ADMINISTRATOR-GENERAL'S DEPARTMENT

An Executive Agency

CORPORATE PLAN

2015/2016 – 2017/2018

December 2014

ADMINISTRATOR-GENERAL'S DEPARTMENT

CORPORATE PLAN
2015/2016 – 2017/2018

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SUBMISSION TO THE MINISTRY OF JUSTICE

The Management Accountability and Governance Framework Business Plan for the Financial Years 2015/2016 to 2017/2018 is hereby agreed between the Permanent Secretary of the Ministry of Justice and the Chief Executive Officer of the Administrator-General's Department.

Signed by Carol Palmer
Permanent Secretary on behalf
of the Ministry of Justice

Carol Palmer
Permanent Secretary

Signed by Lona M. Brown,
Chief Executive Officer on behalf
of the Administrator-General's
Department

Lona M. Brown
Chief Executive Officer

Dated this 29th day of December , 2014

LEGEND

%age	-	Percentage
AG	-	Administrator-General
AGD	-	Administrator-General's Department
CF	-	Common Fund
EA	-	Executive Agency
F/Y	-	Financial Year
G✓MAX	-	G✓X Government Financial Management System
GoJ	-	Government of Jamaica
HWA	-	HWA International, Inc.
IDTT	-	Inter-Disciplinary Transformation Team
KPIs	-	Key Performance Indicators
LA	-	Letters of Administration
TP	-	TRUSTProcessor
MOF&P	-	Ministry of Finance & Planning
MOJ	-	Ministry of Justice
MAF		Management Accountability & Governance Framework
PMES		Performance Monitoring & Evaluation System (for Senior Executives)
PMAS		Performance Monitoring & Appraisal System (for employees)
PMEU		Performance Monitoring & Evaluation Unit – Cabinet Office
TEMS	-	Trust and Estate Management System
Y-T-D	-	Year to Date
Year-1/1st Year	-	F/Y 2015/2016
Year-2/2nd Year	-	F/Y 2016/2017
Year-3/3rd Year	-	F/Y 2017/2018

ADMINISTRATOR-GENERAL & CEO'S MESSAGE

The Strategic Business Plan of the Administrator-General's Department (the Agency) outlines the strategic objectives and key performance indicators, for the financial years 2015/2016 to 2017/2018 that the Agency will be pursuing in order to achieve its mission and vision.

The 3-year period, 2015/2016 to 2017/2018, will see us implementing new strategies to protect the interest of beneficiaries. This will include increased focus on three significant areas which will enable the Agency to move forward in achieving greater efficiencies in the administration of estates. These activities relate to the proposed amendment to the Administrator-General's Act to facilitate the closure of cases with multi-generational issues, the procurement of the Agency's Trust and Estate Management System (TEMS), and the restructuring of the Agency.

The closure of multi-generational cases continues to be a major problem in the administration of estates by the Agency. Multi-generational refers to situations where the Administrator-General has been appointed in an estate as personal representative but due to the death of the primary and secondary beneficiaries of that estate prior to distribution, it cannot be completed until personal representatives are appointed in the estates of those beneficiaries.

Completion of these estates will take many years. Amendments to the Administrator-General's Act, once enacted, will significantly reduce the timeframe and authorize the Administrator-General to distribute properties of primary estates to secondary beneficiaries, once relationship has been proven. As soon as the legislation is enacted, a project will be established and additional staff employed in order to facilitate closure of these multi-generational cases.

Another major proposed amendment will empower the AG to issue an "Instrument of Administration" which will have the same legal authority and status as a Grant issued by the Court. This will provide the advantage of early administration of an estate by the AG thereby facilitating more timely distribution of property and estate closures.

Over the past three years, the Agency has been seeking to procure the services of a software developer towards the development and subsequent implementation of TEMS. We have utilized all the procurement procedures available including international bidding and limited tender.

Due to the serious challenges in identifying a suitable provider, the Agency has now engaged the services of eGov Jamaica Limited (eGov) to provide recommendations on how the Agency should proceed. This will enable implementation of the software in the 2015/2016 financial year.

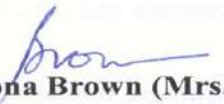
This new system, TEMS will have the capacity to process all aspects of estate administration, including accounting, investment and property-related activities. This will facilitate smoother information flow, easier access to information and provide assistance in the identification and assessment of the risks attendant on the Agency's operations. This will result in more timely decision-making and improved service delivery to beneficiaries.

As our human resource is a key component in achieving the goals of the Agency, in 2014/2015, we continued to work with the Corporate Management and Development Unit of the Ministry of Finance and Planning to effect the much needed organizational restructuring. The restructuring process is in an advanced stage and it is anticipated that, if funds are provided, the Agency will be in a position to increase the present staff complement by at least filling the approved critical positions.

Training will be a key factor in maintaining and improving operational efficiency and providing increased output, especially with the expected amended legislation and implementation of TEMS. The Agency's annual training plan will continue to focus on the major areas such as law, management, information communication and technology and leadership, while ensuring that a wide cross-section of staff members benefit from these training sessions.

The early completion of the annual performance appraisals will also allow the Agency to develop programmes geared towards addressing areas that require immediate focus. This strategy will enable the organization to increase output and efficiency, while allowing for an analysis of the organization's performance.

The Agency will continue to demonstrate its steadfast commitment to delivery of quality service as we continue to serve our beneficiaries, clients and stakeholders.



Lona Brown (Mrs.)
CEO and Administrator-General

1. EXECUTIVE SUMMARY

1.1 OVERVIEW

This MAF Business Plan provides the Honourable Minister of Justice and members of the public with the assurance that the Agency has a clear sense of direction, is dealing efficiently with all relevant administrative issues and is effectively managing its affairs and resources so as to minimize the risk of not meeting or achieving agreed performance standards within stipulated timeframes.

The Plan reflects the Agency's vision and objectives over the next three years, as well as a review of its achievements over the past year. The Plan focuses on the means by which the Agency will deliver on its goals and how it will measure its progress. Any significant divergence from stated KPIs and actual results are fully transparent.

This Plan has been prepared under the Management Accountability and Governance Framework (MAF) approved by the Cabinet. It includes the financial and non-financial targets and commitments that must be supported by established performance indicators with appropriate timeframes for realizing them.

Under the Government-wide reporting requirements, the approved MAF Business Plan will be submitted to the Performance Monitoring and Evaluation Unit (PMEU) of Cabinet Office and to the Planning Institute of Jamaica (PIOJ) as prescribed to permit these entities to monitor the Agency's progress and contribution to the achievement of the National Development Plan - Vision 2030.

1.2 VISION STATEMENT

The Agency's Vision is to be an organization which delivers the highest quality service to persons who by law we are required to protect and to increase our output through continued improvement in practices and procedures thereby reducing significantly the level of outstanding cases and effectively responding to new cases through to the end of the Financial Year 2016-2017.

1.3 MISSION

The Administrator-General's Department protects the interests of beneficiaries and creditors of the estates that the law requires the Administrator-General to administer.

1.4 PLAN SUMMARY

The main purpose of this Strategic Business Plan of the Administrator-General's Department (the Agency) is to:

- Enable the Chief Executive Officer (CEO) & Administrator-General to better manage the Agency in both the short and long term;
- Provide the basis for the establishment of a contract[1] with stakeholders for the targets and performance that will be achieved;
- Define what support the Agency requires from the Government in terms of mandate, capital investment, and new authorities; and
- Communicate the results of the Agency's operations and provide a useful reference for the CEO, the Management Team and staff.

There are three significant activities on which the Agency will focus during this period which will enable the Agency to move forward in achieving greater efficiencies in the administration of estates. These activities relate to the passage of legislation to facilitate the closure of multi-generational estates which are in backlog, the procurement of the Agency's Trust and Estate Management System (TEMS), and an organisational restructuring exercise which began in 2013/2014.

1.5 FUNCTIONAL AREAS AND MAF FOCUS

The Executive and Senior Management Team will continue to focus on establishing the overall Policies and Programmes that are supportive of the MOJ's responsibility for equitable social justice and is a contributing factor for the benefit of persons who are beneficiaries of estates under administration. The Executive Team will also focus on the

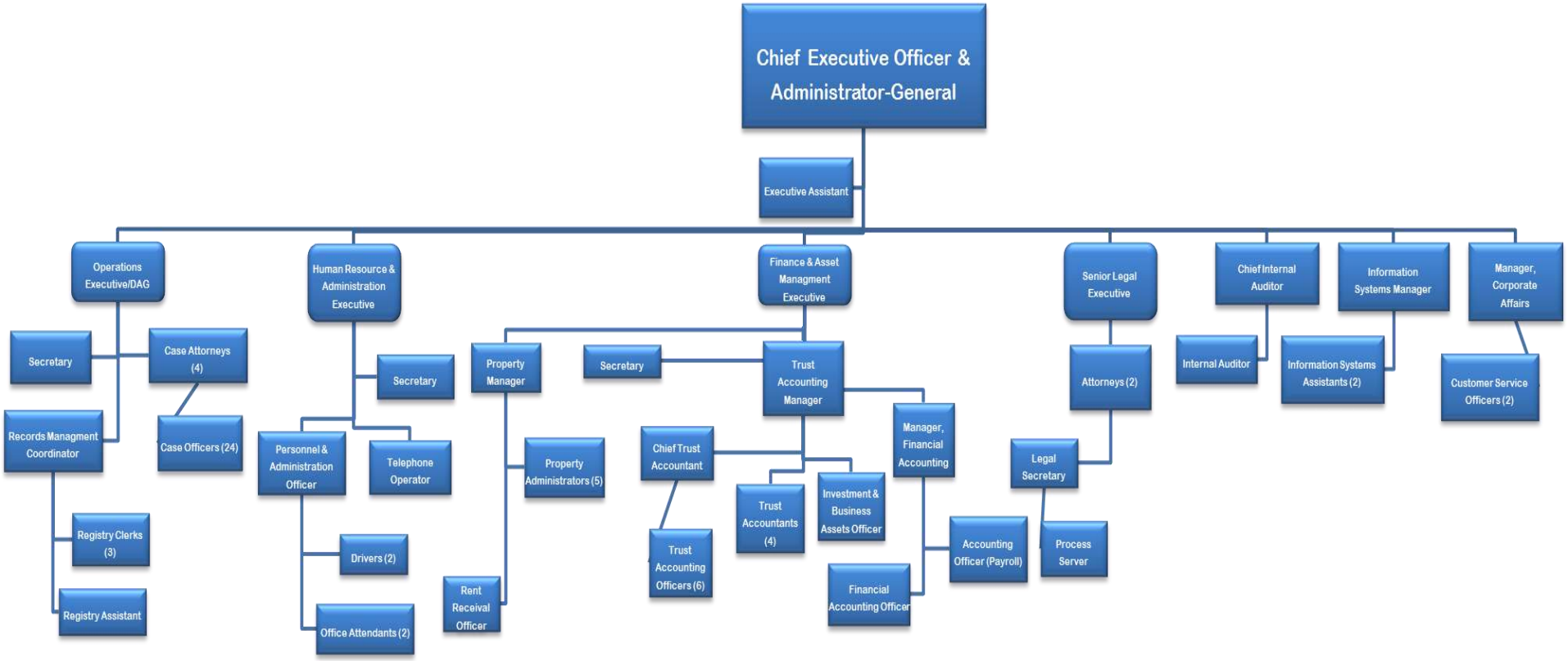
[1] The Minister will sign a Performance Agreement with the CEO and Administrator-General reflective of the elements contained in this Plan

design, implementation and monitoring of an appropriate TEMS that will assist in identifying and minimizing the occurrence of risks to the Agency and to the estates it manages.

