

Annual Report

For the Ministry of Communications, Works & Infrastructure

Year ended 30 June 2007

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Overview of Performance for the Year

Introduction

This annual report details the performance of the Ministry of Communications, Works & Infrastructure for the fiscal year ending 30 June 2007.

It includes information about outputs actually delivered during the year as compared to the planned performance documented in the Annual Budget Statement for the Ministry of Communications, Works & Infrastructure for 2006/7, or as amended through the supplementary appropriation process.

It also reports those aspects of ownership performance that were contained in the Annual Budget Statement for 2006/7 or as amended through the supplementary appropriation process.

Summary of Performance

Output Performance

The Ministry of Communications, Works and Infrastructure is responsible for a wide range of services that provide critical infrastructure support for the maintenance of a strong and viable economy.

The 2006/7 financial year proved to be a most challenging but rewarding one. Major accomplishments included:

Office of Telecommunications (OFTEL)

The Office of Telecommunications is a specialized technical support unit that is responsible for the procurement, operation and maintenance of the Government telecommunication systems and agency equipment.

Scope of Activities

OFTEL provides:

- "mission critical" support to the emergency services and 911 with their unique telecommunications requirements;
- technical support and emergency response services to organizations such as the National Security Committee, National Hurricane Committee, Oil Spill Coordinator and the Airport Emergency Plan during times of natural or other types of disasters;
- technical advice to government and the private sector on telecommunication matters;
- installation, programming, maintenance, and repair services to users of the radio-communication and paging systems;
- training for radio equipment to users of the various telecommunication systems and for the operation of the government switchboard.

OFTEL also:

- acts as the central purchasing authority for departmental radio and paging equipment that is compatible with the government systems;
- and supports the ICTA, upon request, in areas that require technical assistance. These include spectrum monitoring and interference investigation.

Customers and Location of Activities

OFTEL Customers include all government agencies, statutory authorities, government owned companies and quasi-government related organizations. The Telecommunications Office is located at the Civil Aviation/Airports Authority and operates technical facilities at locations throughout the Cayman Islands.

Cayman Islands Postal Service (CIPS)

The postal needs of the Islands are served, on Grand Cayman, by the General Post Office; one office of exchange, the Airport Post Office and Mail Processing Centre; seven sub-offices and two postal agencies.

Human Resources Development

Employees of the postal service continued to upgrade their knowledge and skills through in-house training specific to postal financial and operational practices. A primary aim of these in-house training courses is to ensure the consistent delivery of high quality service to all our customers in all postal facilities.

Radio Cayman

Radio Cayman and Breeze FM are owned and operated by the Cayman Islands Government. All the stations are 24 hour operations. This includes Radio Cayman One - 89.9 FM in Grand Cayman and 93.9 FM in Cayman Brac and Little Cayman; and Breeze FM (formerly Radio Cayman Two) 105.3 FM in Grand Cayman and 91.9 FM in the Sister Islands.

Radio Cayman One takes a talk and music format. This includes news, weather, sports and listener participation programmes. The music played is varied and includes a mix of soca, reggae, jazz, country, classical and R&B, along with other genres. The station also broadcasts BBC World Service Radio from midnight to 6:00 a.m. daily.

Breeze FM is all music with news headlines six times per day. The music format is adult contemporary.

Radio Cayman One and Breeze FM deliver the most extensive newscasts daily. A total of eight news headlines and news bulletins can be heard on Radio Cayman One and six on Breeze FM. Radio Cayman One continues to provide live coverage of national and cultural events annually. These include the National Heroes Day celebrations, the Annual Agricultural Show, major football matches, National Choir Christmas concerts, the Cayman Male Voice Choir's Easter Cantata, Pirates Landing festivities and the Queen's Birthday Parade. Radio Cayman also broadcasts the proceedings from the Legislative Assembly's daily sittings when the House is in session.

Radio Cayman One is also home to the premier daytime talk show "Talk Today", where listeners are invited to call in and voice their opinions on current affairs issues Tuesdays through Thursdays. Radio Cayman's website, www.radiocayman.gov.ky , provides news, community events and the programme schedule for Radio Cayman One and Breeze FM.

Public Works Department (PWD)

The Public Works Department's (PWD) mission is to support the Cayman Islands Government's provision of public infrastructure through the most efficient, and cost effective management of design, construction and maintenance of public buildings and related facilities.

PWD's operations and works; and development and planning divisions provide services to 50 plus government departments and other government entities. They are supported by the finance and administration division.

New Works:
PWD has provided design, project management and construction services for several new government facilities or renovations/expansions to existing facilities.

Facilities Management / Maintenance Services:
In the 2006/7 budget year PWD provided facilities management / maintenance services to 120 government facilities (schools, public buildings, ramps and jetties etc.) totalling approximately 900,000 square feet. In a typical year PWD completes approximately 7,000 to 8,000 maintenance work orders on government facilities. These include electrical, air-conditioning, plumbing and building maintenance activities.

Department of Vehicle and Equipment Services (DVES)

Overall vehicle and equipment needs for the government are handled by DVES whose responsibility it is to ensure that transport and heavy equipment are always available for Government use. The size of the Government fleet stands at approximately 600 mobile units in Grand Cayman.

Emergency vehicles including ambulances, police cars, fire trucks and essential units must be kept operational at all times. This also includes refuse trucks, excavators, compactors, metal crushers, bulldozers etc. in use by the Department of Environmental Health (DEH) for garbage collection and other purposes at the land fill.

The DVES will continue in this direction by maintaining a working environment with current operating systems, managed by qualified and experienced staff that performs in accordance with accepted international automotive industrial standards.

The government's refuelling facility located at the DVES compound continues to provide fuel and oils for the fleet $0.20 per gallon cheaper than commercial pumps. This service is financially beneficial to government and due to continuous demand is available 24 hours a day, 365 days per year.

The DVES will continue to ensure that vehicles and equipment are selected and acquired in a manner that is suitable for the purpose and at the best economic price for government. And, that transport and equipment is always available for government use for providing emergency, essential and necessary services to the community.

Department of Vehicle and Driver's Licencing (DVDL)

With the primary role of collecting vehicle and drivers licencing fees, the Department of Vehicle and Drivers Licensing (DVDL) ensures that these fees are collected in accordance with the Traffic Law (2003 Revision) and other associated legislation.

These services are provided in Grand Cayman from two locations in George Town and one in West Bay, while District Administration in Cayman Brac is responsible for the collection of Sister Islands fees.

Ongoing Strategic Objectives and Policies
A number of projects, which started in July 2004, continued throughout the 2006/7 financial period. It is envisaged that some, if not all, of these will be completed in the very near future. They include:

- Development of a website that will provide information to the public and allow online renewals of driver's licences.
- Development of the Graduated Drivers Licence Program and Guidelines.
- Development of an on-line Vehicle Licensing System with Computer Services (CS).
- Development of a project definition document with PWD for the amalgamation of the two George Town offices.
- Vehicle inspection reforms and development of inspection guidelines for private garages.
- A proposal for an Eastern District office.
- Amendments to the Traffic Law and Regulations aimed at improving road safety
- Review of department structure and human resources to support ongoing and future initiatives.

Department of Environmental Health (DEH)

The DEH is primarily responsible for solid waste management and environmental health. Solid waste management involves the collection and sanitary disposal of commercial and residential waste; incineration of bio-medical waste; management of hazardous waste; litter collection; and recycling activities. While, environmental health includes food hygiene, district sanitation, building and development control, rodent control, and laboratory support services. The Department of Environmental Health (DEH) provides services on all three Cayman Islands.

District Sanitation and Rodent Control
Three district environmental health officers in Grand Cayman were assigned to inspect all condos, guesthouses, and schools. In conjunction with other government departments and the public they also organised clean-up campaigns to improve general sanitation; conduct sanitary assessments; investigate nuisances; and monitor rodent control programmes. They also provide training for cosmetologists and inspect their salons.

Food Hygiene and Safety
Three food safety officers serve Grand Cayman and one the Sister Islands. They are responsible for:

- inspections of all restaurants, bars and hotels;
- meat and foods inspections, and water testing;
- post-mortem examinations of locally slaughtered animals;
- food recalls and condemnations;
- training of food operators;
- investigations of food-borne illnesses and disease and food complaints;
- and inspection of imported food containers.

The majority of food premises are risk rated.

Building Development and Engineering Control
Responsible for the inspection of and certificate of occupancy recommendations for all swimming pools and commercial premises, this unit ensures that all building plans comply with the department's guidelines and standards.

The unit is also responsible for cemetery layout, vault construction and capacity planning. Cemeteries in East End, Bodden Town and Prospect received major damage following Hurricane Ivan and were repaired.

The Environmental Health Laboratory (EHL)
The EHL provides major scientific support services to the department by monitoring the quality of drinking water, recreational water and food. Other laboratory activities included air quality and environmental noise assessments; ground and surface water monitoring around the landfill; used-oil testing for recycling or final disposal; and support for hurricane preparedness, and hazardous waste management.

Solid Waste Management Section
This unit continued its scheduled collection of residential, commercial and medical solid waste. The unit also continued recycling aluminium cans, lead acid batteries, Christmas trees, and used motor oil. Following Hurricane Ivan hundreds of tons of debris was managed and scrap metals recovered. The department continued negotiations with several companies towards the processing and export of derelict vehicles and loose scrap metals stored at the George Town landfill.

Education and Promotions
The DEH continued educating the public and students on environmental health issues. Topics covered were litter control, waste reduction, local recycling programs, and rodent control. The department also worked with clubs such as the John Gray Recyclers and was represented at national fairs. April's Earth Day celebrations was used to increase environmental consciousness island-wide.

Sister Islands (Cayman Brac and Little Cayman)
The department continues to provide an environmental health officer, a pest control technician and six solid waste workers for both islands.

Recreational Parks and Cemeteries Unit

Recreational Parks and Cemeteries Unit provided its first service for this fiscal year as a newly formed unit. The majority of the output performance was focused on familiarizing management and teams with setting up and maintaining cleaning schedules for all assigned public beaches, beach accesses, docks/ramps, cemeteries, parks, public restrooms as well as the introduction to the cleaning of the George Town central business district.

Cayman Islands

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Ministry of Communication, Works & Infrastructure
Statement of Responsibility for the Output Statements
For the Year ended June 30, 2007

These financial statements have been prepared by the Ministry of Communications, Works and Infrastructure in accordance with the provisions of the Public Management and Finance Law (2008 Revision).

We accept responsibility for the accuracy and integrity of the financial information in these financial statements and their compliance with the Public Management and Finance Law (2008 Revision).

As Chief Officer I am responsible for establishing and maintaining a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by law, and properly record the financial transactions of the Ministry of Communications, Works and Infrastructure. However, I was not Chief Officer of the Ministry during the fiscal year and therefore could not ensure appropriate internal controls were established and maintained throughout the fiscal year and therefore make no representations over the internal controls for the financial year ended 30 June 2007.

As Chief Officer I am responsible for the preparation of the Ministry of Communications, Works and Infrastructure financial statements and for the judgements made in them.

We were not able to prepare these financial statements to fairly present the financial position, financial performance and cash flows of the Ministry of Communications, Works and Infrastructure for the financial year ended 30 June 2007 due to the lack of adequate accounting records as a result of the passage of time, impact of Hurricane Ivan and high staff turnover at the ministry.

These financial statements do not:-

(a) Completely and reliably reflect the financial transactions of Ministry of Communications, Works and Infrastructure for the year ended 30 June 2007;

(b) fairly reflect the financial position as at 30th June 2007 and performance for the Year ended 30th June 2007;

(c) comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. Where guidance is not available, the financial statements comply with International Accounting Standards issued by the International Accounting Standards Committee or accounting practice that is generally accepted in the United Kingdom as appropriate for reporting in the public sector.

The Office of the Auditor General conducts an independent audit and expresses an opinion on the accompanying financial statements. The Office of the Auditor General has been provided access to all the information necessary to conduct an audit in accordance with International Standards of Auditing.

