

THE NATIONAL GALLERY OF THE CAYMAN ISLANDS

ANNUAL REPORT AND ACCOUNTS
31 DECEMBER 2021



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FOREWORD:

This Annual Report of the National Gallery of the Cayman Islands (NGCI) outlines the organizations performance for the period 01 January, 2021 to 31 December, 2021.

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 2021 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 restrictions in the last quarter of 2021 have resulted in variances in the National Gallery’s Outputs submission for 2021 although, as NGCI was quick to adapt services online, we were able to mitigate disruption to services despite limitations at our physical site. The Annual Report reflects how the agreed 2021 Outputs were adapted and carried out in a hybrid capacity (onsite and virtually) throughout this 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.

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.

2021 marked NGCI's ninth year in our new purpose-built home on the Esterley Tibbetts Highway. This was another unusual year owing to the ongoing COVID-19 Pandemic restrictions, with footfall reflecting these restrictions. In total we welcomed approximately **14,727** to our facilities and offsite programmes but excluding traffic to satellite venues (compared to 13,000 in 2020 and 24,675 visitors in 2019). However, NGCI adapted to the evolving regulations, functioning in a hybrid capacity with extensive online engagement (with **24,000 unique users** on the NGCI website and **76,000 page views**) as well as onsite programmes and events, which will be addressed in greater details below.

The NGCI team ensured that the programmes, events and exhibitions outlined in our 2021 Purchase and Ownership Agreements were achieved, with many continuing to be adapted digital format, while also being responsive to our audiences' needs and growing new programming, such as our new Community Wellness initiative. Both our existing commitments, and the new programmes, were executed professionally, in adherence with the International Council of Museums (ICOM) Code of Ethics and international museum standards, 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 2021 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 (4), our NGCI Community Gallery (4), at our two the Sister Islands venues (5), the Cayman Catboat Club (1) and at the Owen Roberts International Airport (5), and the Health Services Authority (new in 2021). 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 2021, all major exhibitions were held as planned with variances including two of the six budgeted Community Gallery exhibitions being hosted online, and Sister Islands

exhibitions being reduced by one for a total of five in two of the venues, due to pandemic restrictions.

2021 also saw the continuation of the virtual and online exhibition projects that had been established in 2020. A total of three new virtual exhibition tours were uploaded, and two online-specific exhibitions were developed. 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. Collection 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 Art Library, 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 2021 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, and Owen Roberts International Airport.

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, Bonaventure 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 Act (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 2021.

Our People

National Gallery Management Board (at December 31 2021):

Susan A. Olde, OBE, Chairperson
 Jennifer Dilbert, MBE, Deputy Chairperson
 Marco Calleja, Treasurer
 Martyn Bould
 Theresa Broderick
 Carl Brown
 Matt Brown
 Prasana
 Beverley Simpson
 Sacha Tibbetts
 Ministry Representative (non-voting)
 Natalie Coleman/Urquhart (Director - non-voting)

National Gallery Staff (2021)

Natalie Urquhart
Meegan Ebanks
Maia Muttoo
Vicki Calvert Das (PT)
Monica Boothe (from June 2021)
William Helfrecht
Paige Jordison (PT)
Kerri-Anne Chisholm (PT from April – November 2021)
Patti Jane Ebanks
Lori Peterson

NGCI STAFF INFORMATION (1 JANUARY - 31 DECEMBER 2021)									
Types	Number	Cost to NGCI	Caymanian	Non-Caymanian	Male	Female	Masters	BA	Dip/Prof Cert
Intern (6 months)	3	9,567.59	3	0	0	3	0	3	0
Annual Intern	1	15,444.36	1	0	0	1	0	1	0
Contract (3mths - 1yr)	2	36,357.08	2	0	0	2	1	2	0
Contract (1-2years)	3	68,555.06	3	0	0	3	0	2	0
Open End Contract	6	361,259.74	4	2	1	5	4	5	2
Casual Employee	3	8,826.70	3	0	0	3	1	3	0
TOTAL	18	500,010.53	16	2	1	17	6	16	2

TOTAL EMPLOYEES:

The employee total above states the number of individual employees who were employed during any portion of the year at 31 December 2021, 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 2021 averaged 11.

TOTAL number of staff at NGCI as of 31 December 2021: 10 employees, 1 casual worker and 2 interns. In total we had 9 fulltime 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 **14,727 visitors** in 2021 (excluding website engagement statistics or footfall at our satellite exhibitions at Owen Roberts International Airport, the Cayman Catboat Club and the Health Services Authority). These figures reflect the limited site number at these venues from September 2021. It should be noted that audience engagement online (social media and website page views/users) increased with 24,000 repeat users and 76,000 page views recorded for the year.

- **NGCI Digital Programme** – Started in lockdown 2020, the NGCI Digital Programme continued to expand in 2021 and to offer new ways in which audiences could access NGCI programmes, exhibitions and the collection. As a result, we were able to continue expanding audience despite limitations on physical site visits. In 2021, the wide-reaching digital programme included:
 - **Eight virtual online exhibition experiences** (virtual tours of onsite exhibitions).
 - **Three digital exhibitions**
 - **Artist Talks series**
 - The NGCI **Business of Art** online professional development programme for the creative sector;
 - Expansion of the **NGCI Collection Online Project**, which now features 250 artworks from the National Collection with related interpretation materials and artist biographies (making this the most comprehensive archive on Caymanian art anywhere);
 - The expanded **National Gallery Online Exhibition Archive** (1998-Present);
 - Regular **Lectures and Panels** via Zoom.

Uptake for our digital programme was extensive with the website receiving 24K regular users (up from 19.1K in 2020 and 10.4K in 2019); a total of **32K ‘Sessions’** (up from 28.5K in 2020 and 14K in 2019), and **76K ‘Page Views’** (compared to 74.9K in 2020 and 32.7K in 2019). To read more about this visit: <https://www.nationalgallery.org.ky/ngci-launches-new-video-promotion-for-award-winning-digital-programme/>

- Education programmes were carried out in a hybrid capacity in 2021 with classes being carried out both onsite and online with a total of **4,112 attendants**. Despite six months of limited school access to our site, the Education Department still welcomed a total of **57 school tours** (with a total of **1,112 students**), as well as **507 students** participating in offsite NGCI education events. In addition, our **Art on the Road schools programme** re-launched following lockdown providing programming at East End Primary and North Side Primary. <https://www.nationalgallery.org.ky/learn/learning/school-teachers/>
- NGCI launched the **Art & Wellness** programme in 2021 to help combat the implications of COVID-19 on our local community including increased stress and anxiety across all areas of society. The project promotes the healing powers of art and collections as a space of contemplation. A total of **78 sessions** were held with **582 persons** participated in the programme in 2021 which include yoga classes, meditation, the Stone Soup healing circle, Women’s Empowerment classes, guided Labyrinth walks, sessions of family nutrition, along with early opening hours were introduced so enable “mindful Monday” sessions. NGCI also collaborated with the Alex Panton Foundation to offer Teen Drop In art sessions that promoted wellness. Read more here: <https://www.nationalgallery.org.ky/art-and-wellness-programme/>
- **NGCI Outreach** programmes ran as usual for the first three quarters of 2021 after which programming was halted at Her Majesty Northward, Her Majesty Fairbanks and Caribbean Haven (Art Haven programme) due to pandemic restrictions, although digital lesson plans were provided. Our Bonaventure Boys Home art club programme, which launched in October 2020, continued to be well received. <https://www.nationalgallery.org.ky/learn/learning/outreach-programmes/>
- NGCI held the second iteration of the multi-site, tri-island art project: the **Cayman Islands Biennial**. Works by 41 artists were exhibited across five host venues: NGCI Lower Exhibition Hall

and Community Gallery, Mission House, QE II Botanic Park, Owen Roberts International Airport, and the Little Cayman Museum. Contemporary work in a wide variety of media was on display, from painting and sculpture to artists working in related fields and practices, such as digital media and video art, installation, architectural interventions, and public art. The prestigious Bendel Hydes Award was extended to Davin Ebanks and Brandon Saunders (Emerging Artist Category). <https://www.nationalgallery.org.ky/whats-on/exhibitions/cayman-islands-biennial-ii-reimagined-futures/>

- NGCI presented **eight exhibitions** at our central venue in 2021. Highlights include: *Alchemy – Horacio Esteban (Jan-March 2021)*; *Reimagine Futures – 2nd Cayman Islands Biennial (April-Sept 2021)*; *Terra Botanica – Artworks from the National Collection (Sept 2021 – Jan 2022)* in the Lower Exhibition Hall, and *Homegrown: Native Plant Portraits (Feb – March 2021)*, *Reimagined Futures: 2nd Cayman Islands Biennial (April – August 2021)* *Wonders of Clay: Perfectly Imperfect (Sept-Nov 2021)*; *Yonier Powery: Unstoppable Steps (Dec 2021-Jan 2022)* in the Community Gallery. In addition, *Saltwater in Their Veins* was hosted in the Upper Gallery. All of these main exhibitions were accompanied by a programme of related lectures, workshops and events (onsite and online). In addition, two digital exhibitions were hosted online. See: <https://www.nationalgallery.org.ky/whats-on/exhibitions/>
- NGCI continued to develop and manage our **Travelling Exhibitions Programme** which manages **off-site exhibitions at our satellite venues** in Grand Cayman, Cayman Brac and Little Cayman. These include: the Cayman Catboat Club (1), Health Services Authority (1 – new in 2021); Owen Roberts International Airport (5), Little Cayman Museum (3), and the Cayman Brac Reef Resort (2), to ensure all members of the community have access to the arts. <https://www.nationalgallery.org.ky/whats-on/exhibitions/>
- NGCI secured **28 new artworks for the National Art Collection** in 2021. Some these can be viewed here: <https://www.nationalgallery.org.ky/collection-section/new-acquisitions/>
- NGCI staff **participated in several significant international panels and workshops** hosted by UNESCO (x3), the EULAC Foundation, and the Museums Association of the Caribbean (x2). For example: <https://www.nationalgallery.org.ky/ngci-participates-in-eulac-panel/>
- The full NGCI facility was adapted again to adhere to pandemic safety measures in September 2021, in adherence with HSA, CIG and ICOM regulations to ensure visitor and staff safety. 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 eight major exhibitions of community interest per annum in addition to the National Art Collection (1) exhibitions and smaller exhibitions at Satellite venues (12), online exhibitions (x3), and to provide educational programming relating to each. New programme initiatives for 2021 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 continued our digital exhibitions programme which we launched in 2020 in response to the pandemic lockdown.

