 (4) of the Cayman Islands Constitution Order 2009 (Judges, Magistrates, Attorney General, Director of Public Prosecutions and any other legal post prescribed by law).Develop, coordinate and implement PR strategies and educational initiatives relevant to each commission.Further establishment and continued maintenance of the Department as a valued source of information to the public on topics related to oversight and good governance.			
MEASURES	2018-19 1 Jan to 31 Dec 2018	2018-19 1 Jan to 31 Dec 2019	2016/17 Budget Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Commissions supported	6	6	6
QUALITY			
<ul style="list-style-type: none">Work carried out by qualified staff	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Work carried out in accordance with the timetable agreed upon with each Commission	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$1,157,428	\$1,195,398	\$1,286,220
RELATED BROAD OUTCOMES: Reducing Crime and the Fear of Crime Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: COS 1, COS 2			

CIV 15	Policy Advice and Administrative Support Provided to the Deputy Governor		
DESCRIPTION			
<ul style="list-style-type: none">• Policy advice to the Deputy Governor on public administration and other matters• Processing applications for British Overseas Territories Citizenship and Registration as British Citizens• Provision of Administration Services and advice to the Parole’s Commissioners’ Board, the Prison’s Inspection Board (PIB) and the Advisory Committee of the Prerogative of Mercy Board (ACPM)• Issuance of deportation and exclusion orders• Coordination of official visits and ceremonial occasions			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">• Number of hours spent on providing policy advice• Applications for British Overseas Territories Citizenship and registrations as British Citizens• Number of interviews conducted with eligible inmates• Number of inspection reports produced by PIB• Number of applications and complaints processed by CRB, PIB and ACPM• Number of deportation and exclusion orders issued• Number of official visits and events coordinated	1,200-1,400 470-600 35-43 30-40 15-20 20-25 4-7	1,200-1,400 470-600 35-43 30-40 15-20 20-25 4-7	2,400-3,000 705-900 52-68 45-60 22-30 30-37 6-10
QUALITY			
<ul style="list-style-type: none">• All personnel providing policy advice is qualified in his/her area of expertise• All matters are handled in accordance with the relevant law• All conditional release interviews conducted in accordance with the relevant law• All inspections of places of incarceration are conducted by qualified individuals and reports completed in accordance with the prison law• All applications to the ACPM are processed in accordance with the Cayman Islands Constitution Section 39 and 40	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%

TIMELINESS			
<ul style="list-style-type: none"> All advice is provided in a timely manner to the Deputy Governor 	95 - 100%	95 - 100%	95 - 100%
<ul style="list-style-type: none"> All services provided within one day to four weeks 	95 - 100%	95 - 100%	90 - 100%
<ul style="list-style-type: none"> All interviews completed within timelines set by the Office of the Deputy Governor 	100%	100%	100%
<ul style="list-style-type: none"> All reports completed within timelines set by the Office of the Deputy Governor 	100%	100%	100%
<ul style="list-style-type: none"> All applications processed within timelines set by the Office of the Deputy Governor 	95 - 100%	95 - 100%	90 - 100%
<ul style="list-style-type: none"> All services provided within one day to four weeks 	95 - 100%	95 - 100%	90 - 100%
<ul style="list-style-type: none"> Arrangements completed in time for each visit or event 	100%	100%	100%
LOCATION			
<ul style="list-style-type: none"> Cayman Islands 	100%	100%	100%
COST			
	\$398,863	\$379,674	\$1,286,220
RELATED BROAD OUTCOME:			
Stable, Effective and Accountable Government			
This Group Comprises of Budget Statement Output: DGO 1			

CIV 16	Educational Evaluation Services		
DESCRIPTION			
The provision of services to inspect and report on standards in educational institutions in the Cayman Islands			
MEASURES	2018-19 1 Jan to 31 Dec 2018	2018-19 1 Jan to 31 Dec 2019	2016/17 Budget Forecast
QUANTITY			
<ul style="list-style-type: none">Number of training sessions using HandbookNumber of full inspectionsNumber of full inspection reports	1-2 4-5 4-5	1-2 4-5 4-5	N/A N/A N/A
QUALITY			
<ul style="list-style-type: none">All inspections conducted according to the criteria in the inspection handbookAll training sessions delivered by trained personnel and 80% rated good or better by participants	100% 100%	100% 100%	N/A N/A
TIMELINESS			
<ul style="list-style-type: none">Training sessions completed within agreed timeframeFull inspections completed according to scheduling	100% 100%	100% 100%	N/A N/A
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	N/A
COST	\$398,757	\$398,756	\$N/A
RELATED BROAD OUTCOME:			
The Best Education Opportunities for All Our Children			
This Group Comprises Budget Statement Output: ESA 1			

CIN 2	Health Insurance for Civil Service Pensioners		
DESCRIPTION			
Provision of Health Insurance for Civil Service Pensioners and their Dependents.			
MEASURES	2018-19 1 Jan to 31 Dec 2018	2018-19 1 Jan to 31 Dec 2019	2016/17 Budget Forecast
QUANTITY			
<ul style="list-style-type: none">Total number of insured persons (Insured = Enrolees + Dependents)	2,225-2,247	2,247-2,270	2,207-2,225
QUALITY			
<ul style="list-style-type: none">All eligible pensioners and dependents are insured who are deemed eligible by the Public Service Pensions Board	98 - 100%	98 - 100%	98 – 100%
TIMELINESS			
<ul style="list-style-type: none">Insurance cards issued within 15 days of notification of eligibility	98 - 100%	98 - 100%	98 - 100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$21,736,080	\$22,468,281	\$30,964,414
RELATED BROAD OUTCOME: Access to Quality, Affordable Healthcare			
This Group Comprises Purchase Agreement Output: CIN 2			

OUTPUT SUPPLIER: EMPLOYEE ASSISTANCE PROGRAMME

NGS 20	Employee Assistance Programme		
DESCRIPTION			
Provision of counselling, consultation and training services to managers, employees and their families.			
MEASURES	2018-19 1 Jan to 31 Dec 2018	2018-19 1 Jan to 31 Dec 2019	2016/17 Budget Forecast
QUANTITY			
<ul style="list-style-type: none">Counselling sessions providedManagers/employees trained	1,000-1,200 200-300	1,100-1,300 250-350	900-1,100 240-280
QUALITY			
<ul style="list-style-type: none">Managers/employees rating training effective. Copies of quality assurance survey summaries of all trainings to be provided	90 - 100%	90 - 100%	90 - 100%
TIMELINESS			
<ul style="list-style-type: none">Counselling commenced within four working days of requestTraining provided in accordance with timetable agreed with Training Service Manager	100% 100%	100% 100%	100% 100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$147,900	\$150,858	\$145,333
RELATED BROAD OUTCOME:			
Stronger Communities and Support for the Most Vulnerable			
This Group Comprises Purchase Agreement Output: EAP 1			

21. OUTPUT GROUPS TO BE PURCHASED BY THE ATTORNEY GENERAL

OUTPUT SUPPLIER: PORTFOLIO OF LEGAL AFFAIRS

LGA 1	Legal Advice and Representation in Civil Matters		
DESCRIPTION Provision of legal advice in civil matters to Government Ministries and Departments, the Governor’s Office, Cabinet and Statutory Authorities. Legal representation on behalf of Government Ministries and Departments, Cabinet and Statutory Authorities in civil litigation and tribunal proceedings.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of requests for legal advice actionedNumber of civil litigation cases and tribunal proceedings in which Crown Counsel have represented the Cayman Islands Government and/or Statutory Authorities	320 – 350 50-60	350-375 55-70	450 75
QUALITY <ul style="list-style-type: none">Legal advice and representation provided by qualified Crown Counsel and Attorneys	100%	100%	100%
TIMELINESS <ul style="list-style-type: none">Legal advice is generally provided within 14 days from date of receipt of request. However, the response time may vary according to the urgency or complexity of a request and the timeliness of client instructions where required.Representation is provided on an ongoing basis and in accordance with timelines specified in the Grand Court Rules and applicable laws	100% 100%	100% 100%	100% 100%
LOCATION <ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$2,004,643	\$1,923,683	\$2,460,313
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: PLG 16			

LGA 3	Law Teaching and Publications		
DESCRIPTION			
Provision of law teaching relating to: <ul style="list-style-type: none">Professional Practice Course(P PC) Completion Certificate leading to the Attorney at Law Certificate of the Cayman IslandsIndividual courses with or without University of Liverpool certificationLLB (Hons) degree from the University of LiverpoolContinuing education, professional development seminars and short courses for Magistrates, Justices of the Peace and local interest groupsGeneral advice and training for various government agencies Publication of: <ul style="list-style-type: none">Legal research in various local, regional and international law journals			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
Number of students <ul style="list-style-type: none">PPC Completion CertificateFull –Time LLB degreePart-Time LLB degreeIndividual coursesLLM/PG Dip	6 45-50 15-25 1-2 5-6	6 45-50 15-20 1-2 5-6	9 65 23 2 5
PPC Completion Certificate <ul style="list-style-type: none">Courses provided within academic yearHours of classroom lecturing per academic year	8 200	8 200	8 200
LLB (Hons) <ul style="list-style-type: none">Modules taught over three academic yearsHours of classroom teaching per moduleHours of classroom lecturing per academic year	16-19 25-50 950	16-19 25-50 950	16-19 25-50 950
LLM/PG Dip <ul style="list-style-type: none">Modules taught over two academic yearsHours of classroom teaching per moduleHours of classroom lecturing per academic yearNumber of publicationsNumber of CI Law Journals	9 12-15 60-75 2-4 1-2	9 12-15 60-75 2-4 1-2	9 12-15 60-75 3-6 2-3

QUALITY			
PPC Completion Certificate			
• Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%	100%
• Percentage of courses taught in accordance with a curriculum approved by Legal .Advisory Council	100%	100%	100%
• Peer review of assessment criteria (setting of examinations) by External examiners	100%	100%	100%
• Peer review of internal assessment of coursework by external examiners.	100%	100%	100%
LLB Degree			
• Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%	100%
• Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool	100%	100%	100%
• Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University	100%	100%	100%
• Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University	100%	100%	100%
LLM Degree/PGDIP			
• Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%	100%
• Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool	100%	100%	100%
• Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University	100%	100%	100%
• Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University	100%	100%	100%
• Publications	100%	100%	100%
• Meet standards required for publication	100%	100%	100%
TIMELINESS			
• Courses offered during each academic year	100%	100%	100%
• Research papers are completed on an ongoing basis throughout the calendar year	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	\$1,081,891	\$1,049,892	\$1,755,978
RELATED BROAD OUTCOME:			
The Best Education Opportunities for All Our Children			
This Group Comprises of Budget Statement Output: PLG 26			

Note: This output is partly subsidized by the general public in the amount of \$755,000 in 2018 and \$780,000 in 2019 (2016/17: \$850,000) the number of students above is the total number in attendance and is not pro-rated for fees paid by the general public.

LGA 4	Drafting of Legislation and Regulations		
DESCRIPTION			
Drafting of legislation and regulations for the Government			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of legislative proposals received by the Legislative Drafting Department	175-225	175-225	450-500
QUALITY			
<ul style="list-style-type: none">Percentage of legislative proposals that were implemented by the drafting of Bills, regulations, orders and notices	100%	100%	100%
<ul style="list-style-type: none">Work undertaken by qualified and experienced legal drafters	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Percentage of Bills, regulations, orders and notices in respect of which drafting instructions were received by the Legislative Drafting Department and which were drafted	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$919,982	\$1,022,562	\$1,503,677
RELATED BROAD OUTCOME:			
Stable, Effective And Accountable Government			
This Group Comprises Budget Statement Output: PLG 2			

LGA 5	Ministerial Servicing and Policy Advice to the Attorney General		
DESCRIPTION Provision of Ministerial Services to support the Attorney General including secretarial administrative, law revision and policy advice. Provision of Anti-Money Laundering(AML)/Countering Financing Terrorism (CFT) Policy Advice to the Attorney General Oversee and coordinate the development of integrated policies and their implementation through the Anti-Money Laundering Steering Group (AMLSG) <ul style="list-style-type: none">• Provide the Cayman Islands’ responses to international AML/CFT developments for approval by the AMLSG• Provide advice and guidance to the Attorney General, AMLSG, and Cabinet on issues relating to AML/CFT policy• Prepare initial drafts of Cabinet Papers and Notes for the Attorney General’s review			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of hours providing secretarial and administrative support and policy advice• ML/TF National Risk Assessment (NRA) Report• ML/TF NRA Action Plan• Cabinet Papers to update AML/CFT laws and enforceable means• Drafting instructions for changes to relevant AML/CFT laws and regulations• Coordination of the response to CFATF Mutual Evaluation Questionnaire• Coordination of CFATF on-site Mutual Evaluation visit• Response to FATF and CFATF surveys and questionnaires• Number of Law revisions	7,500-8,000 0 0 2 2 0 0 4 22-30	7,500-8,000 0 0 2 3 2 0 4 22-30	11,100 1 1 3 3 4 1 1 5 N/A
QUALITY <ul style="list-style-type: none">• Advice provided by competent experienced lawyers and other professionals• ML/TF NRA Report Approved by AMLSG and Cabinet with minimal changes• ML/TF Action Plan approved by AMLSG and Cabinet, minimal changes• Cabinet Papers approved with minimal changes• Drafting instructions clear and concise• Seamless Mutual Evaluation visit• Surveys and questionnaires require no further clarification• Law revisions accurately reflect amendment Laws	100% 100% 100% 100% 95% 100% 95% 100%	100% 100% 100% 100% 95% 100% 95% 100%	95% 90% 95% 100% 90% 100% 95% 100%
TIMELINESS <ul style="list-style-type: none">• Work and other services provided on an ongoing basis and in a timely manner• NRA Report completed by the end of the financial year• Action Plan completed by the end of the financial year• Cabinet Papers completed within the fiscal year• Drafting instructions completed within the fiscal year• Logistics completed ahead of the on-site visit• Responses to surveys completed in times specified• Percentage of Law Revisions prepared in a timely manner	100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100%

LOCATION			
• Grand Cayman	100%	100%	100%
COST	\$1,736,172	\$1,711,970	\$1,616,813
RELATED BROAD OUTCOME:			
Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: PLG 20 and PLG 27			

LGA 6	Financial Intelligence Services		
DESCRIPTION Provision of financial intelligence services to the Attorney General including: <ul style="list-style-type: none">• Receipt of Suspicious Activity Reports (SARs) under the Proceeds of Crime Law (POCL);• Processing requests for information (RFIs)from overseas Financial Intelligence Units (OFIUs);• Processing RFIs from local Law Enforcement Agencies (LLEAs) and Competent Authorities (CAs);• Appropriately disseminate financial intelligence in a timely manner pursuant to the requirements of POCL;• Conduct Industry Outreach events and issue typologies to combat money laundering, terrorist financing and proliferation financing;• Produce periodic statistical reports and an Annual Report relating to financial intelligence services for the Anti-Money Laundering Steering Group (AMLSG); and• Represent the Cayman Islands in the Egmont Group, CFATF and other international forums.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
Total number of cases:			
• SARs	538-549	538-555	774-810
• RFIs from OFIUs	84-120	84-120	109-127
• Disclosures from OFIUs	7-12	7-12	12-14
• RFIs from LLEAs and CAs	12-36	12-36	14-20
• Total number of cases analysed	558-792	588-840	620-692
• Total number of cases closed	558-792	588-840	616-688
• Number of Industry Outreach events	10-12	10-12	10-12
• Produce Annual Report pursuant to Section 11(b) of POCL	1	1	1
• Number of days spent on representation activities	30-45	30-45	30-45
• Number of hours spent on CFATF Mutual Evaluation process	1,475-1827	908-1,260	2,420-2,272
QUALITY			
• Perform the FRA’s functions in compliance with the requirements of POCL, including:	100%	100%	100%
• Maintaining the confidentiality of information submitted to the FRA, pursuant to Section 10 of POCL	100%	100%	100%
• Ensuring that all disclosures made by the FRA comply with Section 138 of POCL.	100%	100%	100%
• Collect and compile statistical information relating to disclosures made to the FRA under POCL and the onward disclosures of the information made by the FRA (Section 4(2)(f) of POCL	100%	100%	100%
• Performing high-quality analysis as prescribed by its operating procedures in order to generate high-quality financial intelligence that is useful to LLEAs, CAs and OFIUs	100%	100%	100%
• Produce high quality responses for CFATF Mutual Evaluation process	100%	100%	100%

TIMELINESS			
<ul style="list-style-type: none"> Cases to Director for initial review within 2 days of receipt by the FRA 	95-100%	95-100%	95-100%
<ul style="list-style-type: none"> Cases acknowledged within four days of receipt 	90-100%	90-100%	90-100%
<ul style="list-style-type: none"> Priority 1 cases closed within 35 days of receipt 	50-100%	50-100%	50-100%
<ul style="list-style-type: none"> Priority 2 cases closed within 60 days of receipt 	10-20%	10-20%	10-20%
<ul style="list-style-type: none"> Priority 3 and 4 cases closed within 90 days of receipt 	40-50%	40-50%	40-50%
<ul style="list-style-type: none"> Annual Report produced on or before the 30th September as per Section 11(b) of POCL 	100%	100%	100%
<ul style="list-style-type: none"> Meet deadlines set for CFATF Mutual Evaluation process 	100%	100%	100%
LOCATION			
<ul style="list-style-type: none"> Grand Cayman 	100%	100%	100%
COST	\$1,202,077	\$1,191,777	\$944,758
RELATED BROAD OUTCOME:			
Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: PLG 21			

LGA 7	Review and Modernization of Laws		
DESCRIPTION The study and review of statutes and other laws comprising the law of the Cayman Islands with a view to its systematic development and reform, including: <ul style="list-style-type: none">the modification of any branch of the law as far as that is practicablethe elimination of anomalies in the law, the repeal of obsolete and unnecessary enactments and the simplification and modernization of the lawthe development of new areas in the law with the aim of making them more responsive to the changing needs of Cayman Islands societythe adoption of new or more effective methods for the administration of the law and the dispensation of justice; andthe codification of the unwritten laws of the Cayman Islandsdrafting of discussions and issue papers, reports and draft legislation to give effect recommendations to reformassisting Legislative Drafting Department with drafting of legislation upon request by the Attorney General			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of review hoursNumber of reviewsNumber of papers, reports, bills to support reviewsAnnual ReportOther legislation	3,400-3,700 6-8 12-18 1 6-8	3,400-3,700 6-8 12-18 1 6-8	1,700 – 1,850 3 6-9 1 4
QUALITY			
<ul style="list-style-type: none">Work undertaken by qualified and experienced lawyers	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Within the deadlines agreed by members of the Commission	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$441,235	\$432,235	\$679,744
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: PLG 24			

22. OUTPUT GROUPS TO BE PURCHASED BY THE CABINET ON BEHALF OF CHIEF JUSTICE

OUTPUT SUPPLIER: JUDICIAL ADMINISTRATION

JAD 1	Administrative Support to the Judiciary		
DESCRIPTION Support to the Judiciary, involving: <ul style="list-style-type: none">• Secretarial, correspondence, transcripts, listing and support for cases and appeals to the Chief Justice and the Judiciary• Compiling statistics for Chief Justice and Economic Statistics Office• Order Law Reports and relevant material for the comprehensive legal library to be used by Judges, Magistrates, Attorneys and Public			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of judgments prepared• Number of statistical reports• Number of transcripts for appeals• Number of Law Reports in library	150-200 1 125-150 4,250-4,750	150-200 1 125-150 4,250-4,750	225 1 188 6,375
QUALITY <ul style="list-style-type: none">• Judgments prepared accurately in accordance with the Judge’s and Magistrates drafts and directions• Statistical reports are accurate and subject to peer review• Transcripts of trials and Hearings prepared accurately and based on Judges/Magistrates directions• Order Law Reports, catalogue material and track books borrowed from Library	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS <ul style="list-style-type: none">• Judgments are prepared in accordance with Judges request• Statistic report available by January 1st annually• Transcripts are prepared within 2-4 weeks of appeals being lodged• Library opens 9am - 4:30pm on Monday - Friday	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION <ul style="list-style-type: none">• Grand Cayman	100%	100%	100%
COST	\$1,610,028	\$1,690,723	\$1,878,100
RELATED BROAD OUTCOME: Reducing Crime and the Fear of Crime			
This Group Comprises Budget Statement Output: JUD 1			

JAD 2	Support for Court Proceedings		
DESCRIPTION			
Administrative Support for the Conduct of Civil and Criminal proceedings, administration of legal aid, management of Courts and Administration of Drug Rehabilitation Court (DRC).			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
• Legal Aid Certificates Issued	1,200-1,500	1,200-1,500	1,800
• Legal Aid Taxation Certificates Issued	1,500-1,800	1,500-1,800	2,250
• Number of files prepared	2,200-2,400	2,200-2,400	3,300
• Number of Gazette Notices prepared	75-90	75-90	113
• Number of Civil appeals prepared	40-75	40-75	60
• Number of Grand Court cases prepared	1,200-1,500	1,200-1,500	1,800
• Number of Court documents served	250-300	250-300	375
• Number of Maintenance Summonses prepared	1,200-1,500	1,200-1,500	1,800
• Number of Civil cases processed including summary court	550-750	550-750	825
• Number of Divorce cases processed	100-375	100-375	150
• Number of Probate and Administration processed	75-200	75-200	78
• Number of Financial Service Division cases processed	200-300	200-300	300
• Number of charges prepared	6,000-14,000	6,000-14,000	9,000
• Number of bundles prepared	40-75	40-75	60
• Number of inquests held	60-80	60-80	90
• Number of indictments processed	100-200	100-200	150
• Number of Criminal Appeals Prepared	75-100	75-100	113
• Number of Youth Court cases processed	100-150	100-150	600
• Number of Jurors Summoned	900-1,200	900-1,200	1,350
• Number of DRC applications processed	23-45	45-90	68
• Number of DRC Provisional Orders made	20-40	40-80	60
• Number of DRC Prescribed Treatment Programme Orders Made	13-23	25-45	38
• Number of DRC graduates	15-20	30-40	45
• Number of U/A's	375-750	750-1,500	1,125
• Number of DRC Team meeting	8-10	15-20	23

QUALITY			
<ul style="list-style-type: none"> Certificates issued and signed by authorized Legal Aid officer in accordance with Legal Aid Law 	100%	100%	80%
<ul style="list-style-type: none"> Taxation Certificate issued with-in 10 working days 	100%	100%	80%
<ul style="list-style-type: none"> Appeal bundles prepared in accordance with the relevant Law 	100%	100%	100%
<ul style="list-style-type: none"> Court documents: to be served and executed in accordance with the rules of the relevant court and convention 	100%	100%	100%
<ul style="list-style-type: none"> Administration of the Maintenance and Affiliation Law (child and spouse support) summonses prepared accurately and in accordance with the relevant laws and procedures 	100%	100%	95%
<ul style="list-style-type: none"> Applications processed in accordance with the Drug Rehabilitation Court Law for consideration by the DRC Team 	80%	80%	80%
<ul style="list-style-type: none"> Orders signed and issued in accordance with the Rules of Court 	80%	80%	80%
<ul style="list-style-type: none"> Assessment for suitability completed within the 30-day provisional period. The treatment provider and the probation officer must interview clients and provide an assessment on whether the client is suitable to participate in the programme. This assessment must be completed within 30 days while the client is on a provisional order of the court 	95%	95%	95%
<ul style="list-style-type: none"> Client progress is assessed before advancement to next phase of programme. Progress reports must be reviewed before a client can move to the next phase of the programme 	80%	80%	80%
<ul style="list-style-type: none"> Client meets all the requirements for graduation as set out in Rule of Court. Criteria for graduation are prescribed in the Rules of the Court. Client must meet the criteria if he/she is to be considered for graduation 	80%	80%	80%
TIMELINESS			
<ul style="list-style-type: none"> Legal Aid notification certificate issued and sent out with-in 5 working days 	100%	100%	80%
<ul style="list-style-type: none"> Taxation Certificate issued with-in 10 working days 	100%	100%	90%
<ul style="list-style-type: none"> Files prepared within 2-5 working days based on urgency 	100%	100%	100%
<ul style="list-style-type: none"> Bundles prepared before the relevant court session 	100%	100%	95%
<ul style="list-style-type: none"> Court documents served within 14 days 	100%	100%	80%
<ul style="list-style-type: none"> Summonses for child and spousal support issued within 1 week 	100%	100%	95%
<ul style="list-style-type: none"> Charges and Summonses filed within 1-5 working days based on urgency 	100%	100%	100%
<ul style="list-style-type: none"> Bundles prepared before the relevant court session 	100%	100%	95%
<ul style="list-style-type: none"> Summonses prepared six weeks before each session of the court 	80%	100%	80%
<ul style="list-style-type: none"> Coroner's certificates issued within 5 working days after Jury verdict 	80%	80%	80%
<ul style="list-style-type: none"> Applications processed within 14 days 	80%	80%	80%
<ul style="list-style-type: none"> DRC materials and reports prepared before the relevant court session 	80%	80%	80%
<ul style="list-style-type: none"> Orders processed within two working days 	80%	80%	80%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$4,799,285	\$4,829,443	\$6,854,610
RELATED BROAD OUTCOME:			
Reducing Crime and the Fear of Crime			
This Group Comprises Budget Statement Outputs: JUD 7, JUD 15, JUD 16, JUD 17			

JAD 3	Collection of Revenue		
DESCRIPTION The collection and receipting of Revenue in JEMS in accordance with Laws and court orders for Court Fines, Traffic Tickets, Court Fees, Notary Public Fees, Bailiff Fees, Legal Practitioners Fees, and Law Firm Operational Licences.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of receipts issued	18,000-24,000	18,000-24,000	27,000
QUALITY			
<ul style="list-style-type: none">Amount receipted equates to funds receivedJudicial Financial Stamp applied to original receiptFunds received in JEMS posted to IRIS	100% 100% 100%	100% 100% 95%	100% 100% 95%
TIMELINESS			
<ul style="list-style-type: none">Money received deposited to the bank within one working dayMoney posted from JEMS to IRIS by the end of the current month	100% 100%	100% 100%	100% 100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman, and Cayman Brac	100%	100%	100%
COST	\$608,671	\$566,052	\$689,211
RELATED BROAD OUTCOME: Reducing Crime and the Fear of Crime			
This Group Comprises Budget Statement Output: JUD 2			

JAD 4	Financial Management of Court Funds		
DESCRIPTION Collection (receipting) and distribution (payments) made of funds receipted in JEMS for Family Support, Court Trust, Compensations, Cash Bonds, and Nominated Accounts as prescribed by court order(s).			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Receipts Issued	15,000-16,000	15,000-16,000	22,500
<ul style="list-style-type: none">Number of Payments Issued	14,000-15,000	14,000-15,000	21,000
<ul style="list-style-type: none">Financial Statement Issued	1	1	1
<ul style="list-style-type: none">Number of nominated accounts	125-150	125-150	188
<ul style="list-style-type: none">Number of General accounts	2,250-2,500	2,250-2,500	3,375
QUALITY			
<ul style="list-style-type: none">Certificates issued and signed by authorized Legal Aid officer in accordance with Legal Aid Law	100%	100%	100%
<ul style="list-style-type: none">Taxation Certificates processed and signed by Clerk of the Court in accordance with Legal Aid Law and Practice Direction	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Legal Aid notification certificate issued and sent out with-in 5 working days	100%	100%	95%
<ul style="list-style-type: none">Taxation Certificate issued with-in 10 working days	100%	100%	95%
LOCATION			
<ul style="list-style-type: none">Kirk House, Grand Cayman	100%	100%	100%
COST	\$ 334,016	\$ 315,782	\$633,957
RELATED BROAD OUTCOME: Reducing Crime and the Fear of Crime			
This Group Comprises Budget Statement Output: JUD 13			

OUTPUT SUPPLIER: HEALTH SERVICES AUTHORITY

HEA 8	Autopsy and Coroner Services		
DESCRIPTION			
Autopsies and Coroner Services.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of autopsies and coroner services	50-60	50 -60	70-80
QUALITY			
<ul style="list-style-type: none">In accordance with standard industry professional practice	100%	100%	100%
TIMELINESS			
<ul style="list-style-type: none">Throughout the Year	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Grand Cayman	100%	100%	100%
COST	\$240,000	\$247,200	\$360,000
RELATED BROAD OUTCOME: Reducing Crime and the Fear of Crime			
This Group Comprises Purchase Agreement Output: HEA 8			

OUTPUT SUPPLIER: VARIOUS LAW FIRMS

NGS 2	Legal Aid Services		
DESCRIPTION			
Provision of legal representation for eligible persons under the Legal Aid Law.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of Criminal Applications filed	200-250	200-250	300-350
<ul style="list-style-type: none">Number of Civil Applications filed	200-250	200-250	275-300
<ul style="list-style-type: none">Number of Criminal Applications approved	120-180	120-180	250-300
<ul style="list-style-type: none">Number of Civil Applications approved	120-180	120-180	175-200
<ul style="list-style-type: none">Number of Duty Counsel Applications	15-30	15-30	20-40
QUALITY			
<ul style="list-style-type: none">Appearance in Court as required	100%	100%	100%
<ul style="list-style-type: none">Undertake duties in a professional manner and make appropriate representations in accordance with the relevant Law	100%	100%	100%
<ul style="list-style-type: none">Relevant document clear and accurate			
TIMELINESS			
<ul style="list-style-type: none">Throughout the year in accordance with the listing of cases and the Court schedule	100%	100%	100%
LOCATION			
<ul style="list-style-type: none">Cayman Islands	100%	100%	100%
COST	\$2,600,000	\$2,500,000	\$3,900,000
RELATED BROAD OUTCOME: Reducing Crime and the Fear of Crime			

