

# THE NATIONAL GALLERY OF THE CAYMAN ISLANDS

ANNUAL REPORT AND ACCOUNTS  
31 DECEMBER 2020



## Table of Contents

|                                                              |    |
|--------------------------------------------------------------|----|
| FOREWORD: .....                                              | 2  |
| ABOUT US.....                                                | 3  |
| Nature and Scope of Activities.....                          | 3  |
| Governance .....                                             | 6  |
| Our People .....                                             | 7  |
| MANAGEMENT DISCUSSION AND ANALYSIS .....                     | 9  |
| Highlight of Achievements and Output Delivery Analysis ..... | 9  |
| Economic Assessment for Past Year .....                      | 40 |
| Risk Management .....                                        | 41 |
| Financial Position and Analysis .....                        | 42 |
| Scrutiny by Parliament and Public .....                      | 44 |
| Internal and External Audit Updates .....                    | 45 |
| Cross Government Commitments .....                           | 45 |
| Forward Looking .....                                        | 46 |
| Appendix: Audited Financial Statements 2020.....             | 47 |

## FOREWORD:

This Annual Report of the National Gallery of the Cayman Islands (NGCI) outlines the organizations performance for the period 01 January, 2020 to 31 December, 2020.

The requirement for an Annual Report is prescribed under section 52 of the Public Management and Finance Act (2020 Revision) ("PMFL").

The annual report covers three main areas:

- Delivery of Outputs: GAL 1, 2, 3 & 4 (expanded below);
- Financial performance; and
- Governance.

The Delivery of Outputs section outlines the contributions made by NGCI in furtherance of the Government's policy outcome goals. It also includes additional Outputs funded through private sector partnerships that are outside of the Government commitment in order to show the full scope of NGCI programming and services throughout the year. The report also provides commentary which explains material variances in performance when compared to budget in the Output Delivery Analysis.

The financial performance section shows the financial resources NGCI was afforded in the 2020 budget and the inputs purchased to provide services. The financial performance is presented in the form of financial statements prepared in accordance with International Public Sector Accounting Standards (IPSAS) and the supporting notes to those financial statements.

The report also includes a section on Governance which outlines NGCI's efforts in the areas of risk management, audit, and freedom of information.

Note: The COVID-19 pandemic and related four-month lockdown period affected the National Gallery's Outputs submission for 2020 although, as NGCI was quick to adapt services online, we were able to mitigate disruption to services and actually expand audience engagement during this period, despite the physical site being closed. The Annual Report reflects how the agreed 2020 Outputs were adapted and carried out virtually throughout the lockdown period, in addition to programmes being adapted to meet the new social distancing requirements for the public, and the new requirements of the school system through 2020. It is not anticipated that 2021 Outputs will be further affected.

# ABOUT US

## Nature and Scope of Activities

The National Gallery of the Cayman Islands (NGCI, Gallery or National Gallery) is the country's leading art museum and visual art education venue, committed to providing innovative, creative programming and a multidisciplinary approach to the presentation, interpretation and collection of the artistic expressions of our history and current times. This mandate is achieved through a variety of activities that aim to reach all members of the Cayman Islands community and the visiting public including: outreach programmes, educational programmes, exhibitions, youth programmes, events, workshops, teacher training, school collaborations, art collections, lending library and educational lectures.

2020 marked NGCI's ninth year in our new purpose-built home on the Esterley Tibbetts Highway. This was a highly unusual year owing to the COVID-19 Pandemic restrictions and having to close our doors to the public from March 19 – July 23, 2020, with footfall reflecting this closure. In total we welcomed approximately 13,000 to the facility (compared to 24,675 visitors in 2019). However, NGCI adapted to closure quickly and provided extensive online programming and virtual exhibitions in 2020 which will be addressed in greater details below. As a result we saw general visits to the website increasing by 100%, with some specific sections (such as our Collections pages) increasing as much as 1361%.

The NGCI team (which reduced in scope to seven persons and one intern from September 2020) ensured that the programmes, events and exhibitions outlined in our 2020 Purchase and Ownership Agreements were achieved, even in an adapted digital format, while also being responsive to our audiences' needs and growing new programming. Both our existing commitments, and the new programmes, were executed professionally and within the agreed time allocated. They were well received by participants.

The scope of the *National Gallery of the Cayman Islands (NGCI)* activities in 2020 was as follows:

- **National Art Exhibitions & Festivals [GAL 1]:** Provision of exhibitions, art festivals and related educational programming for students, residents and visitors.

NGCI is committed to presenting a vibrant, challenging and culturally relevant exhibition programme that balances traditional displays with critically engaged contemporary exhibitions, both at the main Site: the Permanent Collection Gallery (1), NGCI Lower Gallery (3), our NGCI Community Gallery (4), at our two the Sister Islands venues (4), at the Cayman Catboat Club (1), outside at Camana Bay (1), and at the Owen Roberts International Airport (1). Approximately one third of NGCI's resources are channelled into the exhibitions department annually to facilitate on-site exhibitions, satellite exhibitions off-site, and several NGCI Community Gallery exhibitions. In

2020, all exhibitions were held as planned (despite lockdown) except for the Sister Islands which reduced by two for a total of four.

New in 2020 was the addition of virtual and online exhibitions. A total of four new virtual exhibition tours were uploaded, and two online-specific exhibitions were developed in response to the lockdown. Our government grant and private sponsorship allows us to provide free admission to all visitors.

The National Gallery also manages the island-wide public art project *The Blue Dragon Trail*.

The education department works closely with the curatorial team to develop an extensive education programme for each exhibition. This is aimed at all ages of the community and features in-depth lectures, screenings and workshops relating to art history, cultural heritage, national identity, Caymanian history and the history of art.

- **National Art Collection [GAL 2]:** NGCI is charged with managing, conserving, exhibiting and promoting the National Art Collection, in addition to actively acquiring works of art of national significance. The collection is centred on a core of quality Caymanian artworks and supplemented with additional works from the region and abroad. Collections development and related educational resources became a strategic priority following the move to the new facility. Increased resources have been driven into this area in order to increase access to the collection, and to develop related educational resources and scholarship including cross-curricular lesson plans aimed at visual arts and cultural heritage learning. Our Labyrinth and Sculpture Garden are also managed under this output.
- **Arts Education, Outreach and Training [GAL 3]:** The NGCI is the leading education centre for visual arts education in the Cayman Islands. Approximately one half of our resources are allotted to the outreach, education and training department. Our programme schedule is designed to be fully inclusive with programmes ranging from primary level through to senior citizens; and across all three islands. These include Walkers Art Club for primary/secondary students and teens; programmes for students and adults with special needs; Art Camps and weekly art club in the Sister Islands; quarterly Family Fun Days; professional development workshop for artists; and continuing education programmes for adults. Our outreach programmes are specific to various groups of people: Art Haven (Northward, Fairbanks and Caribbean Haven) for the incarcerated and for those struggling with substance abuse. All of the above programmes were successfully adapted in lockdown with the Education Team providing participants with a combination of filmed and digital resources.

NGCI also offers an award-winning career development programme, called *NGCI Creative Careers*, which provides work experience opportunities, paid internships throughout the year, a biannual undergraduate arts scholarship, in addition to offering career advice to arts students and

participating in annual career expos to raise awareness about the breadth and depth of creative careers.

- **Art Information (Promotion, Scholarship, Publication and Facilities) [GAL 4]:** NGCI is tasked with researching, developing, and disseminating information about Cayman Islands art and culture to local and international audiences via publications, lectures, scholarships, academic papers, traditional media outlets, social media, community events, marketing and promotions. In addition, we support Government in matters relating to visual arts and cultural policy. Output 4 also includes the management of our 9,000 sq. ft. facility and offsite storage units; retail areas (gift shop, café and facility rental department); annual reports and audit; and the ongoing execution, monitoring and evaluation of the NGCI Strategic Plan 2014-2019, which was extended through 2020 due to the pandemic).

### **Customers and Location of Activities**

NGCI is housed in a 9,000 square foot, purpose-built museum facility with three exhibition galleries, an art studio, library, auditorium, art café, gift shop, and gardens that host temporary exhibitions by local and international artists, monthly workshops and lectures, along with a variety of annual festivals, film screenings, arts events, and private functions. The central location, which has free admission for both local and international audiences, provides a stimulating environment for learning about Cayman's unique cultural history and contemporary arts. NGCI also hosts satellite exhibitions in venues on the Sister Islands: Cayman Brac (Cayman Brac Reef Resort) and Little Cayman (Little Cayman Museum), the Cayman Catboat Club, the Owen Roberts International Airport, and Camana Bay.

The services provided by *National Gallery of the Cayman Islands* are intended to be accessible to all members of the Cayman Islands community including all ages of students; amateur and professional artists; targeted outreach participants - the incarcerated, the recovering institutionalised substance abuser, at-risk youth; specialised groups such as seniors, researchers, teachers; and both residents and visitors to the islands in general.

The NGCI Education Department works at various locations across the Cayman Islands including Northward and Fairbanks Prisons, Caribbean Haven and various public and private schools in Grand Cayman, Cayman Brac and Little Cayman, as well as at other locations on demand.

NGCI staff continued to follow the objectives and priorities set out in the NGCI Strategic Plan 2014-2019 and provided regular updates to the NGCI Management Board and Director.

The eight key areas for NGCI are:

- **Strategic Goal 1 – Collections:** To develop and strengthen the National Collection by creating opportunities for acquisition and commission of artwork while ensuring its care and conservation.

- **Strategic Goal 2 – Exhibitions:** To enhance the public understanding and enjoyment of the visual arts by providing stimulating, informative, and enjoyable on-site temporary exhibition programmes, travelling exhibitions and displays.
- **Strategic Goal 3 – Education:** To increase the understanding of and engagement with the visual arts as a vital component of the cultural heritage of the Cayman Islands through vibrant, stimulating and accessible programmes of learning.
- **Strategic Goal 4 – Marketing & Communication:** To promote the National Gallery collections, exhibitions, programmes and activities, through strategic marketing, promotions, technology and products.
- **Strategic Goal 5 – Board Member Participation:** To take full advantage of Board Members' ability to contribute over and above their statutory obligations of supervision, and to seek ways in which individual Board members can take effective roles to enhance the functioning and management of the Gallery and its programmes.
- **Strategic Goal 6 – Finance & Business:** To maximise the financial resources available through public (government funding) and private sector support (fundraising), trading (retail/events/membership), and through the sound management of NGCI's assets and resources.
- **Strategic Goal 7 – Human Resources:** To sustain and encourage an inclusive environment for all staff. Provide an encouraging, supportive and equitable environment in which all staff will have the opportunity to grow professionally, whilst fulfilling their roles and responsibilities, and contributing to achieving the goals of NGCI.
- **Strategic Goal 8 - Operations & Facilities:** To establish the Gallery as an inclusive gathering place by creating an environment for all staff and visitors that has the highest standards of safety, fitness for purpose, legal compliance and protection of the physical and intellectual assets of NGCI.

## Governance

The National Gallery serves to promote the appreciation and practice of the visual arts, of and in the Cayman Islands, and to encourage dialogue relating to cultural heritage, national identity, Caymanian history, and the history of art.

In an enriching, inclusive environment that places Caymanian culture at the forefront while embracing the diverse cultures and traditions which co-exist within the community, the Gallery seeks to serve a broad and far-reaching audience.

The functions of the National Gallery (as per National Gallery Act 1999) are:

- ❖ to organise and maintain permanent and temporary public exhibitions of works of art;
- ❖ to collect and preserve significant works of art for public exhibition;
- ❖ to facilitate the public exhibition of works of art or collections of works of art loaned by persons or bodies for that purpose;

- ❖ to present, or facilitate the presentation by others, and programmes of instruction in the visual arts;
- ❖ to lend works of art in the national collection to other art galleries for the purpose of promoting the culture of the Islands abroad;
- ❖ to encourage the evolution and enjoyment of the visual arts in the Islands;
- ❖ to promote the appreciation and interpretation of the visual arts in the Islands as an integral component of education;
- ❖ to foster and encourage research in the visual arts;
- ❖ to provide facilities for the curation and restoration of works of art; and
- ❖ to perform such other functions as may be necessary to direct, manage and control the National Gallery and to fulfil its purposes specified in the National Gallery Law 1999, section 4.

### **Compliance During the Year**

The National Gallery is governed by the Public Authorities Act (2020 revision) and the National Gallery Law (1999), and also observes the ICOM Code of Ethics for museums, which informs our ongoing commitment to:

1. Hold collections in trust on behalf of society.
2. Focus on public service.
3. Encourage people to explore collections for inspiration, learning and enjoyment.
4. Consult and involve communities, users and supporters.
5. Acquire items honestly and responsibly.
6. Safeguard the long-term public interest in the collections.
7. Recognise the interests of people who made, used, owned, collected or gave items in the collections.
8. Support the protection of natural and human environments.
9. Research, share and interpret information related to collections, reflecting diverse views.
10. Review performance to innovate and improve.

This document in its entirety can be found on <https://icom.museum/wp-content/uploads/2018/07/ICOM-code-En-web.pdf>. Both the Law and Code of Ethics were adhered to in 2020.

### **Our People**

*National Gallery Management Board (at December 31 2020):*

Susan A. Olde, OBE, Chairperson  
 Jennifer Dilbert, MBE, Deputy Chairperson  
 Marco Calleja, Treasurer  
 Theresa Broderick  
 Carl Brown  
 Matt Brown  
 Prasana  
 Beverley Simpson

Sacha Tibbetts  
 Ministry Representative (non-voting)  
 Natalie Coleman/Urquhart (Director - non-voting)

*National Gallery Staff (2020):*

Natalie Urquhart  
 Meegan Ebanks  
 Vicki Calvert Das  
 Mariasol Dazinger (until September 2020)  
 William Helfrecht  
 Maia Muttoo  
 Paige Jordison (fulltime until September 2020)  
 Lauren Anderton (until October 2020)  
 Camille de Marchena (until August 2020)  
 Patti Jane Ebanks  
 Lori Peterson (Intern)

| NGCI STAFF INFORMATION<br>(1 JANUARY - 31 DECEMBER 2020) |        |              |           |               |      |        |         |    |               |
|----------------------------------------------------------|--------|--------------|-----------|---------------|------|--------|---------|----|---------------|
| Types                                                    | Number | Cost to NGCI | Caymanian | Non-Caymanian | Male | Female | Masters | BA | Dip/Prof Cert |
| Annual Intern (1yr)                                      | 1      | 30,889       | 1         | 0             | 0    | 1      | 0       | 1  | 0             |
| Contract (6mths - 1yr)                                   | 3      | 49,559       | 1         | 2             | 0    | 3      | 2       | 3  | 0             |
| Contract (1-2years)                                      | 1      | 24,255       | 1         | 0             | 0    | 1      | 0       | 1  | 0             |
| Open End Contract                                        | 7      | 399,138      | 4         | 3             | 1    | 6      | 4       | 6  | 2             |
| Casual Employee                                          | 3      | 7,500        | 3         | 0             | 0    | 3      | 1       | 3  | 0             |
| TOTAL                                                    | 15     | 511,341      | 10        | 5             | 1    | 14     | 7       | 14 | 2             |

\*Total staff cost for 2020 was \$520,043. \$511,341 of which relates to the cost of salaries, health insurance, pension and any other relevant staff benefits. The additional \$8,702 relates to other staff costs such as training and development, staff related functions etc.

**TOTAL EMPLOYEES:**

The employee total above states the number of individual employees who were employed during any portion of the year at 31 December 2020, counting those who joined, left or stayed with the National Gallery. This does not reflect the amount employed at NGCI at any given time and does include 15 contracts during 2020 for 13 staff members (two staff who appear twice due to contract changes). Total actual employees in 2020 were 11.

**Throughout the year:**

- 2 Open End Contract Employees tendered their resignation due to other opportunities.
- 1 Fixed-term Contract Employee position was made redundant.
- 3 casual workers contracts were extended for three short term projects.
- 1 Internship.

**TOTAL number of staff at NGCI as of 31 December 2020: 6 employees, 2 casual workers and 1 intern. In total we had 11 employees during the year.**

# MANAGEMENT DISCUSSION AND ANALYSIS

## HIGHLIGHTS OF ACHIEVEMENTS AND OUTPUT DELIVERY ANALYSIS

Despite lockdown (19 March – 23 July) and reduced visitor figures through October 2020, NGCI received a total of **13,028 visitors** in 2020 (excluding footfall to our outdoor Camana Bay and Owen Roberts International Airport exhibition spaces which are currently not tracked). These figures reflect the fourth-month closure of the main NGCI site, and satellite venues. November and December saw monthly footfall begin to reflect past years with 1,699 and 1,381 respectively. It should be noted that audience engagement online (social media and website page views/users) increased by over 100%, with 75,000 page views recorded for the year as a result of the lockdown digital programme.

- **NGCI Pandemic Programme** - When the COVID-19 pandemic and related four-month lockdown period threatened NGCI's ability to serve our community, we were quick to adapt services online. As a result, we were able to expand audience engagement via the website during this period by 100% and to mitigate disruption to services, despite the physical site being closed. The wide-reaching digital programme included:
  - **Five virtual online exhibition experiences** (virtual tours of onsite exhibitions). These received 3,700 page views in April and May alone and were included in a line-up of top global virtual exhibitions alongside the Louvre Museum (Paris) and the Metropolitan Museum of Art (NYC). <https://luxurycolumnist.com/virtual-art-museum-tours/>
  - **Two digital exhibitions developed specifically in response to the lockdown** experience featuring a combined total of 120 local artists and photographers;
  - The launch of our **Artist Talks series** featuring interviews with 23 local artists from their studios in lockdown;
  - The NGCI **Business of Art** online professional development programme for the creative sector;
  - The new **NGCI Collection Online Project**, which saw 200 artworks uploaded to a digital archive with related interpretation materials and artist biographies (making this the most comprehensive archive on Caymanian art anywhere);
  - **Thrice weekly uploaded and emailed education materials for schools** and students (April-July);
  - The new **National Gallery Online Exhibition Archive** (1998-Present);
  - Establishment of our **Seniors 'Phone Tree'**, with seniors called weekly; and
  - **'Art Packs'** delivered to families in need who had limited digital access.

Uptake for our digital programme was extensive with the website receiving 19.1K regular 'Users' (repeat visits) in 2020 (up from 10.4K in 2019 – increase of 84%); a total of 27.5K 'Sessions' (up

from 14K in 2019 – an increase of 96%), and **74.9K ‘Page Views’** (compared to 32.7K in 2019 – increase of 129%).

- NGCI launched the **COVID-19 Artist Impact Survey** in April, followed by our **Artist COVID-19 Relief Programme**, developed in collaboration with the Ministry of HEC&H and the private sector. This saw financial grants awarded to 18 artists – each receiving a grant of KYD \$1K, and another recent graduate receiving KYD\$200 towards art materials – along with advice on how to apply for small business grants, and professional development workshops.
- Despite six months of limited school access to our site, the Education Department still welcomed a total of **41 school tours** (with a total of 991 students), as well as 421 students participating in offsite NGCI education events. In addition, we adapted our afterschool programmes for lockdown by providing virtual classes and worksheets **via email to 89 students weekly**. Worksheets were also shared to a wider student audience via social media thrice weekly (over 74 posts between April-June). In addition, our **Art of the Road schools programme** re-launched following lockdown.
- **NGCI Outreach** programmes ran as usual for the first and last quarters of 2020. Programming was adapted for lockdown with worksheets being prepared and sent weekly to HE Northward, HE Fairbanks and Caribbean Haven (Art Haven programme). Our new Bonaventure Boys Home art club programme was launched in October 2020.
- NGCI presented **eight exhibitions** at our central venue in 2020. Highlights include: *Island of Women – Life at Home During Our Maritime Years*; *Alchemy – Horacio Esteban*; *Consumed – Marc Laurenson*; *Interiors and Interiority*; and *Saltwater in Their Veins*. All of these main exhibitions were accompanied by a programme of related lectures, workshops and events (onsite, and online during lockdown).
- NGCI continued to develop and manage **off-site exhibitions at our satellite venues** in Grand Cayman, Cayman Brac and Little Cayman. These include: the Cayman Catboat Club (1), the Paseo at Camana Bay (1), Owen Roberts International Airport (1), Little Cayman Museum (2), and the Cayman Brac Reef Resort (2), to ensure all members of the community have access to the arts.
- NGCI secured **33 artworks for the National Art Collection** in 2020 including twelve via a grant from the Ministry of HEC&H, and nine artworks by artist Bendel Hydes donated by NGCI patron Susan A. Olde, OBE.
- NGCI’s Director was invited to **participate on several significant international panels** relating to the impact of the pandemic on the Caribbean museum sector hosted by UNESCO, the African American Association of the Museums, the Museums Association of the Caribbean, Catapult Caribbean Arts Initiative and ICOFOM. For example: <https://www.iccrom.org/lecture/iccrom-unesco-webinar-museums-after-pandemic>
- The full NGCI facility was adapted in July 2020 in adherence with HSA, CIG and ICOM regulations to ensure visitor safety as the country emerged from lockdown. These regulations remain partially activated and can be easily fully implemented should the need arise.

## National Art & Festivals Exhibitions [GAL 1]:

*Provision of exhibitions, art festivals and related educational programming for students, residents and visitors (including extensive educational programmes and materials provided with each exhibition).*

NGCI continued to host four major exhibitions of community interest per annum in addition to the National Art Collection exhibitions, and to provide educational programming relating to each. New programme initiatives for 2020 were designed to promote access to culture and heritage for all residents including those in the Sister Islands, districts, and those reported to be historically disempowered economically and socially. (NCHP: PD 2: SA 3). These included district community exhibitions (Sister Islands), and an off-site maritime exhibition at Cayman Catboat Club Museum. (NCHP: PD 2: SA 3) and (NCHP: PD 6: SA 2, 6, 7). In addition, NGCI launched our digital exhibitions programme in response to the pandemic lockdown.

