Ministry of District
Administration & Lands
Cayman Islands Government

Annual Report and Financial Statements

(for the year ended 31 December 2022)

30 April 2023

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Pursuant to Section 44 of the Public Management and Finance Act (2020 Revision), this report provides a comprehensive review of the performance, achievements and financial activities of the Ministry of District Administration and Lands, for the year ended 31 December 2022. The financial statements appended to this report comply with the Public Sector Accounting Standards and provide explanations for variances between actual and budgeted performance.

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Introduction

Hon. Juliana O'Connor-Connolly, JP, MP
Minister for District Administration and Lands

The Ministry of District Administration and Lands (MDAL) has made many strides over the past year. These accomplishments did not come out of a vacuum, but are the result of planning and implementation by outstanding cadres within the portfolios and sectors of which we have oversight.

District Administration and Lands as key government priorities have clear goals. The goals are to continue to support and improve the business of government in Cayman Brac and Little Cayman; to ensure the timely and efficient implementation of government policies; And, to enhance services to Cayman Islands citizens and companies in the areas of land registration, surveying, geographic data, valuation, and the management of government facilities. This report includes the Ministry's accomplishments of these goals in various sectors, despite the many challenges faced, coming off the heels of the COVID-19 pandemic in 2021.

The Lands sector continued to see progress. A key financial achievement included the collection of CI$107.9 million in land registry fees, stamp duty on land transfers and stamp duty on other transfers which exceeded the budget of CI$80.0 million. To secure our natural environment through land purchase for public usage and the benefit of future generations, especially beach lands, 16 new lands parcels were acquired inclusive of 5 new public beach and shoreline access parcels. Also of note, was the acquisition of land in central George Town for the new Cayman Islands Central Park. The Central Park will provide a public "green" space focused on nature, which will foster biodiversity and provide various health related benefits.

Under District Administration, development for the Sister Islands is progressive for future planning, specifically towards creating a modern infrastructure and healthy community. Construction for the completion of the Adult Learning Centre has continued successfully and is anticipated to open in 2023. The centre will provide a facility for adults with special needs to ensure inclusive opportunities for all. Innovative solutions have been implemented to repurpose Crown owned properties into much needed facilities that will serve a multitude of purposes. Existing buildings have been converted into a multi-functioning space for a Creek Community Centre, and new government offices for Lands and Survey and the Sister Islands Affordable Housing Development Corporation. As one of the busiest entities in terms of customer facing traffic, Lands and Survey new offices will facilitate the opportunity to scale operations as the sole service provider of surveyors on island.

Looking forward, building climate resiliency and ensuring sustainability is mission critical. A new accommodation building is underway to temporarily house workers of construction project teams. The provision of the accommodation facility will help to reduce government staffing costs for major capital projects. The Water Authority also continues water works for future reverse osmosis plants in the Sister Islands. The Reverse Osmosis plants turn salt/brackish water into fresh water, a project resulting in water supply and access to potable water which is essential for life. Roadworks to extend networks of major roads and ramps unto the bluff continue as a necessary intervention for public access to highland in the case of flooding and storm surge.

In conclusion, innovation and collaboration has provided the impetus for being future ready. I often emphasise the motto, "We are one Ministry" to demonstrate the absolute necessity for an alliance and oneness mindset across all our ministry sections. The Ministry of District Administration and Lands will remain committed to epitomising this in the ways that we work together to create lasting impact, ultimately, for the prosperity of the people of the Cayman Islands.

Foreword

Wilbur Welcome
Chief Officer *(Acting)*

This is the second annual report of the Ministry of District Administration and Lands, following its inception in July 2021. Our ministry has grown in operations and stature. Our achievements did not happen by chance, they came as a result of planning, implementation, and a participatory approach amongst all our sections and sector institutions, which always seek to enhance the vision of achieving world-class service. We sought to achieve our key priority goals by meeting specific performance indicators, reflected in the strategic broad outcomes of the Cayman Islands' Government Strategic Policy Statement for financial years 1 January 2022 to 31 December 2023.

Our team's dedication and perseverance prevailed through many changes over the course of the past year. These changes comprised of new staffing structure requirements, systems and policies.

MDAL developed and approved new policies relating to land reform, improving business operations and administration in the Sister Islands. Notably, we are proud to have progressed two policies that will help to create opportunities for Caymanians. The cost of real estate in the Cayman Islands has increased exponentially. As a result of this, the gap between Caymanians and their ability to purchase affordable land and homes has widened. We launched a pilot project in the district of East End to provide affordable land lots and we revamped the Sister Islands Affordable Housing Development Corporation. These policies aim to close the aforementioned gap by restricting the sales to Caymanians only. Programmes to implement these policies are underway as we look forward to the New Year.

Building upon the wider CIG's emphasis on good governance, on transparency and communication, a new monthly reporting requirement was implemented in our Finance Unit and our HR team created their own policy, on the back of the standardised recruitment policies implemented across all ministries and departments. A new review and approval requirement in finance, involves the Minister's approval for certain expenditures. HR has created templates that streamline the recruitment process and which ultimately affects the quality of service and products. HR undertook a wide range of recruitment resulting in 80% fulfillment of vacancies, which included successful implementation of our succession plan. In 2022, Lands and Survey appointed a new Director, Deputy Director and Chief Surveyor, all of whom are Caymanian and internal hires.

In terms of organisational culture, MDAL is very people focused which translates to both our internal and external operations. I am of the firm opinion that remote working is still the way forward. I have seen first-hand the positive effects it has on the wellbeing of staff, while also reducing capacity constraints on our office building, maintain healthy balanced work-lives and grow our team as needed and budgeted without requiring extra space and resources in the building. I am also particularly proud of the air of compassion amongst staff. Staff members have demonstrated an affinity for uplifting each other. We are a small team and disruptions or changes in the personal lives of one team member, can result in the same for the entire team. It has been amazing to witness how team members rally around each other in the unfortunate events of illness or other extenuating personal circumstances. Likewise it is heartening and encouraging to see colleagues share and celebrate each other's successes.

In looking forward, there are a few key areas of focus for the year 2023. The Department of District Administration aims to modernise processes and procedures to become more user friendly. MDAL has assisted with the update of policies and procedures that streamline their requests and processing of payments. They are also on schedule to complete a new learning and recreational facility for their team members, which will have a wellness space and a computer lab. The Lands portfolio aims to increase operational staff at the department level, while leveraging technology for efficiency and to meet increasing customer demands. We are also committed to enhancing public beach access through the acquisition of additional land parcels with shorelines and product enhancement of parks/ spaces with value-added amenities.

Indeed, 2022 was a foundational year to develop the necessary capabilities and competencies for a fully-fledged stage of implementation in the coming term. We are looking forward to significantly more enhancements and improvements that will have a tangible and lasting effect on the lives of the people, we have committed to serve in the Cayman Islands.

Overview

Purpose

The Ministry of District Administration and Lands (MDAL) was officially formed on 1 July 2021 following the general elections in April 2021. This resulted in the establishment of the core ministry and the repositioning of four existing Caymans Islands Government (CIG) departments under the MDAL.

The Ministry of District Administration and Lands is a ministerial department with a remit to provide strategic and policy direction, advice, funding and governance to a total of eleven (11) underlying departments, units, boards and agencies. The key priorities of the MDAL are to continue to support and improve the business of the Government in Cayman Brac and Little Cayman (Sister Islands), ensuring the timely and efficient implementation of government policies; enhance services to Cayman Islands citizens and companies in the areas of land registration, surveying, geographic data, valuation, and the management of government facilities.

Departments

- District Administration
- Lands and Survey
- Sister Islands Sports
- Core/Ministry DAL Administration
- Public Lands Commission Inspectorate

Statutory Authorities and Agencies

- Sister Islands Affordable Housing Development Corporation
- Water Authority - Cayman

Boards and Committees

- Development Control Board
- Lands Surveyors Board
- Public Lands Commission
- Road Assessment Committee
- Sister Islands Planning Appeal Tribunal
- Street Naming and Numbering

Leadership

Hon. Juliana O'Connor-Connolly, JP, MP
Minister

Wilbur Welcome
Chief Officer *(Acting)*

Senior Leadership Team *(Core Ministry)*

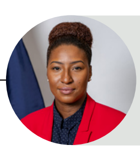
Nicola Anderson-Wildman
Deputy Chief Officer *(Acting) (Jan-Mar/Aug-Sept)*,
Chief Financial Officer *(Apr-Current)*

Charles Brown
Deputy Chief Officer *(Acting)*
(Apr-Jul)

Neyka Webster
Deputy Chief Officer *(Acting)*
(Oct – Dec)

Gary Robinson
Chief Financial Officer *(Acting)*
(Jan-Mar & Aug-Sept)

Heidi Wallace
Chief Human Resource Officer



Patrice Beersingh
Communications & Information Manager

Heads of Departments

Mark Tibbetts
District Commissioner, *District Administration*

Jon Hall
Director, *Department of Lands & Survey*
(Jan-Sept)

Uche Obi
Director *(Acting) (Aug-Oct)*, Director *(Oct-Current)*,
Department of Lands & Survey

Harold Sanford
Head of Sports,
Sister Islands Sports Department

Financial Highlights

The Ministry of District Administration and Lands was formed in July 1, 2021 after the 2021 general elections. Following collaborative strategic review, good financial governance was highlighted as a strategic objective. This has been key to the financial success of the Ministry thus far in making a difference in the lives we serve.

Milestone in Financial Governance

For each of the 2021 (6 month financial period) and 2022 fiscal periods, the Ministry obtained an unqualified (clean) audit opinion from the Office of the Audit General. There was an emphasis of matter noted by the auditors for each year which related to the supplementary funding not being tabled in Parliament within the timeline prescribed by law. The tabling of the supplementary was outside the ambit of the Ministry. The auditor's opinion was not qualified in regards to this matter.

Financial Overview

The 2022 fiscal year was our first full fiscal Year as a Ministry. While we still felt the impacts of the covid – 19 pandemic, as a nation we were able to move forward to re-open tourism. There were also significant delays in procurement due to supply chains being affected by varying international events. The heightened inflation also impacted the cost of many of the goods and services. These environmental factors affected most of our entities, in the way we did business. It also impacted and delayed some of our projects.

Financial Performance Highlights

The Ministry continued to discharge its operations notwithstanding operating during varying spikes of community outbreak during the pandemic and below its maximum capacity, as in the latter case, there were a number of staff vacancies that were at various stages of being filled during the year. While this had a positive impact on the Ministry operating within the allocated operating expenses for the year, it also presented an opportunity for the upcoming year by enabling the Ministry to contribute more to the efficient delivery of services in the Cayman Islands.

During the fiscal year, there were some 'within year exceptional budget adjustment' requests, which were made to accommodate staffing needs and supplies and consumables needs due to the rising inflation. The Ministry operated within the final budget, and ended the period with $11 thousand surplus.

The personnel budget and supplies and consumables expenditure were within the final budgeted amounts. During the Year, the CIG awarded a COLA increase (granted from September 2022) and also there was an incremental increase which came into effect in December 2022. Some of the supplies & consumables related increases stemmed from the increased inflation coupled with limited supply, which saw prices for goods and services soaring.