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

23. OUTPUT GROUPS TO BE PURCHASED BY THE CABINET ON BEHALF OF THE OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

OUTPUT SUPPLIER: DIRECTOR OF PUBLIC PROSECUTIONS

DPA 1	Prosecution and International Co-operation		
DESCRIPTION <ul style="list-style-type: none">Provision of prosecution services relating to criminal mattersInternational Legal Cooperation ActivitiesJustice Protection Law Activities			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY			
<ul style="list-style-type: none">Number of cases for which legal rulings provided	2,000 – 2500	2,000 – 2500	3,000 - 3,750
<ul style="list-style-type: none">Number of cases prosecuted	1,700 – 1854	1,700 – 1854	2,550 - 2,781
<ul style="list-style-type: none">Number of requests for assistance from Authority	20 - 28	20 – 28	30 – 42
<ul style="list-style-type: none">Number of applications reviewed under the Justice Protection Law	10 - 12	10 – 12	0
<ul style="list-style-type: none">Number of cases in which witnesses are contacted and updated as to case progression	40 -50	50 - 75	0
QUALITY			
<ul style="list-style-type: none">Availability of qualified Crown Counsel	100%	100%	100%
<ul style="list-style-type: none">Percentage of indictments that were drafted correctly and did not required revision	100%	100%	100%
<ul style="list-style-type: none">Percentage of indictments that were successfully lodged	100%	100%	100%
<ul style="list-style-type: none">Percentage of times that disclosures provided to the defence was satisfactory to the expectations of the end-user	100%	100%	100%
<ul style="list-style-type: none">Qualified Attorneys to provide requested assistance	100%	100%	100%
<ul style="list-style-type: none">Qualified Attorneys and Administrative Staff to execute required activities			

TIMELINESS			
• Percentage of rulings within specified time	100%	100%	100%
• Percentage of advice given within specified time	100%	100%	100%
• Percentage of prosecution undertaken within a given period or as required	100%	100%	100%
• Percentage of disclosure provided within reasonable time to assist the defence in their preparation prior to trial/hearing	100%	100%	100%
• Percentage of Preliminary Bundles prepared within time specified the court	100%	100%	100%
• Assistance given within required time line	100%	100%	100%
• Witnesses contacted within required timeline after trial date set or trial date changed	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	\$3,802,122	\$3,802,533	\$4,475,505
RELATED BROAD OUTCOME: Reducing Crime and the Fear of Crime			
This Group Comprises Budget Statement Outputs: DPP 1, DPP 2 and DPP 3			

24. OUTPUT GROUPS TO BE PURCHASED BY THE PUBLIC ACCOUNTS COMMITTEE

OUTPUT SUPPLIER: OFFICE OF THE AUDITOR GENERAL

ADO 2	Services to the Legislative Assembly and its Committee		
DESCRIPTION Audit reports and advice to the Public Accounts Committee (PAC) and other Legislative Committees.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">Number of reports issued reports to the Legislative AssemblyNumber of audits in progress / partial reports at year end	3-5 2-4	3-5 2-3	6-8 3-5
QUALITY <ul style="list-style-type: none">Issued reports reviewed and signed off by Audit Director and/or Auditor GeneralRequest client’s comments on the draft reports and amend the final report if necessaryReport recommendation are endorsed by PACReport recommendations are accepted by the client	100% 100% 90-100% 75-100%	100% 100% 90-100% 75-100%	100% 100% 90-100% 75-100%
TIMELINESS <ul style="list-style-type: none">Auditor General Reports become public documents within two weeks of submission to the Speaker of the Legislative AssemblyAll reports are publically available through website within two days after becoming a public document	100% 100%	100% 100%	40-60% 100%
LOCATION <ul style="list-style-type: none">64 Shedden Road Georgetown and Client premises (Nationally and Internationally)	100%	100%	100%
COST	\$735,000	\$760,000	\$748,000
RELATED BROAD OUTCOME: Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Output: AUD 2			

25. OUTPUT GROUPS TO BE PURCHASED BY THE OVERSIGHT COMMITTEE OF THE LEGISLATIVE ASSEMBLY

OUTPUT SUPPLIER: OFFICE OF THE OMBUDSMAN

OBM 1	Public Interest Investigations		
DESCRIPTION The Office of the Ombudsman is responsible for the following outputs. Investigations of written complaints and dealing with information appeals including: <ul style="list-style-type: none">• Enquiries, advice and guidance given to the public• Investigate written complaints made regarding injustice caused by improper, unreasonable or inadequate administrative conduct on the part of the Royal Cayman Islands Police Service and any Ministry/Portfolio, Government owned company and Statutory Authorities.• Investigate Whistle-blower Disclosures throughout the public and private sector.			
MEASURES	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
QUANTITY <ul style="list-style-type: none">• Number of hours available to hear investigate and decide on appeals under the FOI Law and complaints under the DP Law including whether to levy administrative fines• Number of hours available to monitor public authorities and data controllers (as defined by FOI and DP Laws), to produce reports to the Legislative Assembly, to conduct investigations of public and private entities• Number of Enquiries, Complaints referred to the Internal Complaints Process (ICP) and ICP’s Monitored• Number of Police Complaints received/investigated• Number of Written Maladministration Complaints received/investigated• Number of Whistle-blower Disclosures received/investigated	2,000-2,500 1,000-1,500 50-100 50-100 50-100 1-2	3,000-4,000 1,500-2,500 50-100 50-100 50-100 1-2	4,000-5,000 2,000-3,000 50-100 50-100 50-100 1-2
QUALITY <ul style="list-style-type: none">• All complaints to be suitably investigated by suitably qualified and trained staff• Appeals and complaints processed in accordance with internal policies, procedures and/or law	90-100% 90-100%	90-100% 90-100%	90-100% 90-100%
TIMELINESS <ul style="list-style-type: none">• Appeals and complaints processed within timelines established in internal policies and procedures	90 – 100%	90 – 100%	90 – 100%
LOCATION <ul style="list-style-type: none">• Cayman Islands	100%	100%	100%
COST	\$2,092,381	\$2,092,264	\$1,983,261
RELATED BROAD OUTCOMES: A Strong Economy to Help Families and Businesses Stable, Effective and Accountable Government			
This Group Comprises Budget Statement Outputs: OOB 1 and OOB 2			

TRANSFER PAYMENTS FOR 2018 AND 2019

Transfer Payments are made by Government without any expectation of a service or good being obtained from the recipients of such payments. They differ from Output purchases because services – i.e. the Outputs – are actually received for the payments made by Cabinet.

Cabinet intends to make \$48.9 million in Transfer Payments during the 2018 and 2019 financial years in the categories below.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
TP 12	Tourism Scholarships Payments to Tourism Scholarship Recipients Number of Persons Assisted 2018-40 Number of Persons Assisted 2019: 46 <i>*Less persons being individually assisted but support is provided to the Hospitality School</i>	815,000	815,000	1,222,500
TP 13	Miss Cayman Scholarships Scholarship Prize for Miss Cayman Winner Number of Persons Assisted in 2018: 6 Number of Persons Assisted in 2019: 6	75,000	75,000	75,000
TP 27	Pre-School Educational Assistance Pre-school education grants for students who qualify for financial assistance Number of persons assisted 2016/17: 322 Number of persons assisted 2018: 120-160 Number of persons assisted 2019: 120-160	705,800	704,140	1,053,316
TP 30	Local and Overseas Scholarships and Bursaries Scholarships and bursaries awarded by the Education Council to support education at local and overseas tertiary institutions Number of persons assisted 2016/17 overseas: 613 Number of persons assisted 2018 overseas: 600-700 Number of persons assisted 2019 overseas: 650-750 Number of persons assisted 2016/17 local: 905 Number of persons assisted 2018 local: 825-925 Number of persons assisted 2019 local: 850-950	11,696,000	11,696,643	17,930,655
TP 41	Poor Relief Payments Permanent and financial assistance payments to the elderly and disable Number of Persons to Assist in 2018/2019: 950-1,200 Number of Persons Assisted in 2016/17: 950	\$7,394,400	\$8,532,000	\$9,390,000
TP 43	Poor Relief Vouchers Short and Medium term financial assistance to indigent persons through the provision of poor relief vouchers Number of Families to Assist in 2018/2019: 700-900 Number of Families Assisted in 2016/17: 750	\$1,550,000	\$1,550,000	\$2,325,000
TP 44	Temporary Poor Relief Payments for Young Parents Programme (YPP) Students Number of Persons Assisted in 2016/17: 30 - 45 Number of Persons Assisted in 2015/16: 20 - 30	30,000	30,000	-

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
TP 46	Emergency Relief Payments Support assistance for refugees	80,000	80,000	120,000
TP 47	Ex-Gratia Benefit Payments to Seamen Benefit payments to recipients of Seamen Ex-Gratia benefits Number of Persons to Assist in 2018/2019: 850-950 Number of Persons Assisted in 2016/17: 800-900	\$7,098,000	\$8,190,000	\$9,009,000
TP 48	Benefit Payments to Ex-Servicemen Payments to recipients of Ex-Servicemen benefit Number of Persons to Assist in 2018/19: 100-130 Number of Persons Assisted in 2016/17: 150-160	\$982,800	\$1,134,000	\$1,528,800
TP 49	Youth Programmes and Other Non-Governmental Organisations Community gatherings with sports, games, Bible study / After School Programmes Number of institutions/persons assisted 2016/17: 14 Number of institutions/persons assisted 2018: 14 Number of institutions/persons assisted 2019: 14	141,000	141,000	141,100
TP 50	Pre School Assistance Pre-school education grants for students who qualify for financial assistance Number of Children to Assist in 2018/2019: 25-50 Number of Children Assisted in 2016/17: 30	\$100,000	\$100,000	\$150,000
TP 51	Other Educational and Training Assistance Grants awarded to institutions/individuals for projects/programmes to meet students or training needs that are not provided for through traditional and/or mainstream educational/training provision. Also to include support of special projects/educational events.	359,000	344,000	373,731
TP 56	Employment Initiatives Grants awarded to various agencies to support the implementation of employment initiatives	-	-	641,000

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
TP 57	Children and Family Services Support Support towards medical assistance, utilities, clothing, furniture and other client needs in Foster Care Programme Number of Families to Assist in 2018/2019: 70-80 Number of Families Assisted in 2016/17: 70-80	\$485,000	\$485,000	\$726,720
TP 58	Support for Services of the Red Cross Annual grant to the Red Cross to continue to provide vital services to the community	70,000	70,000	105,000
TP 60	Housing Assistance Minor housing repairs and other assistance Number of Persons to Assist in 2018/2019: 12-24 Number of Persons Assisted in 2016/17: 12	\$373,000	\$373,000	\$556,977
TP 61	Student Enrichment and Support Services Grants awarded to various institutions to support extended after-school programmes	580,000	580,000	869,775
TP 63	Support to Local Business Associations	75,000	75,000	-
TP 66	Sister Islands Home Repairs Assistance Repair senior citizen homes in the Sister Islands	180,000	180,000	270,000
TP 67	Sports and Cultural Tourism Programmes Assistance	600,000	600,000	898,500
TP 69	Support for the Bridge Foundation Support assistance for substance abuse rehabilitation	105,000	105,000	150,000
TP 72	Other Youth and Sports Programme Assistance Sponsorship of Sporting Events and Provision of Partial Scholarships Number of persons assisted 2016/17: 49 Number of persons assisted 2018: 35-60 Number of persons assisted 2019: 35-60	558,475	579,475	360,214
TP 73	Other Health and Cultural Programme Assistance Various	221,000	220,000	150,000
TP 74	Assistance in Respect to Importation of Livestock Agricultural Services	-	-	75,000
TP 75	Needs Assessment Support Needs Assessment Support and Assistance Number of Persons to Assist in 2018/2019: 250-300 Number of Persons Assisted in 2016/17: 275	\$500,000	\$500,000	\$750,000
TP 76	Assistance for Infrastructure Development	100,000	100,000	37,500
TP 79	Urban Development Commission	200,000	250,000	N/A
TP 80	Support for Business Initiatives	25,000	25,000	N/A
TP 81	Support to National Energy Council	50,000	50,000	N/A

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
TP 82	Scholarships – Special Education Needs Scholarships awarded for alternative education placement by Education Council to students with special education needs who meet criteria and have exhausted the resources within the Government System. Scholarships awarded to college students with special education needs to attend tertiary level programme. Number of persons assisted 2016/17: 23 – Compulsory/ 1-Tertiary Number of persons assisted 2018: 25-30 – Compulsory/ 3-6 –Tertiary Number of persons assisted 2019: 25-30 – Compulsory/ 3-6 –Tertiary	600,000	700,000	-
TP 83	Scholarships – Medical Number of persons assisted 2016/17: 0 (New TP) Number of persons assisted 2018: 4 Number of persons assisted 2019:4	500,000	500,000	N/A
TP 84	Grants to Farmers Grant funding available to farmers or agricultural organisations/committees for small and medium projects which support the agricultural industry, improving the sector's infrastructure and/or enhancing food security.	16,000	16,000	N/A
TP 85	Support to Local Financial Services Associations	197,000	110,000	-

26. FINANCING EXPENSES FOR 2018 AND 2019

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

Listed below is the category of Financing Expenses that the Cabinet intends to make during the 2018 and 2019 financial years.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
FE 3	Interest on Public Debt Interest and Fees on Public Debt	24,043,599	24,924,307	38,969,123

27. OTHER EXECUTIVE EXPENSES FOR 2018 AND 2019 FINANCIAL YEARS

Other Executive Expenses are any Government expenditure that do not relate to Outputs, Transfer Payments or Financing Expenses. These expenses do not relate to the activity of a particular Ministry, Portfolio or Office but instead relate to the activities of H.E. the Governor, The Premier, Speaker of the Legislative Assembly, Deputy Governor, Deputy Premier, Cabinet Ministers, Elected Members of the Legislative Assembly and the Judiciary.

Cabinet intends to make \$48.8 million in Other Executive Expenses during 2018 and 2019 financial years in the categories listed below.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
OE 1	Personal Emoluments for the Judiciary Salary, personal allowances, health care and pension contributions for Chief Justice, three Judges and three Magistrates	2,015,126	2,076,787	3,019,999
OE 2	Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Official Members Salary, personal allowances and (where relevant) pension contributions for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly, Deputy Governor and Attorney General	3,900,000	3,900,000	5,182,000
OE 4	Judiciary Expenses Expenditure relating to members of the Judiciary including entertainment expenses, training, travel, recruitment expenses and security services	1,451,294	1,506,276	1,394,503
OE 5	Constituency Allowance Constituency allowances for Members of the Legislative Assembly	1,086,000	1,086,000	1,116,050
OE 6	Contribution to Caribbean Financial Action Task Force Annual Contributions to CFATF	60,000	60,000	100,000
OE 9	Caribbean Economic Community (CARICOM) Fees Annual Contributions to CARICOM	162,000	162,000	232,000
OE 10	Caribbean Regional Technical Assistance Centre (CARTAC) Contribution Annual Contributions to CARTAC	85,000	85,000	378,000
OE 11	Subscription to Caribbean Examinations Council Annual subscription to Caribbean Examinations Council for local Registrar	13,457	13,457	20,183
OE 12	University of the West Indies Membership Levy Annual membership payment to the University of the West Indies	275,000	197,000	242,528

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
OE 15	Pan American Health Organisation Subscription Annual subscription to Pan American Health Organisation (PAHO)	15,000	15,000	15,000
OE 16	Caribbean Health Research Council Subscription Annual subscription to Caribbean Health Research Council support medical research in the Caribbean	-	-	5,000
OE 17	Caribbean Epidemiology Centre Subscription Annual subscription	-	-	15,000
OE 19	Ex-Gratia Recipients Plan Payments Payments to the Pension Fund for Past Government Employees entitled to payments under the Ex-Garcia Recipient Plan	1,380,000	1,380,000	2,070,000
OE 27	Past Service Pension Liability Payment Payment to the Pension Funds for past service liability of the Government	10,000,000	11,140,000	17,100,000
OE 43	Depreciation of Judicial Executive Assets Depreciation of Executive Assets managed by Judicial Administration (Court House Building)	219,025	219,025	295,879
OE 54	Caribbean Catastrophe Risk Insurance Facility – Annual Premium	840,000	840,000	1,256,250
OE 57	Executive Bank Charges Bank charges	40,000	40,000	36,000
OE 65	Court of Appeal Expenses Emoluments, travel and accommodation for a panel of four Court of Appeal Judges	556,555	582,714	725,000
OE 66	United Nations Caribbean Environmental Programme Regional Trust fund for the Implementation of the Action Plan for the Caribbean Environment Programme	7,000	7,000	7,000
OE 71	Commonwealth Parliamentary Association Support for the Commonwealth Parliamentary Association	275,000	125,000	187,000
OE 78	Depreciation of Ministry of Community Affairs Executive Assets Depreciation of Executive Assets managed by the Minister of Community Affairs	\$27,000	\$27,000	\$40,500
OE 81	World Anti-Doping Agency Annual Subscription to WADA	6,112	6,000	9,000
OE 82	Regional Anti-Doping Organisation Annual Subscription to RADO	6,000	9,000	6,000

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
OE 91	Depreciation of Ministry of District Administration, Tourism and Transport Executive Assets Depreciation of Executive Assets for the Ministry of District Administration, Tourism and Transport	725,000	725,000	725,000
OE 93	Caribbean Agriculture Research and Development Institute (CARDI) Annual Subscription for Membership in CARDI	94,141	94,141	141,000
OE 94	Organisation for Economic Co-operation Development (OECD) Global Forum Annual Membership Subscription	38,000	38,000	25,000
OE 99	Ex-Gratia Payment – Former Members of the Legislative Assembly	-	-	12,000
OE 100	Depreciation of the Portfolio of Civil Service Executive Assets Depreciation of Executive Assets for which the Deputy Governor is responsible (Legislative Assembly Building)	170,000	173,000	255,000
OE 101	Depreciation of Commerce, Planning and Infrastructure Executive Assets	9,694,000	9,694,000	10,790,949
OE 102	New Court House Project Fees for development following outline business case	200,000	200,000	200,000
OE 103	Caribbean Public Health Agency (CARPHA)	18,500	18,500	18,500
OE 104	Caribbean Energy Information System Membership	2,513	2,513	3,769
OE 107	Project Future Change Fund	170,000	170,000	400,000
OE 110	General Insurance	4,036,000	4,001,000	-
OE 111	Disability Policy Secretariat support to National Council for Persons with Disabilities established by the Disabilities (Solomon Webster) Law 2016 as a watchdog entity toward ensuring persons with disabilities live with dignity, are respected, and have the opportunity to participate fully in society. Additional funding support will be provided to assist in the implementation of identified Action Plans to ensure a smooth implementation of such Action Plans	125,000	125,000	N/A
OE 112	Older Persons Policy Secretariat support to Council of Older Persons established by the Older Persons Law 2017 as a watchdog entity toward advancing the well-being of older persons. Additional funding support will be provided to assist in the implementation of identified Action Plans to ensure a smooth implementation of such Action Plans	125,000	125,000	N/A

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
OE 113	Administrative and Advisory Support to the Members of the Legislative Assembly Remuneration for politically appointed Constituency Office Administrative Assistants (COAA's) and political staff within the Office of the Premier and	1,896,173	1,896,173	N/A
OE 114	Administrative and Advisory Support to the Speaker Staff for the Speaker of the House	124,000	124,000	N/A
OE 115	Regional Security Initiatives Initiatives to support regional security and the security of the Cayman Islands including Advanced Passenger Information	60,000	60,000	597,377
OE 116	Pension Uplift	1,500,000	2,100,000	N/A
OE 117	Civil Service Hospitality Fund Central Fund for Employee events (ie Christmas Functions)	115,000	127,000	N/A
OE 118	Increase in Health Insurance Premiums for Civil Servants	4,288,226	5,577,567	
OE 119	Second Chances Programme Employment initiative programme for ex-offenders	147,000	196,000	N/A
OE 120	Repairs and Maintenance of Executive Buildings Governor's Residence and Legislative Assembly	25,000	50,000	-

28. OWNERSHIP ACTIONS FOR 2018 AND 2019

The Government also plans to use a series of Ownership Actions to achieve its strategic Outcome priorities. These measures are outlined below.

Cabinet has also agreed with each Ministry, Portfolio, Public Entities, the Ownership performance that it expects from each Agency. Details of the specific ownership performance for each Ministry, Portfolio, and Office can be found in the Budget Statement of the relevant Ministry, Portfolio and Office.

Details of the specific ownership performance of each Public Entity can be found in the Ownership Agreement of the relevant organisation.

EQUITY INVESTMENT

Equity Investments are Government's investments in Public Entities, Ministries, Portfolios, Offices and other Agencies in which it holds an equity interest. These investments are made to fund the purchase of assets by the Entity or, in a few instances, to provide shareholder support where the Agency incurs operating losses.

Cabinet intends to make the following Equity Investments during the 2018 and 2019 financial years in the categories listed below.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
EI 1	Cayman Airways Limited Equity Injection to cover debt servicing	5,100,000	5,100,000	13,650,000
EI 4	Cayman Islands Development Bank Equity Investment to restructure debt	2,250,000	4,500,000,	-
EI 11	Ministry of Human Resources and Immigration Purchase of Entity Assets	6,456,000	7,608,000	2,454,000
EI 12	Ministry of Education, Youth, Sports, Agriculture and Lands Construction and ancillary costs of new school(s) project; minor capital works; other capital purchases and minor capital works	12,572,000	17,663,775	11,0260,000
EI 18	Cayman Islands Audit Office Equity Investment for purchase of entity assets	31,000	10,000	-
EI 21	Judicial Administration	250,000	125,000	-
EI 23	Cayman Islands National Museum Support Facility	-	-	240,000
EI 29	Health Services Authority Purchases of medical equipment and building projects	-	-	1,642,500
EI 34	Portfolio of Legal Affairs Equity investment for purchase of entity assets	20,000	-	-
EI 35	Portfolio of the Civil Service Equity Investment for purchase of entity assets	500,000	500,000	508,000
EI 36	Cabinet Office Equity Investment for purchase of entity assets	85,000	85,000	2,305,000
EI 46	University College of the Cayman Islands	861,470	320,491	-
EI 49	Cayman Turtle Conservation and Education Centre Limited Equity Injection to cover debt servicing and operational losses	8,500,000	9,500,000	12,700,000
EI 53	Ministry of Health, Environment, Culture and Housing Equity Injection to purchase entity assets	10,900,000	16,705,000	11,088,000
EI 54	Ministry of Community Affairs Equity Investment to purchase entity assets	150,000	150,000	182,000
EI 57	National Housing Development Trust Equity Injection to cover debt servicing	2,888,640	9,267,686	-
EI 60	Office of Director of Public Prosecutions	30,000	15,000	-

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
EI 65	Ministry of Home Affairs, Health and Culture - Health (CINICO) To clear outstanding medical bills	-	-	600,000
EI 67	Ministry of Financial Services and Home Affairs Purchase of entity assets	11,865,280	5,961,200	407,494
EI 68	Ministry of District Administration, Tourism and Transport Equity Investment for purchase of entity assets	545,000	375,000	100,000
EI 70	Ministry of Finance and Economic Development Equity Investment for purchase of entity assets	1,500,000	400,000	75,534
EI 71	Ministry of Commerce, Planning, and Infrastructure Equity investment for purchase of entity assets	7,914,154	4,316,900	4,762,177
EI 72	Cayman National Cultural Foundation Preservation of Ms. Lassie's House	-	-	50,000
EI 75	Office of the Ombudsman	110,000	50,000	-

PURCHASE OR CONSTRUCTION OF EXECUTIVE ASSETS

Executive Assets are assets controlled directly by Cabinet and include Crown land, roads, public buildings and heritage assets. Executive Assets do not include assets used by Ministries, Portfolios and Offices to produce their Outputs.

Cabinet intends to incur expenditures on the following Executive Assets during the 2018 and 2019 financial years in the categories listed below.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
EA 4	Land Purchase	300,000	300,000	250,000
EA 9	Land Purchase: Gazetted Claims	2,000,000	2,000,000	1,050,000
EA 30	Cemetery Vaults - Grand Cayman	200,000	350,000	100,000
EA 36	Miscellaneous Road Surface Upgrades	2,000,000	2,100,000	1,642,699
EA 55	Cayman Brac and Little Cayman Roads Road repair in Cayman Brac due to WAC installing pipelines for city water between 2016- 2025. Secondary residential roads will continue to be paved through to December 2020. In addition, all Little Cayman roads will require resurfacing with chip and spray as this temporary surface only last 3-5 years	1,000,000	1,000,000	1,074,500
EA 60	Cayman Brac: Bluff Playfield In 2018, tendering and construction of 2 changing rooms for the swimming pool and ancillary items for the pool e.g. fencing, swimmers starting blocks, bleachers, etc. Also budgeted and planned for 2018 - 2020 are completion of the Hardcourts; the Mondo athletic track installation; Sports Office; and Parking Lots throughout the site.	600,000	-	2,150,000
EA 78	Government Office Accommodation Project 1	750,000	750,000	450,000
EA 95	Cemetery Vaults: Cayman Brac & Little Cayman To construct new vaults at Cayman Brac and Little Cayman cemeteries	25,000	25,000	25,000
EA 125	Cayman Brac Emergency Shelter Tendering for final interior finishes in first quarter of 2018 is to be completed in first quarter of 2019. In 2020, the parking lot and site work for the multi-purpose hall is expected to be completed in order to obtain Certificate of Occupancy	2,100,000	-	1,115,000
EA 139	Little Cayman Boat Launch Ramp Tendering for professional fees (design and structural engineering) and demolition of South coast dock in Little Cayman. In 2019 and 2020, construction of a new replacement dock to be completed	50,000	150,000	50,000
EA 142	George Town Revitalization	400,000	500,000	7,800,000

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
EA 143	Cruise Berthing Facility Project Preliminary designs and cost estimations are complete. Prequalification of bidders is complete and negotiations with cruise lines are in the final stages. Coral recruitment has been completed and an application submitted to DoE for trial relocation. The bid documents are being finalised with the next procurement stage in November 2017. The 2018 consultancy work will consist of tender evaluation; award of contract, financial close with bidder, full business case, trial coral relocation, and contract management. In 2019 and 2020, work will consist of contract management, independent monitoring, permitting fees, and additional insurances during construction	1,800,000	1,200,000	500,000
EA 144	Public Restrooms In 2018, the Ministry will tender for professional fees (design) and construction of one restroom in West Bay – Cemetery Beach, one in East End, and one restroom in Starfish Point, North Side. In 2019, plans for construction of one restroom in Governor's Beach, West Bay, and one restroom in Old Man Bay, North Side. In 2020, plans for construction of 2 restrooms in Cayman Brac	150,000	100,000	50,000
EA 145	New Court House	320,000	125,000	
EA 147	Minor District Works	500,000	500,000	750,000
EA 148	Major Road Works - Expansion Projects	7,250,000	6,250,000	-
EA 149	Government Solar Charging Stations	50,000	50,000	-
EA 150	Electronic Vehicle Registration Gantries	250,000	250,000	-
EA 151	Upgrade Ramps and Jetties	400,000	463,100	-
EA 152	Civic Centre/Town Halls Upgrades	100,000	100,000	-
EA 153	Upgrade of National Parks	70,000	70,000	-
EA 154	Upgrades to Executive Assets (Buildings) Upgrades to Governor's Residence and Legislative Assembly	86,000	-	-

LOANS MADE

Cabinet intends to make approximately \$1.1 Million in Loans Made during the 2018 and 2019 financial years in the categories listed below.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
LM 1	Civil Service Mortgage Loans Mortgage Loans for Civil Servants Number of Loans Budgeted for 2016/17: 14 Number of Loans Awarded in 2015/16: 7	60,000	60,000	60,000
LM 3	Personal Loans Loans for Civil Servants Number of Loans Budgeted for 2016/17: 20 Number of Loans Awarded in 2015/16: 24	80,000	80,000	80,000
LM 4	Overseas Medical Advances Loans for Overseas Medical Advances for uninsured patients Number of Loans Budgeted for 2016/17: 40 Number of Loans Awarded in 2015/16: 40	220,000	220,000	220,000
LM 11	Settlement Loans Temporary loans for new hires relocating from overseas Number of Loans Budgeted for 2016/17: 80 Number of Loans Awarded in 2015/16: 90	500,000	500,000	750,000

Borrowing

Cabinet intends to undertake the following borrowings during 2019 financial year.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2018 1 Jan to 31 Dec 2018	2019 1 Jan to 31 Dec 2019	2016/17 18-Month Forecast
BO 11	Borrowings New Borrowing in 2019	-	153,000,000	-

SECTION B

ESTIMATES OF APPROPRIATIONS

FOR THE 2018 FINANCIAL YEAR ENDING 31 DECEMBER 2018
AND THE 2019 FINANCIAL YEAR ENDING 31 DECEMBER 2019

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Appropriations to the Premier

		Financial Year 2018	Financial Year 2019
Appropriation Reference Number	Appropriation Name	Appropriation Amount \$	Appropriation Amount \$
Output Groups			
CBO 1	Development and Coordination of Government Policy	1,118,309	1,180,775
CBO 2	Cabinet and National Security Council Support and Servicing	889,596	867,881
CBO 9	Protocol Services	461,886	461,880
CBO 11	Freedom of Information and Data Protection Coordination	201,910	201,910
CBO 17	Information Services Provided to Other Government Agencies	1,182,431	1,212,145
CBO 20	Advice and Assistance to the Premier and Administration of the Premier's Office	698,955	698,955
CBO 21	Broadcasting of Public Information and On Air Programmes	1,287,809	1,287,809
CBO 22	Services Provided by the London Office	1,132,736	1,132,735
URC 1	Drafting Instructions for the Development of Legislation	30,352	30,352
URC 2	Management of KY Internet Domain	25,000	25,000
URC 3	Collection and Verification of Licence Fees	100,383	100,383
URC 4	Policy Advice	43,757	43,757
URC 5	Education of Local Businesses and the General Public on ICT Issues	8,215	8,215
URC 6	Regional and International Representation	42,602	42,602
URC 7	National Cyber Security Initiatives	75,000	75,000
URC 8	Monitoring and Controlling of Petroleum Products, Storage and Handling	150,000	150,000