Output Delivery Analysis

GAL 1 National Art Exhibitions and Festivals		
MEASURES	2021 Budget	2021 Actual
QUANTITY		
Number of exhibits in Central Venue (and one digital exhibition during lockdown)	4	3*
Permanent Collection Gallery exhibition rotation	1	1
Average of visitors for each major exhibition in the Central Venue (4)	4,000	2,493*
Education resources for exhibitions	6	15*
Management and upkeep of NGCI Exhibitions Facilities	1	1
Blue Dragon Trail/ Public Art Project	1	1
Catboat Club Museum Exhibition	1	1
District Exhibitions	6	6
Emerging Artist Award	1	1
DA Gallery exhibitions (4 onsite and 2 online)	1	6
Public Art Programme (ORIA)	6	2
QUALITY		
Exhibition mounted in accordance with international guidelines	100%	100%
Quality determined by visitor numbers and feedback	100%	100%
TIMELINESS		
Exhibition one (Onsite & Digital)	100%	100%
Exhibition two (Onsite & Digital)	100%	100%
Exhibition three (Onsite & Digital)	100%	100%
Exhibition four (onsite)	100%	100%
Permanent Collection Gallery (Onsite & Digital)	100%	100%
Blue Dragon Public Art Project	100%	100%
Education resources for exhibitions	100%	250%
Catboat Club Museum Exhibition	100%	100%

• District Exhibitions (Sister Islands) • Emerging Artist Award • DA Gallery exhibitions • Public Art Programmes	100%	100%
Variances: Despite the ongoing challenges from the pandemic, NGCI managed to meet our GAL:1 Output targets as planned although the fourth of our 'major' Lower Gallery exhibitions was mounted virtually. While the first and second quarter exhibition statistics reflected average attendance of 4,000 as planned, on-site exhibition visitor traffic was affected in the fourth quarter following the community COVID-19 spikes leading to an average of 2,500 visits. This loss was offset by extensive online visitor traffic to exhibitions that were uploaded as virtual tours. The website received 24K regular 'Users', 32K 'Sessions' and 76K 'Page Views' The Sister Islands programme was reduced from six to five exhibitions due to COVID-19 spikes in October. The sixth exhibition was held at the HSA instead.		

Achievement Highlights

For the 2021 exhibition schedule NGCI hosted 18 exhibitions and collaborated many local entities with core partners including the National Trust for the Cayman Islands, Cayman Islands National Archive (CINA), the QE II Botanic Park, Mission House, the Cayman Islands National Museum, Cayman National Cultural Foundation, the Cayman Catboat Club, 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:

NGCI Permanent Collection Gallery (major exhibition project)

1. *Saltwater in Their Veins* (Jan – Dec 2021)

NGCI Lower Exhibition Hall (major exhibition projects)

2. *Alchemy: Horacio Esteban* (Dec 2020-March 2021)
3. *Reimagined Futures: 2nd Cayman Islands Biennial* (April – August 2021)
4. *Terra Botanica: Botanic Art from the National Collection* (Sept – Dec 2021)

NGCI Community Gallery/Dart Auditorium

5. *Homegrown: Native Plant Portraits* (Feb – March 2021)
6. *Reimagined Futures: 2nd Cayman Islands Biennial* (April – August 2021)

7. *Wonders of Clay: Perfectly Imperfect* (Sept-Nov 2021)
8. *Yonier Powery: Unstoppable Steps* (Dec 2021-Jan 2022)

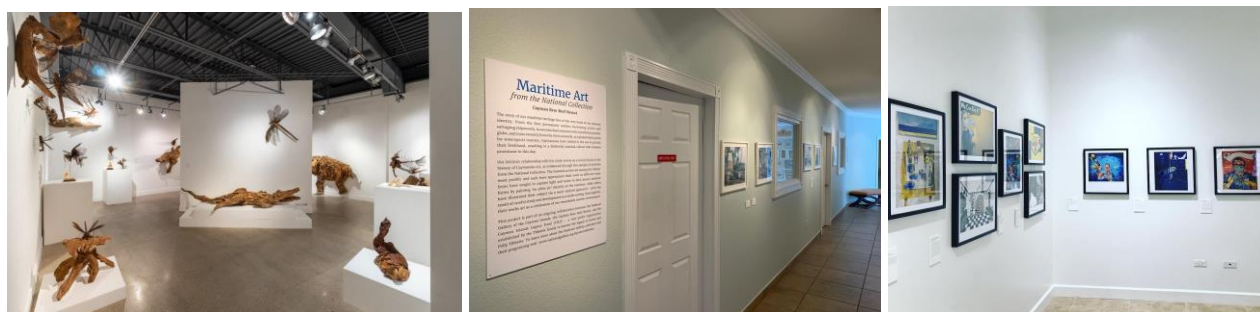
Virtual Exhibitions

9. *2020 Vision: A Community's Experience of Lockdown* (Jan – May 2021)
10. *Art Haven Outreach Exhibition* (01 April – 01 August 2021)
11. *Walkers Art Club Exhibition* (31 August 2021 – 31 Jan 2022)

Travelling Exhibitions (District projects)

12. *Art Under Lockdown* – Little Cayman (Feb – April 2021)
13. *Reimagined Futures: 2nd Cayman Islands Biennial* (April – Sept 2021)
14. *Maritime Art from the National Collection - Cayman Brac* (Feb – Sept 2021)
15. *Beloved Isles - Little Cayman* (Nov 2021 – May 2022)
16. *Beloved Isles - Cayman Brac* (Nov 2021 – May 2022)
17. Airport Art Programme - five National Collection sample exhibitions (Jan-Dec 2021)
18. *Oceans* – HSA (May – Dec 2021)

Major Exhibitions (Lower Exhibition Hall) - NGCI began 2021 with the Horacio Esteban's popular solo exhibition 'Alchemy' which received over 6,000 visitors. 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/>. New exhibitions were also installed in the first quarter included Little Cayman (*Art Under Lockdown*) and Cayman Brac (*Seascapes – Maritime Art from the National Collection*), as well as *Home Grown – Native Plant Portraits* in the Community Gallery



(L) Alchemy installation view. (C) Seascapes Installation View in Cayman Brac. (R) Art Under Lockdown in Little Cayman

In April we opened the second iteration of the **Cayman Islands Biennial** under the tilted “Reimagined Futures”. The multi-venue, tri-island exhibition project had five host venues: NGCI Lower Exhibition Hall and Community Gallery, Mission House, QE II Botanic Park, Owen Roberts International Airport, and the Little Cayman Museum. 41 artists were featured (or 76 who submitted), having gone through a juried process, with a wide variety of artwork on display, from painting and sculpture to artists working in related fields and practices, such as digital media and video art, installation, architectural interventions, and public art. The exhibition was made possible through generous sponsorship from Butterfield Bank (Cayman) Ltd. and Susan A. Olde, OBE.

On Thursday 1 July, NGCI honoured artists at the highly anticipated biennial awards ceremony. Of the 42 artists in the exhibition, 10 were recognised by a distinguished jury of local and regional arts professionals for their submissions for the multi-site exhibition. The award recipients were selected across three categories and are as follows: the central award (including a significant cash prize) is the Bendel Hydes Award with the runner-up and winner Jawara Alleyne and Davin Ebanks respectively; the second award category is the Bendel Hydes Emerging Artist Award with winner Brandon Saunders and runner-up Simon Tatum named; the final commendation category highlights artworks that display critical engagement with theme, material or site, these were Randy Chollette, Nasaria Suckoo Chollette, Sarah McDougall, John Reno Jackson, Michael Mothen and Cameron Bridgeman.



Cayman Islands Biennial

Running alongside the Biennial exhibition was extensive educational programming held across all three Islands, which included a wide variety of events and offerings to engage with our community on the work and themes of the exhibition. The programming incorporated and drew from subjects such as history, humanities and science disciplines, whilst also weaving in topics such as self-reflection, self-expression and emotional awareness. Over the course of the exhibition, 19 educational events were held, including with local and international experts, and aimed at engaging with busy professionals, families, practicing artists, children and educators. In addition, 610 school children from 17 schools visited the Exhibition for special tours and activities to embed learning and knowledge on the topics covered. The Exhibition also provided inspiration for many of our weekly programmes, including the Walkers Art Club, with NGCI Instructors using it as a basis for their classes and taking students on tours around the Exhibition.

The final major exhibition of the year was ***Terra Botanica: Depictions of Nature from the National Collection***. Translating directly as ‘botanical land’, Terra Botanica examines the ways in which artists have documented, researched, and celebrated the rich assortment of flora of our Islands. Drawing on various media— from detailed sketches, to paintings, watercolour and photography— the exhibition aims to explore the myriad ways in which botany has been documented and celebrated through art over

the past several decades. Primarily featuring works from the National Gallery's permanent collection – including new acquisitions not previously exhibited – this selection has been supplemented by artworks from private collections. The exhibition aims to connect local audiences with the complex origin stories of plant species dissemination and historical uses of plants in the Cayman Islands and the region. Participating artists include Moira Abbott, Margaret Barwick, Scott Brady, Stephen Clark, Penny Clifford, Bryony Dixon, Bill Ferehawk, Lorna Griggs, Teresa Grimes, David Hartwell, Guy Harvey, Bendel Hydes, Martina Jackson, David Jungquist, Zane Kuttner, Eloin Lufthouse, Nickola McCoy-Snell, Hannah Reid, Helene Schindler, Larisa Sved and C.E. Whitney. The exhibition is generously supported by Davenport Ltd. with ongoing support from the Ministry of Youth, Sports, Culture and Heritage. The exhibition runs until January 2021.



Community Gallery Exhibition Highlights – NGCI hosted four exhibitions in the Community Gallery in 2021 including Home Grown – Native Plant Portraits (Jan – March 2021); the second half of the Cayman Islands Biennial exhibition (April – Sept 2021). **Virginia Foster 'Wonders of Clay: Perfectly Imperfect'** opened on 08 September in the NGCI Community Gallery. The exhibition showcases over 20 years of Virginia Foster's work and is also accompanied by a fully illustrated catalogue, produced by the National Gallery and published through a grant from the Cayman National Cultural Foundation. This catalogue was also digitised and is available online, allowing NGCI to share Virginia Foster's work with the widest possible audience.

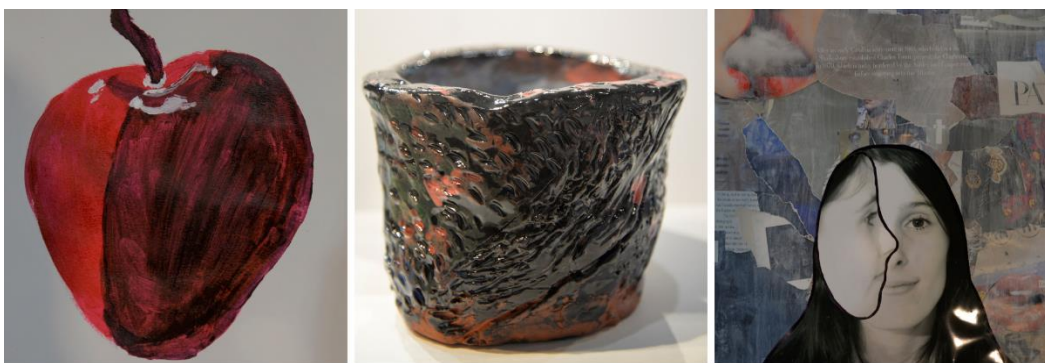


Finally, ***Unstoppable Step – Yonier Powery*** opened on 25 November. The exhibition showcases a survey of 10+ ceramic works that trace the artist’s personal and creative journey; it also aims to pay tribute to all the art pioneers in the Cayman Islands, such as Bendel Hydes and Miss Lassie, whose work set the path for the development and evolution of an artistic movement throughout our Islands. The exhibition runs until 21 January 2022.