### Output Delivery Analysis

| GAL 1 National Art Exhibitions and Festivals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                         |                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------|
| MEASURES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2020 Budget                                             | 2020 Actual                                                    |
| <b>QUANTITY</b> <ul style="list-style-type: none"> <li>Number of exhibits in Central Venue (and one digital exhibition during lockdown)</li> <li>Permanent Collection Gallery exhibition rotation</li> <li>Target of visitors for each exhibition in the Central Venue</li> <li>Education resources for exhibitions</li> <li>Management and upkeep of NGCI Exhibitions Facilities</li> <li>Blue Dragon Trail/ Public Art Project</li> <li>Catboat Club Museum Exhibition</li> <li>District Exhibitions</li> <li>Emerging Artist Award</li> <li>DA Gallery exhibitions (4 onsite and 2 online)</li> <li>Public Art Programme (Camana Bay/ORIA)</li> </ul> | 4<br>1<br>4,000<br>6<br>1<br>1<br>1<br>6<br>1<br>6<br>2 | 3+ 1<br>1<br>2,600*<br>15*<br>1<br>1<br>1<br>4*<br>0<br>6<br>2 |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |      |      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|
| <b>QUALITY</b> <ul style="list-style-type: none"> <li>Exhibition mounted in accordance with international guidelines</li> <li>Quality determined by visitor numbers and feedback</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100% | 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100% | 100% |
| <b>TIMELINESS</b> <ul style="list-style-type: none"> <li>Exhibition one</li> <li>Exhibition two (Online/Digital)</li> <li>Exhibition three</li> <li>Exhibition four</li> <li>Permanent Collection Gallery Exhibition rotation</li> <li>Blue Dragon Public Art Project</li> <li>Education resources for exhibitions</li> <li>Catboat Club Museum Exhibition</li> <li>District Exhibitions (Sister Islands)</li> <li>Emerging Artist Award</li> <li>DA Gallery exhibitions</li> <li>Public Art Programmes</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100% | 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100% | 100% |
| <p><b>Variances:</b> Despite the challenges of lockdown NGCI managed to meet our GAL:1 Output target either as scheduled, or by adapting these online. The fourth of our 'major' Lower Gallery exhibitions was mounted virtually and featured 87 artists.</p> <p>While the first quarter exhibition statistics reflected average attendance of 4,000 as planned, on-site exhibition visitor traffic was affected by the lockdown and the months following when the public was reticent to return to public venues. By November traffic was returning to normal with 3,080 in November and December 2020. This loss was offset by extensive online visitor traffic to exhibitions that were uploaded as virtual tours. The website received 19.1K regular 'Users' (repeat visits) in 2020 (up from 10.4K in 2019 – increase of 84%); a total of 27.5K 'Sessions' (up from 14K in 2019 – an increase of 96%), and 74.9K 'Page Views' (compared to 32.7K in 2019 – and increase of 129%).</p> <p>The Sister Islands programme was reduced from six to four exhibitions due to lockdown. These incur minimal expense so there was no significant financial saving.</p> <p>The Emerging Artist Award was cancelled due to the pandemic. Moving forward this will be held on a biennial basis.</p> |      |      |

### **Achievement Highlights**

NGCI began 2020 with the final month of the seminal retrospective for artist Bendel Hydes. The project was most comprehensive survey of Bendel's career undertaken to date, tracing the journey of his practice

from figurative drawing to the remarkable ‘luminescent’ abstractions of the last decade. This was adapted as virtual tour and shared via the National Gallery website shortly in advance of lockdown <https://www.nationalgallery.org.ky/see/virtual-tours/>.

In February NGCI opened *Island of Women – Life at Home During Our Maritime Years* which examined the vital role that women played in Caymanian society from the 1800’s through to the mid-20th century. 26 local artists are featured, supplemented by works from the National Collection, with work in a diverse range of mediums, styles and genres, inspired by oral histories, archival material and historical objects relevant to the subject.



(L) *Island of Women* exhibition installation view. (R) CIFE students visit the exhibition

Emerging after lockdown in August, NGCI mounted a major group exhibition developed in response to the pandemic and the notion of lockdown. Entitled *Interiors & Interiority* it traced the history of genre of interior paintings from the 18<sup>th</sup> century, concluding with recent artworks by local artists who shared their own ‘interior spaces’ as experienced through lockdown. The year closed with a major retrospective exhibition by Cayman’s premier artist Horacio Esteban entitled ‘Alchemy’. For further information on all of the 2020 exhibitions visit <https://www.nationalgallery.org.ky/whats-on/exhibitions/> (past exhibitions).

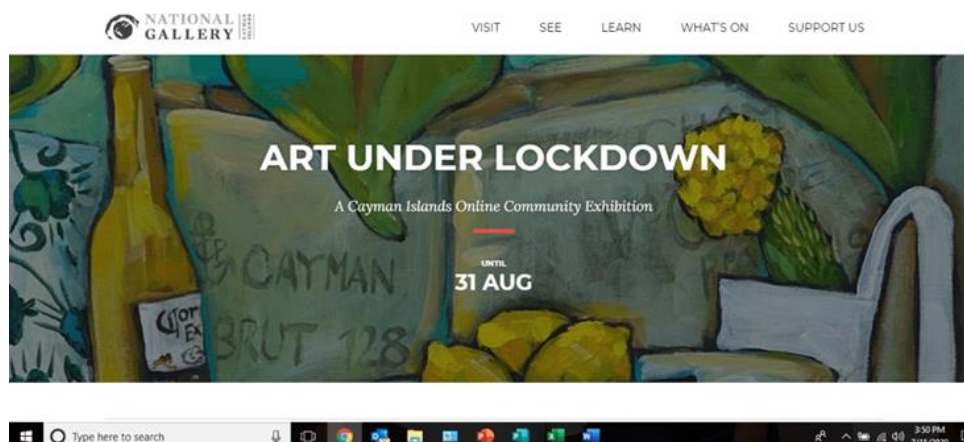
#### PANDEMIC RESPONSE:

When lockdown began on March 18 2020 and NGCI had to close its doors, we pivoted quickly to provide digital access to our exhibitions and inspiring resources and information relating to art and culture via our social media channels, website and blog. NGCI filmed and uploaded several **Virtual Exhibitions** onto the National Gallery website, a project supported by a grant from the Fil Foundation. This included the full Bendel Hydes Retrospective and the Cayman Islands Biennial (2019), Tidal Shift (2017), *Island of Women* (2020), and a tour of the National Collection Gallery. Visitors can now tour the exhibitions, learn about the works and the artists, and download related lesson plans, at home via <https://www.nationalgallery.org.ky/see/virtual-tours/>. The project received excellent local uptake and wide international recognition in European, US, and Latin American media as well as being featured as part of the Museum Association of the Caribbean’s Digital Engagement series.



(L) Interiors exhibition installation view. (R) Horacio Esteban's Alchemy exhibition (B) Consumed exhibition

NGCI also launched an 'Open Call' in late March for the first in our online exhibition series which are created specifically as a digital experience. 'Art Under Lockdown' opened in May and featured work by local artists (ranging in age from 12 yrs 78 yrs) created while in isolation, in response to the Pandemic. It can be visited here: <https://www.nationalgallery.org.ky/whats-on/exhibitions/art-under-lockdown/>



NGCI created supporting materials for each exhibition. Instead of undertaking a major catalogue in 2020, due to the pandemic, we developed an Online Exhibition Archive that features every major exhibition that NGCI has mounted since opening in 1997. This provides an invaluable resource on local history and culture both for the Cayman Islands School system, visitors to the islands, researchers, and the general public (NCHP: PD1: 5 & 6/PD 4: SA 15/PD 5: SA:2,5,6).

For the 2020 exhibition schedule NGCI collaborated many local entities with core partners including the National Trust for the Cayman Islands, Cayman Islands National Archive (CINA), the Central Caribbean Marine Institute (CCMI), University College of the Cayman Islands (UCCI), the Cayman Islands National Museum, Cayman National Cultural Foundation, the Cayman Catboat Club, Plastic Free Cayman, STOAK'D, Owen Roberts International Airport, Little Cayman Museum, Cayman Brac Reef Resort, and with overseas artists to increase the visibility of the Caymanian scene abroad.

List of exhibitions include:

- 1) *Bendel Hydes – A Retrospective* (October 2019 – February 2020)
- 2) *Luminescent Forms: Art Under the Microscope* (Little Cayman – January/February 2020)
- 3) *Island of Women – Life at Home During Our Maritime Years* (February – August 2020)
- 4) *Through Ivan's Eyes – Gretchen Allen* (Cayman Brac – January/February 2020)
- 5) *Luminescent Forms: Art Under the Microscope* (Cayman Brac – February 2020 – December 2020)
- 6) *Seascapes from the National Collection* (Little Cayman: February – December 2020)
- 7) *Art Under Lockdown (digital)* (May – October 2020)
- 8) *Saltwater in Their Veins - National Collection Exhibition* (July – Dec 2020)
- 9) *Tropical Visions: the history of Caymanian landscape painting – a NGCI Camana Bay outdoor exhibition* (January – October 2020)
- 10) *Walkers Art Club Exhibition (digital)* (October 2020)
- 11) *Interior & Interiority* (August – December 2020)
- 12) *Tropical Visions: the history of Caymanian landscape painting – a NGCI Camana Bay outdoor exhibition* (October 2020 – March 2021)
- 13) *Alchemy – Horacio Esteban* (December 2020 – March 2021)
- 14) *Annual Outreach Exhibition* (December 2020)
- 15) *Love's Dance - Catboat Exhibition* (Cayman Catboat Club: Ongoing)
- 16) *Art at the Airport* (ORIA: Ongoing)

Finally, the National Gallery collaborated on several festivals this year including CNCF's Red Sky at Night festival for a fifth year and continued to manage the island-wide Blue Dragon Public Art project which is located across fifteen different sites in Grand Cayman. Plans are now underway to revitalise the accompanying Blue Dragon Road Map and educational materials in collaboration with the National Trust for the Cayman Islands.

### **National Art Collection [GAL 2]:**

*Managing, conserving, exhibiting and promoting the National Art Collection, in addition to actively acquiring works of art of national significance. This output includes the NGCI Library, NGCI Art Collections (on-site), Art Collection (off-site storage facility), and related interpretation, access and scholarship;*

*management and upkeep of the national database of Caymanian artists and artwork (\*Note: this budget does not include funds for purchasing new artworks and growing the National Collection).*

Throughout 2020, NGCI continued and improve upon the acquisition, management, upkeep, storage and exhibition of the National Gallery Permanent Collection; to aid in the creation of “one comprehensive listing of the Caymanian National Collection (NCHP: PD 2: SA 8 and SA 13) and related resource development and research objectives. We also continued our commitment to manage our cultural heritage by really monitoring the collection and ensuring sufficient resources are allocated to the acquisitions and preservation of national artifacts (NCHP: PD 2: SA 9).

### **Output Delivery Analysis**

| <b>GAL 2: National Art Collection</b>                                                                               |                    |                    |
|---------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|
| <b>MEASURES</b>                                                                                                     | <b>2020 Budget</b> | <b>2020 Actual</b> |
| <b>QUANTITY</b>                                                                                                     |                    |                    |
| • Management and upkeep of Collections Gallery, Storage Facility & Art Library                                      | 1                  | 1                  |
| • Library collection (books, art journals, magazines, DVDs and videos for public loan)                              | 3,100              | 3,100              |
| • Number of artworks in NGCI’s National Collection                                                                  | 290                | 322*               |
| • Collections management – electronic filing and conservation                                                       | 1                  | 1                  |
| • Development of classroom and education materials relating to National Collection and the History of Caymanian Art | 15                 | 15                 |
| • National Art Collection Guide (ongoing research/ development/ publishing)                                         | 1                  | 1                  |
| • Audit of collection conditions twice annually                                                                     | 1                  | 1                  |
| • Collection Storage                                                                                                | 1                  | 1                  |
| • Collection Acquisitions                                                                                           | 5                  | 33*                |
| • Conservation Management                                                                                           | 1                  | 1                  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |      |      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|
| <b>QUALITY</b> <ul style="list-style-type: none"> <li>Managed in accordance with the NGCI Collections Management Policy and the MA (UK) and ICOM Code of Ethics and universal environmental standards for storing artwork</li> <li>Increased learning opportunities and access for the public and enjoyment and appreciation for Caymanian culture through increased National Collection through donations and purchases</li> <li>Increase Library holdings through donations and purchases</li> <li>Accession records of collection kept up to date in hard copy and computer files</li> <li>National Art Collection Guide (ongoing research/ development/ publishing)</li> <li>Successful condition audits</li> <li>Vibrant and culturally rich lessons using visual arts delivered by qualified and knowledgeable personnel</li> </ul> | 100% | 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100% | 660% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100% | 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100% | 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100% | 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100% | 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100% | 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100% | 100% |
| <b>TIMELINESS</b> <ul style="list-style-type: none"> <li>Data, collections and files updated continually</li> <li>Education resources for school visits – throughout the year</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100% | 100% |
| 100%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100% | 100% |
| <b>Variance:</b><br><br>Due to additional support from the Ministry of Health, Environment, Culture and Housing and Mrs Susan A. Olde, OBE, along with private donors, we significantly increased the scope of the National Art Collection by 33 artwork acquisitions as opposed to the 5 budgeted. [Note in the FS the total artwork listed is 344 but 14 of these are on loan.]                                                                                                                                                                                                                                                                                                                                                                                                                                                         |      |      |

### **Achievement Highlights**

During 2020, NGCI was able to acquire 33 artworks for the National Collection via generous private donations and sponsorship, and in large part due to a generous grant from the Ministry of Health, Environment, Culture and Housing (HECH) and NGCI Patron Susan A. Olde, OBE, along with several private donations. To read more information about these donations visit:

<https://www.nationalgallery.org.ky/philanthropist-susan-a-olde-obe-secures-bendel-hydes-artworks-for-the-cayman-islands-community/>

Donations included:

| <b>Catalogue #</b> | <b>Type</b>  | <b>Artwork Title</b> | <b>Value (KYD)</b> |
|--------------------|--------------|----------------------|--------------------|
| 1312               | Installation | Requiem              | 4,500              |

|      |             |                                   |        |
|------|-------------|-----------------------------------|--------|
| 1313 | Fibre       | Ground Basket                     | 80     |
| 1314 | Fibre       | Utility Basket                    | 140    |
| 1315 | Fibre       | Natural Red Basket                | 50     |
| 1316 | Fibre       | Double Handle Basket              | 65     |
| 1317 | Fibre       | Thatch Head Rope                  | 50     |
| 1318 | Fibre       | Small Thatch Basket               | 35     |
| 1319 | Fibre       | Medium Basket                     | 40     |
| 1320 | Mixed Media | Son of Sons 13                    | 1,000  |
| 1321 | Painting    | Home to Parking Lot               | 3,000  |
| 1322 | Painting    | Traces 1                          | 3,500  |
| 1323 | Painting    | The Soul Who Raised Us            | 2,300  |
| 1324 | Photograph  | Adva (Osiris series)              | 500    |
| 1325 | Photograph  | Vivien (Osiris Series)            | 500    |
| 1326 | Painting    | The Goldfield                     | 1,500  |
| 1327 | Painting    | Study for Runoff Series           | 6000   |
| 1328 | Painting    | Cruise Ships by Night             | 800    |
| 1329 | Painting    | Fisherman in Catboat              | 650    |
| 1330 | Sculpture   | Wooden Gigs                       | 250    |
| 1331 | Painting    | Study for Riding High             | 375    |
| 1332 | Painting    | Light in August                   | 10,000 |
| 1333 | Painting    | Untitled (Tropical Plant Series)  | 12,000 |
| 1334 | Painting    | Woods Still Drizzled              | 10,000 |
| 1335 | Painting    | Ironshore Motif                   | 10,000 |
| 1336 | Painting    | Soundings in Fathoms #9           | 2,500  |
| 1337 | Painting    | Soundings in Fathoms #14          | 2,500  |
| 1338 | Painting    | Untitled                          | 7,000  |
| 1339 | Painting    | Untitled IV                       | 9,000  |
| 1340 | Painting    | Mission House, Bodden Town        | 2,000  |
| 1341 | Painting    | Untitled (Conch shell still life) | 500    |
| 1342 | Sculpture   | Journey                           | 4,000  |
| 1343 | Unknown     | Cayman Parrot                     | 6,000  |
| 1344 | Unknown     | Self Portrait Covid-19            | 5,000  |

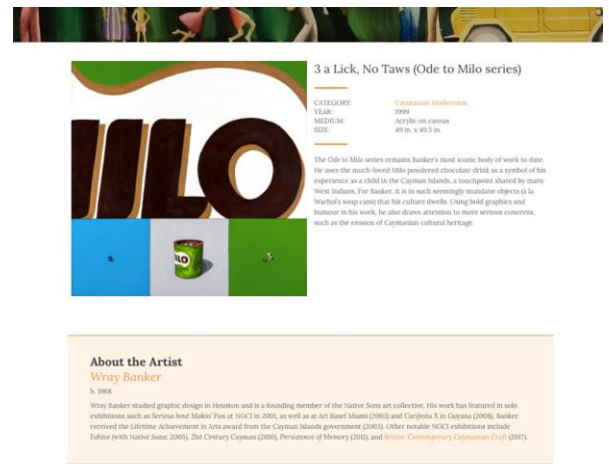
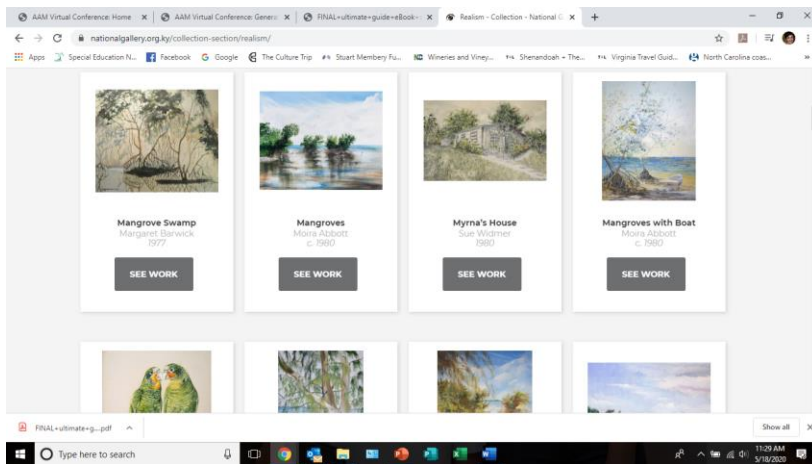
In the first quarter, NGCI navigated two disaster management situations, prioritising the safety of staff and the Collection. These included a 7.2 Earthquake in January, following which the Collection was reviewed for potential damage. No damage was found.

In March, NGCI undertook a full evacuation of the National Gallery facility, with the Collection and the temporary exhibition artworks, to the Ritz Carlton ballroom, a midnight on March 06, due to the Landfill fire. All work was returned to the facility in advance of the shutdown. It remained safely stored between the main facility and the storage facility for the lockdown period with regular checks by NGCI Senior Management.

#### **PANDEMIC RESPONSE:**

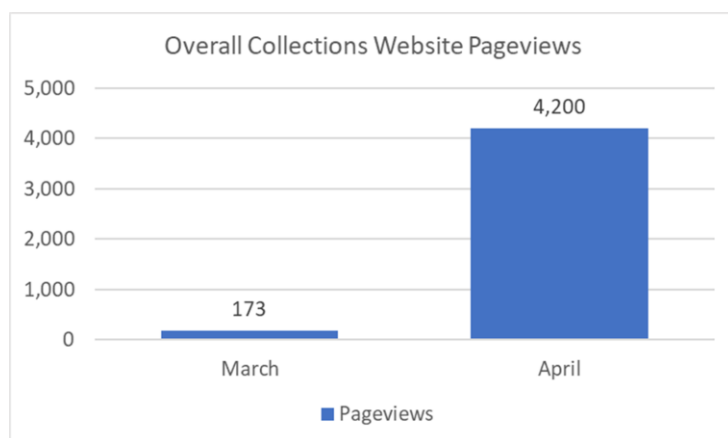
During lockdown NGCI made significant inroads in digitizing the National Art Collection. Over 200 artworks from the Collection were uploaded onto our website's Collections page as part of our NGCI Collection Online Project. This provides viewers with unprecedented access to Caymanian art and art

history, and it can be explored through the five following themes: Intuitive Art and Early Pioneers (1960s – 1980s), Realism (1980s), Caymanian Modernism (1990s-2000s+), Contemporary Art (2010s-Present), and Traditional and Contemporary Craft. Family and Teacher Resources will be available on our Learn page for related, downloadable lesson plans relating to the National Collection. Visit <https://www.nationalgallery.org.ky/whats-on/collection/>



(L) 'Realism' section collections page thumbnail view. (R) Full artwork page view

In addition, a highlight from the National Collection was being posted daily on the NGCI Instagram and <https://www.instagram.com/natgalcayman/>, and a way of connecting the community to the collection. In total over 120 artworks were featured 100 artworks over a five month period. Collectively, the social media posts and expanded Collections pages resulted in a significant uptake in online visitor traffic.



(L) Collections page statistical comparison between March and April 2020. (R) Sample Collections post

In advance of opening our doors in July, the National Collection was entirely re-hung in a new presentation that highlights the deep connection to maritime culture that runs throughout the history of visual art in the Cayman Islands. Titled '*Saltwater in their Veins*', the exhibition follows a loosely chronological journey that highlights the constant association artists in Cayman have held with our marine environment, while drawing out the ways in which this relationship has evolved over time, in tandem with the growth and stylistic evolution of artistic practice in our Islands over the past half century. In addition to descriptive labels that elaborate the historical and cultural context of the artwork on display, '*Saltwater in their Veins*' features several new acquisitions as well as other selections from the National Collection that have in some cases not been seen publicly for many years, including loaned artworks from the Cayman Islands National Museum and Cayman National Cultural Foundation. The exhibition has been filmed as a virtual tour and was uploaded to the NGCI website in early August as part of our ongoing digital engagement strategy. The virtual tour for this exhibition can be viewed online and more information is available by visiting the exhibition page on our website at <https://www.nationalgallery.org.ky/see/virtual-tours/>.

NGCI continued to manage the National Gallery Maples Art Library and position it as a leading arts research facility within the Cayman Islands. The Library also serves as a hub for the NGCI Creative Careers Programme where students can seek advice on creative degrees and careers. Our aim with this programme is to reach students of all ages to provide vibrant and culturally rich lessons using the visual arts, which will "transmit knowledge of Caymanian culture and heritage to the youth of all three of the Cayman Islands" (NCHP: PD 4: SA 6).

We sought to ensure that the National Art Collection is accessible to all members of the Cayman Islands community via vibrant onsite and online resources and events, exhibition and programmes, school tours, online resources and new publications, collections merchandising in the NGCI Gift Shop.

### **Arts Education, Outreach and Training [GAL 3]:**

*Provision of education programmes that promote the practice and appreciation of the visual arts both at the National Gallery site and across the three Cayman Islands, and development programmes including: internships, scholarships, continuing education courses and workshops. Participation in international art competitions, fairs and other events that disseminate knowledge on Caymanian art both locally and internationally. Provision of outreach programmes within the community for therapeutic and rehabilitation purposes.*

In 2020 the NGCI Education Department carried out onsite and online programming as well as community engagement and outreach programmes and aimed to promote the appreciation and practice of visual art in the Cayman Islands by teaching art skills; promote school visits by creating cross curricula tours and supporting worksheets and art activities; increase school relationships and teachers knowledge of Caymanian artists and history by providing workshops for teachers; support the CXC/GCSE/A-level art programmes; and to provide students with information and training about creative careers.