Appropriations to the Premier

		Financial Year 2018	Financial Year 2019
Appropriation Reference Number	Appropriation Name	Appropriation Amount \$	Appropriation Amount \$
Other Executive Expenses			
OE 5	Constituency Allowance	1,086,000	1,086,000
OE 111	Disability Policy	125,000	125,000
OE 112	Older Persons Policy	125,000	125,000
OE 113	Administrative and Advisory Support to Members of the Legislative Assembly	1,896,173	1,896,173
Equity Investments			
EI 36	Cabinet Office	85,000	85,000

Appropriations to the Minister of Human Resources and Immigration

		Financial Year 2018	Financial Year 2019
Appropriation Reference Number	Appropriation Name	Appropriation Amount \$	Appropriation Amount \$
Output Groups			
HCA 1	Policy Advice and Ministerial Services on Human Resource and Border Control Matters	4,468,512	4,558,279
HCA 2	Licensing Services	474,790	468,681
HCA 5	Border Control Services	4,718,995	4,776,168
HCA 6	Human Resource Services	5,842,798	5,922,288
HCA 8	Police Security Services	1,077,602	1,065,577
HCA 10	Police Criminal Justice Services	355,912	331,710
HCA 14	Protection and Investigative Services	37,614,198	38,625,869
NGS 38	Services for Irregular Migrants	2,270,000	2,270,000
Transfer Payments			
TP 46	Emergency Relief Payments	80,000	80,000
Other Executive Expenses			
OE 57	Executive Bank Charges	6,000	6,000
OE 115	Regional Security Initiatives	60,000	60,000
Equity Investments			
EI 11	Ministry of Human Resources and Immigration	6,456,000	7,608,000

Appropriations to the Minister of Community Affairs

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
HCA 27	Policy Advice and Support to the Minister of Community Affairs	1,461,419	1,447,405
HCA 28	Administration of Community Assistance Programmes	2,759,415	2,757,479
HCA 29	Public Education on Social Issues	142,985	142,842
HCA 31	Supervision and Support of Children	4,333,140	4,335,442
HCA 32	Community Development Services	460,487	460,812
HCA 37	Housing Services	300,419	296,834
HCA 38	Supervision and Support of Older Persons	4,460,513	4,477,562
CAY 2	Children and Youth Services (CAYS) Foundation	2,178,000	2,178,000
NGS 63	School Lunch and Uniform Programmes	124,000	124,000
NGS 64	Care of the Indigent and Disabled Elderly Persons	1,650,000	1,650,000
NGS 65	General Programmes and Children Services	118,000	118,000
NGS 66	Foster Care for Children	225,000	225,000
NGS 67	Community Programmes	151,000	151,000
NGS 68	Rental Accommodation for Persons in Need	1,950,000	1,950,000
NGS 70	Burial Assistance for Indigents	150,000	150,000
NGS 71	Support for Battered Women and Children	325,000	325,000
NGS 72	Therapeutic Services for Young Persons	25,000	25,000

Appropriations to the Minister of Community Affairs

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Transfer Payments			
TP 41	Poor Relief Payments	7,394,400	8,532,000
TP 43	Poor Relief Vouchers	1,550,000	1,550,000
TP 47	Ex-Gratia Benefit Payments to Seamen	7,098,000	8,190,000
TP 48	Benefit Payments to Ex-Servicemen	982,800	1,134,000
TP 50	Pre-School Assistance	100,000	100,000
TP 57	Children and Family Services Support	485,000	485,000
TP 60	Housing Assistance	373,000	373,000
TP 75	Needs Assessment Support	500,000	500,000
Other Executive Expenses			
OE 78	Depreciation of Ministry of Community Affairs Executive Assets	27,000	27,000
Equity Investments			
EI 54	Ministry of Community Affairs	150,000	150,000

Appropriations to the Minister of District Administration, Tourism and Transport

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
DAT 1	Advice and Support to the Minister of District Administration, Tourism and Transport	2,494,180	2,386,408
DAT 2	Government Services in Cayman Brac and Little Cayman	4,510,608	4,691,939
DAT 3	Management of Executive Assets in Cayman Brac and Little Cayman	4,892,864	4,727,418
DAT 5	Inspection, Testing and Licensing Services	788,504	772,060
DAT 6	Public Education Programmes	1,115,004	1,026,081
DAT 7	Tourism Public Relations	1,387,160	1,340,817
DAT 8	Tourism Advertising Activities	7,890,622	7,956,788
DAT 9	Tourism Sales and Promotion	5,393,942	5,634,400
DAT 10	Tourism Marketing	1,634,055	1,654,786
DAT 11	Support for Local Tourism Providers	1,957,215	1,768,388
DAT 12	Collection of Coercive Revenue	141,561	139,448
DAT 13	Meteorological Services	1,308,027	1,335,958
DAT 14	Public Transport Services	774,552	791,199
CAL 1	Strategic Domestic Air Services	3,134,000	3,134,000
CAL 2	Strategic Tourism, Regional and Core Air Services	14,829,000	14,829,000
TAB 1	Management of Pedro St. James National Historic Site	850,000	850,000
TAB 2	Management of Queen Elizabeth II Botanic Park	675,000	675,000
TAB 3	Annual Pirates Week Festivals and Events	310,000	310,000
TAB 4	Management of Cayman Islands Craft Market	130,000	130,000
TAB 5	Management of Hell Attraction	35,000	35,000
SIH 1	Sister Islands Affordable Housing Programme	75,000	75,000
NGS 1	Organize, Administer and Execute the Cayman Islands Fishing Tournament	30,000	30,000
NGS 3	Organization of Batabano Festival	30,000	30,000
NGS 7	Management of Small Business Development	230,000	230,000
NGS 26	Miss Cayman Committee	0	100,000

Appropriations to the Minister of District Administration, Tourism and Transport

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
NGS 57	Gardening Projects and Landscaping	4,000	4,000
Transfer Payments			
TP 12	Tourism Scholarships	815,000	815,000
TP 13	Miss Cayman Scholarships	75,000	75,000
TP 66	Sister Islands Home Repairs Assistance	180,000	180,000
TP 67	Sports and Cultural Tourism Programmes Assistance	600,000	600,000
Other Executive Expenses			
OE 91	Depreciation of Ministry of District Administration, Tourism and Transport Executive Assets	725,000	725,000
Equity Investments			
EI 1	Cayman Airways Limited	5,100,000	5,100,000
EI 49	Cayman Turtle Conservation and Education Centre Limited	8,500,000	9,500,000
EI 68	Ministry of District Administration, Tourism and Transport	545,000	375,000
Executive Assets			
EA 55	Cayman Brac and Little Cayman Roads	1,000,000	1,000,000
EA 60	Cayman Brac: Bluff Playfield	600,000	0
EA 95	Cemetery Vaults: Cayman Brac and Little Cayman	25,000	25,000
EA 125	Cayman Brac Emergency Shelter	2,100,000	0
EA 139	Little Cayman Boat Launch Ramp	50,000	150,000
EA 143	Cruise Berthing Facility Project	1,800,000	1,200,000
EA 144	Public Restrooms	150,000	100,000

Appropriations to the Minister of Finance and Economic Development

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
FED 1	Policy Advice and Ministerial Services	2,631,343	2,589,552
FED 2	Governance and Administrative Services	363,254	354,894
FED 3	Collection of Coercive Revenue	2,960,456	1,689,974
FED 4	Preparation and Publication of Statistical Reports	1,777,170	1,963,196
FED 5	Financial Reporting and Management Services	4,400,923	4,400,402
FED 6	Processing of Passengers and Inspection of Aircrafts, Vessels and Cargo	7,703,507	7,740,230
FED 7	Identification and Investigation of Customs Offences	2,609,288	2,593,576
FED 9	Administration and Processing of Applications	288,063	287,670
FED 10	National Mail Service	2,418,600	2,509,687
FED 11	Monitoring and Reporting on the Economy	196,888	197,496
CIN 1	Health Insurance for Seamen and Veterans for Primary and Secondary Health Care	10,586,019	11,064,478
DVB 1	Administration of Lending for Human Resource Development	269,140	139,140
DVB 2	Administration of Lending for Micro and Small Businesses Development	306,025	156,025
DVB 3	Administration of Mortgage Lending	451,152	231,152

Appropriations to the Minister of Finance and Economic Development

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Other Executive Expenses			
OE 9	Caribbean Economic Community (CARICOM) Fees	162,000	162,000
OE 10	Caribbean Regional Technical Assistance Centre (CARTAC) Contribution	85,000	85,000
OE 27	Past Service Pension Liability Payment	10,000,000	11,140,000
OE 54	Caribbean Catastrophe Risk Insurance Facility – Annual Premium	840,000	840,000
OE 57	Executive Bank Charges	30,000	30,000
OE 110	General Insurance	4,036,000	4,001,000
OE 118	Increase in Health Insurance Premiums for Civil Servants	4,288,226	5,577,567
Equity Investments			
EI 4	Cayman Islands Development Bank	2,250,000	4,500,000
EI 70	Ministry of Finance and Economic Development	1,500,000	400,000
Loans Made			
LM 1	Civil Service Mortgage Loans	60,000	60,000
LM 3	Personal Loans	80,000	80,000
LM 4	Overseas Medical Advances	220,000	220,000
LM 11	Settlement Loans	500,000	500,000
Financing Expenses			
FE 3	Interest on Public Debt	24,043,599	24,924,307
Borrowings			
BO 11	Borrowings	0	153,000,000

Appropriations to the Minister of Education, Youth, Sports, Agriculture and Lands

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
EGA 1	Policy Advice, Governance and Ministerial Support Services	6,103,744	6,576,646
EGA 4	Public Library Services	1,588,434	1,594,621
EGA 5	Primary Education Services	21,560,869	22,114,750
EGA 6	Secondary Education Services	23,555,030	23,768,793
EGA 7	Education Services for Students with Special Needs	9,664,727	10,197,507
EGA 8	Facilities Maintenance and Operational School Support Services	8,206,914	8,487,990
EGA 9	Training and Support for Adults with Disabilities	1,630,421	1,630,421
EGA 10	Education, Early Childhood and Support Services	8,910,103	9,245,791
EGA 16	Cadet Corps Services	486,736	582,670
EGA 17	Sport Services	4,486,565	4,522,506
EGA 18	Youth Services	443,351	439,703
EGA 20	Management of Land Information and Provision of Surveying Services	3,817,124	3,663,932
EGA 21	Agriculture Support and Regulatory Services	5,068,455	5,089,851
CCO 1	Teaching of Tertiary Level, Professional and Vocational Programmes	4,217,000	4,217,000
CDB 1	Disbursement of Government Scholarship Funding	40,451	40,451
NGS 24	Spaying and Neutering of Dogs and Cats	43,000	43,000
NGS 25	Teaching of Tertiary Education Courses	90,000	90,000
NGS 34	Primary and Secondary Education by Private Schools	1,000,000	1,000,000
NGS 47	Mentoring Cayman Programme	9,000	9,000
NGS 58	Elite Athletes Programme	79,000	79,000
NGS 59	Youth Development Programmes	199,000	199,000
NGS 60	Sports Programmes	721,400	721,400
NGS 76	Cayman Islands Red Cross	25,000	20,000
NGS 79	K-9 Security Services	50,000	50,000
NGS 82	Other Sports Programmes	108,000	108,000
NGS 84	Cayman Islands Agricultural Society	30,000	30,000

Appropriations to the Minister of Education, Youth, Sports, Agriculture and Lands

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Transfer Payments			
TP 27	Pre-School Educational Assistance	705,800	704,140
TP 30	Local and Overseas Scholarships and Bursaries	11,696,000	11,696,643
TP 49	Youth Programmes and Other Non-Governmental Organizations	141,000	141,000
TP 51	Other Educational and Training Assistance	359,000	344,000
TP 61	Student Enrichment and Support Services	580,000	580,000
TP 72	Other Youth and Sports Programme Assistance	558,475	579,475
TP 82	Scholarships - Special Education Needs	600,000	700,000
TP 83	Scholarships - Medical	500,000	500,000
TP 84	Grants to Farmers	16,000	16,000
Other Executive Expenses			
OE 11	Subscription to Caribbean Examinations Council	13,457	13,457
OE 12	University of the West Indies Membership Levy	275,000	197,000
OE 81	World Anti-Doping Agency	6,112	6,000
OE 82	Regional Anti-Doping Organisation	6,000	9,000
OE 93	Caribbean Agriculture Research and Development Institute (CARDI)	94,141	94,141
Equity Investments			
EI 12	Ministry of Education, Youth, Sports, Agriculture and Lands	12,572,000	17,663,775
EI 46	University College of the Cayman Islands	861,470	320,491
Executive Assets			
EA 4	Land Purchase	300,000	300,000
EA 9	Land Purchase: Gazetted Claims	2,000,000	2,000,000

Appropriations to the Minister of Financial Services and Home Affairs

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
FSC 20	Delivery of Enhanced Financial, Public Safety and National Security Services	2,337,825	2,203,586
FSC 21	Framework for a Modern, Innovative Financial Services Industry	2,070,497	2,119,194
FSC 22	A Robust, Efficient Regime for the Registration of Corporate and Vital Information	2,231,022	2,310,279
FSC 23	International Cooperation in Tax Matters	2,137,491	2,176,542
FSC 30	National Disaster Preparedness and Response Services	1,423,407	1,547,867
FSC 31	Electronic Monitoring and Incident Response	4,056,511	4,183,060
FSC 32	Domestic Fire Services	7,696,350	8,021,546
FSC 33	Aerodrome Fire Services	6,763,085	7,092,103
FSC 34	Prison Custodial Services	11,390,803	11,497,581
FSC 35	Correctional Supervision, Intervention and Support Services	7,898,155	8,367,734
AOA 1	Auditors Oversight Authority	315,000	315,000
CMA 1	Policy Advice on Maritime Matters	172,406	232,406
CMA 2	Technical Advice and Support on Maritime Matters	153,844	93,844
CMA 4	State Inspections and Investigation Services	7,896	7,896
CMA 5	Long Range Identification and Tracking of Ships	85,000	85,000
MOA 6	Regulation of the Cayman Islands Currency	1,400,000	1,400,000
MOA 8	Collection of Fees	300,000	300,000
MOA 12	Regulation of the Financial Services Industry	12,778,100	12,778,100
MOA 13	Assistance to Overseas Regulatory Authorities	980,000	980,000
MOA 14	Policy Advice and Ministerial Services	875,000	875,000
NGS 85	Cayman Finance Services	750,000	750,000

Appropriations to the Minister of Financial Services and Home Affairs

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Transfer Payments			
TP 58	Support for Services of the Red Cross	70,000	70,000
TP 69	Support for the Bridge Foundation	105,000	105,000
TP 85	Support to Local Financial Services Associations	197,000	110,000
Other Executive Expenses			
OE 94	Organisation for Economic Co-operation Development (OECD) Global Forum	38,000	38,000
Equity Investments			
EI 67	Ministry of Financial Services and Home Affairs	11,865,280	5,961,200

Appropriations to the Minister of Commerce, Planning, and Infrastructure

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
PAH 1	Advice and Support to the Minister of Commerce, Planning and Infrastructure	2,587,807	2,616,543
PAH 2	Emergency Response Services	307,542	312,564
PAH 4	Management of Public Recreational Facilities and Cemeteries	1,570,960	1,741,733
PAH 8	Management of Special Projects	2,338,805	2,586,736
PAH 10	Management of Government Properties	10,673,768	10,811,511
PAH 11	Procurement and Maintenance of Government Fleet	3,274,828	3,274,827
PAH 13	Provision of Planning Services	12,484	12,484
PAH 14	Management of Planning Applications	3,547,881	3,547,880
PAH 16	Licensing of Drivers and Vehicles	312,168	312,490
PAH 18	Technology Support Services	9,225,932	9,151,511
PAH 20	License, Monitoring and Enforcement of Specified Business Types	1,589,739	1,614,807
PAH 22	E-Government Programme	2,439,510	2,029,528

Appropriations to the Minister of Commerce, Planning, and Infrastructure

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Transfer Payments			
TP 63	Support to Local Business Associations	75,000	75,000
TP 76	Assistance for Infrastructure Development	100,000	100,000
TP 79	Urban Development Commission	200,000	250,000
TP 80	Support for Business Initiatives	25,000	25,000
TP 81	Support to National Energy Council	50,000	50,000
Other Executive Expenses			
OE 101	Depreciation of Commerce, Planning and Infrastructure Executive Assets	9,694,000	9,694,000
OE 104	Caribbean Energy Information System Membership	2,513	2,513
Equity Investments			
EI 71	Ministry of Commerce, Planning and Infrastructure	7,914,154	4,316,900
Executive Assets			
EA 36	Miscellaneous Road Surface Upgrades	2,000,000	2,100,000
EA 78	Government Office Accommodation Project 1	750,000	750,000
EA 142	George Town Revitalization	400,000	500,000
EA 147	Minor District Works	500,000	500,000
EA 148	Major Road Works - Expansion Projects	7,250,000	6,250,000
EA 149	Government Solar Charging Stations	50,000	50,000
EA 150	Electronic Vehicle Registration Gantries	250,000	250,000
EA 151	Upgrade Ramps and Jetties	400,000	463,100
EA 152	Civic Centre/Town Hall Upgrades	100,000	100,000
EA 153	Upgrade of National Parks	70,000	70,000

Appropriations to the Minister of Health, Environment, Culture and Housing

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount	Appropriation Amount
		\$	\$
Output Groups			
HES 1	Policy Advice and Ministerial Services for Health, Environment, Culture and Housing	3,694,000	5,674,000
HES 2	Health Regulatory Services	1,368,280	1,442,000
HES 7	Collection, Recycling and Disposal of Waste	4,102,547	4,225,398
HES 8	Public Health Services	1,801,733	1,947,817
HES 9	Environmental Health Monitoring Services	394,094	420,608
HES 10	Emergency Response Services	144,100	145,587
HES 11	Mosquito Control Services	7,432,208	7,558,200
HES 18	Counselling and Support Services	3,360,318	3,449,732
HES 19	Policy Advice and Awareness Programmes	174,355	183,268
HES 21	Environmental Services and Research	4,918,742	5,188,000
HEA 2	Medical Care for Indigents	10,971,006	10,971,006
HEA 6	Medical Services in Cayman Brac and Little Cayman	3,783,158	3,783,158
HEA 10	Ambulance Services	2,547,293	2,547,293
HEA 11	Services at District Health Clinics	2,242,947	2,242,947
HEA 12	Mental Health Services	2,731,204	2,731,204
HEA 16	Geriatric Services	615,364	615,364
HEA 17	Medical Care Beyond Insurance Coverage/Un-Insured	1,170,000	1,170,000
HEA 18	School Health Services	1,470,445	1,470,445
HEA 19	Medical Care for Chronic Ailments	775,608	775,608

Appropriations to the Minister of Health, Environment, Culture and Housing

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
HEA 20	Public Health Programmes, Investigations and Treatments	2,035,909	2,035,909
HEA 21	Medical Internship Programme	150,000	150,000
HEA 23	Provision of Antiretroviral Medication	942,000	942,000
HEA 24	Provision of Psychological Trauma Diagnosis and Treatment for Children	100,000	100,000
HEA 25	Management and Maintenance of Cancer Registry	38,666	38,666
MUS 4	Collection and Preservation of Significant Material Evidence	147,744	147,744
MUS 5	Museum Facilities, Exhibitions and Displays	541,928	575,928
MUS 6	Provision of Policy and General Advice on Museum Matters	131,328	131,328
NCF 7	Arts and Culture Preservation, Documentation and Promotion	99,873	99,873
NCF 8	National Festivals and Stage Productions	498,536	498,536
NCF 9	Training and Support for Artistic Development	61,591	61,591
NAG 1	Exhibitions and Collection	169,940	169,940
NAG 2	National Art Collection	120,620	120,620
NAG 3	Art Education and Outreach Programmes	295,440	295,440
NDC 1	Policy, Prevention, Surveillance Research, Information, Monitoring and Evaluation	637,000	637,000
NHT 4	Administration of the Affordable Housing Initiative	145,525	145,525
NHT 5	Administration of the Government Guaranteed Home Assisted Mortgage	231,035	231,035
NHT 6	Administration of the New Affordable Housing Initiative	187,368	187,368
NHT 7	Administration of the Build on Your Own Property Initiative	16,667	16,667
TAB 6	Cultural Programmes	8,550	8,550
NGS 4	HIV/AIDS and First Aid Public Education Programmes	22,325	22,325
NGS 53	Palliative Care Nursing	80,158	80,158
NGS 54	Social Marketing for Prevention of HIV/AIDS	50,000	50,000
NGS 55	Tertiary Care at Local and Overseas Institutions	10,981,000	9,920,000
NGS 74	Preservation of Natural Environment and Places of Historic Significance	570,000	570,000
NGS 83	Other Health and Cultural Programmes	30,000	30,000

Appropriations to the Minister of Health, Environment, Culture and Housing

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Transfer Payments			
TP 44	Temporary Poor Relief Payments for Young Parents Programme (YPP) Students	30,000	30,000
TP 73	Other Health and Cultural Programme Assistance	221,000	220,000
Other Executive Expenses			
OE 15	Pan American Health Organisation Subscription	15,000	15,000
OE 66	United Nations Caribbean Environmental Programme	7,000	7,000
OE 103	Caribbean Public Health Agency (CARPHA)	18,500	18,500
Equity Investments			
EI 53	Ministry of Health, Environment, Culture and Housing	10,900,000	16,705,000
EI 57	National Housing Development Trust	2,888,640	9,267,686
Executive Assets			
EA 30	Cemetery Vaults - Grand Cayman	200,000	350,000

Appropriations to the Deputy Governor

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount	Appropriation Amount
		\$	\$
Output Groups			
CIV 1	Policy Advice to the Head of the Civil Service	1,234,181	1,184,169
CIV 2	Auditing Compliance with Human Resource and Internal Financial Policies	1,071,696	1,147,752
CIV 3	Management of Public Sector Reform	1,554,697	1,554,696
CIV 7	Workforce Development within the Civil Service	564,191	564,191
CIV 8	Human Resources and Accounting Services	1,084,241	1,062,996
CIV 10	Servicing of the Legislative Assembly and Members of the Legislative Assembly	1,268,308	1,327,268
CIV 11	Servicing and Support for Her Excellency the Governor	664,974	664,973
CIV 12	Preservation and Management of Records	1,121,353	1,121,353
CIV 13	Maintenance of the Electoral Register	407,321	407,821
CIV 14	Support for Commissions	1,157,428	1,195,398
CIV 15	Policy Advice and Administrative Support Provided to the Deputy Governor	398,863	379,674
CIV 16	Educational Evaluation Services	398,757	398,756
CIN 2	Health Insurance for Civil Service Pensioners	21,736,080	22,468,281
NGS 20	Employee Assistance Programme	147,900	150,858

Appropriations to the Deputy Governor

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Other Executive Expenses			
OE 2	Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Official Members	3,900,000	3,900,000
OE 19	Ex-Gratia Recipients Plan Payments	1,380,000	1,380,000
OE 71	Commonwealth Parliamentary Association	275,000	125,000
OE 100	Depreciation of the Portfolio of Civil Service Executive Assets	170,000	173,000
OE 107	Project Future Change Fund	170,000	170,000
OE 114	Administrative and Advisory Support to the Speaker	124,000	124,000
OE 116	Pension Uplift	1,500,000	2,100,000
OE 117	Civil Service Hospitality Fund	115,000	127,000
OE 119	Second Chances Programme	147,000	196,000
OE 120	Repairs and Maintenance of Executive Buildings	25,000	50,000
Equity Investments			
EI 35	Portfolio of the Civil Service	500,000	500,000
Executive Assets			
EA 154	Upgrades to Executive Assets (Buildings)	86,000	0

Appropriations to the Attorney General

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
LGA 1	Legal Advice and Representation in Civil Matters	2,004,643	1,923,683
LGA 3	Law Teaching and Publications	1,081,891	1,049,892
LGA 4	Drafting of Legislation and Regulations	919,982	1,022,562
LGA 5	Ministerial Servicing and Policy Advice to the Attorney General	1,736,172	1,711,970
LGA 6	Financial Intelligence Services	1,202,077	1,191,777
LGA 7	Review and Modernization of Laws	441,235	432,235
Other Executive Expenses			
OE 6	Contribution to Caribbean Financial Action Task Force	60,000	60,000
Equity Investments			
EI 34	Portfolio of Legal Affairs	20,000	0

Appropriations to Cabinet on behalf of the Chief Justice

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
JAD 1	Administrative Support to the Judiciary	1,610,028	1,690,723
JAD 2	Support for Court Proceedings	4,799,285	4,829,443
JAD 3	Collection of Revenue	608,671	566,052
JAD 4	Financial Management of Court Funds	334,016	315,782
HEA 8	Autopsy and Coroner Services	240,000	247,200
NGS 2	Legal Aid Services	2,600,000	2,500,000
Other Executive Expenses			
OE 1	Personal Emoluments for the Judiciary	2,015,126	2,076,787
OE 4	Judiciary Expenses	1,451,294	1,506,276
OE 43	Depreciation of Judicial Executive Assets	219,025	219,025
OE 57	Executive Bank Charges	4,000	4,000
OE 65	Court of Appeal Expenses	556,555	582,714
OE 102	New Court House Project	200,000	200,000
Equity Investments			
EI 21	Judicial Administration	250,000	125,000
Executive Assets			
EA 145	New Court House	320,000	125,000

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

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
DPA 1	Prosecution and International Co-operation	3,802,122	3,802,533
Equity Investments			
EI 60	Office of Director of Public Prosecutions	30,000	15,000

Appropriations to the Public Accounts Committee

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
ADO 2	Services to the Legislative Assembly and its Committee	735,000	760,000
Equity Investments			
EI 18	Cayman Islands Audit Office	31,000	10,000

Appropriations to the Oversight Committee of the Legislative Assembly

Appropriation Reference Number	Appropriation Name	Financial Year 2018	Financial Year 2019
		Appropriation Amount \$	Appropriation Amount \$
Output Groups			
OBM 1	Public Interest Investigations	2,092,381	2,092,264
Equity Investments			
EI 75	Office of the Ombudsman	110,000	50,000

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SECTION C

FORECAST FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDING 31 DECEMBER 2018
AND THE 2019 FINANCIAL YEAR ENDING 31 DECEMBER 2019

ALL FIGURES ARE STATED IN \$000s

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STATEMENT OF RESPONSIBILITY FOR THE FORECAST FINANCIAL STATEMENTS
FORECAST FINANCIAL STATEMENTS
FOR THE 2018 FINANCIAL YEAR ENDING 31 DECEMBER 2018
AND THE 2019 FINANCIAL YEAR ENDING 31 DECEMBER 2019

The Forecast Financial Statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2017 Revision). The forecast financial statements report the expected financial transactions for the Core Government and the Entire Public Sector for the forthcoming 2018 financial year ending 31 December 2018 and the 2019 financial year ending 31 December 2019.

The forecast financial statements were prepared by the Ministry of Finance and Economic Development on behalf of the Government. The Ministry has used its best professional judgement in preparing the forecast statements based on the economic and financial information available.

The forecast financial statements incorporate the fiscal and economic implications of all Government decisions and circumstances as at 30 September 2017.

We accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and the statements compliance with the Public Management and Finance Law (2017 Revision), as amended.

To the best of my knowledge the Forecast Financial Statements are:

- a) Complete and reliable;
- b) Fairly reflect the forecast financial positions at 31 December 2018 and 31 December 2019 and the performance for the 12-Month financial years ending 31 December 2018 and 31 December 2019;
- c) Include all policy decisions and other circumstances that have, or may have, a material effect on the forecast statements; and
- d) Comply with generally accepted accounting practices as defined by International Public Sector Accounting Standards (IPSAS), except for full compliance with IPSAS 6 and IPSAS 25.