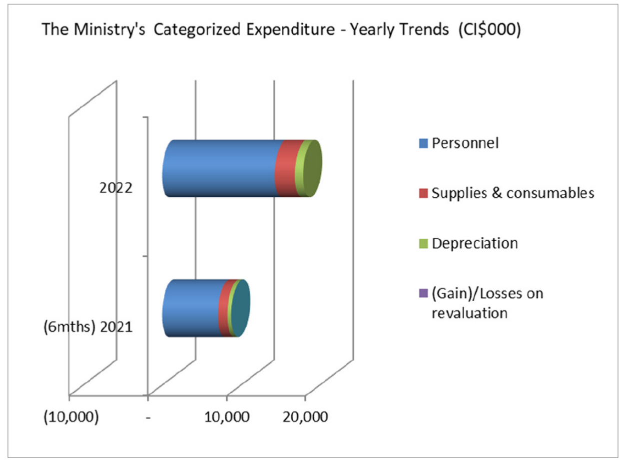
Depreciation expense was within the approved final budgeted amounts.

The revenue from fees from the Lands & Survey Department, exceeded budgeted targets which positively impacted the financial performance.

The table and chart below (figure 1), display the yearly trend of the financial performance of the Ministry.

Figure 1

CI $000	(6mths) 2021	2022
Personnel	7,082	14,284
Supplies & consumables	1,189	2,568
Depreciation	498	1,039
(Gain)/Losses on revaluation	(1)	(1)
Total	8,768	17,890

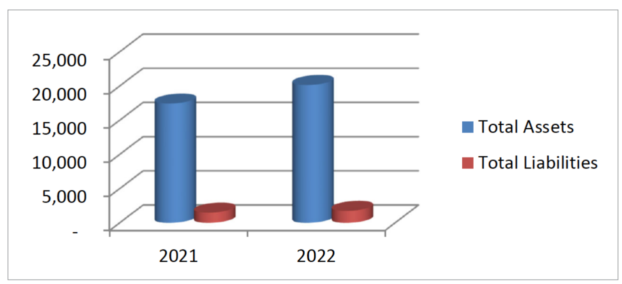


Financial Position Highlights

The table and chart (figure 2) below, displays the yearly trends of the financial position of the Ministry.

Figure 2

CI $000	2021	2022
Total Assets	17,440	20,150
Total Liabilities	1,499	1,764
Total Net worth	15,941	18,386



The capital expenditure throughout 2022 amounted to approximately $2.6 million. This was mostly utilised for the capital project works in the Brac, in particular work on the District Administration Building project, and other building projects in the Brac, along with the significant purchase of heavy duty vehicles and equipment. There were also capital purchases by the Lands & Survey Department and the Public Lands Commission of note.

As at December 31st, 2022, the Ministry continued to have very good liquidity, with sufficient easily convertible-to- cash assets, in order to settle short-term obligations, with a solid cash position and sufficient current assets and limited current liabilities. The Ministry also has a very favourable, low gearing debt-to equity ratio, that is, minimal debt in relation to the equity/net worth, due to the strong equity position and minimal liabilities. This also shows that there are no issues around the Ministry's financial stability and its ability to continue as a going concern. The Ministry can continue operating and cover its commitments for the foreseeable future.

Performance

As a newly formed ministry, the Core Ministry team of MDAL continued to undergo significant changes in regards to Human Resources (HR) systems, access, recruitment, role reviews, evaluations and updates. These changes were managed and updated by MDAL's Human Resources Unit which comprises a Senior HR Manager and an Assistant HR Manager and who support a total of 241 staff within the core ministry and its underlying entities. Following the approved and implemented Professional Development Support Policy in January 2022, the HR Unit remains committed to supporting the professional and educational development of its staff, by providing staff members with guidance relating to the professional development support offered by the Ministry. Staff can request support for professional activities including trainings, certifications or conference attendance, be it the time off required to attend or financial assistance.

Left to right – Geron Mignott, Assistant HR Manager for MDAL receives Chief Officers award for July and surrounded by entire MDAL team.

Left to right – Photo 2: Team MDAL poses for a photo with ACO Wilbur Welcome after a successful opening event of Calisthenics Park at Seven Mile Beach.

In addition to this development, the HR Unit successfully delivered the following key outputs:

- Assisted with the roll out of CIG's new HR System my-VISTA
  - » MDAL's Core Ministry was one of the first departments to migrate its information and switch to using this system 100% for the purpose of leave management, recruitment and performance Management in March of 2022
- Created a detailed succession plan for the most senior roles within the Department of Lands and Survey Department (approved via Moratorium in December 2021)

- This yielded the promotion and appointment of two Caymanians (internal hires) to the positions of Director and Deputy Director of Lands and Survey Department in October of 2022

- Completed a major job description update project which concluded in December 2022
    - Reviewed all job descriptions across Lands & Survey, which are now compliant with the standards set out by the Portfolio of the Civil Service and meet best practice methods of reviewing job descriptions every 5 years.
    - Reviewed the job description for the Head of Department of Sister Islands Sports and sent to Job Evaluations. The position title was renamed to Head of Sports effective 1 May 2022

Key Data

Cost Centre/Department	Staff Total
Core Ministry	15
Lands & Survey	57
District Admin	163
SIS	3
PLC	3

Engagement Survey Completion Rates	Response Rate
Core Ministry	89%
Lands & Survey	95%
District Admin	84%
Sister Island Sports	100%

Communications

MDAL employs one full time communications specialist dedicated to driving public trust and engagement in ministry priorities through audience driven campaigns, strategic content and channels. Communications supports effective policy creation and implementation as evidenced by the following:

- Wrote and produced the 2021 MDAL Annual Report
- Developed the Department of District Administration website www.gov.ky/districtadmin
- Developed and released over 25 communiques to educate and inform stakeholders (press releases, statement, speeches, remarks);
- Completed public awareness campaign for the opening of the Seven Mile Beach Calisthenics Park
- Designed and collated MDALs Strategic Outline (document)
- Produced/hosted official ribbon-cutting ceremony for a new Calisthenics Park at the Seven Mile Public Beach attended by Government officials, members of the local fitness, health and wellness communities and other contributing members of the project.
- Produced/hosted internal information session for GAB staff - UK Hydrographic Office Data Workshop with Civil Servants – Lunch and Learn
- Launched final phase of the development and design of an Interactive Beach Access Map to be featured online the PLC and Lands websites and free to the public.

Left to right: 1. The ribbon-cutting ceremony of the Calisthenic Park (from left to right – Hon. Julianna O'Connor-Connolly, H.E. Governor Martyn Roper, Premier Wayne Panton, Hon. Andre Ebanks, Phillip Schlossstein, Hon. Sabrina Turner and Hon, Katherine Wilks.

Left to right: 2. Three Calisthenics world-champions (on the ground) pose on the Calisthenics park with over 22 top, local student-athletes pose for a photo with Hon. Juliana O'Connor-Connolly, Phillip Schlossstein (middle) and his partner Brian Walpole.

Performance by Section

District Administration

Core Ministry

About the Core Ministry

The Ministry of District Administration and Lands provides funding, policy direction, oversight as well as administrative support to the District Administration portfolio, in the functions of Finance, Human Resources and Communications. MDAL employs technical personnel dedicated to supporting the District Administration portfolio. The Strategy Officer for District Administration provides administrative, research, and strategic support to ensure effective implementation of projects, policies and initiatives for the Department of District Administration.

In celebration of the retirement of swimming pioneer after 39 years of service, Michael Hundt receives parting gifts from Hon. Minister Julianna O'Connor-Connolly and Acting Chief Officer Wilbur Welcome. Michael Hundt poses with Minister O'Connor-Connolly along with staff from the Ministry and Department of District Administration, Sister Islands Sports and members of the Sister Islands Swim Club Board.

In celebration of the retirement of swimming pioneer after 39 years of service, Michael Hundt receives parting gifts from Hon. Minister Julianna O'Connor-Connolly and Acting Chief Officer Wilbur Welcome. Michael Hundt poses with Minister O'Connor-Connolly along with staff from the Ministry and Department of District Administration, Sister Islands Sports and members of the Sister Islands Swim Club Board.

Key Successes

- Provided gainful employment opportunities for residents of the Sister Islands through the Transfer Payment (TP) - 86 Sister Islands Beaches and Community Clean-Up programme (approximately 70 persons)
- Provided home repair assistance to 27 applicants from TP 66 – Sister Islands Home Repair Assistance Programme
- Supported various community programmes and activities through TP 101 – Sister Islands Community programmes/ Projects:
    - Spot Bay Christmas Homecoming
    - Cayman Brac Christmas Fireworks Display

- Finalised the operational policy for the re-launch of the Sister Islands Affordable Housing Development Corporation

Cabinet Paper Approvals

The policy making team prepared a total of two (2) papers to support the Minister responsible for District Administration, towards making informed decisions. These papers were submitted to the Cabinet by the Minister, to seek consensus on the introduction to new legislation and to release consultation documents/reports. The following papers were prepared and agreed upon by the Cabinet:

- Paper requesting approval of transfer of funds to TP 66 to use for home repairs in the sister islands
- Paper requesting approval of transfer of funds to TP 86 to ensure continuity of the beaches and community clean-up programme in the Sister islands

The Department of District Administration

About the Department

The Department of District Administration is the main government office within Cayman Brac and Little Cayman (Sister Islands). The general nature of the department's activities is to administer and support the government business in the Sister Islands, ensuring the timely and efficient implementation of governmental policies. District Administration's customers include the general public (resident and non-resident in the Sister Islands) as well as other governmental departments and agencies. The District Administration headquarters are at the Government Administration Building located at 19 Kirkconnell Street, Stake Bay, Cayman Brac. Other operational offices are located across various locations on Cayman Brac and Little Cayman.