Digital Exhibition Highlights – The first digital exhibition of 2021 was ***2020 Vision: A Community’s Experience of the COVID-19 Lockdown*** ran throughout Q3. Developed in conjunction with the Cayman Islands Government Pandemic Memorial Project, the work highlights our community’s diverse experience of lockdown and as we emerged from lockdown. The photographed works on display in this exhibition capture life in Cayman during the unprecedented times and act as a time capsule of these various experiences. From the works online, a jury of CIG representatives and local photographers Wil Bignal and Justin Uzzell selected nine winning images for inclusion in the government publication and an onsite exhibition at the Government Administration Building. Winners were awarded certificates at a ceremony at NGCI on 25 June. The winning artworks were then installed at the Government Administration Building lobby for the 3rd Quarter.

NGCI also launched the ***Art Haven Outreach Exhibition*** (01 April – 01 August 2021) and the ***Walker’s Art Club 2020/2021 Class Virtual Exhibition***. These showcased artworks from the NGCI outreach and WAC class groups in 2020-2021, with students ages ranging from five through 50 years old. Each student who participated in the programme had the opportunity to learn technical art skills, gain exposure to Caymanian culture and engage in social interaction between students of all schools, abilities, and backgrounds.



Travelling Exhibitions Highlights: NGCI continued hosting our Travelling Exhibition Project at the following venues: the Little Cayman Museum (*Art Under Lockdown*, the *Cayman Islands Biennial* and *Beloved Isles*), Cayman Brac Beach Resort (*Seascapes from the National Collection* and *Beloved Isles*); Owen Roberts International Airport (*Now & Then; Maritime Art from the National Collection; 360 Cayman by 'Dready'; and the Cayman Islands Biennial 1 & 2*); and at the Health Services Authority (*From Whence We Came*).

'Beloved Isles' was the first Open Call exhibition dedicated to reflecting the beauty, environment and people of the Sister Islands. Photographs were selected from an open call for submissions and include over forty local photographers. The exhibition is designed in two parts with the 50 photographs being split in half and featured at each venue. They will be rotated to the other venue in February 2022 to enable each island community to enjoy the full exhibition. While opening events in both islands were called due to COVID-19 spikes in both communities, and online opening was hosted in November, with monthly Artist Talks through the 4th Quarter.



For further information on all of the 2021 exhibitions visit <https://www.nationalgallery.org.ky/whats-on/exhibitions/>.

Exhibition Publications - NGCI created a busy education schedule as well supporting materials for each exhibition including a published catalogue for the Biennial and printed and online materials for all exhibitions at NGCI. In addition, we developed the 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).

Art Festivals & Community Events – 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 2021, 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

GAL 2: National Art Collection		
MEASURES	2021 Budget	2021 Actual
QUANTITY		
• Management and upkeep of Collections Gallery, Storage Facility & Art Library	1	1
• Library collection (books, art journals, magazines, DVDs and videos for public loan)	3,150	3,100
• Number of artworks in NGCI’s National Collection	300	350
• 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

QUALITY	Managed in accordance with the NGCI Collections Management Policy and the MA (UK) and ICOM Code of Ethics and universal environmental standards for storing artwork	100%	100%
	Increased learning opportunities and access for the public and enjoyment and appreciation for Caymanian culture through increased National Collection through donations and purchases	100%	660%
	Increase Library holdings through donations and purchases	100%	100%
	Accession records of collection kept up to date in hard copy and computer files	100%	100%
	National Art Collection Guide (ongoing research/ development/ publishing)	100%	100%
	Successful condition audits	100%	100%
	Vibrant and culturally rich lessons using visual arts delivered by qualified and knowledgeable personnel	100%	100%
	TIMELINESS		
	Data, collections and files updated continually	100%	100%
	Education resources for school visits – throughout the year	100%	100%
LOCATION	The National Gallery, ETH – The National Collection is displayed at the National Gallery facility	100%	100%
	The National Gallery, ETH – The Art Library comprising of books, journals, magazines (local and international) DVDs and other research materials.	100%	100%
	Mini Warehouse II, Industrial Park – Collections Storage	100%	100%
	All Schools across the three islands – Art on the Road project	100%	100%
Variance:			
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

Collections Acquisitions – During 2021, NGCI was able to acquire 28 artworks for the National Collection via generous private donations and sponsorship, and in large part due to a generous grant from NGCI Patron Susan A. Olde, OBE, along with several private donations. To read more information about these new donations visit: <https://www.nationalgallery.org.ky/collection-section/new-acquisitions/>

Donations included:

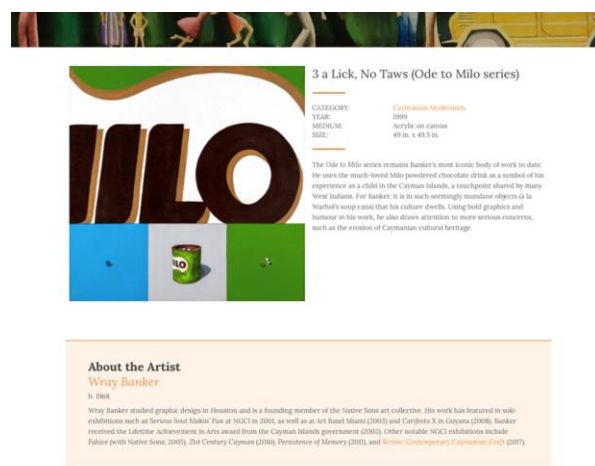
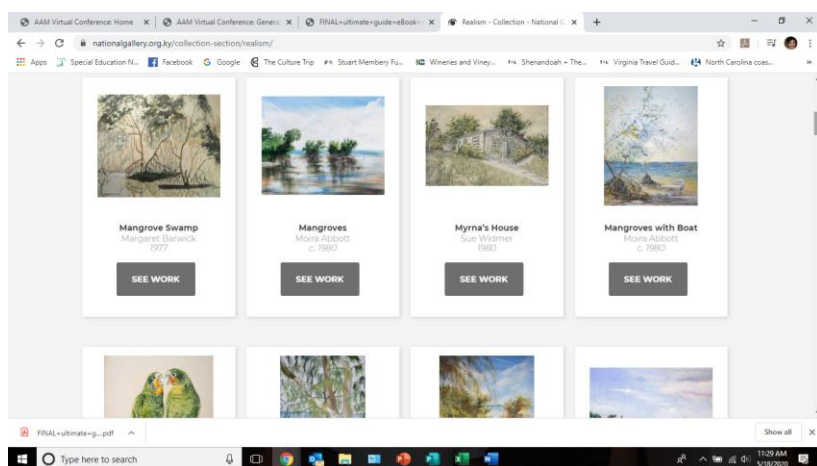
Reference	Type	Name	2021
1345	Painting	At Barker's Beach	20,000
1346	Sculpture	Fertility	1,000
1347	Painting	Evening Palms	800
1348	Painting	See T.J. Play/See T.J. Roll/See T.J. Bou	1,665
1349	Painting	See T.J. Fly	350
1350	Painting	Sea Grass	500
1351	Painting	Cinnamon	500
1352	Painting	Bananaquit in Window	1,250
1353	Painting	Mall Rats	2,500
1354	Painting	Sunset Moments	5,100
1355	Painting	Sunset and Me	3,000
1356	Painting	Sunset, Tree and Me	3,000
1357	Painting	The First Adam	6,000
1358	Digital Print	Helios in the Night Series	900
1359	Painting	Smith Road Oval	750
1360	Painting	Mary Street Bougainvillea	750
1361	Painting	Cayman Cottages	1500
1362	Painting	Cayman Parrot	600
1363	Painting	The Forgotten House	1,500
1364	Painting	Untitled (Construction Scene)	1,500
1365	Painting	Untitled (Catboat Shelter)	1,500
1366	Painting	Untitled (Catboat in Shelter)	1,500
1367	Painting	Easter Regatta Series #1	2,500
1368	Painting	Easter Regatta Series #2	2,500
1369	Sculpture	Ground Basket Pair	3,500
1370	Sculpture	Crochet Symphony	500
1371	Sculpture	Expectant	500
1372	Sculpture	Safe Harbour	400
			CI\$ 66,065

Collections Exhibition – The National Collection exhibition, *'Saltwater in their Veins'* was further adapted in 2021 with new works being rotated in. The presentation highlights the deep connection to maritime culture that runs throughout the history of visual art in the Cayman Islands and a loosely chronological journey that highlights the constant association artists in Cayman have held with our marine environment. 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/>

Collections Storage Redevelopment – In the first quarter of 2021, NGCI undertook a significant upgrade and redevelopment of its storage facility due to the growth of the collection and related size constraints. This included new padded shelves being installed and tiered storage effectively increasing space by 40%. At the same time, NGCI took the opportunity to conduct a full inspection of all artworks currently housed in NGCI’s storage facility— carrying out condition reports, photographing objects and re-wrapping artworks in acid-free archival paper. In addition, a new systematic storage location system was put into place with paintings grouped together in sections within each space, determined by size order and arranged alphabetically. This is considered to be a temporary solution, with a purpose-built storage facility still being a priority.

Online Collections Project - As part of our NGCI Collection Online Project, 50 new works being added in 2021 in addition to the 200 already onsite. 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

NGCI Library Collection – 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).

Collections Management and Policy – Updates to the Collections Department Manual, as well as those changes to the Collections Policy (2009) proposed by the Collections Committee at their 13 September meeting, have now been completed, with the revised Collections Policy now in effect following approval by NGCI's Board of Directors. In tandem with this thorough review of department policies and procedures, the Collections Manual was also updated.

NGCI has continued its commitment to supporting staff training and career development, with Collections Curator William Helfrecht completing a three-week intensive training in November, organised by the UNESCO Regional Office for Culture in Latin America. Entitled "Strengthening the Capacities of Museum Personnel in the Caribbean for the Handling of Collections, it focused on risk management and the fight against illicit trafficking of cultural property. He will now train the wider NGCI staff so that any recommendations can be implemented. Director Natalie Urquhart was a guest speaker at the workshop.

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 including: ongoing monthly art instruction at HMP Northward, HMP Fairbanks and the Caribbean Haven rehabilitation facility, regular art lessons at Bonaventure Boys' Home and Francis Bodden Children's Home, guided tour programmes for clients of Sunrise Adult Training Centre and community seniors, and the onsite Art and Wellness programme that supports community mental and physical wellness through free webinars, classes and drop-ins.