Honourable Roy McTaggart, JP
Minister for Finance and Economic Development

Mr. Kenneth Jefferson, JP
Financial Secretary and Chief Officer of the
Ministry of Finance and Economic Development

27 October 2017

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CORE GOVERNMENT

2018 AND 2019 FINANCIAL STATEMENTS

FOR THE 2018 FINANCIAL YEAR ENDING 31 DECEMBER 2018
AND THE 2019 FINANCIAL YEAR ENDING 31 DECEMBER 2019

ALL FIGURES ARE STATED IN \$000s

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GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2018 AND 31 DECEMBER 2019

12-Month Actual 2015/16	18-Month Forecast 2016/17		Notes	12-Month Budget 2018	12-Month Budget 2019
		Current Assets			
408,619	379,737	Cash and cash equivalents	2	373,556	234,856
10,424	11,480	Trade receivables	3	14,242	15,028
13,505	13,038	Other Receivables	3	10,766	11,066
2,975	4,570	Inventories	4	3,196	3,423
4,989	4,541	Prepayments	6	2,663	2,768
543	859	Loans	7	856	725
441,055	414,225	Total Current Assets		405,279	267,866
		Non-Current Assets			
150	-	Trade receivables	3	2,477	2,398
-	-	Other receivables	3	113	110
831	831	Investments	5	831	831
854	370	Loans	7	16	76
364,773	355,195	Net Worth - Public Entities	10	369,171	388,760
1,431,199	1,448,235	Property, plant and equipment	8	1,490,020	1,528,974
3,265	3,476	Intangible Assets	9	4,688	5,981
448	-	Other non-financial assets		-	-
1,801,520	1,808,107	Total Non-Current Assets		1,867,316	1,927,130
2,242,575	2,222,332	Total Assets		2,272,595	2,194,996
		Current Liabilities			
19,399	18,790	Trade payables	11	17,915	17,936
66,899	42,767	Other payables and accruals	11	40,075	37,332
51,396	45,910	Unearned revenue	12	65,052	65,012
8,607	8,304	Employee entitlements	13	6,302	6,243
29,400	17,100	Unfunded Pension Liability		11,400	11,400
35,727	30,280	Current Portion of Debt	1	287,062	35,950
211,428	163,151	Total Current Liabilities		427,806	173,873
		Non-Current Liabilities			
-	13,995	Unearned revenue	12	-	-
386,376	368,740	Unfunded pension liability	14	374,440	374,440
467,591	420,808	Long Term portion of Debt	1	133,683	250,732
853,967	803,543	Total Non-Current Liabilities		508,123	625,172
1,065,395	966,694	Total Liabilities		935,929	799,045
1,177,180	1,255,638	Net Assets		1,336,666	1,395,951
		NET WORTH			
134,077	170,761	Reserves	15	166,786	165,090
489,490	489,490	Revaluation reserve		489,490	489,490
149,160	46,102	Current Year Surplus		81,028	59,285
404,453	549,285	Other Accumulated Surpluses		599,362	682,086
1,177,180	1,255,638	Total Net Worth		1,336,666	1,395,951

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL PERFORMANCE
FOR YEAR ENDING 31 DECEMBER 2018

12-Month Actual 2015/16	18-Month Forecast 2016/17		Notes	12-Month Budget 2018	Jan-18	Feb-18	Mar-18	Apr-18
		Revenue						
672,722	875,656	Coercive Revenue	16	691,357	186,404	70,869	64,557	42,936
35,828	51,612	Sales of Goods & Services	18	34,718	3,272	3,401	3,391	2,861
2,161	7,172	Investment revenue	19	4,583	382	382	382	382
317	225	Donations	20	30	3	3	3	3
1,393	147	Other revenue	17	50	4	4	4	4
712,421	934,812	Total Revenue		730,738	190,065	74,659	68,337	46,186
		Expenses						
263,586	394,615	Personnel costs	21	299,661	24,990	24,969	24,997	24,982
87,889	141,674	Supplies and consumables	22	106,908	8,921	8,933	8,909	8,930
33,688	47,269	Depreciation & Amortisation	8	30,038	2,511	2,502	2,502	2,511
27,608	38,969	Finance costs	23	23,968	2,072	1,908	2,065	2,016
316	589	Litigation costs	24	583	49	49	49	49
98,533	153,589	Outputs from Statutory Authorities & Government Companies	26	110,471	9,592	9,013	9,013	9,592
32,538	48,328	Outputs from Non-Governmental Suppliers	27	24,867	2,249	1,985	2,000	2,260
30,251	51,144	Transfer Payments	28	36,462	3,168	3,050	2,937	3,037
(3,009)	(3,511)	Other (Gains)/losses	25	(688)	(57)	(57)	(57)	(57)
10,060	7,152	Other Operating expenses	29	11,841	988	978	978	1,048
581,460	879,817	Total Expenses		644,111	54,483	53,330	53,393	54,368
130,961	54,994	Core Government Net Surplus		86,627	135,582	21,329	14,944	(8,182)
18,199	(8,892)	Surplus/(Deficit) of Public Entities	10	(5,599)	522	(981)	328	(148)
149,160	46,102	Entire Public Sector Net Surplus		81,028	136,104	20,348	15,272	(8,330)

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL PERFORMANCE (CONTINUED)
FOR YEAR ENDING 31 DECEMBER 2018

	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Revenue								
Coercive Revenue	41,791	42,101	38,819	39,688	39,252	36,997	39,632	48,311
Sales of Goods & Services	2,806	2,664	2,488	2,581	2,827	3,088	2,886	2,453
Investment revenue	382	382	382	382	382	382	382	381
Donations	3	3	3	2	2	2	2	1
Other revenue	4	4	4	4	4	4	4	6
Total Revenue	44,986	45,154	41,696	42,657	42,467	40,473	42,906	51,152
Expenses								
Personnel costs	24,953	24,966	24,968	24,974	24,971	24,978	24,953	24,960
Supplies and consumables	8,996	8,907	8,897	8,872	8,882	8,910	8,893	8,858
Depreciation & Amortisation	2,502	2,502	2,502	2,502	2,502	2,502	2,502	2,498
Finance costs	2,090	1,981	2,001	1,997	1,972	1,980	1,890	1,996
Litigation costs	49	49	49	49	49	49	49	44
Outputs from Statutory Authorities & Government Companies	9,013	9,013	9,592	9,013	9,013	9,592	9,013	9,012
Outputs from Non-Governmental Suppliers	1,985	1,985	2,230	1,985	1,985	2,230	1,985	1,988
Transfer Payments	3,050	2,937	3,087	3,237	2,937	3,147	2,937	2,938
Other (Gains)/losses	(57)	(57)	(57)	(57)	(57)	(57)	(57)	(61)
Other Operating expenses	978	978	988	978	979	988	978	982
Total Expenses	53,559	53,261	54,257	53,550	53,233	54,319	53,143	53,215
Core Government Net Surplus	(8,573)	(8,107)	(12,561)	(10,893)	(10,766)	(13,846)	(10,237)	(2,063)
Surplus/(Deficit) of Public Entities	(988)	(1,126)	(231)	(961)	(2,232)	(1,744)	(1,244)	3,206
Entire Public Sector Net Surplus	(9,561)	(9,233)	(12,792)	(11,854)	(12,998)	(15,590)	(11,481)	1,143

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL PERFORMANCE
FOR YEAR ENDING 31 DECEMBER 2019

	Notes	12-Month Budget 2019	Jan-19	Feb-19	Mar-19	Apr-19	May-19
Revenue							
Coercive Revenue	16	683,448	189,555	70,621	63,933	42,119	40,752
Sales of Goods & Services	18	35,352	3,448	3,100	3,450	3,363	2,820
Investment revenue	19	3,958	330	330	330	330	330
Donations	20	30	3	3	3	3	3
Other revenue	17	50	4	4	4	4	4
Total Revenue		722,838	193,340	74,058	67,720	45,819	43,909
Expenses							
Personnel costs	21	310,900	25,937	25,913	25,926	25,916	25,894
Supplies and consumables	22	107,662	8,981	9,020	8,963	9,015	9,031
Depreciation & Amortisation	8	30,169	2,522	2,513	2,522	2,513	2,513
Finance costs	23	24,845	1,994	1,798	1,988	1,910	1,904
Litigation costs	24	542	45	45	45	45	45
Outputs from Statutory Authorities & Government Companies	26	111,222	9,654	9,076	9,076	9,654	9,076
Outputs from Non-Governmental Suppliers	27	23,804	2,137	1,958	1,888	2,178	1,888
Transfer Payments	28	38,910	3,311	3,253	3,160	3,235	3,253
Other (Gains)/losses	25	(1,986)	(165)	(165)	(165)	(165)	(165)
Other Operating expenses	29	11,704	976	966	966	1,041	966
Total Expenses		657,772	55,392	54,377	54,369	55,342	54,405
Core Government Net Surplus		65,066	137,948	19,681	13,351	(9,523)	(10,496)
Surplus/(Deficit) of Public Entities		(5,781)	863	(649)	663	155	(811)
Entire Public Sector Net Surplus		59,285	138,811	19,032	14,014	(9,368)	(11,307)

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL PERFORMANCE (CONTINUED)
FOR YEAR ENDING 31 DECEMBER 2019

	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
Revenue							
Coercive Revenue	41,132	37,581	38,562	38,088	35,630	38,325	47,150
Sales of Goods & Services	2,750	2,567	2,630	2,912	3,141	2,698	2,473
Investment revenue	330	330	330	330	330	330	328
Donations	3	3	2	2	2	2	1
Other revenue	4	4	4	4	4	4	6
Total Revenue	44,219	40,485	41,528	41,336	39,107	41,359	49,958
Expenses							
Personnel costs	25,907	25,912	25,900	25,899	25,906	25,891	25,899
Supplies and consumables	8,970	8,989	8,912	8,940	9,009	8,921	8,911
Depreciation & Amortisation	2,513	2,513	2,513	2,513	2,513	2,513	2,508
Finance costs	1,884	1,901	1,897	1,875	1,880	4,702	1,112
Litigation costs	45	45	45	45	45	45	47
Outputs from Statutory Authorities & Government Companies	9,076	9,654	9,076	9,076	9,654	9,076	9,074
Outputs from Non-Governmental Suppliers	1,888	2,133	1,918	1,898	2,133	1,888	1,897
Transfer Payments	3,160	3,235	3,372	3,285	3,233	3,160	3,253
Other (Gains)/losses	(165)	(165)	(165)	(165)	(165)	(165)	(171)
Other Operating expenses	966	976	966	967	976	966	972
Total Expenses	54,244	55,193	54,434	54,333	55,184	56,997	53,502
Core Government Net Surplus	(10,025)	(14,708)	(12,906)	(12,997)	(16,077)	(15,638)	(3,544)
Surplus/(Deficit) of Public Entities	(774)	43	(463)	(1,968)	(1,528)	(1,382)	70
Entire Public Sector Net Surplus	(10,799)	(14,665)	(13,369)	(14,965)	(17,605)	(17,020)	(3,474)

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDING 31 DECEMBER 2018

12-Month Actual 2015/16	18-Month Forecast 2016/17		Notes	12-Month Budget 2018	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
		CASH FLOWS FROM OPERATING ACTIVITIES								
		<i>Receipts</i>								
698,175	905,510	Coercive Receipts		691,560	187,388	69,982	64,223	42,517	41,561	42,592
2,503	4,025	Outputs to other government agencies		656	92	25	25	131	25	25
32,442	56,232	Sale of goods and services - third party		30,552	2,720	2,470	2,470	2,552	2,470	2,720
1,608	7,147	Interest received		4,500	369	369	369	369	369	369
223	225	Donations / Grants received		30	3	3	3	3	3	3
15,952	25,894	Other receipts		14,663	1,224	1,221	1,221	1,221	1,221	1,221
(268,732)	(396,115)	Personnel costs		(300,733)	(25,030)	(25,009)	(25,032)	(25,022)	(24,993)	(25,206)
(88,633)	(141,570)	Supplies and consumables		(106,354)	(9,183)	(8,784)	(8,776)	(8,787)	(8,947)	(9,025)
(93,180)	(156,956)	Outputs from public Entities		(109,555)	(8,597)	(9,092)	(9,013)	(9,513)	(9,092)	(9,013)
(31,260)	(49,789)	Outputs from non-governmental organisations		(25,159)	(2,274)	(2,010)	(2,025)	(2,285)	(2,010)	(2,010)
(30,263)	(50,227)	Transfer payments		(36,567)	(3,177)	(3,059)	(2,946)	(3,045)	(3,059)	(2,946)
(27,801)	(39,459)	Financing/interest payments		(24,168)	(240)	(161)	-	(3,954)	(7,923)	-
(19,032)	(28,018)	Other payments		(25,496)	(5,825)	(1,780)	(1,780)	(1,849)	(1,780)	(1,780)
192,002	136,899	Net Cash Flows from Operating Activities	30	113,929	137,470	24,175	18,739	(7,662)	(12,155)	(3,050)
		CASH FLOWS FROM INVESTING ACTIVITIES								
		<i>Cash received</i>								
219	-	Proceeds from sale of property, plant and equipment		-	-	-	-	-	-	-
2,741	984	Proceeds from sale of Loans/investments		700	58	58	58	58	58	58
2,724	2,851	Receipt of Dividends/Capital withdrawal from Public Entities		4,211	-	-	478	-	3,484	-
(22,017)	(60,582)	Purchase of property, plant and equipment		(74,243)	(3,294)	(5,071)	(6,082)	(7,445)	(7,161)	(16,389)
(722)	(1,078)	Purchase of Loans/investments		(860)	(72)	(72)	(72)	(72)	(72)	(72)
(17,742)	(55,692)	Equity injection in Statutory Authorities/Government Companies		(19,600)	(6,825)	(1,725)	(775)	(775)	(1,725)	(825)
(34,797)	(113,517)	Net cash flows from investing activities		(89,791)	(10,133)	(6,810)	(6,393)	(8,234)	(5,416)	(17,228)
		CASH FLOWS FROM FINANCING ACTIVITIES								
(19,970)	(52,264)	Repayment of Borrowings		(30,318)	(1,508)	(1,055)	-	(13,801)	(1,073)	-
(19,970)	(52,264)	Net cash flows from financing activities		(30,318)	(1,508)	(1,055)	-	(13,801)	(1,073)	-
137,235	(28,882)	Net increase/(decrease) in cash and cash equivalents		(6,180)	125,829	16,310	12,346	(29,697)	(18,644)	(20,278)
271,384	408,619	Cash and cash equivalents at beginning of period		379,737	379,737	505,566	521,876	534,222	504,525	485,881
408,619	379,737	Cash and cash equivalents at end of period	2	373,556	505,566	521,876	534,222	504,525	485,881	465,603

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDING 31 DECEMBER 2018

	Notes	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
Coercive Receipts		38,560	39,525	39,827	36,605	38,919	49,861
Outputs to other government agencies		120	25	25	104	25	34
Sale of goods and services - third party		2,470	2,470	2,470	2,552	2,470	2,718
Interest received		369	369	369	369	369	441
Donations / Grants received		3	3	3	3	3	(3)
Other receipts		1,224	1,221	1,221	1,221	1,221	1,226
Personnel costs		(25,108)	(25,114)	(25,211)	(25,013)	(24,993)	(25,002)
Supplies and consumables		(9,021)	(8,723)	(8,750)	(8,817)	(8,777)	(8,764)
Outputs from public authorities		(9,513)	(9,092)	(9,013)	(9,513)	(9,092)	(9,012)
Outputs from non-governmental organisations		(2,255)	(2,010)	(2,010)	(2,255)	(2,010)	(2,005)
Transfer payments		(3,096)	(3,245)	(2,946)	(3,156)	(2,946)	(2,946)
Financing/interest payments		(217)	(142)	-	(3,624)	(7,907)	-
Other payments		(1,789)	(1,780)	(1,780)	(1,789)	(1,780)	(1,784)
Net cash flows from operating activities	30	(8,253)	(6,493)	(5,795)	(13,313)	(14,498)	4,764
CASH FLOWS FROM INVESTING ACTIVITIES							
Cash Received							
Proceeds from sale of property, plant and equipment		-	-	-	-	-	-
Proceeds from sale of Loans/investments		58	58	58	58	58	62
Receipt of Dividends/Capital withdrawal from Public Entities		-	-	-	-	-	250
Purchase of property, plant and equipment		(6,292)	(5,372)	(3,974)	(4,269)	(4,872)	(4,022)
Purchase of Loans/investments		(72)	(72)	(72)	(72)	(72)	(68)
Equity injection in Statutory Authorities/Government Companies		(825)	(1,775)	(875)	(875)	(1,775)	(825)
Net cash flows from investing activities		(7,131)	(7,161)	(4,863)	(5,158)	(6,661)	(4,603)
CASH FLOWS FROM FINANCING ACTIVITIES							
Repayment of Borrowings		(1,508)	(1,055)	-	(9,245)	(1,073)	-
Net cash flows from financing activities		(1,508)	(1,055)	-	(9,245)	(1,073)	-
Net increase/(decrease) in cash and cash equivalents		(16,892)	(14,709)	(10,658)	(27,716)	(22,232)	161
Cash and cash equivalents at beginning of period		465,603	448,711	434,002	423,344	395,628	373,396
Cash and cash equivalents at end of period	2	448,711	434,002	423,344	395,628	373,396	373,557

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDING 31 DECEMBER 2019

	Notes	12-Month Budget 2019	Jan-19	Feb-19	Mar-19
CASH FLOWS FROM OPERATING ACTIVITIES					
<i>Receipts</i>					
Coercive Receipts		683,648	189,836	69,726	63,809
Outputs to other government agencies		646	88	23	23
Sale of goods and services - third party		31,012	2,758	2,500	2,500
Interest received		3,875	317	317	317
Donations / Grants received		30	3	3	3
Other receipts		14,663	1,224	1,222	1,222
<i>Payments</i>					
Personnel costs		(310,046)	(25,805)	(25,793)	(25,807)
Supplies and consumables		(108,031)	(9,089)	(8,986)	(8,929)
Outputs from public authorities		(110,308)	(8,661)	(9,154)	(9,076)
Outputs from non-governmental organisations		(23,805)	(2,137)	(1,958)	(1,888)
Transfer payments		(38,910)	(3,311)	(3,253)	(3,160)
Financing/interest payments		(25,928)	(198)	(121)	-
Other payments		(25,634)	(3,503)	(1,794)	(1,794)
Net cash flows from operating activities	30	91,212	141,522	22,732	17,220
CASH FLOWS FROM INVESTING ACTIVITIES					
<i>Cash received</i>					
Proceeds from sale of Loans/investments		700	58	58	58
Receipt of Dividends/Capital withdrawal from Public Entities		3,384	-	-	490
<i>Cash Used</i>					
Purchase of property, plant and equipment		(70,385)	(6,188)	(4,092)	(4,729)
Purchase of Loans/investments		(860)	(72)	(72)	(72)
Equity injection in Statutory Authorities/Government Companies		(28,688)	(10,788)	(5,800)	(1,150)
Net cash flows from investing activities		(95,849)	(16,990)	(9,906)	(5,403)
CASH FLOWS FROM FINANCING ACTIVITIES					
Borrowings		153,000	-	-	-
Repayment of Borrowings		(287,062)	(1,508)	(1,055)	-
Net cash flows from financing activities		(134,062)	(1,508)	(1,055)	-
Net increase/(decrease) in cash and cash equivalents		(138,699)	123,024	11,771	11,817
Cash and cash equivalents at beginning of period		373,557	373,557	496,581	508,352
Cash and cash equivalents at end of period	2	234,858	496,581	508,352	520,169

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDING DECEMBER 2019

	Notes	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
CASH FLOWS FROM OPERATING ACTIVITIES										
<i>Receipts</i>										
Coercive Receipts		41,480	40,534	41,649	37,384	38,382	38,690	35,416	37,804	48,938
Outputs to other government agencies		118	23	23	158	23	23	94	23	27
Sale of goods and services - third party		2,621	2,500	2,758	2,500	2,500	2,500	2,621	2,500	2,754
Interest received		317	317	317	317	317	317	317	317	388
Donations / Grants received		3	3	3	3	3	3	3	3	(3)
Other receipts		1,222	1,222	1,222	1,224	1,222	1,222	1,222	1,222	1,217
<i>Payments</i>										
Personnel costs		(25,791)	(25,774)	(25,989)	(25,893)	(25,881)	(25,981)	(25,781)	(25,772)	(25,779)
Supplies and consumables		(8,987)	(9,098)	(9,189)	(9,214)	(8,878)	(8,907)	(8,982)	(8,887)	(8,885)
										-
Outputs from public authorities		(9,576)	(9,154)	(9,076)	(9,576)	(9,154)	(9,076)	(9,576)	(9,154)	(9,075)
Outputs from non-governmental organisations		(2,178)	(1,888)	(1,888)	(2,133)	(1,918)	(1,898)	(2,133)	(1,888)	(1,898)
Transfer payments		(3,235)	(3,253)	(3,160)	(3,235)	(3,372)	(3,285)	(3,233)	(3,160)	(3,253)
Financing/interest payments		(3,368)	(7,883)	0	(176)	(101)	-	(3,155)	(10,926)	-
Other payments		(4,169)	(1,794)	(1,794)	(1,803)	(1,794)	(1,794)	(1,803)	(1,794)	(1,798)
Net cash flows from operating activities		(11,543)	(14,245)	(5,124)	(10,444)	(8,651)	(8,186)	(14,990)	(19,712)	2,633
CASH FLOWS FROM INVESTING ACTIVITIES										
<i>Cash received</i>										
Proceeds from sale of Loans/investments		58	58	58	58	58	58	58	58	62
Receipt of Dividends/Capital withdrawal from Public Entities		-	2,644	-	-	-	-	-	-	250
<i>Cash Used</i>										
Purchase of property, plant and equipment		(4,621)	(4,335)	(22,567)	(4,220)	(4,184)	(4,411)	(3,946)	(3,734)	(3,358)
Purchase of Loans/investments		(72)	(72)	(72)	(72)	(72)	(72)	(72)	(72)	(68)
Equity injection in Statutory Authorities/Government Companies		(1,150)	(1,200)	(1,200)	(1,200)	(1,250)	(1,250)	(1,250)	(1,250)	(1,200)
Net cash flows from investing activities		(5,785)	(2,905)	(23,781)	(5,434)	(5,448)	(5,675)	(5,210)	(4,998)	(4,314)
CASH FLOWS FROM FINANCING ACTIVITIES										
Borrowings		-	-	-	-	-	-	-	153,000	-
Repayment of Borrowings		(9,245)	(1,073)	-	(1,508)	(1,055)	-	(9,245)	(262,373)	-
Net cash flows from financing activities		(9,245)	(1,073)	-	(1,508)	(1,055)	-	(9,245)	(109,373)	-
Net increase/(decrease) in cash and cash equivalents		(26,573)	(18,223)	(28,905)	(17,386)	(15,154)	(13,861)	(29,445)	(134,083)	(1,681)
Cash and cash equivalents at beginning of period		520,169	493,596	475,373	446,468	429,082	413,928	400,067	370,622	236,539
Cash and cash equivalents at end of period		493,596	475,373	446,468	429,082	413,928	400,067	370,622	236,539	234,858

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CHANGES IN NET WORTH
AS AT 31 DECEMBER 2018 AND 31 DECEMBER 2019

	Statutory Reserves	Revaluation/ Other Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2016				
Changes in accounting policy	134,077	489,490	553,613	1,177,180
Prior Year Adjustments	-	-	32,356	32,356
Restated balance 30 June 2016	134,077	489,490	585,969	1,209,536
Restated balance 30 June 2016 brought forward	134,077	489,490	585,969	1,209,536
Transfers	36,684	-	(36,684)	-
Net revenue / expenses recognised directly in net worth	36,684	-	(36,684)	-
Surplus for the period 2016/17	-	-	46,102	46,102
Total recognised revenues and expenses for the period	36,684	-	9,418	46,102
Balance at 31 December 2017	170,761	489,490	595,387	1,255,638
Balance at 31 December 2017 brought forward	170,761	489,490	595,387	1,255,638
Transfers	(3,975)	-	3,975	-
Net revenue / expenses recognised directly in net worth	(3,975)	-	3,975	-
Surplus for the period 2018	-	-	81,028	81,028
Total recognised revenues and expenses for the period	(3,975)	-	85,003	81,028
Balance at 31 December 2018	166,786	489,490	680,390	1,336,666
Balance at 31 December 2018 brought forward	166,786	489,490	680,390	1,336,666
Transfers	(1,696)	-	1,696	-
Net revenue / expenses recognised directly in net worth	(1,696)	-	1,696	-
Surplus for the period 2019	-	-	59,285	59,285
Total recognised revenues and expenses for the period	(1,696)	-	60,981	59,285
Balance at 31 December 2019	165,090	489,490	741,371	1,395,951

Note 1: Statement of Debt – Maturity Profile

12-Month Actual 2015/16	18-Month Forecast 2016/17	Foreign Currency Debt (stated in CI\$)	12-Month Budget 2018	12-Month Budget 2019
34,878	30,280	Not later than one year	287,062	35,950
34,869	312,726	Between one and two years	25,751	34,352
337,759	68,909	Between two and five years	68,984	90,936
95,812	39,173	Later than five years	38,948	125,444
503,318	451,088	Total Foreign Currency Debt	420,745	286,682
503,318	451,088	Total Outstanding Debt	420,745	286,682
503,318	451,088	Net Public Debt	420,745	286,682

Note 1: Statement of Debt (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Statement of Debt	Borrowing	12-Month Budget 2018	12-Month Budget 2019
18,224	4,556	The Cayman Islands Government Securities Law, 2003	USD 163,200	-	-
261,300	261,300	2009 Notes Issue	USD 312,000	261,300	-
7,200	4,800	FirstCaribbean International Bank (Cayman) Limited	USD 28,800	3,200	1,600
25,375	20,125	FirstCaribbean International Bank (Cayman) Limited	USD 63,000	16,625	13,125
18,367	14,567	FirstCaribbean International Bank (Cayman) Limited	USD 45,600	12,033	9,500
17,685	13,755	FirstCaribbean International Bank (Cayman) Limited	USD 47,160	11,135	8,515
154,228	131,156	FirstCaribbean International Bank (Cayman) Limited	USD 185,074	115,671	100,248
-	-	New Borrowings 2019	USD 183,601	-	153,000
652	604	European Investment Bank	ECU 1,490	564	513
503,031	450,863	Sub-Total		420,528	286,501
41	23	European Investment Bank	ECU 330	13	-
246	202	European Investment Bank	ECU 658	204	181
287	225	Total Self Financing Debt		217	181
503,318	451,088	Total Gross Central Government Debt		420,745	286,682

Note 1a: Contingent Liabilities and Assets

12-Month Actual 2015/16	18-Month Forecast 2016/17	Guarantees	12-Month Budget 2018	12-Month Budget 2019
11,589	6,446	Cayman Turtle Conservation and Education Centre	3,629	-
16,294	15,193	Cayman Airways Limited	13,287	9,402
785	356	Water Authority of the Cayman Islands	123	-
16,105	11,894	Cayman Islands Development Bank	9,855	7,817
351	-	Port Authority of the Cayman Islands	-	-
12,594	11,059	National Housing Development Trust	10,002	3,464
201	-	Health Services Authority	-	-
57,919	44,948	Total Quantifiable Guarantees	36,896	20,683
2,000	2,000	Government guarantee of upper 35% of \$51.2 million of mortgages under Government Guarantee Home Assistant Mortgage Scheme	2,000	2,000
2,000	2,000	Total Other Contingent Liabilities	2,000	2,000
59,919	46,948	Total contingent liabilities	38,896	22,683

Note 2: Cash and Cash Equivalents

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
6,846	6,361	US \$ Operational Current Account	3,076	3,076
1,455	1,352	CI\$ Cash in Hand	1,333	1,333
13,361	12,417	CI \$ Operational Current Account	15,604	12,940
380,647	353,742	Other Short Term Investments	347,329	211,293
6,310	5,866	CI\$ Payroll Account	6,214	6,214
408,619	379,737	TOTAL	373,556	234,856

Note 3: Trade & Other Receivables

12-Month Actual 2015/16	18-Month Forecast 2016/17	Trade Receivables	12-Month Budget 2018	12-Month Budget 2019
8,722	11,853	Trade Receivables - Coercive Revenue	14,215	14,015
7	18	Outputs to other Statutory Authorities and Government Agencies	7	7
14,734	15,115	Sale of goods and services	18,252	19,184
(12,889)	(15,506)	Less: Provision for Trade Receivables	(15,755)	(15,780)
10,574	11,480	Total trade receivables & other receivables	16,719	17,426

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
		Current		
5,474	6,104	Past due 1-30 days	7,231	7,428
2,728	2,615	Past due 31-60 days	4,314	4,520
2,168	2,686	Past due 61-90 days	2,612	2,994
54	75	Past due 90 and above	85	86
10,424	11,480	Total Current	14,242	15,028
		Non-Current		
150	-	Past due 1 year and above	2,477	2,398
10,574	11,480	Total	16,719	17,426

Note 3: Trade & Other Receivables (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Other Receivables	12-Month Budget 2018	12-Month Budget 2019
3,829	54	Advances (salary, Official Travel, etc.)	95	95
811	830	Dishonoured cheques	782	784
1,399	4,861	Dividend receivable	2,532	2,670
217	258	Statutory Authorities & Government Companies	216	181
7,306	7,035	Other Receivables - Other	7,254	7,446
13,505	13,038	Total	10,879	11,176

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
		Current		
13,505	13,038	Past due 1-30 days	10,033	10,192
-	-	Past due 90 and above	733	874
-	-	Past due 1 year and above	113	110
13,505	13,038	Total Current	10,700	11,066
		Non-Current		
13,505	13,038	Total	10,879	11,176

Movements in the provision of Loans, Trade and Other Receivables

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
(17,307)	(12,889)	Balance at 1 July/1 January	(14,755)	(15,755)
(191)	(1,923)	Additional provisions made during the year	(1,000)	(849)
4,609	57	Receivables written off during the period	-	824
(12,889)	(14,755)	Total	(15,755)	(15,780)

Note 4: Inventories

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
700	1,600	Inventory held for use in the provision of goods and services	802	802
213	196	Inventory held for sale	196	196
2,062	2,774	Work in Progress and finished goods	2,198	2,425
2,975	4,570	Total	3,196	3,423

Note 5: Investments in Associates

12-Month Actual 2015/16	18-Month Forecast 2016/17	Investment	Date of Acquisition	Holding	Cost	12-Month Budget 2018	12-Month Budget 2019
240	240	Cayman First Insurance	1-Sep-05	20,000		240	240
591	591	Caribbean Development Bank		117 Shares	USD \$6031.74 each	591	591
831	831	Total				831	831

Note 6: Prepayments

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
1,503	2,019	Accrued Prepayments	1,060	1,070
2,491	2,490	Prepaid Insurance	1,544	1,644
995	32	Other Prepayments	59	54
4,989	4,541	Total	2,663	2,768

Note 7: Loans

12-Month Actual 2015/16	18-Month Forecast 2016/17	Loan Description	Current	Non-Current	12-Month Budget 2018
12,331	12,513	Overseas Medical loans	-	11,866	11,866
1,172	982	Civil Service Mortgages	856	219	1,075
137	164	Other Loans	-	111	111
(12,243)	(12,430)	Provision outstanding loans	-	(12,180)	(12,180)
1,397	1,229	Total	856	16	872

18-Month Forecast 2016/17	12-Month Budget 2018	Loan Description	Current	Non-Current	12-Month Budget 2019
12,513	11,866	Overseas Medical loans	-	11,728	11,728
982	1,075	Civil Service Mortgages	975	207	1,182
164	111	Other Loans	-	71	71
(12,430)	(12,180)	Provision outstanding loans	(250)	(11,930)	(12,180)
1,229	872	Total	725	76	801