Tolling of the bell ceremony for Her Late Majesty the Queen's Passing

Scope of Activities

The sections that fall under the remit of District Administration include:

- Cayman Brac Day Care Centre
- District Commissioner's Office
- District Office (Little Cayman)
- Facilities Management
- Finance & Treasury
- Heritage House
- Human Resources
- IT Services
- Marketing & Promotions
- Cayman Brac Museum
- Public Works
- Vehicle Inspection and Licensing

The Department provides the following services in the Sister Islands:

- General administration
- Policy formulation, coordination and implementation
- Public Works implementation and management
- Facility management
- Disaster management
- Treasury services
- Vehicle and licensing services
- Coordination of VIP Visits
- Hosting of ceremonial and social functions of national importance
- Administration of the museum, cultural and heritage awareness services
- Provide pre-school and childcare services
- Marketing and promotions services

- IT services
- Passport services
- Cemetery vault management
- Respond to the needs of other Government (client) departments and agencies

Key Successes

- Repaired Twenty seven (27) houses through the TP66 Senior Housing Repairs Programme;
- Prepared and completed hot-mix asphalt paving at the following locations in Cayman Brac:
  - Needs Assessment Unit parking lot
  - Faith Hospital (HSA) Dental Clinic parking lot
  - Big Channel Bluff Road
  - Major Donald Drive completion (leading up to the Lighthouse)
  - Coastal Way (road west of the Layman E. Scott Sr. High School)
  - Road maintenance and repairs as necessary across both Sister Islands;
- Continued works on new buildings by District Administration headquarters, for much needed office space, including a new building and inspection pit for the Vehicle Inspection & Licensing Section of District Administration, Customs & Border Control as well as WORC. Scheduled for opening in the first quarter of 2023;
- Continued works on two new changing rooms plus a public restroom at the 25M pool (Cayman Brac Sports Complex). Working towards completion in first quarter of 2023;
- Commenced renovations of several Government-owned cottages across Cayman Brac – many scheduled for completion in 2023. The purposes of these buildings vary from Government office space and Community Centres for use of the public (via a reservation system);
  - A new Civil Servant Learning & Recreational Centre is also in progress, located to the west of District Administration, which will provide Civil Servants with much-needed access to modern computer equipment for learning and training as well as a small gymnasium in line with CIG's focus on employee well-being and professional development;
- Hosted various events for Her Late Majesty the Queen's Platinum Jubilee Celebrations – (including the Beacon Lighting at Christopher Columbus Gardens, and the Official Platinum Jubilee Parade and Ceremony held at Aston Rutty Centre);
- Hosted various events for Her Late Majesty the Queen's Passing – Week of National Mourning – (including Tolling of the Bell, Official Condolence Books displays in Sister Islands, the Laying of Flowers event and viewing of the Funeral live at Aston Rutty Centre);
- Organised an event for Civil and Public Servants across the Sister Islands called "Civil & Public Servants Light Up the Sister Islands!" with an aim to break down work silos, to give back to the community, and celebrate spread Christmas season;
- Continuation of TP86 Sister Islands Beaches and Community Clean-Up Programme in phases;
- Formed Steering Committee for District Administration Building and other Government buildings' future renovations in liaison with the Ministry (Preparatory discussions held and ongoing);

- Demolished concrete dock at Blossom Village (Little Cayman) which was causing beach erosion;
- Maintained/monitored Salt Water Pond water level and pumps;
- Purchased several new vehicles for various Sections under District Administration, including a new bus for the Cayman Brac Day Care Centre as well as vans for the IT and Janitorial Sections.
  - **Vehicles for Transportation of:**
    - Aggregate and debris
    - Dignitaries
    - Janitorial team and supplies
    - Three employees and chemicals for pool maintenance
    - Daycare students to off-sight locations
    - District Officer-Little Cayman
    - District Administration
    - Public Work employees from the eastern part of the island
    - Workers in Little Cayman
    - Towing the groomer to groom playfield
    - Roads Section
    - Building Section
    - Computer Services
    - Hammering of rock during road construction
  - **Service Vehicles for:**
    - Clearing of debris/loading of trucks
    - Delivery of water and wetting of roads for road construction
    - Repairs and metal work at Public Works Cayman Brac
    - Cutting of road sides and government properties
    - Blowing of deep welds
    - Mulching of bush generated during road side cleanup
    - Wetting of roads and filling of water tanks at toilet blocks
    - Cutting of road sides
    - Loading and unloading of flatbed truck
    - Grooming of Playfield

Sister Islands Sports Unit

About the Unit

Sister Islands Sports Unit (the unit) promotes a lifelong enjoyment of sports in the Sister Islands, and conducts, facilitates and delivers programmes with an aim to improve the health, well- being, technical skills and fitness of youth and adults at novice to elite levels. Sister Islands residents are provided with the opportunity to learn the fundamentals of sports through the provision of sports coaching and instructing primarily in the six focus sports of Basketball, Cricket, Football, Netball, Track and Field and Swimming. The unit employs three full time staff—a Head of Department, sports instructor, swimming instructor and one part-time swimming coach. Staff head offices are located at the Cayman Brac Sports Complex.

Cayman Brac FC Girls U-17 team photo

The Sister Islands Sports Queens Baton Relay team with From L to R: Sports Instructor, Lenworth Duhaney, SIS Interns and Head of SIS, Harold Sanford (far right)

Scope of Activities

The unit provides the following services in the Sister Islands:

- Allocate capital resources
- Provide financial support
- Provide infrastructural support
- Provide technical advice and support to the Ministry of District Administration and Lands, sporting associations and schools
- Work alongside international agencies and management teams to enhance best practices and identify growth opportunities.

The unit develops, facilitates and manages the following programmes in the Sister Islands:

- Community sports programmes:
  - » Development programmes for as early as age one, up to adult ages;
- National programmes:
  - » Preparation of elite athletes for regional/ international sports competition;
- After-school programmes:
  - » Recreational events to enhance students' sport-specific skills and fitness needs;
- School sessions:
  - » Assistance with coaching sessions provided in compliance with the Ministry of Education's national curriculum;
- Sports workshops:
  - » Development of technical skills of volunteers in various sports organisations to enhance the quality of coaching throughout the Sister Islands;

- Recreational leagues and events:
    - » Organized to encourage physical activities for corporations and students. For students this is done by fostering school competitions, interaction amongst students and opportunities to apply skills.

Key Successes

- Assisted six (6) student athletes between the ages of sixteen (15) to nineteen (19), with career planning, college research and resume development;
- Accepted and mentored six (6) secondary school interns by providing upskilling, job shadowing, networking and other relevant professional development opportunities;
- Managed and facilitated twenty-one (21) sports programmes that meet the needs and demands of the public. These include: Co-ed Volleyball, Adult Learn-to-Swim, Adult Swimming, Women's Netball, Men Basketball, Men Football, Men's Cricket, Grassroots Football, U-11 Co-Ed Football, U-13 Boys Football, U-15 Boys Football, U-17 Girls Football, U-17 Boys Football, Youth Track & Field, Learn to Swim, Barracuda Swim, Shanny 1 & 2 Swim, U-15 Basketball, Youth Cricket, U-14 Netball, U-16 Netball and Day Care Sports;
- Provided and facilitated the opportunity for twenty-one (22) year old, Brion Walton to train weekly in Grand Cayman, with the Development Manager for the Cayman Islands Boxing Association Cayman;
- Managed and facilitated the Annual Summer Lifeguard Swim Camp in July 2022. Five (5) boys and four (4) girls participated;
- Managed and facilitated the Annual Summer Swim Camp in July 2022. Seven (7) boys and six (6) girls participated;
- Managed and facilitated the Annual Summer Football Camp in August 2022. Twenty-four (24) boys and seven (7) girls participated;
- Managed and facilitated the Annual Summer Youth Cricket Camp in August 2022. Twelve (12) boys participated;
- Managed and facilitated the Annual Day Care Center Sports Day in May 2022. Nineteen (19) infants participated;
- Managed and facilitated the Annual Layman Scott High School Sports Day in February 2022. Sixty eight (68) children participated;
- Managed and facilitated the Annual Summerfest Netball Tournament in May-June 2022. Twenty three (23) females participated;
- Managed and facilitated the first Spring Break Netball Tournament in March 2022. Thirty four (24) females participated;
- Managed and facilitated the Annual CIFA Youth (U11, U-13, U-15) Football Leagues from February – May 2022. Forty four (44) children participated;
- Managed and facilitated the Annual CIFA Men's First Division Football League from February – May 2022. Thirty two (32) males participated;
- Managed and facilitated a men's friendly football match between the Bacaro Football Club from Grand Cayman and the Cayman Brac Football Club in August 2022. Thirty eight (38) participants;
- Managed and facilitated the Annual FC International Football Camp in December 2022. Twenty-four (24) boys and eleven (11) girls participated;
- Managed and facilitated the first (FCA) Fellowship for Christian Athletes Football Camp in July 2022. Nineteen (19) boys and five (5) girls participated;
- Managed and facilitated a Strength & Conditioning Workshop in August 2022. Nine (9) males participated;

- Managed and facilitated several Boxing & Taekwondo Clinics from February – June 2022. Twelve (12) males and (11) females participated;
- Managed and facilitated the Annual Anthony Knight Memorial Football Tournament from July-August 2022. Thirty eight (38) males participated;
- Managed and facilitated the Annual Dale Gordon Memorial Basketball Tournament (Youth & Senior Divisions) from September – November 2022. Fifty two (52) athletes participated;

Lands

Core Ministry

About the Core Ministry

The Ministry of District Administration and Lands provides funding, policy direction, oversight as well as administrative support to the Lands portfolio, in the functions of Finance, Human Resources and Communications. MDAL employs technical personnel dedicated to supporting the Lands portfolio. The Senior Policy Advisor and Policy Advisor for Lands provides administrative, research, and strategic support to ensure effective implementation of projects, policies, programmes, legislation and other relevant initiatives for the Lands and Survey Department and the Public Lands Commission.

UKHO's, Kerrie Howard presents data to CIG. (left to right) (front row) Premier and Minister for Sustainability and Climate Resiliency, Hon. G. Wayne Panton, Hon. Juliana O'Connor-Connolly and H.E. Governor Martyn Roper (back row) Lands & Chief Surveyor-Michael Whiteman, Kerrie Howard-UKHO, Snr. Geometrician-Darren Kelly, Lands & Survey Director-Jon Hall and Acting Deputy Chief Officer for Lands-Charles Brown

Key Successes

- Secured consent for the Government to lease the land owned by a Dart-affiliated company in use as the Edward Bodden Airfield, Little Cayman
- Significantly expanded the area of land available for the development of the coming Central Park, in Scranton, George Town
- Ensured the completion of a comprehensive detailed policy for Cabinet addressing commercial vending on public land (in particular on Seven Mile Public Beach).
- Provided strategic oversight of the Public Lands Inspectorate's ongoing work to ensure the un-obstruction of all registered public rights of way. In 2022 a first case led to a landowner taken to Court under the Public Lands Act, resulting in a physical obstruction being removed from a registered public right of way over private land.
- Processed all 3 settled roads compensation claims approved for disbursement by the NRA, totaling CI$16,129.
- Prepared a total of 59 lands-related Papers for the Hon Minister of Lands, al of which were submitted to Cabinet.
- Initiated needed update reviews of the Land Acquisition Act, and of the Public Lands Act and Regulations.
- Safeguarded the historic Bert Marson family residence on Cayman Brac for future generations, by way of its purchase by the Government.
- Officially opened the Calisthenics Park at Seven Mile Beach Public Beach Park, with the commencement of discussions to obtain a similar facility for Cayman Brac.

- Officially handed presented to, and shared with the Cayman Islands Government, survey data from the completion of The UK Hydrographic Office (UKHO) seabed mapping survey for the Cayman Islands

Property Purchases

The Cayman Islands Government, through the Crown, owns 574 property Parcels (including buildings) across Grand Cayman, Cayman Brac and Little Cayman, totaling 6,590 acres. During 2022, 47 Parcels were approved for purchase, however, only 16 closed;

- Land for parks – 6
- Public beach / sea frontage – 5
- Development land - 1
- Lands for Protected Areas – 3
- Historic buildings – 1

A total of 8 Crown Parcels were approved for freehold disposal (3 as part of a land swap, 3 that were vested in the Crown under section 162 Companies Act, and 2 to 99 year leaseholders).