The table below identifies MAF focus responsibilities for the other functional areas of the Agency.

FUNCTIONAL AREAS	MAF FOCUS
Operations - Trust Administration and Registry	Risk Management Policy & Programmes Citizen Focused Services
Legal Services	Risk Management Citizen Focused Services
Corporate Affairs	Corporate Planning Customer Service Public Relations
Finance & Asset Management - Financial Accounting, Trust Accounting, Investment, Property and Monitoring of Business Assets forming a part of estates	Risk Management External Citizen Focused Services, Stewardship Accountability
Information Technology	Development and implementation of the TEMS Citizen Focused Services Accessibility to ICT Services by External and Internal Clients Risk Management
Human Resource & Administration	People Internal Citizen Focused Services

1.6 ORGANIZATIONAL CHART



2. ENVIRONMENTAL SCAN

2.1 SWOT Analysis

An environmental scan of the Agency points to several internal strengths and weaknesses, as well as several external opportunities and threats, as set out in the table below.

INTERNAL		EXTERNAL	
STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATS**
• Perpetuity of office • Competent staff • Tools available to complete tasks • Documented policies and procedures in specialised areas • Executive Agency • Good customer service • Continuous training of staff members	• Unavailability of software • Single location of Agency • High volume of work • Backlog of cases • Manual operations	• Government's facilitation of human resource restructuring process • Legislative reform • Formation of external partnerships • Ability to offer new services • Increased public awareness about estate planning • Availability of improved technologies to allow for automation of processes	• Insufficient human resources/ funding • Low compensation and lack of sufficient staff benefits • Slow response time from external stakeholders • Insufficient understanding of the role and function of the Agency

Table showing SWOT Analysis of the Administrator-General's Department

Given the changing environment within which the Agency operates, the SWOT analysis allows for an assessment thereby providing some indication of the actions necessary for the organization to achieve its objectives.

3.0 OVERVIEW OF THE ADMINISTRATOR-GENERAL'S DEPARTMENT

3.1 GOVERNANCE & STRATEGIC DIRECTION

An environmental scan of the Agency's operating environment reveals that the organizational structure is in need of adjustment if there is to be optimization of its efficiency, strategic allocation of resources, maximization of output and realization of the Agency's full potential. The Executive and Senior Management team must be capable and well-equipped to provide the level of strategic direction required to integrate policies and procedures to ensure that there is achievement of service excellence in all undertakings. In this regard, the Agency will engage in organizational restructuring aided by the Corporate Management Division of the Ministry of Finance & Planning, to ensure we are positioned to meet our strategic objectives.

3.2 ENTITY VALUES

The Administrator-General's Department prides itself on being an organization that holds true to the public sector values of working towards satisfying the needs and expectations of its customers within a unified culture of efficiency and integrity. The strategic objectives and performance measures are predicated on these values and are monitored consistently to ensure compliance with these objectives.

3.3 LEARNING, INNOVATION AND CHANGE MANAGEMENT

With this improved capacity and constant monitoring and analysis of performance, the Agency will become aware of the areas that may require change and a concomitant awareness of the tools required to achieve these changes. Staff will continue to be encouraged to 'think outside the box' as a means of generating innovative ways in which systems and procedures can be restated and improved.

3.4 RESULTS AND PERFORMANCE

Since the attainment of Executive Agency status in 1999, the Agency has developed a vibrant system of reporting to stakeholders, based on performance-based indicators that are measured and monitored monthly. Through collaborative strategic planning, areas of

integration and linkages within the Agency are readily identified, assessed and used as a tool in the decision-making processes.

Many of the Agency's performance indicators are dependent on the efficiency with which other organizations and institutions perform their duties. When these services are not delivered in a timely fashion, many of our deliverables are negatively impacted. To minimize these occurrences, the Agency has been sensitizing these organizations about the unique position the AGD holds as a Trustee for the benefit of minor beneficiaries and the need for the Agency to act with alacrity in the administration of estates.

3.5 LINKAGE TO VISION 2030

In addition to the foregoing, the Agency will contribute to the attainment of the National Development Plan - Vision 2030 through alignment with National Outcome #6: Effective Governance. An assessment of our operations indicates that National Strategies 6.2, Reform of the Justice System, and 6.5, Strengthen public institutions to deliver efficient and effective public goods and services, are those to which the Agency is linked, and we have established our agreed Key Performance Indicators under these two strategies.

The Agency has continued its focus on closing a number of estates that had fallen into backlog for a variety of reasons. Legislation has been proposed to facilitate the closure of "multi-generational estates" as this continues to be a major handicap in the closure of estates under the portfolio of the AG. The proposal includes the amendment of the Administrator-General's Act. A draft Bill was subsequently produced by the Chief Parliamentary Counsel and is currently under review. As the AG has no power to compel relatives of deceased's beneficiaries to move expeditiously in obtaining a Grant of LA, the implementation of the proposed amendments will assist tremendously with the closure of an increased number of backlog files with multi-generational issues.

The Agency renews its commitment to significantly reduce the number of backlog cases within the three years of this Plan, while maintaining the currency of other matters being administered by the remaining officers within the Agency.

Realizing how critical data capture and data management are to the process of increased accountability, the Agency will continue its emphasis on electronizing all processes related to estate management. The expected procurement of the new software to replace Trustprocessor will continue the integration of the various sections to facilitate smoother information flow in an electronic environment that is user friendly and able to produce timely reports to our stakeholders.

3.6 CITIZEN SERVICE STRATEGIES

- Provide a level of customer service which ensures that customers' needs are met within available resources.
- Ensure that relevant information is available to the public on the laws of intestacy, on making a Will and offer citizens advice on estate planning.
- Provide a customer-friendly environment.

3.7 KEY STRATEGIC OUTPUTS

In order to monitor its success in achieving its mission and strategic objectives, the AGD has identified the following key outputs:

- investigations completed;
- assets collected; and
- assets managed and distributed.

The issuing and receipt of a Grant of LA is a key output in the process of estate administration but is within the direct control of the Courts and not of the AGD. However, the AGD has developed performance indicators, which reflect the effectiveness with which the AGD manages its relationship with the Courts, in order to minimize the turnaround time for LAs to be granted. This contributes towards the achievement of the final output, which is:

- estates closed in a timely manner.

The final output, together with outputs from other organizations, will contribute to the overall desired outcome for the Ministry of Justice and its Agencies and Departments articulated in the Vision 2030:

- the enhancement of justice.

3.8 CORE ACTIVITIES

The core activities of the AGD are:

1. Enquiring into the status and nature of estates. The AGD must do this in order to ensure that its legal obligations are discharged and that it neither refuses an estate that it must administer nor accepts one that it needs not.

2. Identifying and collecting the assets of estates. As Administrator of an estate, the AG has the sole legal authority, subject only to a decision of the Court, to hold and manage the assets of an estate for which the AG is named as the Administrator.

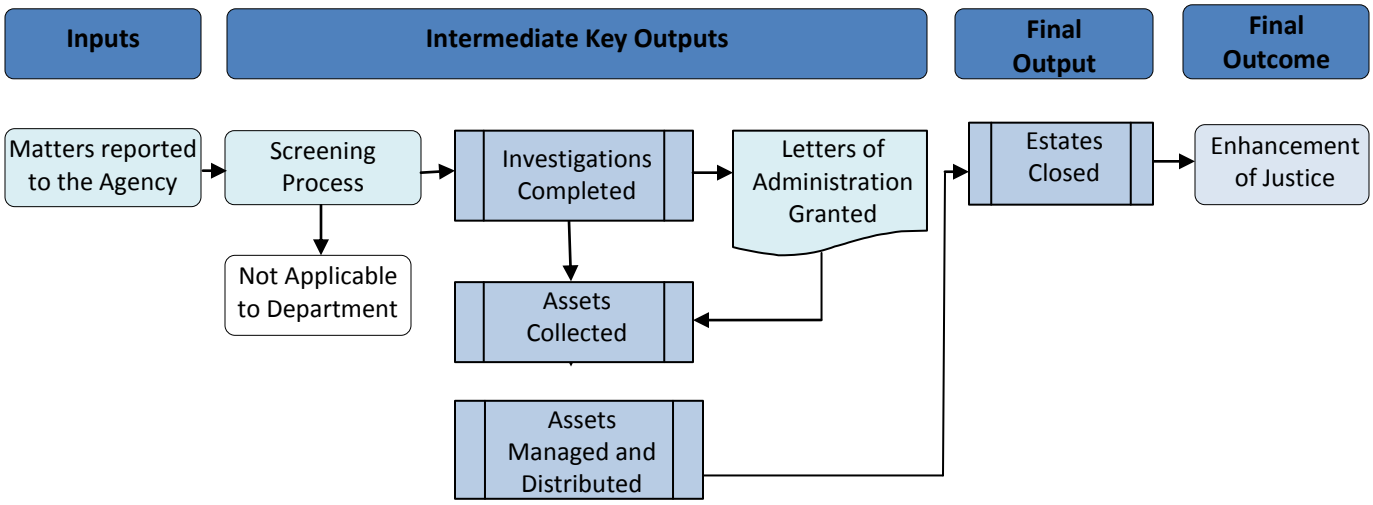
3. Managing the assets of the estates in administration to the benefit of the beneficiaries and creditors, including the distributions for such things as the maintenance of minor beneficiaries. Managing the assets includes:

    - Investing estate funds in prescribed instruments;
    - Maintaining properties and collecting rent therefrom; and
    - Monitoring businesses forming part of estates.

4. Distributing the assets of the estates to adult beneficiaries and to minor beneficiaries as they attain the age of majority.

3.9 Process Map

The relationship of these outputs to the final output and outcome is shown in the following process map.



4. HUMAN RESOURCES CAPACITY PLAN

The Human Resources Capacity Plan for the period 2015/16 to 2017/18 is predicated on the Agency receiving approval for the restructuring exercise recently concluded with the Corporate Management and Development Unit in the Ministry of Finance and Planning. It is anticipated that, if approval for the additional posts is received, priority in hiring will be given to areas immediately related to estate administration.

Units/Divisions or Projects	Staff Complement (2014/2015)	Planned 2015/2016	Planned 2016/2017	Planned 2017/2018
Executive Office	2	2	3	3
HRM &A	8	9	10	10
Finance and Asset Management	25	18	18	18
Corporate Affairs	3	1	1	1
Operations	35	50	60	60
Legal Services	5	7	7	7
Information Systems	3	9	10	10
Internal Audit	2	2	3	3
Total	**83**	98	112	112
		Total by 2018		**112**

The improved staff complement in the Agency should directly impact our operational efficiency, output and service delivery capabilities. It will be led by the Human Resource and Administration Executive and guided by the Human Resource Executive Committee.