Dorine Whittaker
Chief Officer
Date : 23/11/10

Cayman Islands

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Auditor General's Report
To the Members of the Legislative Assembly of the Cayman Islands

I was engaged to audit the statement of outputs of the Ministry of Communications, Works & Infrastructure (the "ministry") for the year ended 30 June 2007 as set out on pages 9 to 58 in accordance with section 44(3) of the *Public Management and Finance Law (2005 revision)*. The statements of outputs delivered consist of thirty seven outputs which are consolidated into the following eleven output groups:

- CWI 1 Advice and Support to the Minister of Communications, Works and Infrastructure
- CWI 2 Collection and Disposal of Waste
- CWI 3 Public Health Services
- CWI 4 Occupational and Recreational Safety Control Activities
- CWI 5 Emergency Response Services
- CWI 6 National Mail Service
- CWI 7 Management of Public Recreational Facilities
- CWI 8 Radio Broadcasts
- CWI 9 Broadcasting Sales and Production Services
- CWI 10 Provision of Telecommunication Services
- CWI 11 Transport, Testing and Licensing Services

Management's Responsibility for the Statement of Outputs Delivered

Management is responsible for the preparation and fair presentation of the statement of outputs delivered in accordance with section 44(2) of the *Public Management and Finance Law (2005 Revision)*. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the statement of outputs delivered that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate criteria and measures to the outputs delivered.

Management is required to present the following performance indicators for the Ministry, for each output, for the year ended 30 June 2007:

- A description of the output delivered;
- The quantity of the output delivered;
- The quality of the output delivered;
- The delivery dates for the output delivered;
- The place of delivery of the output delivered;
- The price paid for the output delivered compared to the budgeted cost for each output

Auditor's Responsibility for the statement of outputs delivered

I was engaged to conduct my audit in accordance with International Standards on Auditing. Because of the matters described in the basis of disclaimer of opinion paragraph below, I do not express an opinion on the statement of outputs delivered.

Overall scope limitations

The parameters included for each of the output measures included in these statements have been provided to me by the Ministry's management and are solely their responsibility. I do not accept responsibility for the determination of these parameters as the basis of measure for each of the outputs, or for their appropriateness or relevance.

Nor do I accept responsibility for the accuracy of the information contained in the "Description" field of each statement or the "Explanation of Variances" commentary following each statement. The information as documented included therein has been determined by the Ministry's management in their best judgment and as such its accuracy and relevance are solely their responsibility.

Basis for disclaimer for the statement of outputs delivered

I was not presented with sufficient information to form an opinion as to whether the statement of outputs delivered is fairly presented in all material respects.

Disclaimer of Opinion for the statement of outputs delivered

Because of the significance of the matter discussed in the preceding paragraph, I do not express an opinion on the statement of outputs delivered.



Alastair Swarbrick, MA (Hons), CPFA
Auditor General

Cayman Islands
Date: November 23, 2010

Part A

Outputs Delivered During the Year

MCW 1	Policy Advice

Description

Provide policy advice by means of reports and papers, to Hon Minister and the Cabinet on Utilities, Public Works, Postal Services, Transport, Vehicle Licensing, Radio Cayman, Vehicle and Equipment Services, Department of Environmental Health, Office of Telecommunications and Statutory Authorities, Boards & Committees.

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
Number of Finalized Policy Documents provided by Consultants/Permanent Secretary and/or Heads of Departments to Minister, but not limited to:			
Cabinet Submissions	166	350 - 550	(184)
Ministers Briefing Sessions	887	700 - 900	0
Bills & Reports per meeting	0	20-40	(20)
Establishment of a Public Utilities Commission	0	200-300	(200)
Number of hours spent reviewing the National Transportation Plan for Grand Cayman	0	1-5 hrs	(1)
Quality			
• The policy advice should be based on the relevant Law(s)to the advice requested or when needed technical/professional advice provided	100%	100%	0
• All Cabinet Papers to be signed off by the Hon. Minister or the Permanent Secretary	100%	100%	0
• Implementation plans based on relevant policy passed by the Legislative Assembly	N/A	100%	0
Timeliness			
• All advice will be given in the timeframe agreed with the Minister of CW&I by 3PM Wednesday	90 -100%	90 -100%	0
• Cabinet papers/notes by 3 p.m./Wednesday	90 -100%	90 -100%	0
Location Grand Cayman			
Cost	**$550,722**	**$268,153**	**$282,569**
Price (paid by Cabinet for the output)	**$289,284**	**$268,153**	**$21,131**

Related Broad Outcome:

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

Explanation of Annual Variances:
To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

1. Monthly hours on Cabinet Papers slightly lower than anticipated.
2. Drafted documents for tendering for consultant for Public Utilities Commission. Tendering not completed.

MCW 2	Ministerial Services and Support

Description

Provision of services to support the Minister and Cabinet including:

- Establish Statutory Boards/Committees/Authorities
- Provide answers to Parliamentary Questions
- Contribution to Throne Speech
- Contribution to Annual Report
- Events co-ordination
- Speech notes and briefing notes

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of hours spent preparing answers to Parliamentary Questions	0	400 – 500	(400)
• Number of hours spent preparing Throne Speeches	4.5	10-15	(5.5)
• Number of hours spent preparing Annual Report and Official Handbook – Cayman Islands.	0	20-30	(20)
• Number of hours spent coordinating events	59	15-20	44
• Number of hours spent preparing Statements to the Legislative Assembly	0	10-15	(10)
• Number of hours spent on preparing/reviewing speeches, reports and replies to correspondence for Hon. Minister	5,852	500-600	5,352
Quality			
• All Parliamentary Answers reviewed and signed off by the Permanent Secretary or his delegate prior to final approval by Hon. Minister	N/A	100%	0
• All replies to questions, speeches, briefing notes and Annual Reports and Throne Speech must be comprehensive, accurate and reviewed by the Permanent Secretary.	100%	100%	0
• Statements and bills will be in a format acceptable to the Legislative Assembly.	N/A	100%	0
• All financial reports will be in accordance with the Finance Laws and its regulations.	N/A	100%	0
Timeliness			
• Replies to Parliamentary Questions should be completed: 1 – 5 days prior to due date of Legislature Opening	N/A	90-100%	0
• Throne Speech and Annual Report to PS: 3- 5 working days prior to being due to the Chief Secretary's office and Portfolio of Finance	N/A	90-100%	0
• Speeches: 1-5 working days prior to date of function/event	90-100%	90-100%	0
Location Grand Cayman			
Cost	**$1,401,425**	**$1,326,466**	**$74,959**
Price (paid by Cabinet for the output)	**$1,187,058**	**$1,326,466**	**($139,408)**

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

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

Underestimation of hours for year – more realistic figure for the year is 4,000 hours

MCW 5	Monitoring the Construction and Upgrading of Parks, Public Beaches, Cemeteries and Roads

Description

Monitoring the construction of parks in George Town and Bodden Town and all Public Beaches, Cemeteries and roads.

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of parks monitored	1.75	25 – 35	(23.5)
• Number of beaches monitored	176.75	30 – 40	136.75
• Number of cemeteries monitored	2	10 – 15	(8)
• Number of roads monitored	658	100 - 150	508
Quality			
• Planning requirements to be met before commencement of works:	100%	100%	0
• Environmental and Public Safety Standards to be adhered to including flooding and traffic	100%	100%	0
• Monitoring to be carried out by PS at least once monthly	90 -100%	90 -100%	0
Timeliness Completion dates:			
• In Accordance With Itineraries	90 -100%	90 -100%	0
Location Grand Cayman			
Cost	**$227,434**	**$278,757**	**($51,323)**
Price (paid by Cabinet for the output)	**$334,481**	**$278,757**	**$55,724**

Related Broad Outcome:
7 Conserve the Environment

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

More hours than anticipated were spent on monitoring beaches as Administrative Officer acted as Manager of new Unit for the month of July 06 and other senior were required to assist Acting Manager/ Manager with administrative functions of this new unit. There are 188 hrs not allocated above to account for the assistance given by the Ministry.

MCW 18	Advice and Governance of Boards, Statutory Authorities and Government Owned Companies

Description

Provision of governance, board appointments/re-appointments and representation to the:

- Water Authority Board
- National Roads Authority Board
- Information & Communications Technology Authority Board
- Electricity Regulatory Authority Board
- Cayman Water Company Board
- Street Naming & Numbering Committee
- Government's CUC Negotiating Team / Public Utilities Commission Committee
- Assessment Committee for Roads
- Stamp Advisory Committee

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of hours spent by Ministry representative with:	28	20-30	0
○ Water Authority Board	125	150-200	(25)
○ National Roads Authority Board	2.5	35-50	(32.5)
○ Information & Communications Technology Authority Board	0	5-10	(5)
○ Electricity Regulatory Authority Board	2	2 – 5	0
○ Government's CUC Negotiating Team	0	1-5	(1)
○ Assessment Committee for Roads	1.5	10-20	(8.5)
○ Stamp Advisory Committee	0	5-10	(5)
○ Public Utilities Commission	46.5	0	46.5
○ Solid Waste Committee	4.5	0	4.5
○ Cayman Water Company			
• Number of hours spent on administrative support to Statutory Authorities and Committee:	41	20-30	11
○ Water Authority Board	117	150-200	(33)
○ National Roads Authority Board	19.5	10-20	0
○ Information & Communications Technology Authority Board	2	5-10	(3)
○ Electricity Regulatory Authority Board	0	1 -5	(1)
○ Government's CUC Negotiating Team	5	1-5	0
○ Assessment Committee for Roads	0	10-20	(10)
○ Stamp Advisory Committee	0	100-200	(100)
○ Public Utilities Commission	11	N/A	11
○ Solid Waste Committee			
Quality			
Ensure that advice given to Statutory Authorities is in compliance with the relevant laws and/or government policy.	100%	100%	0
Timeliness			
• Attendance at required meetings	90 – 100%	90 – 100%	0
• Administrative support should be completed within 2-5 days of being assigned by the Chief Officer and/or his delegate.	80%-100%	80%-100%	0
Location			
Grand Cayman			
Cost	**$0**	**$107,614**	**($107,614)**
Price (paid by Cabinet for the output)	**$119,948**	**$107,614**	**$12,334**

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

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

DVE 5	Provide Generator, Transport and Vehicle Repair Capacity for Emergencies.

Description

Maintain and use of capacity to provide an appropriate response, on a full cost basis, in the event of a hurricane or other emergency to all Government Departments, Statutory Authorities and Committees

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity:			
• Number of trips required to service and fuel 20 Generators at various hurricane shelters	330-360	330-360	0
• Number of hours provided by technical support staff to maintain capacity for emergencies.	1000 -1,250	1000 -1,250	0
Quality:			
• Generators should be services and fueled as per National Emergency Preparedness Plan and/or standards for generators.	100%	100%	0
• Availability of trained personnel, transport and fuel facilities.	100%	100%	0
• Problems reported and dealt with when identified.	100%	100%	0
Timeliness:			
• Generators will be checked monthly by trained personnel during non-hurricane months (December to June)	95%-100%	95%-100%	0
• Generators will be serviced and fueled check Bi-weekly during hurricane season.	100%	100%	0
• Preparatory and preventive maintenance, re-fueling and appropriate action taken 1 month in advance of hurricane season.	100%	100%	0
Location: Grand Cayman			
Cost	**$112,080**	**$60,000**	**$52,080**
Price (paid by Cabinet for the output)	**$66,715**	**$60,000**	**$6,715**

Related Broad Outcome

#1 Deal with the Aftermath and Lessons from Hurricane Ivan

#7 Conserve the Environment

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

EVH 1	Environmental Health Education and Promotion		
Description Environmental health awareness and promotion to the public and government			
Measures	**2006/7 Actual**	**2006/7 Budget**	**Annual Variance**
Quantity Provide:			
• School visits / promotions	30 - 35	30 - 35	0
• Educational Lectures	12 - 14	12 - 14	0
• Production of Brochures	4 - 6	4 - 6	0
• Promo Functions / Fairs	5 - 7	5 - 7	0
• Media Promotions	70 – 80	70 – 80	0
Quality			
• Programs and promotions to meet internal peer review standards for format, accuracy, and comprehensiveness:	100%	100%	0
• Positive feed back from client surveys	80%	80%	0
• The promotional brochures/ functions/ fairs content and presentation to meet Department of Environmental Health standards.	100%	100%	0
• Media promotions to be in accordance with GIS format and meet accepted procedural standards	100%	100%	0
Timeliness			
School visits/promotions and lectures to be conducted as scheduled	100%	100%	0
Feedback survey form issued at end of school visit/promotion/lecture	90%	90%	0
Brochures to be printed and available for distribution:	100%	100%	0
Promotions and fairs to be attended on time.	100%	100%	0
Media releases are to be prepared and sent for approval promptly on the event.	100%	100%	0
Location			
Cayman Islands			
Cost	**$50,732**	**$131,924**	**($81,192)**
Price (paid by Cabinet for the output)	**$113,454**	**$131,924**	**($18,470)**
Related Broad Outcome # 7 Conserve the Environment.			