## Output Delivery Analysis

| GAL 3: ARTS EDUCATION, OUTREACH AND TRAINING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                            |                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MEASURES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2020 Budget                                                                                                                                | 2020 Actual                                                                                                                                                             |
| <b>QUANTITY</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                            |                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Full rent for National Gallery Education Centre</li> <li>• School tours (Permanent Collection)</li> <li>• School Tours (Temporary Exhibitions)</li> <li>• Family Fun Days</li> <li>• Art Club (Foundation)</li> <li>• Administration support for Walkers After School Club (x5)</li> <li>• Seniors Programme (Grand Cayman and Cayman Brac)</li> <li>• Visual Arts Award (Annual graduating student awards)</li> <li>• NGCI Lecture Series</li> <li>• NGCI Art Appreciation Series</li> <li>• Educators Workshops</li> <li>• Art Residency (provision for international residency for local artists)</li> <li>• Business of Art Programme</li> <li>• NGCI Creative Careers Programme</li> <li>• Ed &amp; Barbara Oliver Teen Scholarships</li> <li>• NGCI Training Sessions</li> <li>• Art Careers Day</li> <li>• Careers Advice/School visits</li> <li>• Summer Internship</li> <li>• Therapeutic Art – Northward</li> <li>• Therapeutic Art – Fairbanks</li> <li>• Therapeutic Art – Caribbean Haven</li> <li>• Art on the Road (school classroom visits)</li> </ul> | 1<br>30<br>30<br>4<br>30<br>5<br>15<br>10<br>8<br>8<br>4<br>2<br><br>8<br>20<br>On demand<br><br>8<br>1<br>10<br>4<br>12<br>12<br>12<br>20 | 1<br>19*<br>22*<br>4<br>30<br>5<br>2*<br>6*<br>10*<br>10*<br>2*<br>2*<br><br>8<br>13*<br>On demand<br><br>25*<br>3<br>14<br>4<br>12 & 13*<br>05 & 13*<br>05 & 13*<br>8* |
| <b>Additional programmes 2020 (non-Government funded) – not included in Purchase Agreement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                            |                                                                                                                                                                         |
| 1. Walkers Art Club (Primary)<br>2. Walkers Art Club (Secondary)<br>3. Walkers Art Club (Teens)<br>4. Walkers Art Club (Cayman Brac)<br>5. WAC emailed lessons                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                            | 26<br>17<br>22<br>03<br>11                                                                                                                                              |
| <b>QUALITY</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                            |                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Lectures/ demos prepared and delivered accurately and professionally</li> <li>• Workshops and training sessions delivered by qualified personnel</li> <li>• Education programmes were managed by Maia Muttoo and instructed by staff, guest lecturers and instructors (x6); and Simone Scott (Cayman Brac)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%<br>100%<br>100%                                                                                                                       | 100%<br>100%<br>100%                                                                                                                                                    |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|
| <b>TIMELINESS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    |      |      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100% | 100% |
| • Full rent for National Gallery Education Centre                                                                                                                                                                                                                                                                                                                                                                                                    | 100% | 63%  |
| • School tours (Permanent Collection)                                                                                                                                                                                                                                                                                                                                                                                                                | 100% | 73%  |
| • School Tours (Temporary Exhibitions)                                                                                                                                                                                                                                                                                                                                                                                                               | 100% | 100% |
| • Family Fun Days                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100% | 100% |
| • Parent and Preschool mornings                                                                                                                                                                                                                                                                                                                                                                                                                      | 100% | 100% |
| • Administration for Walkers Afterschool Club (x5 weekly)                                                                                                                                                                                                                                                                                                                                                                                            | 100% | 13%  |
| • Seniors Programme (Grand Cayman and Cayman Brac)                                                                                                                                                                                                                                                                                                                                                                                                   | 100% | 125% |
| • Visual Arts Award (Annual graduating student awards)                                                                                                                                                                                                                                                                                                                                                                                               | 100% | 125% |
| • NGCI Lecture Series                                                                                                                                                                                                                                                                                                                                                                                                                                | 100% | 50%  |
| • NGCI Workshop Series                                                                                                                                                                                                                                                                                                                                                                                                                               | 100% | 100% |
| • Educators Workshops                                                                                                                                                                                                                                                                                                                                                                                                                                | 100% | 100% |
| • Open Studio                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100% | 100% |
| • Art Residency (funding, provision for international residency for local artists)                                                                                                                                                                                                                                                                                                                                                                   | 100% | 100% |
| • Business of Art Programme (Creative Industries)                                                                                                                                                                                                                                                                                                                                                                                                    | 100% | 65%  |
| • NGCI Creative Careers Programme                                                                                                                                                                                                                                                                                                                                                                                                                    | 100% | 100% |
| • Ed & Barbara Oliver Teen Scholarships                                                                                                                                                                                                                                                                                                                                                                                                              | 100% | 313% |
| • NGCI Training Sessions                                                                                                                                                                                                                                                                                                                                                                                                                             | 100% | 300% |
| • Art Careers Day                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100% | 140% |
| • Careers Advice                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100% | 100% |
| • Summer Internship                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100% | 208% |
| • Therapeutic Art – Northward                                                                                                                                                                                                                                                                                                                                                                                                                        | 100% | 150% |
| • Therapeutic Art – Fairbanks                                                                                                                                                                                                                                                                                                                                                                                                                        | 100% | 140% |
| • Therapeutic Art – Caribbean Haven                                                                                                                                                                                                                                                                                                                                                                                                                  | 100% | 40%  |
| • Art on the Road (School and Community visits)                                                                                                                                                                                                                                                                                                                                                                                                      | 100% | 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100% | 100% |
| <b>LOCATION</b>                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |      |
| • The National Gallery, ETH – Youth Family and Adult Programmes or adapted online                                                                                                                                                                                                                                                                                                                                                                    | 100% | 100% |
| • Various Schools in the Brac – Youth Family and Adult Programmes or adapted online for part of year                                                                                                                                                                                                                                                                                                                                                 | 100% | 100% |
| • Work Experience and Intern Programmes – National Gallery                                                                                                                                                                                                                                                                                                                                                                                           | 100% | 13%  |
| • Seniors Programme – National Gallery                                                                                                                                                                                                                                                                                                                                                                                                               | 100% | 60%  |
| • Therapeutic Art – Northward, Fairbanks and Caribbean Haven or adapted online                                                                                                                                                                                                                                                                                                                                                                       | 100% | 100% |
| • Visual Arts Award – All High Schools (Including the Brac)                                                                                                                                                                                                                                                                                                                                                                                          | 100% | 100% |
| • Careers Day – Chamber of Commerce Expo                                                                                                                                                                                                                                                                                                                                                                                                             | 100% | 100% |
| • Staff Training – onsite, locally and internationally                                                                                                                                                                                                                                                                                                                                                                                               | 100% | 40%  |
| • Art on the Road (all local schools)                                                                                                                                                                                                                                                                                                                                                                                                                | 100% | 100% |
| • Artists Away Grant Programme (international)                                                                                                                                                                                                                                                                                                                                                                                                       | 100% | 100% |
| <b>Variances:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    |      |      |
| Despite a six month period without school tours due to the pandemic, demand for school tours remained strong in the first and fourth quarter enabling us to execute a total of 41 on site school tours in 2020 (Collections and Exhibition Tours combined). These were further supplemented by the launching of the online virtual exhibition experiences and related worksheets that were shared with schools (5 lessons shared with our Educator's |      |      |

database of 139 direct contacts as well as via the Department of Education).

**Seniors Programme** – onsite seniors tours were severely reduced in 2020 due to the pandemic, however when sessions were held (October) they attracted significantly larger visitor numbers than anticipated (tours were budget for ten persons), with an average of 30 attendees per session (x 2 sessions). In addition, NGCI set up a Seniors Phone Tree and called participants weekly in lockdown connecting to 62 seniors.

**Visual Arts Award's** were made available to all High School graduating art classes but we only had an uptake of six due to school closures.

**NGCI Lecture and Art Appreciation** series were expanded during lockdown and presented via Zoom. A combined total of 20 were held (a combination of onsite and digital).

Two **Educators Workshops** were held in 2020, however educators received emailed teaching resources and lesson plans to support the lockdown teaching framework.

Due to the pandemic, the one applicant for an Art Residency grant in 2020 was deferred. Funds were instead allocated to the COVID-19 Artist Support Grant project.

**Creative Careers** – Due to school closure we only accommodated students in Jan-Feb, and Nov-Dec, bringing the usual work experiences numbers down. Instead, we began developing a new website section to promote creative careers. This will be launched in 2021.

**NGCI Staff Training Sessions** – with the museum sector having to evolve digitally during lockdown, and from a health and safety standpoint afterwards, NGCI staff participated in regular webinars and online training sessions.

**Therapeutic Art programme** at Northward/Fairbanks/Caribbean Haven – We had limited access to these institutions for approximately 50% of 2020. Onsite classes continued as usual for the first and fourth quarter, and lesson plans were emailed weekly throughout the lockdown period. A total of 22 classes were held and 13 lessons developed and emailed to each class. Additional funds for this class are supported by Kevin Monk and Lori Butler.

**Art on the Road (school visits).** While several AOTR visits were carried out in the last quarter of 2020, the majority of these were shared in digital format due to school closure. These included NGCI's teaching resources which were distributed directly to schools through a collaboration with the Department of Education. Resources to included cross curricular lesson plans, using the

|                                                                                                                                                                                                                                                                                                                                                                                           |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| National Collection as visual aids, Artist Talks, and the Collection Online Project.                                                                                                                                                                                                                                                                                                      |  |  |
| <p><b>Additional classes in 2020</b> - We received additional sponsorship from the private sector in 2020 to fund our afterschool clubs in Grand Cayman and one in Cayman Brac. A total of 89 students participated weekly in term time, and remotely during lockdown. Total additional education classes held by NGCI was 68 in addition to 11 emailed lesson plans during lockdown.</p> |  |  |

### **Achievement Highlights**

NGCI's extensive education schedule helped us to continue facilitating the development of cultural awareness, heritage, and the visual arts and we strive to ensure creative education is accessible to all and that no barriers prevent attendance, inadvertently promoting economic and social inequalities (NCHP: PD 1: SA 5 & SA 12). Most programmes are funded through government and private partnerships.

All regular NGCI education/outreach classes, lectures, events (outreach listed separately below) were carried out as scheduled between January – March (resuming on site in September – December). These programmes were supplemented by private sponsorship which enables us to offer most of them free of charge. Classes are designed to offer learning opportunities across the community with ages ranging from toddlers through senior citizens. Longer term, these classes aim to: foster lifelong interest in the arts and Caymanian culture; strengthen self-confidence and cultural identity; improve social behaviour; strengthen peer, mentor and family relationships; improve critical thinking, academic performance and lifelong learning; provide opportunities to perform and exhibit art; provide an after school safe haven; raise self-esteem; and divert at-risk youth from the juvenile justice system; and develop stronger relationships with partner organisations.



(L) (R) – Students from Grace Christian Academy tour the National Collection



**L) CIS Students enjoy a Minds Inspired/Cross Curricular Learning Tour of the National Collection. (R) - Students from Layman E. Scott High School in Cayman Brac visit the Luminescent Forms exhibition at Cayman Brac Beach Resort**

The weekly programme schedule for 2020 was as follows:

- Minds Inspired School Tour Programme – exhibitions (weekly, various schools)
- Minds Inspired Active Learning Programme – NGCI Collection (on demand)
- Walkers Art Club Primary (weekly). Sponsored by WALKERS
- Walkers Art Club Foundation (weekly). Sponsored by WALKERS
- Walkers Art Club Secondary (weekly). Sponsored by WALKERS
- Walkers Art Club Teens (weekly). Sponsored by WALKERS
- Walkers Art Club Brac (weekly). Sponsored by WALKERS
- Family Fun Morning (quarterly)
- Creative Careers (student work experience/intern programme)
- Education Intern programme (annual work placement)
- Curator's Lecture Series (monthly)
- Annual High School Awards for the top art student in each local high school
- Ed & Barbara Oliver Teen Scholarships which are available to students needing financial aid to attend a National Gallery fee-paying art class
- Continuing Education Workshop and Teacher Training series (workshops covering various topics and styles based on current exhibitions, e.g. textiles, watercolour, photography)
- EY Seniors programme (quarterly). Sponsored by EY Cayman
- Art Haven (weekly classes between HMP Northward & Eagle House, HMP Fairbanks, Caribbean Haven); Sponsored by Lori Monk and Kevin Butler
- Creative Careers Programme (internships, work experience, Career Days and advice)



(All Photos) - St. Ignatius students enjoy a workshop with Monica Powery. (R ) Students tour CONSUMED with Maia Muttoo and learn about environmental stewardship. Bottom (L) – Walkers Art Club students. (R ) Students from the Sunrise Adult Learning Centre with David Bridgemen instructing.

**NGCI Careers Programme – Internship/Scholarships:** The NGCI career development programme includes the NGCI Creative Careers work experience programme, the annual Internship (fully paid year-long training programme), Summer Internships, and Ed & Barbara Oliver Scholarships. In total we were able to accommodate several work experience placements ranging in length from intensive week-long courses, to some lasting several months. Students were able to learn about various aspects of gallery management (curating, marketing, education and lesson instruction, etc.) as well as general office skills, resume development, and administration. In addition, we hosted three paid summer internships and one full year paid placement. Creative Careers programme (including mentorship and work experience) and summer internships will “provide support and information on career pathways for culture and heritage sectors” (NCHP: PD 4: SA 12), and encourage our youth to contribute to, and become leaders in, the ongoing research and development within the culture and heritage sectors (NCHP: PD 4: SA 14 & 16; NCHP: PD 5: SA 3). NGCI also participated in the Chamber of Commerce Careers Expo for the fifth year to promote these training opportunities and advise students about creative careers, in addition to attending Careers Fairs at Clifton Hunter High School, John Gray High School, and Cayman Islands Further Education Centre.



(L) - Senior Education Coordinator Maia Muttoo attending Clifton Hunter High School Career Fair. And with students at Edna Moyle Primary School.

In addition to our weekly schedule programmes, NGCI hosted a vibrant special exhibition programme of lectures and events, both on site during first and last quarter of 2020, and on-line between April-August. These included: the *Island of Women*, *Interiors*, and *Consumed* exhibition series, the Educators Workshop series, and Business of Art Workshops, which provided educational, professional development and skills-transfer opportunities for educators, artists and the wider public (NCHP: PD 4: SA 3, SA 6, SA 10). Highlights included:

- Married to the Sea: Voices of Seafarers Spouses (22 February)
- Film Screening: Her Story is Our History (04 March)
- Gender Equality Workshop (18 March)
- Women in Technology (06 May online)
- Interior Portraits Curators Lecture (x3)
- Artist Talks (x 12)
- Lunchtime Lectures (x 8)
- Late Night Socials (x4)
- Art Flix art film screenings (x 8)
- CCMI Reef Lecture series (with Consumed exhibition) (x2)
- Upcycled Art Panel (02 December)
- Educational Resource Pack for Understanding Racial Inequality and Embracing Diversity (in response to the global BLM movement) <https://www.nationalgallery.org.ky/educational-resources-for-understanding-racial-inequality-and-embracing-diversity/>



(L) – Island of Women exhibition panel featuring McCanna “Mickey Anderson, Nettie Bush and Arthurlyn Pedley, and Nasaria Suckoo-Chollette reading her poem *The Lady in Blue*. (R) Consumed exhibition ‘Sustainability’ panel.

## PANDEMIC RESPONSE:

The Education Department had to evolve dramatically when lockdown began to ensure that NGCI continued to share creative learning experiences with schools, families, and the wider public. While challenging, our digital engagement strategy provided NGCI with many opportunities to engage both existing and new audiences. With in-person classes may be temporarily suspended, programming was quickly adapted and presented via our digital platforms (website, social media and Zoom). Whether families were homeschooling students, looking for a creative outlet or interested in expanding their own knowledge about local arts and culture, resources were available for engagement and/or download at no cost.

Weekly programmes were adapted as follows:

### 1. *Mind Inspired Programme Education Resources*

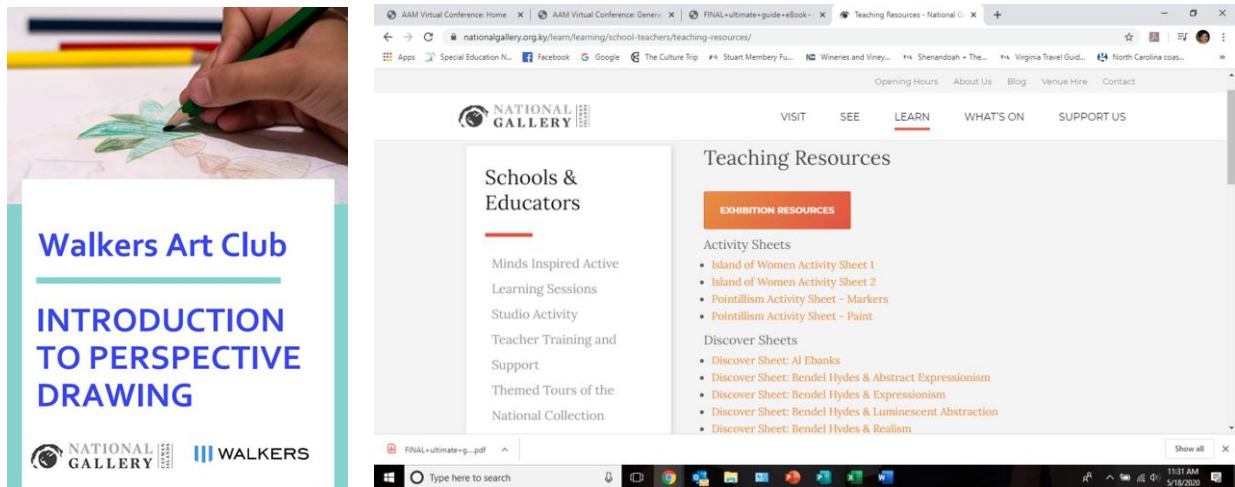
Our regular school tour programme, NGCI Minds Inspired Active Learning Sessions, which is supported by Dart, offers a way for students to engage with art and culture while learning a range of national curriculum subjects using samples from the National Collection. We adapted the Minds Inspired programme online with downloadable cross-curricular lesson plans on various topics ranging from ocean conservation to art using data and geographical mapping. These lesson plans were posted to our social media accounts and the ‘Resources’ page of our website every Wednesday and Friday afternoon. The ‘Resources’ page also includes our fun, scavenger hunt-styled tour worksheets to complement all four of our virtual exhibition tours. Lastly, visitors could also discover a local artist every Monday afternoon with our National Collection based ‘Discover Sheets’ via this programme which are posted on social media via @natgalcayman. To visit these resources <https://www.nationalgallery.org.ky/learn/learning/school-teachers/teaching-resources/> Families or individuals who are interested in receiving resources direct to their email may contact [education@nationalgallery.org.ky](mailto:education@nationalgallery.org.ky).

## 2. Walkers Art Club Online

Students of our popular weekly Walkers Art Club after-school programme continued their art education through practical lesson plans developed in collaboration with Walkers Art Club instructors. Lesson plans were emailed directly to parents and/or guardians on a weekly basis in keeping with the programme's typical structure. Lesson plans will also be made available on our website's 'Walkers Art Club' page. Walkers students and parents could contact the National Gallery with any queries or requests for learning support and were encouraged to send in photos of their completed weekly projects for a small pop up virtual exhibitions. Families who weren't registered for member of Walkers Art Club could also participate can by joining our mailing list to receive content weekly.

## 3. Outreach Programmes

Our Art Haven programme which supports the HMP Prison Service and Caribbean Haven continued to provide therapeutic and educational art lessons for incarcerated persons and those struggling with addiction through the digital forum. Lessons are sent directly to the prisons and Caribbean Haven on a weekly basis, with subjects ranging from graphite portraiture to watercolour still life. In addition, our Seniors Tours were converted into "Social time" phone calls via a phone tree established by NGCI Education department staff.



(L) – Examples of emailed and online resources.

## INTERIOR & INTERIORITY: VIRTUAL ARTIST TALKS

TUESDAY 17 NOVEMBER 2020. 6:00 PM - 8:00 PM  
ONLINE VIA ZOOM



MEGAN EHMAN



SIMON TATUM



PAIGE JORDISON

Get the story behind the art, straight from the artists. Join the artists of *Interior & Interiority* on Zoom as they discuss the exhibition's major themes and reveal the inspiration and process behind their pieces. This event features Megan Ehman, Simon Tatum and Paige Jordison, with an introduction by Guest Curator, Emé Paschalides.

For additional details and to receive Zoom login details please email [education@nationalgallery.org.ky](mailto:education@nationalgallery.org.ky) or call (345) 945 8111.



Amanda Coulson  
– Director,  
National Art  
Gallery of the  
Bahamas  
(Bahamas)

Shani Roper –  
Curator,  
University of the  
West Indies  
Museum (Jamaica)

Natalie Urquhart  
– Director,  
National Gallery  
of the Cayman  
Islands (Cayman  
Islands)

Nimah Mwakil-  
Zakuri – Director,  
Central Bank  
Museum of  
Trinidad & Tobago  
(Trinidad & Tobago)

Moderator: Germaine Joseph, Programme  
Officer – Built Heritage Conservation, St  
Lucia National Trust (St Lucia)

**MAC Virtual  
Programme**  
**"In Conversation"  
Covid-19 English  
Series**

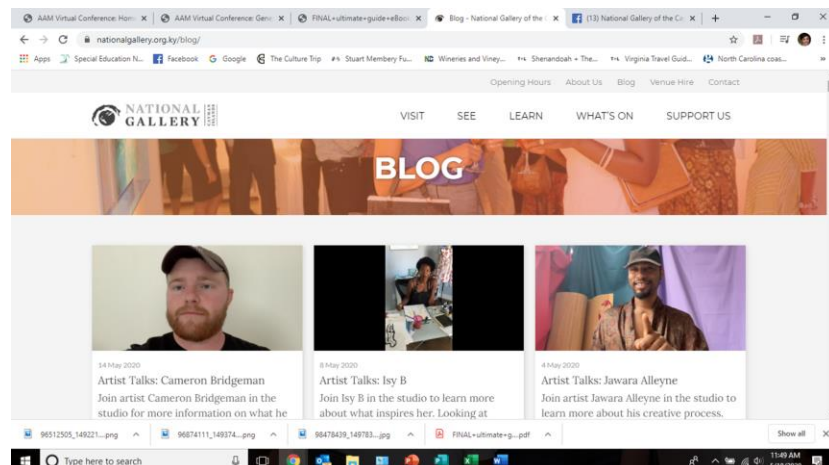
Join MAC with Museum  
Directors across the Caribbean  
as they discuss the impact of  
COVID-19 on their museums.

**August 13 - 6 PM EDT  
RSVP**

(L) – Example of the online Artist Talk series. (R) Example of NGCI staff participating on international panels to discuss the impact of the pandemic on the Caribbean museum sector.

In addition to the adaption of our regular programming schedule, NGCI introduced a new variation of Artist Talks that featured short interviews with local artists with a look inside their studios, and information about how they are using creativity to get through these difficult times. This went live in April and continued until August with 23 artists featured. All participating artists received a small stipend. These interviews remain accessible via the NGCI blog <https://www.nationalgallery.org.ky/blog/>.

Lastly, while we experienced strong uptake for our digital programme, we were also aware that many families had limited access to wifi. In response, NGCI developed our 'Art Pack' programme in collaboration with ARK (Acts of Random Kindness) and delivered art supplies to families in need.



(L) – Artist Studio visits via the NGCI Blog. (R) Preparing the NGCI 'Art Packs'

## National Gallery COVID-19 Artist Relief Programme

Following the completion of the National Gallery's survey carried out in April 2020, which sought to gather data on the impact of the pandemic on the creative sector, Relief Programme was developed that combined grants funds, professional development opportunities to support the creative sector through the challenging time.

Through a partnership with the Ministry of Health Environment, Culture and Housing, funds from which have been generously matched by several private sector donors, NGCI was able to offer emergency relief grants of up to CI\$1,000 per artists, on a needs basis. Eighteen grants were awarded to applicants who were able to show that they have lost their fulltime art-based income and that they are experiencing dire financial emergencies during this time.

NGCI re-launched the NGCI Business of Art ("BoA") series in July. This programme is a digital series of professional development panels, lectures, and workshops. From social media marketing to website development and legal requirements for small businesses, these sessions are designed to help creatives expand and improve their respective trades in the post-pandemic climate. All webinars are free and will be presented via Zoom. More information can be found via <https://www.nationalgallery.org.ky/covid-relief-programme-for-the-arts/>



(L) – Minister of HEC&H Hon Dwayne Seymour with Artist Grant Awardees. (R) Artisans Lizzie Powell and Rose May Ebanks with NGCI Board Member Carl Brown.