5. FUNCTIONS OF THE ADMINISTRATOR-GENERAL'S DEPARTMENT

5.1 ADMINISTRATION OF ESTATES

The functions of the Administrator-General's Department (AGD) are primarily embodied in the Administrator-General's Act and the *Intestates' Estates and Property Charges Act*.

The Law requires the AGD to administer estates where:

1) Persons have died intestate leaving children under the age of 18 years
2) A testator does not appoint an executor
3) The executor has died before the testator
4) The executor renounces executorship
5) There are no proven lawful beneficiaries – *bona vacantia* estates

In categories b) to d) above, the Administrator-General (AG) can allow a residuary or other legatee to take administration of the estate where no minors are mentioned in the will despite the absence of executors. The applicant would receive a Grant of Administration with Will Annexed. Despite this, however, the AGD still ends up having to administer many estates with Will annexed as often there are no willing or able devisees that can make the application.

In respect of *bona vacantia* estates, where there are no proven lawful beneficiaries, the assets would devolve to the Crown. However, persons who believe they have a moral or equitable right in *bona vacantia* estates may petition the Governor General for a waiver of the rights of the Crown.

It should be noted that prior to the Status of Children Act (1976) children of "illegitimate" birth could not inherit from their father's estate. This gave rise to a large number of bona vacantia cases being administered by the Department.

Trust and Committee

The Department administers Trusts and may be appointed Committee for the mentally incapacitated. It also administers and continues to be proactive in a number of large Charitable Trusts, including the HS Hoskins Trust, for which Probate was granted to the AG in July 1915. The Trust designates the St. Ann's Bay Hospital and several churches in the vicinity to be the recipients of funds for their respective benefits. This is an enduring trust and still remains with us.

There is also another Trust where we were appointed Trustee for the children of the deceased from 1943 and the last child is now 98 years old, lives in England and we still continue to make monthly payments for her maintenance.

5.2 FUNCTIONS OF THE AG UNDER THE SUPREME COURT CIVIL PROCEDURE RULES

i. Ad litem Matters

According to Rule 21.7 of the Supreme Court of Jamaica Civil Procedure Rules (2002) (CPR) the Court may order that the AG steps into the shoes of a claimant or a defendant where such claimant/defendant is deceased. In recent times we have been appointed by the Court in a large number of these matters.

Ad Litem cases comprise of law suits of varied nature such as sale of assets, specific performance and land disputes.

ii. Certificate of the Administrator General

The AG is mandated by the CPR to issue a certificate to any applicant seeking a grant of administration where under the terms of the AG's Act or the Intestate's Estates and Property Charges Act, the AG is under a duty to apply and where no minor is entitled to any share of the estate. The issuance of such Certificate is time consuming as many documents are required since the AG has to ensure that the applicant has the right to apply. The Agency receives an average of 525 applications per annum.

Funeral Expense Advance

The AGD facilitates **Funeral Expense Advances** to Funeral Homes once there is intestacy and there is need for access to the deceased's bank account in order to pay for the funeral, however the expenditure is limited to $500,000.00.

Motor Vehicle Transfer

According to the law, the surviving spouse of an individual who died intestate is entitled to the personal chattel absolutely. Personal chattel is defined as "*furniture and effects, including where relevant ...motor vehicles and accessories ... but not including furniture, motor vehicles or other effects, used at the time of death of the intestate exclusively or principally for business purposes...*".

In light of the foregoing, the AGD will assist a surviving spouse in having the Motor Vehicle Title transferred, provided that:

- the registered owner died intestate;
- there are no debts owed by the registered owner; and
- the vehicle is owned by the intestate solely.

Activities Undertaken by the AGD

The AG must manage all assets of an estate, which include real property (registered or unregistered), businesses (sole proprietorships, partnerships, limited liability companies), intellectual property, shareholdings, insurance policies, investments, farms and bank accounts. An estate asset can even consist of racehorses.

5.3 BASIS OF AUTHORITY

In performing its duties, the following legislation forms the basis within which the Administrator-General's Department operates:

- The Administrator-General's Act (1873)
- The Intestates' Estates and Property Charges Act (1937)
- The Status of Children Act (1976)
- The Legitimation Act (1909)
- The Trustee Act (1897)
- Supreme Court Civil Procedure Rules, 2002
- Resident Magistrates' Court Rules

5.4 PRINCIPLES OF THE AGD

The AGD has developed the following corporate principles for conducting its operations. It will:

- not abuse its monopoly position as the central point for the administration of estates in intestacy;
- closely monitor its costs and strive to operate with efficiency and only pass on the costs as fees for core services;
- provide a safe and healthy environment for customers and staff;

- consult its users and providers of information in order to work with them more effectively;
- monitor customer needs and the extent to which the Agency is meeting them, improving the reliability, quality and accessibility of services as appropriate and affordable; and
- discharge its functions with due regard to efficiency and economy and the Agency's financial objectives and performance targets.

6. CURRENT ORGANIZATIONAL PERFORMANCE

RESULTS OF PERFORMANCE FOR FINANCIAL YEAR 2014/2015
(as at October 31, 2014)

The Agency's current performance against its performance indicators and targets for the financial year 2014-2015 is set out in the table below.

Indicator	Annual Target 2014/2015	Actual Performance (as at Oct 31, 2014) 2014/2015	Variance (against Cumulative Target)
INVESTIGATIONS COMPLETED			
1. ***Speed:*** Average time for referral to Legal Services for Application for Grant of Letters of Administration from date of receipt of Form of Particulars reporting death	*16 weeks*	*8.5 weeks*	*46.9%↑*
LETTERS OF ADMINISTRATION			
2. ***Speed:*** Average time for lodgment of application for Grant of Letters of Administration from date of receipt of referral	*2 weeks*	*1.93 weeks*	*3.5%↑*
3. ***Volume:*** Number of Grant of Letters of Administration applications filed	*140*	*119*	*45.1%↑*
4. ***Volume:*** Number of Grants of Letters of Administration received	*130*	*100*	*31.6%↑*
ASSETS COLLECTED			
5. ***Speed:*** Average time taken per estate for cash assets to be collected from date of receipt of Letters of Administration	*12 weeks*	*8.08 weeks*	*32.7%↑*
6. ***Speed:*** Average time taken per estate for realty assets to be collected from date of receipt of Letters of Administration	*2.5 weeks*	*1.17 weeks*	*53.2%↑*
ESTATES CLOSED			
7. ***Volume:*** Number of cases closed	*500*	*284*	*2.7%↓*

Indicator	Annual Target 2014/2015	Actual Performance (as at Oct 31, 2014) 2014/2015	Variance (against Cumulative Target)
CUSTOMER SERVICE			
8. ***Quality:*** Index of customer satisfaction on service rendered	*85%*	*95.2%*	*11.9%↑*
TRUST ACCOUNTING			
9. ***Volume:*** Number of estate accounts completed	*1,200*	*1,041*	*48.7%↑*
INVESTMENT			
10. ***Quality:*** Average percentage return on Investment (Estate Funds)	*6±2%*	*6.83%*	-
PROPERTY			
11. ***Efficiency:*** Percentage of tenants against whom action taken to recover rent by the end of the third month in arrears	*95%*	*97.4%*	*2.5%↑*
12. ***Efficiency:*** Percentage of insurable properties insured *(based on availability of funds)*	*100%*	*100%*	*0%*
LEGAL AND POLICY REFORM			
13. ***Efficiency:*** Provide progress reports to Chief Executive Officer on proposed legislative reform submitted to the Ministry of Justice	*June 28* *Sept 30* *Dec 31* *Mar 31*	*Reports submitted on June 28 & September 30*	*0%*
FINANCE			
14. ***Efficiency:*** Staff costs managed within budget	*$212.54M*	*$107.76M*	*13.1%↑*
15. ***Efficiency:*** Agency's budget managed effectively	*$319.68M*	*$132.67M*	*28.9%↑*
16. ***Quality:*** Revenue Earned	*$102.00M*	*$ 76.23M*	*28.1%↑*
CORPORATE AFFAIRS			
17. ***Efficiency:*** Business Plan to be submitted to the Ministry of Justice	*January 15*	*Not yet due for assessment*	-
18. ***Efficiency:*** Develop Risk Management Framework	*September 30*	*Deferred until 2015/2016*	

Indicator	Annual Target 2014/2015	Actual Performance (as at Oct 31, 2014) 2014/2015	Variance (against Cumulative Target)
INFORMATION TECHNOLOGY			
19. ***Efficiency:*** Procure services of estate management software developer *(Actual procurement based on availability of funds)*	*March 31*	*Not yet due for assessment*	-
20. ***Efficiency:*** Review the Information and Communications technology (ICT) infrastructure and submit recommendations to the CEO	*Report to be submitted by October 14*	*Report submitted on October 9*	*Target achieved*
21. ***Efficiency:*** Maintain security of the Agency's information	*As per Schedule submitted*	*Target being met as per schedule submitted*	-
22. ***Efficiency:*** Maintain backup of the Agency's data	*As per Schedule submitted*	*Target being met as per schedule submitted*	-
HUMAN RESOURCE			
23. ***Quality:*** Percentage of staff receiving an average of 3 hours training	*70%*	*48.2%*	*18.0%*↑
24. ***Efficiency*:** Submit annual performance appraisals for employees	July 31	*Appraisals submitted by July 31*	-
ADMINISTRATION			
25. ***Efficiency:*** Fixed assets managed and maintained	*As per Schedule submitted*	*Target being met as per schedule submitted*	-

7.0 PRIORITY PLANS AND PROGRAMMES (2015-2018)

7.1 STRATEGIC OBJECTIVES

1. Assess the entitlement and provide timely distribution of assets to beneficiaries and creditors to expedite closure of estates and improve customer satisfaction.

2. Optimize the net worth of each estate within the law to maximize the value that will accrue to beneficiaries.

3. Review the effectiveness of legislation and make recommendations for amendments to further enable achievement of the Agency's objectives.

4. Provide strategic planning and direction and ensure the cost-effectiveness of the Agency's operations through prudent financial management.

5. Develop the electronic environment and integrate critical business processes to ensure improved efficiency, productivity and security of information.

6. Provide a highly functional work environment where staff members are competent, properly equipped and motivated to perform at the highest level.