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

EVH 2	Collection of Waste and Recyclables

Description

Collection of all residential, commercial waste and recyclable materials.

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of units from which garbage is collected manually	2,000-2,300	2,000-2,300	0
• Waste collected from commercial and residential (in tons)	16,000 – 21,00(	16,000 – 21,000	0
• Tons of recyclables collected	400 - 500	400 - 500	0
Quality			
• Number of substantiated complaints registered on complaint log	50 - 60	50 - 60	0
• As measured by Customer Satisfaction Survey	80-90%	80-90%	0
• Percentage of waste collected (man hour worked)	90-95%	90-95%	0
Timeliness			
• Twice per week as per current residential collection schedule	90%	90%	0
• Customer survey to be conducted quarterly	95 - 100%	95 - 100%	0
• Service locations as schedule.	100%	100%	0
Location Cayman Islands			
Cost	**$1,388,382**	**$279,366**	**$1,109,016**
Price (paid by Cabinet for the output)	**$266,925**	**$279,366**	**($12,441)**

Related Broad Outcome

7 Conserve the Environment.

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

EVH 3	Daily Container Rental Service

Description

Rental, delivery and servicing of various waste containers

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of container or grab truck services provided:	260 - 360	260 - 360	0
• Number of contracts serviced	180 - 200	180 - 200	0
Quality			
• Percentage of time containers delivered as scheduled	90-95%	90-95%	0
• Comply with contracted obligation	90-95%	90-95%	0
Timeliness			
• Provide containers/grabber truck service per contract:	100%	100%	0
• Service all containers as per contracted obligations.	100%	100%	0
Location			
Cayman Islands			
Cost	**$79,333**	**$325,232**	**($245,899)**
Price (paid by Cabinet for the output)	**$309,557**	**$325,232**	**($15,675)**

Related Broad Outcome

7 Conserve the Environment.

Explanation of Annual Variances:

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EVH 4	Waste Reduction / Recycling

Description

Processing, marketing and sales of recyclables

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Processing for shipment of contaminated used oil (gallons)	5,000 – 10,000	5,000 – 10,000	0
• Processing for shipment of uncontaminated used oil (gallons)	5,000 – 10,000	5,000 – 10,000	0
• Processing for shipment of recyclable paper products (tons)	50 - 75	50 - 75	0
• Processing for shipment of recyclable used batteries (tons)	100 - 200	100 - 200	0
• Processing of shipment of recyclable aluminum products (tons)	50 - 75	50 - 75	0
• Management of other recyclable products (tons)	1200 - 1400	1200 - 1400	0
Quality			
• Percentage of contaminated used oil complying with US market standards	100%	100%	0
• Percentage of recyclables refused or downgraded at market due to undetected contamination	1 – 3%	1 – 3%	0
• Percentage of recyclable products (paper, used batteries and aluminum) meeting external vendor standards	100%	100%	0
• Other recyclables meeting departmental standards	90-95%	90-95%	0
Timeliness			
• Number of days per week processing expected:	5	5	0
• Percentage of on-time shipping for all products	100%	100%	0
Location			
Grand Cayman			
Cost	**$240,183**	**$74,788**	**$165,395**
Price (paid by Cabinet for the output)	**$66,727**	**$74,788**	**($8,061)**

Related Broad Outcome

7 Conserve the Environment.

Explanation of Annual Variances:

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EVH 5	Waste Disposal

Description

Management of landfills including disposal of biomedical and hazardous waste

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
Number of landfills managed:	4	4	0
Total waste managed at the landfills (tons):	65,000 - 75,000	65,000 - 75,000	0
Total infectious waste incinerated / managed (tons):	100 - 120	100 - 120	0
Management of solid waste consultancy projects	1	1	0
Quality			
Number of substantiated customer complaints regarding (odor, smoke, dust or pests) from the landfill site:	10 - 12	10 - 12	0
Percentage of waste (tons) managed complying with acceptable standards	100%	100%	0
Incineration of all infectious waste received	100%	100%	0
Within terms of reference, budget and acceptable departmental standards	100%	100%	0
Timeliness			
Number of operating days per week on Grand Cayman:	6	6	0
Percentage of waste (tons) disposed/ managed within departmental standards	90-95%	90-95%	0
Percentage of infectious waste incinerated within 24-48 hours	95-100%	95-100%	0
Consultancy projects to meet predetermined deadlines	100%	100%	0
Location			
Grand Cayman			
Cost	**$1,030,143**	**$1,569,700**	**($539,557)**
Price (paid by Cabinet for the output)	**$114,684**	**$120,900**	**($6,216)**

Related Broad Outcome

7 Conserve the Environment.

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

EVH 6	Public Facility Management

Description

Landscaping, maintenance and management of public areas including portable toilets; provision of cemetery capacity reports and inspection of vaults

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of beach areas managed	35 - 45	35 - 45	0
• Number of portable toilets receiving servicing	12 - 14	12 - 14	0
• Number of cemetery vaults prepared prior to burial	75 - 85	75 - 85	0
• Number of cemeteries maintained	12 - 15	12 - 15	0
• Number of landscaping areas managed	50 - 60	50 - 60	0
• Miles of street receiving litter collection	5,000 – 6,000	5,000 – 6,000	0
Quality			
• Number of substantiated complaints registered on complaint log after area/location cleaned.	4 - 6	4 - 6	0
Timeliness			
• Each location to be serviced as scheduled by the department.	100%	100%	0
Location Grand Cayman			
Cost	**$267,011**	**$1,107,793**	**($840,782)**
Price (paid by Cabinet for the output)	**$625,558**	**$1,107,793**	**($482,235)**

Related Broad Outcome

7 Conserve the Environment.

Explanation of Annual Variances:

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EVH 7	Environmental Health Licensing

Description

Licensing services including inspections and issuance of environmental health license documents.

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of Monitoring Inspections	800 - 900	800 - 900	0
• Number of licensed documents assessed	500 - 600	500 - 600	0
• Number of Licensing reports	5	5	0
Quality			
• Maintain inspections to Department of Environmental Health standards	100%	100%	0
• Licensing documents to conform with Public Health Laws and standards	100%	100%	0
• Review reports for accuracy, consistency, and readability and signed off by Chief Environmental Health Officer	100%	100%	0
Timeliness			
• Inspect commercial premises as per obligations	100%	100%	0
• Issue licensing documents within 3 - 4 days after inspections	100%	100%	0
• Reports forwarded to relevant department within 7 days of inspection	100%	100%	0
Location			
Cayman Islands			
Cost	**$441,466**	**$138,514**	**$302,952**
Price (paid by Cabinet for the output)	**$34,687**	**$65,474**	**($30,787)**

Related Broad Outcome

7 Conserve the Environment.

Explanation of Annual Variances:

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EVH 8	Rodent Control

Description: Rodent control services including de-ratting certifications

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Provide:			
• Number of surveillance and baiting of government buildings	90 - 100	90 - 100	0
• Number of routine baiting of infested residential properties	2,500 - 3,500	2,500 - 3,500	0
• Number of commercial & institutional properties baited	20 - 25	20 - 25	0
• Number of response to rodent control requests	600 - 700	600 - 700	0
• Number of de-ratting certificates issued	N/A	N/A	0
• Number of leaflets on rodent control issued	500 - 600	500 - 600	0
Quality			
• Maintain surveillance and baiting of buildings/properties (residential, commercial, institutional) in accordance with the Department of Environmental Health standards	100%	100%	0
• Percentage of responses meeting departmental standards	90 - 100%	90 - 100%	0
• De-ratting certificate issued in accordance with International Standards and Public Health Law	90 - 100%	90 - 100%	0
• Printed leaflets to be clear, concise and informative in compliance with departmental standards.	0%	0%	0
Timeliness			
Percentage of properties for surveillance / baiting that meet the departmental and/or customer schedule.	100%	100%	0
Percentage of responses to complaints/requests which meet the following standards:	95-100%	95-100%	0
Emergency (High) - within 24 hours; Medium Priority - within 72 hours; Low Priority – within 120 hours	95-100%	95-100%	0
De-ratting certificates issued within 1 day of inspection	95-100%	95-100%	0
Printed leaflets available for immediate distribution	100%	100%	0
Location Cayman Islands			
Cost	**$498,851**	**$335,005**	**$163,846**
Price (paid by Cabinet for the output)	**$203,706**	**$289,592**	**($85,886)**

Related Broad Outcome

7 Conserve the Environment.

Explanation of Annual Variances:

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EVH 9	Food Safety and Hygiene Surveillance

Description

Inspection and surveillance of food establishments including food recalls, food-borne illnesses, local meat inspections and training of food handlers

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
Provide:			
• Number of food handlers training course:	16 - 18	16 - 18	0
• Number of food handlers trained:	200 - 250	200 - 250	0
• Number of inspections of food establishments:	1,000 - 1,200	1,000 - 1,200	0
• Number of inspections of imported containers:	1,600 - 1,800	1,600 - 1,800	0
• Number of special food condemnation inspections:	12 - 14	12 - 14	0
• Number of local meat slaughter inspection:	500 - 600	500 - 600	0
• Number of procurement of food and water samples:	100 - 150	100 - 150	0
• Number of food related complaints investigated	30 - 40	30 - 40	0
• Number of food-borne illness investigations:	8 - 10	8 - 10	0
• Number of food advice reports:	8 - 10	8 - 10	0
• Number of food recall surveillance:	50 - 54	50 - 54	0
Quality			
Training in compliance with internal peer review standards for format, accuracy, and comprehensiveness by departmental standards	95 - 100%	95 - 100%	0
Measured by positive food handlers customer satisfaction survey	95 - 100%	95 - 100%	0
Percentage of inspections, condemnations and investigations conducted in accordance with the Public Health Law and departmental guidelines.	100%	100%	0
Percentage of food and water samples collected and managed in accordance with acceptable laboratory standards.	100%	100%	0
Percentage of substantiated food related complaints resolved	100%	100%	0
Food advice to be clear, comprehensive, and technical in compliance with departmental standards	100%	100%	0
Percentage of food recalls acted on based on official recalls by the USDA or other appropriate authority	100%	100%	0

Timeliness			
Food handlers training to be held at least monthly (Feb-Nov)	100%	100%	0
Inspections, and condemnations conducted as scheduled or on demand	100%	100%	0
Percentage of investigations and complaints response: 8 hours for hospital referrals; 24 hours for high risk; 72 hours for all other complaints:	100%	100%	0
Percentage of samples collected and delivered to laboratory standards.	100%	100%	0
Food recalls surveillance conducted at least weekly			
Location Cayman Islands			
Cost	**$2,537,566**	**$427,677**	**$2,109,889**
Price (paid by Cabinet for the output)	**$497,323**	**$367,580**	**$129,743**
Related Broad Outcome			
# 7 Conserve the Environment.			