Cabinet Paper Approvals

1. Paper recommending terms for the lease of offices in Washington DC, USA, for the Ministry of Financial Services & Commerce
2. Paper approving terms of a short lease of Crown property to Scotia Bank for ATMs
3. Paper approving terms of a lease of a boardroom for WORC
4. Paper recommending the disposal of two condominiums at Grapetree by public tender, said properties having been vested in the Crown under section 162 Companies Act
5. Paper approving the purchase of land at Creek, Cayman Brac
6. Paper approving the purchase of land in Scranton, central George Town, for public park
7. Paper recommending terms to vary an office lease at Windjammer Plaza, George Town
8. Paper accepting the transfer of two private road parcels, North Side, for public use
9. Paper accepting the transfer of private road parcel, East End, for public use
10. Paper recommending terms for the leasing of office floorspace at RBC House for the RCIPS, and existing lease consolidation
11. Paper approving terms for the disposal of Crown land at Governors Square and Lime Tree Bay to the respective long-term Tenants
12. Paper recommending terms for the leasing of office floorspace for the Commissions Secretariat
13. Paper seeking funding for hiring 3 additional surveyor technicians, Lands & Survey Department, to improve efficiency of service
14. Paper confirming terms for the leasing of Crown land in East End to the Cayman Hot Rod Association for race track development
15. Paper approving terms for the purchase of land at Creek, Cayman Brac, and a beach at East End
16. Paper dedicating public access rights over a Crown private road Parcel, Prospect
17. Paper approving the extension of rent concessions to tourism-related Tenants of Crown land, as a result of COVID border entry restrictions

18. Paper approving terms for the purchase of two Parcels of land (Little Cayman interior and Salina Reserve extension) using the Environmental Protection Fund
19. Paper supporting a land swap at Governors Way / Peninsula Avenue
20. Paper approving purchase of Bert Marson's historic house, Cayman Brac
21. Paper recommending terms for lease renewal of storage floorspace in George Town for various Government entities
22. Paper approving the purchase of seafront land at North East Bay, Cayman Brac
23. Paper approving the disposal of Crown land at Governors Square and Lime Tree Bay - amendment
24. Paper approving terms for the purchase of beach near Tarpon Lake, Little Cayman
25. Paper approving terms for the purchase of land at Cayman Brac and beach at Gun Bay, East End
26. Paper tabling the Public Lands Commission Annual Report 2020
27. Paper approving the disposal of Crown land at Governors Square and Lime Tree Bay – amendment II
28. Paper recommending terms for lease renewal of storage floorspace in George Town for Judicial Administration
29. Paper approving terms for the purchase of beach near Tarpon Lake, Little Cayman – amendment I
30. Paper approving terms to lease the former Tower Building site in George Town to the Port Authority
31. Paper approving the purchase of land in Scranton, central George Town, for public park
32. Paper approving amendments to the Public Land Regulations 2021
33. Paper not approving the disposal of surplus land at Bodden Town
34. Paper not approving the disposal of surplus land at Frank Sound
35. Paper reporting unauthorised use of Crown land, School Road, George Town
36. Paper transferring beach sand asset from one Ministry to another
37. Paper allocating Crown development land at Lyndhurst Avenue to the National Weather Service and the RCIPS
38. Paper updating Cabinet on maritime delimitation talks planned with Cuba / UK FCDO
39. Paper submitting a claim to beneficial ownership of Crown land, Bodden Town, said property having been vested in the Crown under section 162 Companies Act
40. Paper recommending terms for the leasing of additional office floorspace for the NAU in George Town
41. Paper approving the purchase of additional land in Scranton, central George Town, for public park
42. Paper seeking supplementary funding for residential subdivision & infrastructure development costs (affordable housing land initiative, East End)
43. Paper updating on the ownership of land situation at Cayman Prep & High School campuses, George Town
44. Paper approving requested exercise of land lease renewal option – to St Matthews University, at Lower Valley

45. Paper returning 15 surplus land Parcels from the Sister Islands Affordable Housing Development Corporation to the Crown
46. Paper approving amendment to the Public Land Regulations, 2021
47. Paper recommending terms for the purchase of Protected Species habitat at Frank Sound using the Environmental Protection Fund
48. Paper approving purchase of land for park expansion, East End
49. Paper requesting grant of access rights by way of easement over Crown land from an adjoining landowner, Salt Water Pond, Cayman Brac
50. Paper recommending compulsory acquisition of land due to untraceable ownership, Creek, Cayman Brac
51. Paper recommending terms for lease of land comprising Edward Bodden Airfield, Little Cayman
52. Paper approving terms for lease of secure IT back-up data hosting centre rack space, Cayman Brac
53. Paper approving terms for purchase of land adjacent to North Side Primary School.
54. Paper recommending terms for lease renewal, DPP offices, George Town
55. Paper recommending terms for lease of premises for NAU, Cayman Brac
56. Paper approving purchase of beach, Bodden Town
57. Paper seeking approval to draft amendments to the Public Lands Act (2020 Revision)
58. Paper proposing re/appointments to the Land Surveyors Board
59. Paper recommending terms for leasing land comprising Edward Bodden Airfield, Little Cayman - amendment

The Department of Lands and Survey

About the Department

The Department of Lands and Survey (Lands & Survey) is the operational arm of the Ministry responsible for Lands and employs a wide range of responsibilities in relation to the development, facilitation, management and maintenance of the national land administration system. This also includes the development and management of the national infrastructure for geospatial data to support innovation and national development. Within the department are four key service areas, they are Registry, Survey, National Geographic Information Systems (NGIS) and Valuation and Estates Office (VEO).

The Registrar of Lands, is responsible for the maintenance of the Land Register and Registry Map, both of which are governed by the Registered Land Act, Registered Land Rules, and Registered Land Regulations. The Survey section regulates the land surveying practice and is the authority for the preparation and publication of the official maps of the Cayman Islands. The National Geographic Information Systems (NGIS) is responsible for developing new and innovative methods for delivering the department's GIS and data services to government and the private sector. The Valuation & Estates Office (VEO) provides a comprehensive range of professional valuation and real estate services to Government.

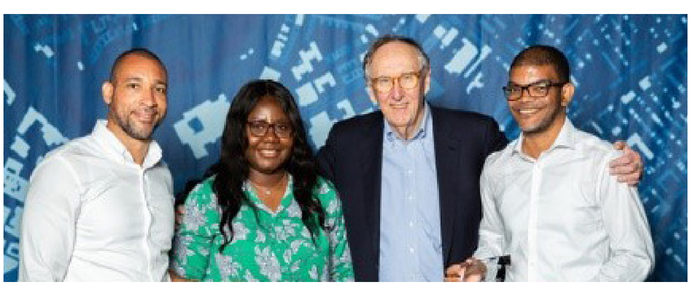


Photo 6 -, The NGIS section of Lands and Survey received a special achievement award at the ESRI 2022 Conference for innovative work undertaken in GIS using ESRI software. From left to right are Chief Surveyor Darren Kelly, GIS Technician Dean Campbell, ESRI President Jack Dangermond and GIS Manager Andrew Edwards.

Scope of Activites

The sections that fall under the remit of Lands & Survey include:

- Administration and Finance
- Lands Satellite Office (Cayman Brac)
- Registry
- Survey
- National Geographic Information Systems (NGIS)
- Valuation and Estates Office (VEO)

The department provides the following section services:

- Records all property title records
- Coordinates deployment of geospatial solutions and provides application development, cartographic mapping and database management services.
- Carries out all Government survey work and regulates surveying practice on the islands
- Deals with land valuation, stamp duty, and the acquisition and management of land and buildings on behalf of government
- Provides administrative and finance support to all departmental operations
- Operate a satellite office at Stake Bay on Cayman Brac

Key Successes

Administration and Finance

In April 2022 the “Ain’t No Stopping Us Team” won one of the Deputy Governor’s 2020 Team Awards. The Award for

Continuity of Public Services and good governance was presented to the section for successfully implementing changes to the Flow of Documents Received Process. This was in response to the impact of Covid-19 on delivery of services and functioning of the Government in 2020.

On 13 October 2022 debit/credit card payments was successfully implemented for all transactions and this was done to improve the customer experience by providing this option. All major credit and debit cards are accepted

The team remained focused on maintaining the highest standards of service to customers. Key achievement included the collection of CI$107.9 million in land registry fees, stamp duty on land transfers and stamp duty on other transfers which exceeded the budget of CI$80.0 million. The breakdown is as follows:

1. Land Registry fees – CI$1,332,700
2. Other stamp duty – CI$14,516,051
3. Stamp duty – CI$92,125,702

Survey

The Land Surveying section maintains close working relations with the UK Hydrological Office (UKHO) where Lands & Survey plays an integral role in international maritime responsibilities. In 2022, data on the Cayman Islands Bathymetry survey was received from the UKHO. This data has since been made available to Government entities and Statutory Authorities for the purpose of obtaining a better understanding of land and sub-surface terrains, and to assist with responsible and sustainable development which aligns with national interest and the government's broad outcome of Supporting Climate Change Resilience and Sustainable Development. The data has been received by the Department of Environment, the NRA, Hazard Management and the Department of Public Works.

In June 2022, a new Trimble R12i GNSS rover was purchased for – US$21,183.70 along with two (2) Trimble TDC600 data collection tablets costing US$3,350 ($1,675 each). These replaced older equipment no longer supported by the manufacturers. The new equipment allows the survey Section to utilise the latest technology in delivering accurate surveys as efficiently as possible. The section commenced the procurement of new aerial photography of all three (3) islands. The contract and data acquisition are expected to be executed during the 1st Quarter of 2023.

Registry

Market activity has increased over the last few years driven mainly by low interest rates, increased demand and low supply. Due to the buoyant property market, the Registry section had a heavy workload. Great strides were made towards enhancing the digital service landscape, to address such issues and improving customer service. Solutions included the implementation of the e-Registration system for the Cayman Islands above others.

The Section bid farewell to Ms. Ann Kirchman after 50 years of service with the department on December 2022. She was a founding staff member of Lands and Survey.

The section successfully delivered the following outputs:

- Concluded the scanning three hundred thousand documents in December 2022. Now approximately 42% of the total files in the vault have been scanned
- Issued guidance notes to customers in July and September of 2022 on how to complete various forms with Land Registry and explaining compliance checks.
- Began development of online portal for request of copies of documents with a launch scheduled for February 2023.
- Designed and delivered 3 paralegal training sessions (May, June and September) to staff In-house on volumetric

parcels, transfers of land and powers of Attorney.

Valuations and Estates Office (VEO)

The top priority for the VEO is the assessment and collection of Stamp Duty. The section assessed approximately 3,000 documents with a total consideration of CI$1.28 billion which resulted in the government earning stamp duty revenue of approximately CI$108 million. The increase in revenue was driven by the buoyant market and the increase in values in 2022, especially along the Seven Mile Beach Corridor which has seen several significant large transactions.