In 2021 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	2021 Budget	2021 Actual
QUANTITY		
- Full rent for National Gallery Education Centre - School tours (Permanent Collection) - School Tours (Temporary Exhibitions) - Family Fun Days - Art Club (Foundation) - Administration support for Walkers After School Club (x5) - Seniors Programme (Grand Cayman and Cayman Brac)	1 30 30 4 30 5 15	1 57 57 6 29 5 5*

• Visual Arts Award (Annual graduating student awards) • NGCI Lecture Series • Open Studio • NGCI Art Appreciation Series • Educators Workshops • Art Residency (provision for international residency for local artists) • Business of Art Programme • NGCI Creative Careers Programme • Ed & Barbara Oliver Teen Scholarships • NGCI Training Sessions • Art Careers Day • Careers Advice/School visits • Summer Internship • Therapeutic Art – Northward • Therapeutic Art – Fairbanks • Therapeutic Art – Caribbean Haven • Art on the Road (school classroom visits)	10 8 On demand 8 4 2 8 20 On demand 8 1 10 4 12 12 12 20	10 18 - 11 1 1 3* 8* - 8 4 6 3 14 9 8 13
Additional programmes 2021(non-Government funded) – not included in Purchase Agreement		
1. Walkers Art Club (Primary) 2. Walkers Art Club (Secondary) 3. Walkers Art Club (Teens) 4. Walkers Art Club (Cayman Brac) 5. WAC emailed lessons		26 17 22 03 11
QUALITY		
• Lectures/ demos prepared and delivered accurately and professionally	100%	100%
• Workshops and training sessions delivered by qualified personnel	100%	100%
• Education programmes were managed by Maia Muttoo and instructed by staff, guest lecturers and instructors (x6); and Simone Scott (Cayman Brac)	100%	100%
TIMELINESS		
• Full rent for National Gallery Education Centre	100%	100%
• School tours (Permanent Collection)	100%	190%
• School Tours (Temporary Exhibitions)	100%	190%
• Family Fun Days	100%	150%
• Art Club (Foundation)	100%	97%
• Administration for Walkers Afterschool Club (x5 weekly)	100%	100%
• Seniors Programme (Grand Cayman and Cayman Brac)	100%	33%
• Visual Arts Award (Annual graduating student awards)	100%	100%
• NGCI Lecture Series	100%	225%
• Open Studio	0%	0%
• NGCI Art Appreciation Series	100%	138%
• Educators Workshops	100%	25%

• Art Residency (provision for international residency for local artists) • Business of Art Programme • NGCI Creative Careers Programme • Ed & Barbara Oliver Teen Scholarships • NGCI Training Sessions • Art Careers Day • Careers Advice/School visits • Summer Internship • Therapeutic Art – Northward • Therapeutic Art – Fairbanks • Therapeutic Art – Caribbean Haven • Art on the Road (school classroom visits)	100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100%	50% 38% 40% 100% 140% 100% 400% 60% 117% 75% 67% 65%
LOCATION • The National Gallery, ETH(Esterley Tibbetts) – Youth Family and Adult Programmes or adapted online • Various Schools in the Brac – Youth Family and Adult Programmes or adapted online for part of year • Work Experience and Intern Programmes – National Gallery • Seniors Programme – National Gallery • Therapeutic Art – Northward, Fairbanks and Caribbean Haven or adapted online • Visual Arts Award – All High Schools (Including the Brac) • Careers Day – Chamber of Commerce Expo • Staff Training – onsite, locally and internationally • Art on the Road (all local schools) • Artists Residency Grant Programme (international)	100% 100% 100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 40% 100% 100% 50%
Variances: School Tour Programme - Demand for school and summer camp tours continued to be strong in 2021, allowing us to deliver 57 tours (56 in-person, one virtual) over the full year. Despite closing tours in September 2021 due to concern over community pandemic spread, NGCI managed to execute almost twice the projected number of tours within the first three quarters. Family Fun Days – Recognising the increased need for children to engage in social, tactile and in-person formats after almost a full year of virtual learning, NGCI hosted monthly Family Fun Days for the first six months of the year, before breaking for summer holidays. While we anticipated a September return for Family Fun days, concerns over community covid spread required us to pause the programme throughout the remainder of the year. Art Club Foundation – Foundation level Art Club classes ran as anticipated until September when in-person classes were paused. Seven of the total 29 sessions were hosted virtually in an effort to continue providing regular classes for our students. Seniors Programme – onsite bi-monthly seniors tours ran smoothly through the first two quarters of the year, but were impacted by storm		

threats and community covid spread in Q3 and 4. To supplement cancelled in-person sessions on Cayman Brac and Little Cayman, NGCI sent the Sister Islands' Senior Communities holiday gifts with handwritten cards and items from our gift shop.

NGCI Lecture Series – With a booming exhibition schedule and in an effort to maintain a hybrid model of work, lectures presented in-person, via Zoom and as pre-recorded videos were expanded.

Open Studio had no uptake in 2021

NGCI Art Appreciation - Series were expanded to offer more regular opportunities for engagement with current exhibitions.

One **Educators Workshop** was held in 2021 due to evolving restriction and instead we provided advice and resources to teachers on an individual basis throughout the year, and we have kept in regular contact with the teaching community throughout.

The Business of Art – Three Business of Art sessions were hosted during 2021. The artist community was offered one-on-one feedback meetings with the Curatorial department following unsuccessful Biennial submissions, to provide detailed feedback and support.

Creative Careers and Career Advice/School Visits – As schools navigated the new covid surges in classrooms, we received significantly fewer requests for work experience placements in Q3 & 4.

Summer Internship – Three interns joined NGCI in the summer, with additional work experience students engaging in week-long work experience placements over their break.

Therapeutic Art programme at Northward/Fairbanks/Caribbean Haven – We had zero access to these institutions from September 2021 when new community pandemic cases halted in-person classes. Onsite classes continued as usual for the first through much of the third quarters. In 2021, we began offering weekly lessons to Bonaventure Boys Home which were very well received.

Art on the Road (school visits). AOTR classroom visits continued as planned through much of 2021, but were suspended in September due to community covid spikes. Virtual lessons were completed to supplement the loss of in-person sessions.

Additional classes in 2021 - We received additional sponsorship from the private sector in 2021 to fund our afterschool clubs in Grand Cayman and one in Cayman Brac.

Achievement Highlights

NGCI's wide-ranging education and public outreach programming remained a key means of sharing the National Collection, facilitating cultural awareness, educating in alignment with National Curriculum aims and developing a public appreciation and awareness for visual arts, heritage and culture. Keeping inclusivity and accessibility at the forefront of NGCI's work, we strive to ensure educational programmes are accessible to all by anticipating and eliminating potential barriers to attendance and engagement (NCHP: PD 1: SA 5 & SA 12). These programmes, which seek to educate, enrich lives, and foster dialogue through inspiring locally produced resources, are primarily funded through Government and private partnerships.

School Tours & Resources

Despite evolving Health & Safety restrictions, NGCI was all to welcome a large number of schools and community groups to our site for exhibition and collections tours in 2021. In addition schools made excellent use of the NGCI online resources (with an estimated 6,000 users for Education Online), as well as virtual exhibition tours, and NGCI in-classroom *Art on the Road* project.

30 Schools (& camps) used NGCI for Tours or AOTR for the year 2021. They were:

- CIS
- St. Ignatius
- Grace Christian Academy
- Cayman Academy
- Hope Academy
- North Side Primary
- East End Primary
- Footsteps School
- Tiny Tots School
- Cayman Prep & High School
- Theoline L. McCoy (Bodden Town) Primary
- Cayman Islands Further Education Centre
- Sunrise Adult Centre
- Girl Guide Brownies
- Little Trotters
- Bonaventure Boys Home
- Homeschoolers Cayman
- ICCI
- Montessori by the Sea
- Montessori del Sol
- Teens and At Risk Youth Programme
- Hospitality School
- John A. Cumber (virtually)
- Art Nest Summer Camp
- YMCA Summer Camp
- Department of Sports Summer Camp
- Caribbean Youth Assets Camp
- Youth Services Summer Camp
- Camp SMART
- Beulah Summer Camp

Classes and Workshops

In 2021, regular NGCI education/outreach classes, workshops and events (outreach listed separately below) were carried out as scheduled between January – September (with in-person sessions impacted by community transmission of Covid-19 from September through 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; bolster rehabilitation for incarcerated individuals and those battling substance-related issues; divert at-risk youth from the juvenile justice system; and develop stronger relationships with partner organisations.



(L) Participants in the Youth Services Unit Summer Camp tour Reimagined Futures: 2nd Cayman Islands Biennial; (R) – Students from Footsteps School tour Alchemy: Horacio Esteban’s Solo Exhibition



(L) ICCI students take part in a workshop led by artist Chris Mann (R) – Students from Bodden Town Primary tour Saltwater in their Veins with Education Assistant Lori Peterson

The weekly programme schedule for 2021 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, in two class units). 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 (monthly, breaking for summer holidays)
- 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 Grand Cayman (bi-monthly). Sponsored by EY Cayman
- EY Seniors programme Cayman Brac (twice annually). Sponsored by EY Cayman
- EY Seniors programme Little Cayman (annually). Sponsored by EY Cayman
- Art Haven (monthly classes at HMP Northward, HMP Fairbanks and Caribbean Haven, in addition to weekly classes at Bonaventure Boys Home); Sponsored by Lori Monk and Kevin Butler
- Art on the Road (monthly during school year); Sponsored by Rawlinson & Hunter
- Wellness Programme (weekly)
- Creative Careers Programme (internships, work experience, Career Days and advice)



Top (L) A Senior citizen in Cayman Brac enjoys a tour of Tropical Visions at the Cayman Brac Beach Resort. (R) – Walkers Art Club Primary students work on a wax crayon project.

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 for young adults interested in pursuing creative careers. The 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 sixth 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 Prep and High School. On-demand classroom visits were also made to the Cayman Islands Further Education Centre and Prospect Primary School.



(L) – Education Manager Maia Muttoo presents a certificate of appreciation to work experience student, Amiah Myles (R) Artist Sarah McDougall instructs Educators at an Educators’ Workshop.



(L) – Education Assistant Lori Peterson with students at John Gray High School Career Fair; (R) – Education Manager Maia Muttoo with students at Cayman Islands Further Education Centre, including annual CIFEC Intern, Asiah Ramkissoon Grant (far left)

In addition to regular programming, NGCI hosted a diverse calendar of special exhibition programming both on and offsite throughout 2021. These included: the *Alchemy, Reimagined Futures: 2nd Cayman Islands Biennial*, *Homegrown*, *Terra Botanica*, *Unstoppable Steps*, *Tropical Visions* and *Virginia Foster* 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:

- Educators' Workshop (29 January)
- Guided garden tours focusing on plants with cultural significance (27 February & 6 November)
- Horacio Esteban classroom visits to Walkers Art Club students (16 March)
- Teen Photography Workshops (16 & 23 March)
- Native Plant Lectures (in partnership with the National Trust for the Cayman Islands) (3 & 24 March)
- Art History 101 Short Course (every Thursday evening in June)
- The Business of Art: Applying to Gallery Open Calls (20 July)
- The Business of Art: Applying for Grants (24 August)
- The Business of Art: Intellectual Property 101 (30 November)
- Curators on Artists Biennial video interview series (June through August)
- En Plein Air Botanical Art Workshops with John Broad (16 & 30 October)
- Special Lecture with Dr. Guy Harvey (19 October)
- Lunchtime Learning Tours (monthly for each exhibition)
- Virtual native plant scavenger hunt via social media (September through December)



(L) – Collections Curator William Helfrecht leads the Art History 101 Short Course; (R) Horacio Esteban visits Walkers Art Club Teens class for a practical workshop using native plants, inspired by his solo exhibition

PANDEMIC RESPONSE:

Since the initial onset of the pandemic in 2020, the Education Department, as part of a wider organisational approach, has adopted a hybrid programme model. In order to continue providing engaging learning resources for schools, families and the wider public, we have ensured digital remains a regular element of our programme schedules. Through the bulk of 2021, in-person classes, tours and events were supplemented by live and pre-recorded virtual artist talks and on-demand Zoom tours.

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 2021 due to the ongoing challenges wrought by the pandemic).