## Art Information – Facilities Management, Promotion, Scholarship and Publication [GAL: 4]

*Provision for the development, promotion and publication of Cayman Islands visual art, both locally and overseas via: management and care of the NGCI 9,000 sq. ft. facility; public community visual arts events; management of NGCI Gift Shop, Art Café and facility rental department; development, publication and public presentation of matters relating to Caymanian art, art history and Caymanian cultural heritage (via local media, at international conferences, and lectures); management of NGCI website and social media*

platforms; consultation and support to the Ministry of Health, Environment, Culture and Housing, Cabinet, other government departments, and private sector in matters relating to arts and culture and related policy; provision of NGCI Annual Report and audited financial statements; Human Resource management; management of the NGCI membership database and volunteer database; and implementation, monitoring and evaluation of the NGCI Strategic Plan 2014-2019 (which was rolled over into 2020 due to the pandemic).

### **Output Delivery Analysis**

| <b>GAL 4: Art Information – Facilities, Promotion, Scholarship and Publication:</b> Management of the National Gallery facility (galleries, studio, library, lecture theatre, café, gift shop and gardens). provision for the development, promotion and publication of Cayman Islands Visual Art Information, both locally and overseas. |             |             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|
| MEASURES                                                                                                                                                                                                                                                                                                                                  | 2020 Budget | 2020 Actual |
| <b>QUANTITY</b>                                                                                                                                                                                                                                                                                                                           |             |             |
| <ul style="list-style-type: none"> <li>• Providing a well maintained, accessible and inviting facility</li> </ul>                                                                                                                                                                                                                         | 1           | 1           |
| <ul style="list-style-type: none"> <li>• Management and upkeep of national database of Caymanian artists and artwork</li> </ul>                                                                                                                                                                                                           | 1           | 1           |
| <ul style="list-style-type: none"> <li>• Development, publication and public presentation of matters relating to Caymanian art, art history and Caymanian cultural heritage (mentions in local and international media, conferences and lectures)</li> </ul>                                                                              | 30          | 50+*        |
| <ul style="list-style-type: none"> <li>• Management of NGCI website and social media platforms</li> </ul>                                                                                                                                                                                                                                 | 6           | 6           |
| <ul style="list-style-type: none"> <li>• Management of the NGCI Membership Database and Volunteer Database</li> </ul>                                                                                                                                                                                                                     | 2           | 2           |
| <ul style="list-style-type: none"> <li>• Management of NGCI Gift Shop, Art Café &amp; Facility Rentals</li> </ul>                                                                                                                                                                                                                         | 3           | 3           |
| <ul style="list-style-type: none"> <li>• Preparation and publishing of NGCI e-bulletin</li> </ul>                                                                                                                                                                                                                                         | 12          | 12          |
| <ul style="list-style-type: none"> <li>• Consultation and support to the Ministry, Cabinet and other Government Departments in matters relating to arts and culture and related policy</li> </ul>                                                                                                                                         | 10          | 10          |
| <ul style="list-style-type: none"> <li>• Development and adherence to NGCI Marketing Strategy and implementation, monitoring and evaluation of the NGCI Strategic Plan 2014 – 2019 (extended for 2020/2021)</li> </ul>                                                                                                                    | 2           | 2           |
| <ul style="list-style-type: none"> <li>• Consultations with local businesses and artists regarding marketing, selection, installation, education etc. for visual arts</li> </ul>                                                                                                                                                          | 10          | 10          |
| <ul style="list-style-type: none"> <li>• Provision of NGCI Annual Report and audited Financial Statements</li> </ul>                                                                                                                                                                                                                      | 1           | 1           |
| <ul style="list-style-type: none"> <li>• Participation in international art competitions, fairs and other events that disseminate knowledge on Caymanian art both locally and internationally</li> </ul>                                                                                                                                  | 4           | 7*          |
| <b>QUALITY</b>                                                                                                                                                                                                                                                                                                                            |             |             |
| <ul style="list-style-type: none"> <li>• Information and reporting prepared accurately, professionally and in a timely manner</li> </ul>                                                                                                                                                                                                  | 100%        | 100%        |
| <ul style="list-style-type: none"> <li>• Quality determined by visitor and participants comments and feedback, and by attendees improved skill level and increased knowledge base</li> </ul>                                                                                                                                              | 100%        | 100%        |
| <ul style="list-style-type: none"> <li>• Increased international appreciation and understanding of the unique arts and culture of the Cayman Islands</li> </ul>                                                                                                                                                                           | 100%        | 100%        |
| <ul style="list-style-type: none"> <li>• Marked increase in new membership base and updated</li> </ul>                                                                                                                                                                                                                                    | 100%        | 100%        |

|                                                                                                                                                                                                                                                                                                                                                             |      |      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|
| <ul style="list-style-type: none"> <li>Continued recruitment and training of volunteers and updated</li> </ul>                                                                                                                                                                                                                                              | 100% | 100% |
| <b>TIMELINESS</b>                                                                                                                                                                                                                                                                                                                                           |      |      |
| <ul style="list-style-type: none"> <li>Providing a well maintained, accessible and inviting facility</li> </ul>                                                                                                                                                                                                                                             | 100% | 100% |
| <ul style="list-style-type: none"> <li>Management and upkeep of national database of Caymanian artists and artwork</li> </ul>                                                                                                                                                                                                                               | 100% | 100% |
| <ul style="list-style-type: none"> <li>Development, publication and public presentation of matters relating to Caymanian art, art history and Caymanian cultural heritage ( via local and international media, conferences and lectures)</li> </ul>                                                                                                         | 100% | 167% |
| <ul style="list-style-type: none"> <li>Management of NGCI website and social media platforms</li> </ul>                                                                                                                                                                                                                                                     | 100% | 100% |
| <ul style="list-style-type: none"> <li>Management of the NGCI Membership Database and Volunteer Database</li> </ul>                                                                                                                                                                                                                                         | 100% | 100% |
| <ul style="list-style-type: none"> <li>Management of NGCI Gift Shop, Art Café &amp; Facility Rentals</li> </ul>                                                                                                                                                                                                                                             | 100% | 100% |
| <ul style="list-style-type: none"> <li>Preparation and publishing of NGCI e-bulletin</li> </ul>                                                                                                                                                                                                                                                             | 100% | 100% |
| <ul style="list-style-type: none"> <li>Consultation and support to the Ministry, Cabinet and other Government Department in matters relating to arts and culture and related policy</li> </ul>                                                                                                                                                              | 100% | 100% |
| <ul style="list-style-type: none"> <li>Development and adherence to NGCI Marketing Strategy and implementation, monitoring and evaluation of the NGCI Strategic Plan 2014 – 2019</li> </ul>                                                                                                                                                                 | 100% | 100% |
| <ul style="list-style-type: none"> <li>Consultations with local businesses and artists regarding marketing, selection, installation, education etc for visual arts</li> </ul>                                                                                                                                                                               | 100% | 100% |
| <ul style="list-style-type: none"> <li>Provision of NGCI Annual Report and audited Financial Statements</li> </ul>                                                                                                                                                                                                                                          | 100% | 100% |
| <ul style="list-style-type: none"> <li>Participation in international art competitions, fairs and other events that disseminate knowledge on Caymanian art both locally and internationally</li> </ul>                                                                                                                                                      | 100% | 175% |
| <b>LOCATION</b>                                                                                                                                                                                                                                                                                                                                             |      |      |
| <ul style="list-style-type: none"> <li>The National Gallery ETH – Youth, Family and Adult Programmes</li> </ul>                                                                                                                                                                                                                                             | 100% | 75%  |
| <ul style="list-style-type: none"> <li>Districts and Sister Islands venues (various)</li> </ul>                                                                                                                                                                                                                                                             | 100% | 75%  |
| <ul style="list-style-type: none"> <li>International venues</li> </ul>                                                                                                                                                                                                                                                                                      | 100% | 100% |
| <ul style="list-style-type: none"> <li>Web based</li> </ul>                                                                                                                                                                                                                                                                                                 | 100% | 125% |
| <p><b>Variances:</b> NGCI weekly ebuletin was redeveloped in early 2019 and was emailed to members monthly in 2020.</p> <p>Participation in International events, conferences etc. increased from the budgeted amount in 2020 with Senior Management participating in international panels relating to the impact of the pandemic on the museum sector.</p> |      |      |

|                                                                                                                                                                                                                |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p>NGCI also saw significant uptake in local and international press in 2020 relating to its digital programme.</p> <p>Request for art consultations with local business fell in 2020 due to the pandemic.</p> |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|

### **Achievement Highlights:**

Under this output, NGCI committed to managing our 9,000 sq. ft. facility which houses exhibitions, the National Collection, library and education studios. From this site, we hosted the majority of our education programmes, exhibitions, events, administration, research and promotional activities. In addition, this output also relates to the dissemination of knowledge of Caymanian culture and the arts, locally and abroad, through marketing and communications; local and international panels and presentation relating to the visual arts and the wider museum sector. These allow us to build greater awareness and visibility to Cayman's art, culture and history, in addition to fostering dialogue and skills transfer to further develop our cultural sectors (NCHP: PD 4: SA 10; NCHP: PD 5: SA 8; NCHP: PD 6: SA 6 & 7).

NGCI staff continued to follow the objectives and priorities set out in the NGCI Strategic Plan 2014-2019 (outlined above) and provided regular updates to the NGCI Management Board and Director. Work on the 2020-2025 Strategic Plan was postponed until 2021 due to the pandemic. We continued to ensure that the Gallery has the appropriate legal and organisational structure and the process and systems necessary to operate to the highest possible standards, and to ensure that the National Gallery's corporate governance complies with best practice. NGCI staff also committed to established financial procedure guidelines to ensure maximum internal controls, as well as transparency and good practice, across all areas of financial management, budgetary control, reporting and reviewing systems.

The annual audit began in January 2020 with inventory and site checks being completed in advance of lockdown. The remaining project was carried out remotely with the ongoing partnership with Berman Fisher facilitating the gathering of the necessary documentation at the request of Eisner Amper and on behalf of the Auditor General. All documentation was submitted on schedule to ensure a timely review process and NGCI received a qualification-free audit.

### **PANDEMIC ADJUSTMENTS**

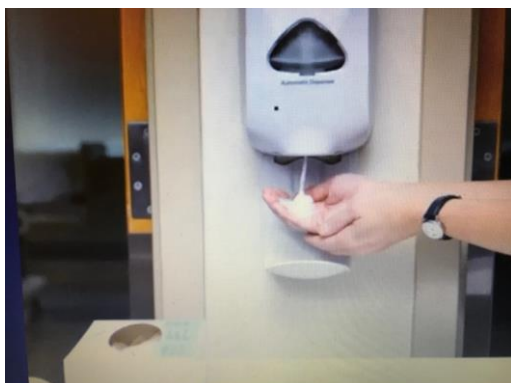
Despite having to temporarily close our physical doors on 17 March, NGCI staff began working fulltime from home, with all staff at home from Thursday 19 March, for the duration of the shutdown. Management of the site and storage facility thrice continued weekly and both were monitored carefully throughout lockdown. General maintenance work, landscaping, and special building projects were placed on hold. General office administration, including banking and bill payments, HR etc, were moved online. NGCI worked closely with our IT provider to maintain remote capability for all staff members to

allow to adapt quickly and easily to remote working, as necessary. While an onsite team collaboration is preferred, the Senior Management teams sees positive outcome from allowing staff members some flexibility with managing their work environment while we continue to navigate through this current pandemic situation.

Plans were put into place to enable us to open soon after the lockdown eased, with limited timed entry to ensure social distancing (as per local guidelines and international museums standard recommendations). These measures included:

- Daily cleaning service and regularly cleaning of touchpoint throughout the facility.
- Upkeep of four sanitation stations throughout the site.
- Continued closure of the Art Café. Limited to staff access only.
- PPE equipment accessible for staff and vendors, as needed.
- Invitation for all staff and visitors to continue to wear masks and limit contact.
- Maintain use of alternative workstations, as necessary.

While they were eased in September 2020, all are easily actionable should the ongoing situation result in another lockdown.



(L) – Examples of new Health and Safety measures and signage on site

### **Business Department (Events, Art Café and Gift Shop):**

The National Gallery hosted 29 events at our site despite being closed for four months these included exhibition receptions, private tours, and facility rentals. We were unable to hold our annual fundraising events - the National Gallery Tea Party, and the NGCI Gala - but did host the Big Art Auction in November. However, new health and safety regulations, and the closure of borders, had a significant effect on event rentals, fundraising and revenue generation (through facility rentals) in 2020 resulting in a significant revenue loss from the private sector.

The NGCI Gallery Shop was closed to the public between mid March – mid- July and began to see regular visitor traffic from September. The shop now offers items from 20 local artisans, in addition to art supplies, visual art and design merchandising, jewelry, and an extensive fine art book shop. Merchandising and

display have all been enhanced to better connect the public to the Cayman Islands National Collection and more broadly to the arts and culture of the Caribbean. The NGCI Artisans Fair was held as usual in November to support the sale of work by local artisans and continues to be a success.



(L) – NGCI Holiday Artisan Fair (25 November); (R) Big Art Auction 6

### Participation in International Events

NGCI has continued to participate in international conferences to share news about Caymanian art and culture and participated in virtual conferences in August and November 2020. By presenting at conferences alongside the international museum sector, we were able to bring greater awareness and visibility to Cayman's art, culture and history, in addition to fostering dialogue and skills transfer to further develop our cultural sectors (NCHP: PD 4: SA 10; NCHP: PD 5: SA 8; NCHP: PD 6: SA 6 & 7. This has resulted in significantly increased exposure for Caymanian art in the past five years.).

In July, National Gallery's Director was invited to participate in a UNESCO/ICCROM webinar exploring "Museums after the Pandemic", representing the Caribbean and Latin American museum sector, alongside other leading museum experts from around the globe. To watch the full webinar, visit <https://www.iccrom.org/lecture/iccrom-unesco-webinar-museums-after-pandemic>.

In early August, the Director presented on the closing panel of the African American Association of Museums annual conference where she shared the digital strategies that the National Gallery had unveiled during four months of lockdown, as well as best practices in audience engagement and reopening health and safety measures. Later in August, NGCI featured as part of the Museum Association of the Caribbean's new virtual program which invited museum leadership from different linguistic regions of the Caribbean (Spanish, English, French, and Dutch) to discuss the impact of COVID-19 on their museums; in addition NGCI staff participated on specialized panels on Digital Engagement and Health & Safety in Caribbean Museums. In November, the Director was invited to participate in the Caribbean-wide Catapult programme and hosted two virtual discussions about the status of Caribbean art.

Between May-July, NGCI has also engaged with the local business community through a series of presentations to local Rotary Club about NGCI's Digital Engagement programme through lockdown.

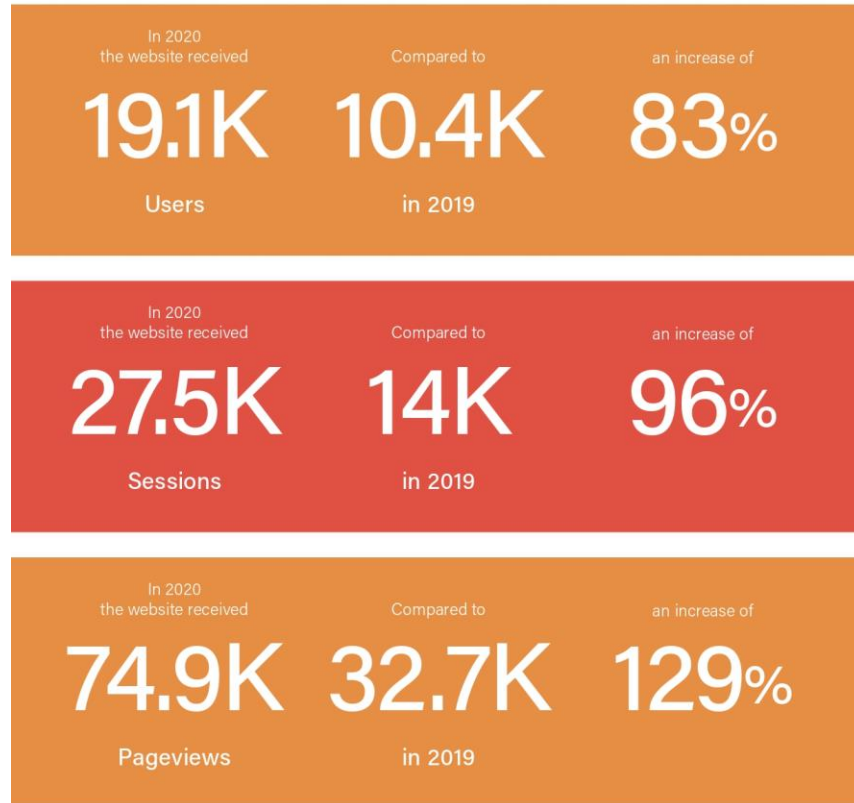
## **Marketing and Communications**

Given the rapid move to the virtual environment during lockdown, NGCI was able to significantly increase exposure for Caymanian art via the uploading of the collection and virtual exhibitions as well as twice daily posts about the collection and educational resources via our social media channels. For example NGCI's virtual exhibitions were featured in international media in the US, Europe and South America. Local media mentions (radio and print media) of NGCI programmes averaged six per month. NGCI also made significant use of Social Media (Instagram and Facebook) in 2020. Especially during lockdown by posting information twice daily on week days throughout. At the end of the fourth quarter 2020, NGCI had 2,245 Instagram followers and 4,062 followers on Facebook.

The website saw a significant increase in website engagement in 2020 due to our expanded digital programme. In April 2020 alone we saw users re-visiting the Gallery website in a total of 2,700 sessions and loading different pages on our site 11,079 times. This illustrates a 147% increase compared to the 4,551-page views that were seen in March 2020. Full statistics are included below:

# Website Statistics

Overview



## Website Statistics

### Collection



#### Landing Page & Section Views

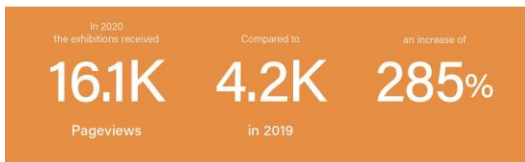
| Page Title                         | Pageviews |
|------------------------------------|-----------|
| Collection                         | 2,244     |
| Artists                            | 891       |
| Realism                            | 770       |
| Contemporary Art                   | 668       |
| Caymanian Modernism                | 608       |
| Intuitive Art and Early Pioneers   | 510       |
| Traditional and Contemporary Craft | 384       |
| Collectives                        | 78        |

#### Top Pieces

| Page Title                           | Pageviews |
|--------------------------------------|-----------|
| South Sound                          | 54        |
| Arias in Mango Trees                 | 51        |
| The National Gallery                 | 50        |
| Mangroves                            | 42        |
| Sailboats in the Sound               | 42        |
| Light and Shade, Private Cayman Home | 41        |
| Elijah and the Mantle                | 39        |
| Pink Cottage                         | 39        |
| Caymanian House                      | 38        |
| Kitchen Window (Interior) I-IV       | 38        |

## Website Statistics

### Exhibitions



#### Top Exhibitions

| Page Title                                              | Pageviews |
|---------------------------------------------------------|-----------|
| Art Under Lockdown                                      | 3,656     |
| Exhibitions Archive                                     | 1,678     |
| Island of Women: Life at Home During Our Maritime Years | 1,041     |
| Marc Laursen: Consumed                                  | 716       |
| Interior & Interiority                                  | 365       |
| Bendel Hydes - A Retrospective                          | 313       |
| Now & Then                                              | 313       |
| Saltwater in their Veins                                | 261       |
| Bendel Hydes - A Retrospective                          | 218       |

## Website Statistics

### Artist Talks

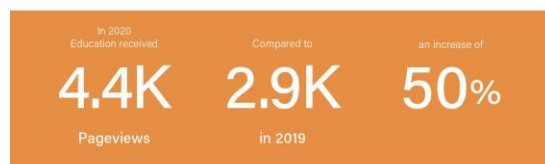


#### Top Artist Talks

| Page Title                            | Pageviews |
|---------------------------------------|-----------|
| Artist Talks: Davin Ebanks            | 252       |
| Artist Talks: Simon Tatum             | 199       |
| Artist Talks: Shane 'Dready' Aquilart | 177       |
| Artist Talks: Iry B                   | 168       |
| Artist Talks: Jawara Alleyne          | 145       |
| Artist Talks: Scott Swing             | 130       |
| Artist Talks: Gordon Solomon          | 122       |
| Artist Talks: Ren Seffer              | 100       |
| Artist Talks: Pam Kelly-Laursen       | 99        |
| Artist Talks: Yonier Powery           | 92        |

## Website Statistics

### Education Resources



#### Top Education Downloads

| Page Title                                                                              | Pageviews |
|-----------------------------------------------------------------------------------------|-----------|
| Island of Women Activity Sheet 1 - Education Resource                                   | 28        |
| Minds Inspired Diversity & Inclusion Lesson - Education Resource                        | 26        |
| Maya Cochrane - Turn So, Fool, 2020 Pinking Pattern-making Booklet - Education Resource | 21        |
| Minds Inspired - Art & Coral Reef Conservation Lesson - Ages 6+ - Education Resource    | 20        |
| Discover Sheet: Gordon Solomon - Education Resource                                     | 16        |
| Minds Inspired - National Symbols Lesson Part 1 - Primary Level - Education Resource    | 15        |
| Walkers Art Club Collage - Foundation & Primary - Education Resource                    | 15        |
| Discover Sheet: Horacio Esteban Island of Women - Education Resource                    | 12        |
| Pointillism Activity Sheet - Markers - Education Resource                               | 12        |
| Walkers Art Club Mother's Day Portraits - Education Resource                            | 12        |

## Economic Assessment for past year

|                                                                                     | 2020           | 2020           |
|-------------------------------------------------------------------------------------|----------------|----------------|
| FINANCIAL PERFORMANCE MEASURE                                                       | Budget         | Actual         |
|                                                                                     |                |                |
| REVENUE FROM CABINET                                                                | 736,000        | 736,000        |
| REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES | -              | -              |
| REVENUE FROM OTHERS PERSONS OR ORGANISATIONS (excluding Bequest)                    | 517,770        | 498,600        |
| DONOR RESTRICTED CONTRIBUTIONS - BEQUEST                                            | -              | 3,150,575      |
| OTHER EXPENSES                                                                      | (1,270,100)    | (1,206,338)    |
| NET SURPLUS DEFICIT                                                                 | (16,330)       | 3,178,837      |
| TOTAL ASSETS                                                                        | 2,993,511      | 5,974,668      |
| TOTAL LIABILITIES                                                                   | (227,043)      | (105,676)      |
|                                                                                     |                |                |
| NET WORTH                                                                           | 2,766,468      | 5,868,992      |
|                                                                                     |                |                |
| CASH FLOWS FROM OPERATING ACTIVITIES                                                | 40,000         | 3,148,002      |
| CASH FLOWS FROM INVESTING ACTIVITIES                                                | (70,000)       | (7,799)        |
| CASH FLOWS FROM FINANCING ACTIVITIES                                                | 60,000         | -              |
| CHANGE IN CASH BALANCES                                                             | 30,000         | 3,140,203      |
|                                                                                     |                |                |
| FINANCIAL PERFORMANCE RATIO                                                         | 2020<br>Budget | 2020<br>Actual |
| CURRENT ASSETS : CURRENT LIABILITIES                                                | 2.14:1         | 33.18:1        |
| TOTAL ASSETS : TOTAL LIABILITIES                                                    | 13.18:1        | 56.54:1        |

| HUMAN CAPITAL MEASURES                    | 2020<br>Budget<br>\$ 000'S | 2020<br>Actual<br>\$ 000'S |
|-------------------------------------------|----------------------------|----------------------------|
| TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED | 9.5                        | 7                          |
| STAFF TURNOVER (%)                        |                            |                            |
| SENIOR MANAGER                            | 0%                         | 0%                         |
| PROFESSIONAL AND TECHNICAL STAFF          | 20%                        | 17%                        |
| ADMINISTRATIVE STAFF                      | 0%                         | 50%                        |

| <b>PHYSICAL CAPITAL MEASURES</b>                               | <b>2020<br/>Budget<br/>\$ 000'S</b> | <b>2020<br/>Actual<br/>\$ 000'S</b> |
|----------------------------------------------------------------|-------------------------------------|-------------------------------------|
| VALUE OF TOTAL ASSETS                                          | 2,993                               | 5,975                               |
| ASSET REPLACEMENTS : TOTAL ASSETS                              | 1.35:1                              | 0.55:1                              |
| BOOK VALUE OF ASSETS : COST OF THOSE ASSETS                    | 0.74:1                              | 0.74:1                              |
| DEPRECIATION (in year): CASH FLOW ON ASSET PURCHASES (in year) | 1.29:1                              | 9.88:1                              |
| CHANGES TO ASSET MANAGEMENT POLICES                            | NA                                  | NA                                  |

| <b>MAJOR CAPITAL EXPENDITURE PROJECTS</b>                                                                      | <b>2020<br/>TARGET<br/>\$</b> | <b>2020<br/>ACTUAL<br/>\$</b> |
|----------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------|
| NA – DUE TO NO GRANT BEING PROVIDED FOR CAPITAL EXPENDITURE ALL FUTURE CAPITAL EXPENDITURE HAVE BEEN POSTPONED | 60                            | 0                             |

## Risk Management

### *Risks and Concerns*

| <b>Key Risks</b>                | <b>Status of Risk</b>                                                             | <b>Action taken during 2020 to Manage Risk</b>                                                                                   | <b>Financial Value of Risk</b> |
|---------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Maintenance of Government Grant | Current environment requiring budget savings                                      | Continuing efforts to provide best possible value                                                                                | 736,000                        |
| Ability to raise donations      | Continuing need to match increased operational expenses generated by new facility | NGCI Management Board and Director responsibility to generate revenue (donations & sales) for annual National Gallery operations | 498,600                        |

### **Key Points of Concern:**

- NGCI faces the ongoing challenge of raising 40% of its annual operations budget which remains challenging in the current economic climate.
- Collections Storage: NGCI has significantly outgrown its storage facility that houses the National Art Collection. To alleviate this an additional cold storage unit that meets international standards of environmental controls and security needs was sourced.