Note 8: Property, Plant and Equipment

Cost of Property, Plant & Equipment

	Land	Plant and Equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Reticulation	Infra-structure	Motor Vehicles	Marine Vessels	Air-Craft	Other Assets	Assets under Construction or Development	Total
Balance as at 1 July 2016	606,498	29,666	368,442	3,494	7,645	14,111	5,111	100	380,537	36,241	4,340	5,167	8,133	92,072	1,561,557
Additions	5,163	15,064	14,579	1,073	542	3,670	1,115	2,898	3,954	5,184	883	99	1,487	10,647	66,358
Disposals and Derecognition	-	(182)	-	-	(143)	(219)	(16)	-	(21)	(493)	-	-	-	-	(1,074)
Balance as at 31 December 2017	611,661	44,548	383,021	4,567	8,044	17,562	6,210	2,998	384,470	40,932	5,223	5,266	9,620	102,719	1,626,841

	Land	Plant and Equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Reticulation	Infra-structure	Motor Vehicles	Marine Vessels	Air-Craft	Other Assets	Assets under Construction or Development	Total
Balance as at 1 January 2018	611,661	44,548	383,021	4,567	8,044	17,562	6,210	2,998	384,470	40,932	5,223	5,266	9,620	102,719	1,626,841
Additions	2,300	7,053	7,184	535	83	2,625	366	-	10,412	2,260	-	-	447	37,509	70,774
Disposals and Derecognition	-	-	-	-	-	(6)	-	-	-	-	-	-	-	-	(6)
Balance as at 31 December 2018	613,961	51,601	390,205	5,102	8,127	20,181	6,576	2,998	394,882	43,192	5,223	5,266	10,067	140,228	1,697,609

	Land	Plant and Equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Reticulation	Infra-structure	Motor Vehicles	Marine Vessels	Air-Craft	Other Assets	Assets under Construction or Development	Total
Balance as at 1 January 2019	613,961	51,601	390,205	5,102	8,127	20,181	6,576	2,998	394,882	43,192	5,223	5,266	10,067	140,228	1,697,609
Additions	2,300	5,120	6,483	-	51	1,449	230	28	4,404	795	-	-	372	46,914	68,146
Disposals and Derecognition	-	-	-	-	-	(5)	-	-	-	-	-	-	-	-	(5)
Balance as at 31 December 2019	616,261	56,721	396,688	5,102	8,178	21,625	6,806	3,026	399,286	43,987	5,223	5,266	10,439	187,142	1,765,750

Note 8: Property, Plant and Equipment (continued)

Accumulated Depreciation and Impairment Losses

	Land	Plant and Equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment
Balance as at 1 July 2016		18,407	37,594	3,056	5,522	11,851	3,638
Impairment Reserve 2016/17 (closing balance)		49	1,025	-	-	164	-
Depreciation Expense 2016/17		5,278	18,141	257	1,131	3,087	662
Eliminate on Disposal or Derecognition 2016/17		(120)	-	(126)	(184)	(11)	-
Balance as at 31 December 2017		23,614	56,760	3,187	6,469	15,091	4,300
	Land	Plant and Equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment
Balance as at 1 January 2018		23,614	56,760	3,187	6,469	15,091	4,300
Depreciation Expense 2018		2,641	14,399	109	498	2,411	431
Eliminate on Disposal or Derecognition 2018		-	-	-	-	(6)	-
Balance as at 31 December 2018		26,255	71,159	3,296	6,967	17,496	4,731
	Land	Plant and Equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment
Balance as at 1 January 2019		26,255	71,159	3,296	6,967	17,496	4,731
Depreciation Expense 2019		2,655	14,402	109	496	2,514	440
Eliminate on Disposal or Derecognition 2019		-	-	-	-	(5)	-
Balance as at 31 December 2019		28,910	85,561	3,405	7,463	20,005	5,171
Net Book value 31 December 2017	611,661	20,934	326,261	1,380	1,575	2,471	1,910
Net Book value 30 December 2018	613,961	25,346	319,046	1,806	1,160	2,685	1,845
Net Book value 30 December 2019	616,261	27,811	311,127	1,697	715	1,620	1,635

Note 8: Property, Plant and Equipment (continued)

Accumulated Depreciation and Impairment Losses (continued)

	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other Assets	Assets under Construction or Development	Total
Balance as at 1 July 2016	11	14,588	24,348	1,596	2,767	6,980	-	130,358
Impairment Reserve 2016/17(closing balance)	-	-	-	-	624	-	-	1,862
Depreciation Expense 2016/17	590	12,758	3,808	525	56	976	-	47,269
Eliminate on Disposal or Derecognition 2016/17	(21)	-	(16)	(405)	-	-	-	(883)
Balance as at 31 December 2017	580	27,346	28,140	1,716	3,447	7,956	-	178,606
	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other Assets	Assets under Construction or Development	Total
Balance as at 1 January 2018	580	27,346	28,140	1,716	3,447	7,956	-	178,606
Depreciation Expense 2018	24	5,672	2,068	360	45	362	-	29,020
Eliminate on Disposal or Derecognition 2018	-	-	-	(1)	-	(30)	-	(37)
Balance as at 31 December 2018	604	33,018	30,208	2,075	3,492	8,288	-	207,589
	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other Assets	Assets under Construction or Development	Total
Balance as at 1 January 2019	604	33,018	30,208	2,075	3,492	8,288	-	207,589
Depreciation Expense 2019	24	5,680	2,134	360	45	364	-	29,223
Eliminate on Disposal or Derecognition 2019	-	-	-	(1)	-	- 30	-	(36)
Balance as at 31 December 2019	628	38,698	32,342	2,434	3,537	8,622	-	236,776
Net Book value 31 December 2017	2,418	357,124	12,792	3,507	1,819	1,664	102,719	1,448,235
Net Book value 30 December 2018	2,394	361,864	12,984	3,148	1,774	1,779	140,228	1,490,020
Net Book value 30 December 2019	2,398	360,588	11,645	2,789	1,729	1,817	187,142	1,528,974

Note 9: Intangible Assets

	Computer Software	Intangible Assets Under Construction or Development	Total
Balance as at 1 July 2016	11,933	217	12,150
Additions	2,217	-	2,217
Disposals and Derecognition	(7)	-	(7)
Transfers	-	(217)	(217)
Balance as at 31 December 2017	14,143	-	14,143

	Computer Software	Intangible Assets Under Construction or Development	Total
Balance as at 1 January 2018	14,143	-	14,143
Additions	3,530	-	3,530
Disposals and Derecognition	(1,300)	-	(1,300)
Balance as at 31 December 2018	16,373	-	16,373

	Computer Software	Intangible Assets Under Construction or Development	Total
Balance as at 1 January 2019	16,373	-	16,373
Additions	2,239	-	2,239
Balance as at 31 December 2019	18,612	-	18,612

Accumulated Depreciation and Impairment Losses

	Computer Software	Other Intangible Assets	Total
Balance as at 1 July 2016	8,885	-	8,885
Depreciation Expense 2016/17	1,782	-	1,782
Balance as at 31 December 2017	10,667	-	10,667

Note 9: Intangible Assets (continued)

	Computer Software	Intangible Assets Under Construction or Development	Total
Balance as at 1 January 2018	10,667	-	10,667
Depreciation Expense 2018	1,018	-	1,018
Balance as at 31 December 2018	11,685	-	11,685

	Computer Software	Intangible Assets Under Construction or Development	Total
Balance as at 1 January 2019	11,685	-	11,685
Depreciation Expense 2019	946	-	946
Balance as at 31 December 2019	12,631	-	12,631

Net Book value 31 December 2017	3,476	-	3,476
Net Book value 30 December 2018	4,688	-	4,688
Net Book value 30 December 2019	5,981	-	5,981

Note 10: Net Worth of Public Entities

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	1-Jan-2018	Equity Injection	Surplus or (Deficit)	Dividends and Capital Withdrawal	Other Adjustments	31-Dec-2018
300	320	Auditors Oversight Authority	320	-	(56)	-	-	264
(27,928)	(21,640)	Cayman Airways Ltd.	(21,640)	5,100	46	-	-	(16,494)
79,652	86,879	Cayman Islands Airport Authority	86,879	-	6,483	-	-	93,362
8,016	16,555	Cayman Islands Development	16,555	2,250	6	-	32	18,843
24,493	28,739	Cayman Islands Monetary	28,739	-	56	-	-	28,795
4,585	13,425	Cayman Islands National	13,425	-	(5,012)	-	-	8,413
13,534	4,391	Cayman National Cultural	4,391	-	(118)	-	-	4,273
1,460	16,337	Cayman Turtle Farm	16,337	8,500	(6,877)	-	-	17,960
15,925	2,719	Children and Youth Services	2,719	-	(745)	-	-	1,974
6,828	6,313	Civil Aviation Authority	6,313	-	3,345	(2,532)	-	7,126
1,596	-	Electricity Regulatory Authority	0	-	-	-	-	-
98,758	97,551	Health Services Authority	97,551	-	338	-	-	97,889
1,741	-	Information Communications and	0	-	-	-	-	-
3,895	2,682	Maritime Authority of the Cayman	2,682	-	310	-	-	2,992
359	543	National Drug Council	543	-	-	-	(215)	328
2,708	2,654	National Gallery	2,654	-	(61)	-	-	2,593
4,842	5,380	National Housing and Development Trust	5,380	2,889	(1,142)	-	-	7,127
2,769	2,967	National Museum	2,967	-	-	-	-	2,967
4,831	(13,309)	National Roads Authority	(13,309)	-	(1,568)	-	-	(14,877)
21,200	15,826	Port Authority	15,826	-	(3,734)	-	-	12,092
1,523	1,409	Sister Islands Affordable Housing	1,409	-	(85)	-	-	1,324
2,424	2,662	Stock Exchange	2,662	-	638	(478)	-	2,822
9,524	8,953	Tourism Attraction Board	8,953	-	-	-	-	8,953
8,145	5,583	University College of the Cayman	5,583	861	-	-	-	6,444
-	351	Utility Regulation and Competition	351	3,418	394	-	-	4,163
73,593	67,905	Water Authority	67,905	-	2,183	(250)	-	69,838
364,773	355,195	Total	355,195	23,018	(5,599)	(3,260)	(183)	369,171

Note 10: Net Worth of Public Entities (continued)

Description	1-Jan-2019	Equity Injection	Surplus or (Deficit)	Dividends and Capital Withdrawal	Other Adjustments	31-Dec-2019
Auditors Oversight Authority	264	-	(31)	-	-	233
Cayman Airways Ltd.	(16,494)	5,100	939	-	-	(10,455)
Cayman Islands Airport Authority	93,362	-	8,262	-	-	101,624
Cayman Islands Development Bank	18,843	4,500	118	-	-	23,461
Cayman Islands Monetary Authority	28,795	-	31	-	-	28,826
Cayman Islands National Insurance Company	8,413	-	(8,115)	-	-	298
Cayman National Cultural Foundation	4,273	-	(114)	-	-	4,159
Cayman Turtle Farm	17,960	9,500	(6,842)	-	-	20,618
Children and Youth Services Foundation	1,974	-	(745)	-	-	1,229
Civil Aviation Authority	7,126	-	3,526	(2,644)	-	8,008
Electricity Regulatory Authority	-	-	-	-	-	-
Health Services Authority	97,889	-	338	-	-	98,227
Information Communications and Technology Authority	-	-	-	-	-	-
Maritime Authority of the Cayman Islands	2,992	-	496	-	-	3,488
National Drug Council	328	-	-	-	66	394
National Gallery	2,593	-	(66)	-	-	2,527
National Housing and Development Trust	7,127	9,268	(1,132)	-	-	15,263
National Museum	2,967	-	-	-	-	2,967
National Roads Authority	(14,877)	-	(1,692)	-	-	(16,569)
Port Authority	12,092	-	(3,893)	-	-	8,199
Sister Islands Affordable Housing	1,324	-	(85)	-	-	1,239
Stock Exchange	2,822	-	653	(490)	-	2,985
Tourism Attraction Board	8,953	-	6	-	-	8,959
University College of the Cayman Islands	6,444	320	-	-	-	6,764
Utility Regulation and Competition Office	4,163	-	550	-	-	4,713
Water Authority	69,838	-	2,015	(250)	-	71,603
Total	369,171	28,688	(5,781)	(3,384)	66	388,760

Note 11: Trade Payables, Other Payables & Accruals

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
15,947	14,018	Creditors	15,573	15,599
1,201	1,073	Payroll Deductions	1,223	1,443
3,452	4,772	Outputs to other government agencies SAGC	2,342	2,337
53,733	30,957	Accrued Expenses	26,702	24,807
3,782	3,353	Loan Interest Payable	3,078	1,930
2,028	2,046	Deposits from Statutory Authorities and Government Companies	2,107	2,141
6,155	5,338	Other payables	6,965	7,011
86,298	61,557	Total trade payables other payables and accruals	57,990	55,268

Note 12: Unearned Revenue

12-Month Actual 2015/16	18-Month Forecast 2016/17	Details	12-Month Budget 2018	12-Month Budget 2019
1,493	1,187	Customs deposits	606	591
-	8	Revenue deposits	331	331
49,903	58,710	Other unearned revenue	64,115	64,090
51,396	59,905	Total unearned revenue	65,052	65,012

Note 13: Employee Entitlements

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
6,051	6,175	Annual Leave	3,718	3,664
1,963	1,995	Retirement and long service leave	2,038	2,028
593	24	Accrued salaries	381	381
-	110	Pension	165	170
8,607	8,304	Total employee entitlements	6,302	6,243

Note 14: Unfunded Pension Liability

IPSAS 25 – Employee Benefits requires that the pension liabilities be revalued annually in order to present the fair value of the fund balances. The Government and Public Entities have employed an actuary to conduct this annual fair value assessment. The amount recognised by the Central Government is estimated based on the 30 June 2016 valuation as shown in the table below.

Summary Pensions Plans Actuarial Valuation

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
415,776	385,840	Core Government Pensions Liability	385,840	385,840

The principal assumptions used in the computation of the actuarial estimate of the pension liability for the pension plans are as follows:

- (a) Annual salary increases of 3.5%;
- (b) Long term inflation rate of 2.5% per annum;
- (c) Valuation interest rate to discount future benefit payments of 4.0%;
- (d) Expected long-term rate of return on the Fund's invested assets of 7.0%;
- (e) Anticipated future pensions payments increases of 2.5% per annum;
- (f) Estimated retirement age of 55 and 10 years for the Parliamentary Pensions Plan, 57 and 10 years of service for the Public Service Pensions Plan, and age 65 for Judiciary Pensions Plan;
- (g) Liability Cost Method – Projected unit credit method; and
- (h) Asset Value Method – Market value of assets.

Note 15: Reserves

12-Month Actual 2015/16	18-Month Forecast 2016/17	Reserve	12-Month Budget 2018	12-Month Budget 2019
1,248	912	Housing Loan Reserve Fund	929	941
59,227	55,991	Environmental Protection Fund	55,809	52,236
2,228	2,228	Infrastructure Development Fund	2,228	2,228
45,940	97,477	General Reserves	99,486	100,746
2,021	2,144	Student Loan Reserve	2,289	2,418
5,077	5,575	National Disaster Fund	6,045	6,521
18,336	6,434	Debt Sinking Fund	-	-
134,077	170,761	Total Reserves	166,786	165,090

Note 15: Reserves (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
		ENVIRONMENTAL PROTECTION FUND		
56,896	59,226	Opening Balance	55,991	55,809
254	937	Interest	1,070	715
5,846	7,820	Transfer into EPF	5,918	5,977
		Interest transfer to General Revenue	(1,070)	(715)
(3,769)	(11,992)	Transfer to General Revenue	(6,100)	(9,550)
59,227	55,991	Closing Balance	55,809	52,236
		INFRASTRUCTURE DEVELOPMENT FUND		
2,228	2,228	Opening Balance	2,228	2,228
11	10	Interest	48	28
(11)	(10)	Interest Transfer to General Revenue	(48)	(28)
2,228	2,228	Closing Balance	2,228	2,228
		ROADS FUND		
		STUDENT FUND RESERVE		
1,912	2,021	Opening Balance	2,144	2,289
9	23	Interest	45	29
100	100	Transfers from General Revenue	100	100
2,021	2,144	Closing Balance	2,289	2,418
		HOUSING FUND RESERVE		
2,207	1,248	Opening Balance	912	929
12		Interest	17	12
(971)	(336)	Outflow	-	-
1,248	912	Closing Balance	929	941
		NATIONAL DISASTER FUND		
4,654	5,077	Opening Balance	5,575	6,045
23	98	Interest	70	76
400	400	Transfers from General Revenue	400	400
		Transfer to General Revenue	-	-
5,077	5,575	Closing Balance	6,045	6,521
		GENERAL RESERVES		
45,727	45,940	Opening Balance	97,477	99,486
-	50,000	Transfer to General Reserves	-	-
213	1,537	Interest Income	2,009	1,260
45,940	97,477	Closing Balance	99,486	100,746
		SINKING FUND for 2009 Bond Issue		
18,196	18,337	Opening Balance	6,434	-
140	297	Interest	81	-
-	(12,200)	Transfer to General Revenue	(6,515)	-
18,336	6,434	Closing Balance	-	-
134,077	170,761	Total	166,786	165,090

Note 15: Reserves (continued)

Reserve Fund Deposit Balances

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
1,818	912	Housing Guarantee Reserve Fund	929	940
54,787	55,593	Environmental Protection Fund	55,133	51,644
2,228	2,228	Infrastructure Development Fund	2,228	2,228
45,940	97,477	General Reserves Fund	99,486	100,746
2,021	2,144	Student Loan Fund	2,290	2,418
5,077	5,575	National Disaster Fund	6,045	6,521
18,337	6,434	2009 Bond Issue Sinking Fund	-	-
130,208	170,363	Total Reserve Fund Deposit Balances	166,111	164,497

Note 16: Coercive Revenue

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue Description	12-Month Budget 2018	12-Month Budget 2019
19,151	29,044	Alcoholic Beverages Duty	18,932	19,336
7,790	10,298	Annual Permanent Resident Work Permit Fee	13,514	14,168
31,592	29,497	Banks and Trust Licenses	24,995	23,268
104	151	Births, Deaths & Marriages Registration	100	101
4,238	6,437	Building Permit Fees	5,113	5,113
53	67	Business Staffing Plan Board Fees	40	41
472	1,066	Caymanian Status Fees	581	595
6	-	Change of Directors	-	-
3	-	Change of Name Fee	-	-
9	18	Cinematographic Licenses	18	19
73	57	Compounded Penalties	39	41
1,497	2,500	Court Fees	1,400	1,400
1,416	2,383	Court Fines	1,400	1,400
10,648	13,934	Cruise Ship Departure Charges	10,114	10,216
1,867	2,363	CUC - License	2,400	2,400
8	42	Customs Fines	2	2
2,825	4,303	Debit Transaction Fees	3,152	3,467
0	3	Dependant of Caymanian Grant Fee	1	1
5,846	7,970	Environmental Protection Fund Fees	5,918	5,977
306	425	EZG- Special Economic Zone Employment Certificate Grant Fee	322	330
47	69	Firearms Licenses	2	2
0	-	Foundation Companies	750	787
2	11	FPW - Final WP Non-renewal (90days) - Grant	1	1
18,003	19,587	Gasoline Diesel Duty	12,532	12,786
547	547	General Search Fees	451	474
26	46	Grant of Temporary Work Permit - Seasonal Worker	26	27
773	722	Health Practitioners' Board Fee	720	720
232	323	Hotel Licenses	256	271
0	150	HRS-Administrative Fines for Health Insurance Offences	-	-
5	-	Hurricane Ivan Loans Received	-	-
7,597	11,443	ICTA Licences	7,500	7,689
400	654	Immigration Fines	614	630
1,322	2,148	Immigration Non-Refundable Repatriation Fee	1,636	1,675

Note 16: Coercive Revenue (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue Description	12-Month Budget 2018	12-Month Budget 2019
444	1,000	Infrastructure Fund fee	447	447
8,931	9,450	Insurance Licenses	9,786	9,837
1,414	1,843	Insurance Stamp Duty	1,072	1,094
30	39	Issue Fee for Specialist Caregiver Certificate	36	36
1,284	300	Land Holding Companies Share Transfer Charge	288	296
1,205	1,733	Land Registry Fees	1,198	1,222
2,210	3,650	Law Firm Operational	2,187	2,187
1,715	2,175	Legal Practitioner Fee	1,400	1,400
-	1,166	Limited Liability Companies	886	931
-	-	Limited Liability Partnerships	50	100
648	1,192	Liquor Licenses	641	641
2,933	3,057	Local Co. and Corp. Mgmt. Fees	3,168	3,171
442	550	Local Company Control License Grants/Renewals	390	410
18	-	Local Vessel Licenses	-	-
-	-	Miscellaneous Immigration Fees	77	79
56	86	Miscellaneous Licenses	-	-
43	-	MLAT proceeds	-	-
68	66	Money Services Licence	40	40
2,524	3,743	Money Transfer Fees	2,448	2,473
3,582	3,115	Motor Vehicle Charges	3,801	3,841
512	770	Motor Vehicle Drivers Licences	791	796
15,464	23,815	Motor Vehicle Duty	13,961	14,236
2,463	1,203	Motor Vehicle Environmental Tax	878	902
44,544	49,159	Mutual Fund Administrators	41,019	40,915
-	-	Non-Profit Organizations	20	40
309	462	Notary Public Fees	302	302
90,023	108,725	Other Company Fees - Exempt	94,743	96,638
6,524	8,330	Other Company Fees - Foreign	7,045	7,327
3,314	2,727	Other Company Fees - Non-Resident	2,502	2,202
2,395	3,095	Other Company Fees - Resident	2,464	2,513
99,621	152,147	Other Import Duty	102,825	102,159
9,350	12,920	Other Stamp Duty	10,100	10,150
1,034	1,759	Package Charges	1,241	1,276
40,729	52,111	Partnership Fees	49,974	55,471
1,886	1,562	Patents and Trademarks	1,842	1,934
4,441	10,476	PCW - Provision for continuation of work permit - Grant	7,060	7,235
1,097	1,039	Planning Fees	1,574	1,574

Note 16: Coercive Revenue (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue Description	12-Month Budget 2018	12-Month Budget 2019
242	336	Procedural Fines	52	53
16,652	2,416	Proceeds of Liquidated Entities	19,000	3,700
12	-	Proceeds of Crime Law (PoCL)	-	-
99	212	Public Records	103	105
21	-	Public Transport - Drivers Licenses	21	21
5	-	Public Transport - Operator Licenses	6	6
4	5	Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	1	1
85	4	Residency & Employment Rights Certificate by Dependent of a P.R	48	49
1,625	127	Residency & Employment Rights Certificate Issue Fee	2,045	2,096
186	248	Residency and Employment Rights Certificate by Spouse of a Caymanian	167	171
511	585	Residency Certificate for Persons of Independent Means Grant Fee	378	387
1,018	949	RFI - Permanent Residence - Persons of Independent Means	1,343	1,377
41	-	RJC - Residency Certificate (Substantial Business Presence)	45	46
6,953	12,488	Roads Development Fund Fee	7,485	7,645
164	-	Royalties and Dredging	-	-
14,378	17,632	Security Investments Business Licenses	16,842	18,370
-	194	Ship Registration Fees	-	-
3	9	Spear Gun Licenses	5	5
67	98	Special Marriage Licenses	52	53
52,987	65,000	Stamp Duty - Land Transfers	45,000	40,000
437	500	Stamp Duty - Online Meter	316	325
9,650	15,597	Tax and Trust Undertakings	10,400	10,400
713	1,087	Timeshare Ownership	732	740
116	206	Tobacco Dealer Registration fees	90	95
7,594	11,676	Tobacco Products Duty	7,914	8,071
21,134	28,452	Tourist Accommodation Charges	23,686	24,148
5,445	6,836	Traders Licenses	5,058	5,309
943	1,036	Trust Registration Fees	759	683
8	5	W.I.Z. - Boat Licensing	20	20
202	317	Website - Recovery Fees	245	245
63,232	99,758	Work Permits Fees	70,698	72,452
72	162	Working Under Operation of Law Fees	61	63
672,722	875,656	Total	691,357	683,448

Note 17: Other Revenue

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue Description	Budget 2015/16	12-Month Budget 2019
1,296	-	Miscellaneous Revenue Receipts	-	-
51	40	Save the Mortgage Loan Repayment	40	40
46	107	Other revenue	10	10
1,393	147	Total	50	50

Note 18: Sale of Goods & Services

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue Description	12-Month Budget 2018	12-Month Budget 2019
26,897	38,086	Fees and charges	26,750	27,447
5,823	9,191	General sales	5,386	5,320
1,543	2,129	Rentals	2,115	2,115
1,565	2,206	Other	467	470
35,828	51,612	Total Revenue	34,718	35,352

Note 18: Sale of Goods & Services (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Fees and Charges	12-Month Budget 2018	12-Month Budget 2019
289	394	Agricultural Department Fees	131	131
1,186	1,733	Annual Work Permit Application Fees (Entity)	1,353	1,385
13	17	APA - Appeal to Board against decision made by an Immigration Officer Application Fee	12	12
8	8	Application Fee for Specialist Caregiver Certificate	6	6
851	1,270	Audit Fees - Statutory	811	821
2,082	3,229	Authentication and Apostille of Documents Fees	2,264	2,321
2	1	Bailiff Fees	5	5
15	27	Business Staffing Plan Application Fees (Entity)	15	15
4	-	Business Visitors Administration Fees	20	21
40	56	BVX - Business Visitors Permit - Express Determination Fee	49	50
47	99	Cabinet Appeal Fees (formerly Executive Council Appeal Fees)	66	66
172	300	Caymanian Status Application Fees (Entity)	177	181
32	45	Customised Motor Vehicle Licence Plate Fees	31	32
800	1,154	Customs Special Attendance Fees	826	842
3	3	Dependant of a Caymanian Admin Fee	2	2
9	4	Disinsection Fees	4	4
245	303	Drivers Examination Fees	192	197
42	57	Duplicate Vehicle Log Books	39	40
32	-	Electrical Inspection Fees	18	18
61	-	Electrical Licence Fees	79	79
21	-	Elevator Inspection Fees	25	25
19	29	Environmental Service Fees	25	25
2,086	2,901	Examination Fees	1,858	1,894
1,171	1,804	Express Fee - Work Permits	1,295	1,327
34	-	Express Land Registry	60	60
-	25	External Training	15	15
17	-	Fixed Term Work Permit Administration Fees	-	-
1	3	FPA - Final WP Non-renewal (90days) - Admin	6	6

Note 18: Sale of Goods & Services (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Fees and Charges	12-Month Budget 2018	12-Month Budget 2019
1	2	Freedom of Information Fees	-	-
4	-	Funds Received From Department of Tourism (DOT) Events	-	-
14	17	Funds Received from RCY Events	8	8
2,540	3,345	Garbage Fees	2,345	2,436
4	3	Heavy Equipment Application Fees	2	2
1	3	IT Consultancy	2	2
127	168	Land Survey Fees	110	110
604	779	Law School Fees	750	775
-	16	Local Companies Administration Fees	10	10
360	500	Mail Terminal Credits	300	300
-	9	Maintenance of Buildings (Labour)	3	3
159	165	Mapping Services	185	185
1,479	2,028	Motor Vehicle Inspection Fees	1,323	1,413
508	533	Motor Vehicle Licence Plate Fees	355	403
344	713	Naturalisation and Registration Fees	370	370
-	-	Online Planning System Fees	41	41
164	303	Other Company Fees - Exempt (Entity)	200	210
382	-	Other Fees	240	246
1,412	2,074	Other Immigration Fees	1,641	1,681
1	2	Other Labour Charges - PWD (Cayman Brac)	41	41
552	906	Passport Fees	572	586
4	3	PCA - Provision for Continuation of WP - Amendment - Admin	10	11
1	2	PCG - Provision for Continuation of WP - Amend	5	5
1,143	1,364	Pension Plan Registration Fees	879	879
76	126	Permanent Residence/Residency & Employment Rights Certificate/Residency Certificate for	68	70
-	-	Planning Appeal Fees	1	1
29	-	Planning Inspection Call-Out Fee	67	67
1,381	2,321	Private Sector Computing Fees	1,574	1,605
100	150	Professional Legal Fees	0	0
20	30	Public Library Fees	25	25
138	158	PWA - Provision for continuation of work permit - Admin	92	44
1	-	REA - Extension to reside as a Dependent of a Caymanian Application Fee	-	-
2	40	Recycling Fees	40	40

Note 18: Sale of Goods & Services (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Fees and Charges	12-Month Budget 2018	12-Month Budget 2019
9	4	Refund Processing Fees	3	3
1	2	Residency & Employment Rights Cert. - Surviving spouse of a Caymanian Application Fee	1	1
328	435	Residency & Employment Rights Certificate Admin Fee	442	453
18	42	Residency and Employment Rights Certificate by the Dependant of a Permanent Resident	14	14
158	234	Residency and Employment Rights Certificate by the Spouse of a Caymanian Admin Fee	123	126
14	20	Residency Certificate for Persons of Independent Means Admin Fee	14	14
1	3	Restoration of Seized Goods	-	-
1	-	RFA - Permanent Residence - Persons of Independent Means - Application Fee	4	-
-	2	RFA - Permanent Residence - Persons of Independent Means - Renewal Application Fee	1	1
2	3	RGA - Variation of Permanent Residence - Person of Independent Means - Application Fee	2	3
7	6	RJA - Residency Certificate (Substantial Business Presence) Application Fee	13	13
22	40	Sale of Custom Forms	6	6
447	227	School Fees	180	180
-	-	School Inspection Fees	-	-
24	-	Special Econ. Zone - Trade Certificate Fee	87	93
-	26	Special Econ. Zone – Trade Certificate Renewal Fee	-	-
21	33	Special Marriage License Application Fee	17	17
1,061	1,515	Temporary Work Permit Application Fees (Entity)	1,198	1,230
4	-	Tourist Reservation Fees	4	4
100	248	Tower Licence Fees	165	242
455	712	Trade and Business Administration Fees	387	404
6	3	Transcript Fees	3	3
-	1	TWP Entertainer Application Fee	-	-