Output Delivery Analysis

GAL 4: Art Information – Facilities, Promotion, Scholarship and Publication: 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	2021 Budget	2021 Actual
QUANTITY		
• Providing a well maintained, accessible and inviting facility	1	1
• Management and upkeep of national database of Caymanian artists and artwork	1	1
• 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)	30	30+
• Management of NGCI website and social media platforms	6	6
• Management of the NGCI Membership Database and Volunteer Database	2	2
• Management of NGCI Gift Shop, Art Café & Facility Rentals	3	3
• Preparation and publishing of NGCI e-bulletin	12	_*
• Consultation and support to the Ministry, Cabinet and other Government Departments in matters relating to arts and culture and related policy	10	10
• Development and adherence to NGCI Marketing Strategy and implementation, monitoring and evaluation of the		

- NGCI Strategic Plan 2014 – 2019 (extended for 2020/2021) - Consultations with local businesses and artists regarding marketing, selection, installation, education etc. for visual arts - Provision of NGCI Annual Report and audited Financial Statements - Participation in international art competitions, fairs and other events that disseminate knowledge on Caymanian art both locally and internationally	2 10 1 4	2 10 1 7*
QUALITY		
Information and reporting prepared accurately, professionally and in a timely manner	100%	100%
Quality determined by visitor and participants comments and feedback, and by attendees improved skill level and increased knowledge base	100%	100%
Increased international appreciation and understanding of the unique arts and culture of the Cayman Islands	100%	100%
Marked increase in new membership base and updated	100%	100%
Continued recruitment and training of volunteers and updated	100%	100%
TIMELINESS		
Providing a well maintained, accessible and inviting facility	100%	100%
Management and upkeep of national database of Caymanian artists and artwork	100%	100%
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)	100%	167%
Management of NGCI website and social media platforms	100%	100%
Management of the NGCI Membership Database and Volunteer Database	100%	100%
Management of NGCI Gift Shop, Art Café & Facility Rentals	100%	100%
Preparation and publishing of NGCI e-bulletin	100%	_*
Consultation and support to the Ministry, Cabinet and other Government Department in matters relating to arts and culture and related policy	100%	<u>100%</u>
Development and adherence to NGCI Marketing Strategy and implementation, monitoring and evaluation of the NGCI Strategic Plan 2014 – 2019	100%	<u>100%</u>
Consultations with local businesses and artists regarding marketing, selection, installation, education etc for visual arts	100%	100%
Provision of NGCI Annual Report and audited Financial Statements	100%	100%
Participation in international art competitions, fairs and other events that disseminate knowledge on Caymanian art both locally and internationally	100%	175%
LOCATION		

• The National Gallery ETH – Youth, Family and Adult Programmes • Districts and Sister Islands venues (various) • International venues • Web based	100% 100% 100% 100%	75% 75% 100% 125%
Variances: NGCI weekly ebulletin was frozen in 2021 and instead NGCI moved all bulletin content to regular social media posts as a more immediate way to engage with members and the public. We continue tri-weekly posting at a minimum on both Instagram and social media. It is estimated that 400+ posts were created in 2021. Participation in International events, conferences etc. increased from the budgeted amount in 2021 with Management participating in international panels relating to the impact of the pandemic on the museum sector. These included speaking engagement with the EULAC Foundation, UNESCO’s Cultural Campus, the Museums Association of the Caribbean, the Museums Association of the Caribbean COVID exhibition programmes, UNESCO Workshop series, and the Atlantic World Art Fair.		

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 again postponed until 2022 due to the ongoing pandemic restrictions and audience impact. 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.

Financial Management

NGCI continued to adhere to its financial management procedures, working onsite as usual until October 2021, and then with a combination of onsite/online due to increase in community transitions. The annual audit began in January 2022. All documentation was submitted on schedule to ensure a timely review process and NGCI received a qualification-free audit.

2022/2023 Budget (Ownership and Purchase Agreements) were completed for the incoming Government and approved. Extensive reporting was submitted pre and post election to share NGCI's operations, programming and policies with the incoming Ministry.

General Operations

While the first three quarters of the year were relatively normal, Q4 saw significant impact from the community COVID-19 spike, with visitor numbers falling drastically and many facility rentals and NGCI events being cancelled or postponed. Staff members were able to work remotely, 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.

Operational plans reverted to post lockdown measures (as per local guidelines and international museums standard recommendations). These 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.

Given that NGCI's exhibitions and programmes were functioning in a hybrid capacity, relatively small adjustments were needed to maintain operations and scheduling.

The NGCI grounds were heavily impacted by Tropical Storm Grace in October with 27 mature trees falling. Due to the quick response from management with support from CMC Landscaping Ltd., all trees were replanted within 24hrs resulting in the loss of only two. The Gallery building and exhibition areas were not impacted. In addition, there were two cases of landfills fires in 2021, but these fortunately did not impact NGCI in any way.

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

The National Gallery hosted 21 facility rental (non-NGCI) events and 15 National Gallery events at our site despite cancellations in the Q4, with approximately 2,700 attendees. These included exhibition receptions, private tours, and facility rentals. We were able to successfully hold the National Gallery Tea Party in February, with a record number of 380 attendees but had to postpone the Big Art Auction and cancel the Gala in November due to restrictions.

The NGCI Gallery Shop received regular visitor traffic throughout 2021. 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 which supports the sale of work by local artisans unfortunately had to be cancelled in December due to Omicron.

Local and International Promotion of Caymanian Art and Culture

NGCI has continued extensively publicize programming, exhibitions and events both locally and internationally through our communications strategy and media channels.

In addition, staff participated in international conferences and panel discussion to share news about Caymanian art and culture. These included:

- EULAC Foundation – Cultural Policy in the Time of Digitisation (May)
- UNESCO Cultural Campus – Museums After the Pandemic (May)
- Atlantic World Art Fair Panel (June)
- MAC Regional Artist Talk (moderation) (Sept)
- Museums Association of the Caribbean Conference (2x panels) (Nov)
- UNESCO Risk Management Workshop (Nov)

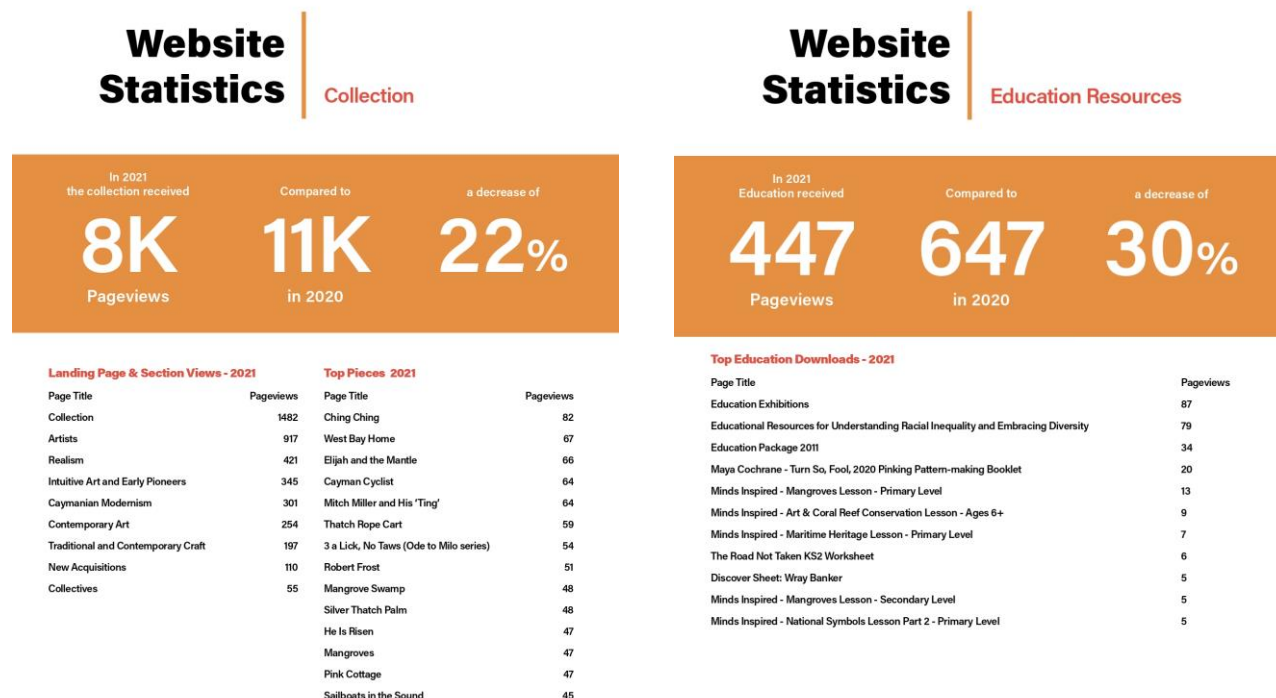
By presenting at conferences alongside the international museum sector, we were able to bring greater awareness and visibility to Cayman's art, culture and history, in addition to fostering dialogue and skills transfer to further develop our cultural sectors (NCHP: PD 4: SA 10; NCHP: PD 5: SA 8; NCHP: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

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

NGCI received good local media support in 2021 with media mentions (radio and print media) of NGCI programmes averaged three per month. NGCI also made significant use of Social Media (Instagram and Facebook) by postponing on both channels on an average of four times per week. At the end of the fourth quarter 2021, NGCI had 2,719 Instagram followers and 4,832 followers on Facebook.

The website saw a significant increase in website engagement commitment to working in a hybrid capacity. This included **24K regular users**, an increase of 28% (up from 19.1K in 2020 and 10.4K 2019); a total of **32K 'Sessions'** an increase of 18% (up from 28.5K in 2022 and 14K in 2019), and **76K 'Page Views'** an increase of 2% (compared to 74.9K in 2020 and 32.7K in 2019).



Economic Assessment for past year

	2021	2021
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	562,446	381,480
OTHER EXPENSES	(1,312,944)	(1,112,839)
NET SURPLUS/DEFICIT	(14,498)	4,641
TOTAL ASSETS	3,133,553	6,182,483
TOTAL LIABILITIES	(231,583)	(98,850)
NET WORTH	2,901,970	6,083,633

CASH FLOWS FROM OPERATING ACTIVITIES	65,971	37,266
CASH FLOWS FROM INVESTING ACTIVITIES	(160,000)	(13,627)
CASH FLOWS FROM FINANCING ACTIVITIES	150,000	210,000
CHANGE IN CASH BALANCES	55,971	233,639
FINANCIAL PERFORMANCE RATIO	2021 Budget	2021 Actual
CURRENT ASSETS : CURRENT LIABILITIES	2.35:1	38:1
TOTAL ASSETS : TOTAL LIABILITIES	13.53:1	63:1

HUMAN CAPITAL MEASURES	2021 Budget \$ 000'S	2021 Actual \$ 000'S
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	9	9
STAFF TURNOVER (%)		
SENIOR MANAGER	0%	0%
PROFESSIONAL AND TECHNICAL STAFF	20%	0%
ADMINISTRATIVE STAFF	0%	0%

PHYSICAL CAPITAL MEASURES	2021 Budget \$ 000'S	2021 Actual \$ 000'S
VALUE OF TOTAL ASSETS	3,133	2,403
ASSET REPLACEMENTS : TOTAL ASSETS	1.37:1	1.38:1
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	0.73:1	0.72:1
DEPRECIATION (in year): CASH FLOW ON ASSET PURCHASES (in year)	0.48:1	5.69:1
CHANGES TO ASSET MANAGEMENT POLICES	NA	NA

MAJOR CAPITAL EXPENDITURE PROJECTS	2021 TARGET \$	2021 ACTUAL \$
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Capital Grant received 31 December, 2021 and so funds had been received, but not spent (with the exception of a couple of deposits or advance payments) at year end.	150,000	210,000