## Financial Position and Analysis

(stated in Cayman Islands dollars)

| Actual<br>2019             |                                           | Note | Actual<br>2020 | Budget<br>2020 | Budget Vs.<br>Actual<br>Variance | Budget<br>Vs.<br>Actual |
|----------------------------|-------------------------------------------|------|----------------|----------------|----------------------------------|-------------------------|
| <b>Assets</b>              |                                           |      |                |                |                                  |                         |
| <b>Current assets</b>      |                                           |      |                |                |                                  |                         |
| 128,370                    | Cash and cash equivalents - unrestricted  | 3    | 52,298         | 260,174        | (207,876)                        | -80%                    |
| -                          | Cash and cash equivalents - restricted    | 3    | 3,216,275      | -              | 3,216,275                        |                         |
| 167,720                    | Accounts receivable, net                  | 6    | 195,402        | 184,000        | 11,402                           | 6%                      |
| 1,813                      | Prepaid expenses                          |      | 27,540         | 10,960         | 16,580                           | 151%                    |
| 21,911                     | Inventory                                 |      | 14,963         | 31,646         | (16,683)                         | -53%                    |
| 319,814                    |                                           |      | 3,506,478      | 486,780        | 3,019,698                        | 620%                    |
| 2,537,442                  | Property and equipment                    | 4    | 2,468,190      | 2,506,731      | (38,541)                         | -2%                     |
| 2,857,256                  | <b>Total assets</b>                       | CI\$ | 5,974,668      | 2,993,511      | 2,981,157                        | 100%                    |
| <b>Current liabilities</b> |                                           |      |                |                |                                  |                         |
| 80,247                     | Deferred revenue                          | 11   | 59,894         | 92,028         | (32,134)                         | -35%                    |
| 86,854                     | Accounts payable and other accruals       |      | 45,782         | 135,015        | (89,233)                         | -66%                    |
| 167,101                    |                                           |      | 105,676        | 227,043        | (121,367)                        | -53%                    |
| <b>Fund balance</b>        |                                           |      |                |                |                                  |                         |
| 2,690,155                  | Accumulated surplus                       |      | 2,718,417      | 2,766,468      | (48,051)                         | -2%                     |
| -                          | Restricted fund                           | 13   | 3,150,575      | -              | 3,150,575                        |                         |
| 2,690,155                  |                                           |      | 5,868,992      | 2,766,468      | 3,102,524                        | 112%                    |
| 2,857,256                  | <b>Total liabilities and fund balance</b> | CI\$ | 5,974,668      | 2,993,511      | 2,981,157                        | 100%                    |

### Cash & Cash Equivalents:

NGCI has to be particularly careful to manage cash flow, as only 60% of the required revenues are covered by the government. During the year, NGCI has made a special effort to reduce operating expenses through Covid-19. In the event of a decrease in future revenues, and cash flows, NGCI would have to reduce the output of free offerings to the public, however, NGCI strives to be able to provide free and reduced cost service to the Cayman Islands going forwards.

### Accounts Receivable:

Accounts receivable usually only consists of the quarterly grant invoice to Government of \$184,000 and a few small Facility rental invoices. The quarterly grant is usually received in the month following that quarter.

### Deferred Revenue:

The balance as at year-end was made up of donations received for programmes which runs into 2021. These donations are spread out over the course of the specific programme.

#### Accounts Payable:

The Gallery's policy is to pay vendors within 30 days after the bill date. Included in the balance at year end is the accrual for the 2020 Audit fee, insurance liability and vendor balances paid in January 2021.

### Statement of Financial Performance and Analysis

(stated in Cayman Islands dollars)

| Actual 2019 (in CI\$)                      | Note                                      | Actual 2020 | Budget 2020      | Budget Vs. Actual Variance | Budget Vs. Actual Variance % |
|--------------------------------------------|-------------------------------------------|-------------|------------------|----------------------------|------------------------------|
| <b>Revenue and support from operations</b> |                                           |             |                  |                            |                              |
| 251,939                                    | Donations                                 | 11          | 121,824          | 161,000                    | (39,176) -24%                |
| 280,177                                    | Events and exhibitions                    | 11          | 151,575          | 213,770                    | (62,195) -29%                |
| 42,766                                     | Gallery gift shop                         |             | 28,615           | 40,000                     | (11,385) -28%                |
| 50,295                                     | Facility rental                           |             | 30,694           | 60,000                     | (29,306) -49%                |
| 625,177                                    |                                           |             | 332,708          | 474,770                    | (142,062) -30%               |
| <b>Other income</b>                        |                                           |             |                  |                            |                              |
| 586,000                                    | Government grant                          | 6           | 736,000          | 736,000                    | - 0%                         |
| 20,274                                     | Membership fees                           |             | 19,355           | 35,000                     | (15,645) -45%                |
| -                                          | Legal fee reimbursements                  |             | 102,500          | -                          | 102,500                      |
| 4,986                                      | Miscellaneous                             |             | 44,037           | 8,000                      | 36,037 450%                  |
| 611,260                                    |                                           |             | 901,892          | 779,000                    | 122,892 16%                  |
| <b>Restricted Donations</b>                |                                           |             |                  |                            |                              |
| -                                          | Donor restricted donations - Bequest      | 2 (h), 13   | 3,150,575        | -                          | 3,150,575                    |
| <b>1,236,437</b>                           | <b>Total Revenue</b>                      |             | <b>4,385,175</b> | <b>1,253,770</b>           | <b>3,131,405 250%</b>        |
| <b>Cost of goods sold</b>                  |                                           |             |                  |                            |                              |
| 27,402                                     | Gallery gift shop - COGS                  |             | 17,745           | -                          | 17,745                       |
| 27,402                                     |                                           |             | 17,745           | -                          | 17,745                       |
| <b>Expenditure</b>                         |                                           |             |                  |                            |                              |
| 634,684                                    | Administrative expenses                   | 7           | 633,908          | 575,627                    | 58,281 10%                   |
| 218,391                                    | Facility expenses                         | 7           | 215,362          | 222,541                    | (7,179) -3%                  |
| 114,899                                    | Program expenses                          | 7           | 101,889          | 68,600                     | 33,289 49%                   |
| 79,538                                     | Depreciation                              | 4, 7        | 77,051           | 90,184                     | (13,133) -15%                |
| 239,707                                    | Exhibitions expenses                      | 7           | 135,536          | 85,190                     | 50,346 59%                   |
| 20,006                                     | Other operating expenses                  | 7           | 24,847           | 227,958                    | (203,111) -89%               |
| 1,307,225                                  |                                           |             | 1,188,593        | 1,270,100                  | (81,507) -6%                 |
| <b>1,334,627</b>                           | <b>Total Expenses</b>                     |             | <b>1,206,338</b> | <b>1,270,100</b>           | <b>(63,762) -5%</b>          |
| <b>(98,190)</b>                            | <b>Net surplus/(deficit) for the year</b> | <b>CI\$</b> | <b>3,178,837</b> | <b>(16,330)</b>            | <b>3,195,167 -19566%</b>     |

Note on surplus: Per 'Restricted Donations' above, the majority of surplus relates to the Bequest funds received with restrictions placed by donor and cannot be used for Gallery's day to day operating expenses. Donor restricted use for capital and special projects. See Note 13 in the 2020 Financial Statements.

#### Revenue:

During 2020, as Covid-19 became a world-wide pandemic, NGCI reduced its reliance on fundraising events and performed several Covid-19 initiatives to assist artists during the pandemic.

Similarly, revenue which relies on footfall and social gatherings (e.g. Gallery shop revenue, facility rental) also decreased during the year from 2019, and from budget due to the Covid-19 restrictions.

#### Expenses:

##### ***Compared to 2019:***

Non-essential spending was halted in 2020 due to the pandemic and uncertainty of future cash flows. Although, in general, administrative costs are more fixed in nature (e.g. salaries, utilities etc), the costs which are more variable, and associated with revenue streams, such as the exhibitions and education costs were streamlined due to the lower activity.

##### ***Compared to Budget:***

The original budget saw many of the costs categorised as “Other Operating Expenses”. In practice, the expenses have been split out according to their specific workstream, causing large variances from budget to actuals.

## **Scrutiny by Parliament and Public**

At the meeting of the 2019 Public Accounts Committee, NGCI was commended by the Auditor General for its management and leadership, and for the scope of its programming content. The discrepancy between the funding of the three national cultural organizations continues to be a point of discussion. For 2020, NGCI's budget was increased which will help offset the reliance on fundraising, while also supporting the growth of NGCI's community programming. NGCI's audience continued to expand in 2020, welcoming 24,000+ visitors to our site from a wide and diverse demographic.

**The Freedom of Information Law 2015**  
**Reporting Under Section 40**

**Reporting Date:**           **From:** January 01, 2020                           **To:**       December 31, 2020

**NIL REPORT:**    YES

| <b>APPLICATION DETAILS</b>                                                                        | <b>NUMBER</b> |
|---------------------------------------------------------------------------------------------------|---------------|
| Total Applications Received                                                                       | 0             |
| Total Applications Open                                                                           | 0             |
| Total Applications Closed                                                                         | 0             |
| Applications for Personal Information (Applicant's own)                                           | 0             |
| Application for General Information                                                               | 0             |
| <b>TIMELINE DETAILS</b>                                                                           | <b>NUMBER</b> |
| Request Information (Decision made within 30 days)                                                | 0             |
| Request Information) Decisions made later than 30 days and no extension taken under section 7 (4) | 0             |
| Request Information (Decision extended under section7 (4)                                         | 0             |
| Request Information (Decision extended under section 7 (4) but responded to later than 60 days.   | 0             |
| Internal Review (Decision made within 30 days)                                                    | 0             |
| Internal Review (Decision made later than 30 days)                                                | 0             |
| <b>FEES</b>                                                                                       | <b>0</b>      |
| Fees levied under \$100.00                                                                        | 0             |
| Fees levied \$101 - \$500                                                                         | 0             |
| Fees levied \$501 – 1,000                                                                         | 0             |
| Fees levied over \$1,000                                                                          | 0             |
| Fees excused                                                                                      | 0             |
| <b>AMMENDMENTS AND ANNOTATIONS</b>                                                                | <b>0</b>      |
| Request for Amendment or Annotation under section (28)                                            | 0             |
| Number Amended                                                                                    | 0             |
| Number Annotated                                                                                  | 0             |
| <b>INTERNAL REVIEWS</b>                                                                           | <b>0</b>      |
| Number of Requests for Internal Review                                                            | 0             |
| Number of Internal reviews Appealed                                                               | 0             |

## Internal and External Audit Updates

*\*Refer to Appendix II: Independent Auditor's Report*

## Cross Government Commitments

Director sits on the National Cultural Policy Steering Committee.

## Forward Looking

The NGCI 2021 program will continue to be responsive to the COVID-19 pandemic and longer term plans have been placed on hold as a result. All approved outputs are expected to continue as normal although NGCI will continue to provide programming both onsite and in the virtual realm.

### Plans for the upcoming 18-month period:

NGCI will continue to ensure the ongoing management of NGCI's 4-acre site and 9,000 sq. ft. facility, to abide by international standards compliance and of collections care, and ensure that all of the programmes, events and exhibitions outlined in our Purchase and Ownership Agreements are executed to a high standard. In addition, the following projects are under development to support the priorities outlined in the National Culture and Heritage Policy (NCHP), pending funds being secured:

1. **Digital Programming Expansion [GAL 3]** – in response to new circumstances, NGCI will continue to provide much of its programming online for the remainder of 2020 and it is anticipated that this will continue when normal life resumes. Subsequently, more staffing and financial resources will be directed to this longterm digital engagement strategy.
2. Growth of **Online Art Exhibitions [GAL 1]** drawn from community members and artists in each district. Building on the success of the virtual lockdown programming, NGCI will continue to use our website to host special digital exhibitions and virtual exhibition tours, with related downloadable lesson plans on Caymanian art and culture for the school sector. Plans are also underway to launch a film series about key aspects of our cultural heritage, funding allowing.
3. NGCI will host the **second Cayman Islands Biennial [GAL 1]**, a multi-site, tri-island exhibition project under the theme “Reimagined Future(s)”. The project invites artists from Cayman and Caymanians residing in the Disapora to create works that respond to the subthemes: social justice and inclusion; climate change; and environmental stewardship, among others. The Biennial will also have an extensive programme of events designed to provide a platform for community engagement with these topics.
4. NGCI will continue our long-term commitment to our **Outreach initiatives [GAL 3]** and to helping specific groups in our community access the healing powers of art, with programmes ranging from our seniors ‘tea and tours’ (which provide opportunities for social interaction and address memory loss and dementia), to monthly sessions at HM Northward and Fairbanks prisons, and Caribbean Haven Rehabilitation Centre. In addition to our six weekly afterschool clubs which accommodate 100 students per week.
5. NGCI will launch a new **“Art and Wellness” [GAL 3]** programme that has been developed in response to the pandemic, in an effort to help alleviate stress and anxiety and support country-wide wellness. The project is envisioned as a community-wide campaign that draws on the healing powers of art and promotes the NGCI facility and collections as a space of contemplation. It is designed to leverage existing programming and exhibitions – in order to work with available staffing resources – and to maximise our beautiful indoor and outdoor spaces.

6. We will continue our Sister Islands exhibition programme and send **Travelling Exhibitions [GAL 1]** from Grand Cayman to Cayman Brac and Little Cayman, along with related educational materials and teaching resources. This was designed to ensure engagement with the full community. We will now aim to present (online) exhibitions developed in collaboration with artists from each district. This project has been designed to promote access to culture and heritage for all Cayman Islands residents including those in the Sister Islands **(NCHP: PD 2: SA 3)**.
  
7. Expansion of the NGCI **Business of Art programme [GAL 3]** – The aim of this initiative is to provide educational and professional development skills/small business advice for artists and educators in an effort to support the **growth of the creative economy in the Cayman Islands**. This involves regular workshops, an annual symposium, and professional advice on art careers and portfolios etc. Funding would include the hosting of workshops and salaries for guest speakers, which from time to time would include international curators, gallerists etc. **(NCHP: PD 4: SA: 2, 6, 8, 10 & 12/PD 6: SA 6/ PD7: SA 5)**.
  
8. **Research and Publication Scheme [GAL 4]** – We aim to develop a minimum of one **exhibition catalogue per annum**. These catalogues are envisioned as a source of knowledge for the Cayman Islands school system, visitors to the islands, and the general public. They will include essays on the related topics (such as Maritime Heritage) images of the artworks, and artists bios. Catalogues will be provided free to all local schools and libraries **(NCHP: PD1: 5 & 6/PD 4: SA 15/PD 5: SA: 2,5,6)**.  
  
 Under this umbrella, NGCI is also proposing to host an **Annual Arts & Culture Symposium [GAL 4]** which will be a one/two day conference-style event designed to encourage the presentation of research being carried out in relation to Caymanian culture and heritage in a central gathering place\*. It is envisioned that the symposium will also provide workshop opportunities for museum and heritage sector professionals. Part of the initiative in 2020 would include a specialized Museums Management Workshop for staff of cultural and heritage sites in Cayman. **(NCHP: PD 4: SA 1, 2, 4, 6, 15/PD: 7 SA:4)**.
  
9. **Strategic Plan 2020-2025 Project [GAL 4]** – Following the successful completion of its 2014-2019 Strategic Plan, NGCI Board, Staff and Stakeholders will begin planning for the next five-year plan, with the project beginning in October.
  
10. **Art at the Airport Project [GAL 1]** – After establishing the programme in 2019, NGCI will work with the Cayman Islands Airports Authority to expand this initiative to include temporary art exhibitions by local artists with the aim to ensure that ORIA is a world class cultural gateway for the Cayman Islands.

## Appendix: Audited Financial Statements 2020

# APPENDIX A

Financial Statements of the

**NATIONAL GALLERY OF THE CAYMAN ISLANDS**

For the year ended December 31, 2020

## **NATIONAL GALLERY OF THE CAYMAN ISLANDS**

### Table of Contents

|                                                          |       |
|----------------------------------------------------------|-------|
| Statement of Responsibility for the Financial Statements | 1     |
| Independent Auditor's Report                             | 2-4   |
| Statement of Financial Position                          | 5     |
| Statement of Financial Performance                       | 6     |
| Statement of Changes in Fund Balance                     | 7     |
| Statement of Cash Flows                                  | 8     |
| Notes to Financial Statements                            | 9-24  |
| Supplementary Information:                               |       |
| Schedule of Collections and Exhibits (Unaudited)         | 25-34 |

**National Gallery of the Cayman Islands  
Financial Statements  
December 31, 2020**

**STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS**

These financial statements have been prepared by the National Gallery of the Cayman Islands in accordance with the provisions of the *Public Management and Finance Act (2020 Revision)*. The financial statements comply with generally accepted accounting practice as defined in International Public Sector Accounting Standards (IPSAS).

We accept responsibility for the accuracy and integrity of the financial information in these financial statements and their compliance with the *Public Management and Finance Act (2020 Revision)*.

As members of the Management Board and Director of the National Gallery of the Cayman Islands, we are responsible for establishing; and have established and maintain a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by law, and properly record the financial transactions of the National Gallery of the Cayman Islands.

As Chairperson of the Management Board, we are responsible for the preparation of the National Gallery of the Cayman Islands' financial statements and for the judgements made in them.

In our opinion, the financial statements fairly present the statement of financial position and statement of financial performance, changes in fund balance and cash flows for the financial year ended December 31, 2020.

To the best of our knowledge, we represent that these financial statements:

- (a) completely and reliably reflect the financial transactions of the National Gallery of the Cayman Islands for the year ended December 31, 2020;
- (b) fairly reflect the financial position as at December 31, 2020 and performance for the year ended December 31, 2020;
- (c) comply with the International Public Sector Accounting Standards as set out by the International Public Sector Accounting Standards Board.

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



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Chairman  
National Gallery of the Cayman Islands

Date: 30 April 2021



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Director  
National Gallery of the Cayman Islands

Date: 30 April 2021

## AUDITOR GENERAL'S REPORT

### To the Management Board of the National Gallery of the Cayman Islands

#### Opinion

I have audited the financial statements of the National Gallery of the Cayman Islands (the "Gallery"), which comprise the statement of financial position as at 31 December 2020 and the statement of financial performance, statement of changes in fund balances and statement of cash flows for the year ended 31 December 2020, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 9 to 24.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Gallery as at 31 December 2020 and its financial performance and its cash flows for year ended 31 December 2020 in accordance with International Public Sector Accounting Standards.

#### Basis for Opinion

I conducted my audit in accordance with International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Gallery in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants (IESBA Code)*, together with the ethical requirements that are relevant to my audit of the financial statements in the Cayman Islands, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion. In rendering my audit opinion on the financial statements of the Gallery, I have relied on the work carried out on my behalf by a public accounting firm who performed their work in accordance with International Standards on Auditing.

#### Other Information

Management is responsible for the other information. The other information comprises the Statement of Responsibility for the Financial Statements and the Schedule of Collections and Exhibits.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

## **AUDITOR GENERAL'S REPORT (continued)**

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Public Sector Accounting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Gallery's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Gallery or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Gallery's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Gallery's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Gallery's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Gallery to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

## AUDITOR GENERAL'S REPORT (continued)

I have undertaken the audit in accordance with the provisions of Section 60(1)(a) of the *Public Management and Finance Act (2020 Revision)*. I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Sue Winspear, CPFA  
Auditor General

30 April 2021  
Cayman Islands

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Statement of Financial Position

As of December 31, 2020

(stated in Cayman Islands dollars)

| Actual<br>2019             |                                           | Note | Actual<br>2020 | Budget<br>2020 | Budget Vs.<br>Actual<br>Variance | Variance<br>Note |
|----------------------------|-------------------------------------------|------|----------------|----------------|----------------------------------|------------------|
| <b>Assets</b>              |                                           |      |                |                |                                  |                  |
| <b>Current assets</b>      |                                           |      |                |                |                                  |                  |
| 128,370                    | Cash and cash equivalents - unrestricted  | 3    | 52,298         | 260,174        | (207,876)                        | 15.a             |
| -                          | Cash and cash equivalents - restricted    | 3    | 3,216,275      | -              | 3,216,275                        | 15.a             |
| 167,720                    | Accounts receivable, net                  | 6    | 195,402        | 184,000        | 11,402                           |                  |
| 1,813                      | Prepaid expenses                          |      | 27,540         | 10,960         | 16,580                           | 15.b             |
| 21,911                     | Inventory                                 |      | 14,963         | 31,646         | (16,683)                         |                  |
| 319,814                    |                                           |      | 3,506,478      | 486,780        | 3,019,698                        |                  |
| 2,537,442                  | Property and equipment                    | 4    | 2,468,190      | 2,506,731      | (38,541)                         | 15.c             |
| 2,857,256                  | <b>Total assets</b>                       | CI\$ | 5,974,668      | 2,993,511      | 2,981,157                        |                  |
| <b>Current liabilities</b> |                                           |      |                |                |                                  |                  |
| 80,247                     | Deferred revenue                          | 11   | 59,894         | 92,028         | (32,134)                         | 15.d             |
| 86,854                     | Accounts payable and other accruals       |      | 45,782         | 135,015        | (89,233)                         | 15.e             |
| 167,101                    |                                           |      | 105,676        | 227,043        | (121,367)                        |                  |
| <b>Fund balance</b>        |                                           |      |                |                |                                  |                  |
| 2,690,155                  | Accumulated surplus                       |      | 2,718,417      | 2,766,468      | (48,051)                         |                  |
| -                          | Restricted fund                           | 13   | 3,150,575      | -              | 3,150,575                        | 15.f             |
| 2,690,155                  |                                           |      | 5,868,992      | 2,766,468      | 3,102,524                        |                  |
| 2,857,256                  | <b>Total liabilities and fund balance</b> | CI\$ | 5,974,668      | 2,993,511      | 2,981,157                        |                  |

See accompanying notes to financial statements.