Note 18: Sale of Goods & Services (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Fees and Charges	12-Month Budget 2018	12-Month Budget 2019
41	73	Variation/Amendment Fee for BSP	48	50
114	238	Vault Sales (Cemetery Fees)	153	153
60	53	Vehicle And Equip. Maintenance Fees	24	24
59	77	Vehicle Bank Liens	52	53
201	281	Vehicle Change of Ownership	191	196
1,313	2,179	Vehicle Disposal Fees	1,300	1,315
183	298	VWA - Visitor's Work Visa Application Fee	234	241
921	1,369	Warehousing	948	966
475	700	Web Receipts	490	490
4	15	Work Under Operation of Law Fees	3	3
26,897	38,086	Total Fees & Charges	26,750	27,447

Note 18: Sale of Goods & Services (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	General Sales	12-Month Budget 2018	12-Month Budget 2019
-	-	Builders Board Registration Fees	49	49
94	135	Canteen Sales	85	85
0	83	Inventory Spare Parts	28	28
17	9	Miscellaneous Sales	8	8
57	84	Other Postal Business	95	100
19	30	Philatelic Sales	18	18
-	-	Plumbers Examination Board Fees	8	8
895	1,309	Police Clearances	926	926
1,584	2,536	Postal Stamps	1,311	1,215
12	15	Prison Craft Sales	10	10
50	45	Prison Sales	10	10
423	536	Sale Of Advertising Space	419	444
1,616	2,350	Sale of Agric. Supplies/Produce	1,679	1,679
817	1,047	Sale Of Gazettes And Subscriptions	708	708
30	30	Sale Of Laws	21	21
9	-	Sale of Planning Documents	8	8
-	2	Temporary Work Permit - Seasonal Worker	3	3
200	980	Sales of Other Goods and Services	-	-
5,823	9,191	Total General Sales	5,386	5,320

12-Month Actual 2015/16	18-Month Forecast 2016/17	Rentals	12-Month Budget 2018	12-Month Budget 2019
13	15	Equipment Rental - PWD (Cayman Brac)	14	14
1,222	1,772	Postal Box Rental Fees	1,000	1,000
133	81	Rental - School Canteens	81	81
60	90	Rentals - Craft Market	60	60
22	38	Rentals - Government Housing	18	18
71	94	Rentals - Other Properties	922	922
22	39	Rentals - Town Halls	20	20
1,543	2,129	Total Rentals	2,115	2,115

Note 18: Sale of Goods & Services (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Other Goods & Services Revenue Goods & Services Revenue	12-Month Budget 2018	12-Month Budget 2019
-	251	GIS Applications	142	142
20	32	GPS Licenses Refund	27	27
35	44	Health Services Fees	18	18
65	84	Miscellaneous Licensing Receipts	61	62
1,445	1,795	Miscellaneous Receipts	219	221
1,565	2,206	Total Other Goods & Services Revenue	467	470
35,828	51,612	Total Goods and Services	34,718	35,352

Note 19: Investment Revenue

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue type	12-Month Budget 2018	12-Month Budget 2019
-	-	Interest on deposits	-	-
2,143	7,100	Interest on cash balances	4,500	3,875
17	12	Interest on Loans	13	13
1	-	Royalties	-	-
-	60	Other Investment Revenue	70	70
2,161	7,172	Total Investment revenue	4,583	3,958

Note 20: Donations

12-Month Actual 2015/16	18-Month Forecast 2016/17	Source	12-Month Budget 2018	12-Month Budget 2019
317	225	Other Donations	30	30
		Balance		
317	225	Total Donations	30	30

Note 21: Personnel Costs

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
195,525	305,951	Salaries, wages and allowances	231,473	238,697
32,906	53,049	Health Care	45,298	47,849
11,404	17,106	Pension - Normal Cost Employer	11,837	12,206
22,052	13,438	Pension - Employer	10,000	11,140
558	146	Leave	147	146
1,141	4,925	Other personnel related costs	906	862
263,586	394,615	Total Personnel Costs	299,661	310,900

Note 22: Supplies and Consumables

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
16,720	22,486	Supplies and Materials	14,319	15,808
41,186	72,730	Purchase of services	62,052	60,850
4,863	7,949	Lease of Property and Equipment	5,770	5,902
11,714	18,603	Utilities	12,724	12,793
5,785	9,487	General Insurance	681	680
1,828	3,218	Travel and Subsistence	2,697	2,760
2,246	2,577	Recruitment and Training	3,802	4,030
3,547	4,624	Other Supplies and Consumables	4,863	4,839
87,889	141,674	Total Supplies & Consumables	106,908	107,662

Note 23: Finance Cost

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
27,608	38,969	Interest on borrowings	23,934	21,751
-	-	Other borrowing costs	-	3,060
-	-	Interest on Deposits from Statutory Authorities and Government Companies	34	34
27,608	38,969	Total Finance cost	23,968	24,845

Note 24: Litigation Cost

12-Month Actual 2015/16	18-Month Forecast 2016/17	Litigation Costs	12-Month Budget 2018	12-Month Budget 2019
316	589	Legal Fees	583	542
316	589	Total Litigation cost	583	542

Note 25: (Gains) / Losses

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
-	-	Net (gain) / loss on disposal of property, plant and equipment	1,300	-
(220)	-	Net (gain) / loss on derecognition and/or revaluation of assets	-	-
(2,789)	(3,511)	Net (gain) / loss on foreign exchange transactions	(1,988)	(1,986)
(3,009)	(3,511)	Total (gains)/ losses	(688)	(1,986)

Note 26: Outputs from Statutory Authorities and Government Companies

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
315	473	AOA 1 - Auditors Oversight Authority	315	315
2,849	3,951	CAL 1 - Strategic Domestic Air Services	3,134	3,134
14,457	20,744	CAL 2 - Strategic Tourism, Regional and Core Air Services	14,829	14,829
2,515	3,617	CAY 2 - Children and Youth Services (CAYS) Foundation	2,178	2,178
4,078	6,325	CCO 1 - Teaching of Tertiary Level and Vocational Programmes (UCCI)	4,217	4,217
43	61	CDB 1 - Government Scholarship Funding Programme	40	40
-	-	CIB 1 - Programme of Direct Lending for Human Resource Development	236	121
-	-	CIB 2 - Programme of Direct Lending for Micro and Small Business Development	306	156
-	-	CIB 3 - Mortgage Finance Programme	451	231
-	-	CIB 4 - Government Guaranteed Student/Home Loan Schemes	33	18
7,361	11,598	CIN 1 - Health Insurance for Seamen and Veterans	10,586	11,064
21,238	31,712	CIN 2 - Health Insurance for Civil Service Pensioners	21,736	22,468
172	235	CMA 1 - Policy Advice to on Maritime Matters	172	232
94	100	CMA 2 - Technical Advice and Support on Maritime Matters	154	94
68	102	CMA 4 - State Inspections and Investigation Services	8	8
85	102	CMA 5 - Long Range Identification and Tracking of Ships (LRIT)	85	85
127	191	DVB 1 - Administration of Lending for Human Resource Development	-	-
156	234	DVB 2 - Administration of Lending for Small Businesses	-	-
243	365	DVB 3 - Administration of Mortgage Lending	-	-
1	208	ERA 12 - National Energy Policy Secretariat	-	-
2,308	3,371	HEA 10 - Ambulance Services	2,547	2,547
2,340	3,364	HEA 11 - Services at District Health Clinics	2,243	2,243
2,231	3,347	HEA 12 - Mental Health Services	2,731	2,731
815	1,223	HEA 16 - Medical care patients over 60 Years Old	615	615
2,020	3,030	HEA 17 - Beyond Insurance Coverage/Un-insured	1,170	1,170
1,430	2,206	HEA 18 - School Health Services	1,470	1,470
804	1,163	HEA 19 - Chronic Diseases	776	776
10,971	16,457	HEA 2 - Medical Care for Indigents	10,971	10,971
2,051	3,054	HEA 20 - Public Health Services	2,036	2,036
150	225	HEA 21 - Medical Internship Program	150	150
-	1,413	HEA 23 - Provision of Antiretroviral Medication	942	942
-	150	HEA 24 - Child Sex Abuse Program – Child Psychologist	100	100
-	58	HEA 25 - Cancer Registrar	39	39
3,445	5,254	HEA 6 - Medical Services in Cayman Brac and Little Cayman	3,783	3,783
181	360	HEA 8 - Autopsies and Coroners services	240	247
100	151	ICT 10 - Collection and Verification of Licence Fees	-	-

Note 26: Outputs from Statutory Authorities and Government Companies (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
44	66	ICT 11 - Policy Advice on ICT Matters	-	-
8	12	ICT 12 - Education of Local Businesses and the General Public on ICT Issues	-	-
43	64	ICT 13 - Regional and International Representation	-	-
75	113	ICT 14 - National Cyber Security Initiatives	-	-
31	46	ICT 8 - Drafting Instructions for the Development of Legislation	-	-
25	38	ICT 9 - Management of KY Internet Domain	-	-
7,138	15,418	MOA 12 - Regulation of the Financial Services Industry	12,778	12,778
980	1,470	MOA 13 - Assistance to Overseas Regulatory Authorities	980	980
875	1,313	MOA 14 - Policy Advice and Ministerial Services on Financial Services Matters	875	875
1,400	2,100	MOA 6 - Regulation of Currency	1,400	1,400
300	450	MOA 8 - Collection of License Fees	300	300
148	222	MUS 4 - Collection and Preservation of Significant Material Evidence	148	148
542	813	MUS 5 - Museum Facilities, Exhibitions and Displays	542	576
131	197	MUS 6 - Services to Support the Ministry, Cabinet and Other Government Entities	131	131
116	174	NAG 1 - Exhibitions & Art Festivals	170	170
67	101	NAG 2 - National Art Collection	121	121
219	328	NAG 3 - Art Education & Outreach Programmes	295	295
100	150	NCF 7 - Preservation of National Art Collection and Cultural Icons	100	100
467	701	NCF 8 - National Festivals and Stage Productions	499	499
62	92	NCF 9 - Training and Support for Artists	62	62
553	955	NDC 1 - Policy, Prevention, Surveillance Research, Information, Monitoring and Evaluation	637	637
145	218	NHT 4 - Administration of affordable Housing Initiative	146	146
231	347	NHT 5 - Administration of the Government Guaranteed Home Assisted Mortgage	231	231
204	281	NHT 6 - Administration of the New Affordable Housing Initiative	187	187
	25	NHT 7 - Administration of the Build on your Own Property Initiative	17	17
72	108	SIH 1 - Sister Islands Affordable Housing Corporation	75	75
850	1,275	TAB 1 - Management of Pedro St. James National Historic Site	850	850
622	1,007	TAB 2 - Management of Queen Elizabeth II Botanic Park	675	675
275	413	TAB 3 - Annual Pirates Week Festival and Events	310	310
125	188	TAB 4 - Management of the Cayman Islands Craft Market	130	130
30	45	TAB 5 - Management of the Hell Geological Site	35	35
9	17	TAB 6 - Cultural Programmes - Pirates Week Activities	9	9
-	-	URC 1- Drafting Instructions for the Development of Legislation	30	30

Note 26: Outputs from Statutory Authorities and Government Companies (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
-	-	URC 2 - Management of KY Internet Domain	25	25
-	-	URC 3 - Collection and Verification of Licence Fees	100	100
-	-	URC 4 -Policy Advice	44	44
-	-	URC 5 -Education of Local Businesses and the General Public on ICT Issues	8	8
-	-	URC 6 - Regional and International Representation	43	43
-	-	URC 7 - National Cyber Security Initiatives	75	75
-	-	URC 8 -Monitoring and Controlling of Petroleum Products, Storage and Handling	150	150
98,533	153,589	Total	110,471	111,222

Note 27: Outputs from Non-Government Suppliers

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
30	30	NGS 1 - Organise, Administer and Execute the Cayman Islands Fishing Tournament	30	30
3,100	3,990	NGS 2- Legal Aid	2,600	2,500
30	45	NGS 3 - Organisation of Batabano Festival	30	30
22	33	NGS 4 - Aids and First Aid Education Program	22	22
230	345	NGS 7 - Management of Small Business Development	230	230
126	218	NGS20 - Employee Assistance Programme	148	151
16	65	NGS 24 Spaying and Neutering of Dogs and Cats	43	43
90	135	NGS 25 - Teaching of Tertiary Education Course (ICCI)	90	90
50	125	NGS 26 - Miss Cayman Committee	-	100
54	-	NGS 27 - Supervision of Pre-School Children (NCVO)	-	-
1,530	2,295	NGS 34 - Primary and Secondary Education by Private Schools	1,000	1,000
3,430	3,600	NGS 38-Services for Refugees	2,270	2,270
9	9	NGS 47 Mentoring Cayman Programme	9	9
51	120	NGS 53 - Palliative Care Nursing - Hospice Care	80	80
45	68	NGS 54 - Social Marketing for Prevention of HIV/AIDS - Cayman Aids Foundation	50	50
17,352	27,434	NGS 55 - Tertiary Medical Care at Various Overseas and Local Providers	10,981	9,920
3	5	NGS 57 - Gardening Projects and Landscaping	4	4
79	118	NGS 58 Elite Athletes Programme	79	79
39	290	NGS 59 Youth Development Programme	199	199
679	1,058	NGS 60 Sports Programme	721	721
-	50	NGS 62 Community Development, Prevention and Beautification Programmes	-	-
124	186	NGS 63 School Lunch and Uniform Programmes	124	124
1,800	2,100	NGS 64 Care of the Indigent, Elderly and Disabled Persons	1,650	1,650
117	230	NGS 65 National Council of Voluntary Organization and Children Services	118	118
225	338	NGS 66 Foster Care for Children	225	225
124	226	NGS 67 Community Programmes	151	151
1,853	3,370	NGS 68 Rental Accommodation for Persons in Need	1,950	1,950
99	225	NGS 70 Burial Assistance for Indigents	150	150
300	482	NGS 71 Support for Battered Women and Children	325	325
11	38	NGS 72 Therapeutic Services for Young Persons	25	25
770	855	NGS 74 - Preservation of National Environment and Places of Historic Significance	570	570
26	43	NGS 76 - CI Red Cross (INYP)	25	20

Note 27: Outputs from Non-Government Suppliers (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
23	44	NGS 79 - Canine Security Services	50	50
79	137	NGS 82 Other Sports Programmes	108	108
21	21	NGS 83 - Other Health & Cultural Programs	30	30
-	-	NGS 84- Cayman Islands Agricultural Society	30	30
-	-	NGS 85 - Cayman Finance	750	750
32,538	48,328	Total	24,867	23,804

Note 28: Transfer Payments

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
626	-	TP 12 - Tourism Scholarships	815	815
17	75	TP 13 - Miss Cayman Scholarship	75	75
714	-	TP 27 - Pre-School Educational Assistance	706	704
10,763	19,153	TP 30 - Local and Overseas Scholarships and Bursaries	11,696	11,697
5,799	7,470	TP 41 Poor Relief Payments	7,394	8,532
1,500	3,025	TP 43 Poor Relief Vouchers	1,550	1,550
13	45	TP 44 - Temporary Poor Relief Payments for Young Parents Programme (YPP) Students	30	30
13	90	TP 45 Youth After Care Payments	-	-
99	120	TP 46 Emergency Relief Payments	80	80
5,223	9,009	TP 47 Ex- Gratia Benefits to Seamen	7,098	8,190
999	1,499	TP 48 Benefit Payments to Ex-Servicemen	983	1,134
82	141	TP 49 Youth Programmes - Churches and other Non-Governmental Organizations	141	141
19	1,203	TP 50 Pre-school Assistance	100	100
180	374	TP 51 - Other Educational and Training Assistance	359	344
180	-	TP 52 - Young Nations Builders Scholarship Fund (YNBP)	-	-
607	2,151	TP 56 - Employment Initiatives	-	-
358	727	TP 57 Children and Family Services Support	485	485
70	105	TP 58 - Support for Services of the Red Cross	70	70
172	557	TP 60 Housing Assistance	373	373
555	870	TP 61 - Student Enrichment and Support Services	580	580
140	168	TP 63- Support to Local Business Associations	75	75
93	200	TP 66 - Cayman Brac and Little Cayman Home Repairs Assistance	180	180
437	719	TP 67 - Sports and Cultural Tourism Programmes Assistance	600	600
60	150	TP 69 - Support for the Bridge Foundation	105	105
520	770	TP 72 Other Youth and Sports Programme Assistance	558	579
150	205	TP 73 - Other Health & Cultural Program Assistance	221	220
25	113	TP 74 - Assistance in respect to Importation of Livestock	-	-
393	800	TP 75 Needs Assessment Support	500	500
26	111	TP 76- Assistance for Infrastructure Development	100	100
419	-	TP 77 -Disaster Relief Assistance	-	-
-	-	TP 79- Urban Development Commission	200	250
-	-	TP 80- Support for Business Initiatives	25	25
-	-	TP 81- Support to National Energy Council	50	50
-	-	TP 82 - SEN Scholarships	600	700
-	-	TP 83- Medical Scholarships (Required Min of Health)	500	500
-	-	TP 84 -Grants to farmers	16	16
-	-	TP 85-Support to Local Financial Services Associations	197	110

Note 28: Transfer Payments (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
-	742	TP 70 - Athlete Development Programme	-	-
-	552	TP 78 - Ex-Gratia Compensation	-	-
30,251	51,144	Total	36,462	38,910

Note 29: Other Executive Expenses (OE's)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
1,941	3,020	OE 1 - Personal Emoluments for the Judiciary	2,015	2,077
3,371	5,182	OE 2 - Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor	3,900	3,900
1,311	1,545	OE 4 - Judiciary Expenses	1,451	1,506
671	1,200	OE 5 - Constituency Allowances	1,086	1,086
46	-	OE 6 - Contribution to Caribbean Financial Action Task Force	60	65
153	232	OE 9 - CARICOM Fees	162	162
	525	OE 10 - Caribbean Regional Technical Assistance Centre(CARTAC) Contribution	85	85
11	20	OE 11 - Subscription to Caribbean Examinations Council	13	13
161	243	OE 12- University of the West Indies Membership Levy	275	197
3	-	OE 14 - Caribbean Food and Nutrition Institute Subscription	-	-
6	18	OE 15 - Pan American Health Organisation Subscription	15	15
5	-	OE 16 - Caribbean Health Research Council Subscription	-	-
13	-	OE 17 - Caribbean Epidemiology Centre Subscription	-	-
1,200	2,309	OE 19- Ex-Gratia Plan Recipients Plan Payments	1,380	1,380
-	-	OE 25 - Settlement of Court	-	-
209	280	OE 26 - Personal emoluments for the Attorney General	-	-
23,952	17,100	OE 27 - Past Service Pension Liability Payments	10,000	11,140
-	294	OE 43 - Depreciation of Judicial Executive Assets	219	219
454	1,260	OE 54 - Caribbean Catastrophic Risk Insurance Facility - Annual Premium	840	840
40	20	OE 57 - Executive Bank Charges	40	40
468	870	OE 65 -Court of Appeal Expenses	557	583
-	16	OE 66 - United Nations Caribbean Environmental Programme	7	7
125	187	OE 71- Commonwealth Parliamentary Association	275	125
-	-	OE 78 Depreciation of Ministry of Community Affairs, Youth and Sports	27	27
3	9	OE 81 World Anti-Doping Agency	6	6
3	6	OE 82 Regional Anti-Doping Agency	6	9
268	700	OE 86 - Compensation	-	-
309	725	OE 91- Depreciation of District Administration, Tourism and Transport Executive Assets	725	725
-	156	OE 93 Caribbean Agriculture Research and Development Institute (CARDI)	94	94
-	25	OE 94 - OECD - Global Forum	38	38
30	45	OE 96 - Executive Salary Reimbursements	-	-
12	18	OE 99- Ex-Gratia Payments for Former Members of the Legislative Assembly	-	-
144	-	OE 100 - Executive Depreciation	170	173

Note 29: Other Executive Expenses (OE's) (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
11,226	10,791	OE 101- Depreciation of Executive Assets	9,694	9,694
208	200	OE 102 - New Court House Project	200	200
-	23	OE 103 - Caribbean Public Health Agency (CARPHA)	19	19
-	4	OE 104 - Caribbean Energy Information System Membership	3	3
5,330	4,750	OE 105 - Settlement of Cases	-	-
-	3	OE 106 - CAIPA Membership Fees	-	-
-	400	OE 107 - Project Future Fund	170	170
-	-	OE 108 - Pay Stagnation	-	-
-	290	OE 109 - Public Ombudsman	-	-
-	-	OE 110 - General Insurance	4,036	4,001
-	-	OE 111 - Disability Policy	125	125
-	-	OE 112 - Older Persons Policy	125	125
-	-	OE 113 – Administrative and Advisory Support to the MLAs	1,896	1,896
-	-	OE 114- Administrative and Advisory Support to the Speaker	124	124
-	597	OE 115 Regional Security Initiatives	60	60
-	-	OE 116 - Pension Uplift	1,500	2,100
-	-	OE 117 - CIG Core Christmas Stipend	115	127
-	-	OE 118 - Placeholder for Civil Service CINICO Increase	4,288	5,578
-	-	OE 119 - Second Chance Program	147	196
59	-	OE 92 - Settlement of Government Guarantees	-	-
781	-	Other Expenses	82	108
52,513	53,063	Total	46,030	49,038

12-Month Actual 2015/16	18-Month Forecast 2016/17	Other Executive Expenses (OE's) Categorisation	12-Month Budget 2018	12-Month Budget 2019
30,774	34,101	Personnel Costs	23,354	26,496
11,679	11,810	Depreciation	10,835	10,838
10,060	7,152	Other operating expenses	11,841	11,704
52,513	53,063	Total OE's	46,030	49,038

Note 30: Reconciliation of Surplus to Net Cash Flows from Operating Activities

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
149,160	46,102	Surplus/(Deficit) from Ordinary Activities	81,028	59,285
Non-cash Movements				
33,688	47,269	Depreciation and Amortisation	30,038	30,169
191	1,923	Increase in Provision for Bad Debt	1,000	849
(18,199)	8,892	(Deficit)/Loss of Public Entities	5,599	5,781
408	-	(Gain)/losses on sale of property plant and equipment	1,300	-
Changes in Current Assets and Liabilities:				
11,238	13,271	(Increase)/decrease in current assets	2,762	1,344
15,516	19,442	Increase/(decrease) in other current liabilities	(7,798)	(6,216)
192,630	136,899	Net Cash Flows from Operating Activities	113,929	91,212

ENTIRE PUBLIC SECTOR

2018 AND 2019 FINANCIAL STATEMENTS

FOR THE 2018 FINANCIAL YEAR ENDING 31 DECEMBER 2018
AND THE 2019 FINANCIAL YEAR ENDING 31 DECEMBER 2019

ALL FIGURES ARE STATED IN \$000s

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GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2018 AND 31 DECEMBER 2019

STATEMENT OF FINANCIAL POSITION

12-Month Actual 2015/16	18-Month Forecast 2016/17		Notes	12-Month Budget 2018	12-Month Budget 2019
		Current Assets			
550,397	544,150	Cash and cash equivalents	2	488,381	339,667
113,792	119,987	Marketable securities and deposits		125,719	128,850
32,015	17,741	Trade receivables	3	20,026	22,820
13,390	11,492	Other Receivables	3	10,787	10,839
16,778	20,813	Inventories	4	21,904	22,131
9,867	8,521	Prepayments	6	11,570	12,227
2,671	2,604	Loans	7	3,312	3,168
739,450	725,307	Total Current Assets		681,699	539,702
		Non-Current Assets			
150	415	Trade receivables	3	3,403	3,315
993	151	Other receivables	3	113	110
831	831	Investments	5	831	831
27,614	25,337	Loans	7	32,637	32,529
1,752,587	1,807,504	Property, plant and equipment	8	1,892,875	1,945,549
6,516	6,752	Intangible Assets	9	12,398	13,445
2,088	-	Other non-financial assets		-	-
1,790,779	1,840,990	Total Non-Current Assets		1,942,257	1,995,779
2,530,229	2,566,297	Total Assets		2,623,956	2,535,481
		Current Liabilities			
33,090	25,678	Trade payables	10	27,731	31,183
62,626	50,662	Other payables and accruals	10	54,147	49,456
-	-	Bank Overdraft	2	902	674
65,282	70,042	Unearned revenue	11	74,122	73,391
10,497	10,371	Employee entitlements	12	8,601	8,532
33,312	22,016	Unfunded Pension Liability	13	14,429	13,820
48,388	38,749	Current Portion of Debts	1	302,537	45,816
253,195	217,518	Total Current Liabilities		482,469	222,872
		Non-Current Liabilities			
		Trade payables	10	36	36
204	-	Other payables and accruals	10	255	255
416,213	413,600	Unfunded pension liability	13	422,329	424,749
31,758	84,202	Unfunded post-retirement health care		90,541	96,588
106,876	116,323	Currency Issued		119,323	122,323
544,803	479,016	Long Term portion of Debts	1	172,337	272,707
1,099,854	1,093,141	Total Non-Current Liabilities		804,821	916,658
1,353,049	1,310,659	Total Liabilities		1,287,290	1,139,530
1,177,180	1,255,638	Net Assets		1,336,666	1,395,951
		NET WORTH			
134,077	170,761	Reserves	14	166,786	165,090
522,158	522,158	Revaluation reserve		522,158	522,158
148,532	46,102	Current Year Surplus		81,028	59,285
372,413	516,617	Other Accumulated surpluses/(deficits)		566,694	649,418
1,177,180	1,255,638	Total Net Worth		1,336,666	1,395,951

GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE FINANCIAL YEARS ENDING 31 DECEMBER 2018 AND 31 DECEMBER 2019

12-Month Actual 2015/16	18-Month Forecast 2016/17		Notes	12-Month Budget 2018	12-Month Budget 2019
		Revenue			
671,922	875,656	Coercive Revenue	15	691,357	683,448
261,344	354,249	Sales of Goods & Services	17	277,356	284,150
5,715	8,650	Investment revenue	18	12,384	11,777
931	536	Donations	19	717	730
4,110	500	Other revenue	16	5,088	5,301
944,022	1,239,590	Total Revenue		986,902	985,406
		Expenses			
400,116	614,302	Personnel costs	20	444,434	455,631
223,895	326,802	Supplies and consumables	21	244,699	253,464
53,851	79,026	Depreciation & Amortisation	8	53,472	53,894
		Impairment of property, plant and equipment		1,003	500
31,007	43,242	Finance costs	22	26,376	26,751
1,151	589	Litigation costs	23	1,471	1,425
32,538	48,328	Outputs from Non-Governmental Suppliers	25	24,867	23,804
30,252	51,564	Transfer Payments	26	36,462	38,910
(1,636)	(3,511)	Other (Gains)/losses	24	(424)	(1,722)
24,316	33,116	Other Operating expenses	27	73,514	73,464
795,490	1,193,488	Total Expenses		905,874	926,121
148,532	46,102	Entire Public Sector Net Surplus		81,028	59,285

GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEARS ENDING 31 DECEMBER 2018 AND 31 DECEMBER 2019

12-Month Actual 2015/16	18-Month Forecast 2016/17		Notes	12-Month Budget 2018	12-Month Budget 2019
		CASH FLOWS FROM OPERATING ACTIVITIES			
		<i>Receipts</i>			
698,175	900,544	Coercive Receipts		691,560	683,648
253,647	369,394	Sale of goods and services - third party		262,749	269,827
5,008	10,547	Interest received		5,637	5,039
837	835	Donations / Grants received		692	703
23,868	33,802	Other receipts		33,763	34,265
		<i>Payments</i>			
(436,373)	(634,225)	Personnel costs		(493,361)	(504,956)
(169,537)	(314,514)	Supplies and consumables		(180,519)	(186,638)
(31,260)	(49,789)	Outputs from non-governmental organisations		(25,159)	(23,805)
(30,263)	(50,227)	Transfer payments		(36,567)	(38,910)
(31,812)	(43,634)	Financing/interest payments		(26,381)	(27,866)
(49,276)	(42,050)	Other payments		(101,463)	(97,433)
233,014	180,683	Net cash flows from operating activities	28	130,951	113,874
		CASH FLOWS FROM INVESTING ACTIVITIES			
		<i>Cash received</i>			
1,603	-	Proceeds from sale of property, plant and equipment		4	74
52,931	984	Proceeds from sale of Loans/investments		2,500	2,500
		<i>Cash Used</i>			
(43,588)	(106,197)	Purchase of property, plant and equipment		(141,400)	(106,064)
(64,098)	(1,078)	Purchase of Loans/investments		(8,864)	(5,477)
(53,152)	(106,291)	Net cash flows from investing activities		(147,760)	(108,967)
		CASH FLOWS FROM FINANCING ACTIVITIES			
-	-	Borrowings		-	153,000
(35,900)	(80,639)	Repayment of Borrowings		(42,863)	(309,392)
		Currency Issues		3,000	3,000
(35,900)	(80,639)	Net cash flows from financing activities		(39,863)	(153,392)
143,962	(6,247)	Net increase/(decrease) in cash and cash equivalents		(56,672)	(148,485)
406,435	550,397	Cash and cash equivalents at beginning of period		544,150	487,478
550,397	544,150	Cash and cash equivalents at end of period	2	487,478	338,993

GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT OF CHANGES IN NET WORTH

FOR THE FINANCIAL YEARS ENDING 31 DECEMBER 2018 AND 31 DECEMBER 2019

	Statutory Reserves	Revaluation/ Other Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2016	134,077	522,158	520,945	1,177,180
Prior Year Adjustments	-	-	32,356	32,356
Restated balance 30 June 2016	134,077	522,158	553,301	1,209,536
Transfers	36,684	-	(36,684)	-
Net revenue / expenses recognised directly in net worth	36,684	-	(36,684)	-
Surplus for the period 2016/17	-	-	46,102	46,102
Total recognised revenues and expenses for the period	36,684	-	9,418	46,102
Balance at 31 December 2017 carried forward	170,761	522,158	562,719	1,255,638