In addition, the team focused on several major acquisitions to deliver key Government objectives. Section achievements include:

- Acquisitions
    - » Multiple properties acquired for various purpose including protection of the beach. The list of parcels acquired is as follows:

1. 14CJ15 (Now 192)
2. 14CJ19
3. 14CJ124
4. 14CJ125 & 14CJ126
5. 72C104
6. 91A25
7. 65A46
8. 95B160
9. 98D6
10. 86A75&76
11. 75A256
12. 59A333
13. 72C432
14. 101E19

- Roads Compensation claims
    - » Settled three (3) claims on several schemes including the Shamrock Road widening at Red Bay.
    - » Provided the Property Cost Estimates (PCE) for 5 schemes including the proposed connector road between Seymour Road and the Airport Connector Road.
- Commercial Leasing
    - » Completed the relocation of the Sunrise Adult Centre to provide a more centralised and improved service. The centre relocated to Eden House, Elizabethan Square, 80E Shedden Road, George Town and was previously located in West Bay on Powery Road.
    - » Renewed nine (9) existing leases and executed one (1) new lease
- Valuations
    - » Completed sixty-six (60) valuations.
- Inspection of Crown-Owned properties.
    - » Over 250 Crown land Parcels were inspected

National Geographic Information Systems (NGIS)

The NGIS has continued to provide mapping support to the private sector and various government entities including but not limited to: 911, Computer Services, Department of Commerce and Investment, Department of Environmental Health, Department of Environment, Department of Vehicle DL, Economics and Statistics Office, Ministry of Education, Ministry of Tourism and Transport, Public Works, Department of Planning and Royal Cayman Islands Police Service. In 2022, the section received a Special Achievement in Geographical

Information System award from Environmental Systems Research Institute (ESRI) in recognition of outstanding work with GIS technology. The Sections interactive mapping application (Caymap), Online Map Request and Online Portal solutions stood out from more than 100,000 other applicants. Other achievements include:

- Upgraded the online mapping system
- Updated online license agreement
- New report for buffer maps
- Address locator feature developed and launched
- 15 Geographic solutions were developed.
- Received 228 new subscribers to the Caymanlandinfo system www.caymanlandinfo.ky
- Received 94 subscription renewals
- Completed 120 consultations and training for subscribers.
- Processed 1,500 map and 500 street/building numbers requests.

Public Lands Commission

About the Commission

Under the remit of the Ministry of District Administration and Lands, the Public Lands Commission (PLC) was established in 2017 by the Public Lands Act, 2017. The mandate of the Public Lands Commission is set out in Section 5 of the Public Lands Act (now the 2020 Revision). The PLC Inspectorate enforces the law as set out in the Public Lands Act (2020 Revision) and the Public Lands Regulations, 2021. Lead by the Chairman there are six (6) commission members representing each district and four (4) ex-officio members representing the Cayman Islands Government. The core role of the Inspectorate relates to the application and use of Government property. The PLC is the entity responsible, under the Prescription Act (2018 Revision) for applying to the Grand Court in the event that an unregistered (prescriptive) public right of way to the beach is disputed. Obstructing a registered public right of way is a criminal offence under the Public Lands Act. Activities on public land without a PLC permit is a criminal offense and are liable to a fine by the PLC. The PLC employs three (3) inspectors. The Public Lands Inspectorate conducts inspections of Registered Public Access to the Shoreline, Public Beaches that are frequently used by members of the public, Public Parks and other Public Lands of interest to the general public.

Left to right: 1. PLC Inspector, Derren Burlington inspects a newly erected Beach Access Sign at the Rum Point Club.

Left to right: 2. PLC Chief Inspector Winsome Prendergast assists the PWD crew to remove the underbrush tree cuttings from a Registered Access.

Left to right: 3. D.O. Tate McFarlane, Blake Walton & James Scott erect a Beach Access Sign in Little Cayman.

Scope of Activites

The organisational functions of the PLC are to:

- Regulate the use and enjoyment of public land by members of the public;
- Protect the right of access to and use of public land (This includes registered and unregistered public rights of way to the beach and shoreline) by members of the public, including the enforcement of public rights of way over private land;
- Respond to complaints regarding the use or misuse of public land;
- Issue permits for the use of, and activities on public land;
- Advise the Chief Officer of the Ministry presided over by the Minister, on general policies respecting the enforcement of the Law and in particular enforcement matters;
- Exercise the powers and carry out the functions delegated to it by the Minister responsible for Lands.

Key Successes

Inspections

Inspections were carried out on weekdays (Mondays to Fridays between the hours of 8:00AM and 3:30PM) on designated days assigned to each district within Grand Cayman. In addition, two inspections were carried out in the Sister Islands. The Inspectorate made between 225 inspections per month (October) and 525 inspections per month (July).

All registered public rights of way to the beach / seashore are inspected regularly. Inspection entails physical walkthroughs and passing inspections. Physical daily walkthroughs are done at public lands which the Inspectorate classifies as "hot spots". Examples of hot spots include the Seven Mile Public Beach, Garvin Park in West Bay, The West Bay Public Beach and the Scholars Park in West Bay.

Passing Inspections are carried out at Public Beach Accesses and Public Lands where there is a clear line of sight from the road to the shoreline, and at public accesses over private lands where a property owner is compliant in keeping the accesses free of obstructions.

Beach Access Awareness

An initiative to improve shoreline and coastal awareness, through the development of and implementation of standarised signage across the three islands was ordered in April 2021. This initiative is the result of research findings and recognition of the needs of senior citizens with disabilities. PLC Inspectors lead and managed the installation of the 34 beach and shoreline access signs at 17 locations along with 60 access identification numbers at 8 locations . This work continues as new sign posts and additional signs continue to be ordered as part of the Enhancements of Public Spaces. The number of signs installed by district are:

- Cayman Brac – twelve (12) signs at six (6) locations
- Little Cayman – twenty-two (22) signs at eleven (11) locations

Enforcement

Obstructing registered public rights of way to the beach is a criminal offence. On Grand Cayman, as at September 2022 there were found to be 36 registered public rights of way to the Beach that were still obstructed, down from 56 the year before. On Cayman Brac, as at September 2022 there were found to be 1 registered public right of way to the Beach still obstructed, down from 3 the year before. On Little Cayman, as at September 2022 there was found to be 1 registered public right of way to the Beach still obstructed, down from 10 the previous year.

The first legal action against a landowner under Section 26 of the Act, for obstructing a registered public right of way to the beach at a location off West Bay Road, concluded in Summary Court in September 2022. The obstruction was eventually removed by the landowner after several court hearings, and the matter was then disposed of in Summary Court.

Files on a further 11 cases of obstructed registered public rights of way to the beach were sent to the Office of the Director of Public Prosecutions in October 2022, with a view to proceeding to court early in 2023.

During the year the Inspectorate dealt with a considerable amount of enforcement matters, most originating from complaints received. These include:

- Multiple derelict vehicles, shipping containers, boats, trailers, heavy plant, trailers, and unauthorised 'back-yard' mechanics operating from Crown land continues to be an ongoing problem.
- Encroachment issue at King Road WB.
- Unlawful use of Crown land at Governor's Harbour
- Persons sleeping rough at public beaches and parks
- Vehicles and boat trailers blocking public boat ramps at Whitehall Bay GT
- Rogue vendors at public beaches

Booking Public Facilities

In July 2022, a handover took place from the Public Works Department to the Inspectorate, of the online software booking package used by the general public online to reserve public facilities such as the cabanas at Seven Mile Public Beach, Dart park, and the Airport Park. Use of these facilities are free of charge, unless there are more than 25 persons attending (see the Public Lands Regulation #24, and Schedule 1 which states the applicable permit fees) and not for commercial use. Booking numbers were between 138 and 225 per month from July to December. Due to attempts to abuse the system, the Inspectorate began manual bookings instead of online, in August. However, in order to serve the public better, this is due to revert to online booking in early 2023.

The Commission

The Commission met during the year to formulate a policy for deliberation by Cabinet, on commercial vending on public land, specifically at Seven Mile Public Beach Park. Since the resumption of Cruise tourism, the long-standing problem of unauthorised vendors at his location has returned.

The Seven Mile Public Beach Vendor Policy was completed in draft in Q4 2022 and submitted to Cabinet. The purpose of the policy is to provide recommended detailed guidance to Cabinet as to how best to manage this issue via the grant of permits. The Cabinet directions are due imminently.

Other work undertaken by the Commission in 2022 included dealing with court cases relating to public right of ways and the granting of permits under the Regulations (revenue of CI$6,225 was raised), providing comments to the Central Planning Authority on two planning applications affecting public rights of way and Public Open Space, and reviewing a request to delete a public right of way on Cayman Brac.

Financial Statements

Statement of Responsibility for the Financial Statements

These financial statements have been prepared by the Ministry of District Administration and Lands in accordance with the provisions of the Public Management and Finance Act (2020 Revision). We accept responsibility for the accuracy and integrity of the financial information in these financial statements and their compliance with the Public Management and Finance Act (2020 Revision). As Acting Chief Officer I am responsible for establishing; and have established and maintained a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by law, and properly record the financial transactions of the Ministry of District Administration and Lands. As Acting Chief Officer and Chief Financial Officer we are responsible for the preparation of the Ministry of District Administration and Lands financial statements, representation and judgements made in these statements. The financial statements fairly present the financial position, financial performance and cash flows of the Ministry of District Administration and Lands for the period ended 31 December 2022.

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

(a) completely and reliably reflect the financial transactions of Ministry of District Administration and Lands for the period ended 31 December 2022;

(b) fairly reflect the financial position as at 31 December 2022 and financial performance for the period ended 31 December 2022; and

(c) comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used.

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

Wilbur Welcome
Acting Chief Officer
April 30, 2023

Gary Robinson
Acting Chief Financial Officer
April 30, 2023

Auditor General's Report

To the Members of Parliament and the Chief Officer of the Ministry of District Administration and Lands.

Opinion

I have audited the financial statements of the Ministry of District Administration and Lands (the "Ministry"), which comprise the statement of financial position as at 31 December 2022 and the statement of financial performance, statement of changes in net worth and cash flow statement for the year period ended 31 December 2022, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 10 to 33.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Ministry as at 31 December 2022 and its financial performance and its cash flows for the year ended 31 December 2022 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 Ministry 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 ISBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

As outlined in note 1b of the financial statements, the Cabinet authorised supplementary funding of about $2,498 thousand for the Ministry under section 11(5) of the Public Management and Finance Act (2020 Revision) ("PMFA"). A supplementary Appropriation Bill for the funding was not introduced in Parliament by 31 March 2023 as required by section 11(6) of the PMFA.

My opinion is not qualified with respect to this matter.

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 and fair presentation 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 Ministry'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 Ministry or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Ministry'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 Ministry'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 Ministry'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 Ministry 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.

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.

Angela Cullen, CPFA
Acting Auditor General

30 April 2023
Cayman Islands

Statement of Financial Position

Expressed in Cayman Islands Dollars

Prior Year Actual $'000		Note	Actual $'000	Original Budget $'000	Final Budget $'000	Variance (Final Budget vs Actual) $'000
	Current Assets					
893	Cash and cash equivalents	**2**	1,303	1,550	1,550	247
2,065	Trade Receivables	**3**	3,435	1,943	1,943	(1,492)
619	Other Receivables	**3**	104	-	-	(104)
308	Inventories	**4**	395	350	350	(45)
89	Prepayments	**5**	1,246	69	69	(1,177)
3,974	**Total Current Assets**		**6,483**	**3,912**	**3,912**	**(2,571)**
	Non-Current Assets					
42	Intangible Assets	**6a**	35	131	131	96
13,424	Property, plant and equipment	**6**	13,632	15,179	17,677	4,045
13,466	**Total Non-Current Assets**		**13,667**	**15,310**	**17,808**	**4,141**
17,440	**Total Assets**		**20,150**	**19,222**	**21,720**	**1,570**
	Current Liabilities					
48	Trade Payables	**7**	174	20	20	(154)
522	Other payables and accruals	**7**	755	182	182	(573)
390	Unearned revenue	**8**	486	370	370	(116)
360	Employee entitlements	**9**	338	539	539	201
178	Repayment of surplus	**16**	11	-	-	(11)
1,498	**Total Current Liabilities**		**1,764**	**1,111**	**1,111**	**(653)**
1,498	**Total Liabilities**		**1,764**	**1,111**	**1,111**	**(653)**
15,942	**Net Assets**		**18,386**	**18,111**	**20,609**	**2,223**
	Equity					
5,239	Contributed Capital		7,683	18,111	20,609	12,926
10,703	Revaluation reserve		10,703	-	-	(10,703)
-	(Deficit)/ Surplus for the year		-	-	-	-
-	Accumulated Surplus		-	-	-	-
15,942	**Total Net Worth**		**18,386**	**18,111**	**20,609**	**2,223**

The accounting policies and notes on pages 10 to 33 form an integral part of these financial statements.