Risk Management

Risks and Concerns

Key Risks	Status of Risk	Action taken during 2021 to Manage Risk	Financial Value of Risk ¹
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	468,681

Key Points of Concern:

- NGCI faces the ongoing challenge of raising 38% 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)

¹ Based on 2022 Budgeted Projection

Actual 2020		Note	Actual 2021	Budget 2021	Budget Vs. Actual Variance	Budget Vs. Actual Variance %
Assets						
Current assets						
52,298	Cash and cash equivalents - unrestricted	3	283,928	316,144	(32,216)	-10%
3,216,275	Cash and cash equivalents - restricted	3	3,218,284	-	3,218,284	100%
195,402	Accounts receivable, net	6	203,408	184,000	19,408	11%
27,540	Prepaid expenses		57,407	11,179	46,228	414%
14,963	Inventory		16,230	32,278	(16,048)	-50%
3,506,478			3,779,257	543,601	3,235,656	595%
2,468,190	Property and equipment	4	2,403,226	2,589,952	(186,726)	-7%
5,974,668	Total assets	CI\$	6,182,483	3,133,553	3,048,930	97%
Current liabilities						
59,894	Deferred revenue	11	54,461	93,868	(39,407)	-42%
45,782	Accounts payable and other accruals		44,389	137,715	(93,326)	-68%
105,676			98,850	231,583	(132,733)	-57%
Fund balance						
2,718,417	Accumulated surplus		2,723,058	2,691,970	31,088	1%
3,150,575	Restricted fund	13,15	3,360,575	210,000	3,150,575	1500%
5,868,992			6,083,633	2,901,970	3,181,663	110%
5,974,668	Total liabilities and fund balance	CI\$	6,182,483	3,133,553	3,048,930	97%

Cash & Cash Equivalents:

NGCI has to be particularly careful to manage cash flow, as only 57% of the required revenues for 2021 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 forward.

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 run into 2022. 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 2021 Audit fee, insurance liability and vendor balances paid in January 2022.

Statement of Financial Performance and Analysis

(stated in Cayman Islands dollars)

Actual 2020 (in CI\$)	Note	Actual 2021	Budget 2021	Budget Vs. Actual Variance
Revenue and support from operations				
121,824 Donations	11	75,200	175,000	(99,800)
151,575 Events and exhibitions	11	163,833	227,446	(63,613)
28,615 Gallery gift shop		20,415	45,000	(24,585)
30,694 Facility rental		81,940	64,999	16,941
332,708		341,388	512,445	(171,057)
Other income				
736,000 Government grant	6	736,000	736,000	-
19,355 Membership fees		11,447	40,000	(28,553)
102,500 Legal fee reimbursements		-	-	-
44,037 Miscellaneous		28,645	10,001	18,644
901,892		776,092	786,001	(9,909)
1,234,600 Total Revenue before donor restricted contributions		1,117,480	1,298,446	(180,966)
Restricted Contributions				
3,150,575 Donor restricted contributions – Bequest	2 (h), 13	-	-	-
4,385,175 Total Revenue		1,117,480	1,298,446	(180,966)
Cost of goods sold				
17,745 Gallery gift shop - COGS		11,538	-	11,538
17,745		11,538	-	11,538
Expenditure				
633,908 Administrative expenses	7	585,191	587,140	(1,949)
215,362 Facility expenses	7	306,584	228,859	77,725
101,889 Program expenses	7	36,166	71,000	(34,834)
77,051 Depreciation	4, 7	77,544	76,779	765
135,536 Exhibitions expenses	7	71,956	113,587	(41,631)
24,847 Other operating expenses	7	23,860	235,579	(211,719)
1,188,593		1,101,301	1,312,944	(211,643)
1,206,338 Total Expenses		1,112,839	1,312,944	(200,105)
Net surplus for the year excluding donor restricted contributions				
28,262	CI\$	4,641	(14,498)	19,139
3,178,837 Net surplus for the year	CI\$	4,641	(14,498)	19,139

Revenue:

During 2021, NGCI focused on managing the effects of Covid-19 and the various period of times when the Gallery physical premises was closed to the public.

Revenue which relies on footfall and social gatherings (e.g. Gallery shop revenue, facility rental) also increased in total during the year from 2020 as the premises were open for a greater period of the year and the Gallery was able to resume functioning closer to the “normal” historical functions, although some annual fundraising events, such as the annual Gala and the Big Art Auction were not able to take place during 2021 due to Covid restrictions.

The 2021 budget was set prior to the Covid-19 pandemic. This should be taken into account when making comparisons between actual and budget for example there were parts of the year when the Gallery was closed due to public safety measures and was not able to provide several revenue services (e.g. gallery shop, facility rentals or events).

Expenses:

Compared to 2020:

Non-essential spending was halted in 2020 due to the pandemic and uncertainty of future cash flows. These cost cutting measures for the general administration of the Gallery (e.g. salaries) were continued in 2021.

The return of facility rental revenue stream in 2021 led to the increase in facility expenses in 2021 compared to 2020.

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 Public Accounts Committee in 2019, NGCI was commended by the Auditor General for its management and leadership, and for the scope of its programming content. For 2020/2021, NGCI’s budget was increased which will help offset the reliance on fundraising, while also supporting the growth of NGCI’s community programming.

The Freedom of Information Act (2020 Revision)
Reporting Under Section 40

Reporting Date: **From:** January 01, 2021 **To:** December 31, 2021

NIL REPORT: YES

APPLICATION DETAILS	NUMBER
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
TIMELINE DETAILS	NUMBER
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 section 7 (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
FEES	0
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
AMMENDMENTS AND ANNOTATIONS	0
Request for Amendment or Annotation under section (28)	0
Number Amended	0
Number Annotated	0
INTERNAL REVIEWS	0
Number of Requests for Internal Review	0
Number of Internal reviews Appealed	0

Internal and External Audit Updates

**Refer to Appendix II: Auditor General's Report for the Financial Statements 2021*

Cross Government Commitments

None

Forward Looking

The NGCI 2022 program will continue to be responsive to the COVID-19 pandemic but will begin to develop strategic plans that have been on hold. All approved outputs are expected to continue as normal although NGCI will continue to work in a hybrid capacity moving forward, providing programming both onsite and in the virtual realm.

Plans for the upcoming 12-month period:

NGCI will continue to ensure the ongoing management of NGCI's 4-acre site and 9,000 sq. ft. facility, our storage facilities, and our satellite projects, 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 1,2 & 3]** – in response to new circumstances, NGCI will continue to provide programming online moving forward in a hybrid capacity. It is anticipated that more staffing and financial resources will be directed to this longterm digital engagement strategy. 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 and panel discussions 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.
2. NGCI will host the vibrant **exhibition schedule that celebrates Caymanian cultural heritage as well as contemporary arts practice [GAL 1]**, onsite and at its five satellite venues in Grand Cayman and the Sister Islands. Themes for 2022 include a survey of the National Art Collection; a solo exhibition by award-winning Native Son, Nasaria Suckoo Chollette; a photographic celebration of the Sister Islands; a Caymanian Craft & Design exhibition; and architectural heritage survey; and several smaller solo exhibitions. Exhibitions are designed with an extensive programme of events designed to provide a platform for community engagement with these topics.
3. NGCI will host our annual **Education Programme [GAL 3]** of approximately 30+ free classes, workshops and lectures per month for children and adults including six Walkers Art Clubs 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 workshops for artists; continuing education programmes for adults; Art Appreciation series; Educators Workshops; monthly lectures and tours; exhibition workshops and panel discussions; and family fun days.
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 as 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. We will launch our new **Community Arts Project (CAP) [GAL 1,2, 3 &4]**. Developed in direct response to feedback from participants, schools, community leaders and experts CAP will extend our current district programme and bring art classes and creative community events directly to the public. The district-based programme – which will cover the five Grand Cayman districts along with Cayman Brac and Little Cayman – will seek to open up access to the art and culture activities across all three islands by working closely with schools, libraries, district centres, community events. CAP will include Districts Family Days, expanded School and Classroom resources district-based Art Classes and Community Exhibitions (funding dependent).
6. NGCI will continue to develop “**Art and Wellness**” **[GAL 3]** programme that has been developed in response to the pandemic, in an effort to help with 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.
7. 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**).
8. 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**).
9. **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 will 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 2022 plans to include a specialised

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).**

10. Strategic Plan 2022 -2026 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 June.

11. Collections Management and Growth – We will continue managing, conserving, exhibiting and promoting the National Gallery Art Collection of 350+ artworks, in addition to actively acquiring works of art of national significance, and interpreting the collection through exhibitions and publications.

Appendix: Audited Financial Statements 2021

Financial Statements of the

NATIONAL GALLERY OF THE CAYMAN ISLANDS

For the year ended December 31, 2021

NATIONAL GALLERY OF THE CAYMAN ISLANDS

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**National Gallery of the Cayman Islands
Financial Statements
December 31, 2021**

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 as a 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, I confirm that 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, 2021.

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, 2021;
- (b) fairly reflect the financial position as at December 31, 2021 and performance for the year ended December 31, 2021;
- (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 have been provided access to all the information necessary to conduct an audit in accordance with International Standards on Auditing.



Chairperson
National Gallery of the Cayman Islands

Date: 29 April 2022



Director
National Gallery of the Cayman Islands

Date: 29 April 2022

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 2021 and the statement of financial performance, statement of changes in fund balances and statement of cash flows for the year ended 31 December 2021, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 9 to 23.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Gallery as at 31 December 2021 and its financial performance and its cash flows for year ended 31 December 2021 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

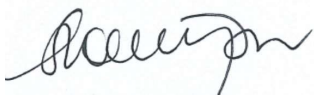
My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that 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

29 April 2022
Cayman Islands

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Statement of Financial Position

As of December 31, 2021

(stated in Cayman Islands dollars)

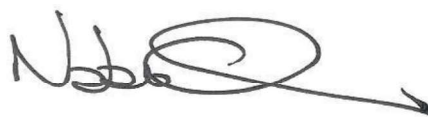
Actual 2020		Note	Actual 2021	Budget 2021	Budget Vs. Actual Variance	Variance Note
Assets						
Current assets						
52,298	Cash and cash equivalents - unrestricted	3	283,928	316,144	(32,216)	16.a
3,216,275	Cash and cash equivalents - restricted	3, 13	3,218,284	-	3,218,284	16.a
195,402	Accounts receivable, net	6	203,408	184,000	19,408	16.b
27,540	Prepaid expenses		57,407	11,179	46,228	16.c
14,963	Inventory		16,230	32,278	(16,048)	
3,506,478			3,779,257	543,601	3,235,656	
2,468,190	Property and equipment	4	2,403,226	2,589,952	(186,726)	16.d
5,974,668	Total assets	CI\$	6,182,483	3,133,553	3,048,930	
Current liabilities						
59,894	Deferred revenue	11	54,461	93,868	(39,407)	16.f
45,782	Accounts payable and other accruals		44,389	137,715	(93,326)	16.g
105,676			98,850	231,583	(132,733)	
Fund balance						
2,718,417	General Reserve		2,723,058	2,691,970	31,088	16.h
3,150,575	Restricted fund	13,15	3,360,575	210,000	3,150,575	16.i, 16.e
5,868,992			6,083,633	2,901,970	3,181,663	
5,974,668	Total liabilities and fund balance	CI\$	6,182,483	3,133,553	3,048,930	