Approved on behalf of the Management Board on April 30, 2021:



Marco Calleja  
Treasurer



Natalie Coleman  
Director

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Statement of Financial Performance For the year ended December 31, 2020

(stated in Cayman Islands dollars)

| Actual<br>2019                             | (in CI\$)                                 | Note        | Actual<br>2020   | Budget<br>2020   | Budget<br>Vs. Actual<br>Variance | Variance<br>Note |
|--------------------------------------------|-------------------------------------------|-------------|------------------|------------------|----------------------------------|------------------|
| <b>Revenue and support from operations</b> |                                           |             |                  |                  |                                  |                  |
| 251,939                                    | Donations                                 | 11          | 121,824          | 161,000          | (39,176)                         | 15.g             |
| 280,177                                    | Events and exhibitions                    | 11          | 151,575          | 213,770          | (62,195)                         | 15.h             |
| 42,766                                     | Gallery gift shop                         |             | 28,615           | 40,000           | (11,385)                         | 15.i             |
| 50,295                                     | Facility rental                           |             | 30,694           | 60,000           | (29,306)                         | 15.j             |
| 625,177                                    |                                           |             | 332,708          | 474,770          | (142,062)                        |                  |
| <b>Other income</b>                        |                                           |             |                  |                  |                                  |                  |
| 586,000                                    | Government grant                          | 6           | 736,000          | 736,000          | -                                |                  |
| 20,274                                     | Membership fees                           |             | 19,355           | 35,000           | (15,645)                         |                  |
| -                                          | Legal fee reimbursements                  |             | 102,500          | -                | 102,500                          | 15.v             |
| 4,986                                      | Miscellaneous                             |             | 44,037           | 8,000            | 36,037                           | 15.k             |
| 611,260                                    |                                           |             | 901,892          | 779,000          | 122,892                          |                  |
| <b>Restricted Donations</b>                |                                           |             |                  |                  |                                  |                  |
| -                                          | Donor restricted donations - Bequest      | 2 (h), 13   | 3,150,575        | -                | 3,150,575                        | 15.f             |
| <b>1,236,437</b>                           | <b>Total Revenue</b>                      |             | <b>4,385,175</b> | <b>1,253,770</b> | <b>3,131,405</b>                 |                  |
| <b>Cost of goods sold</b>                  |                                           |             |                  |                  |                                  |                  |
| 27,402                                     | Gallery gift shop - COGS                  |             | 17,745           | -                | 17,745                           |                  |
| 27,402                                     |                                           |             | 17,745           | -                | 17,745                           |                  |
| <b>Expenditure</b>                         |                                           |             |                  |                  |                                  |                  |
| 634,684                                    | Administrative expenses                   | 7           | 633,908          | 575,627          | 58,281                           | 15.l             |
| 218,391                                    | Facility expenses                         | 7           | 215,362          | 222,541          | (7,179)                          |                  |
| 114,899                                    | Program expenses                          | 7           | 101,889          | 68,600           | 33,289                           | 15.m             |
| 79,538                                     | Depreciation                              | 4, 7        | 77,051           | 90,184           | (13,133)                         |                  |
| 239,707                                    | Exhibitions expenses                      | 7           | 135,536          | 85,190           | 50,346                           | 15.n             |
| 20,006                                     | Other operating expenses                  | 7           | 24,847           | 227,958          | (203,111)                        | 15.o             |
| 1,307,225                                  |                                           |             | 1,188,593        | 1,270,100        | (81,507)                         |                  |
| <b>1,334,627</b>                           | <b>Total Expenses</b>                     |             | <b>1,206,338</b> | <b>1,270,100</b> | <b>(63,762)</b>                  |                  |
| <b>(98,190)</b>                            | <b>Net surplus/(deficit) for the year</b> | <b>CI\$</b> | <b>3,178,837</b> | <b>(16,330)</b>  | <b>3,195,167</b>                 |                  |

Bequest received with restrictions placed by donor and cannot be used for Gallery's day to day operating expenses. Donor restricted use for capital and special projects. See Note 13

See accompanying notes to financial statements.

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Statement of Changes in Fund Balance For the year ended December 31, 2020

*(stated in Cayman Islands dollars)*

|                                     | Note | Accumulated<br>Surplus | Restricted<br>Fund | Actual    | Budget    | Budget<br>Vs. Actual<br>Variance | Variance<br>Note |
|-------------------------------------|------|------------------------|--------------------|-----------|-----------|----------------------------------|------------------|
| <b>Balance at December 31, 2018</b> | CI\$ | 2,788,345              | -                  | 2,788,345 | 2,788,345 | -                                |                  |
| Net deficit for the year            |      | (98,190)               | -                  | (98,190)  | (65,547)  | (32,643)                         |                  |
| <b>Balance at December 31, 2019</b> |      | 2,690,155              | -                  | 2,690,155 | 2,722,798 | (32,643)                         |                  |
| Capital injection                   |      | -                      | -                  | -         | 60,000    | (60,000)                         | 15.t             |
| Net surplus for the year            |      | 3,178,837              | -                  | 3,178,837 | (16,330)  | 3,195,167                        |                  |
| Transfer to restricted fund         | 13   | (3,150,575)            | 3,150,575          | -         | -         | -                                |                  |
| <b>Balance at December 31, 2020</b> | CI\$ | 2,718,417              | 3,150,575          | 5,868,992 | 2,766,468 | 3,102,524                        |                  |

*See accompanying notes to financial statements.*

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Statement of Cash Flows

For the year ended December 31, 2020

(stated in Cayman Islands dollars)

|                                                                      | Note        | Actual<br>2020   | Actual<br>2019  |
|----------------------------------------------------------------------|-------------|------------------|-----------------|
| <b>Cash provided by (applied in):</b>                                |             |                  |                 |
| <b>Operating activities</b>                                          |             |                  |                 |
| Net surplus/(deficit) for the year                                   |             | 3,178,837        | (98,190)        |
| Add/deduct:                                                          |             |                  |                 |
| Items not involving the movement of cash:                            |             |                  |                 |
| Depreciation                                                         | 4           | 77,051           | 79,538          |
| Net changes in non-cash operating balances:                          |             |                  |                 |
| Increase in accounts receivable, net                                 |             | (27,682)         | (20,906)        |
| (Increase)/decrease in prepaid expenses                              |             | (25,727)         | 8,721           |
| Decrease in inventory                                                |             | 6,948            | 8,506           |
| Decrease in deferred revenue                                         |             | (20,353)         | (8,207)         |
| Decrease in accounts payable and other accruals                      |             | (41,072)         | (42,918)        |
|                                                                      |             | <b>3,148,002</b> | <b>(73,456)</b> |
| <b>Investing activity</b>                                            |             |                  |                 |
| Purchase of property and equipment                                   | 4           | (7,799)          | (1,005)         |
|                                                                      |             | <b>(7,799)</b>   | <b>(1,005)</b>  |
| <b>Increase/(decrease) in cash and cash equivalents for the year</b> |             | <b>3,140,203</b> | <b>(74,461)</b> |
| Cash and cash equivalents at beginning of year                       |             | 128,370          | 202,831         |
| <b>Cash and cash equivalents at end of year</b>                      | <b>CI\$</b> | <b>3,268,573</b> | <b>128,370</b>  |
| Cash and cash equivalents consist of the following:                  |             |                  |                 |
| Unrestricted                                                         |             | 52,298           | 128,370         |
| Restricted                                                           |             | 3,216,275        | -               |
|                                                                      | <b>CI\$</b> | <b>3,268,573</b> | <b>128,370</b>  |

See accompanying notes to financial statements, including a comparison of budget to actual.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2020

(stated in Cayman Islands dollars)

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### 1. Background information

The National Gallery of the Cayman Islands (the “Gallery”) was established on April 23, 1999 in accordance with the National Gallery Act. Prior to this date, the Gallery operated as an unincorporated entity.

The Gallery, through its Management Board, acquires artworks and collects materials to be held in trust for the purpose of preserving them for posterity and promoting their usefulness in the development of the arts, exhibition, research and education for the public benefit.

Through organising and maintaining permanent and temporary public exhibitions of works of art, the Gallery promotes and encourages the awareness, appreciation and practice of the visual arts in the Cayman Islands.

The National Gallery Act states that the property of the Gallery shall be vested in up to four trustees appointed by the Governor in Cabinet, up to two of whom may also be members of the Management Board.

As at December 31, 2020, the Gallery had 7 employees (2019: 10 employees). The Gallery is located at P.O. Box 10197, Esterley Tibbetts Highway, Grand Cayman KY1-1002, Cayman Islands.

The date the financial statements were available to be issued is April 30, 2021.

### 2. Significant accounting policies

In conformity with the *Public Management & Finance Act (2020 Revision)*, these financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) issued by the International Federation of Accountants and its International Public Sector Accounting Standards Board. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

#### (a) Basis of preparation

These financial statements are presented in Cayman Islands dollars and are prepared on the historic cost basis, unless otherwise stated.

The preparation of financial statements in accordance with International Public Sector Accounting Standards requires judgments, estimates, and assumptions affecting the application of policies and reported amounts of assets and liabilities, revenue and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2020

*(stated in Cayman Islands dollars)*

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### 2. Significant accounting policies (continued)

#### *(a) Basis of preparation (continued)*

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the reporting period and in any future periods that are affected by those revisions.

#### *(b) Standards and amendments to existing standards*

IPSAS 41, Financial Instruments was issued in August 2018 and shall be applied for financial statements covering periods beginning on or after January 1, 2023. IPSAS 41 establishes new requirements for classifying, recognizing and measuring financial instruments to replace those in IPSAS 29, Financial Instruments: Recognition and Measurement. It is anticipated that IPSAS 41 will not have a significant impact on the Gallery's financial statements. This will be assessed more fully closer to the effective date of adoption.

IPSAS 42, Social Benefits, provides guidance on accounting for social benefits expenditure. It defines social benefits as cash transfers paid to specific individuals and/or households to mitigate the effect of social risk. The new standard requires an entity to recognize an expense and a liability for the next social benefit payment. IPSAS 42 seeks to improve the relevance, faithful representativeness and comparability of the information that a reporting entity provides in its financial statements about social benefits. To accomplish this, IPSAS 42 establishes principles and requirements for recognizing expenses and liabilities for social benefits, measuring expenses and liabilities for social benefits, presenting information about social benefits in the financial statements and determining what information to disclose to enable users of the financial statements to evaluate the nature and financial effects of the social benefits provided by the reporting entity. The new Social Benefits standard is effective for periods beginning on or after January 1, 2023.

#### *(c) Recognition of revenue*

Events and exhibitions income is recognised in the accounting period in which the events and exhibitions are held. Gallery gift shop income is recognised when the Gallery sells a product to a customer, which usually coincides with the date the transaction price is received. Revenue from facility rental is recognised after the facility has been used. The Gallery does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Gallery does not adjust any of the transaction prices for the time value of money.

#### *(d) Government grant*

The Government grant is received for financial support on a quarterly basis and is recorded when the grant becomes receivable.

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

December 31, 2020

(stated in Cayman Islands dollars)

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#### 2. Significant accounting policies (continued)

##### (e) Donations

Donations are recorded when they are received, unless specifically intended for a certain fiscal year.

##### (f) Operating leases

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, where this is representative of the pattern of benefits to be derived from the leased property.

##### (g) Interest income

Interest income is recorded on an accruals basis.

##### (h) Bequest

The assets and revenue from the bequest are recognized in the period in which the Gallery has control of the assets. The Gallery measures the proceeds from the bequest at fair value on date of recognition.

##### (i) Property and equipment

In accordance with IPSAS 17, *Property, Plant and Equipment*, the Gallery has elected to use the cost model for all classes of property and equipment.

Depreciation on assets is charged on a straight-line basis over the useful life of the asset. Depreciation is charged at rates calculated to allocate the cost of the asset less any estimated residual value over its remaining useful life.

|                               |          |
|-------------------------------|----------|
| Computer systems and hardware | 3 years  |
| Furniture and fixtures        | 5 years  |
| Office equipment              | 5 years  |
| Workshop equipment            | 5 years  |
| Vehicles                      | 5 years  |
| Building                      | 50 years |

The Gallery capitalizes property and equipment costing \$500 or more.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2020

(stated in Cayman Islands dollars)

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### 2. Significant accounting policies (continued)

#### (j) Cash

In accordance with IPSAS 2, *Cash Flow Statements*, cash and cash equivalents comprise cash on hand, cash at bank, deposits on call and highly liquid investments with an original maturity of six months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash at bank, cash placed on a fixed term deposit and cash on hand.

#### (k) Financial instruments

Financial assets within the scope of IPSAS 29, *Financial Instruments: Recognition and Measurement* are classified as financial assets at fair value through surplus or deficit, loans and receivables. The Gallery determines the classification of its financial assets at initial recognition.

The Gallery's financial instruments on the statement of financial position include cash and cash equivalents, accounts receivable, and accounts payable and other accruals. The carrying values of these financial instruments approximate their fair values due to their short-term nature.

##### Classification

Financial assets that are classified at amortized cost includes cash and cash equivalents and accounts receivable. Financial liabilities that are not at fair value through profit and loss are carried at amortized cost and included in accounts payable.

##### Recognition

The Gallery recognizes financial assets and financial liabilities on the date it becomes a party to the contractual provisions of the instrument. A regular way purchase of a financial asset is recognized using trade date accounting. From this date, any gains and losses arising from changes in the fair value of the financial assets or financial liabilities are recorded.

##### Measurement

Financial instruments are measured initially at fair value (transaction price) plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or liability.

Subsequent to initial recognition, all instruments classified at fair value through profit and loss are measured at fair value with changes in their fair value recognized in the statement of financial performance.

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

December 31, 2020

(stated in Cayman Islands dollars)

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## 2. Significant accounting policies (continued)

### (k) Financial instruments (continued)

#### *Impairment of financial assets*

A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset.

An impairment loss in respect of a financial asset measured at amortized cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows generated by the asset, discounted at the original effective interest rate.

An impairment loss is reversed if the reversal can be related objectively to an event occurring after the impairment loss was recognized. For financial assets measured at amortized cost, the reversal is recognized in the statement of financial performance.

### (l) Inventory

In accordance with IPSAS 12, *Inventories*, inventory is measured at cost upon initial recognition. After initial recognition, inventory is measured at the lower of net realisable value or cost using the specific identification method for their individual costs.

Inventory is recorded net of an allowance for obsolete and slow moving items. Any change in the allowance for obsolescence is reflected in the statement of financial performance in the period of change.

No inventory items were pledged as security during the current or prior financial year.

### (m) Foreign exchange

In accordance with IPSAS 4, *The Effects of Changes in Foreign Exchange Rates*, transactions in foreign currencies are initially accounted for at the ruling rate of exchange on the date of the transaction. Trade creditors or debtors denominated in foreign currency are reported at the statement of financial position reporting date by applying the exchange rate on that date. Exchange differences arising from the settlement of foreign exchange transactions are recognised as income or expenses in the period in which they arise.

The Cayman Islands dollar to U.S. dollar exchange rate adopted by the Gallery is CI\$0.82: US\$1.00.

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

December 31, 2020

*(stated in Cayman Islands dollars)*

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#### 2. Significant accounting policies (continued)

##### *(n) Collections and exhibits*

Consistent with the practice followed by many galleries, collections and exhibits purchased and donated are not included in the statement of financial position. The costs of all objects purchased are recorded as an expense in the statement of financial performance. Objects acquired by gift or donations are not recorded in these financial statements since it is difficult to obtain an objective measurement or valuation. These assets are presented in the Schedule of Collections and Exhibits (Unaudited) in the Supplementary Information. Values are determined by the Gallery Director to be reasonable estimates of fair market value and are the insured values as at December 31, 2020.

##### *(o) Donated services*

A substantial number of unpaid volunteers make significant contributions of their time to develop the Gallery's programs. The Gallery receives a number of donations in kind. The value of this contributed time and donated goods is not reflected in these financial statements since they are not susceptible to objective measurement or valuation.

##### *(p) Repairs and maintenance*

Costs associated with routine repairs and maintenance are expensed as they are incurred.

##### *(q) Budget*

The annual budget is prepared on an accrual basis. As both the 2019 and 2020 budget and financial statements have been prepared on an accrual basis, there are no basis or timing differences that would require reconciliation between the actual comparable amounts.

The budgets for the financial year were presented in the Gallery's Ownership Agreement and were approved by the Parliament. The budget amounts in the Ownership Agreement are summarised. These summaries have been split out in these financial statements to enable comparison on a line by line basis. Explanatory comments are provided in the notes as to any material differences between budget and actual.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2020

(stated in Cayman Islands dollars)

### 3. Cash and cash equivalents

|                            | December 31,<br>2020  | December 31,<br>2019 |
|----------------------------|-----------------------|----------------------|
| <b>Current accounts</b>    |                       |                      |
| Cash in bank               | 52,298                | 128,370              |
| <b>Restricted accounts</b> |                       |                      |
| Fixed term deposit         | 2,874,558             | -                    |
| Cash in bank               | 341,717               | -                    |
|                            | 3,216,275             | -                    |
|                            | <b>CI\$ 3,268,573</b> | <b>128,370</b>       |

Cash at banks earns interest at floating rates based on daily bank deposit rates and the fixed term deposit earns interest at 0.05%.

The restricted cash and fixed term deposit are held in separate accounts with a local Cayman bank. The restricted funds relate to the bequest received in 2020 as described in Note 13.

### 4. Property and equipment

|                                                | Computer<br>Systems and<br>Hardware | Furniture<br>and Fixtures | Office<br>Equipment | Workshop<br>Equipment | Building         | Vehicles      | Total            |
|------------------------------------------------|-------------------------------------|---------------------------|---------------------|-----------------------|------------------|---------------|------------------|
| <b>Cost</b>                                    |                                     |                           |                     |                       |                  |               |                  |
| Balance at January 1, 2020                     | 81,171                              | 186,548                   | 45,534              | 13,741                | 2,964,469        | 25,300        | 3,316,763        |
| Additions                                      | 2,913                               | 4,886                     | -                   | -                     | -                | -             | 7,799            |
| Disposals                                      | (2,145)                             | -                         | -                   | -                     | -                | -             | (2,145)          |
| Balance at December 31, 2020                   | 81,939                              | 191,434                   | 45,534              | 13,741                | 2,964,469        | 25,300        | 3,322,417        |
| <b>Depreciation</b>                            |                                     |                           |                     |                       |                  |               |                  |
| Balance at January 1, 2020                     | 72,501                              | 169,891                   | 45,326              | 13,741                | 469,007          | 8,855         | 779,321          |
| Charge for the year                            | 6,000                               | 6,632                     | 70                  | -                     | 59,289           | 5,060         | 77,051           |
| Disposals                                      | (2,145)                             | -                         | -                   | -                     | -                | -             | (2,145)          |
| Balance at December 31, 2020                   | 76,356                              | 176,523                   | 45,396              | 13,741                | 528,296          | 13,915        | 854,227          |
| <b>Net book value at<br/>December 31, 2020</b> | <b>CI\$ 5,583</b>                   | <b>14,911</b>             | <b>138</b>          | <b>-</b>              | <b>2,436,173</b> | <b>11,385</b> | <b>2,468,190</b> |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2020

(stated in Cayman Islands dollars)

### 4. Property and equipment (continued)

|                                                | Computer<br>Systems and<br>Hardware | Furniture<br>and Fixtures | Office<br>Equipment | Workshop<br>Equipment | Building  | Vehicles         | Total         |                  |
|------------------------------------------------|-------------------------------------|---------------------------|---------------------|-----------------------|-----------|------------------|---------------|------------------|
| <b>Cost</b>                                    |                                     |                           |                     |                       |           |                  |               |                  |
| Balance at January 1, 2019                     | 85,890                              | 187,512                   | 45,534              | 13,741                | 2,964,469 | 25,300           | 3,322,446     |                  |
| Additions                                      | 300                                 | 705                       | -                   | -                     | -         | -                | 1,005         |                  |
| Disposals                                      | (5,019)                             | (1,669)                   | -                   | -                     | -         | -                | (6,688)       |                  |
| Balance at December 31, 2019                   | 81,171                              | 186,548                   | 45,534              | 13,741                | 2,964,469 | 25,300           | 3,316,763     |                  |
| <b>Depreciation</b>                            |                                     |                           |                     |                       |           |                  |               |                  |
| Balance at January 1, 2019                     | 70,509                              | 163,452                   | 45,256              | 13,740                | 409,719   | 3,795            | 706,471       |                  |
| Disposals                                      | (5,019)                             | (1,669)                   | -                   | -                     | -         | -                | (6,688)       |                  |
| Charge for the year                            | 7,011                               | 8,108                     | 70                  | 1                     | 59,288    | 5,060            | 79,538        |                  |
| Balance at December 31, 2019                   | 72,501                              | 169,891                   | 45,326              | 13,741                | 469,007   | 8,855            | 779,321       |                  |
| <b>Net book value at<br/>December 31, 2019</b> | <b>CIS</b>                          | <b>8,670</b>              | <b>16,657</b>       | <b>208</b>            | <b>-</b>  | <b>2,495,462</b> | <b>16,445</b> | <b>2,537,442</b> |

### 5. Land held in a private trust

During the year ended December 31, 1998, the use of a parcel of land was donated to a trust for a period of 80 years, for the exclusive use of the Gallery and for a National Art Gallery to be built upon. The property is not to be subdivided or combined with the surrounding land and will at all times be held by the trustees, as separate and apart from the adjacent lots. The land is managed by three trustees. Currently, two trustees are active with a third pending. No changes are expected to the original Trust and therefore the possibility of a change in ownership is not deemed to be a concern. The land is not reflected in these financial statements.