Explanation of Annual Variances:

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EVH 10	Environmental Health Laboratory Services

Description

Microbiological and chemical analytical services such as analysis of drinking water, recreational water and food samples including air and noise assessments

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of potable water samples analyzed and reported on	1,700 - 1,900	1,700 - 1,900	0
• Number of swimming pool samples analyzed	95 - 145	95 - 145	0
• Number of beach water samples analyzed	55 - 65	55 - 65	0
• Number of sewage samples analyzed	5	5	0
• Number of dialysis water samples analyzed	25 - 35	25 - 35	0
• Number of disinfections samples analyzed	30 - 40	30 - 40	0
• Number of food samples analyzed	125 - 150	125 - 150	0
• Number of special projects samples analyzed	6 - 10	6 - 10	0
• Number of training and seminars delivered and presented	4	4	0
• Number of indoor air quality assessments conducted and reported	4 – 6	4 – 6	0
• Number of noise assessments conducted and reported	3 – 5	3 – 5	0
• Number of used oil samples conducted	1,200 – 1,400	1,200 – 1,400	0
Quality			
Percentage of samples analyzed/conducted in accordance with established international/acceptable laboratory standards	100%	100%	0
Percentage of reports reviewed for accuracy, consistency, and readability and signed off by the Supervising Officer			
Training and seminars in compliance with internal peer review for format, accuracy and departmental standards			
Percentage of air and noise assessments complying with acceptable scientific protocols.			
Timeliness			
Percentage of reports which are ready within: 72 hours for drinking water and 7 days for all other tests:	100%	100%	0
Training and seminars to be conducted as scheduled.			
Percentage of air quality and noise assessments conducted as scheduled between clients.			
Location Grand Cayman; some services on Cayman Brac			
Cost	**$1,604,436**	**$602,429**	**$1,002,007**
Price (paid by Cabinet for the output)	**$543,919**	**$535,388**	**$8,531**

Related Broad Outcome

7 Conserve the Environment.

Explanation of Annual Variances:

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EVH 11	Development and Engineering Control

Description

Development and engineering services including public health impacts of projects, review of plans and recommend certificate of occupancy; housing and related accommodations

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
Provide:			
• Reports on plan review applications	70 - 80	70 - 80	0
• Inspections and Reports for Certificate of Occupancy (CO)	35 - 45	35 - 45	0
• Engineering advice and reports	20 - 25	20 - 25	0
• Number of new vaults inspected	90 – 100	90 – 100	0
• Number of other cemetery works / projects	6	6	0
• Number of cemetery capacity reports	4	4	0
Quality			
• Percentage of reports and inspections which meet internal peer review standards for accuracy, relevance and adherence to applicable laws and standards:	100%	100%	0
• Engineering advice and reports to be in compliance with internationally acceptable codes and standards including local laws.	98%	98%	0
• Percentage of field work and construction meeting internal review and acceptable departmental standards for compliance:	100%	100%	0
• Percentage of capacity reports meeting terms of reference and other predetermined acceptable standards	100%	100%	0
Timeliness			
• Percentage of reports (plans review/CO) completed within 2 weeks	100%	100%	0
• Minimum of 3 days for final Inspection of construction projects	95%	95%	0
• Percentage of other reports which are completed within 7 days after completion of the investigation/research:	95-100%	95-100%	0
Location			
Cayman Islands			

Cost	**$551,219**	**$296,041**	**$255,178**
Price (paid by Cabinet for the output)	**$269,434**	**$215,001**	**$54,433**
Related Broad Outcome # 7 Conserve the Environment.			

Explanation of Annual Variances:
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EVH 12	Statutory Nuisance Control		
Description Statutory nuisance surveillance and enforcements including issuance of warning letters and abatement notices			
Measures	**2006/7 Actual**	**2006/7 Budget**	**Annual Variance**
Quantity Provide:			
• Number of Complaints investigated	1,500 - 1,600	1,500 - 1,600	0
• Number of Abatement Notices served	65 - 75	65 - 75	0
• Number of briefs to Legal Dept	15 - 20	15 - 20	0
• Number of letters written	N/A	N/A	0
Quality			
Percentage of complaint investigations, letters, and correspondence assessed by peer review for accuracy, relevance and adherence to applicable laws and standards:	95%	95%	0
Percentage of Abatement Notices served in accordance with the Public Health Laws	100%	100%	0
Percentage of briefs to the legal department that complies with proper format, accuracy and complies with departmental standards.	95%	95%	0
Timeliness			
High risk complaint investigations within 24 hours; medium risk investigated within 72 hours; and low risk within 120 hours:	95-100%	95-100%	0
Letters and briefings completed and mailed within one week	95-100%	95-100%	0
Abatement Notices served within 2-3 days of investigation.	95-100%	95-100%	0
Location Cayman Islands			

Cost	**$803,055**	**$189,913**	**$613,142**
Price (paid by Cabinet for the output)	**$120,269**	**$170,037**	**($49,768)**

Related Broad Outcome

7 Conserve the Environment.

Explanation of Annual Variances:

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EVH 13	Occupational and Recreational Health and Safety

Description

Occupational and recreational safety services, surveillance, inspections and monitoring; control of pollution from sources; and protection of public premises such as schools and consumer services.

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of inspection of premises	200 - 250	200 - 250	0
• Complaint investigation	80 - 100	80 - 100	0
• Training courses	6	6	0
• Deliver training to operatives	25 - 35	25 - 35	0
• Procurement of water samples	100 - 120	100 - 120	0
• Reports and correspondence	90 - 110	90 - 110	0
• Retirement homes	12 - 16	12 - 16	0
• Schools	40 - 50	40 - 50	0
• Government Buildings	60 – 70	60 – 70	0
• Public housing and accommodation reports	5 - 7	5 - 7	0
Quality			
• Percentage of investigations and reports which meet internal peer review standards for accuracy, relevance and adherence to applicable standards:	100%	100%	0
• Percentage of investigations, training courses and reports which are appropriately conducted and reviewed for accuracy, relevance and adherence to applicable standards	100%	100%	0
• Percentage of fieldwork and correspondence meeting internal peer review, which will consider format, accuracy, and relevance	95%	95%	0
• Percentage of food and water samples collected and managed in accordance with acceptable laboratory standards.	95%	95%	0

Timeliness			
• Percentage of response to complaints within allotted period: High-risk complaints: within 24 hours; Medium risk within 72 hours; Low risk, within 120 hours	95%	95%	0
• Percentage of reports which are completed within 7 days after completion of the investigation	95%	95%	0
• Percentage of scheduled inspections performed on time	95-100%	95-100%	0
• Percentage of samples collected and delivered to laboratory standards.	100%	100%	0
Location			
Cayman Islands			
Cost	**$315,119**	**$198,654**	**$116,465**
Price (paid by Cabinet for the output)	**$183,789**	**$170,056**	**$13,733**

Related Broad Outcome

7 Conserve the Environment.

Explanation of Annual Variances:

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EVH 14	Hazardous Waste and Emergency Response

Description

Hazardous waste operations and emergency response to natural or manmade events.

Measures	**2006/7 Actual**	**2006/7 Budget**	**Annual Variance**
Quantity			
• Number of Response to all hazardous incidents	4 - 5	4 - 5	0
• Number of Hurricane Responses	3 - 5	3 - 5	0
• Number of Inspections and reports of potentially hazardous sites	8 - 10	8 - 10	0
• Number of Response drill	2	2	0
• Shipment of hazardous waste products (gallons)	1,000 - 2,000	1,000 - 2,000	0
• Number of Identification of Unknown Chemicals (containers)	20 - 40	20 - 40	0

Quality			
Percentage of responses, and drills which are appropriately conducted and assessed by peer review which will consider human and environmental safety:	100%	100%	0
The ability to respond promptly to a storm, hurricane or other event based on national and departmental plans.	90-100%	90-100%	0
Percentage of reports meeting internal standards for accuracy, relevance and adherence to applicable standards:	90%	90%	0
Percentage of hazardous waste products shipped complying with external vendor standards.	100%	100%	0
Percentage of unknown chemicals analyzed in accordance with internationally acceptable laboratory standards and without incident.	95-100%	95-100%	0
Timeliness			
Activate the pre-hurricane response plan before the event as outlined in the departmental document and along with National plans	100%	100%	0
Conduct drills and training before the start of the hurricane season	95-100%	95-100%	0
Responses within 6-8 hours of receiving notification of a hazardous material spill or situation:	100%	100%	0
Identification of unknowns and shipment of hazardous wastes to be undertaken as scheduled by the laboratory	100%	100%	0
Location Cayman Islands			
Cost	**$76,910**	**$105,393**	**($28,483)**
Price (paid by Cabinet for the output)	**$105,037**	**$105,393**	**($356)**
Related Broad Outcome			
# 7 Conserve the Environment.			

Explanation of Annual Variances:

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EVH 15	**Policy Advice**		
Description			
Provide support services and policy advice by means of reports, briefing notes, speeches and replies to **Parliamentary Questions** and **Correspondence** to the Hon. Minister and Cabinet on Boards and Committees			
Measures	**2006/7 Actual**	**2006/7 Budget**	**Annual Variance**

Quantity Provide:			
• Number of replies to Parliamentary Questions	1 - 3	1 - 3	0
• Number of replies to Correspondence	80 - 90	80 - 90	0
• Number of speeches & Briefing Notes	45 - 55	45 - 55	0
• Number of technical Reports	2	2	0
• Number of Boards / Committees served on and supported	4 - 6	4 - 6	0
• Number of meetings and hearings attended	20 - 25	20 - 25	0
• Number of capacity Planning Reports	2 - 3	2 - 3	0
• Number of monthly, quarterly and Annual Reports	17	17	0
Quality			
Percentage of Parliamentary Questions properly researched, meeting format, accurate and submitted by deadlines.	100%	100%	0
Percentage of correspondence and speeches/briefings complying with predetermined standards including accuracy, comprehension, and appropriateness:	100%	100%	0
Percentage of technical and capacity reports meeting terms of reference and other predetermined acceptable standards	100%	100%	0
Representation on committees/boards based on relevant expertise	100%	100%	0
Percentage of meetings and hearings in compliance with predetermined standards.	100%	100%	0
Percentage of reports meeting established standards including the Public Management Finance Law.	100%	100%	0
Timeliness			
• Percentage of written questions or requests from Cabinet, LA, or Minister prepared and presented by the due date	100%	100%	0
• Reports, speeches, briefings and Correspondence to Ministry by agreed deadline	100%	100%	0
• Percentage meetings/hearings/committees attended as scheduled	100%	100%	0
Location Cayman Islands			
Cost	**$92,477**	**$130,780**	**($38,303)**
Price (paid by Cabinet for the output)	**$126,046**	**$130,780**	**($4,734)**

Related Broad Outcome

7 Conserve the Environment.

Explanation of Annual Variances:

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POS 2	Mail Processing Services

Description

Mail receipt and delivery for the following types:

- Local Mail
- International Mail
- Expedited Mail Service (EMS)

Sale of Postal Products

- Postage Stamps
- Post Office Box Rentals

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
Incoming items delivered at 17 letter drops and 9 Post Offices in the Islands: -			
• **LOCAL**			
Unaddressed Mail/Flyers	2.75M-3.3M	2.75M-3.3M	0
Government Mail	75,000-250,000	75,000-250,000	0
• **Destined for Sister Islands**	75,000-175,000	75,000-175,000	0
Cayman Brac			
Local	5,000-25,000	5,000-25,000	0
International Mail	5,000-25,000	5,000-25,000	0
Express Mail Service (EMS)	100-500	100-500	0
Little Cayman			
Local	2,500-20,000	2,500-20,000	0
International	5,000-20,000	5,000-20,000	0
Express Mail Service (EMS)	50-300	50-300	0
• **INTERNATIONAL MAIL**			
Grand Cayman	2.5M-3.0M	2.5M-3.0M	0
Cayman Brac	5,000-25,000	5,000-25,000	0
Little Cayman	5,000-20,000	5,000-20,000	0
Undeliverable/Returned Mail	15,000-50,000	15,000-50,000	0
Missent Mail	40,000-125,000	40,000-125,000	0
Express Mail Service (EMS	4,500-7,000	4,500-7,000	0
Outgoing items: -			
• **International Mail**	1.5M-3.5M	1.5M-3.5M	0
Government Mail	2,000-5000	2,000-5000	0
Undeliverable Return Mail	15,000-50,000	15,000-50,000	0
Missent Mail	40,000-125,000	40,000-125,000	0
Express Mail Service (EMS)	2,500-5,000	2,500-5,000	0
Number of Transactions			
• Postage Stamps	55,000-225,000	55,000-225,000	0
• Post Office Box Rentals	25,000-50,000	25,000-50,000	0