	Statutory Reserves	Revaluation/ Other Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2017 brought forward	170,761	522,158	562,719	1,255,638
Changes in net worth for 2016/17	-	-	-	-
Balance at 31 December 2017	170,761	522,158	562,719	1,255,638
Transfers	(3,975)	-	3,975	-
Net revenue / expenses recognised directly in net worth	(3,975)	-	3,975	-
Surplus for the period 2018	-	-	81,028	81,028
Total recognised revenues and expenses for the period	(3,975)	-	85,003	81,028
Balance at 31 December 2018	166,786	522,158	647,722	1,336,666

	Statutory Reserves	Revaluation/ Other Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2018 brought forward	166,786	522,158	647,722	1,336,666
Changes in net worth for 2018	-	-	-	-
Restated balance 31 December 2018	166,786	522,158	647,722	1,336,666
Transfers	(1,696)	-	1,696	-
Net revenue / expenses recognised directly in net worth	(1,696)	-	1,696	-
Surplus for the period 2019	-	-	59,285	59,285
Total recognised revenues and expenses for the period	(1,696)	-	60,981	59,285
Balance at 31 December 2019	165,090	522,158	708,703	1,395,951

Note 1: Statement of Debt

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
		Local Currency Debt		
882	2,445	Not later than one year	1,386	812
786	2,045	Between one and two years	845	887
2,701	2,345	Between two and five years	2,652	2,755
3,779	4,953	Later than five Years	958	-
8,148	11,788	Total Local Currency Debt	5,841	4,454
		Foreign Currency Debt (state in \$CI)		
46,979	41,284	Not later than one year	301,151	45,004
46,035	224,731	Between one and two years	35,425	43,530
363,744	176,398	Between two and five years	85,773	100,091
128,285	63,564	Later than five years	46,684	125,444
585,043	505,977	Total Foreign Currency Debt	469,033	314,069
593,191	517,765	Total Outstanding Debt	474,874	318,523
		Local Currency Marketable Securities and Deposits		
-	-	Not later than one year	-	-
-	-	Between one and two years	-	-
-	-	Between two and five years	-	-
-	-	Later than five years	-	-
-	-	Total Local Currency Marketable Securities and Deposits	-	-
		Foreign Currency Marketable Securities and Deposits		
-	-	Not later than one year	-	-
-	-	Between one and two years	-	-
-	-	Between two and five years	-	-
-	-	Later than five years	-	-
-	-	Total Foreign Currency Marketable Securities and Deposits	-	-
-	-	Total Marketable Securities and Deposits	-	-
593,191	517,765	Net Public Debt	474,874	318,523

Note 1: Statement of Debt (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17		Borrowing	12-Month Budget 2018	12-Month Budget 2019
Outstanding Balance CI\$	Outstanding Balance CI\$			Outstanding Balance CI\$	Outstanding Balance CI\$
		Foreign Currency Debt			
		Central Government loans			
18,224	4,566	The Cayman Islands Government Securities Law, 2003	USD 163,200	-	-
		2003 Bond Issue			
		Principal amount is US\$163.2 million. Issue date of the Bond was 8th April 2003 with a final maturity date of 8th April 2018. Interest is payable at a fixed rate of 5.3% per annum over the 15 year life of the Bond. Principal of USD5,440,000 plus interest is repaid semi-annually in April and October.			
261,300	261,300	2009 Notes Issue	USD 312,000	261,300	-
		Principal amount is US\$312 million. Issue date of the Bond was 19 November 2009 with a final maturity date of 19 November 2019. Interest is payable semi-annually at a rate of 5.95% per annum over the 10 year life of the Bond.			
7,200	4,800	FirstCaribbean International Bank (Cayman) Limited	USD 28,800	3,200	1,600
		Loan Agreement of US\$74,399,940.48 - drawdown of US\$28,800,000.00 on 23 November 2005 amortised over 15 years at a fixed interest rate of 5.58% pa with quarterly payments of interest + Principal US\$480,000.00 commencing 28 February 2006 with final repayment due 30 November 2020.			
25,375	20,125	FirstCaribbean International Bank (Cayman) Limited	USD 63,000	16,625	13,125
		The final drawdown of US\$62,999,949.60 on Loan Agreement of US\$155,759,875.39 was drawn on 27th June 2008. The loan has been amortised over 15 yrs with 1/4ly payments of Principal US\$1,050,000 plus interest commencing 24 Oct 08 with final repayment due 24 June 2023. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa at which time the interest rate was fixed @ 2.71% for the remaining life of the loan.			

Note 1: Statement of Debt (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17		Borrowing	12-Month Budget 2018	12-Month Budget 2019
Outstanding Balance CI\$	Outstanding Balance CI\$			Outstanding Balance CI\$	Outstanding Balance CI\$
18,367	14,567	FirstCaribbean International Bank (Cayman) Limited	USD 45,600	12,033	9,500
		A second draw down in the amount of US\$45,599,963.52 on Loan Agreement of US\$155,759,875.39 was drawn on 24 June 2008 at 1 month Libor plus 0.50% margin. The loan has been amortised over 15 yrs with 1/4ly payments of Principal US\$760,000 plus interest commencing 24 Oct 2008. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 24 Jan 2014 at 4.25% pa. at which time the rate was fixed at 2.71% for the remaining life of the loan.			
17,685	13,755	FirstCaribbean International Bank (Cayman) Limited	USD 47,160	11,135	8,515
		Facility in the amount of US\$155,759,875.39 (CI\$129.8million @ 0.833334) with an availability period of 12 months. Bridge Loan of CI\$16m drawdown 26 Oct 07, CI\$7.3m drawdown on 23 Nov 07 and a third drawdown of CI\$16m on 14 December 2007 at 1 week Libor. Amortised over 15 yrs with 1/4ly payments of Principal US\$786,000 plus interest commencing 11 May 2008. Converted to a fixed rate loan for 5 yrs from 11 Feb 09 to 10 Feb 2014 @ 4.25%pa. Interest rate was fixed at 2.67% on 11 February 2014 for the remaining life of the loan.			
154,228	131,156	FirstCaribbean International Bank (Cayman) Limited	USD 185,074	115,671	100,248
		15 - Year fixed rate loan of US\$185,074,000 advanced on 19 April 2011 at an interest rate of 5.44% p.a. Semi-annual payments of interest only commencing 19 October 2011 with Principal payments of US\$9,253,700 plus interest to commence 19 October 2016.			
-	-	New Borrowings 2019	USD 183,601	-	153,000
652	604	<u>European Investment Bank</u>	ECU 1,490	564	513
		1989 CAYMAN ISLANDS COMMUNITY COLLEGE			
		Soft Loan of 1,500,000 ECUs repayable over 30 years commencing 15th October, 1999 at interest of 1% per annum on outstanding balance. Loan was re-classified as Core Government 30 June 2014			
503,031	450,801	Total Core Government Debt		420,528	286,501

Note 1: Statement of Debt (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17			12-Month Budget 2018	12-Month Budget 2019
Outstanding Balance CI\$	Outstanding Balance CI\$		Original Borrowing	Outstanding Balance CI\$	Outstanding Balance CI\$
		Self-Financing Loans - Statutory Authorities And Government Companies			
41	23	European Investment Bank	ECU 330,000	13	-
		1981 CIVIL AVIATION AUTHORITY (CAYMAN BRAC AIRPORT)			
		Soft loan of 330,000 ECUs repayable over 30 years commencing 1st May, 1990 at interest of 1% per annum on outstanding balance.			
246	202	European Investment Bank	ECU 658,000	204	181
		1987 CIVIL AVIATION AUTHORITY (CAYMAN BRAC AIRPORT)			
		Soft loan of 658,000 ECUs repayable over 30 years commencing 5th November 1997 at interest of 1% per annum on outstanding balance.			
287	225	Total Self-Financing Debt		217	181
		Public Entities Debt			
20,367	18,992	Cayman Airways Ltd		16,609	11,753
14,487	8,057	Cayman Turtle Centre		4,536	-
32,209	24,083	Cayman Islands Development Bank		19,869	15,758
1,389	-	Health Services Authority		-	-
15,742	13,825	National Housing and Development Trust		12,502	4,330
1,753	-	Port Authority		-	-
3,926	1,782	Water Authority		613	-
89,873	66,739	Sub-Total		54,129	31,841
593,191	517,765	Total Entire Public Sector Debt		474,874	318,523

Note 2: Cash & Cash Equivalents

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
42,628	17,957	US \$ Operational Current Account	16,073	13,800
5,521	4,897	CI\$ Cash in Hand	5,083	4,476
62,403	76,181	CI \$ Operational Current Account	68,308	60,866
-	-	Bank Overdrafts	(902)	(674)
1,492	3,547	CI\$ Other Bank Accounts	3,178	2,955
416,043	416,948	Other Short Term Investments	373,684	234,593
24,884	24,619	CI\$ Payroll Account	22,055	22,977
552,971	544,150	TOTAL	487,479	338,993

Note 3: Trade & Other Receivables

12-Month Actual 2015/16	18-Month Forecast 2016/17	Trade Receivables	12-Month Budget 2018	12-Month Budget 2019
6,287	6,990	Coercive Revenue	14,215	14,015
137,466	126,558	Sale of goods and services	125,510	135,487
	352	Other Trade Receivables	3,457	3,625
	415	Non-Current trade receivables & other receivables	-	-
(111,588)	(116,159)	Less: Provision for Trade Receivables	(119,753)	(126,992)
32,165	18,156	Total trade receivables & other receivables	23,429	26,135

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
		Current		
19,895	7,704	Past due 1-30 days	9,961	10,447
5,660	4,744	Past due 31-60 days	5,232	6,432
2,313	2,347	Past due 61-90 days	2,589	3,183
2,990	2,034	Past due 90 and above	2,244	2,758
		Non-Current		
1,308	1,327	Past due 1 year and above	3,403	3,315
32,165	18,156	Total	23,429	26,135

Note 3: Trade & Other Receivables (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Other Receivables	12-Month Budget 2018	12-Month Budget 2019
2,637	137	Advances (salary, Official Travel, etc)	180	165
811	830	Dishonoured cheques	782	784
33	94	Interest receivable	186	180
-	-	Statutory Authorities & Government Companies	216	181
9,966	11,555	Other Receivables - Other	14,795	15,403
993	927	Other Non-Current Assets	-	-
(57)	(1,900)	Less: provision for doubtful debts - Other Receivables	(5,259)	(5,764)
14,383	11,643	Total other receivables	10,900	10,949

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
		Current		
12,520	10,317	Past due 1-30 days	9,488	9,435
519	369	Past due 31-60 days	393	393
67	48	Past due 61-90 days	51	51
1,128	803	Past due 90 and above	855	960
		Non-Current		
149	106	Past due 1 year and above	113	110
14,383	11,643	Total	10,900	10,949

Movements in the provision of Loans, Trade and Other Receivables

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
(98,525)	(111,588)	Balance at July 01/January 01	(116,159)	(125,012)
(14,557)	(13,743)	Additional provisions made during the year	(8,853)	(8,569)
1,494	9,172	Receivables written off during the period	-	825
(111,588)	(116,159)	Total	(125,012)	(132,756)

Note 4: Inventories

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
13,095	12,010	Inventory held for use in the provision of goods and services	11,125	12,066
1,621	6,029	Inventory held for sale	8,581	7,640
2,062	2,774	Work in Progress and finished goods	2,198	2,425
16,778	20,813	Total	21,904	22,131

Note 5: Investments in Associates

12- Month Actual 2015/16	18- Month Forecast 2016/17	Investment	Date of Acquisition	Holding	Cost	12- Month Budget 2018	12- Month Budget 2019
240	240	Cayman First Insurance	1-Sep-05	20,000		240	240
591	591	Caribbean Development Bank		117 Shares	USD \$6,031.74 each	591	591
831	831	Total				831	831

Note 6: Prepayments

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
5,245	3,027	Accrued Prepayments	6,960	7,225
4,520	5,394	Prepaid Insurance	4,502	4,899
102	100	Other Prepayments	108	103
9,867	8,521	Total	11,570	12,227

Note 7: Loans

12-Month Actual 2015/16	18-Month Forecast 2016/17	Loan Description	Current	Non-Current	12-Month Budget 2018
12,481	12,398	Overseas Medical loans	-	11,866	11,866
1,124	1,104	Civil Service Mortgages to staff	856	219	1,075
32,938	33,486	Other Loans	2,989	39,816	42,805
(16,258)	(19,047)	Provision outstanding loans	(533)	(19,264)	(19,797)
30,285	27,941	TOTAL	3,312	32,637	35,949

18-Month Forecast 2016/17	12-Month Budget 2018	Loan Description	Current	Non-Current	12-Month Budget 2019
12,398	11,866	Overseas Medical loans	-	11,728	11,728
1,104	1,075	Civil Service Mortgages to staff	975	207	1,182
33,486	42,805	Other Loans	3,011	40,073	43,084
(19,047)	(19,797)	Provision outstanding loans	(818)	(19,479)	(20,297)
27,941	35,949	TOTAL	3,168	32,529	35,697

Note 8: Property, Plant & Equipment

Cost of Property, Plant & Equipment

	Land	Plant and Equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment
Balance as at 1 July 2016	643,247	68,634	590,096	8,927	16,952	23,231	7,173
Additions	5,163	21,167	19,966	1,960	1,043	5,619	1,363
Disposals and Derecognition	-	(182)	-	-	(143)	(219)	(16)
Revaluation	3,972	-	7,815	-	-	-	-
Balance as at 31 December 2017	652,382	89,619	617,877	10,887	17,852	28,631	8,520
	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment
Balance as at 1 January 2018	652,382	89,619	617,877	10,887	17,852	28,631	8,520
Additions	2,400	11,746	34,396	1,265	1,269	4,359	691
Disposals and Derecognition	(83)	-	-	-	-	(6)	-
Transfers	-	-	920	-	-	49.00	-
Balance as at 31 December 2018	654,699	101,365	653,193	12,152	19,121	33,033	9,211
	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment
Balance as at 1 January 2019	654,699	101,365	653,193	12,152	19,121	33,033	9,211
Additions	2,300	11,163	11,221	-	206	2,563	557
Disposals and Derecognition	(83)	-	-	-	-	(5)	-
Transfers	-	-	49,958	-	-	-	-
Balance as at 31 December 2019	656,916	112,528	714,372	12,152	19,327	35,591	9,768

	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other Assets	Assets Under Construction or Development	Total
Balance as at 1 July 2016	71,041	419,361	41,669	4,340	25,564	58,030	106,024	2,084,289
Additions	5,398	3,954	5,852	883	5,803	3,381	42,657	124,209
Disposals and Derecognition	-	(21)	(199)	-	-	(154)	-	(934)
Revaluation	-	-	-	-	-	-	-	11,787
Balance as at 31 December 2017	76,439	423,294	47,322	5,223	31,367	61,257	148,681	2,219,351
	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other Assets	Assets Under Construction or Development	Total
Balance as at 1 January 2018	76,439	423,294	47,322	5,223	31,367	61,257	148,681	2,219,351
Additions	9,199	19,098	2,785	-	3,385	5,248	41,471	137,312
Disposals and Derecognition	-	-	-	-	-	(185)	-	(274)
Transfers	-	-	-	-	-	(49)	(920)	-
Balance as at 31 December 2018	85,638	442,392	50,107	5,223	34,752	66,271	189,232	2,356,389
	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other Assets	Assets Under Construction or Development	Total
Balance as at 1 January 2019	85,638	442,392	50,107	5,223	34,752	66,271	189,232	2,356,389
Additions	4,369	18,774	1,330	-	1,465	4,702	46,503	105,153
Disposals and Derecognition	-	-	-	-	-	(204)	-	(292)
Transfers	-	-	-	-	-	-	(49,958)	-
Balance as at 31 December 2019	90,007	461,166	51,437	5,223	36,217	70,769	185,777	2,461,250

Note 8: Property, Plant & Equipment (continued)

Accumulated Depreciation and impairment losses

	Land	Plant and Equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment
Balance as at 1 July 2016		45,307	111,994	6,014	13,038	19,499	5,113
Impairment Reserve 2016/17(closing balance)		49	1,025	-	-	164	-
Depreciation Expense 2016/17		11,593	28,512	651	2,635	5,438	1,513
Eliminate on Disposal or Derecognition 2016/17		(120)	-	(126)	(184)	(11)	-
Balance as at 31 December 2017		56,829	141,531	6,539	15,489	25,090	6,626
	Land	Plant and Equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment
Balance as at 1 January 2018		56,829	141,531	6,539	15,489	25,090	6,626
Depreciation Expense 2018		5,972	22,407	511	1,016	3,537	781
Eliminate on Disposal or Derecognition 2018		-	-	-	-	(6)	-
Balance as at 31 December 2018		62,801	163,938	7,050	16,505	28,621	7,407
	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment
Balance as at 1 January 2019		62,801	163,938	7,050	16,505	28,621	7,407
Depreciation Expense 2019		5,981	22,632	492	981	3,684	753
Eliminate on Disposal or Derecognition 2019		-	-	-	-	(5)	-
Balance as at 31 December 2019		68,782	186,570	7,542	17,486	32,300	8,160
Net Book value 31 December 2017	652,382	32,790	476,346	4,348	2,363	3,541	1,894
Net Book value 30 December 2018	654,699	38,564	489,255	5,102	2,616	4,412	1,804
Net Book value 30 December 2019	656,916	43,746	527,802	4,610	1,841	3,291	1,608

Note 8: Property, Plant & Equipment (Continued)

Accumulated Depreciation and impairment losses

	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under Construction or Development	Total
Balance as at 1 July 2016	29,341	34,296	28,396	1,598	8,573	28,533	-	331,702
Impairment Reserve 2016/17(closing balance)	-	-	-	-	624	-	-	1,862
Depreciation Expense 2016/17	4,190	7,522.00	5,440	530	4,219	6,783	-	79,026
Eliminate on Disposal or Derecognition 2016/17	(21)	-	278	(405)	-	(154)	-	(743)
Balance as at 31 December 2017	33,510	41,818	34,114	1,723	13,416	35,162	-	411,847
	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under Construction or Development	Total
Balance as at 1 January 2018	33,510	41,818	34,114	1,723	13,416	35,162	-	411,847
Depreciation Expense 2018	2,631	6,851	2,582	363	2,846	2,392	-	51,889
Eliminate on Disposal or Derecognition 2018	-	-	-	(1)	-	(215)	-	(222)
Balance as at 31 December 2018	36,141	48,669	36,696	2,085	16,262	37,339	-	463,514
	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under Construction or Development	Total
Balance as at 1 January 2019	36,141	48,669	36,696	2,085	16,262	37,339	-	463,514
Depreciation Expense 2019	3,051	6,877	2,649	363	2,155	2,734	75	52,427
Eliminate on Disposal or Derecognition 2019	-	-	-	(1)	-	(234)	-	(240)
Balance as at 31 December 2019	39,192	55,546	39,345	2,447	18,417	39,839	75	515,701
Net Book value 31 December 2017	42,929	381,476	13,208	3,500	17,951	26,095	148,681	1,807,504
Net Book value 30 December 2018	49,497	393,723	13,411	3,138	18,490	28,932	189,232	1,892,875
Net Book value 30 December 2019	50,815	405,620	12,092	2,776	17,800	30,930	185,702	1,945,549

Note 9: Intangible Assets

Cost of Intangible Assets

	Computer Software	Intangible Assets under construction or development	Total
Balance as at 1 July 2016	17,822	1,952	19,774
Additions	2,647	-	2,647
Disposals and Derecognition	(29)	-	(29)
Revaluation	-	-	-
Transfers	-	(217)	(217)
Balance as at 31 December 2017	20,440	1,735	22,175

	Computer Software	Intangible Assets under construction or development	Total
Balance as at 1 January 2018	20,440	1,735	22,175
Additions	4,243	-	4,243
Disposals and Derecognition	(1,300)	-	(1,300)
Revaluation	-	-	-
Transfers	1,679	(1,679)	-
Balance as at 31 December 2018	25,062	56	25,118

	Computer Software	Intangible Assets under construction or development	Total
Balance as at 1 January 2019	25,062	56	25,118
Additions	2,514	-	2,514
Disposals and Derecognition	-	-	-
Revaluation	-	-	-
Transfers	-	-	-
Balance as at 31 December 2019	27,576	56	27,632

Note 9: Intangible Assets (continued)

Accumulated Depreciation and impairment losses

	Computer Software	Other Intangible Assets	Total
Balance as at 1 July 2016	13,208	50	13,258
Transfers	-	-	-
Impairment Reserve 2016/17(closing balance)	-	-	-
Depreciation Expense 2016/17	2,187	1	2,188
Eliminate on Disposal or Derecognition 2016/17	(23)	-	(23)
Balance as at 31 December 2017	15,372	51	15,423

	Computer Software	Intangible Assets under construction or development	Total
Balance as at 1 January 2018	11,085	52	11,137
Transfers	-	-	-
Impairment change 2018	-	-	-
Depreciation Expense 2018	1,582	1	1,583
Eliminate on Disposal or Derecognition 2018	-	-	-
Balance as at 31 December 2018	12,667	53	12,720

	Computer Software	Intangible Assets under construction or development	Total
Balance as at 1 January 2019	12,667	53	12,720
Transfers	-	-	-
Impairment change 2019	-	-	-
Depreciation Expense 2019	1,466	1	1,467
Eliminate on Disposal or Derecognition 2019	-	-	-
Balance as at 31 December 2019	14,133	54	14,187

Net Book value 31 December 2017	5,068	1,684	6,752
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Net Book value 30 December 2018	12,395	3	12,398
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Net Book value 30 December 2019	13,443	2	13,445
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Note 10: Trade Payables, Other Payables & Accruals

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
33,090	25,678	Creditors	27,731	31,183
1,428	2,061	Payroll Deductions	2,330	2,554
38,385	29,196	Accrued Expenses	32,742	34,462
3,848	3,353	Loan Interest Payable	3,078	1,930
204	-	Non-current current payables and accruals	291	291
18,965	16,052	Other payables	15,997	10,510
95,920	76,340	Total trade payables other payables and accruals	82,169	80,930

Note 11: Unearned Revenue

12-Month Actual 2015/16	18-Month Forecast 2016/17	Details	12-Month Budget 2018	12-Month Budget 2019
-	-	Immigration deposits	(6)	(6)
1,493	1,187	Customs deposits	612	597
-	8	Revenue deposits	331	331
63,789	68,847	Other unearned revenue	73,185	72,469
65,282	70,042	Total unearned revenue	74,122	73,391

Note 12: Employee Entitlements

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
7,174	7,358	Annual Leave	5,280	5,206
	2,041	Retirement and long service leave	2,084	2,074
1,008	698	Accrued salaries	881	881
108	110	Pension	165	170
2,207	164	Other salary related entitlements	191	201
10,497	10,371	Total current portion	8,601	8,532
		<i>Non-current employee entitlements are represented by:</i>		
10,497	10,371	Total employee entitlements	8,601	8,532

Note 13: Unfunded Pension Liability

IPSAS 25 – Employee Benefits requires that the pension liabilities be revalued annually in order to present the fair value of the fund balances. The Government and Public Entities have employed an actuary to conduct this annual fair value assessment. The amount recognised by the Central Government is estimated based on the 30 June 2016 valuation as shown in the table below.

Summary Pensions Plans Actuarial Valuation

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
449,525	435,616	Entire Public Sector Pensions Liability	436,758	438,569

The principal assumptions used in the computation of the actuarial estimate of the pension liability for the pension plans are as follows:

- (a) Annual salary increases of 3.5%;
- (b) Long term inflation rate of 2.5% per annum;
- (c) Valuation interest rate to discount future benefit payments of 4.0%;
- (d) Expected long-term rate of return on the Fund's invested assets of 7.0%;
- (e) Anticipated future pensions payments increases of 2.5% per annum;
- (f) Estimated retirement age of 55 and 10 years for the Parliamentarian Pensions Plan, 57 and 10 years of service for the Public Service Pensions Plan, and age 65 for Judiciary Pensions Plan;
- (g) Liability Cost Method – Projected unit credit method; and
- (h) Asset Value Method – Market value of assets.

Note 14: Reserves

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
1,818	912	Housing Guarantee Reserve Fund	929	940
54,787	55,593	Environmental Protection Fund	55,133	51,644
2,228	2,228	Infrastructure Development Fund	2,228	2,228
45,940	97,477	General Reserves Fund	99,486	100,746
2,021	2,144	Student Loan Fund	2,290	2,418
5,077	5,575	National Disaster Fund	6,045	6,521
18,337	6,434	Debt Sinking Fund	-	-
130,208	170,363	Total Reserve Fund Deposit Balances	166,111	164,497

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
		ENVIRONMENTAL PROTECTION FUND		
56,896	59,226	Opening Balance	55,991	55,809
254	937	Interest	1,070	715
5,846	7,820	Transfer into EPF	5,918	5,977
		Interest transfer to General Revenue	(1,070)	(715)
(3,769)	(11,992)	Transfer to General Revenue	(6,100)	(9,550)
59,227	55,991	Closing Balance	55,809	52,236

Note 14: Reserves (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
		INFRASTRUCTURE DEVELOPMENT FUND		
2,228	2,228	Opening Balance	2,228	2,228
11	10	Interest	48	28
(11)	(10)	Interest Transfer to General Revenue	(48)	(28)
2,228	2,228	Closing Balance	2,228	2,228
		ROADS FUND		
-	-	Closing Balance	-	-
		STUDENT LOAN RESERVE		
1,912	2,021	Opening Balance	2,144	2,289
9	23	Interest	45	29
100	100	Transfers from General Revenues	100	100
2,021	2,144	Closing Balance	2,289	2,418
		HOUSING LOAN RESERVE		
2,207	1,248	Opening Balance	912	929
12		Interest	17	12
(971)	(336)	Outflow	-	-
1,248	912	Closing Balance	929	941
		NATIONAL DISASTER FUND		
4,654	5,077	Opening Balance	5,575	6,045
23	98	Interest	70	76
400	400	Transfers from General Reserve	400	400
5,077	5,575	Closing Balance	6,045	6,521
		GENERAL RESERVES		
45,727	45,940	Opening Balance	97,477	99,486
	50,000	Transfer to General Reserves	-	-
213	1,537	Interest Income	2,009	1,260
45,940	97,477	Closing Balance	99,486	100,746
		SINKING FUND for 2009 Bond Issue		
18,196	18,337	Opening Balance	6,434	-
140	297	Interest	81	-
-	(12,200)	Transfer in from General Revenue	(6,515)	-
18,336	6,434	Closing Balance	-	-
134,077	170,761	Total	166,786	165,090

Note 15: Coercive Revenue

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue Description	12-Month Budget 2018	12-Month Budget 2019
19,151	29,044	Alcoholic Beverages Duty	18,932	19,336
7,790	10,298	Annual Permanent Resident Work Permit Fee	13,514	14,168
31,592	29,497	Banks and Trust Licenses	24,995	23,268
104	151	Births, Deaths & Marriages Registration	100	101
4,238	6,437	Building Permit Fees	5,113	5,113
53	67	Business Staffing Plan Board Fees	40	41
-	1	Business Visitors Permit	-	-
472	1,066	Caymanian Status Fees	581	595
6	-	Change of Directors	-	-
3	-	Change of Name Fee	-	-
9	18	Cinematographic Licenses	18	19
74	57	Compounded Penalties	39	41
1,497	2,500	Court Fees	1,400	1,400
1,416	2,383	Court Fines	1,400	1,400
10,648	13,934	Cruise Ship Departure Charges	10,114	10,216
1,867	2,363	CUC - License	2,400	2,400
8	42	Customs Fines	2	2
2,825	4,303	Debit Transaction Fees	3,152	3,467
-	3	Dependant of Caymanian Grant Fee	1	1
5,846	7,970	Environmental Protection Fund Fees	5,918	5,977
306	425	EZG- Special Economic Zone Employment Certificate Grant Fee	322	330
47	69	Firearms Licenses	2	2
-	-	Foundation Companies	750	787
2	11	FPW - Final WP Non-renewal (90days) - Grant	1	1
18,003	19,587	Gasoline Diesel Duty	12,532	12,786
547	547	General Search Fees	451	474
26	46	Grant of Temporary Work Permit	26	27
773	722	Health Practitioners' Board Fee	720	720
232	323	Hotel Licenses	256	271
-	150	HRS-Administrative Fines for Health Insurance Offences	-	-
5	-	Hurricane Ivan Loans Received	-	-
7,597	11,443	ICTA Licences	7,500	7,689
400	654	Immigration Fines	614	630
1,322	2,148	Immigration Non-Refundable Repatriation Fee	1,636	1,675
444	1,000	Infrastructure Fund fee	447	447
8,931	9,450	Insurance Licenses	9,786	9,837
1,414	1,843	Insurance Stamp Duty	1,072	1,094