### 6. Government grant

The Gallery receives public and private grants and donations to fund its operating expenses. During the year ended December 31, 2020, the Gallery received grants totalling CI\$736,000 (2019: CI\$586,000) from the Government of the Cayman Islands. At December 31, 2020, CI\$184,000 (2019: CI\$146,500) is included in accounts receivable. The amount was received in full subsequent to year end.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2020

(stated in Cayman Islands dollars)

### 7. Expenses

Expenses comprise the following:

For the year ended December 31, 2020

|                         | Administrative | Facility       | Program        | Exhibitions    | Other         | Depreciation  | Total            |
|-------------------------|----------------|----------------|----------------|----------------|---------------|---------------|------------------|
| Staff costs             | 520,043        | -              | -              | -              | -             | -             | 520,043          |
| Printing and promotion  | 1,897          | -              | -              | -              | -             | -             | 1,897            |
| Professional fees       | 98,980         | -              | -              | -              | -             | -             | 98,980           |
| Office supplies         | 6,328          | -              | -              | -              | 2,780         | -             | 9,108            |
| Postage and courier     | 341            | -              | -              | -              | -             | -             | 341              |
| Information technology  | -              | -              | -              | -              | 20,810        | -             | 20,810           |
| Repairs and maintenance | -              | 47,225         | -              | -              | -             | -             | 47,225           |
| Landscaping             | -              | 24,367         | -              | -              | -             | -             | 24,367           |
| Depreciation            | -              | -              | -              | -              | -             | 77,051        | 77,051           |
| Rent and utilities      | -              | 75,184         | -              | -              | -             | -             | 75,184           |
| Insurance               | -              | 32,167         | -              | -              | -             | -             | 32,167           |
| Art supplies            | -              | -              | 101,889        | -              | -             | -             | 101,889          |
| Collection costs        | -              | -              | -              | 135,536        | -             | -             | 135,536          |
| Bank charges            | 6,319          | -              | -              | -              | -             | -             | 6,319            |
| Security                | -              | 5,980          | -              | -              | -             | -             | 5,980            |
| Miscellaneous           | -              | 30,439         | -              | -              | 1,257         | -             | 31,696           |
| <b>CIS</b>              | <b>633,908</b> | <b>215,362</b> | <b>101,889</b> | <b>135,536</b> | <b>24,847</b> | <b>77,051</b> | <b>1,188,593</b> |

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

December 31, 2020

(stated in Cayman Islands dollars)

#### 7. Expenses (continued)

For the year ended December 31, 2019

|                         | Administrative | Facility       | Program        | Exhibitions    | Other         | Depreciation  | Total            |
|-------------------------|----------------|----------------|----------------|----------------|---------------|---------------|------------------|
| Staff costs             | 512,216        | -              | -              | -              | -             | -             | 512,216          |
| Printing and promotion  | 5,132          | -              | -              | -              | -             | -             | 5,132            |
| Professional fees       | 95,200         | -              | -              | -              | -             | -             | 95,200           |
| Office supplies         | 13,921         | -              | -              | -              | 4,181         | -             | 18,102           |
| Postage and courier     | 289            | -              | -              | -              | -             | -             | 289              |
| Information technology  | -              | -              | -              | -              | 15,537        | -             | 15,537           |
| Repairs and maintenance | -              | 62,243         | -              | -              | -             | -             | 62,243           |
| Landscaping             | -              | 19,770         | -              | -              | -             | -             | 19,770           |
| Depreciation            | -              | -              | -              | -              | -             | 79,538        | 79,538           |
| Rent and utilities      | -              | 82,997         | -              | -              | -             | -             | 82,997           |
| Insurance               | -              | 29,941         | -              | -              | -             | -             | 29,941           |
| Art supplies            | -              | -              | 114,899        | -              | -             | -             | 114,899          |
| Collection costs        | -              | -              | -              | 239,707        | -             | -             | 239,707          |
| Bank charges            | 7,926          | -              | -              | -              | -             | -             | 7,926            |
| Security                | -              | 7,095          | -              | -              | -             | -             | 7,095            |
| Miscellaneous           | -              | 16,345         | -              | -              | 288           | -             | 16,633           |
| <b>CI\$</b>             | <b>634,684</b> | <b>218,391</b> | <b>114,899</b> | <b>239,707</b> | <b>20,006</b> | <b>79,538</b> | <b>1,307,225</b> |

#### 8. Employee benefits

The Gallery provides retirement benefits for its employees through the Silver Thatch Pension Plan (the “Plan”). The Gallery operates a defined contribution plan, which is a post-employment benefit plan under which an entity pays fixed contributions into the Plan, and will have no legal or constructive obligation to pay further contributions if the pension fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of retirement benefits are recognised as an expense in the year in which they are incurred based on set contribution rates.

Contributions in the amount of CI\$22,856 (2019: CI\$21,857) were made to the Plan during 2020 and are included in staff costs.

#### 9. Financial instruments and associated risks

During the year, the Gallery entered into transactions which gave rise to the following financial assets and liabilities: cash and cash equivalents, accounts receivables and accounts payable and other accruals. This note presents information about the Gallery’s exposure to each of the below risks, policies and processes for measuring and managing risk, and the Gallery’s management of capital.

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

December 31, 2020

*(stated in Cayman Islands dollars)*

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#### 9. Financial instruments and associated risks (continued)

##### *(a) Market risk*

Market risk is the risk that changes in interest rates and foreign exchange rates will make a financial instrument less valuable or more onerous. The Management Board does not believe the Gallery is exposed to any material market risk.

##### *(b) Credit risk*

Credit risk is the risk that a counterparty to a financial instrument will fail to discharge an obligation or commitment that it has entered into with the Gallery.

The maximum amount of credit exposure is represented by the carrying amounts of cash and cash equivalents and accounts receivable on the statement of financial position. Cash and cash equivalents held by the Gallery are held with two major international financial institutions in the Cayman Islands. The Gallery is subject to credit risk to the extent that one or both of these institutions may be unable to fulfil their obligations to repay amounts owed.

The Gallery's accounts receivable are neither past due nor impaired and are assessed to be recoverable. 94% (2019: 87%) of the Gallery's accounts receivable is due from the Government of the Cayman Islands. The Gallery manages the risk of non-payment of the remaining receivable by monitoring specific customers.

##### *(c) Liquidity risk*

The Management Board does not believe the Gallery is exposed to any material liquidity risk as all financial assets and financial liabilities have remaining contractual maturities of less than one year.

The government grant (see Note 6) equates to 59% (2019: 49%) of the Gallery's annual budget. Private sector and general public donations of funds, goods and services are the Gallery's other sources of revenue. The Management Board manages the Gallery's operations funding risks by undertaking fundraising activities throughout the year. In cases of funding shortfalls, programmes, events and exhibitions are cut back.

##### *(d) Corona virus*

The extent of the impact of the corona virus ("COVID-19") outbreak on the financial performance of the Gallery will depend on future developments, including the duration and spread of the outbreak and related advisories and restrictions and the impact of COVID-19 on the overall economy, all of which are highly uncertain and cannot be predicted. If the overall economy is impacted for an extended period, the Gallery's results of operations may be materially adversely affected. The Gallery is able to reduce programs and output, should private funding not be made available to minimise any adverse affect.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2020

*(stated in Cayman Islands dollars)*

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### 10. Commitments

During the year ended December 31, 2020 and 2019, the Gallery had no significant financial commitments to any third party.

### 11. Related parties

The Government of the Cayman Islands, the trustees appointed by the Governor in Cabinet and the members of the Management Board are considered related parties. Also, certain expenses are borne by staff or volunteers and are reimbursed by the Gallery. Transactions and balances with the Government are disclosed in Note 6.

Key management of the Gallery consisted of two employees during 2020, the Gallery Director and the Head of Public Engagement (2019: two employees). The total remuneration incurred by the Gallery on behalf of these employees in 2020 was CI\$182,172 (2019: CI\$189,587) comprising salary, healthcare benefits and pension contributions.

In 2020, the Management Board members and organizations connected to those members made donations recorded within Donations and Events and exhibitions income in the amount of CI\$121,068 (2019: CI\$200,487), of which CI\$45,540 (2019: CI\$44,851) was deferred and CI\$0 (2019: CI\$20,900) was outstanding as of December 31, 2020.

In 2019, the Gallery rented storage space from an affiliate of a Management Board member. The total expense from these storage units was CI\$19,385. In 2020, there was no related party storage expense, as the owner of the rented storage space is no longer affiliated to the Gallery.

In 2020, the Gallery incurred legal fees of CI\$47,888 (2019: CI\$40,548) in relation to the bequest. The law firm used is an affiliate of a member of the Management Board.

In 2020, the Gallery received CI\$10,000 from the Ministry of Health, Environment, Culture & Housing as part of an Artist Relief Fund to provide monetary support for artists based in the Cayman Islands during the Covid 19 pandemic and a further CI\$15,000 to purchase art work from local artists (2019: CI\$15,000).

### 12. Contingent liabilities

As of December 31, 2020 and 2019, the Gallery has no quantifiable or non-quantifiable contingent liabilities.

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

December 31, 2020

*(stated in Cayman Islands dollars)*

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#### 13. Fund balance

Management controls the capital of the Gallery to ensure that adequate cash flows are generated to fund its programs. The Management Board and Director ensure that overall risk management strategy is in line with this objective. There have been no changes to the strategy adopted by management to control capital of the Gallery since the previous year.

In 2020, the Gallery and the Cayman National Cultural Foundation (CNCF) became the recipients of a bequest from the estate of a former Gallery/CNCF patron and land donor. In accordance with the donor's will, the executors were directed to distribute 25% of the donor's estate equally to the Gallery and CNCF. In reaching an agreement with the executors that the Gallery would receive an absolute gift of 12.5% of the net realised value of the donor's estate instead of the opportunity to benefit from a trust established for the Gallery and the CNCF to run for fifty years, a restriction was agreed on the use of the funds by the Gallery. The restriction requires the Gallery to use the bequest from the donor's estate for capital and special projects to memorialise the bequest donor. The use of the proceeds is restrictive and not for operations of the Gallery.

On May 19, 2020, the Management Board of the Gallery approved the restriction on the use of the proceeds from the bequest and that a separate accounts be prepared.

As at December 31, 2020, the proceeds from the donor were invested in a fixed term deposit and in a restricted cash account (see Note 3) and included in the Statement of Changes in Fund Balance as "Restricted Fund".

#### 14. Operating lease

The Gallery has an operating lease for storage containers. Minimum lease payments recognised as an expense during the year ended December 31, 2020 amount to CI\$19,820 (2019: CI\$19,385). The original leased storage units contract ended on December 31, 2018, and thereafter renews automatically at the end of each month. The Gallery continues to occupy the units for a period of one month until it is terminated by either party on one month's prior written notice.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2020

(stated in Cayman Islands dollars)

### 15. Budget vs Actual comparison for the year

A comparison of the statement of cash flows for the 2020 actual and budget figures using the direct method is below:

| Actual<br>2019  |                                                             | Actual<br>2020   | Budget<br>2020  | Budget Vs.<br>Actual<br>Variance | Variance<br>Note |
|-----------------|-------------------------------------------------------------|------------------|-----------------|----------------------------------|------------------|
|                 | <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |                  |                 |                                  |                  |
|                 | <i>Receipts</i>                                             |                  |                 |                                  |                  |
| 586,000         | Sale of goods and services to Cabinet                       | 698,500          | 736,000         | (37,500)                         | 15.p             |
| 309,291         | Sale of goods and services to third party                   | 263,667          | 319,273         | (55,606)                         | 15.u             |
| 312,033         | Donations                                                   | 3,395,799        | 162,804         | 3,232,995                        | 15.q             |
|                 | <i>Payments</i>                                             |                  |                 |                                  |                  |
| (495,244)       | Personnel costs                                             | (517,447)        | (465,000)       | (52,447)                         | 15.r             |
| (785,536)       | Supplies and consumables to third party                     | (692,517)        | (713,107)       | 20,590                           |                  |
| <b>(73,456)</b> | <b>Net cash flows from operating activities</b>             | <b>3,148,002</b> | <b>39,970</b>   | <b>3,108,032</b>                 |                  |
|                 | <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |                  |                 |                                  |                  |
| (1,005)         | Purchase of property and equipment                          | (7,799)          | (70,000)        | 62,201                           | 15.s             |
| <b>(1,005)</b>  | <b>Net cash flows from investing activities</b>             | <b>(7,799)</b>   | <b>(70,000)</b> | <b>62,201</b>                    |                  |
|                 | <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |                  |                 |                                  |                  |
| -               | Equity injection                                            | -                | 60,000          | (60,000)                         | 15.t             |
| <b>-</b>        | <b>Net cash flows from financing activities</b>             | <b>-</b>         | <b>60,000</b>   | <b>(60,000)</b>                  |                  |
| <b>(74,461)</b> | <b>Net increase/(decrease) in cash and cash equivalents</b> | <b>3,140,203</b> | <b>29,970</b>   | <b>3,110,233</b>                 |                  |
| 202,831         | Cash and cash equivalents at beginning of year              | 128,370          | 230,204         | (101,834)                        |                  |
| 128,370         | <b>Cash and cash equivalents at end of year</b>             | <b>3,268,573</b> | <b>260,174</b>  | <b>3,008,399</b>                 |                  |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2020

(stated in Cayman Islands dollars)

### 15. Budget vs Actual comparison for the year (continued)

The Gallery's policy is to explain all material variances between budgeted and actual comparable performance. The Gallery's policy defines material variances as those variances that are over C\$20,000.

- a) See Cash Flow Variance explanations below (p to u).
- b) An unbudgeted prepayment of \$11K for a replacement air conditioning unit was made prior to year-end due to the age of the existing unit and the increasing maintenance costs. In addition, the insurance premium for the property increased in the year, making the year end insurance prepayment \$6K higher than last year.
- c) The Gallery intended to spend on capital during the year, however, due to Covid 19 it was decided not to invest in any non-essential capital.
- d) As in prior years, the Gallery intended to gather advanced support for its educational programs, however, due to Covid-19, management changed focus on its revenue generation and less revenue was committed in advance than at the end of the prior year.
- e) Due to Covid-19, the Gallery has kept a very tight policy on spending, therefore, the amounts payable at year end, were less than originally budgeted.
- f) See note 13 for further details relating to the Restricted Fund.
- g) Donations are often unique in nature and not repetitive from year to year. Due to Covid-19, the Gallery was closed for a couple of months, reducing the footfall in the Gallery, and the opportunity for donations.
- h) Due to Covid-19, the regular Gallery fundraising events, such as the Tea Party, and Gala, were not able to be conducted during 2020.
- i) Due to Covid-19, the Gallery shop was closed for several months during the year. Additionally, the decreased fundraising events which led to a decrease in footfall through the Gallery during the year resulted in fewer Gallery shop sales.
- j) Due to Covid-19, the Gallery was not able to provide facility rental services for several months during the year.
- k) Due to Covid-19, the Gallery altered its approach to gaining revenue during the year, this led to various revenue sources taking place in 2020 which related to Covid 19 and did not occur in 2019. A breakdown of the material miscellaneous revenue items during the year can be found below:

|                                     | 2020              | 2019         |
|-------------------------------------|-------------------|--------------|
| Covid-19 Artist Relief Fund         | 33,700            | -            |
| Digitalisation of Gallery Resources | 8,843             | -            |
| Art Cafe                            | 1,144             | 2,427        |
| Education                           | 350               | 2,558        |
|                                     | <b>CIS 44,037</b> | <b>4,985</b> |

- l) Administrative expenses were 1% above the 2019 expenses, but were 11% above budget due to the original budget including professional fees in "Other Expenses" and not "Administrative Expenses".
- m) Program expenses are flexible and depend on program funding, program expenses were 11% down on 2019 figures due to the closure of some programs during Covid-19, but were 49%

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

December 31, 2020

*(stated in Cayman Islands dollars)*

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#### 15. Budget vs Actual comparison for the year (continued)

- above budget due to the original budget including professional fees in “Other Expenses” and not “Program Expenses”.
- n) Exhibition Expenses are flexible and depend on the type and number of exhibitions held in the year. Exhibition expenses were 43% below 2019 figures due to the closure of exhibitions during Covid-19 and also because the Gallery holds a biennial art exhibition every other year. The biennial exhibition was held in 2019 but not in 2020. Exhibition expenses were 59% above budget due to an unbudgeted purchase of \$65K of artwork for the Gallery’s permanent collection. The purchase of this artwork was sponsored.
  - o) Other Operating expenses were \$5K higher than 2019, however, the original budget included many additional expense items which have since been reclassified to Administrative, Program, and Exhibition expenses as it was felt that the reclassification of such expenses would assist in the readers understanding of the financial statements.
  - p) The original budget did not take into account the Quarter delay between earning the government grant, and receiving the funds (next Quarter). The funds received in Q1 2020 were for the lower grant amount earned in Q4 2019.
  - q) Many of the donations received in the year are unique and not repeated on an annual basis. The bequest received was classified as donations during the year. See note 13 for further details relating to the Restricted Fund.
  - r) Personnel costs were higher than budgeted because the original budget set did not include significant salary adjustments with back pay in accordance with Public Authorities Act (PAL).
  - s) Due to Covid-19, the Gallery did not implement the budgeted capital spending in 2020.
  - t) The equity injection was planned to fund capital purchases. Because the Gallery did not implement the budgeted capital spending in 2020 the equity was not required.
  - u) Sales of goods and services to third party was below budget due to Covid 19 and the closure of the Gallery during that time, as well as the restricted ability for the community to move around during that time.
  - v) Legal fees, relating to the receipt of the Bequest, not covered by a private donor were reimbursed out of the Bequest funds, once received. This was not included in the budget.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2020

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited)

The Gallery has the following works of art in their permanent collections which are not reflected in the statement of financial position:

| Reference       | Type       | Name                                  | 2020       | 2019   |
|-----------------|------------|---------------------------------------|------------|--------|
| 1001            | Painting   | Ching Ching                           | 800        | 800    |
| 1002            | Painting   | Picking Breadfruit                    | 800        | 800    |
| 1003            | Painting   | Two Worlds (At Least)                 | 400        | 400    |
| 1004            | Painting   | Madman's Wife                         | 400        | 400    |
| 1005            | Painting   | Carnival Dancers                      | 450        | 450    |
| 1006            | Painting   | Yarmouth Mill                         | 1,500      | 1,500  |
| 1007            | Painting   | Poinciana Trees at Government House   | 3,500      | 3,500  |
| 1008            | Painting   | Elijah and the Mantle                 | 5,000      | 5,000  |
| 1009            | Painting   | Balaam and the Ass                    | 5,000      | 5,000  |
| 1010            | Print      | The World Praying for Peace           | 1,200      | 1,200  |
| 1011            | Painting   | Iguana                                | 6,000      | 6,000  |
| 1012            | Painting   | Mangroves                             | 5,000      | 5,000  |
| 1013            | Lithograph | Silenciosa                            | 500        | 500    |
| 1014            | Lithograph | Obediente                             | 500        | 500    |
| 1015            | Lithograph | Pasiva                                | 500        | 500    |
| 1016            | Painting   | Untitled                              | 4,000      | 4,000  |
| 1017            | Painting   | The Reef Paintings – Study #4         | 3,000      | 3,000  |
| 1018            | Print      | Fathoms #14                           | 1,000      | 1,000  |
| 1020            | Print      | Untitled (Artist's Proof)             | 1,000      | 1,000  |
| 1021            | Painting   | Sheep and Chickens in Stable Interior | 10,000     | 10,000 |
| 1022            | Painting   | The Path                              | 3,500      | 3,500  |
| 1024            | Painting   | Pedro's Bluff                         | 1,200      | 1,200  |
| 1025            | Print      | Salvador Dali Print                   | 150        | 150    |
| 1027            | Painting   | Flower Tree (Poinciana Tree)          | 1,250      | 1,250  |
| 1028            | Print      | Asta Su Abuelo                        | 2,000      | 2,000  |
| 1029            | Print      | Village of Stowe, Vermont             | 1,000      | 1,000  |
| 1030            | Painting   | Among Friends #2                      | 6,000      | 6,000  |
| 1031            | Drawing    | Tattooed Dancer                       | 2,000      | 2,000  |
| 1033 (A)        | Sculpture  | Untitled sculpture                    | 300        | 300    |
| 1033 (C)        | Sculpture  | Untitled sculpture                    | 300        | 300    |
| 1036            | Drawing    | Couple                                | 1,500      | 1,500  |
| 1037            | Drawing    | Egg                                   | 500        | 500    |
| 1038            | Drawing    | Homenaje a Maillol                    | 1,500      | 1,500  |
| Carried forward |            |                                       | CIS 71,750 | 71,750 |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2020

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type       | Name                       | 2020          | 2019    |
|-----------------|------------|----------------------------|---------------|---------|
| Brought forward |            |                            | 71,750        | 71,750  |
| 1039            | Print      | Untitled I                 | 50            | 50      |
| 1040            | Print      | Untitled II                | 50            | 50      |
| 1041            | Print      | Gold on Black              | 50            | 50      |
| 1042            | Print      | Untitled III               | 50            | 50      |
| 1043            | Print      | Untitled                   | 125           | 125     |
| 1044            | Print      | Untitled IV                | 50            | 50      |
| 1045            | Print      | Untitled                   | 175           | 175     |
| 1046            | Print      | Untitled                   | 200           | 200     |
| 1047            | Print      | Mi Casa                    | 200           | 200     |
| 1049            | Sculpture  | Untitled                   | 300           | 300     |
| 1050            | Print      | Suppression of Expressions | 800           | 800     |
| 1051            | Print      | Catboats                   | 800           | 800     |
| 1052            | Print      | Time is at Hand            | 800           | 800     |
| 1053            | Lithograph | Home Sweet Home            | 800           | 800     |
| 1055            | Poster     | Ignorance = Fear           | 400           | 400     |
| 1056            | Print      | Leonardo da Vinci Codex    | 10,000        | 10,000  |
| 1057            | Painting   | Kings II                   | 10,000        | 10,000  |
| 1058            | Painting   | Meneage Street             | 3,500         | 3,500   |
| 1059            | Painting   | Ghosts of War              | 1,500         | 1,500   |
| 1060            | Sculpture  | That Morning               | 2,000         | 2,000   |
| 1061            | Painting   | Sweet Lady                 | 2,000         | 2,000   |
| 1062            | Painting   | Lady With A Tray           | 300           | 300     |
| 1063            | Painting   | Three Palms                | 300           | 300     |
| 1064            | Painting   | Peaceful Palms             | 995           | 995     |
| 1065            | Painting   | Silver Thatch Palm         | 750           | 750     |
| 1066            | Painting   | Boggy Sand Road            | 1,500         | 1,500   |
| 1067            | Painting   | A Quiet Beach With Boats   | 1,000         | 1,000   |
| 1068            | Painting   | George Town Harbour        | 1,000         | 1,000   |
| 1069            | Painting   | Untitled II                | 250           | 250     |
| 1070            | Painting   | Pines on the Beach         | 1,000         | 1,000   |
| 1071/1072       | Painting   | Red Mangroves I & II       | 2,500         | 2,500   |
| 1073            | Painting   | Dorothy Bush's Home        | 1,500         | 1,500   |
| 1074            | Painting   | Fishermen                  | 1,200         | 1,200   |
| Carried forward |            |                            | CIS\$ 117,895 | 117,895 |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2020