Quality Local: Mails (Letters, Registered, Parcels, and Small Packets) are processed for delivery to post office boxes or general delivery in accordance with established Cayman Islands Post Office procedures.	100%	100%	0
Local Mail posted in Grand Cayman by 10:00 a.m. Mon-Fri will be dispatched to the Cayman Brac and Little Cayman by the next day.	100%	100%	0
International: Mails (Letters, Registered, Parcels, and Small Packets) are processed for local delivery to post office boxes or general delivery in accordance with Universal Postal Union Regulations.	100%	100%	0
Express Mail Service (EMS: Transactions are processed for local delivery in accordance with Universal Postal Union Regulations.	100%	100%	0
Outgoing: International: Mails (Letters, Registered, Parcels, and Small Packets) are processed for overseas dispatch in accordance with Universal Postal Union Regulations.	100%	100%	0
EMS: Transactions are processed for dispatch overseas in accordance with Universal Postal Union Regulations.	100%	100%	0
Mail Products: Revenue collected in accordance with Financial Regulations and the Postal Law and Regulations.	100%	100%	
Timeliness **Incoming:** Local: Mails posted in Grand Cayman by 10:00 a.m. Mon-Fri will be delivered to any Grand Cayman postal destination the next day.	95%	95%	0
Local Mail posted in Grand Cayman by 10:00 a.m. Mon-Fri will be dispatched to the Sister Islands by the next day.	95%	95%	0
International: Mails (Letter, Registered, Parcels, and Small Packets) are processed for local delivery to post office boxes or general delivery within two days.	95%	95%	0
EMS: Items received by 3:00pm Mon-Fri will be processed for attempted delivery same day.	98%	98%	0
Outgoing: International: Mails (Letters, Registered, Parcels, and Small Packets) received by 10:00 a.m. Mon-Fri will be processed for overseas dispatch on the same day.	100%	100%	0
EMS: Items received by 1:00pm Mon-Fri are readied for dispatch overseas the same day.	100%	100%	0
Main Products: Customers processed within 5-7 minutes	100%	100%	0
Location All Post Offices within the Cayman Islands			
Cost	**$5,059,515**	**$4,690,689**	**$368,826**
Price (paid by Cabinet for the output)	**$612,250**	**$662,034**	**($49,784)**

Related Broad Outcome
#9 Support the Economy

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

POS 4	Philately and Other Postal Business

Description
Sales and Exchange Services which includes:
Philatelic Services
- Other Postal Business

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
Number of Transactions			
• Philatelic Services	6,000-6,500	6,000-6,500	0
• Other Postal Business	18,000-18,500	18,000-18,500	0
Quality			
Revenue collection in accordance with Financial Regulations and the Postal Law.	100%	100%	0
Timeliness			
Customers process with 5-10 minutes	100%	100%	0
Overseas stamp orders to be dispatched within 3-5 days of receipt of a new stamp issue.	100%	100%	0
Location			
Grand Cayman.			
Cost	**$119,481**	**$189,227**	**($69,746)**
Price (paid by Cabinet for the output)	**$128,806**	**$129,976**	**($1,170)**

Related Broad Outcome
#9 Support the Economy

POS 5	Sister Island International and Domestic Mail Service

Description

Mail receipt and delivery for the following types:

- Local Mail
- International Mail
- Expedited Mail Service (EMS)

Sale of Postal Products

- Postage Stamps
- Post Office Box Rentals

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity	5,000-52,000	5,000-52,000	0
Incoming items delivered at 6 Post Offices in the Islands: -	250-2,500	250-2,500	0
• **LOCAL**	1,000-4,500	1,000-4,500	0
Cayman Brac	1,500-10,000	1,500-10,000	0
Government Mail	500-2,500	500-2,500	0
Little Cayman			
Grand Cayman	5,000-25,000	5,000-25,000	0
Undeliverable/Return Mail	5,000-25,000	5,000-25,000	0
• **Incoming Received from Grand Cayman**	50-300	50-300	0
Local			
International			
Express Mail Service (EMS)			
• **International Mail**			
Government Mail			
Express Mail Service (EMS)	2,500-15,000	2,500-15,000	0
Outgoing items:	1,500-5,000	1,500-5,000	0
• **Outgoing Items:-Local-**			
Grand Cayman	12,000-	12,000-15,000	0
Little Cayman	15,000	1,500-5,000	0
• **International Mail**	1,500-5,000		
Cayman Brac		150-375	0
Little Cayman	150-375	50-200	0
Express Mail Service (EMS)	50-200		
Cayman Brac		7,500-15,000	0
Little Cayman	7,500-15,000	300-575	0
Number of Transactions	300-575		
• Postage Stamps			
• Post Office Box Rentals			

Quality			
Incoming:			
Local: Mails (Letters, Registered, Parcels, and Small Packets) are processed for delivery to post office boxes or general delivery in accordance with established Cayman Islands Post Office procedures.	100%	100%	0
Local Mail Destined for Little Cayman and Grand Cayman(Letters, Registered, Parcels, and Small Packets) are processed for delivery to Little Cayman and Grand Cayman Post Offices in accordance with established Cayman Islands Post Office procedures	100%	100%	0
International: Mails (Letters, Registered, Parcels, and Small Packets) are processed for local delivery to post office boxes or general delivery in accordance with Universal Postal Union Regulations.	100%	100%	0
Expedited Mail Service: Transactions are processed for local delivery in accordance with Universal Postal Union Regulations.	100%	100%	0
Outgoing:			
International: Mails (Letters, Registered, Parcels, and Small Packets) are processed for overseas dispatch in accordance with Universal Postal Union Regulations.	100%	100%	0
EMS: Transactions are processed for dispatch overseas in accordance with Universal Postal Union Regulations.	100%	100%	0
Mail Products: Revenue collected in accordance with Financial Regulations and the Postal Law and Regulations.	100%	100%	0
Timeliness			
Incoming:			
Local: Mails posted in Cayman Brac & Little Cayman by 10:00am Mon-Fri will be delivered to any Cayman Islands postal destination within three days.	95%	95%	0
Local Mail posted in Cayman Brac by 10:00 a.m. Mon-Fri will be dispatched to Little Cayman and Grand Cayman by the next day.	95%	95%	0
International: Mails (Letter, Registered, Parcels, and Small Packets) are processed for local delivery to post office boxes or general delivery within two days.	95%	95%	0
EMS: Items received by 3:00pm Mon-Fri will be processed for attempted delivery within two days.	95%	95%	0
Outgoing:			
International: Mails (Letters, Registered, Parcels, and Small Packets) received by 10:00 a.m. Mon-Fri will be processed for overseas dispatch on the same day.	95%	95%	0
EMS: Items received by 1:00pm Mon-Fri are readied for dispatch overseas the next day.	95%	95%	0
Mail Products: Customers processed within 2-5 minutes	100%	100%	0
Location			
Cayman Brac & Little Cayman			
Cost	**$452,301**	**$386,254**	**$66,047**
Price (paid by Cabinet for the output)	**$331,383**	**$333,256**	**($1,873)**

Related Broad Outcome
#9 Support the Economy

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

PWD 1	Policy Advice

Description

Policy advice provided to the Hon. Minister & Ministry of Communications, Works and Infrastructure on all matters relating to buildings and other / related facilities.

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
Man-hours spent in preparation and delivery of advice (written & oral) expected to generate the following	125-150 Hrs involvement Est.	125-150 Hrs involvement Est.	0
• Meetings attended	25-40	25-40	0
• Business papers issued:	5-15	5-15	0
• Responses to Parliamentary Questions:	2 - 10	2 - 10	0
Quality			
• Advice prepared by appropriately qualified persons with due professional care:	95%-100%	95%-100%	0
• Information to be well researched, relevant, accurate, up to date and if occasion demands innovative	95%-100%	95%-100%	0
Timeliness			
• Attendance at meeting	90%-100%	90%-100%	0
• Business papers issued by the deadline set by the Chief Officer/Minister.	90%-100%	90%-100%	0
• Draft answers to Parliamentary Questions should be completed and submitted to the Ministry 1-2 days from the date of receipt.	90%-100%	90%-100%	0
Location Grand Cayman			
Cost	**$24,121**	**$58,699**	**($34,578)**
Price (paid by Cabinet for the output)	**$22,743**	**$58,699**	**($35,956)**

Related Broad Outcome
#9 Support the Economy

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

PWD 10	Preparation and Implementation of National Hurricane Committee Plan

Description

Preparation, updating and implementation of Agency specific responsibilities identified in the National Hurricane Plan including executing an annual hurricane preparedness exercise and maintaining a capacity for similar preparedness activities at times of live-storm events as instructed by the NHC.

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Updating (if any) Agency specific responsibilities of NHP:	1 per year	1 per year	0
• Number of preparedness exercises executed:	1 per year	1 per year	0
• Number of live-storm preparedness events, if requested	1 – 2 events	1 – 2 events	0
• Number of facilities to be shuttered and inspected, each event	110 – 125	110 – 125	0
• Number of electrical, water supply and generator installations to shelters and key facilities inspected each event	25 - 30	25 - 30	0
Quality			
• Buildings shuttered in accordance with accepted hurricane standards, namely: Public Works Department's Hurricane Inspectors checklist.	95%	95%	0
• Generator installations functioning normally under load tests	95%	95%	0
Timeliness			
• Updating Agency specific responsibilities of NHP	100%	100%	0
• Preparedness exercise executed minimum three weeks in advance of hurricane season start.	100%	100%	0
• Exercise duration completed within: 6 Hours	100%	100%	0
Location:			
Government owned buildings in Grand Cayman			
Cost	**$247,941**	**$64,301**	**$183,640**
Price (paid by Cabinet for the output)	**$96,693**	**$64,301**	**$32,392**

Related Broad Outcome

#9 Support the Economy

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

RCY 1	Delivery of Public Information, Newscasts and Sports on Local and International Events

Description

Delivery of Public Information, Newscasts and Sports on local and international events

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Public Information Items	7,500 – 9,868	7,500 – 9,868	0
• News items	9,000 – 10,500	9,000 – 10,500	0
• Sports Items	2,500 – 3,200	2,500 – 3,200	0
Quality			
• Percentage of compliance of newscasts and sportscasts with ICTA/NAB minimum broadcast quality:	90 - 95%	90 - 95%	0
• Newscasts monitored by Director, Deputy Director, and Senior News Editor	90 - 95%	90 - 95%	0
Timeliness			
• Emergency/urgent public information delivered within 10 minutes:	90 - 100%	90 - 100%	0
• Other public information	90 - 100%	90 - 100%	0
• Newscasts broadcast on time	90 - 100%	90 - 100%	0
Location Grand Cayman, Cayman Brac and Little Cayman			
Cost	**$211,013**	**$323,527**	**($112,514)**
Price (paid by Cabinet for the output)	**$309,965**	**$323,527**	**($13,562)**

Related Broad Outcome

#10 Open, Transparent, Honest and Efficient Public Administrations.

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

RCY 2	Provision of Various On Air Programmes

Description

Delivery of various on air programmes

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of General Information Programmes	500 – 675	500 – 675	0
• Religious programmes	1,500 – 2,000	1,500 – 2,000	0
• Educational programmes	500 – 692	500 – 692	0
• Entertainment programmes	2,500 – 3,000	2,500 – 3,000	0
• Legislative assembly broadcasts	50 – 60	50 – 60	0
• Current affairs and cultural programmes	50 – 60	10 – 15	0
• Remote broadcasts	10 – 15	30 – 45	0
• Programmes produced	30 – 45	1000 – 2108	0
• Public service announcements and commercials for government departments and charities	1000 – 2108	1,500 – 2,000	0
	1,500 – 2,000		
Quality			
• Percentage of compliance of general information programs with ICTA/ NAB standards:	90% - 100%	90% - 100%	0
• Percentage of educational programmes monitored by Director and Deputy Director:	90% - 100%	90% - 100%	0
• ICTA/NAB minimum standards for entertainment programmes	90% - 100%	90% - 100%	0
Timeliness			
All programmes are to be delivered in a timely manner to coincide with actual events and as directed by management	90 – 100%	90 – 100%	0
Location Grand Cayman, Cayman Brac and Little Cayman			
Cost	**$882,689**	**$851,615**	**$31,074**
Price (paid by Cabinet for the output)	**$802,927**	**$851,615**	**($48,688)**

Related Broad Outcome

#10 Open, Transparent, Honest and Efficient Public Administrations.