Statement of Financial Performance

Expressed in Cayman Islands Dollars

Six months Actual $'000		Note	Actual $'000	Original Budget $'000	Final Budget $'000	Variance (Final Budget vs Actual) $'000
8,946	Sales of goods & services	10	17,901	19,899	20,399	2,498
8,946	**Total Revenue**		**17,901**	**19,899**	**20,399**	**2,498**
	Expenses					
7,082	Personnel costs	11	14,284	16,105	15,979	1,695
1,189	Supplies and consumables	12	2,568	2,523	3,150	582
498	Depreciation & amortization	6 ,6b	1,039	1,271	1,270	231
8,769	Total Operating Expenses		17,891	19,899	20,399	2,508
	Other Gains and Losses					
(1)	Loss on foreign exchange transactions		(1)	-	-	1
8,768	**Total Expenses**		**17,890**	**19,899**	**20,399**	**2,509**
178	**Surplus for the year**		**11**	**-**	**-**	**(11)**

The accounting policies and notes on pages 10 to 33 form an integral part of these financial statements.

Statement of Changes in Net Worth

Expressed in Cayman Islands Dollars

	Note	Contributed Capital $'000	Revaluation Reserve $'000	Accumulated Surplus/ (deficits) $'000	Total Net worth $'000	Original Budget $'000	Final Budget $'000	Variance (Final Budget vs Actual) $'000
Balance at 1 July 2021		-	-	-	-	-	-	-
Changes in net worth for 2021								
Transfers from other Ministries		4,706	10,703	-	15,409	-	-	(15,409)
Equity Investment from Cabinet		533	-	-	533	14,044	14,044	13,511
Net revenue / expenses recognised directly in net worth		5,239	10,703	-	15,942	14,044	14,044	(1,898)
Surplus for the period 2021		-	-	178	178	-	-	(178)
Repayment of Surplus		-	-	(178)	(178)	-	-	178
Total recognised revenues and expenses for the period		5,239	10,703	-	15,942	14,044	14,044	(1,898)
Balance at 31 December 2021		5,239	10,703	-	15,942	14,044	14,044	(1,898)

	Contributed Capital	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total Net worth	Original Budget	Final Budget	Variance (Final Budget vs Actual)
Balance at 31 December 2021	5,239	10,703	-	15,942	14,044	14,044	(1,898)
Changes in net worth for 2022							
Equity Investment from Cabinet	2,444	-	-	2,444	4,067	6,565	4,121
Net revenue / expenses recognised directly in net worth	2,444	-	-	2,444	4,067	6,565	4,121
Surplus for the year 2022	-	-	11	11	-	-	(11)
Repayment of Surplus			(11)	(11)	-	-	11
Total recognised revenues and expenses for the year	2,444	-	-	2,444	4,067	6,565	4,121
Balance at 31 December 2022	7,683	10,703	-	18,386	18,111	20,609	2,223

The accounting policies and notes on pages 10 to 33 form an integral part of these financial statements.

Cash Flow Statement

Expressed in Cayman Islands Dollars

Six months $'000		Note	Actual $'000	Original Budget $'000	Final Budget CI $'000	Variance (Final Budget vs Actual) $'000
	CASH FLOWS FROM OPERATING ACTIVITIES					
	Receipts					
6,333	Outputs to Cabinet		16,468	18,238	18,238	1,770
1,022	Sale of goods and services - third party		314	1,282	1,282	968
59	Other receipts		6	162	162	156
	Payments					
(7,007)	Personnel costs		(14,283)	(16,105)	(16,105)	(1,822)
(819)	Supplies and consumables		(2,088)	(2,524)	(2,524)	(436)
(203)	Other payments		(10)	-	-	10
-	Financing/interest expense		-	-	-	-
(615)	**Net cash flows provided by/(used in) operating activities**		**407**	**1,053**	**1,053**	**646**
	CASH FLOWS FROM INVESTING ACTIVITIES					
(360)	Purchase of property, plant and equipment		(2,594)	(4,067)	(4,067)	(1,473)
(360)	**Net cash flows used in investing activities**		**(2,594)**	**(4,067)**	**(4,067)**	**(1,473)**
	CASH FLOWS FROM FINANCING ACTIVITIES					
351	Equity Investment Cabinet		2,097	4,067	4,067	1,970
1,515	Equity Investment -Other Ministries		500	-	-	(500)
1,866	**Net cash flows provided by financing activities**		**2,597**	**4,067**	**4,067**	**1,470**
893	Net increase/(decrease) in cash and cash equivalents		410	1,053	1,053	643
-	Cash and cash equivalents at beginning of year		893	497	497	(396)
893	**Cash and cash equivalents at the end of the year**	**2**	**1,303**	**1,550**	**1,550**	**247**

The accounting policies and notes on pages 10 to 33 form an integral part of these financial statement

Notes to the Financial Statements

Description and principal activities

The Ministryof District Administration and Lands, (hereafter referred to as the “Ministry”) is a Government owned entity as defined by section 2 of the Public Management and Finance Act (2020 Revision) and it is domiciled in the Cayman Islands.

Its principal activities and operations include all activities carried out in relation to outputs purchased by the Minister for the departments in the Ministry of District Administration and Lands as defined in the Plan and Estimates for the Government of Cayman Islands.

Effective July 1, 2021, following the April 2021 elections, the Ministry of District Administration and Lands was formed with responsibility for the Core Ministry Administration, District Administration Department (which was previously under purview of the former Ministry of District Administration, Tourism and Transport) as well as the following departments and units that were transferred from the Ministry of Education, Youth, Sports, Agriculture and Lands: Lands and Survey, Public Lands Commission Unit and Sister Islands Sports. The initial staff complement of the new Ministry largely comprised personnel that were transferred from the former Ministries along with the aforementioned departments.

Note 1: Significant Accounting Policies

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 using the accrual basis of accounting. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used.

New and revised accounting standards issued that are not yet effective for the financial period beginning 1 January 2021 and not early adopted.

Certain new accounting standards have been published that are not mandatory for the 31 December 2022 reporting period and have not been early adopted by the Ministry. The Ministry's assessments of the impact of these new standards are set out below.

IPSAS 41, Financial Instruments was issued in August 2018 and shall be applied for financial statements covering periods beginning on or after 1 January 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 Ministry's financial statements. This will be assessed more fully in the next financial year.

IPSAS 42, Social Benefits was issued in January 2019 and shall be applied for financial statements covering periods beginning on or after January 2023. IPSAS 42 defines social benefits and determines when expenses and liabilities for social benefits are recognized and how they are measured. It is anticipated that IPSAS 42 will not have an impact on the Ministry's financial statements, but this will be assessed more fully in the next financial year.

IPSAS 43 issued in January 2022, amended the scope of IPSAS 16 by defining investment property to include both owned investment property and property held by a lessee as a right-of-use asset. IPSAS 43 introduces a right-of-use model that replaces the risks and rewards incidental to ownership model in IPSAS 13, Leases. For lessors, IPSAS 43 substantially carries forward the risks and rewards incidental to ownership model in IPSAS 13. IPSAS 43 has an effective date of January 1, 2025. Earlier application is permitted in certain circumstances. IPSAS 43's impact on the Ministry's financial statements will be assessed more fully closer to the effective date of adoption.

IPSAS 44, Non-current Assets Held for Sale and Discontinued Operations was issued in May 2022. An entity shall apply this amendment for annual financial statements covering periods beginning on or after January 1, 2025. Earlier application is permitted. If an entity applies the amendments for a period beginning before January 1, 2025, it shall disclose that fact and apply IPSAS 44 at the same time.

Note 1: Significant Accounting Policies (continued)

IPSAS 44 specifies the accounting for assets held for sale and the presentation and disclosure of discontinued operations. It requires assets that meet the criteria to be classified as held for sale to be:

- Measured at the lower of carrying amount and fair value less costs to sell and depreciation on such assets to cease; and
- Presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance.

It is anticipated that IPSAS 44 will not have an impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

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

Note 1: Significant Accounting Policies

(a) Statement of Compliance and Basis of Preparation

The financial statements of the Ministry have been prepared on an accrual basis in accordance with International Public Sector Accounting Standards (IPSAS). The financial statements are presented in Cayman Islands dollars, which is the functional and reporting currency of the Ministry. Except where noted, all values in these financial statements are rounded to the nearest thousand ($000). Any discrepancies between totals and sums of components are due to rounding. The accounting policies have been consistently applied to all the years presented. The financial statements have been prepared on the basis of historical cost, unless stated otherwise. The cash flows statement is prepared using the direct method.

Reporting Period

The financial statements are prepared for the one year period from 1 January 2022 to 31 December 2022.

Changes in Accounting Policies

When presentation or classification of items in the financial statements is amended or accounting policies are changed, comparative figures are restated to ensure consistency with the current period unless it is impracticable to do so.

There were no changes in accounting policies during the financial year ended 31 December 2022.

(b) Budget Amounts

Original Budget

The original budget represents the approved budget of the Parliament of the Cayman Islands for the fiscal period January – December 2022.

Final Budget

The final budget is the original budget adjusted for the reallocation (to other Appropriations) of the original budget. The changes are as follows:

Cabinet Funding—Sales of Outputs to Cabinet:

Appropriation Name	Original Budget	Supplementary Appropriation	Final Budget
	$'000	$'000	$'000
DAL 3 - Provision Cadastral Surveying, Planning and Resource Management	4,700	500	5,200

Cabinet Funding Equity (Capital) Injection:

EI 87 - Ministry of District Administration and Lands	4,067	2,498	6,565

The final budget includes appropriations of $500k brought forward from 2023 budget approved under sections 9 (5) of the Public Management and Finance Act (2020 Revision). The funds were to support the strategic goals of the Ministry. Operational adjustments included the cost of additional personnel and operational amounts for the Lands & Survey Department.

The final budget also includes supplementary appropriations of $2,498k approved under sections 11 (5) of the Public Management and Finance Act (2020 Revision). The capital adjustment is to facilitate building and infrastructure works of the Ministry & District Administration. The ratification of the approved Finance Committee appropriation changes is pending final Parliamentary tabling and approval. This is outside of the Ministry's ambit.