7.2 KEY PERFORMANCE INDICATORS FOR THE FINANCIAL YEARS 2015/2016 TO 2017/2018

Indicator	Year 1	Year 2	Year 3
	2015/2016	2016/2017	2017/2018
STRATEGIC OBJECTIVE 1: ***Assess the entitlement and provide timely distribution of assets to beneficiaries and creditors to expedite closure of estates and improve customer satisfaction.***			
INVESTIGATIONS COMPLETED			
1. ***Speed***: Complete investigations for **90%** of the cases from date of receipt of Form of Particulars reporting death	***16 weeks***	***16 weeks***	***16 weeks***
LETTERS OF ADMINISTRATION			
2. ***Speed***: Percentage of applications for Grants of Letters of Administration filed within 15 working days from date of referral.	***85%***	*85%*	*90%*
3. ***Volume***: Number of Grants of Letters of Administration received	***140***	*150*	*160*
ASSETS COLLECTED			
4. ***Speed***: Time taken within 90% of the estates to submit request to institution for each confirmed cash asset from date of receipt of Grant of Letters of Administration	***2 weeks***	*2 weeks*	*2 weeks*
5. ***Speed***: Time taken within 90% of the estates to take formal possession from date of receipt of Grant of Letters of Administration	***2.5 weeks***	*2.5 weeks*	*2.5 weeks*
ESTATES CLOSED			
6. ***Volume***: Number of cases closed	***520***	*800*	*1,000*
TRUST ACCOUNTING			
7. ***Volume***: Number of estate accounts completed	***1,500***	*2,000*	** Automated*

Indicator	Year 1	Year 2	Year 3
	2015/2016	2016/2017	2017/2018
STRATEGIC OBJECTIVE 2: ***Optimize the net worth of each estate within the law to maximize the value that will accrue to beneficiaries.***			
INVESTMENT			
8. ***Quality***: Average percentage return on Investment (Estate Funds)	***6±2%***	*6±2%*	*6±2%*
PROPERTY			
9. ***Efficiency***: Percentage of tenants against whom action taken to recover rent by the end of the third month in arrears	***95%***	*95%*	*95%*
10. ***Efficiency***: Percentage of existing insurable properties insured by the renewal date (based on availability of funds)	***95%***	*95%*	*95%*
STRATEGIC OBJECTIVE 3: ***Review the effectiveness of legislation and make recommendations for amendments to further enable achievement of the Agency's objectives.***			
LEGAL REFORM			
11. ***Efficiency***: Review and submit recommendations to amend relevant legislation	***October 30***	*October 30*	*October 30*
STRATEGIC OBJECTIVE 4: ***Provide strategic planning and direction and ensure the cost-effectiveness of the Agency's operations through prudent financial management.***			
FINANCE			
12. ***Efficiency***: Staff costs managed within budget	***$270.167M***	*$277.401M*	*$284.316M*

Indicator	Year 1	Year 2	Year 3
	2015/2016	2016/2017	2017/2018
13. ***Efficiency***: Agency's budget managed effectively	***$399.700M***	*$379.121M*	*$371.386M*
14. ***Volume***: Revenue Earned	***$115.200M***	*$119.700M*	*$124.800M*
CORPORATE AFFAIRS			
15. ***Efficiency***: Business Plan to be submitted to the Ministry of Justice	***November 30***	*November 30*	*November 30*
STRATEGIC OBJECTIVE 5: ***Develop the electronic environment and integrate critical business processes to ensure improved efficiency, productivity and security of information.***			
INFORMATION TECHNOLOGY			
16. ***Efficiency***: Procure services of estate management software developer *(Actual procurement based on availability of funds)*	***March 31***	*Implementation*	*Implementation*
17. ***Efficiency***: Review and make recommendations for Information and Communications Technology (ICT) infrastructure improvement	***Report to be submitted by October 14***	*Report to be submitted by October 14*	*Report to be submitted by October 14*
18. ***Efficiency:*** Percentage of the Agency's approved data set backup	**At least 95%**	At least 95%	At least 95%
STRATEGIC OBJECTIVE 6: ***Provide a highly functional work environment where staff members are competent, properly equipped and motivated to perform at the highest level.***			
HUMAN RESOURCE			
19. ***Quality***: Percentage of staff receiving an average of 3 hours training	***70%***	*75%*	*75%*
20. ***Efficiency***: Complete staff satisfaction survey	***January 29***	-	*January 29*

Indicator	Year 1	Year 2	Year 3
	2015/2016	2016/2017	2017/2018
21. ***Efficiency***: Complete annual performance appraisals for employees	***July 31***	*July 1*	*June 1*
ADMINISTRATION			
22. ***Efficiency:*** Renew the Agency's insurance policy	***April 30***	*April 30*	*April 30*

STRATEGIC OBJECTIVE 1:

Assess the entitlement and provide timely distribution of assets to beneficiaries and creditors to expedite closure of estates and improve customer satisfaction.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
INVESTIGATIONS COMPLETED			
1. ***Speed***: Complete investigations for 90% of the cases from date of receipt of Form of Particulars reporting death	***16 weeks***	*16 weeks*	*16 weeks*

KPI No. 1: The objective of this performance indicator is to speedily complete the investigations relating to the status of a deceased person and refer the case to the Legal Services Section for an application for a Grant of LA. The timely completion of the investigative process however, is highly dependent on the cooperation of the relatives of the deceased and several external organizations such as Government entities, financial institutions and other employers. Once the requisite information is received, the matters are referred to the Legal Services Section for the application to be made, thereby facilitating the early administration of the estate.

As at October 31, 2014, the time taken on average to refer an estate to the Legal Services Section for an application for a Grant of LA to be made was 8.5 weeks, a positive variance of 46.9%, against a target of 16 weeks.

Notwithstanding the credible performance being reflected, there are several challenges which hinder the timely completion of the investigative process. The issues which persist include, difficulty in the relatives of the deceased obtaining a certified copy of the deceased person's death certificate, delay in institutions forwarding information regarding the assets of estates, inaccurate or incomplete Form of Particulars submitted by the person reporting the death, proof of relationship of at least one minor beneficiary, and insufficient funds to meet the administrative expenses.

Where these matters exist, the cases are classified as an exception and not included in the assessment of the target. Therefore, while the Agency has been able to surpass this target as at October 2014, the decision was taken not to adjust the target owing to the number of issues that may prevent the matter from moving forward.

To speedily complete the investigation process, we will continue to employ the several and new strategies, which includes maintaining a database consisting of contact information for beneficiaries and relatives of the deceased and have continued dialogue with the beneficiaries, encouraging them to submit the requisite information in a timely manner. Where for example, there are no cash assets belonging to the estate, requests are made of the beneficiaries to, where possible, advance monies to meet administrative expenses to pay the necessary stamp duties so as not to delay the referral of the case for an application of the Grant of LA.

Based on the issues and challenges which persist, the target for Years 1 to 3 is 16 weeks. The Agency will continue to liaise with its partners and implement communication strategies geared towards encouraging individuals and institutions to respond to requisitions made, in a prompt and timely manner and further enhancing the investigative process.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
LETTERS OF ADMINISTRATION			
2. ***Speed***: Percentage of applications for Grants of Letters of Administration filed within 15 working days from date of referral.	***85%***	*85%*	*90%*

KPI No. 2: This indicator will allow the Agency to measure the time taken by the Legal Services Section to lodge an application for a Grant of LA in Court, after receipt of the instructions from the Trust Administration Section.

While the Agency has been able to meet this target, several issues may contribute to a delay in the lodgment of the application. One such issue relates to the unavailability of funds to pay the stamp duties owed by the estate. The Trust Administration Section makes all the necessary attempts to request beneficiaries to provide funds to pay the stamp duty.

As the Agency fulfills its mandate for efficiency for the upcoming financial year, the target has been adjusted to reflect the completion of 85% of applications over a 3-week period. At the end of October 2014, a total of 119 applications were filed against a projection of 82, giving a positive variance of 45.1%.

The proposed amendments to the Administrator-General's Act will allow the AG to issue his own Grants. The amendments will not remove the Court process completely, as there will be Grants that will require applications for a Grant of Representation to be made to the Court. However, the internal processing of the Grant will allow for a reduction in the time taken to complete the administration of estates.

With the AG issuing his own Grants, there will be a substantial increase in the work flow and a change in the procedure related to the handling of the applications and the internal processes. The intended staff restructuring will provide additional resources to facilitate this shift and better manage the increased work load.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
LETTERS OF ADMINISTRATION (con't ...)			
3. ***Volume***: Number of Grants of Letters of Administration received	***140***	*150*	*160*

KPI No. 3: On receipt of Grants of LA, the AG is authorized to collect and manage the assets of estates.

As at October 31, 2014, a total of 100 Grants of LA were received from the Courts, against the Y-T-D target of 76 – a positive variance of 31.6%. At the end of October 2014, there were 307 outstanding Grants in the various courts across the island. The Supreme Court had 161 while the combined Resident Magistrate's Court had a total of 146.

The Legal Services Section continues to track the Grants and consistently pursues follow-ups with the Courts to track the status of the Grants. There is a continued effort to increase efficiency and ensure that all applications filed are in order which enhances the smooth flow through the Court process. In the event that requisitions are received from the Court, the Agency responds in a timely manner.

The proposed amendments to the Administrator-General's Act will allow the AG to issue his own Grants and should see an increase in the output of Grants received. This will also greatly assist in the timely administration of estates.

In years 2 and 3, relying on the enactment of the proposed legislative amendments and our ongoing collaboration with the Probate Division at the Supreme Court and the Resident Magistrates' Court, it is anticipated that the Agency will receive any Grants outstanding.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
ASSETS COLLECTED			
4. ***Speed***: Time taken within 90% of the estates to submit request to institution for each confirmed cash asset from date of receipt of Grant of Letters of Administration	***2 weeks***	*2 weeks*	*2 weeks*

KPI No. 4: Upon receipt of the Grant of LA, the time taken to collect the cash assets which forms part of an estate will be tracked. The collection of cash assets allows the AG to manage and invest estate funds, pay liabilities, make payments to proven beneficiaries and importantly, advance funds to guardians of minor beneficiaries thereby assisting with their care and maintenance.

As at October 2014, the Agency was able to collect cash assets within an average of 8.08 weeks, against a target of 12 weeks, a positive variance of 32.7%. While the Agency has been able to meet this target, delays are usually experienced where the entities holding assets for the deceased, including Government entities, are not timely in forwarding the assets to the Agency. As in the previous financial year therefore, the target will be maintained at 12 weeks for the life of the Plan.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
ASSETS COLLECTED			
5. ***Speed***: Time taken within 90% of the estates to take formal possession from date of receipt of Grant of Letters of Administration	***2.5 weeks***	*2.5 weeks*	*2.5 weeks*

KPI No. 5: This performance indicator measures the time taken to take possession of realty which forms part of an estate, after the Grant of LA has been received. At the end of October 2014, the records indicated that the Agency was able to take possession of realty within an average of 1.17 weeks surpassing the target of 2.5 weeks by 53.2%.

As at October 2014, possession of 34 properties was taken after receipt of the Grant. Properties are located across the entire island and some in areas where it is very difficult to identify and/or access.

The planned restructuring exercise should result in an increase in the number of Property Officers. If approved, this will facilitate a significant increase in visits to properties for the purposes of obtaining more timely status reports and minimizing risk.

Further, the amended legislation will allow the Agency to secure Grants in a shorter timeframe thereby increasing the Agency's ability to take formal possession of a greater number of properties.