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

RPC 1	Policy Advice on Parks, Public Beaches, Cemeteries, Jetties and Ramps		
Description Support services to the Ministry and Cabinet			
Measures	**2006/7 Actual**	**2006/7 Budget**	**Annual Variance**
Quantity			
Provide:			
• Number of hours spent drafting responses to Parliamentary Questions	2 - 6	2 - 6	0
• Number of replies to Correspondence	4 - 12	4 - 12	0
• Number of speeches & Briefing Notes	1- 2	1- 2	0
• Number of technical Reports	1 - 2	1 - 2	0
• Number of Boards / Committees served on and supported	1- 2	1- 2	0
• Number of meetings attended	1 - 12	1 - 12	0
• Number of Reports	1 - 4	1 - 4	0
Quality			
• All Parliamentary Answers should provided update and accurate information and include supplementary information that is relevant to the questions.	100%	100%	0
• All replies to questions, speeches, briefing notes, reports and must be comprehensive and accurate.	100%	100%	0
• Percentage of responses and correspondence appropriately prepared which will consider accuracy, comprehension, and appropriateness:	100%	100%	0
Timeliness			
Percentage of responses which meet the following standards:			
• Written questions or requests from Cabinet, Legislative Assembly, or Minister - by due date set by Ministry	90-100%	90-100%	0
• Reports and Correspondence to Ministry by agreed deadline	90-100%	90-100%	0
Location			
All districts in Grand Cayman, Cayman Islands			
Cost	**$96**	**$20,910**	**($20,814)**
Price (paid by Cabinet for the output)	**$18,081**	**$20,910**	**($2,829)**
Related Broad Outcome # 7 – Conserve the Environment			

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

RPCU had to make adjustments to its operational expenses as additional work was further defined, additional staff was hired, and additional equipment was purchased.

RPC 2	Public Facility Management

Description

Landscaping, maintenance and management of public areas including portable toilets; provision of cemetery capacity reports and inspection of vaults

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of beach areas and accesses managed	35 - 45	35 - 45	0
• Number of portable toilets receiving serving	12 - 14	12 - 14	0
• Number of cemetery vaults prepared prior to burial	75 - 85	75 - 85	0
• Number of Cemeteries maintained	12 - 15	12 - 15	0
• Number of landscaping areas managed	50	50 - 60	0
• Number of jetties and ramps	- 60	10-15	0
	10-15		
Quality			
• Vaults maintained to Public Health Law standards	100%	100%	0
Timeliness			
Portable toilets to be serviced twice weekly	100%	100%	0
Each site to be maintained at least monthly:	100%	100%	0
Each location to be serviced at least twice weekly	100%	100%	0
Location			
Grand Cayman			
Cost	**$0**	**$38,027**	**($38,027)**
Price (paid by Cabinet for the output)	**$23,679**	**$38,027**	**($14,348)**

Related Broad Outcome

7 – Conserve the Environment

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

RPCU had to make adjustments to its operational expenses as additional work was further defined, additional staff was hired, and additional equipment was purchased.

RPC 3	Maintenance of Recreational Park

Description

Develop, Upgrade, Monitor, Inspect and Maintain all crown-owned recreational parks

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of government-owned recreational parks maintained.	8	8	0
• Number of recreational parks developed or upgraded.	1-2	1-2	0
Quality			
• Facilities are kept clean and tidy.	80 -100%	80 -100%	0
• Recreational Parks developed or upgraded should meet planning requirements.	100%	100%	0
Timeliness			
• Each recreational park is cut at least once bi-weekly,	90-100%	90-100%	0
	80 -100%	80 -100%	0
• Change rooms and toilets are cleaned daily	90-100%	90-100%	0
• Other associated buildings are cleaned after use or as may be appropriate	90-100%	90-100%	0
• Maintained weekly and monitored monthly			
Location			
Grand Cayman			
Cost	**$1,109,734**	**$435,084**	**$674,650**
Price (paid by Cabinet for the output)	**$381,137**	**$435,084**	**($53,947)**

Related Broad Outcome

2 A healthy resident population.
5 An environment protected for the use of current and future generations.

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

RPCU had to make adjustments to its operational expenses as additional work was further defined, additional staff was hired, and additional equipment was purchased.

RPC 4	Maintenance of Public Beaches and Beach Accesses

Description

Maintain all government-owned public beaches and beach accesses.

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of Public Beaches and beach accesses	50	50	0
Quality			
• Well-maintained and monitored facilities	80-100%	80-100%	0
• Development to be done in accordance with Local Laws and Standards	80-100%	80-100%	0
• Planning permission to be obtained, where necessary, before works are carried out	80-100%	80-100%	0
Timeliness			
• Each public beach is clean at least once per week.	80 -100%	80 -100%	0
• Changing rooms and toilets cleaned at lease once per day	100%	100%	0
• Other associated buildings are cleaned after use or as may be appropriate	90-100%	90-100%	0
• Maintained weekly and monitored monthly	90-100%	90-100%	0
Location			
Grand Cayman			
Cost	**$391**	**$304,379**	**($303,988)**
Price (paid by Cabinet for the output)	**$253,482**	**$304,379**	**($50,897)**

Related Broad Outcome

2 A healthy resident population.
5 An environment protected for the use of current and future generations.

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

RPCU had to make adjustments to its operational expenses as additional work was further defined, additional staff was hired, and additional equipment was purchased.

RPC 5	Provision of Town Planning, Beautification and Maintenance

Description

Provision of advice on functional town planning, implementation and Maintenance of the plan for central George Town.

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of towns on which advice is required	1	1	0
Quality			
• Planning and other Environmental Standards to be adhered to	80-100%	80-100%	0
• Must liaise with the Portfolio of Internal & External Affairs for any changes to traffic signs etc.	80-100%	80-100%	0
• Project to be supervised by qualified personnel	80-100%	80-100%	0
Timeliness			
Should be provided in such a manner to prevent long-term disruption of business activity in central George Town.	80 -100%	80 -100%	0
Location			
George Town, Grand Cayman			
Cost	**$0**	**$65,783**	**($65,783)**
Price (paid by Cabinet for the output)	**$57,521**	**$65,783**	**($8,262)**

Related Broad Outcome

2 A healthy resident population.
5 An environment protected for the use of current and future generations.

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

RPCU had to make adjustments to its operational expenses as additional work was further defined, additional staff was hired, and additional equipment was purchased.

TCO 1	Technical Advice to Government and the Private Sector

Description

Provision of technical advice to Government agencies and the private sector on telecommunication matters.

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of hours providing technical advice to Government	245 - 350	245 - 350	0
• Number of hours providing technical advice to Private Sector	105 - 150	105 - 150	0
Quality			
• Technical Advice to Government meets customer requirements	100 %	100 %	0
• Technical Advice to private sector meets customer requirements	100 %	100 %	0
Timeliness			
• Technical Advice to Government given upon receipt of request	95 %	95 %	0
• Technical Advice to private sector given upon receipt of request	95 %	95 %	0
Location Throughout the Cayman Islands			
Cost	**$14,041**	**$20,519**	**($6,478)**
Price (paid by Cabinet for the output)	**$8,676**	**$20,519**	**($11,843)**

Related Broad Outcome

#10 Open, Transparent, Honest and Efficient Public Administration.

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

TCO 3	Telecommunications Emergency Response Capacity

Description

Provision of emergency response services to the National Security Committee, National Hurricane Committee and other organizations that require maintaining an adequate level of preparedness and the deployment of telecommunications equipment and trained personnel.

Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Quantity			
• Number of hours maintaining an adequate level of preparedness	208	208	0
• Number of hours responding to emergency incidents	208	208	0
Quality			
• In accordance with various emergency preparedness plans	95 %	95 %	0
• In accordance with incident requirements	100 %	100 %	0
Timeliness			
• In accordance with various emergency preparedness plans	95 %	95 %	0
• In accordance with incident requirements	100 %	100 %	0
Location			
Grand Cayman			
Cost	**$7,199**	**$22,783**	**($15,584)**
Price (paid by Cabinet for the output)	**$2,939**	**$22,783**	**($19,844)**

Related Broad Outcome

#10 Open, Transparent, Honest and Efficient Public Administration.

Explanation of Annual Variances:

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry.

Part C

Ownership Performance Achieved During the Year

The key strategic ownership goals for the Ministry of Communications, Works and Infrastructure in 2006/7 and the subsequent two years were as follows:

Ministry of Communications, Works and Infrastructure

- Develop and implement financial reporting and monitoring systems to assist the organisation in providing greater value for money with a cost containment focus.
- Development of training programs and succession plans for the advancement of Caymanians within the Ministry.
- Encouragement of a performance based organisation that appreciates and rewards exceptional work.
- Oversee the implementation of a change in the organization structure of Radio Cayman by changing it into an Authority.

Telecommunications

- The development of new administrative and technical facilities in the George Town area.
- The recruitment of an experienced radio communications engineer to improve the quality and timeliness of technical support services.
- The provision of in-house maintenance for the central telephone systems to reduce the running costs associated with outsourcing technical support.

Environmental Health

- To continue facilitating the process for the selection of the most appropriate solid waste disposal facility system for Grand Cayman and the Sister Islands.
- To review, implement and enhance the revenue measures and collection systems within the Department for all fees.
- To seek international accreditation for certain aspects/functions in the DEH laboratory.
- To continue the revision, consultation and implementation process for new legislation for Environmental Health functions.
- To maintain a sustainable cemetery capacity within the Cayman Islands with accompanying regulations for both private and public burial facilities.
- To further develop and enhance the food hygiene and safety program to improve the standards at establishments within the Cayman Islands and to introduce the hazard analysis critical control point strategy.
- To improve Information Technology and communication linkages between the landfill site, Cayman Brac office and the main DEH office to improve program capabilities and functionalities.
- To further develop environmental health programs in the districts to improve the existing sanitary conditions in the districts.

- To develop and train personnel in appropriate technical and managerial areas to improve quality of service and flexibility of resources.
- To further develop the rodent control programme to provide better control services and efficiency.
- To develop a more comprehensive rodent control program for the Cayman Islands.
- To review and enhance existing environmental health standards of practice for engineering control.
- To review and implement measures appropriate for recreational water, especially swimming pool and spa operations.

Post Office

- Complete construction of a post box kiosk at the Airport Post Office to increase the supply of small post boxes available for rent on Grand Cayman
- To continue improving customer service and the delivery of core services
- Complete construction of a new Savannah Post Office, pending funding availability.
- Expand provision of value added services for customers
- Continue human resource development and provide training opportunities for staff
- Continue work towards updating outmoded Postal Laws and Regulations

Department of Vehicles and Equipment Services

- To maintain Department of Vehicles and Equipment Services (DVES) management information systems.
- To complete safety upgrades and repairs to the workshops and compound.
- To ensure a positive results focussed organization
- To ensure staff complement, training and equipment are in accordance with industry standards.
- To continue to provide services efficiently and economically to DVES and customers satisfaction.
- To ensure that financial performance is such that revenues will meet operating costs.