Note 1: Significant Accounting Policies (continued)

(b) Budget Amounts (continued)

Final Budget (continued)

The Ministry also reallocated $326k from personnel costs to fund unbudgeted increases mainly in relation to utilities and maintenance related supplies and consumables. These adjustments did not require a supplementary appropriation as the reallocations were made within the same Appropriations.

The impact of the supplementary appropriation and reallocations within the same Appropriation is as follows:

Appropriation Name	Original Budget	Supplementary Appropriation	Approved Reallocations	Final Budget
Personnel costs	16,105	200	(326)	15,979
Supplies and consumables	2,523	300	327	3,150
Depreciation & amortization	1,271	-	(1)	1,270
	19,899	500	-	20,399

(c) Judgments and Estimates

The preparation of financial statements in conformity with IPSAS requires management to make 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.

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

(d) Changes in Accounting Estimates

There were no material changes in accounting estimates as defined by IPSAS 3.

(e) Revenue

Revenue is recognised in the accounting period in which it is earned. Revenue received but not yet earned at the end of the reporting period is recognised as a liability (unearned revenue).

The Ministry derives its revenue through the provision of services to Cabinet, to other agencies in government and to third parties. Revenue is recognised at fair value of services provided.

(f) Expenses

Expenses are recognised in the accounting period in which they are incurred.

(g) 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. Lease payments under operating lease, net of lease incentives received, are recognised as expenses on a straight-line basis over the lease term. Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

(h) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash in-transit and bank accounts with a maturity of no more than three months from the date ot acquisition.

(i) Prepayments

The portion of recognised expenditure paid in advance of receiving services has been recognised as a prepayment in these financial statements.

(j) Inventories

Inventories held for distribution, or consumption in the provision of services, that are not issued on a commercial basis are measured at the lower of cost, using the first-in-first-out method, and net realisable value. Where inventories are acquired at no cost, or for nominal consideration, the amount reported is the current replacement cost at the date of acquisition.

The amount reported for inventory to be used in the production of goods and services reflects management's estimates for obsolescence or other impairments. Inventories held for sale or use in the production of goods and services on a commercial basis are valued at the lower of cost and net realisable value. The write-down from cost to current replacement cost or net realisable value is recognised in the statement of financial performance in the period when the write-down occurs.

(k) Property, Plant and Equipment

Property, Plant and equipment are stated at historical cost upon initial recognition less accumulated depreciation and impairment losses. Where an asset is acquired for nil or nominal consideration, the asset is recognised initially at fair value, where fair value can be reliably determined, and as revenue in the Statement of Financial Performance in the year in which the asset is acquired.

Buildings are subsequently stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and impairment loss. Revaluation are performed with sufficient regularity such that the carrying amounts do not differ materially for those that would be determined using fair values at the end of each reporting year.

Revaluation increases arising on the revaluation of such assets are recognised in the Statement of Changes in Net Worth (equity), except to the extent that it reverses a revaluation decrease for the same class of asset previously in surplus or deficit in the Statement of Financial Performance, in which case the increase is credited to the surplus or deficit to the extent of the decrease previously expensed. A decrease in the carrying amount arising on the revaluation of such assets is recognised in surplus and deficit to the extent that it exceeds the balance, if any, held in the revaluation reserve relating to previous revaluation of that class of asset.

In accordance with IPSAS 17, when an item of Property, Plant & Equipment is revalued any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset.

Assets under construction or development are carried at cost, less any recognised impairment loss. Such assets are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Depreciation of these assets (on the same basis as the asset category) commences when the assets are ready for their intended use.

Note 1: Significant Accounting Policies (continued)

(k) Property, Plant and Equipment (continued)

Depreciation is expensed on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant and equipment (other than land); less any estimated residual value, over its estimated useful life. Leasehold improvements are depreciated either over the unexpired period of the lease or the estimated useful lives of the improvements, whichever is shorter.

Asset Type	**Estimated Useful life**
Buildings and structures	10 – 60 years
Building fit-out (when accounted for separately)	5 – 25 years
Leasehold Improvement	unexpired period or useful life
Computer equipment	3 – 10 years
Developed software	4 – 10 years
Office equipment and furniture	3 – 25 years
Motor vehicles	3 – 20 years
Cleaning, refuse and recycling equipment	3 – 15 years
Construction and other equipment	3 – 25 years
Telecommunications	5 – 50 years
Other equipment	5 – 20 years

(k)(i) Disposals

Gains and losses on disposals of property, plant and equipment are determined by comparing the sale proceeds with the carrying amount of the asset. Gains and losses on disposals arising with each financial year are included in the Statement of Financial Performance.

(k)(ii) Intangible Assets

Intangible assets acquired separately are initially recognised at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangible assets, excluding capitalised development costs, are not capitalised and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred. The useful life of the intangible assets is assessed as either finite or indefinite.

An intangible asset with a finite life is amortised over its useful life:

Asset Type	Estimated Useful life
Software	4 – 10 years

Intangible assets with a finite useful life are assessed for impairment whenever there is an indication that the asset may be impaired. Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the surplus or deficit when the asset is derecognised.

An intangible asset with an indefinite useful life is not amortised. Its useful life is reviewed each reporting period to determine whether events and circumstances continue to support an indefinite useful life assessment for that asset.

(l) Employee Benefits

Employee entitlements to salaries and wages, annual leave, long service leave, retiring leave and other similar benefits are recognised in the Statement of Financial Performance when they are earned by employees. Employee entitlements to be settled within one year following the year-end are reported as current liabilities at the amount expected to be paid.

Pension contributions for employees of the Ministry are paid to the Public Service Pension Fund and administered by the Public Service Pension Board (the "Board"). Contributions of 12% - employer 6% and employee 6% are made to the fund by the Ministry.

Prior to 1 January 2000, the Board operated a defined benefit scheme. With effect from 1 January 2000 the Board continued to operate a defined benefit scheme for existing employees and a defined contribution scheme for all new employees. Obligations for contribution to defined contribution retirement plans are recognised in the Statement of Financial Performance as they are earned by employees. Obligations for defined benefit retirement plans are reported in the Consolidated Financial Statements for the Entire Public Sector of the Cayman Islands Government.

(m) Financial Instruments

The Ministry is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short term deposits, trade and accounts receivables and trade and accounts payable, all of which are recognised in the Statement of Financial Position.

When there is objective evidence that a financial asset or group of financial assets is impaired the losses are recognised as an expense in the Statement of Financial Performance.

Classification

A financial asset is classified as any asset that is cash, a contractual right to receive cash or another financial asset, exchange financial instruments under conditions that are potentially favourable. Financial assets comprise of cash and cash equivalents, trade receivables and other receivables.

A financial liability is any liability that is a contractual obligation to deliver cash or another financial instrument or to exchange financial instruments with another enterprise under conditions that are potentially unfavourable. Financial instruments comprise of accounts payable and accrued expenses.

Recognition

The Ministry recognises financial assets and financial liabilities on the date it becomes party to the contractual provisions of the instrument. From this date, any gains and losses arising from changes in fair value of the assets and liabilities are recognised in the statements of financial performance.

Measurement

Financial instruments are measured initially at cost which is the fair value of the consideration given or received. Subsequent to initial recognition all financial assets are recorded at historical cost, which is considered to approximate fair value due to the short term or immediate nature of these instruments.

Financial liabilities are subsequently measured at amortised cost, being the amount at which the liability was initially recognised less any payment plus any accrued interest of the difference between that initial amount and the maturity amount.

Note 1: Significant Accounting Policies (continued)

(m) Financial Instruments (continued)

Derecognition

A financial asset is derecognised when the Ministry realises the rights to the benefits specified in the contract or loses control over any right that comprise that asset. A financial liability is derecognised when it is extinguished, that is when the obligation is discharged, cancelled, or expires.

(n) Contingent Liabilities and Assets (including guarantees)

Contingent liabilities and assets are reported at the point the contingency becomes evident. Contingent liabilities are disclosed when there is a possible obligation or present obligations that may, but probably will not, require an outflow of resources. Contingent assets are disclosed if it is probable that the benefits will be realised.

(o) Foreign Currency

Foreign currency transactions are recorded in Cayman Islands dollars using the exchange rate in effect at the date of the transaction. Foreign currency gains or losses resulting from settlement of such transactions are recognised in the Statement of Financial Performance.

At the end of the reporting period the following exchange rates are to be used to translate foreign currency balances:-

- Foreign currency monetary items are to be reported in Cayman Islands dollars using the closing rate;
- Non-monetary items which are carried in terms of historical cost denominated in a foreign currency are reported in Cayman Islands dollars using the exchange rate at the date of the transaction; and
- Non-monetary items that are carried at fair value denominated in a foreign currency are reported using the exchange rates that existed when the fair values were determined.

(p) Revenue from Non-Exchange Transactions

The Ministry receives various services from other government entities for which payment is made by the Cayman Islands Government. These services include but are not limited to computer repairs and software maintenance by the Computer Services Department, human resources management by the Portfolio of the Civil Service and office space from the Ministry of Planning, Lands, Agriculture, Housing & Infrastructure. The Ministry has designated these non-exchange transactions as services in-kind as defined under IPSAS 23 - Revenue from non-exchange transactions. When fair values of such services can be reliably estimated then the non-exchange transaction is recorded as an expense and an equal amount is recorded in other income as a service in-kind. Where services in-kind offered are directly related to construction or acquisition of a fixed asset, such service in-kind is recognised in the cost of the fixed asset.

Note 1: Significant Accounting Policies (continued)

(q) Comparative Figures

Comparative figures are restated to ensure consistency with the current period unless it is impracticable to do so. In the current period, no restatement to comparative figures covering the six-month period ended 31 December 2021, has been made. Therefore, the 2021 amounts are not directly comparable to the 2022 amounts.

Note 2: Cash and cash equivalents

Cash and cash equivalents include cash on hand; bank accounts in the name of the Ministry maintained at Royal Bank of Canada and Cayman National Bank. No restricted cash balances were held by the Ministry as at 31 December 2022. The District Administration Department acts as an intermediary for collecting and remitting of fees on behalf of other government departments in Cayman Brac.

The Foreign Currency Exchange rate used to convert USD as at the year-end was $0.83.

Prior Year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
$'000		$'000	$'000	$'000	$'000
2	Cash on hand	2	3	3	1
1	Cash in Transit - KYD	1	-	-	(1)
816	CI$ Operational Account	1,125	1,518	1,518	393
34	US$ Operational Account	50	-	-	(50)
40	Payroll Account	125	30	30	(95)
893	**Total Cash and cash equivalents**	**1,303**	**1,550**	**1,550**	**247**
-	Overdrafts	-	-	-	-
893	**Cash and cash equivalents**	**1,303**	**1,550**	**1,550**	**247**

Note 3: Trade receivables and other receivables

At year end all overdue receivables have been assessed and appropriate provisions made. The provision for doubtful debts has been calculated based on expected losses for the Ministry and review of specific debtors. However, the Ministry will continue the recovery efforts for all debts over due.