Notwithstanding the positive performance to date, the decision was taken not to adjust this target due to the number of matters which may prevent the Agency from moving forward in a timely manner.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
ESTATES CLOSED			
6. ***Volume***: Number of cases closed	***520***	*800*	*1,000*

KPI No. 6: The ability to close estate cases continues to be a challenge. Some of the difficulties include, but are not limited to, the multi-generational nature of a number of estates, the unavailability of the death certificate, locating beneficiaries, obtaining proof of the relationship of beneficiaries to the deceased and the lack of funds within the estate to pay transfer tax on death and administrative costs.

The Operations Section has expanded its database in order to capture relevant information for analysis of cases. This will enable officers to make a more accurate projection of closures and to target issues which hinder the completion of the administration process.

Under the present Laws of Succession, the Agency has been unable to distribute a significant number of estate assets to the respective beneficiaries owing to the inability to satisfy the statutory requirements for the issue of a Grant of Probate or Grant of LA in successive estates, for example, the secondary and tertiary estates.

Approximately 2,200 cases have multi-generational issues where the primary and secondary beneficiaries have died and the estate of the primary beneficiary for whom the Administrator-General is required to act, cannot be wound up until the personal representatives are appointed in the estates of the secondary beneficiaries. Currently there are proposals to amend the Administrator-General's Act to facilitate closure of these estates and strategies have been put in place to ensure that the files are prepared so that closure may be effected in a timely manner once the amendments have been enacted.

While there are many difficulties, staff members have been working assiduously and as at October 2014, a total of 284 estates were closed, 2.7% below a Y-T-D target of 292. The in-house Backlog Section has also been making strides and has accounted for a significant amount of the cases closed; 125 of the 284 cases closed were as a result of the work of the Backlog Section.

In light of the matters identified above, 520 files have been targeted for closure during Year 1, with an increases in Years 2 and 3.

The Agency's proposed restructuring plan will provide additional Case Officers, effectively reducing the number of files allocated to each Case Officer. This will facilitate a faster turnaround time with respect to the Officer attending to each estate file. This should subsequently translate to an increase in the number of estates closed.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
TRUST ACCOUNTING			
7. ***Volume***: Number of estate accounts completed	***1,500***	*2,000*	**Automated*

KPI No. 7: The Agency maintains up-to-date records of all estates in its administration. Statements of Accounts are required in order to ascertain the financial position of each estate and particularly before the final distribution is made to beneficiaries. Updated

accounts are continuously prepared for both current and backlog files, and also for new estates, as soon as funds are received in relation to the estate.

The Agency is without a management information system and given this, the trust accounting process is manual. All day-to-day transactions are recorded daily and Statements of Accounts are prepared within an average of three days. Over the past three years however, the Agency embarked on a project to bring all backlog estate Statements of Accounts up-to-date. As a result of the success of this project, the Agency is able to prepare a Statement of Accounts within one to two days.

As at the end of October 2014, the Agency completed 824 estate accounts against a target of 700, a positive variance of 17.7%. An additional 217 was completed by a backlog project team resulting in a total year-to-date performance of 1,041 and a positive variance of 48.7%.

Due to the reduction in the average time to complete Statements of Accounts and the projected demands as a result of the amendments to legislation which is currently being reviewed, the target for year one will be an increase of 25%. For year 2, the projected increase is 30%, and by year 3, it is expected that there will be full implementation of the Trust and Estate Administration Software which would allow for automated Statements of Accounts.

STRATEGIC OBJECTIVE 2:

Optimize the net worth of each estate within the law to maximize the value that will accrue to beneficiaries.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
INVESTMENT			
8. ***Quality***: Average percentage return on investment (Estate Funds)	***6±2%***	*6±2%*	*6±2%*

KPI No. 8: Estate funds are prudently invested by the Agency to allow for the assets of the estates to be maximized. The investment process is such that it ensures that value is

obtained for the benefit of all creditors and beneficiaries, while ensuring that adequate liquidity is maintained to meet financial obligations of the estates throughout the year.

All cash assets of estates are invested in a Common Fund comprising of secured Government of Jamaica instruments which allows each estate to benefit from improved returns. At the end of October 2014, the Agency's estate investment portfolio stood at $2.199B, invested as follows: 3.62% in short-term instruments; 16.14% in medium-term instruments; and 80.25% in long-term instruments.

The average percentage return on investment as at October 31, 2014 was 6.83%, which is within the projected range of 6±2%.

As the post-NDX portfolio mix persists, it is projected that the average rate of return on investment for the three years of the Plan will remain within the region of 6±2%. This rate was determined with a fair level of confidence as 85% of the instruments in the portfolio are fixed rate instruments.

The small proportion of the portfolio that is in short-term instruments does not threaten the Agency's liquidity position as, over the past year, the fund has seen a 9.2% growth as a result of new estates being taken on and the collection of cash assets due to improved results in the receipt of Grants. The Agency could, if required, dispose of up to 50% of the portfolio that is in fixed rate long-term instruments to provide cash-flow support.

All investment related recommendations are evaluated by an Investment Committee and must be approved by the Chief Executive Officer.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
PROPERTY			
9. ***Efficiency***: Percentage of tenants against whom action taken to recover rent by the end of the third month in arrears	***95%***	*95%*	*95%*

KPI No. 9: As at October 2014, there were over 3,000 estate properties being managed by the Agency. These properties are located island-wide and approximately 50% have buildings.

Most of the properties are occupied by beneficiaries and 252 properties are occupied by 502 tenants paying a total annual rent of approximately $48.0M. To assist in the collection of rent, each rented property is manned by a property agent contracted by the Agency with the responsibility to collect rent and for general overseeing of the property.

Despite all efforts to collect rent, there are tenants who default in their payments resulting in rental arrears. Consequently, in an effort to achieve compliance with the rental agreements, the Agency would initiate action in accordance with the Rent Restriction Act. As at October 2014, year-to-date collection amounted to $24.3M, this is 88.7% of the total billings of $27.4M.

The Agency takes action against tenants in arrears and, as at October 2014, action was taken against over 97.4% of tenants for payment of rent in arrears and/or possession of property; 2.5% above the target of 95.0%. The Property Section has been working closely with the Legal Services Section in order to attain this target. The Agency ensures that legal action is taken against each tenant in arrears in a timely manner.

To enhance the collection process, the procedure now in place includes:

1. Sending demand letters to tenants who are one month in arrears advising that legal action will be initiated to recover the outstanding amounts if the debt is not settled;
2. Serving a Notice to Quit on delinquent tenants where no payment is received within a specified time;
3. Filing and serving Particulars of Claim on the delinquent tenants.

Efforts will be maintained in order to improve this performance and the Agency will continue to monitor properties to ensure compliance with rental agreements. With the pending legislation, the organization will be in a position to transfer more properties to beneficiaries.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
PROPERTY (con't ...)			
10. ***Efficiency***: Percentage of existing insurable properties insured by the renewal date (based on availability of funds)	***95%***	*95%*	*95%*

KPI No. 10: With approximately 50% of the property portfolio consisting of buildings, special care is being taken to protect these properties from all forms of risk. As a result, the properties are continuously maintained by the Agency; this includes ensuring that the insurable buildings are insured and repairs are effected where required, subject however to the availability of funds. Care has also been exercised to protect the properties from squatting and vandalism.

The insurance process for estates is carried out in accordance with the Government's procurement procedures, and includes securing the services of an Actuary to evaluate the submissions of Insurance Brokers and subsequently selecting the most appropriate insurance company.

The Agency will continue to ensure that all estate properties that are deemed insurable by industry standards are insured, subject to the availability of funds. Monies to effect insurance are usually obtained from estate assets or, if none is available within the estates, requests are often made of the beneficiaries to advance the requisite amounts. The proposed legislation will assist with closing multi-generational estates which will effectively lead to a reduction in the number of properties within the portfolio.

Additionally, the impending staff restructuring will provide resources to the Property Section which will allow for a reduction in the large number of properties assigned to each Property Officer. It will also enable the assignment of a designated Property Officer to carry out duties relating to obtaining in-house administrative functions including property insurance and allowing the Property Officers more time to carry out their field work.

STRATEGIC OBJECTIVE 3:

Review the effectiveness of legislation and make recommendations for amendments to further enable achievement of the Agency's objectives.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
LEGAL AND POLICY REFORM			
11. ***Efficiency***: Review and submit recommendations to amend relevant legislation	***October 30***	*October 30*	*October 30*

KPI No. 11: Legal Reform is monitored by an internal Legal Reform Committee which reviews legislation relevant to the Agency and proposes reforms or amendments which will facilitate greater efficiencies in the performance of its statutory duties.

Since 2012/2013, there has been substantial activity in advancing proposals for the reform of the Administrator-General's Act and, in general, the Law of Succession. Amendments were proposed to the MOJ for specific legislation to be enacted regarding a solution to estates with multi-generational issues that cannot be readily solved under the law as it now stands.

One of the major amendments to the Administrator-General's Act will facilitate the administration and closure of 'multi-generational estates' which now form the majority of estates in backlog. These are estates where the primary estate has been in administration for over 25 years and in the interim beneficiaries of that estate have died. Further there is no representation in the secondary estate and sometimes in a tertiary estate. The AG cannot therefore close the primary estate or secondary estate as the case may be as there is no representative to receive distribution of the portion due from the primary or subsequent estate. A large percentage of the multi-generational estates have realty and the amendment will facilitate distribution of the realty which will redound to the growth of the economy.

Another major proposed amendment will remove the need for the AG to apply for a Grant of Administration from the Court in the case of intestate estates which have minor beneficiaries. This requirement is to be replaced by empowering the AG to issue an

"Instrument of Administration" which will have the same legal authority and status as a Grant issued by the Court. The AG, when able to generate such an Instrument will have the advantage of early administration of an estate thereby facilitating more timely distribution of property and estate closures.

The proposed amendments have now been examined and approved by the Legislation Committee and the Honourable Minister is to take the Bill to Cabinet to obtain approval for it to be tabled in Parliament.

STRATEGIC OBJECTIVE 4:

Provide strategic planning and direction and ensure the cost-effectiveness of the Agency's operations through prudent financial management.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
FINANCE			
12. ***Efficiency***: Staff costs managed within budget	***$270.167M***	*$277.401M*	*$284.316M*

KPI No. 12: As at October 2014, staff costs amounted to $107.76M against a projected Y-T-D total of $123.982M, a positive variance of 13.1%. The savings year to date is as a result of unpaid provision for increment, Incentive and gratuity.

The projected staff cost for 2015/2016 of $270.167M is 27.1% over the budgeted amount of $212.544M for 2014/2015. The increase is primarily as a result of provision for an increase in staff complement arising out of the restructuring of the Agency being undertaken by the CMD of the Ministry of Finance and Planning. The staff costs were also adjusted by normal increment provision. Staff costs remain the major cost of the Agency and during 2015/2016 it is projected to be 83.0% of the total recurrent budget.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
FINANCE (con't ...)			
13. ***Efficiency***: Agency's budget managed effectively	***$399.700M***	*$379.121M*	*$371.386M*

KPI No. 13: As at October 2014, the Agency spent $132.67M of the Y-T-D projected of $186.48M; a positive variance of 28.9%.