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

Approved on behalf of the Management Board on April 29, 2022:



Chairperson



Director

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Statement of Financial Performance For the year ended December 31, 2021

(stated in Cayman Islands dollars)

Actual 2020 (in C\$)	Note	Actual 2021	Budget 2021	Budget Vs. Actual Variance	Variance Note
Revenue and support from operations					
121,824 Donations	11	75,200	175,000	(99,800)	16.j
151,575 Events and exhibitions	11	163,833	227,446	(63,613)	16.k
28,615 Gallery gift shop		20,415	45,000	(24,585)	16.l
30,694 Facility rental		81,940	64,999	16,941	
332,708		341,388	512,445	(171,057)	
Other income					
736,000 Government grant	6	736,000	736,000	-	
19,355 Membership fees		11,447	40,000	(28,553)	16.m
102,500 Legal fee reimbursements		-	-	-	
44,037 Miscellaneous		28,645	10,001	18,644	
901,892		776,092	786,001	(9,909)	
1,234,600		1,117,480	1,298,446	(180,966)	
Restricted Contributions					
3,150,575 Donor restricted contributions – Bequest	2 (h), 13	-	-	-	
4,385,175		1,117,480	1,298,446	(180,966)	
Cost of goods sold					
17,745 Gallery gift shop - COGS		11,538	-	11,538	
17,745		11,538	-	11,538	
Expenditure					
633,908 Administrative expenses	7	585,191	587,140	(1,949)	
215,362 Facility expenses	7	306,584	228,859	77,725	16.n
101,889 Program expenses	7	36,166	71,000	(34,834)	16.o
77,051 Depreciation	4, 7	77,544	76,779	765	
135,536 Exhibitions expenses	7	71,956	113,587	(41,631)	16.p
24,847 Other operating expenses	7	23,860	235,579	(211,719)	16.q
1,188,593		1,101,301	1,312,944	(211,643)	
1,206,338		1,112,839	1,312,944	(200,105)	
Net surplus for the year excluding donor restricted contributions	C\$	4,641	(14,498)	19,139	
3,178,837	C\$	4,641	(14,498)	19,139	

Bequest received with restrictions placed by donor in 2020 and cannot be used for the Gallery's day to day operating expenses. Donor restricted use for capital and special projects. (See Note 13)

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

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Statement of Changes in Fund Balance For the year ended December 31, 2021

(stated in Cayman Islands dollars)

		General	Restricted			Budget Vs.	
	Note	Reserve	Fund	Actual	Budget	Actual	Variance
						Variance	Note
Balance at December 31, 2019	CI\$	2,690,155	-	2,690,155	2,722,798	(32,643)	
Net surplus for the year		3,178,837	-	3,178,837	(16,330)	3,195,167	
Capital injection		-	-	-	60,000	(60,000)	
Transfer to restricted fund	13	(3,150,575)	3,150,575	-	-	-	
Balance at December 31, 2020		2,718,417	3,150,575	5,868,992	2,766,468	3,102,524	
Net surplus for the year		4,641	-	4,641	(14,498)	19,139	
Capital injection	15	-	210,000	210,000	150,000	60,000	16.e
Balance at December 31, 2021	CI\$	2,723,058	3,360,575	6,083,633	2,901,970	3,181,663	

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

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Statement of Cash Flows For the year ended December 31, 2021

(stated in Cayman Islands dollars)

	Note	Actual 2021	Actual 2020
Cash provided by (applied in):			
Operating activities			
Net surplus for the year		4,641	3,178,837
Add/deduct:			
Items not involving the movement of cash:			
Depreciation	4	77,544	77,051
Loss on disposal of property and equipment		1,047	-
Net changes in non-cash operating balances:			
Increase in accounts receivable, net		(8,006)	(27,682)
Increase in prepaid expenses		(29,867)	(25,727)
(Increase)/decrease in inventory		(1,267)	6,948
Decrease in deferred revenue		(5,433)	(20,353)
Increase/(decrease) in accounts payable and other accruals		(1,393)	(41,072)
	16	37,266	3,148,002
Investing activity			
Purchase of property and equipment	4	(13,627)	(7,799)
		(13,627)	(7,799)
Financing activity			
Proceeds from capital injection	15	210,000	-
		210,000	-
Increase in cash and cash equivalents for the year		233,639	3,140,203
Cash and cash equivalents at beginning of year		3,268,573	128,370
Cash and cash equivalents at end of year	CIS	3,502,212	3,268,573
Cash and cash equivalents consist of the following:			
Unrestricted		283,928	52,298
Restricted		3,218,284	3,216,275
	CIS	3,502,212	3,268,573

See accompanying notes to financial statements.

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Notes to Financial Statements

December 31, 2021

(stated in Cayman Islands dollars)

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, 2021, the Gallery had 11 employees (2020: 7 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 29, 2022.

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, 2021

(stated in Cayman Islands dollars)

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 recognized 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, 2021

(stated in Cayman Islands dollars)

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 CI\$500 or more.

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Notes to Financial Statements

December 31, 2021

(stated in Cayman Islands dollars)

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, 2021

(stated in Cayman Islands dollars)

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, 2021

(stated in Cayman Islands dollars)

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, 2021.

(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 2020 and 2021 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, 2021

(stated in Cayman Islands dollars)

3. Cash and cash equivalents

	December 31, 2021	December 31, 2020
Current accounts		
Cash in bank	283,928	52,298
Restricted accounts		
Fixed term deposit	2,876,601	2,874,558
Cash in bank	341,683	341,717
	3,218,284	3,216,275
	CIS	
	3,502,212	3,268,573

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 Systems and Hardware	Furniture and Fixtures	Office Equipment	Workshop Equipment	Building	Vehicles	Total	
Cost								
Balance at January 1, 2021	81,939	191,434	45,534	13,741	2,964,469	25,300	3,322,417	
Additions	1,313	12,314	-	-	-	-	13,627	
Disposals	(11,468)	(9,393)	(1,905)	(1,073)	-	-	(23,839)	
Balance at December 31, 2021	71,784	194,355	43,629	12,668	2,964,469	25,300	3,312,205	
Depreciation								
Balance at January 1, 2021	76,356	176,523	45,396	13,741	528,296	13,915	854,227	
Charge for the year	3,407	9,718	70	-	59,289	5,060	77,544	
Disposals	(10,421)	(9,393)	(1,905)	(1,073)	-	-	(22,792)	
Balance at December 31, 2021	69,342	176,848	43,561	12,668	587,585	18,975	908,979	
Net book value at December 31, 2021	CIS	2,442	17,507	68	-	2,376,884	6,325	2,403,226

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Notes to Financial Statements

December 31, 2021

(stated in Cayman Islands dollars)

4. Property and equipment (continued)

	Computer Systems and Hardware	Furniture and Fixtures	Office Equipment	Workshop Equipment	Building	Vehicles	Total
Cost							
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
Depreciation							
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
Net book value at December 31, 2020	CIS 5,583	14,911	138	-	2,436,173	11,385	2,468,190

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, 2021, the Gallery received grants totalling C\$736,000 (2020: C\$736,000) from the Government of the Cayman Islands. At December 31, 2021, C\$184,000 (2020: C\$184,000) 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, 2021

(stated in Cayman Islands dollars)

7. Expenses

Expenses comprise the following:

For the year ended December 31, 2021

	Administrative	Facility	Program	Exhibitions	Other	Depreciation	Total
Staff costs	506,328	-	-	-	-	-	506,328
Printing and promotion	6,404	-	-	-	-	-	6,404
Professional fees	57,462	-	-	-	-	-	57,462
Office supplies	6,152	-	-	-	4,413	-	10,565
Postage and courier	283	-	-	-	-	-	283
Information technology	-	-	-	-	18,401	-	18,401
Repairs and maintenance	-	68,617	-	-	-	-	68,617
Landscaping	-	24,873	-	-	-	-	24,873
Depreciation	-	-	-	-	-	77,544	77,544
Rent and utilities	-	74,862	-	-	-	-	74,862
Insurance	-	44,289	-	-	-	-	44,289
Art supplies	-	-	36,166	-	-	-	36,166
Collection costs	-	-	-	71,956	-	-	71,956
Bank charges	8,562	-	-	-	-	-	8,562
Security	-	4,728	-	-	-	-	4,728
Gallery facility/events	-	89,215	-	-	-	-	89,215
Miscellaneous	-	-	-	-	1,046	-	1,046
CIS	585,191	306,584	36,166	71,956	23,860	77,544	1,101,301

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
Gallery facility/events	-	30,439	-	-	-	-	30,439
Miscellaneous	-	-	-	-	1,257	-	1,257
CIS	633,908	215,362	101,889	135,536	24,847	77,051	1,188,593

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Notes to Financial Statements

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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 recognized as an expense in the year in which they are incurred based on set contribution rates.

Contributions in the amount of CI\$21,721 (2020: CI\$22,856) were made to the Plan during 2021 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.

(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. 91% (2020: 94%) 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.

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Notes to Financial Statements

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9. Financial instruments and associated risks (continued)

(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 57% (2020: 59%) 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.

10. Commitments

During the year ended December 31, 2021, the Gallery received a capital injection of CI\$210,000 (2020: CI\$Nil) from the Cayman Islands Government. The capital injection is to be spent on specific capital assets. As at December 31, 2021, CI\$34,234 (2020: CI\$Nil) of the CI\$210,000 had been spent by way of deposits on two capital items. These items are included in prepayments at December 31, 2021. The Gallery has committed to capital projects for generator and air handle system in total of CI\$110,118 as of December 31, 2021 utilizing the capital injection.

During the year ended December 31, 2020, 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 2021, the Gallery Director and the Head of Public Engagement (2020: two employees). The total remuneration incurred by the Gallery on behalf of these employees in 2021 was CI\$191,053 (2020: CI\$182,172) comprising salary, healthcare benefits and pension contributions.

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Notes to Financial Statements

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11. Related parties (continued)

In 2021, 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\$43,977 (2020: CI\$121,068), of which CI\$37,720 (2020: CI\$45,540) was deferred as of December 31, 2021.

In 2021, the Gallery rented storage space from an affiliate of a Management Board member. The total expense from these storage units was CI\$22,391 (2020: CI\$19,385).

In 2021, the Gallery incurred legal fees of CI\$2,204 (2020: CI\$47,888) 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. No such grants were received during the year ended December 31, 2021.

12. Contingent liabilities

As of December 31, 2021 and 2020, the Gallery has no quantifiable or non-quantifiable contingent liabilities.

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 separate accounts be prepared.

As at December 31, 2021, 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".

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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, 2021 amount to CI\$22,391 (2020: CI\$19,820). 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.

15. Capital injection

The Gallery received a capital injection of CI\$210,000 (2020: CI\$Nil) on December 30, 2021. The capital injection is to be spent on specific capital assets.

As at December 31, 2021, CI\$34,234 (2020: CI\$Nil) of the CI\$210,000 had been spent by way of deposits on two capital items. These items are included in prepayments at December 31, 2021.

The Gallery has committed to capital projects for generator and air handle system in total of CI\$110,118 as of December 31, 2021 utilizing the capital injection.