Radio Cayman

- Transition Radio Cayman into a Statutory Authority.
- Become totally self-funding.
- Upgrade studios.
- Enhance Radio Cayman's output by purchasing new broadcast equipment, such as antennae.
- Continue to develop staff through recurrent training

Public Works

- To replace ageing vehicles in accordance with DVES replacement policy. Objective is that all vehicles comply with replacement policy over a three-year period (i.e. no cars older than 6yrs, no pick-up or transport vehicles older than 10yrs and no heavy equipment older than 15yrs). This will increase operational efficiency and effectiveness of the equipment stock; reduce the excessive maintenance costs experienced with ageing vehicles and progressively reduce the rental expenses incurred in replacing units during equipment downtime. As of 1 July 04, the Department will have 10# units, at an estimated replacement cost of $221K, that are older than the replacement policy criteria. In 2004/5, 5# units will be replaced, subject to funding approval.

- Continue to review and upgrade present forms of contracts for works and services where appropriate, to more suitable versions to suit present day circumstances. GC/Works/1 with quantities version was upgraded in 2003/4. The small works version of this contract will be upgraded in 2004/5. Consultation with the private sector organisations will be an essential and integral part of the review process.

- Investigate and hopefully implement new maintenance management software to improve efficiency in logging, monitoring and executing Client work-order activities.

- Continue enhancements to the TRS package for PWD's site based group employees to improve reporting of activities within the business units ensuring greater accuracy in the costing of outputs, and improved management information on such activities.

- Continue the implementation of a new computerised PWD specification document based on industry standard specification document, to improve efficiency in specification, construction and maintenance of projects.

- Subject to funding, seek the appointment of a Human Resources manager to improve HR management skills within the Department and to prepare a Polices and Procedures Manual including health and safety requirements at work sites.

- Continue improvements to the efficiency and effectiveness in the provision of PWD's maintenance services.

- To successfully manage the stresses and challenges of change-mechanisms resulting from the transition to accrual accounting and to successfully complete this transition to the total satisfaction of the FMI Advisors and management supervision Agencies without loss of life.

Recreational Parks and Cemeteries Unit

- Recreational Parks and Cemeteries Unit concentrated on cleaning, maintenance, and enhancement of cemeteries for this fiscal year. More emphasis has been placed on staff development, training, and the procurement of vehicles and equipment for the fiscal year.

1) Nature and Scope of Activities

Approved Nature and Scope of Activities

The key strategic ownership goals for the Ministry of Communications, Works and Infrastructure in 2006/7 and the subsequent two years were as follows:

The Ministry of Communications, Works and Infrastructure is responsible for a wide range of services that provide critical infrastructure support for the maintenance of a strong and viable economy as well as to promote a healthy population and a clean safe environment for both visitors and residents alike. These services include regulation of telephony, broadcasting, electricity, solid waste, transport and vehicles. With departments such as Public Works, Postal Services, Transport, Vehicle Licensing, Utilities, Radio Cayman, Vehicle and Equipment Services, Department of Environmental Health and Office of Telecommunications

Scope of Activities

The scope of activities of The Ministry of Communications, Works and Infrastructure were as follows;

1 **Human and Environmental Health and safety.**

- Enforcement of high standards of food and water quality, pest control waste management, air emissions, occupational health and safety.
- Maintenance of government roads and vehicles.
- Landscaping – provide landscaping services to a number of public sites including cemteries and beautification projects.
- Portable Toilet Servicing – provide portable toilets to public areas where it is currently impractical to service by regular sewer.

2. **Provision of Support of Infrastructure.**

- Ensuring the provision of reliable excellent and reasonably priced utility and communications services.
- Monitor competition within the telecommunications sector.
- Promotion of e-commerce.
- Provision of quality postal services
- Provision of quality roads within the islands.
- Provision of quality piped water.

3. **Support Services for the Whole of Government**

- Postal and mail delivery services.
- Vehicle procurement and maintenance

4. **Collection of Government Revenues.**

- Postal revenue.
- Electricity royalties.
- Broadcasting fees and royalties.
- Infrastructure fees.
- Garbage fees.
- Water royalties.

Customers and Location of Activities

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

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

Compliance during the Year

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry and Hurricane Ivan.

2) Strategic Ownership Goals

Approved Strategic Ownership Goals

The key strategic ownership goals for the Ministry of Communications, Works and Infrastructure in 2006/7 and the subsequent two years are as follows:

Customers and Location of Activities

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

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

Achievement during Year

To the best of our knowledge, all outputs produced for the fiscal year 2006/7 were in accordance with the approved budgeted measures. However, some information is currently not available and therefore the information contained herein may not be complete and/or accurate. This is due in part to staff turnover within the Financial Unit of the Ministry and Hurricane Ivan.

3) Ownership Performance Targets

a) Financial Performance

Financial Performance Measures	2006/7 Actual $	2006/7 Budget $	Annual Variance $
Revenue from Cabinet	8,585,286	9,934,709	(1,349,423)
Revenue from ministries, portfolios, statutory authorities, government companies	13,599,550	14,599,406	($999,856)
Revenue from others	25,914,022	13,941,717	$11,972,305
Surplus/deficit from outputs			
Ownership expenses	(44,865,513)	(37,868,323)	6,997,190
Operating Surplus/Deficit	3,233,346	607,509	2,625,837
Net Worth	30,721,931	25,226,642	5,495,289
Cash flows from operating activities	(1,369,956)	1,904,346	(3,274,302)
Cash flows from investing activities	(9,855,638)	(3,873,600)	(5,982,038)
Cash flows from financing activities	10,974,834	3,266,091	7,708,743
Change in cash balances	(250,760)	1,296,837	(1,547,597)

Financial Performance Ratios	2006/7 Actual	2006/7 Budget	Annual Variance
Current Assets: Current Liabilities (Working Capital)			
Total Assets: Total Liabilities			

b) Maintenance of Capability

Human Capital Measures	2006/7 Actual	2006/7 Budget	Annual Variance
Total full time equivalent staff employed			
Staff turnover (%) Managers			
Professional and technical staff			
Clerical and labourer staff			
Average length of service (number of years in current position) Managers			
Professional and technical staff			
Clerical and labourer staff			
Changes to personnel management system:			

Physical Capital Measures	2006/7 Actual $	2006/7 Budget $	Annual Variance $
Value of total assets	41,232,776	27,808,251	13,424,525
Asset replacements: total assets			
Book value of assets: initial cost of those assets			
Depreciation: cash flow on asset purchases			
Changes to asset management policies			

Major New Entity Capital Expenditures for the Year	2006/7 Actual $	2006/7 Budget $	Annual Variance $

Major Entity Capital Expenditures continuing from previous years	2006/7 Actual $	2006/7 Budget $	Annual Variance $

c) Risk Management

Risk	Status of Risk	Action Taken During 2006/7to Manage Risk	Financial Value of Risk

4) Equity Investments and Withdrawals

Equity Movement	2006/7 Actual $	2006/7 Budget $	Annual Variance $
Equity Investment from Cabinet into the *Ministry of Communications, Works & Infrastructure*	9,855,638	3,873,600	5,982,038
Total	9,855,638	3,873,600	5,982,038
Capital (Equity) Withdrawal by Cabinet from the *Ministry of Communications, Works & Infrastructure*			

PART D:

Financial Statements for the Year



Cayman Islands

Ministry of Communication, Works & Infrastructure
Cricket Square, Georgetown,
Grand Cayman
Cayman Islands

Tel: 345-945-6705
Fax: 345-945-1752

Ministry of Communication, Works & Infrastructure
STATEMENT OF RESPONSIBILITY FOR FINANCIAL STATEMENTS
YEAR ENDED 30 JUNE 2007

These financial statements have been prepared by the Ministry of Communications, Works and Infrastructure in accordance with the provisions of the Public Management and Finance Law (2008 Revision).

We accept responsibility for the accuracy and integrity of the financial information in these financial statements and their compliance with the Public Management and Finance Law (2008 Revision).

As Chief Officer I am responsible for establishing and maintaining a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by law, and properly record the financial transactions of the Ministry of Communications, Works and Infrastructure. However, I was not Chief Officer of the Ministry during the fiscal year and therefore could not ensure appropriate internal controls were established and maintained throughout the fiscal year and therefore make no representations over the internal controls for the financial year ended 30 June 2007.

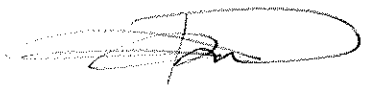
As Chief Officer I am responsible for the preparation of the Ministry of Communications, Works and Infrastructure financial statements and for the judgements made in them.

We were not able to prepare these financial statements to fairly present the financial position, financial performance and cash flows of the Ministry of Communications, Works and Infrastructure for the financial year ended 30 June 2007 due to the lack of adequate accounting records as a result of the passage of time, impact of Hurricane Ivan and high staff turnover at the ministry.

These financial statements do not:-

(a) Completely and reliably reflect the financial transactions of Ministry of Communications, Works and Infrastructure for the year ended 30 June 2007;
(b) fairly reflect the financial position as at 30th June 2007 and performance for the Year ended 30th June 2007;
(c) comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. Where guidance is not available, the financial statements comply with International Accounting Standards issued by the International Accounting Standards Committee or accounting practice that is generally accepted in the United Kingdom as appropriate for reporting in the public sector.

The Office of the Auditor General conducts an independent audit and expresses an opinion on the accompanying financial statements. The Office of the Auditor General has been provided access to all the information necessary to conduct an audit in accordance with International Standards of Auditing.



Ms. Dorine Whittaker
Chief Officer
Date:

Cayman Islands

Office of the Auditor General
Cayman Islands Government
3rd Floor, Anderson Square
64 Shedden Road, George Town
Grand Cayman KY1-9000
Cayman Islands

Tel: 345-244-3211
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Auditor General's Report

To the Members of the Legislative Assembly of the Cayman Islands

I was engaged to audit the financial statements for the Ministry of Communication, Works & Infrastructure, *(the "Ministry")* comprising of the statement of financial performance, statement of changes in net worth, statement of financial position and statement of cash flows for the year ended June 30, 2007 and a summary of significant accounting policies and other explanatory notes as set out on pages 64 to 73 in accordance with the provisions of Section 44(3) of the *Public Management and Finance Law (2005 Revision).*

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility for the Financial Statements

I was engaged to conduct my audit in accordance with International Standards on Auditing. Because of the matters described in the basis of disclaimer of opinion paragraph below, I do not express an opinion on the financial statements.

Basis for Disclaimer of Opinion on the Financial Statements

Prior to the commencement of my audit procedures, I received representations from management to the effect that they could not provide me with support documentation required for me to audit the balances and transactions included in the Ministry's financial statements.

As a result of those representations, the scope of my audit was significantly limited. Therefore my office did not carry out any audit procedures, including substantive or analytical procedures on any of the balances included in the financial statements provided by the ministry except on the cash balances.

Disclaimer of Opinion

Because of the significance and effects of the matter discussed in the proceeding paragraphs, I do not express an opinion on the statement of financial position of the Ministry of Communication, Works & Infrastructure as of 30 June 2007, and of its financial performance and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards.



Alastair Swarbrick, MA (Hons), CPFA
Auditor General

Cayman Islands
Date: November 23, 2010

Ministry of Communications, Works & Infrastructure
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2007

	Note	30.06.2007 Actual $	30.06.2007 Budget $	30.06.2006 Actual $
Revenue				
Outputs to Cabinet		8,585,286	9,934,709	10,032,943
Outputs to other government agencies		13,599,550	14,599,406	25,874,876
Outputs to others		25,827,550	13,941,717	621,005
Interest Revenue		86,473	-	-
Total Operating Revenue		48,098,859	38,475,832	36,528,824
Operating Expenses				
Personnel costs	1	23,023,630	22,726,902	20,016,947
Supplies and consumables	2	20,055,671	12,539,179	15,732,355
Capital charge		1,403,750	1,122,595	992,000
Depreciation	3	382,470	1,449,647	16,613
Other operating expenses		-	30,000	-
Total Operating Expenses		44,865,521	37,868,323	36,757,915
Surplus/ (Loss) from operating activities		3,233,338	607,509	(229,087)
Gains/losses on disposal of non-current assets		1,000	-	-
Net Surplus/ (Loss)		3,234,338	607,509	(229,091)

The accounting policies and notes on pages [70 to 73] form part of these financial statements.