All budgeted expenditure for 2014/2015 is expected to be undertaken by the end of the year, with the exception of the full implementation of TEMS. Expenditure during this financial year on this item will depend on the outcome of the work being undertaken by eGov Jamaica Ltd. As a result of the uncertainty, the projections for 2015/2016 assumes no further expenditure on TEMS during 2014/2015 and the allocation will therefore be brought forward to 2015/2016.

The projected expenditure of the Agency for 2015/2016 is $399.700M which is $80.02M or 25.03% above the 2014/2015 projection. The major contributors to the increase are Staff Costs ($57.50M), Rent for additional space ($6.62M) and purchase of Capital Goods, primarily TEMS, a replacement motor vehicle for property visits and computers for new staff members ($14.50M).

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
FINANCE (con't ...)			
14. ***Volume***: Revenue Earned	***$115.200M***	*$119.700M*	*$124.800M*

KPI No. 14: The projection for 2015/2016 is $115.200M compared with $102.00M for 2014/2015. Revenue earned up to October 2014 amounted to $76.23M against a projection of $59.50M, a positive variance of 28.1%.

The Agency's revenue is earned from fees charged to estates for the administrative functions carried out. These include 6% Commission, Legal Fees and Investment Fees. The

projected increase in revenue is due to the expectation of improved collection of legal fees resulting from an improvement in the receipt of Grants. Additional revenue is also expected over the life of the Plan due to the projected increase in closure of estate files, thereby allowing for the recovery of fees due to the Agency.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
CORPORATE AFFAIRS			
15. ***Efficiency***: Business Plan to be submitted to the Ministry of Justice	***November 30***	*November 30*	*November 30*

KPI No. 15: The Agency will begin its planning process within the second quarter of each year to ensure that its business plan is submitted to the Ministry of Justice in accordance with the requirements.

The preparation of the business plan is an important process as it outlines the strategic direction of the Agency and defines the medium to long-term goals and objectives of the Agency. Submission in November of each year facilitates discussions with the parent Ministry for the finalization of the Plan for the next financial year.

STRATEGIC OBJECTIVE 5:

Develop the electronic environment and integrate critical business processes to ensure improved efficiency, productivity and security of information.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
INFORMATION TECHNOLOGY			
16. ***Efficiency***: Procure services of estate management software developer *(Actual procurement based on availability of funds)*	***March 31***	*Implementation*	*Implementation*

KPI No. 16: The features and functionality of the trust administration software that the Agency now uses, only facilitates approximately 30% of the functionality required to address the administration of estates. The Agency has implemented a number of stand-alone databases to assist in managing its business processes and activities, however, the estate accounting process remains manual.

The stand-alone databases have been organised so that they provide an extension of the functionality of the trust administration software currently being used, and allow for an integration of some of the business processes. This however is temporary and does not provide the Agency with the much needed comprehensive management information system which will raise the level of efficiency within the Department.

Over the past three (3) years, the Agency had three (3) unsuccessful procurement exercises to implement a Trust & Estate Management Software (TEMS) that will computerize the entire estate management operation. The application will integrate internal and external management information including areas such as, estate management, property management, legal services, and trust accounting across the entire organization for greater efficiency.

There seems to be no jurisdiction with appropriate trust administration software to suit our requirements as their laws and practices are different from those of Jamaica. There are several public trustee offices within the Commonwealth that are also experiencing difficulties in identifying similar software.

The Agency has since engaged the services of eGov Jamaica Limited (eGov) to conduct research and provide recommendations on how to proceed with the procurement. The final report is to be completed by eGov in January 2015.

There is confidence that this approach will result in the Agency identifying a comprehensive software solution to be implemented in the 2015/2016 Financial Year.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
INFORMATION TECHNOLOGY (con't ...)			
17. ***Efficiency***: Review and make recommendations for Information and Communications Technology (ICT) infrastructure improvement	***Report to be submitted by October 14***	*Report to be submitted by October 14*	*Report to be submitted by October 14*

KPI No. 17: The objective of a review of the Information and Communications Technology (ICT) infrastructure is to support the Agency in its transformation through the improvement of core ICT infrastructure. This will allow for recommendations to be made for further development of the Agency's ICT infrastructure and to make provisions for any foreseeable growth in size, complexity and service offerings.

This will enable the provision of a more efficient client-service, thereby contributing to improved performance, customer satisfaction and the long-term growth and development of the Agency.

The next phase in the Agency's infrastructure upgrade is the implementation of virtual desktops. Virtual Desktop Infrastructure, or VDI, refers to the process of running a user desktop inside a virtual machine that resides on a server in the datacentre. It is a powerful form of desktop virtualization because it enables fully personalized desktops for each user with all the security and simplicity of centralized management. This will overtime eliminate the need to purchase large quantities of desktop computers, thereby reducing costs.

We are currently procuring hardware items to facilitate the implementation of ten (10) VDIs. These will be deployed to staff members with extremely old, obsolete and outdated computers. This phase should be completed by the end of the fourth quarter in the 2014/2015 financial year.

By the first year of the Plan, at least 20% of staff members will be equipped with the VDI technology. By the end of 2018, the intention is to have all staff using VDI.

The Agency is committed to ensuring that a robust MIS hardware infrastructure exists, leveraging the power of ICT to ensure that core services are delivered in an efficient manner and the strategic objectives of the Agency are met.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
INFORMATION TECHNOLOGY (con't ...)			
18. ***Efficiency***: Percentage of Agency's approved data set backup	**At least 95%**	At least 95%	At least 95%

KPI No. 18: It is necessary to ensure that the Agency's mission-critical data, essential for the ongoing operation of the Agency, is secured and available for use. The Agency has implemented policies and procedures to ensure that its data is secured and can be recovered in the event of loss.

To provide for ongoing availability of data, the Agency makes regular backup and stores these both onsite and at remote locations, nearby and outside the island.

As at October 2014, the Agency had maintained regular backup of the data via the cloud, offsite (locally) and in-house and for the life of the Plan, the Agency will continue to use the same methods.

The onsite and nearby locations will allow for quick access for the recovery of data impacted by a disk drive failure. The remote location will ensure that the data will be recoverable in the event of a major disaster within the island. The IT Section will develop processes to ensure that data can be recovered in a timely manner.

STRATEGIC OBJECTIVE 6:

Provide a highly functional work environment where staff members are competent, properly equipped and motivated to perform at the highest level.

ORGANIZATIONAL STRUCTURE

The output of the Agency is highly dependent on the staff complement and the quality of the work conducted. The Agency has been consistently delivering at a high level. However, efforts are hampered by the shortage of staff in key areas to manage the high volume and technical work that must be carried out.

In May 2012, the Agency commenced work with the Corporate Management and Development division (CMD) of the Ministry of Finance and Planning (MOF&P) to restructure the organization. In June 2014, the Agency signed off on a new organizational structure, where the proposal included the introduction of additional members of staff. Negotiations continue with the MOF&P and it is hoped that this will be concluded in early 2015.

Once approval is granted for new members of staff, subject to the availability of funds, recruitment will commence in the 2015/2016 financial year. It is anticipated that the increase in the cadre of staff will provide greater output and improved efficiency throughout the Agency.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
HUMAN RESOURCE			
19. ***Quality***: Percentage of staff receiving an average of 3 hours training.	***70%***	*75%*	*75%*

KPI No. 19: As at the end of October 2014, 48.2% of staff members had received an average of 3 hours or more training in accordance with the training plan which was developed for the financial year.

Areas of training emphasized were Legal, Financial, Information Technology and Personal Development. In order to address the budgetary constraints, a number of courses were conducted in-house by staff members and the Agency has benefitted from inclusion in the training sessions organized by the Ministry of Justice.

The Agency continues to benefit from the participation of staff members at these courses with 100% of the staff exceeding the competency target level of 96%. The training courses planned for the remainder of the 2014/2015 financial year will be effected.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
HUMAN RESOURCE (con't ...)			
20. ***Efficiency***: Complete staff satisfaction survey	***January 29***	**-**	*January 29*

KPI No. 20: The completion of a staff satisfaction survey provides the Agency with an opportunity to receive feedback from its members of staff, such as concerns and ideas for the Agency to consider. The survey will be conducted where respondents will remain anonymous, thereby allowing for confidential and independent feedback. Such an approach is quantifiable and in keeping with the best practices related to employee management.

The Agency has consistently approached this exercise with openness and transparency, in an attempt to ensure maximum participation and garner valuable feedback. On average, this exercise is conducted biennially and has been appreciated by members of staff as a complementary outlet for comments, in keeping with the open door policy of the Agency. As a result, it is expected that members of staff will utilize the survey to continue providing useful information that will benefit the Agency in carrying out its mandate.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
HUMAN RESOURCE (con't ...)			
21. ***Efficiency***: Complete annual performance appraisals for employees	***July 31***	*July 1*	*June 1*

KPI No. 21: For the second year in a row, the management team was fully compliant with the completion and subsequent submission of the annual performance appraisals for employees having met the deadline of July 31, 2014. This timely evaluation enables the Agency to identify the training needs of the staff.

During the previous financial year, 2013/2014, the Agency commenced a review of its appraisal instrument. The review was concluded in 2014/2015 resulting in a more streamlined approach to target-setting and analysis, with greater clarity being introduced along each step. This has facilitated better understanding of what is required by the Agency, the Sections within the Agency and the individual staff members.

In 2015/2016, the Agency will complete the annual performance appraisals for employees by July 31, and a projection for earlier submission dates within the remaining two years of the Plan as further efficiencies are developed. This should facilitate even earlier evaluations of members of staff, which will in turn provide opportunities for management interventions to address technical competence and any other area highlighted.

KEY PERFORMANCE INDICATOR	2015/2016	2016/2017	2017/2018
ADMINISTRATION			
22. ***Efficiency***: Renew the Agency's insurance policy	***April 30***	*April 30*	*April 30*

KPI No. 22: The Agency is cognizant of its responsibility to protect and secure the assets of the organization thereby minimizing risk. It is therefore important to ensure that the necessary insurance coverage is in place. The areas covered by the Agency's insurance

policy include fixed assets, motor vehicles, loss of money and employer's liability, to name a few.

The renewal process is one of the largest procurement activities carried out in-house. The Agency ensures that it remains compliant with all procurement rules and regulations as outlined in the Handbook of Public Sector Procurement Procedures – "Procedures for the Procurement of General Insurance Services".

The Agency will continue to exercise good judgment and sound decision-making in the protection of its assets, while also ensuring that the assets are kept in optimal working condition, effectively reducing the associated risks.

In financial years 2016/2017 and 2017/2018, the Agency will continue to be prudent in the management and security of its assets.