16. Budget vs Actual comparison for the year

A comparison of the statement of cash flows for the 2021 actual and budget figures using the direct method is below:

Actual 2020		Actual 2021	Budget 2021	Budget Vs. Actual Variance	Variance Note
CASH FLOWS FROM OPERATING ACTIVITIES					
	<i>Receipts</i>				
698,500	Sale of goods and services to Cabinet	738,484	736,000	2,484	
263,667	Sale of goods and services to third party	314,158	387,445	(73,287)	16.r
3,395,799	Donations	68,186	176,841	(108,655)	16.s
	<i>Payments</i>				
(517,446)	Personnel costs	(499,696)	(474,300)	(25,396)	16.t
(692,517)	Supplies and consumables to third party	(583,866)	(760,015)	176,149	16.u
3,148,002	Net cash flows from operating activities	37,266	65,971	(28,705)	
CASH FLOWS FROM INVESTING ACTIVITIES					
(7,799)	Purchase of property and equipment	(13,627)	(160,000)	146,373	16.v
(7,799)	Net cash flows from investing activities	(13,627)	(160,000)	146,373	
CASH FLOWS FROM FINANCING ACTIVITIES					
-	Equity injection	210,000	150,000	60,000	16.w
-	Net cash flows from financing activities	210,000	150,000	60,000	
3,140,203	Net increase in cash and cash equivalents	233,639	55,971	177,668	
128,370	Cash and cash equivalents at beginning of year	3,268,573	260,173	3,008,400	
3,268,573	Cash and cash equivalents at end of year	3,502,212	316,144	3,186,068	

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Notes to Financial Statements

December 31, 2021

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16. 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 CI\$20,000.

- a) See Cash Flow Variance explanations below (r to w).
- b) The budget accounted for the Q4 Government Grant only, in addition there were 4 receivable amounts from private vendors at year end, payment for all of which were received in early 2022.
- c) Insurance prepayment for the year was CI\$18K compared to budget of CI\$11K. Additionally, the Gallery prepaid CI\$34K for fixed assets before year end with the CI\$210K Capital Grant received from Government on December 30, 2021.
- d) The Gallery intended to spend on capital during the year based on receipt of a Government Grant. The Government Grant was received on December 30, 2021. As per 16(c), by year end, CI\$34K had been prepaid on these assets, but no assets had been received by the Gallery.
- e) The budget was agreed prior to 2020, the Gallery budgeted to receive CI\$60K Capital Grant in 2020 and a further CI\$150K in 2021. The Gallery did not receive a Capital Grant in 2020 and received CI\$210K in 2021. In the prior year the Gallery received CI\$3,150,275 from bequest and it remains with no changes as of December 31, 2021
- f) Due to Covid-19, the Gallery has not managed to gather as much advanced support for its educational programs as budgeted.
- g) 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.
- h) As the budget was created prior to 2020, the opening accumulated surplus was not the actual opening accumulated surplus.
- i) See note 13 for further details relating to the Restricted Fund.
- j) Donations are often unique in nature and not repetitive from year to year. Due to Covid-19, the number of donations received by the Gallery have fallen. The 2021 budget was finalised prior to Covid-19. During 2020, donations included an amount of CI\$23K donated to collections for the purchase of artwork, which did not happen in 2021.
- k) Due to Covid-19, some of the regular Gallery fundraising events, such as the Gala and the Tea-Party, were not conducted during 2021, additionally events scheduled in both years were cancelled at various times as Covid-19 developed and government restrictions were enforced, for example the Tea-Party.
- l) Due to Covid-19, decreased fundraising events led to a decrease in footfall through the Gallery during the year resulted in fewer Gallery shop sales.
- m) Due to Covid-19, decreased fundraising events which led to a decreased interest in memberships during the year.
- n) Facility expenses was higher than budget as the budget did not include the CI\$22K spent on digitalisation of the Gallery deliverables, which was a sponsored project which commenced during Covid-19 and was not included in the original budget. Insurance also increased by CI\$6K on budget and R&M was CI\$4K above budget. The remaining increase of CI\$45K was due to an increase in non-revenue generating events organised by the Gallery.

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Notes to Financial Statements

December 31, 2021

(stated in Cayman Islands dollars)

16. Budget vs Actual comparison for the year (continued)

- o) Program expenses are flexible and depend on program funding. In 2020 the Gallery experienced Program expenses of CI\$35K in relation to a Covid-19 Artist Relief program, and also CI\$48K of program expenses for the Big Art Auction. Neither of these programs occurred in 2021. The budget for 2021 was set before Covid-19 and did not take into account the current environment and planned for more programs to take place than were able to be delivered
- p) Exhibition Expenses are flexible and depend on the type and number of exhibitions held in the year. Exhibition expenses were 37% below budget due to the budget being set pre-covid and including more exhibitions than could be provided. Exhibition expenses will decrease as revenue decreases as sponsorship gained for exhibitions will contribute to the budget allowable for each exhibition.
- q) Other Operating expenses were the same as 2020 figures, 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.
- r) The Sale of Goods to third parties were below budget due to the budget being set prior to Covid-19 and some of the revenue streams having to be cancelled due to Covid-19 e.g. Tea Party and several facility rentals and fundraising events.
- s) Many of the donations received in the year are unique and not repeated on an annual basis. During 2020, donations included an amount of CI\$23K donated to collections for the purchase of artwork, which did not happen in 2021.
- t) 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).
- u) Due to Covid-19 and the reduced deliverables provided by the Gallery, the amount paid to third parties also decreased.
- v) The cash for the budgeted capital spending in 2021 was received on December 30, 2021 and was therefore not spent by year end.
- w) The equity injection was planned to fund capital purchases and the Capital injection budgeted for 2020 was received in 2021 along with the requested amount for 2021

NATIONAL GALLERY OF THE CAYMAN ISLANDS

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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	2021	2020
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

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Schedule of Collections and Exhibits (Unaudited) (continued)

Reference	Type	Name	2021	2020
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			CI\$ 117,895	117,895

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Schedule of Collections and Exhibits (Unaudited) (continued)

Reference	Type	Name	2021	2020
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			CI\$ 223,045	223,045

NATIONAL GALLERY OF THE CAYMAN ISLANDS

Supplemental Information

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(stated in Cayman Islands dollars)

Schedule of Collections and Exhibits (Unaudited) (continued)

Reference	Type	Name	2021 ¹	2020 ¹
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			CI\$ 342,595	342,595

¹ "LOAN" indicates the item is on loan and is not a property of the Gallery and is entered in the database for tracking purposes only. Furthermore, the item is insured by the owner, and not by the Gallery.

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Schedule of Collections and Exhibits (Unaudited) (continued)

Reference	Type	Name	2021 ¹	2020 ¹
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
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\$ 389,355	392,355

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NATIONAL GALLERY OF THE CAYMAN ISLANDS

Supplemental Information

December 31, 2021

(stated in Cayman Islands dollars)

Schedule of Collections and Exhibits (Unaudited) (continued)

Reference	Type	Name	2021 ¹	2020 ¹
Brought forward			389,355	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			CIS\$ 455,955	458,955

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Supplemental Information

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Schedule of Collections and Exhibits (Unaudited) (continued)

Reference	Type	Name	2021 ¹	2020 ¹
Brought forward			455,955	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: Chameleon and Alabaster	LOAN	LOAN
1215	Sculpture	Non Verbal Form Study: 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	LOAN	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
1234	Painting	The Harbour	5,000	5,000
1234	Mixed Media Fibre	Untitled	3,000	3,000
Carried forward			CI\$ 512,155	516,805

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Supplemental Information

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Schedule of Collections and Exhibits (Unaudited) (continued)

Reference	Type	Name	2021	2020 ¹
Brought forward			512,155	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			CI\$ 668,405	673,055

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December 31, 2021

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Schedule of Collections and Exhibits (Unaudited) (continued)

Reference	Type	Name	2021	2020 ¹
Brought forward			668,405	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
CIS			792,245	796,895

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Schedule of Collections and Exhibits (Unaudited) (continued)

Reference	Type	Name	2021	2020 ¹
Brought forward			792,245	796,895
1312	Installation	Requiem	4,500	4,500
1313	Fibre	Ground Basket	80	80
1314	Fibre	Utility Basket	140	140
1315	Fibre	Natural Red Basket	50	50
1316	Fibre	Double Handle Basket	65	65
1317	Fibre	Thatch Head Rope	50	50
1318	Fibre	Small Thatch Basket	35	35
1319	Fibre	Medium Basket	40	40
1320	Mixed Media Fibres	Son of Sons 13	1,000	1,000
1321	Painting	Home to Parking Lot	3,000	3,000
1322	Painting	Traces 1	3,500	3,500
1323	Painting	The Soul Who Raised Us	2,300	2,300
1324	Photograph	Adva (Osiris series)	500	500
1325	Photograph	Vivien (Osiris Series)	500	500
1326	Painting	The Goldfield	1,500	1,500
1327	Painting	Study for Runoff Series	6000	6,000
1328	Painting	Cruise Ships by Night	800	800
1329	Painting	Fisherman in Catboat	650	650
1330	Sculpture	Wooden Gigs	250	250
1331	Painting	Study for Riding High	375	375
1332	Painting	Light in August	10,000	10,000
1333	Painting	Untitled (Tropical Plant Series)	12,000	12,000
1334	Painting	Woods Still Drizzled	10,000	10,000
1335	Painting	Ironshore Motif	10,000	10,000
1336	Painting	Soundings in Fathoms #9	2,500	2,500
1337	Painting	Soundings in Fathoms #14	2,500	2,500
1338	Painting	Untitled	7,000	7,000
1339	Painting	Untitled IV	9,000	9,000
1340	Painting	Mission House, Bodden Town	2,000	2,000
1341	Painting	Untitled (Conch shell still life)	1000	500
1342	Sculpture	Journey	4,000	4,000
1343	Unknown	Cayman Parrot	6,000	6,000
1344	Unknown	Self Portrait Covid-19	5,000	5,000
CIS			898,580	902,730

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Schedule of Collections and Exhibits (Unaudited) (continued)

Reference	Type	Name	2021	2020 ¹
Brought forward			898,580	902,730
1345	Painting	At Barker's Beach	20,000	
1346	Sculpture	Fertility	1,000	
1347	Painting	Evening Palms	800	
1348	Painting	See T.J. Play/See T.J. Roll/See T.J. Bou	1,665	
1349	Painting	See T.J. Fly	350	
1350	Painting	Sea Grass	500	
1351	Painting	Cinnamon	500	
1352	Painting	Bananaquit in Window	1,250	
1353	Painting	Mall Rats	2,500	
1354	Painting	Sunset Moments	5,100	
1355	Painting	Sunset and Me	3,000	
1356	Painting	Sunset, Tree and Me	3,000	
1357	Painting	The First Adam	6,000	
1358	Digital Print	Helios in the Night Series	900	
1359	Painting	Smith Road Oval	750	
1360	Painting	Mary Street Bougainvillea	750	
1361	Painting	Cayman Cottages	1,500	
1362	Painting	Cayman Parrot	600	
1363	Painting	The Forgotten House	1,500	
1364	Painting	Untitled (Construction Scene)	1,500	
1365	Painting	Untitled (Catboat Shelter)	1,500	
1366	Painting	Untitled (Catboat in Shelter)	1,500	
1367	Painting	Easter Regatta Series #1	2,500	
1368	Painting	Easter Regatta Series #2	2,500	
1369	Sculpture	Ground Basket Pair	3,500	
1370	Sculpture	Crochet Symphony	500	
1371	Sculpture	Expectant	500	
1372	Sculpture	Safe Harbour	400	
			CIS	
			964,645	902,730