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type      | Name                                   | 2020          | 2019    |
|-----------------|-----------|----------------------------------------|---------------|---------|
| Brought forward |           |                                        | 117,895       | 117,895 |
| 1075            | Painting  | Structures                             | 1,200         | 1,200   |
| 1076            | Painting  | Untitled I                             | 1,000         | 1,000   |
| 1077            | Print     | Untitled                               | 800           | 800     |
| 1078            | Painting  | Rain Gauge                             | 3,500         | 3,500   |
| 1079            | Sculpture | Starry Starry Night                    | 3,000         | 3,000   |
| 1080            | Painting  | The Women Have Become The Truth        | 3,500         | 3,500   |
| 1081            | Quilt     | Love Quilt                             | 2,000         | 2,000   |
| 1082(A)         | Painting  | Les Danseurs d'Ailleurs                | 1,000         | 1,000   |
| 1082(B)         | Painting  | Blue Bossa 1                           | 800           | 800     |
| 1082(C)         | Painting  | Blue Bossa 2                           | 800           | 800     |
| 1083            | Sculpture | Figure of a Woman #2                   | 5,000         | 5,000   |
| 1084            | Painting  | Caymanian House                        | 1,500         | 1,500   |
| 1085            | Painting  | Art At Governors                       | 1,000         | 1,000   |
| 1086            | Painting  | Kings of Satwa                         | 3,500         | 3,500   |
| 1087            | Painting  | Warriors of Time                       | 3,500         | 3,500   |
| 1088            | Painting  | Casting Nets                           | 3,500         | 3,500   |
| 1089            | Painting  | 3 A Lick, No Taws                      | 8,000         | 8,000   |
| 1090            | Painting  | Harold's Picky Head Boy                | 3,000         | 3,000   |
| 1091            | Sculpture | 80 Degrees West, Old Isaac's           | 6,000         | 6,000   |
| 1092            | Sculpture | The Antilles current                   | 3,500         | 3,500   |
| 1093            | Sculpture | Death of the Ajax                      | 5,000         | 5,000   |
| 1094            | Drawings  | Folio of Academic Art drawings         | 250           | 250     |
| 1095            | Painting  | He Is Risen                            | 5,000         | 5,000   |
| 1096            | Painting  | Mitch Miller and His Thing             | 6,000         | 6,000   |
| 1097            | Drawing   | Portrait of Susanna Catherine Connolly | 4,000         | 4,000   |
| 1098            | Print     | Time is At Hand                        | 500           | 500     |
| 1099            | Painting  | One of a Kind                          | 3,500         | 3,500   |
| 1100            | Video     | 21st Century Cayman Documentary        | 800           | 800     |
| 1101            | Painting  | Girls at the Vanity Table              | 6,500         | 6,500   |
| 1102            | Painting  | The MS Miss Sheila                     | 5,000         | 5,000   |
| 1103            | Painting  | Miss Lassie's House                    | 2,000         | 2,000   |
| 1104            | Painting  | Mangrove III                           | 7,000         | 7,000   |
| 1105            | Painting  | Close to the Bark                      | 3,500         | 3,500   |
| Carried forward |           |                                        | CIS\$ 223,045 | 223,045 |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2020

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type        | Name                                  | 2020 <sup>1</sup> | 2019 <sup>1</sup> |
|-----------------|-------------|---------------------------------------|-------------------|-------------------|
| Brought forward |             |                                       | 223,045           | 223,045           |
| 1106            | Thatch      | Basket of Flowers                     | 200               | 200               |
| 1107            | Thatch      | Vases                                 | 200               | 200               |
| 1108            | Painting    | Ovid's Conch III                      | 5,000             | 5,000             |
| 1109            | Craft       | Noah's Ark                            | 200               | 200               |
| 1110            | Still Life  | Ceci N'est Pas Un Investissement      | 5,000             | 5,000             |
| 1111            | Wood        | Thatch Rope Frame                     | 1,000             | 1,000             |
| 1113            | Painting    | East of Palmetto Point                | 1,200             | 1,200             |
| 1114            | Photographs | Folio of photographs                  | 500               | 500               |
| 1115            | Painting    | Safe Harbour                          | 3,000             | 3,000             |
| 1116            | Drawing     | Tortuga and Three Angels              | 3,000             | 3,000             |
| 1117            | Sculpture   | Sailboat                              | 25,000            | 25,000            |
| 1118            | Graphic art | The National Gallery                  | 6,500             | 6,500             |
| 1119            | Painting    | Coral Reef by Night                   | 8,000             | 8,000             |
| 1120            | Painting    | Woven Sea Fan                         | 700               | 700               |
| 1121            | Sculpture   | Adjacent                              | 30,000            | 30,000            |
| 1122            | Painting    | Almond Tree                           | 650               | 650               |
| 1123            | Painting    | Artist's Garden Under Breadfruit Tree | 1,000             | 1,000             |
| 1124            | Painting    | Blue Wave, South Sound                | 1,200             | 1,200             |
| 1125            | Painting    | West Bay Home, Grand Cayman ISE       | 1,000             | 1,000             |
| 1126            | Painting    | Cottage with Yellow Door              | 1,200             | 1,200             |
| 1127            | Print       | Cyclist                               | 50                | 50                |
| 1128            | Painting    | Driftwood                             | 1,500             | 1,500             |
| 1129            | Painting    | Fisherman                             | 800               | 800               |
| 1130            | Painting    | French Harbour with Boats             | 850               | 850               |
| 1131            | Painting    | Harbour Drive                         | 12,000            | 12,000            |
| 1132            | Sculpture   | Invisible Man                         | LOAN              | LOAN              |
| 1133            | Sculpture   | Kiss                                  | LOAN              | LOAN              |
| 1134            | Painting    | Light & Shade Caymanian House         | 1,200             | 1,200             |
| 1135            | Painting    | Light & Shade Private House           | 1,200             | 1,200             |
| 1136            | Painting    | Mangroves                             | 1,200             | 1,200             |
| 1137            | Sculpture   | Orchid                                | LOAN              | LOAN              |
| 1138            | Painting    | Paradise Found Paradise Lost          | 5,000             | 5,000             |
| 1139            | Painting    | Pending Storm                         | 1,200             | 1,200             |
| Carried forward |             |                                       | CIS\$ 342,595     | 342,595           |

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# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2020

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type       | Name                              | 2020 <sup>1</sup> | 2019 <sup>1</sup> |
|-----------------|------------|-----------------------------------|-------------------|-------------------|
| Brought forward |            |                                   | 342,595           | 342,595           |
| 1140            | Sculpture  | Petals                            | LOAN              | LOAN              |
| 1141            | Painting   | Pink Cottage                      | 1,200             | 1,200             |
| 1142            | Photograph | Plastic in Paradise (Perfect Ten) | 3,000             | 3,000             |
| 1143            | Painting   | Riding High                       | 3,000             | 3,000             |
| 1144            | Painting   | Robert Frost                      | 1,000             | 1,000             |
| 1145            | Sculpture  | Rose                              | LOAN              | LOAN              |
| 1146            | Painting   | Seagrape                          | 2,500             | 2,500             |
| 1147            | Sculpture  | See No Evil                       | LOAN              | LOAN              |
| 1148            | Sculpture  | Spirit Within                     | LOAN              | LOAN              |
| 1149            | Painting   | Spirits in the Rain               | 3,500             | 3,500             |
| 1150            | Painting   | Still Life with Coconut           | 500               | 500               |
| 1151            | Sculpture  | Stones We Throw At Women          | LOAN              | LOAN              |
| 1152            | Sculpture  | Stones We Throw At Women II       | LOAN              | LOAN              |
| 1153            | Painting   | Beach Walk With Dogs              | 1,200             | 1,200             |
| 1154            | Painting   | Mooring in the Sound              | 600               | 600               |
| 1155            | Painting   | Morgan's Harbour                  | 1,200             | 1,200             |
| 1156            | Painting   | Untitled (Dock with Mangroves)    | 1,500             | 1,500             |
| 1157            | Painting   | Mending nets                      | 1,200             | 1,200             |
| 1158            | Painting   | Sail boats in the Sound           | 1,000             | 1,000             |
| 1159            | Painting   | Cottage on the Beach              | 1,200             | 1,200             |
| 1160            | Painting   | South Sound                       | 10,000            | 10,000            |
| 1161            | Painting   | Untitled Street Scene             | 1,200             | 1,200             |
| 1162            | Sculpture  | Shopping Day                      | 300               | 300               |
| 1163            | Painting   | Women Picking Fruit               | 1,000             | 1,000             |
| 1164            | Painting   | Liquid Gold                       | 2,900             | 2,900             |
| 1165            | Ceramic    | Calabaza                          | 360               | 360               |
| 1166            | Ceramic    | Bones of Arecaceae                | 600               | 600               |
| 1167            | Ceramic    | Arias in Mango Trees              | 600               | 600               |
| 1168            | Ceramic    | Waves                             | 700               | 700               |
| 1169            | Painting   | The Sailboat                      | 3,000             | 3,000             |
| 1170            | Ceramic    | Untitled                          | 500               | 500               |
| 1171            | Painting   | When I'm Gone                     | 2,000             | 2,000             |
| 1172            | Painting   | 360 Cayman Panorama               | 4,000             | 4,000             |
| Carried forward |            |                                   | CIS\$ 392,355     | 392,355           |

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# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2020

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type              | Name                                | 2020 <sup>1</sup> | 2019 <sup>1</sup> |
|-----------------|-------------------|-------------------------------------|-------------------|-------------------|
| Brought forward |                   |                                     | 392,355           | 392,355           |
| 1173            | Painting/collage  | South Sound I                       | 2,000             | 2,000             |
| 1174            | Painted panel     | Kitchen Window (Interior) I         | 5,000             | 5,000             |
| 1175            | Painted panel     | Kitchen Window (Interior) II        | 5,000             | 5,000             |
| 1176            | Painted panel     | Kitchen Window (Interior) III       | 5,000             | 5,000             |
| 1177            | Painted panel     | Kitchen Window (Interior) IV        | 5,000             | 5,000             |
| 1178            | Photo series      | Luminescent Forms                   | 1,750             | 1,750             |
| 1179            | Painting          | Untitled (Red and Yellow)           | 1,200             | 1,200             |
| 1180            | Painting          | Fashion Shop                        | 3,000             | 3,000             |
| 1182            | Painting          | Belief                              | 10,000            | 10,000            |
| 1183            | Painting          | Yellow House (Manse Rd, BT)         | 6,000             | 6,000             |
| 1184            | Painting          | Untitled I                          | 1,000             | 1,000             |
| 1185            | Painting          | Untitled II                         | 1,000             | 1,000             |
| 1186            | Painting          | Looking Glass                       | 800               | 800               |
| 1187            | Sculpture         | White Plaits, Blue Braids           | 2,500             | 2,500             |
| 1188            | Sculpture         | Five Hundren' Years in These Shoes? | 2,000             | 2,000             |
| 1189            | Sculpture         | Generations                         | 750               | 750               |
| 1190            | Multi Media       | The Cayman History Show             | 2,000             | 2,000             |
| 1191            | Photography       | If Anyone Knows Why                 | 2,000             | 2,000             |
| 1192            | Painting          | Over the Bridge                     | 800               | 800               |
| 1193            | Painted Maisonite | Clothing Line                       | 3,000             | 3,000             |
| 1194            | Painted Maisonite | Untitled                            | 3,000             | 3,000             |
| 1195            | Painting          | Like Minds                          | 1,200             | 1,200             |
| 1196            | Ceramics          | Frigatebirds                        | 1,500             | 1,500             |
| 1197            | Painting          | "2 Sailboats"                       | 150               | 150               |
| 1198            | Painting          | "2 Turtles & a Boat"                | 150               | 150               |
| 1199            | Sculpture         | 21st Century Gigs                   | LOAN              | LOAN              |
| 1200            | Painting          | "3 Turtles & A Boat on the Sand"    | 150               | 150               |
| 1201            | Painting          | "5 Turtles & Sailboats"             | 150               | 150               |
| 1202            | Painting          | "7 Sailboats"                       | 150               | 150               |
| 1203            | Painting          | "7 Turtles in the Sand"             | 150               | 150               |
| 1204            | Sculpture         | Carved Gourd                        | 100               | 100               |
| 1205            | Print             | "Cayman Islands"                    | 50                | 50                |
| 1206            | Print             | "Caymanian Cottage"                 | 50                | 50                |
| Carried forward |                   |                                     | CI\$ 458,955      | 458,955           |

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# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2020

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type              | Name                                               | 2020 <sup>1</sup> | 2019 <sup>1</sup> |
|-----------------|-------------------|----------------------------------------------------|-------------------|-------------------|
| Brought forward |                   |                                                    | 458,955           | 458,955           |
| 1208            | Sculpture         | “Fish Skeleton”                                    | 10,000            | 10,000            |
| 1209            | Painting          | Grand Cayman Still life                            | LOAN              | LOAN              |
| 1210            | Print             | “Head O’Bay, Cayman Islands”                       | 50                | 50                |
| 1211            | Print             | “Home Sweet Home”                                  | 50                | 50                |
| 1212            | Painting          | “Mangrove Swamp”                                   | 1,200             | 1,200             |
| 1213            | Print             | “Men Playing Dominoes”                             | 50                | 50                |
| 1214            | Sculpture         | Non Verbal Form Study:<br>Chameleon and Alabaster  | LOAN              | LOAN              |
| 1215            | Sculpture         | Non Verbal Form Study:<br>Champagne and Chartreuse | LOAN              | LOAN              |
| 1216            | Digital Print     | Now & Then Series                                  | 10,000            | 10,000            |
| 1217            | Painting          | Shark & Turtle                                     | 150               | 150               |
| 1218            | Painting          | Ship Comes In                                      | 1,500             | 1,500             |
| 1219            | Painting          | South Sound                                        | 1,500             | 1,500             |
| 1220            | Painting          | South Sound I                                      | LOAN              | LOAN              |
| 1221            | Painting          | Still Life of the Artist’s Studio                  | LOAN              | LOAN              |
| 1222            | Painting          | Storm over North Sound                             | 50                | 50                |
| 1223            | Painting          | Thatch Fish Hand Basket                            | 100               | 100               |
| 1224            | Painting          | Turtle Pen                                         | 150               | 150               |
| 1225            | Painting          | Turtles in Pen and on Dock                         | 150               | 150               |
| 1226            | Painting          | Turtling Boat                                      | 150               | 150               |
| 1227            | Painting          | Two Turtles                                        | 150               | 150               |
| 1228            | Print             | Unknown - Musicians and Dancers                    | 50                | 50                |
| 1229            | Painting          | Yo Ho                                              | LOAN              | LOAN              |
| 1230            | Mixed Media       | Back to Home                                       | 3,200             | 3,200             |
| 1231            | Mixed Media       | Master Fisher                                      | 5,200             | 5,200             |
| 1232            | Painting          | Mind Giants                                        | 8,000             | 8,000             |
| 1233            | Painting          | Birch Tree Hill                                    | 8,000             | 8,000             |
| 1233            | Drawing           | Stikin Yo Neck Out                                 | 150               | 150               |
| 1234            | Painting          | The Harbour                                        | 5,000             | 5,000             |
| 1234            | Mixed Media Fibre | Untitled                                           | 3,000             | 3,000             |
| Carried forward |                   |                                                    | CI\$ 516,805      | 516,805           |

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# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2020

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type               | Name                                       | 2020          | 2019 <sup>1</sup> |
|-----------------|--------------------|--------------------------------------------|---------------|-------------------|
| Brought forward |                    |                                            | 516,805       | 516,805           |
| 1235            | Sculpture          | Ode' to George                             | 2,500         | 2,500             |
| 1236            | Sculpture          | Jack in the Box                            | 1,500         | 1,500             |
| 1237            | Photography        | Joni Mitchell Never Lies                   | 4,000         | 4,000             |
| 1238            | Photography        | Osiris                                     | 4,000         | 4,000             |
| 1239            | Sculpture          | Mother and Child II                        | 2,000         | 2,000             |
| 1240            | Painting           | Remnants of the Artist                     | 20,000        | 20,000            |
| 1241            | Sculpture          | Turtle Meat                                | 22,000        | 22,000            |
| 1242            | Sculpture          | Mother and Child                           | 900           | 900               |
| 1243            | Sculpture          | Walking on Water                           | 700           | 700               |
| 1246            | Painting           | Sail Boat and Fisherman                    | 1,400         | 1,400             |
| 1247            | Painting           | Fishing Scene with Cargo Ship              | 1,400         | 1,400             |
| 1248            | Painting           | Fishermen with Fishing Nets in Hogstye Bay | 1,400         | 1,400             |
| 1249            | Painting           | Port Scene with Container Ship             | 1,400         | 1,400             |
| 1250            | Painting           | Untitled Part 1                            | 3,000         | 3,000             |
| 1251            | Painting           | Untitled Part 2                            | 3,000         | 3,000             |
| 1252            | Painting           | Three Palms                                | 1,000         | 1,000             |
| 1253            | Painting           | Two Boats                                  | 1,000         | 1,000             |
| 1254            | Painting           | Cottages on the Beach                      | 1,000         | 1,000             |
| 1255            | Painting           | Cottages with Clothe Line                  | 1,000         | 1,000             |
| 1256            | Painting           | Cottages along the Road                    | 1,000         | 1,000             |
| 1257            | Painting           | Off-spring                                 | 3,000         | 3,000             |
| 1258            | Painting           | Migrate                                    | 50,000        | 50,000            |
| 1259            | Painting           | The Swan                                   | 4,000         | 4,000             |
| 1260            | Painting           | Moko Jumbies                               | 7,500         | 7,500             |
| 1261            | Painting           | The Universe via Schooner                  | 9,000         | 9,000             |
| 1262            | Mixed Media Fibres | Cayman Fibre View                          | 3,500         | 3,500             |
| 1262            | Painting           | Reflecting                                 | 3,500         | 3,500             |
| 1263            | Ceramics           | Untitled                                   | 100           | 100               |
| 1264            | Fibre              | Untitled                                   | 150           | 150               |
| 1265            | Fibre Untitled     | Untitled                                   | 100           | 100               |
| 1266            | Mixed Media Fibres | Untitled (crochet baskets)                 | 600           | 600               |
| 1267            | Vessel             | Bowl with Thatch                           | 300           | 300               |
| 1268            | Ceramics           | Bowl with Thatch                           | 300           | 300               |
| Carried forward |                    |                                            | CIS\$ 673,055 | 673,055           |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2020

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type         | Name                              | 2020    | 2019 <sup>1</sup> |
|-----------------|--------------|-----------------------------------|---------|-------------------|
| Brought forward |              |                                   | 673,055 | 673,055           |
| 1269            | Drawing      | Sketch for SOS009 outfit          | 300     | 300               |
| 1270            | Drawing      | Sketch for SOS007 outfit          | 300     | 300               |
| 1271            | Drawing      | Sketches for SOS025               | 300     | 300               |
| 1272            | Painting     | Seagrapes                         | 1,200   | 1,200             |
| 1273            | Painting     | Papayas                           | 1,200   | 1,200             |
| 1274            | Painting     | Bananas                           | 1,200   | 1,200             |
| 1275            | Painting     | Storm Clouds                      | 800     | 800               |
| 1276            | Painting     | Cement Wall with Bougainvilla     | 300     | 300               |
| 1277            | Painting     | Mangroves with Egret              | 650     | 650               |
| 1278            | Painting     | Mangroves with Boat               | 700     | 700               |
| 1279            | Prints       | Eckhardt Prints Part 1            | 300     | 300               |
| 1280            | Painting     | Cayman Parrots                    | 700     | 700               |
| 1281            | Painting     | Old House/ Boy with Chickens      | 1,400   | 1,400             |
| 1282            | Painting     | Red Hibiscus                      | 300     | 300               |
| 1283            | Painting     | Banana Leaves                     | 1,500   | 1,500             |
| 1284            | Painting     | Crotons                           | 700     | 700               |
| 1286            | Painting     | Casaurina trees                   | 500     | 500               |
| 1287            | Painting     | Myrna's House                     | 1,500   | 1,500             |
| 1288            | Painting     | Eckhardt Prints Part 2            | 300     | 300               |
| 1289            | Painting     | Still Life with Flowers and Fruit | 3,500   | 3,500             |
| 1290            | Prints       | Untitled                          | 3,000   | 3,000             |
| 1291            | Painting     | Source Series #2                  | 2,000   | 2,000             |
| 1292            | Painting     | Breadfruit Walk                   | 800     | 800               |
| 1293            | Painting     | Morning Activity in East End      | 1,500   | 1,500             |
| 1294            | Photography  | Through Ivan's Eyes Series        | 5,000   | 5,000             |
| 1295            | Drawing      | Academic Portfolio of Drawings    | 4,000   | 4,000             |
| 1296            | Painting     | Garden Scene                      | 1,100   | 1,100             |
| 1297            | Sculpture    | Memory Tanks                      | 3,500   | 3,500             |
| 1298            | Sculpture    | Memory Tanks #2                   | 3,500   | 3,500             |
| 1299            | Sculpture    | Tropical Form #1                  | 800     | 800               |
| 1300            | Sculpture    | Tropical Form #2                  | 800     | 800               |
| 1301            | Installation | Who Ya Fa?                        | 3,500   | 3,500             |
| 1302            | Sculpture    | Soul Cage                         | 15,000  | 15,000            |
| 1303            | Sculpture    | Grand Cayman                      | 15,000  | 15,000            |
| 1304            | Painting     | Amen                              | 17,500  | 17,500            |
| 1305            | Sculpture    | Tides of Change                   | 2,500   | 2,500             |
| 1306            | Sculpture    | Becoming Again                    | 6,940   | 6,490             |
| 1307            | Painting     | Breadfruit                        | 15,000  | 15,000            |
| 1308            | Sculpture    | Knick Knack Paddy Wack            | 1,750   | 1,750             |
| 1309            | Painting     | He Said, Overripe                 | 1,000   | 1,000             |
| 1310            | Painting     | Mikayla                           | 1,000   | 1,000             |
| 1311            | Painting     | Monkeys                           | 1,000   | 1,000             |
| CI\$            |              |                                   | 796,895 | 796,895           |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2020

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference                | Type               | Name                              | 2020         | 2019 <sup>1</sup> |
|--------------------------|--------------------|-----------------------------------|--------------|-------------------|
| Brought forward          |                    |                                   | 796,895      | 796,895           |
| <u>Additions in 2020</u> |                    |                                   |              |                   |
| 1312                     | Installation       | Requiem                           | 4,500        |                   |
| 1313                     | Fibre              | Ground Basket                     | 80           |                   |
| 1314                     | Fibre              | Utility Basket                    | 140          |                   |
| 1315                     | Fibre              | Natural Red Basket                | 50           |                   |
| 1316                     | Fibre              | Double Handle Basket              | 65           |                   |
| 1317                     | Fibre              | Thatch Head Rope                  | 50           |                   |
| 1318                     | Fibre              | Small Thatch Basket               | 35           |                   |
| 1319                     | Fibre              | Medium Basket                     | 40           |                   |
| 1320                     | Mixed Media Fibres | Son of Sons 13                    | 1,000        |                   |
| 1321                     | Painting           | Home to Parking Lot               | 3,000        |                   |
| 1322                     | Painting           | Traces 1                          | 3,500        |                   |
| 1323                     | Painting           | The Soul Who Raised Us            | 2,300        |                   |
| 1324                     | Photograph         | Adva (Osiris series)              | 500          |                   |
| 1325                     | Photograph         | Vivien (Osiris Series)            | 500          |                   |
| 1326                     | Painting           | The Goldfield                     | 1,500        |                   |
| 1327                     | Painting           | Study for Runoff Series           | 6000         |                   |
| 1328                     | Painting           | Cruise Ships by Night             | 800          |                   |
| 1329                     | Painting           | Fisherman in Catboat              | 650          |                   |
| 1330                     | Sculpture          | Wooden Gigs                       | 250          |                   |
| 1331                     | Painting           | Study for Riding High             | 375          |                   |
| 1332                     | Painting           | Light in August                   | 10,000       |                   |
| 1333                     | Painting           | Untitled (Tropical Plant Series)  | 12,000       |                   |
| 1334                     | Painting           | Woods Still Drizzled              | 10,000       |                   |
| 1335                     | Painting           | Ironshore Motif                   | 10,000       |                   |
| 1336                     | Painting           | Soundings in Fathoms #9           | 2,500        |                   |
| 1337                     | Painting           | Soundings in Fathoms #14          | 2,500        |                   |
| 1338                     | Painting           | Untitled                          | 7,000        |                   |
| 1339                     | Painting           | Untitled IV                       | 9,000        |                   |
| 1340                     | Painting           | Mission House, Bodden Town        | 2,000        |                   |
| 1341                     | Painting           | Untitled (Conch shell still life) | 500          |                   |
| 1342                     | Sculpture          | Journey                           | 4,000        |                   |
| 1343                     | Unknown            | Cayman Parrot                     | 6,000        |                   |
| 1344                     | Unknown            | Self Portrait Covid-19            | 5,000        |                   |
|                          |                    |                                   | CI\$ 902,730 | 796,895           |