Note 15: Coercive Revenue (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue Description	12-Month Budget 2018	12-Month Budget 2019
30	39	Issue Fee for Specialist Caregiver Certificate	36	36
1,284	300	Land Holding Companies Share Transfer Charge	288	296
1,205	1,733	Land Registry Fees	1,198	1,222
2,210	3,650	Law Firm Operational	2,187	2,187
1,715	2,175	Legal Practitioner Fee	1,400	1,400
-	1,166	Limited Liability Companies	886	931
-	-	Limited Liability Partnerships	50	100
648	1,192	Liquor Licenses	641	641
2,933	3,057	Local Co. and Corp. Mgmt. Fees	3,168	3,171
442	550	Local Company Control License Grants/Renewals	390	410
18	-	Local Vessel Licenses	-	-
-	-	Miscellaneous Immigration Fees	77	79
56	86	Miscellaneous Licenses	-	-
43	-	MLAT proceeds	-	-
68	66	Money Services License	40	40
2,524	3,743	Money Transfer Fees	2,448	2,473
3,322	3,115	Motor Vehicle Charges	3,801	3,841
512	770	Motor Vehicle Drivers Licenses	791	796
15,464	23,815	Motor Vehicle Duty	13,961	14,236
2,463	1,203	Motor Vehicle Environmental Tax	878	902
44,544	49,159	Mutual Fund Administrators	41,019	40,915
-	-	Non-Profit Organizations	20	40
309	462	Notary Public Fees	302	302
10	-	Not-for-Profit License	-	-
90,023	108,725	Other Company Fees - Exempt	94,743	96,638
6,524	8,330	Other Company Fees - Foreign	7,045	7,327
3,314	2,727	Other Company Fees - Non-Resident	2,502	2,202
2,395	3,095	Other Company Fees - Resident	2,464	2,513
99,621	152,147	Other Import Duty	102,825	102,159
9,350	12,920	Other Stamp Duty	10,100	10,150
1,034	1,759	Package Charges	1,241	1,276
40,729	52,111	Partnership Fees	49,974	55,471
1,886	1,562	Patents and Trademarks	1,842	1,934
4,441	10,476	PCW - Provision for continuation of work permit - Grant	7,060	7,235
-	-	Pension Plan Registration Fees	-	-
1,097	1,039	Planning Fees	1,574	1,574
242	336	Procedural Fines	52	53
16,652	2,416	Proceeds of Liquidated Entities	19,000	3,700

Note 15: Coercive Revenue (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue Description	12-Month Budget 2018	12-Month Budget 2019
12	-	Proceeds of Crime Law (PoCL)	-	-
99	212	Public Records	103	105
21	-	Public Transport - Drivers Licenses	21	21
5	-	Public Transport - Operator Licenses	6	6
4	5	Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	1	1
85	4	Residency & Employment Rights Certificate by Dependent of a P.R	48	49
1,625	127	Residency & Employment Rights Certificate Issue Fee	2,045	2,096
186	248	Residency and Employment Rights Certificate by Spouse of a Caymanian	167	171
511	585	Residency Certificate for Persons of Independent Means Grant Fee	378	387
1,018	949	RFI - Permanent Residence - Persons of Independent Means	1,343	1,377
41	-	RJC - Residency Certificate (Substantial Business Presence)	45	46
6,953	12,488	Roads Development Fund Fee	7,485	7,645
164	-	Royalties and Dredging	-	-
14,378	17,632	Security Investments Business Licenses	16,842	18,370
-	194	Ship Registration Fees	-	-
3	9	Spear Gun Licenses	5	5
67	98	Special Marriage Licenses	52	53
52,987	65,120	Stamp Duty - Land Transfers	45,000	40,000
437	500	Stamp Duty - Online Meter	316	325
9,650	15,597	Tax and Trust Undertakings	10,400	10,400
713	1,087	Timeshare Ownership	732	740
116	206	Tobacco Dealer Registration fees	90	95
7,594	11,556	Tobacco Products Duty	7,914	8,071
21,134	28,452	Tourist Accommodation Charges	23,686	24,148
5,445	6,836	Traders Licenses	5,058	5,309
943	1,036	Trust Registration Fees	759	683
8	5	W.I.Z. - Boat Licensing	20	20
202	317	Website - Recovery Fees	245	245
62,691	99,758	Work Permits Fees	70,698	72,452
72	162	Working Under Operation of Law Fees	61	63
671,922	875,656	Total Revenue	691,357	683,448

Note 16: Other Revenue

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue Description	Budget 2015/16	12-Month Budget 2019
-	-	Save the Mortgage Loan Repayment	40	40
4,110	500	Other revenue	5,048	5,261
4,110	500	Total	5,088	5,301

Note 17: Sales of Goods and Services

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue Description	12-Month Budget 2018	12-Month Budget 2019
131,513	179,861	Fees and charges	140,105	141,598
108,880	147,157	General sales	116,459	120,442
5,408	5,382	Rentals	5,045	6,094
15,542	21,849	Other	15,747	16,016
261,344	354,249	Total Revenue	277,356	284,150

12-Month Actual 2015/16	18-Month Forecast 2016/17	Fees and Charges	12-Month Budget 2018	12-Month Budget 2019
289	394	Agricultural Department Fees	131	131
1,186	1,733	Annual Work Permit Application Fees (Entity)	1,353	1,385
13	17	APA - Appeal to Board against decision made by an Immigration Officer Application Fee	12	12
8	8	Application Fee for Specialist Caregiver Certificate	6	6
70	-	Audit Fees - Outside Entities	-	-
-	-	Audit Fees - Statutory	811	821
2,082	3,229	Authentication and Apostille of Documents Fees	2,264	2,321
2	1	Bailiff Fees	5	5
15	27	Business Staffing Plan Application Fees (Entity)	15	15
4	-	Business Visitors Administration Fees	20	21
40	56	BVX - Business Visitors Permit - Express Determination Fee	49	50
47	99	Cabinet Appeal Fees (formerly Executive Council Appeal Fees)	66	66
172	300	Caymanian Status Application Fees (Entity)	177	181
265	-	Consultancy Services	-	-
32	45	Customised Motor Vehicle License Plate Fees	31	32
485	1,154	Customs Special Attendance Fees	826	842

Note 17: Sales of Goods and Services (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	<i>Fees and Charges</i>	12-Month Budget 2018	12-Month Budget 2019
3	3	Dependant of a Caymanian Admin Fee	2	2
9	4	Disinsection Fees	4	4
245	303	Drivers Examination Fees	192	197
42	57	Duplicate Vehicle Log Books	39	40
32	-	Electrical Inspection Fees	18	18
61	-	Electrical Licence Fees	79	79
21	-	Elevator Inspection Fees	25	25
19	29	Environmental Service Fees	25	25
2,086	2,901	Examination Fees	1,858	1,894
1,171	1,804	Express Fee - Work Permits	1,295	1,327
-	-	Express Land Registry	60	60
13	25	External Training	15	15
17	-	Fixed Term Work Permit Administration Fees	-	-
1	3	FPA - Final WP Non-renewal (90days) - Admin	6	6
1	2	Freedom of Information Fees	-	-
4	-	Funds Received From Department of Tourism (DOT) Events	-	-
14	17	Funds Received from RCY Events	8	8
2,540	3,345	Garbage Fees	2,345	2,436
4	3	Heavy Equipment Application Fees	2	2
-	3	IT Consultancy	2	2
129	168	Land Survey Fees	110	110
604	779	Law School Fees	750	775
-	16	Local Companies Administration Fees	10	10
360	500	Mail Terminal Credits	300	300
-	9	Maintenance of Buildings (Labour)	3	3
159	165	Mapping Services	185	185
1,479	2,028	Motor Vehicle Inspection Fees	1,323	1,413
508	533	Motor Vehicle License Plate Fees	355	403
344	713	Naturalisation and Registration Fees	370	370
-	-	Online Planning System Fees	41	41
164	303	Other Company Fees - Exempt (Entity)	200	210
382	-	Other Fees	240	246
1,412	2,074	Other Immigration Fees	1,641	1,681
1	2	Other Labour Charges - PWD (Cayman Brac)	41	41
552	906	Passport Fees	572	586
4	3	PCA - Provision for Continuation of WP - Amendment - Admin	10	11
1	2	PCG - Provision for Continuation of WP - Amend	5	5
1,143	1,364	Pension Plan Registration Fees	879	879

Note 17: Sales of Goods and Services (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Fees and Charges	12-Month Budget 2018	12-Month Budget 2019
-	-	Permanent Residence Application Fees (Entity)	-	-
76	126	Permanent Residence/Residency & Employment Rights Certificate/Residency Certificate for	68	70
-	-	Planning Appeal Fees	1	1
29	-	Planning Inspection Call-Out Fee	67	67
1,381	2,321	Private Sector Computing Fees	1,574	1,605
100	150	Professional Legal Fees	-	-
20	30	Public Library Fees	25	25
138	158	PWA - Provision for continuation of work permit - Admin	92	44
1	-	REA - Extension to reside as a Dependent of a Caymanian Application Fee	-	-
2	40	Recycling Fees	40	40
9	4	Refund Processing Fees	3	3
1	2	Residency & Employment Rights Cert. - Surviving spouse of a Caymanian Application Fee	1	1
328	435	Residency & Employment Rights Certificate Admin Fee	442	453
18	42	Residency and Employment Rights Certificate by the Dependant of a Permanent Resident	14	14
158	234	Residency and Employment Rights Certificate by the Spouse of a Caymanian Admin Fee	123	126
14	20	Residency Certificate for Persons of Independent Means Admin Fee	14	14
1	3	Restoration of Seized Goods	-	-
1	-	RFA - Permanent Residence - Persons of Independent Means - Application Fee	4	-
-	2	RFA - Permanent Residence - Persons of Independent Means - Renewal Application Fee	1	1
2	3	RGA - Variation of Permanent Residence - Person of Independent Means - Application Fee	2	3
7	6	RJA - Residency Certificate (Substantial Business Presence) Application Fee	13	13
22	40	Sale of Custom Forms	6	6
447	227	School Fees	180	180
24	-	Special Econ. Zone - Trade Certificate Fee	87	93
-	26	Special Econ. Zone – Trade Certificate Renewal Fee	-	-
21	33	Special Marriage License Application Fee	17	17
1,061	1,515	Temporary Work Permit Application Fees (Entity)	1,198	1,230
4	-	Tourist Reservation Fees	4	4
100	248	Tower License Fees	165	242
455	712	Trade and Business Administration Fees	387	404

Note 17: Sales of Goods and Services (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Fees and Charges	12-Month Budget 2018	12-Month Budget 2019
6	3	Transcript Fees	3	3
-	1	TWP Entertainer Application Fee	-	-
41	73	Variation/Amendment Fee for BSP	48	50
114	238	Vault Sales (Cemetery Fees)	153	153
-	53	Vehicle And Equip. Maintenance Fees	24	24
59	77	Vehicle Bank Liens	52	53
201	281	Vehicle Change of Ownership	191	196
1,313	2,179	Vehicle Disposal Fees	1,300	1,315
183	298	VWA - Visitor's Work Visa Application Fee	234	241
921	1,369	Warehousing	948	966
475	700	Web Receipts	490	490
4	15	Work Under Operation of Law Fees	3	3
105,541	143,074	Fees and Charges - Statutory Authorities & Government Companies	113,355	114,151
131,513	179,861	Total Fees & Charges	140,105	141,598

Note 17: Sales of Goods and Services (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
		General Sales		
14	3	Auction Receipts	-	-
-	-	Builders Board Registration Fees	49	49
94	135	Canteen Sales	85	85
-	-	CSD P&C Sales	-	-
-	83	Inventory Spare Parts	28	28
337	9	Miscellaneous Sales	8	8
54	84	Other Postal Business	95	100
19	30	Philatelic Sales	18	18
-	-	Plumbers Examination Board Fees	8	8
895	1,309	Police Clearances	926	926
1,366	2,250	Postal Stamps	1,311	1,215
12	15	Prison Craft Sales	10	10
50	45	Prison Sales	10	10
759	536	Sale Of Advertising Space	419	444
1,415	2,100	Sale of Agric. Supplies/Produce	1,679	1,679
816	1,047	Sale Of Gazettes And Subscriptions	708	708
47	30	Sale Of Laws	21	21
9	-	Sale of Planning Documents	8	8
-	2	Temporary Work Permit - Seasonal Worker	3	3
102,993	139,480	General Sales - Statutory Authorities & Government Companies	111,073	115,122
108,880	147,157	Total General Sales	116,459	120,442

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
		Rentals		
13	15	Equipment Rental - PWD (Cayman Brac)	14	14
522	1,522	Postal Box Rental Fees	1,000	1,000
133	81	Rental - School Canteens	81	81
528	90	Rentals - Craft Market	60	60
22	38	Rentals - Government Housing	18	18
-	27	Rentals - Other (Formerly Tower Building)	-	-
1,459	94	Rentals - Other Properties	922	922
25	39	Rentals - Town Halls	20	20
2,706	3,476	Rentals - Statutory Authorities & Government Companies	2,930	3,979
5,408	5,382	Total Rentals	5,045	6,094

Note 17: Sales of Goods and Services (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17		12-Month Budget 2018	12-Month Budget 2019
		Other Goods & Services Revenue		
		Goods & Services Revenue		
-	251	Births, Deaths & Marriages	-	-
-	32	GIS Applications	142	142
18	-	GPS Licenses Refund	27	27
-	-	Internal Audit Service Fees	18	18
84	84	Miscellaneous Licensing Receipts	61	62
1,173	795	Miscellaneous Receipts	219	221
14,267	20,687	Other Goods & Services - Statutory Authorities & Government Companies	15,280	15,546
15,542	21,849	Total Other Goods & Services Revenue	15,747	16,016
261,344	354,249	Total Goods and Services	277,356	284,150

Note 17: Sales of Goods and Services (continued)

<i>Fees and Charges – Public Authorities</i>	12-Month Budget 2018	12-Month Budget 2019
Aircraft Movement	3,772	3,777
Passenger taxes	20,871	21,608
Passenger Facility Charge	7,295	7,440
Cargo Handling	15,799	15,878
Cruise Ship passenger Fees	2,843	2,757
Port Development Fees	1,422	1,379
Maritime Services	1,525	1,540
Diesel Sales	161	172
Admissions & Gift Shops	751	801
100 Level Courses	733	733
200 Level Courses	526	526
300 Level Courses	466	466
400 Level Courses	362	362
Other Professional and Non-Baccalaureate	210	210
Loan fees and commission	50	30
CIMA Transactions fees	4,125	4,125
Fund Director fees	8,500	8,500
Commission	850	880
Other Administrative fines	1,250	775
Survey, Registration and Tonnage Sales	9,057	9,427
Commercial, self-pay and other billing	32,598	32,573
Admissions	45	48
Membership	9	10
GGHAM Processing Fees and Late fees	100	100
Insurance Reimbursement Fees	34	34
Total Fees & Charges – Public Authorities	113,355	114,151

Note 17: Sales of Goods and Services (continued)

<i>General Sales – Public Authorities</i>	12-Month Budget 2018	12-Month Budget 2019
Passenger	44,942	47,114
Cargo (Sched)	3,358	3,425
Charter	771	794
Handling	1,168	1,180
Other - CAL	2,360	1,888
Advertising revenue	322	322
Car Parking Revenue	758	781
Airport Concierge Services	150	165
Petrol throughput	1,109	1,128
Xray Cargo fees	40	40
Other sales	180	176
Food & Beverage	925	975
Retail	1,426	1,512
Terrestrial & Education	8	8
Tours	4,100	4,346
Turtle Farm	817	817
Events, Plants, Site Rentals, etc. - TAB	336	338
Sale of Text Book and Stationery & Misc Tech Items - UCCI	531	531
Loan interest income - core business	2,182	2,232
Numismatic Income	25	25
Giftshop Sales - MUS	100	105
Road Fund/Veh DL Fees	10,000	10,000
General Water Sales	30,059	31,598
Sewerage Fees	5,246	5,455
Other	161	167
Total General Sales – Public Entities	111,073	115,122

<i>Rentals – Public Authorities</i>	12-Month Budget 2018	12-Month Budget 2019
Land Lease	42	42
Rent	836	1,885
Lease premium	400	400
Rentals & Other Income	202	202
Rental Income	1,043	1,043
Hell Shops	18	18
Brac Campus Rental	6	6
Canteen and Other Room Rentals	140	140
Concessions, hibiscus rental and others	82	82
Café Rental	18	18
Rental of AHI Houses	143	143
Total Rentals – Public Entities	2,930	3,979

Note 17: Sales of Goods and Services (continued)

<i>Other Goods and Services Revenue – Public Authorities</i>	12-Month Budget 2018	12-Month Budget 2019
Other Income	170	162
Housing Sales	360	360
Misc Student Fees	153	153
Other Misc Revenues	2	2
SHIC premium	5,699	5,801
Reinsurance Premium (Offset with Gross Premium)	(1,084)	(1,139)
Seafarer and Veterans Self Pay	55	55
Operations	1,618	1,618
CUSIP	407	407
Consultancy & miscellaneous	25	25
Interest	1	1
Others sales and insurance reimbursements	465	465
Education	6	6
Facility rental	55	56
Events	150	189
Exhibitions	12	12
Other	59	60
Mortgage Interest on AHI Houses	105	105
Aircraft Registry Revenue	6,875	7,089
Sale services public	148	120
Total Other Goods & Services Revenue	15,280	15,546

Note 18: Investment Revenue

12-Month Actual 2015/16	18-Month Forecast 2016/17	Revenue type	12-Month Budget 2018	12-Month Budget 2019
2,930	-	Interest on deposits	1,041	1,043
-	-	Interest on cash balances	4,500	3,875
1,482	7,100	Interest on Loans	13	13
1,303	40	Royalties	899	926
-	1,510	Other Investment Revenue	5,931	5,920
5,715	8,650	Total Investment revenue	12,384	11,777

Note 19: Donations

12-Month Actual 2015/16	18-Month Forecast 2016/17	Source	12-Month Budget 2018	12-Month Budget 2019
931	536	Other Donations	717	730
931	536	Total Donations	717	730

Note 20: Personnel Costs

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
333,653	530,570	Salaries, wages and allowances	391,064	400,317
7,625	12,432	Health Care	-	-
-	-	Health care - Other	13,909	14,334
5,868	-	Health care - Unfunded Liability	-	-
19,713	53,564	Pension - Normal Cost Employer	23,148	23,658
25,389	600	Pension - Employer	10,000	11,140
552	6,462	Leave	532	531
7,316	10,674	Other personnel related costs	5,781	5,651
400,116	614,302	Total Personnel Costs	444,434	455,631

Note 21: Supplies and Consumables

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
48,323	77,181	Supplies and Materials	42,521	44,477
95,490	127,607	Purchase of services	69,971	69,204
7,874	13,910	Lease of Property and Equipment	14,556	15,828
20,760	31,586	Utilities	23,610	23,797
11,606	16,641	General Insurance	6,292	6,411
4,232	7,149	Travel and Subsistence	6,760	6,463
3,365	6,233	Recruitment and Training	6,296	6,296
32,245	46,526	Other Supplies and Consumables	74,693	80,988
223,895	326,832	Total Supplies & consumables	244,699	253,464

Note 22: Finance Cost

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
30,209	42,896	Interest on borrowings	26,238	23,543
798	346	Other borrowing costs	45	3,113
-	-	Overdraft Expenses	93	95
31,007	43,242	Total Finance cost	26,376	26,751

Note 23: Litigation Cost

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
1,151	589	Legal Fees	1,471	1,425
1,151	589	Total Litigation cost	1,471	1,425

Note 24: (Gains)/ Losses

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
1,147	-	Net (gain) / loss on disposal of property, plant and equipment	1,453	153
130	-	Net (gain) / loss on derecognition and/or revaluation of assets	-	-
(2,913)	(3,511)	Net (gain) / loss on foreign exchange transactions	(1,877)	(1,875)
(1,636)	(3,511)	Total (gains)/ losses	(424)	(1,722)

Note 25: Outputs from Non-Government Suppliers

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
30	30	NGS 1 - Organise, Administer and Execute the Cayman Islands Fishing Tournament	30	30
3,100	3,990	NGS 2- Legal Aid	2,600	2,500
30	45	NGS 3 - Organisation of Batabano Festival	30	30
22	33	NGS 4 - Aids and First Aid Education Program	22	22
229.7	345	NGS 7 - Management of Small Business Development	230	230
126	218	NGS20 - Employee Assistance Programme	148	151
16	65	NGS 24 Spaying and Neutering of Dogs and Cats	43	43
90	135	NGS 25 - Teaching of Tertiary Education Course (ICCI)	90	90
50	125	NGS 26 - Miss Cayman Committee	-	100
54	-	NGS 27 - Supervision of Pre-School Children (NCVO)	-	-
1,530	2,295	NGS 34 - Primary and Secondary Education by Private Schools	1,000	1,000
3,430	3,600	NGS 38-Services for Refugees	2,270	2,270
9	9	NGS 47 Mentoring Cayman Programme	9	9
51	120	NGS 53 - Palliative Care Nursing - Hospice Care	80	80
45	68	NGS 54 - Social Marketing for Prevention of HIV/AIDS - Cayman Aids Foundation	50	50
17,352	27,434	NGS 55 - Tertiary Medical Care at Various Overseas and Local Providers	10,981	9,920
3	5	NGS 57 - Gardening Projects and Landscaping	4	4
79	118	NGS 58 Elite Athletes Programme	79	79
39	290	NGS 59 Youth Development Programme	199	199
679	1,058	NGS 60 Sports Programme	721	721
-	50	NGS 62 Community Development, Prevention and Beautification Programmes	-	-
124	186	NGS 63 School Lunch and Uniform Programmes	124	124
1,800	2,100	NGS 64 Care of the Indigent, Elderly and Disabled Persons	1,650	1,650
117	230	NGS 65 National Council of Voluntary Organization and Children Services	118	118
225	338	NGS 66 Foster Care for Children	225	225
124	226	NGS 67 Community Programmes	151	151
1,853	3,370	NGS 68 Rental Accommodation for Persons in Need	1,950	1,950
99	225	NGS 70 Burial Assistance for Indigents	150	150
300	482	NGS 71 Support for Battered Women and Children	325	325
11	38	NGS 72 Therapeutic Services for Young Persons	25	25
770	855	NGS 74 - Preservation of National Environment and Places of Historic Significance	570	570
26	43	NGS 76 - CI Red Cross (INYF)	25	20
23	44	NGS 79 - Canine Security Services	50	50
79	137	NGS 82 Other Sports Programmes	108	108
21	21	NGS 83 - Other Health & Cultural Programs	30	30
-	-	NGS 84- Cayman Islands Agricultural Society	30	30
-	-	NGS 85 - Cayman Finance	750	750
32,538	48,328	Total	24,867	23,804

Note 26: Transfer Payments

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
626	-	TP 12 - Tourism Scholarships	815	815
17	75	TP 13 - Miss Cayman Scholarship	75	75
714	-	TP 27 - Pre-School Educational Assistance	706	704
10,763	19,153	TP 30 - Local and Overseas Scholarships and Bursaries	11,696	11,697
5,799	9,390	TP 41 Poor Relief Payments	7,394	8,532
1,500	2,325	TP 43 Poor Relief Vouchers	1,550	1,550
13	45	TP 44 - Temporary Poor Relief Payments for Young Parents Programme (YPP) Students	30	30
13	90	TP 45 Youth After Care Payments	-	-
99	120	TP 46 Emergency Relief Payments	80	80
5,223	9,009	TP 47 Ex- Gratia Benefits to Seamen	7,098	8,190
999	1,499	TP 48 Benefit Payments to Ex-Servicemen	983	1,134
82	141	TP 49 Youth Programmes - Churches and other Non-Governmental Organizations	141	141
19	1,203	TP 50 Pre-school assistance	100	100
180	374	TP 51 - Other Educational and Training Assistance	359	344
180	-	TP 52 - Young Nations Builders Scholarship Fund (YNBP)	-	-
607	2,151	TP 56 - Employment Initiatives	-	-
358	727	TP 57 Children and Family Services Support	485	485
70	105	TP 58 - Support for Services of the Red Cross	70	70
172	557	TP 60 Housing Assistance	373	373
555	870	TP 61 - Student Enrichment and Support Services	580	580
140	168	TP 63- Support to Local Business Associations	75	75
93	200	TP 66 - Cayman Brac and Little Cayman Home Repairs Assistance	180	180
437	719	TP 67 - Sports and Cultural Tourism Programmes Assistance	600	600
60	150	TP 69 - Support for the Bridge Foundation	105	105
520	770	TP 72 Other Youth and Sports Programme Assistance	558	579
150	205	TP 73 - Other Health & Cultural Program Assistance	221	220
25	113	TP 74 - Assistance in respect to Importation of Livestock	-	-
393	-	TP 75 Needs Assessment Support	500	500
26	111	TP 76- Assistance for Infrastructure Development	100	100
419	-	TP 77 -Disaster Relief Assistance	-	-
-	-	TP 79- Urban Development Commission	200	250
-	-	TP 80- Support for Business Initiatives	25	25
-	-	TP 81- Support to National Energy Council	50	50
-	-	TP 82 - SEN Scholarships	600	700
-	-	TP 83- Medical Scholarships (req'd Min of Health)	500	500
-	-	TP 84 -Grants to farmers	16	16
-	-	TP 85-Support to Local Financial Services Associations	197	110
	742	TP 70 - Athlete Development Programme	-	-
	552	TP 78 - Ex-Gratia Compensation	-	-
30,252	51,564	Total	36,462	38,910

Note 27: Other Operating Expenses

12-Month Actual 2015/16	18-Month Forecast 2016/17	<i>Output Group</i>	12-Month Budget 2018	12-Month Budget 2019
1,941	3,020	OE 1 - Personal Emoluments for the Judiciary	2,015	2,077
3,371	5,182	OE 2 - Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor	3,900	3,900
1,305	1,545	OE 4 - Judiciary Expenses	1,451	1,506
671	1,200	OE 5 - Constituency Allowances	1,086	1,086
46	-	OE 6 - Contribution to Caribbean Financial Action Task Force	60	65
153	232	OE 9 - Caricom Fees	162	162
-	525	OE 10 - Caribbean Regional Technical Assistance Centre(CARTAC) Contribution	85	85
11	20	OE 11 - Subscription to Caribbean Examinations Council	13	13
161	243	OE 12 - University of the West Indies Membership Levy	275	197
3	-	OE 14 - Caribbean Food and Nutrition Institute Subscription	-	-
6	18	OE 15 - Pan American Health Organisation Subscription	15	15
5	-	OE 16 - Caribbean Health Research Council Subscription	-	-
13	-	OE 17 - Caribbean Epidemiology Centre Subscription	-	-
1,200	2,309	OE 19 - Ex-Gratia Plan Recipients Plan Payments	1,380	1,380
209	280	OE 26 - Personal emoluments for the Attorney General	-	-
23,952	17,100	OE 27 - Past Service Pension Liability Payments	10,000	11,140
-	294	OE 43 - Depreciation of Judicial Executive Assets	219	219
454	750	OE 54 - Caribbean Catastrophic Risk Insurance Facility - Annual Premium	840	840
45	20	OE 57 - Executive Bank Charges	40	40
468	870	OE 65 -Court of Appeal Expenses	557	583
-	16	OE 66 - United Nations Caribbean Environmental Programme	7	7
125	187	OE 71 - Commonwealth Parliamentary Association	275	125
-	-	OE 78 - Depreciation of Ministry of Community Affairs, Youth and Sports	27	27
5	9	OE 81 - World Anti-Doping Agency	6	6
3	6	OE 82 - Regional Anti-Doping Agency	6	9
268	700	OE 86 - Compensation	-	-
309	725	OE 91- Depreciation of District Administration, Tourism and Transport Executive Assets	725	725
-	156	OE 93 - Caribbean Agriculture Research and Development Institute (CARDI)	94	94
-	25	OE 94 - OECD - Global Forum	38	38
30	45	OE 96 - Executive Salary Reimbursements	-	-

12	18	OE 99- Ex-Gratia Payments for Former Members of the Legislative Assembly	-	-
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Note 27: Other Operating Expenses (continued)

12-Month Actual 2015/16	18-Month Forecast 2016/17	Output Group	12-Month Budget 2018	12-Month Budget 2019
144	-	OE 100 - Executive Depreciation	170	173
11,226	10,791	OE 101- Depreciation of Executive Assets	9,694	9,694
208	200	OE 102 - New Court House Project	200	200
-	23	OE 103 - Caribbean Public Health Agency (CARPHA)	19	19
-	4	OE 104 - Caribbean Energy Information System Membership	3	3
5,330	4,750	OE 105 - Settlement of Cases	-	-
-	3	OE 106 - CAIPA Membership Fees	-	-
-	400	OE 107 - Project Future Fund	170	170
-	290	OE 109 - Public Ombudsman	-	-
-	-	OE 110 - General Insurance	4,036	4,001
-	-	OE 111 - Disability Policy	125	125
-	-	OE 112 - Older Persons Policy	125	125
-	-	OE 113 – Administrative and Advisory Support to the MLAs	2,020	2,020
	597	OE 115 Regional Security Initiatives	60	60
-	-	OE 116 - Pension Uplift	1,500	2,100
-	-	OE 117 - CIG Core Christmas Stipend	115	127
-	-	OE 118 - Placeholder for Civil Service CINICO Increase	4,288	5,578
-	-	OE 119 - Second Chance Program	147	196
59	-	OE 92 - Settlement of Government Guarantees	-	-
15,036	22,463	Other Expenses	61,756	61,868
66,769	75,016	Total Operating Expenses	107,704	110,798

		Other Executive Expenses (OE's) categorisation		
30,774	29,949	Personnel Costs	23,354	26,494
11,679	11,951	Depreciation	10,835	10,838
24,316	33,116	Other operating expenses	73,514	73,464
66,769	75,016	Total Other Operating Expenses	107,703	110,796

Note 28: Reconciliation of Surplus to Net Cash Flows from Operating Activities

12-Month Actual 2015/16	18-Month Forecast 2016/17	Description	12-Month Budget 2018	12-Month Budget 2019
148,532	46,102	Surplus/(deficit) from ordinary activities	81,028	59,285
		Non-cash movements		
53,851	79,026	Depreciation and Amortisation	53,472	53,894
14,557	13,743	Increase in Provision for Bad Debt	8,853	8,569
1,177	-	(Gain)/losses on sale of property plant and equipment	1,453	153
		Changes in current assets and liabilities:		
4,969	13,125	(Increase)/decrease in current assets	(5,721)	(3,730)
9,928	28,687	Increase/(decrease) in other current liabilities	(8,134)	(4,297)
233,014	180,683	Net cash flows from operating activities	130,951	113,874



**CAYMAN ISLANDS
GOVERNMENT**

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PLAN AND ESTIMATES

END