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8.0 BUDGETED EXPENDITURE & REVENUE FORECAST

FINANCIAL YEARS 2015/2016 TO 2017/2018

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ADMINISTRATOR-GENERAL'S DEPARTMENT

BUDGETED EXPENDITURE STATEMENT F/Y's 2015/2016 – 2017/2018

(with Expenditure Outlays for F/Y 2014/2015)

Object Classification	Budget 2014/15	Actual Exp. To Oct.'14	Projected to 31 Mar '15	F/Y 2015/16	F/Y 2016/17	F/Y 2017/18
21. Compensation of Employees						
Monthly	$ 136,661,000	$ 79,043,416	$ 68,500,000	$ 188,400,000	$ 193,784,000	$ 200,391,440
Fortnightly	$ 4,850,000	$ 1,839,273	$ 1,55,000	$ 5,350,000	$ 5,537,250	$ 5,731,054
Statutory Ded. (Employer's NIS)	$ 2,550,000	$ 1,573,625	$ 1,250,000	$ 3,937,500	$ 3,937,500	$ 3,937,500
Statutory Ded. (Employer's NHT)	$ 4,797,000	$ 2,474,385	$ 1,875,000	$ 6,268,500	$ 8,466,638	$ 6,525,675
Gratuity & Terminal Grant	$ 10,000,000	$ 2,049,439	$ 10,500,000	$ 7,500,000	$ 6,500,000	$ 7,500,000
Incentive	$ 12,000,000	$ -	$ 12,500,000	$ 12,800,000	$ 13,000,000	$ 14,000,000
Pension Contribution (Employer)	$ 7,800,000	$ 3,595,989	$ 3,550,000	$ 8,400,000	$ 9,300,000	$ 9,300,000
Temporary & Relief	$ 2,400,000	$ 995,154	$ 2,800,000	$ 2,400,000	$ 2,400,000	$ 2,400,000
Contract Labour	$ 4,000,000	$ 2,058,000	$ 1,500,000	$ -	$ -	$ -
Group Life Insurance	$ 1,000,000	$ 481,471	$ 400,000	$ 1,300,000	$ 1,352,000	$ 1,406,080
Professional Allowances	$ 3,986,000	$ 1,916,839	$ 1,500,000	$ 4,65,000	$ 4,000,000	$ 4,000,000
TOTAL	**$ 190,044,000**	**$ 96,027,592**	**$ 105,925,000**	**$ 241,009,000**	**$ 248,277,388**	**$ 255,191,749**

Object Classification	Budget 2014/15	Actual Exp. To Oct.'14	Projected to 31 Mar '15	F/Y 2015/16	F/Y 2016/17	F/Y 2017/18
22. Travel Expenditure & Subsistence						
Upkeep	$ 18,000,000	$ 9,775,438	$ 7,500,000	$ 24,524,000	$ 24,524,000	$ 24,524,000
Subsistence	$ 500,000	$ 263,916	$ 200,000	$ 600,000	$ 600,000	$ 600,000
Mileage, Taxi fare	$ 2,500,000	$ 1,120,082	$ 1,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000
Foreign Travel	$ 1,500,000	$ -	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000
TOTAL	**$ 22,500,000**	**$ 11,159,436**	**$ 9,200,000**	**$ 29,124,000**	**$ 29,124,000**	**$ 29,124,000**
23. Rental						
Property	$ 16,500,000	$ 9,640,575	$ 6,900,000	$ 21,100,000	$ 21,600,000	$ 22,100,000
Parking	$ 2,400,000	$ 7,750	$ 2,310,000	$ 2,900,000	$ 2,900,000	$ 2,900,000
TOTAL	**$ 18,900,000**	**$ 9,648,325**	**$ 9,210,000**	**$ 24,000,000**	**$ 24,500,000**	**$ 25,000,000**
24. Public Utilities						
Electricity	$ 5,500,000	$ 2,794,323	$ 2,880,000	$ 6,000,000	$ 6,500,000	$ 7,000,000
Telephone - Line	$ 1,000,000	$ 525,513	$ 375,000	$ 1,200,000	$ 1,200,000	$ 1,200,000
Telephone - Cellular	$ 300,000	$ 81,373	$ 100,000	$ 500,000	$ 500,000	$ 500,000
Telephone - Internet & Backup	$ 1,400,000	$ 952,527	$ 800,000	$ 1,750,000	$ 1,750,000	$ 1,750,000
TOTAL	**$ 8,200,000**	**$ 4,353,736**	**$ 4,155,000**	**$ 9,450,000**	**$ 9,950,000**	**$ 10,450,000**

Object Classification	Budget 2014/15	Actual Exp. To Oct.'14	Projected to 31 Mar '15	F/Y 2015/16	F/Y 2016/17	F/Y 2017/18
25. Purchase of Goods & Services						
Stationery	$ 600,000	$ 427,438	$ 200,000	$ 650,000	$ 650,000	$ 700,000
Advertising & Public Relations	$ 600,000	$ 92,050	$ 500,000	$ 1,200,000	$ 700,000	$ 700,000
Food & Drink	$ 600,000	$ 273,160	$ 400,000	$ 600,000	$ 600,000	$ 600,000
Subscriptions to Professional Magazines	$ 600,000	$ 191,023	$ 400,000	$ 600,000	$ 600,000	$ 600,000
Computer Supplies & Repairs	$ 1,000,000	$ 697,648	$ 400,000	$ 1,000,000	$ 800,000	$ 800,000
Printing	$ 600,000	$ 182,099	$ 450,000	$ 600,000	$ 600,000	$ 600,000
Computer Software Maintenance	$ 4,005,000	$ 2,185,171	$ 2,400,000	$ 4,447,000	$ 4,500,000	$ 4,500,000
Furniture & Equipment Repairs	$ 500,000	$ 574,052	$ 150,000	$ 500,000	$ 500,000	$ 500,000
Official Entertainment - CEO	$ 100,000	$ 81,638	$ 20,000	$ 100,000	$ 100,000	$ 100,000
Petrol, oil and Lubricants	$ 800,000	$ 527,291	$ 400,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Insurance of Assets	$ 750,000	$ 651,740	$ 100,000	$ 850,000	$ 850,000	$ 850,000
M/V Maintenance & Repairs	$ 720,000	$ 239,247	$ 520,000	$ 800,000	$ 800,000	$ 800,000
Security Services	$ 660,000	$ 387,797	$ 350,000	$ 720,000	$ 720,000	$ 720,000
Refund of Tuition Cost	$ 750,000	$ -	$ 750,000	$ 750,000	$ 750,000	$ 750,000
Training	$ 1,000,000	$ 385,000	$ 500,000	$ 1,000,000	$ 1,000,000	$ 1,000,000

Object Classification	Budget 2014/15	Actual Exp. To Oct.'14	Projected to 31 Mar '15	F/Y 2015/16	F/Y 2016/17	F/Y 2017/18
Other Purchases – Goods & Services	$ 1,400,000	$ 858,532	$ 600,000	$ 1,400,000	$ 1,400,000	$ 1,400,000
Armoured Security Service	$ 350,000	$ 150,852	$ 175,000	$ 300,000	$ 300,000	$ 300,000
Postage	$ 500,000	$ 286,198	$ 250,000	$ 600,000	$ 600,000	$ 600,000
Estate Backlog Project	$ 700,000	$ 208,363	$ 400,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Professional Services	$ 2,500,000	$ 1,030,512	$ 2,300,000	$ 2,500,000	$ 2,500,000	$ 2,500,000
SUB-TOTALS	**$ 18,735,000**	**$ 9,429,810**	**$ 11,265,000**	**$ 20,617,000**	**$ 19,970,000**	**$ 20,020,000**
TOTAL RECURRENT	**$ 258,379,000**	**$ 130,618,901**	**$ 139,755,000**	**$ 324,200,000**	**$ 331,821,388**	**$ 339,785,749**
31. Purchase of Capital Goods (*To be funded through Excess Revenue and Depreciation Provisions***)**						
Motor Vehicle	$0.00	$0.00	$0	$3,500,000	$4,000,000	$4,000,000
Development of Estate Administration Software	$55,000,000.00	$0.00	$55,000,000	$57,000,000	$34,500,000	$23,000,000
Computer Hardware	$4,500,000.00	$1,020,495.84	$3,400,000	$8,500,000	$6,000,000	$4,000,000
Refurbishing	$1,000,000.00	$0.00	$1,000,000	$5,000,000	$2,000,000	$100,000
Furniture & Office Equipment	$500,000.00	$67,412.52	$450,000	$1,500,000	$800,000	$500,000
SUB-TOTALS	$61,000,000.00	$1,087,908.36	$59,850,000	$75,500,000	$47,300,000	$31,600,000
GRAND TOTAL	**$319,379,000.00**	**$131,706,809.19**	**$199,605,000**	**$399,700,000**	**$379,121,388**	**$371,385,749**

Revenue Forecast

Revenue Items	Budget 2014/15	Actual as at 31-Oct-14	Projected to 31-Mar-15	Budget 2014/15	Budget 2015/16	Budget 2016/17
Investment Fee	$ 50,000,000	$ 36,687,910	$ 22,500,000	$ 55,000,000	$ 55,000,000	$ 55,000,000
Investment Interest - 6%	$ 6,500,000	$ 5,099,868	$ 3,250,000	$ 7,500,000	$ 7,000,000	$ 7,000,000
6% Commission - Others	$ 18,000,000	$ 14,008,259	$ 7,500,000	$ 20,000,000	$ 20,000,000	$ 25,000,000
Legal	$ 25,000,000	$ 19,280,757	$ 6,000,000	$ 30,000,000	$ 35,000,000	$ 35,000,000
Administration Fees	$ 1,800,000	$ 963,000	$ 750,000	$ 2,000,000	$ 2,000,000	$ 2,000,000
Property Administration	$ 500,000	$ 182,263	$ 400,000	$ 500,000	$ 500,000	$ 600,000
Business Assets Monitoring Fee	$ 200,000	$ -	$ 100,000	$ 200,000	$ 200,000	$ 200,000
TOTAL	**$ 102,000,000**	**$ 76,222,056**	**$ 40,500,000**	**$ 115,200,000**	**$ 119,700,000**	**$ 124,800,000**

How will the Budget be funded:

	Budget	Funding/Ceiling	Arrears
From MoF & P	$ 231,500,000	$ -	$ 231,500,000
From A-I-A	$ 115,200,000	$ 115,200,000	$ -
Estate Revolving Fund & Transportation Reimbursements	$ 3,000,000	$ 3,000,000	$ -
Excess Revenue & Provisions	$ 50,000,000	$ 50,000,000	$ -
TOTAL	**$ 399,700,000**	**$ 168,200,000**	**$ 231,500,000**