Ministry of Communications, Works & Infrastructure
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 30 June 2007

	30.06.2007 Actual $	30.06.2007 Budget $	30.06.2006 Actual $
Opening balance net worth	16,512,760	21,353,042	15,435,123
Net surplus/ (Loss)	3,234,338	607,509	(229,091)
Equity investment from Cabinet	10,974,833	3,873,600	1,306,728
Capital withdrawal by Cabinet	-	(607,509)	-
Closing balance net worth	30,721,931	25,226,642	16,512,760

The accounting policies and notes on pages [70 to 73] form part of these financial statements.

Ministry of Communications, Works & Infrastructure
BALANCE SHEET
AS AT 30 June 2007

	Note	30.06.2007 Actual $	30.06.2006 Budget $	2005/6 Actual $
Current Assets				
Cash and cash equivalents	4	1,372,992	1,312,839	1,623,751
Accounts receivable	5	16,434,725	5,730,616	3,135,378
Inventories	6	947,417	1,119,724	374,853
Other current assets		693,621	1,049,400	-
Total Current Assets		19,448,755	9,212,579	5,133,982
Non-Current Assets				
Property, plant and equipment	7	21,784,021	18,595,672	5,583,770
Other non-current assets		-	-	6,726,084
Total Non-Current Assets		21,784,021	18,595,672	12,309,854
Total Assets		41,232,776	27,808,251	17,443,836
Current Liabilities				
Accounts payable	8	4,345,720	1,013,157	521,058
Unearned revenue		4,736,072	101,991	0
Employee entitlements	9	21,353	902,406	21,353
Other current liabilities		842,530	564,053	0
Total Current Liabilities		9,945,675	2,581,607	542,411
Non-Current Liabilities				
Employee entitlements	10	565,170	0	388,665
Other non-current liabilities	11	0	0	
Total Non-Current Liabilities		565,170	0	388,665
Total Liabilities		10,510,845	2,581,607	931,076
TOTAL ASSETS LESS TOTAL LIABILITIES		30,721,931	25,226,644	16,512,760
NET WORTH				
Contributed capital		27,487,593	25,226,642	(229,091)
Accumulated surplus/ (Loss)		3,234,338	0	(229,091)
Total Net Worth		30,721,931	25,226,642	16,512,760

The accounting policies and notes on pages [70 to 73] form part of these financial statements.

Ministry of Communications, Works & Infrastructure
CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 June 2007

	Note	30.06.2007 Actual $	30.06.2006 Budget $	30.06.2006 Actual $
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Outputs to Cabinet		9,583,426	9,879,132	7,767,947
Outputs to other government agencies		10,765,359	14,520,264	25,019,712
Outputs to others		16,693,976	13,941,717	605,787
Interest received		86,472		
Payments				
Personnel costs		(22,847,125)	(22,654,160)	(20,426,965)
Suppliers		(16,231,001)	(12,714,330)	(16,253,409)
Other payments		(1,403,750)	(1,068,277)	(992,000)
Net cash flows from operating activities	12	(3,352,643)	1,904,346	(4,278,928)
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of non-current assets		(7,872,949)	(3,873,600)	(1,306,728)
Net cash flows from investing activities		(7,872,949)	(3,873,600)	(1,306,728)
CASH FLOWS FROM FINANCING ACTIVITIES				
Equity investment		10,974,833	3,873,600	1,306,728
Repayment of surplus			(607,509)	
Net cash flows from financing activities		10,974,834	3,266,091	1,306,728
Net increase/(decrease) in cash and cash equivalents		(250,759)	1,296,837	(4,278,928)
Cash and cash equivalents at beginning of period		1,623,751	16,000	5,902,679
Cash and cash equivalents at end of period	4	1,372,992	1,312,837	1,623,751

The accounting policies and notes on pages [70 to 73] form part of these financial statements.

Ministry of Communications, Works & Infrastructure
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2007

Incorporation and principal activity

The Ministry of Communications, Works & Infrastructure ("the Ministry") is a government entity established under the laws of The Cayman Islands. The principal activity of the ministry is to coordinate the departments under ministry to ensure they achieve their required objectives.

Significant accounting policies

These financial statements are prepared in accordance with the Public Management & Finance Law and the International Public Sector Accounting Pronouncements ("IPSAs"). The significant accounting policies adopted by the Company are as follows:

(a) Basis of preparation

In conformity with the Public Management & Finance law (2005 revision), the financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSASs) using the accrual basis of accounting. Where there is currently no IPSAS, other authoritative pronouncements such as International Financial Reporting Standards and United Kingdom Generally Accepted Accounting Principles applicable to the public sector have been used. The measurement base applied is historical cost adjusted for revaluations of certain assets.

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

(b) Reporting Period

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

(c) Revenue

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

Interest revenue
Interest revenue is recognised in the period earned.

(d) Expenses

General
Expenses are recognised when incurred.

Depreciation
Depreciation of property and equipment is provided on a straight-line basis at rates based on the expected useful lives of those assets.

(e) Assets

Cash and cash equivalents
Cash and cash equivalents include cash held in the Ministry of Communications, Works & Infrastructure bank account and any money held on deposit with the Portfolio of Finance and Economics (Treasury).

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

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

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

Other property and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2006) less accumulated depreciation.

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

(f) Liabilities

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

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

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

(g) Use of estimates

The preparation of the financial statements in accordance with International Public Sector Accounting pronouncements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of income and expenses during the year. Actual results could differ from those estimates.

Ministry of Communications, Works & Infrastructure
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2007

1: PERSONNEL COSTS

	2006/7 Actual $	2006/7 Budget $	2005/6 Actual $
Salaries and wages (including pension contributions)	19,417,730	19,686,992	15,989,557
Employer pension expense	939,845	1,025,718	1,650,318
Other personnel costs	2,666,055	2,014,193	2,377,071
	23,023,630	22,726,903	20,016,947

2: SUPPLIES, CONSUMABLES & CAPITAL CHARGE

	2006/7 Actual $	2006/7 Budget $	2005/6 Actual $
Supply of goods and services	16,100,078	12,001,187	14,838,448
Operating lease rentals	486,456	492,992	893,903
Capital charge & other expenses	4,872,879	45,000	-
	21,459,413	12,539,179	15,732,351

3: DEPRECIATION

	2006/7 Actual $	2006/7 Budget $	2005/6 Actual $
Buildings	91,048	219,512	4,378
Vehicles	172,710	678,181	-
Furniture and fittings	14,217	36,770	727
Computer hardware and software	77,315	124,729	10,335
Office equipment	5,752	21,123	1,172
Other plant and equipment	21,428	149,617	-
Other assets		219,715	-
Total Depreciation	382,470	1,449,647	16,613

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

	Years
Buildings	40-60
Vehicles	4-12
Aeroplanes	9-20
Boats	9-20
Furniture and fittings	3-20
Computer hardware and software	3-10
Office equipment	3-20
Other plant and equipment	5-25
Other assets	3-25

4: CASH AND CASH EQUIVALENTS

	2006/7 Actual $	2006/7 Budget $	2005/6 Actual $
Cash on hand	5,284	-	5,184
Bank accounts	582,708	1,312,839	1,618,567
Fixed Deposits	785,000	-	-
	1,372,992	1,312,839	1,623,751

5: ACCOUNTS RECEIVABLE

	2006/7 Actual $	2006/7 Budget $	2005/6 Actual $
Outputs to Cabinet	1,266,856	767,888	2,264,996
Outputs to other government agencies	5,954,352	3,493,545	855,164
Outputs to others	9,148,792	1,469,183	15,218
Prepayments	26,160	-	-
Other Receivables	38,565	-	-
	16,434,725	5,730,616	3,135,378

6: INVENTORIES

	2006/7 Actual $	2006/7 Budget $	2005/6 Actual $
Raw Materials (including Consumable Stores)	564,906	1,119,724	-
Finished Goods	382,511	-	374,853
	947,417	1,119,724	374,853

7: PROPERTY, PLANT AND EQUIPMENT

	Cost or Revalued Amount $	Accumulated Depreciation $	30 June 2007 Book Value Actual $
Buildings	5,955,851	(2,754,705)	3,201,146
Vehicles	10,909,950	(8,054,837)	2,855,113
Furniture and fittings	616,698	(366,431)	250,267
Computer hardware and software	678,988	(613,512)	65,476
Office equipment	639,767	(448,947)	190,820
Other plant and equipment	2,882,620	(1,771,337)	1,111,283
Construction in progress	6,523		6,523
Other assets	15,434,060	(1,330,667)	14,103,393
Total	37,124,457	(15,340,436)	21,784,021

8: ACCOUNTS PAYABLE

	2006/7 Actual $	2006/7 Budget $	2005/6 Actual $
Trade Creditors	2,671,452	746,118	521,058
Operating lease rental	-	12,000	-
Other Accounts Payable	1,674,268	255,039	-
	4,345,720	1,013,157	521,058

9: CURRENT EMPLOYEE ENTITLEMENTS

	2006/7 Actual $	2006/7 Budget $	2005/6 Actual $
Long service leave and other leave entitlements	21,353	902,406	21,353

10: LONG TERM EMPLOYEE ENTITLEMENTS

	2006/7 Actual $	2006/7 Budget $	2005/6 Actual $
Long service leave and other leave entitlements	565,170	-	565,170
Other salary related entitlements	-	-	-
	565,170	-	565,170

11 RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS FROM OPERATING ACTIVITIES

	2006/7 Actual $	2006/7 Budget $	2005/6 Actual $
Operating surplus/(deficit)	3,234,338	607,509	(229,091)
Non-cash movements			
Depreciation	382,470	1,449,647	16,613
Increase/ (Decrease) in payables/accruals	9,579,769	-	(4,997,526)
Net gain/loss from sale of investments	(579,938)	-	-
Increase in other current assets	(693,621)	-	-
Other operating expenses – capital charge	(1,403,750)	-	-
Increase /(decrease) in receivables	(13,871,911)	(152,810)	931,076
Net cash flows from operating activities	(3,352,643)	1,904,346	(4,278,928)

13: Related Party Disclosures

The Ministry of Communications, Works and Infrastructure is a wholly owned entity of the government from which it derives a major source of its revenue. The Ministry of Communications, Works and Infrastructure and its key management personnel transact with other government entities on a regular basis. These transactions were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Management was unable to accurately determine the amounts receivable/outstanding from/due to related government entities at June 30, 2007.

14: Commitments and contingent liabilities

The Ministry had no commitments or contingent liabilities at June 30, 2007 whose probable impact on the affairs of the ministry would be considered material enough for disclosure in these financial statements.

Subsequent to year 2007, in the ordinary course of its business the Ministry became involved in a dispute and legal proceedings in the Grand Court of Cayman Islands in a case alleging personal injury. Management is vigorously defending the claim. Management, in consultation with government legal experts, estimates the damages involved in the claim to amount to CI$ 67,200. Legal costs are estimated to amount to CI$ 16,800. As none of these matters have been concluded, management has not considered it necessary to make a provision in the financial statements.

15: Subsequent Events

Following the May 2009 General Elections, the Ministry of Communications, Works and Infrastructure was restructured and renamed to the Ministry of Community Affairs and Housing effective July 1st 2009.

This restructuring involved transferring out all departments and authorities formerly held under the Ministry of Communications, Works and Infrastructure. Namely, the Department of Environmental Health (DEH), Postal Department (POS), Public Works Department (PWD), Department of Vehicle and Equipment Services (DVES), Radio Cayman (RCY), Recreational Parks and Cemeteries Unit (RPCU), Department of Vehicle and Drivers' Licensing (DVDL) and the Office of Telecommunications (OfTel). The agencies transferred in to the Ministry of Community Affairs and Housing were the Department of Children and Family Services (DCFS), Department of Counselling Services (DCS), Empowerment and Community Development Agency (ECDA), Children and Youth Services Foundation (CAYS), and the National Housing and Development Trust (NHDT). ECDA was subsequently merged with DCS and DCFS.

Effective July 1st 2010, the affairs of Gender Affairs was transferred into the entity and the ministry renamed to the Ministry of Community Affairs, Gender and Housing.