9.0 MEASUREMENT AND EVALUATION OF ORGANIZATIONAL PERFORMANCE

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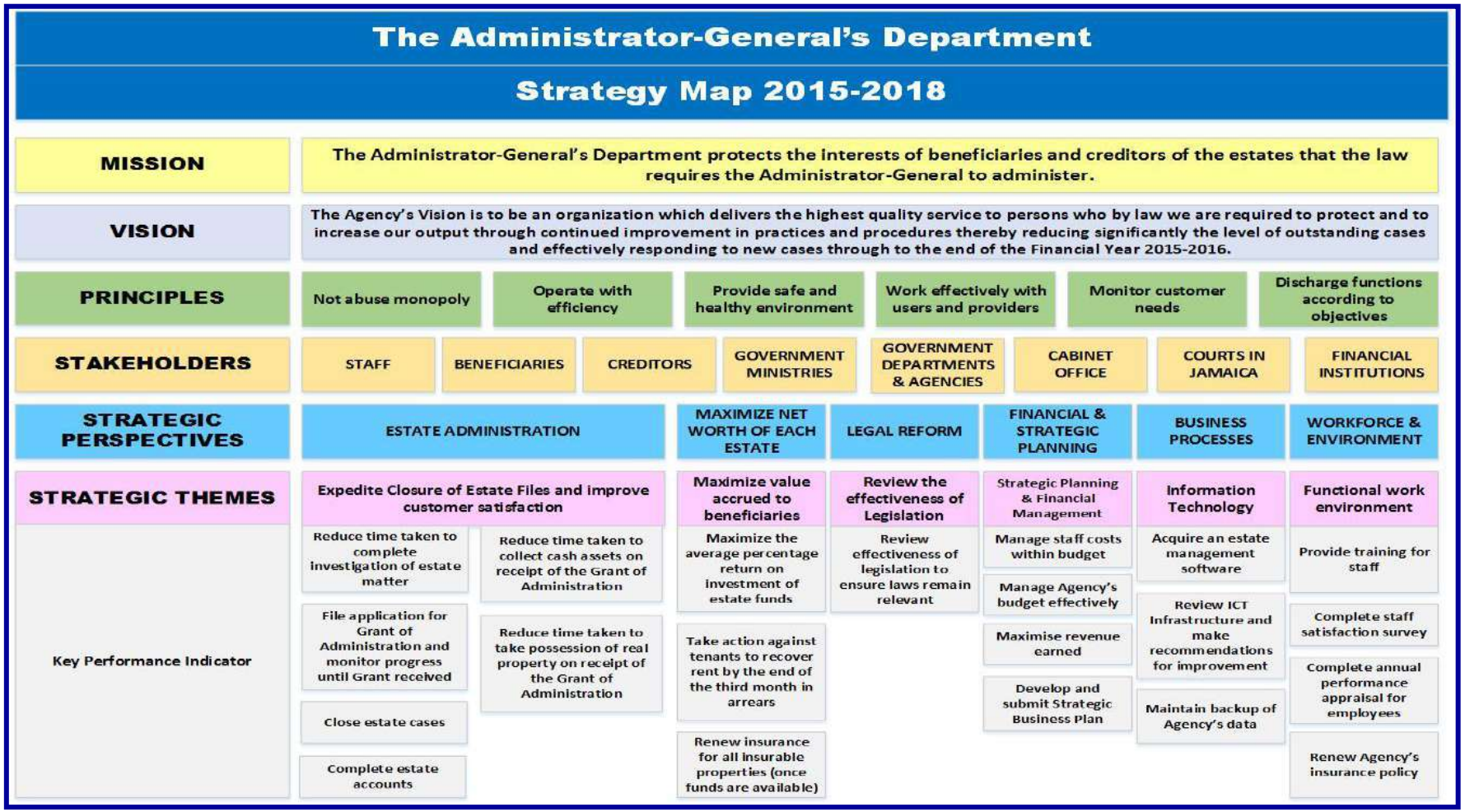
9.0 MEASUREMENT AND EVALUATION OF ORGANIZATIONAL PERFORMANCE

9.1 STRATEGY MAP



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9.2 MONITORING PLAN

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2013/2014)	Departmental- level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2015/2016)		Year (2016/2017)		Year (2017/2018)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Estate Administration	Investigations Completed	Investigations completed within an average of 8.83 weeks	Complete investigations for 90% of the cases from date of receipt of Form of Particulars reporting death	16 weeks	Monthly	16 weeks	Monthly	16 weeks	Monthly	- Managers' progress reports
	Letters of Administration	Applications for Grant of Letters of Administration lodged within an average of 1.57 weeks	Percentage of applications referred for Grant of Letters of Administration filed within 15 working days.	85%	Monthly	85%	Monthly	90%	Monthly	- Executive's progress reports
		181 Grants of Letters of Administration received	Number of Grants of Letters of Administration received	120	Monthly	130	Monthly	140	Monthly	- Executive's progress reports -
	Assets Collected	On average, 6.68 weeks taken to collect cash assets from date of receipt of Grant of Letters of Administration	Time taken within 90% of the estates to submit request to institution for each confirmed cash asset from date of receipt of Grant of Letters of Administration	2 weeks	Monthly	2 weeks	Monthly	2 weeks	Monthly	- Managers' progress reports

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2013/2014)	Departmental- level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2015/2016)		Year (2016/2017)		Year (2017/2018)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
	Assets Collected	On average, 1.12 weeks taken to take formal possession from date of receipt of Grant of Letters of Administration	Time taken within 90% of the estates to take formal possession from date of receipt of Grant of Letters of Administration	2.5 weeks	Monthly	2.5 weeks	Monthly	2.5 weeks	Monthly	- Site visits - Managers' progress reports
	Estates Closed	710 cases closed	Number of cases closed.	500	Monthly	550	Monthly	620	Monthly	- Managers' progress reports
	Trust Accounting	1371 estate accounts completed	Number of estate accounts completed.	1500	Monthly	2000	Monthly	Automated	Monthly	- Manager's progress reports
	Return on Investment	Average return on investment was 6.80%	Average percentage return on investment – Estate Funds.	*6±2%*	Monthly	*6±2%*	Monthly	*6±2%*	Monthly	- Investment schedules - Manager's progress reports
	Property managed	Action taken to recover rent taken against 98.56% of the tenants who were in arrears by the end of the third month.	Percentage of tenants against whom action taken to recover rent by the end of the third month in arrears.	*95%*	Monthly	*95%*	Monthly	*95%*	Monthly	- Manager's progress reports
		100% of insurable properties insured (based on availability of funds)	Percentage of existing insurable properties insured by the renewal date (based on availability of funds)	95%	Monthly	95%	Monthly	95%	Monthly	- Insurance coverage report - Manager's progress reports

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2013/2014)	Departmental- level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2015/2016)		Year (2016/2017)		Year (2017/2018)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Legal Reform	Proposed legislative reform	Reports regarding the progress of legislative reform provided at the end of each quarter	Review and submit recommendations to amend relevant legislation	October 30	Annually	October 30	Annually	October 30	Annually	- Executive's progress reports
Strategic Planning & Financial Management	Staff costs	Staff costs amounted to $198.6M against a budget of $202.15M	Staff costs managed within budget	$270.167M	Monthly	$277.401M	Monthly	$284.316M	Monthly	- Manager's progress reports - Monthly Financial Statement
	Agency's budget	Expenses amounted to $198.6M against a budget of $202.15M	Agency's budget managed effectively	$399.700M	Monthly	$379.121M	Monthly	$371.386M	Monthly	- Manager's progress reports - Monthly Financial Statement
	Revenue	Total of $118.7M earned against a projection of $94.5M	Revenue Earned	$115.200M	Monthly	$119.700M	Monthly	$124.800M	Monthly	- Manager's progress reports - Monthly Financial Statement
	Business Plan submitted	Business Plan submitted on January 15, 2014	Business Plan to be submitted to the Ministry of Justice	November 30	Annually	November 30	Annually	November 30	Annually	- Business Plan
Integrated Business processes	Estate management software developer	This was not assessed during the period. Deferral approved by Permanent Secretary	Procure services of estate management software developer (Actual procurement based on availability of funds)	March 31	Monthly	Implementation	Monthly	Implementation	Monthly	- Manager's progress reports

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2013/2014)	Departmental- level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2015/2016)		Year (2016/2017)		Year (2017/2018)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
	Information and Communications Technology (ICT) infrastructure & submitted	Report submitted on October 7, 2013	Review and make recommendations for Information and Communications Technology (ICT) infrastructure improvement	Report to be submitted by October 14	Annually	Report to be submitted by October 14	Annually	Report to be submitted by October 14	Annually	- Manager's report
Work Environment	Trained staff	92% of staff receiving an average of 3 hours training	Percentage of staff receiving an average of 3 hours training	70%	Monthly	*75%*	Monthly	*75%*	Monthly	- Executive's progress reports
	Performance appraisals	Annual appraisals completed by July 31, 2014	Complete annual performance appraisals for employees	July 31	Annually	July 1	Annually	June 1	Annually	- Appraisal reports

APPENDICES

PROCUREMENT PLAN

FINANCIAL YEARS 2015/2016 TO 2017/2018

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APPENDIX – PROCUREMENT PLAN

Ref. No.	Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Pre-qualification Y / N	Proc. Method [1]	Estimated dates			Status & Comments [2]
				GOJ	External Funding		Self-Financed	Total			Publication	Award	Start	
					Loans	Grants								
25	Stationery			650,000.00				650,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Advertising & Public Relations			1,200,000.00				1,200,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Food and Drink			600,000.00				600,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Subscription to Professional Magazines			600,000.00				600,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Software Maintenance			4,447,000.00				4,447,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	Ongoing Contract
25	Other Asset Maintenance			2,300,000.00				2,300,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Official Entertainment-CEO			100,000.00				100,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Petrol, Oil and Lubricants			1,000,000.00				1,000,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Insurance			850,000.00				850,000.00	N	LT	Q1	Q1	Q1	Already Awarded
25	Security Services			720,000.00				720,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	Already Awarded
25	Refund of Tuition Cost			750,000.00				750,000.00	N	n/a	Q1-Q4	Q1-Q4	Q1-Q4	
25	Training			1,000,000.00				1,000,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Other Purchases of Goods and Services			1,400,000.00				1,400,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	

Ref. No.	Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Pre-qualification Y / N	Proc. Method [1]	Estimated dates			Status & Comments [2]
				GOJ	External Funding		Self-Financed	Total			Publication	Award	Start	
					Loans	Grants								
25	Armoured Security Service			300,000.00				300,000.00	N	LT	Q1	Q2	Q2	Already Awarded
25	Postage			600,000.00				600,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Estate Backlog Project			1,000,000.00				1,000,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Professional Fees			500,000.00				500,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Risk Management Consultant			1,000,000.00				1,000,000.00	N	LT	Q1	Q2	Q2	
25	Audit Committee			300,000.00				300,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Legal fees/ Consultation			700,000.00				700,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	Already contracted
25	Performance Appraisal Consultant			0.00				0.00	N	LT	Q1	Q2	Q2	
25	Printing			600,000.00				600,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
31	Development of Trust Estate Management Software			57,000,000.00				57,000,000.00	Y	LT	Q1	Q2	Q4	NCC Approved
31	Scanner		1	0.00				0.00	N	LT	Q2	Q3	Q3	
31	Computer Equipment			8,500,000.00				8,500,000.00	N	LT	Q1	Q1	Q1	
31	Refurbishing			5,000,000.00				5,000,000.00	N	LT	Q1	Q1	Q1	
31	Furniture and Office Equipment			1,500,000.00				1,500,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
31	Motor Vehicle		1	3,500,000.00				3,500,000.00	N	LT	Q2	Q3	Q3	
				96,117,000.00				**96,117,000.00**						

KEY: [1] Open Framework (OF), Closed Framework (CF), ITB, ICB, LCB, RFP, RFQ (shopping), Sole Source
[2] (P)Pending, (PR)Processing, (A) Awarded, (C) Cancelled or other comments specific to the programme/project

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