Prior Year Actual	Trade Receivables	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
$'000		$'000	$'000	$'000	$'000
79	Sale of goods and services	197	300	300	103
1,986	Outputs to Cabinet	3,314	1,643	1,643	(1,671)
2,065	**Total Trade receivables**	3,511	1,943	1,943	(1,568)
-	Less: provision for doubtful debts	(76)	-	-	76
2,065	**Net Trade receivables - (due in one year)**	**3,435**	**1,943**	**1,943**	**(1,492)**

Note 3: Trade receivables and other receivables (continued)

Prior Year Actual	Other Receivables	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
$'000		$'000	$'000	$'000	$'000
619	Other	104	-	-	(104)
619	**Net Total Other Receivables**	**104**	**-**	**-**	**(104)**

Maturity Profile of Trade Receivables and Other Receivables

Prior Year Actual	Maturity Profile	Trade Receivable	Other Receivable	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
$'000		$'000	$'000	$'000	$'000	$'000	$'000
2,667	Current 1-30 days	3,078	-	3,078	1,788	1,788	(1,290)
2	Past due 31-60 days	184	-	184	97	97	(87)
6	Past due 61-90 days	5	-	5	58	58	53
9	Past due 90 days and above	168	104	272	-	-	(272)
2,684	**Total Trade Receivables**	**3,435**	**104**	**3,539**	**1,943**	**1,943**	**(1,596)**

Movements in the provision of doubtful debts are as follows:

Prior Year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
$'000		$'000	$'000	$'000	$'000
-	Balance at 1 January 2022	-	-	-	-
-	Additional provisions made during the period	(76)	-	-	76
-	Other movements	-	-	-	-
-	Receivables written off during the period	-	-	-	-
-	**Provision for Doubtful Debts**	**(76)**	**-**	**-**	**76**

Note 4: Inventories

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
$'000		$'000	$'000	$'000	$'000
308	Inventory held for use in the provision of goods and services	395	350	350	(45)
308	**Total**	**395**	**350**	**350**	**(45)**

As at 31 December 2022 inventory was held at a net realizable value of S395k.

Note 5: Prepayments

Prepayments consists mainly of minor construction related contractual advances, rent, subscriptions and supplies.

Prior Year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
$'000		$'000	$'000	$'000	$'000
89	Accrued Prepayments	1,246	69	69	(1,177)
89	**Total Prepayments**	**1,246**	**69**	**69**	**(1,177)**

Note 6: Property, plant and equipment

Cost or valuation

	Other Plant & equipment $'000	Buildings $'000	Furniture & Fittings $'000	Computer Hardware $'000	Office Equipment $'000	Other Assets $'000	Infrastructure $'000	Motor Vehicles $'000	Aircrafts Equipment $'000	Assets Under Construction or development $'000	Total $'000	Original Budget $'000	Final Budget $'000	Variance (Final vs Actual) $'000
Balance as at 1 July 2021	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers in (intra-ministry)	1,124	11,132	109	1,215	102	336	24	4,515	36	1,180	19,773	18,465	18,465	(1,308)
Additions	26	7	22	38	8	-	-	184	-	227	512	2,694	2,694	2,182
Transfers (other)	13	-	-	6	-	-	-	59	-	(78)	-	-	-	-
Balance as at 31 December 2021	**1,163**	**11,139**	**131**	**1,259**	**110**	**336**	**24**	**4,758**	**36**	**1,329**	**20,285**	**21,159**	**21,159**	**874**

	Other Plant & equipment $'000	Buildings $'000	Furniture & Fittings $'000	Computer Hardware $'000	Office Equipment $'000	Other assets $'000	Infrastructure $'000	Motor Vehicles $'000	Aircrafts Equipment $'000	Assets under construction or development $'000	Total $'000	Original Budget $'000	Final Budget $'000	Variance (Final vs Actual) $'000
Balance as at 1 January 2022	1,163	11,139	131	1,259	110	336	24	4,758	36	1,329	20,285	21,159	21,159	874
Additions	100	289	-	106	12	-	-	170	-	555	1,232	4,017	6,515	5,283
Adjustments	-	-	-	-	-	-	-	-	-	(2)	(2)	-	-	2
Disposal/ Derecognition	(141)	-	-	(35)	(7)	(186)	-	-	-	-	(369)	-	-	369
Transfers (other)	-	12	-	-	-	-	-	-	-	(12)	-	-	-	-
Balance as at 31 December 2022	**1,122**	**11,440**	**131**	**1,330**	**115**	**150**	**24**	**4,928**	**36**	**1,870**	**21,146**	**25,176**	**27,674**	**6,528**

Accumulated depreciation and impairment

	Plant and equipment $'000	Buildings $'000	Furniture & Fittings $'000	Computer Hardware $'000	Office Equipment $'000	Other assets $'000	Infrastructure $'000	Motor Vehicles $'000	Aircrafts Equipment $'000	Assets under construction or development $'000	Total $'000	Original Budget $'000	Final Budget $'000	Variance (Final vs Actual) $'000
Balance as at 1 July 2021	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer in (intra-ministry)	939	297	61	1,178	75	291	12	3,510	5	-	6,368	8,300	8,300	1,932
Depreciation Expense	45	296	5	15	5	15	1	110	1	-	493	469	469	(24)
Balance as at 31 December 2021	**984**	**593**	**66**	**1,193**	**80**	**306**	**13**	**3,620**	**6**	**-**	**6,861**	**8,769**	**8,769**	**1,908**

	Plant and equipment $'000	Buildings $'000	Furniture & Fittings $'000	Computer Hardware $'000	Office Equipment $'000	Other assets $'000	Infrastructure $'000	Motor Vehicles $'000	Aircrafts Equipment $'000	Assets under construction or development $'000	Total $'000	Original Budget $'000	Final Budget $'000	Variance (Final vs Actual) $'000
Balance as at 1 January 2022	984	593	66	1,193	80	306	13	3,620	6	-	6,861	8,769	8,769	1,908
Disposal/ Derecognition	(141)	-	-	(35)	(7)	(186)	-	-	-	-	(369)	1,228	1,228	1,597
Depreciation Expense	65	606	10	44	11	30	2	253	1	-	1,022	-	-	(1,022)
Balance as at 31 December 2022	**908**	**1,199**	**76**	**1,202**	**84**	**150**	**15**	**3,873**	**7**	**-**	**7,514**	**9,997**	**9,997**	**2,483**

Net Book value

Net Book value 31 December 2021	**179**	**10,546**	**65**	**66**	**30**	**30**	**11**	**1,138**	**30**	**1,329**	**13,424**	**12,390**	**12,390**	**1,034**
Net Book value 31 December 2022	**214**	**10,241**	**55**	**128**	**31**	**-**	**9**	**1,055**	**29**	**1,870**	**13,632**	**15,179**	**17,677**	**(4,045)**

Note 6: Property, Plant and Equipment (continued)

Properties (buildings and structures) were revalued as at 1 January 2021 by in house professionals in collaboration with contracted independent evaluators and are stated at revalued amounts less| accumulated depreciation.

The valuation of the Ministry's buildings has been prepared in accordance with IPSAS, Royal Institute of Chartered Surveyor (RICS) Red Book Valuation standards references with the International Valuation Standards, and the guidance notes provided by the RICS. All the Ministry's buildings were valued at Fair Value (Market Value) defined in accordance with IRS 13 Fair Value Measurement as follows: "The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date."

Properties, such as the Government Administration buildings and the Public Works Depots in the Sister Islands, are considered specialized assets defined as those for which no market exists for the current use and were valued using the Depreciated Replacement Cost method (DR valuation). The definition of "Depreciated Replacement Cost", as contained in The Standards, is as follows: "The current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization." Plant and machinery have only been included in the valuation of building assets where these forms an integral part of the fabric of the building (e.g. lifts or air conditioning equipment) or where it performs a task crucial to the continuation of the existing use (e.g. swimming pools). Unless specifically stated otherwise, it is assumed that such items are reflected in the building cost.

Annual impairments review resulted in no adjustment for impairment in the Statement of Financial Performance.

Transfers (other) in the property, plant and equipment movement schedule represents the reclassification of assets previously under constructions to other classes of assets when ready for use.

Additions to property, plant and equipment, during the year materially comprised the cost of outfitting buildings that are under construction as well as the acquisition of new motor vehicles. These additions were funded from Equity Investment from Cabinet ($1,232 thousand, 2021: $512 thousand).

The cost of Property, plant and equipment fully depreciated but are still in use are:

Prior Year Actual $'000		Actual Current Year $'000
1,149	Computer Hardware	1,159
61	Office Equipment	65
12	Infrastructure	12
3,011	Vehicles	3,170
216	Other Assets	216
45	Furniture and Fittings	45
335	Other Plant and Equipment	720
4,829	Total	5,387

Note 6: Property, Plant and Equipment (continued)

Assets under construction and/ or development projects

Included in assets under construction and/or development is the cost of the phased construction of District Administration buildings in Cayman Brac of $1.5 million.

Property, plant and equipment revaluation reserve

Property, plant and equipment and Transfers from other Ministries include accumulated revaluation reserve pursuant to previous revaluation exercises up to January 1, 2021 of $10.7 m

Note 6a: Intangible Assets

Cost

	Computer Software	Original Budget	Final Budget	Var (Final vs Actual)
	$'000	$'000	$'000	$'000
Balance as at 1 July 2021	-	-	-	-
Transfers In	121	120	120	(1)
Additions	21	110	110	89
Balance as at 31 December 2021	**142**	**230**	**230**	**88**

	Computer Software	Original Budget	Final Budget	Variance (Final vs Actual)
Balance as at 1 January 2022	142	230	230	88
Adjustments	2	-	-	(2)
Additions	7	50	50	43
Balance as at 31 December 2022	**151**	**280**	**280**	**129**

Note 6a: Intangible Assets (continued)

Accumulated Amortization:

	Computer Software	Original Budget	Final Budget	Variance (Final vs Actual)
Balance as at 1 July 2021	-	-	-	-
Transfers In	93	94	94	1
Amortization Expense	7	12	12	5
Balance as at 31 December 2021	**100**	**106**	**106**	**6**

	Computer Software $'000	Original Budget $'000	Final Budget $'000	Variance (Final vs Actual) $'000
Balance as at 1 January 2022	100	106	106	6
Amortization Expense	16	43	43	27
Balance as at 31 December 2022	**116**	**149**	**149**	**33**
Net Book value 31 December 2021	**42**	**124**	**124**	**82**
Net Book value 31 December 2022	**35**	**131**	**131**	**96**

Note 7: Trade payables, other payables and accruals

Trade and other payables are non-interest bearing and are payable within 30-day terms

Prior Year Actual $'000	Description	Actual Current Year $'000	Original Budget $'000	Final Budget $'000	Variance (Final Budget vs Actual) $'000
41	Creditors	118	20	20	(98)
7	Creditors other government agencies	56	-	-	(56)
48	**Trade Payables**	**174**	**20**	**20**	**(154)**
1	Payroll Deductions	1	2	2	1
57	Other payables	60	12	12	(48)
464	Accrued Expenses	694	168	168	(526)
522	**Other Payables and Accruals**	**755**	**182**	**182**	**(573)**
570	**Total Trade Payables, Other Payables and Accruals**	**929**	**202**	**202**	**(727)**

Note 8: Unearned Revenue

Unearned Revenue comprises web subscription fees held by department of Lands and Survey.

Prior Year Actual $'000	Description	Actual Current Year $'000	Original Budget $'000	Final Budget $'000	Variance (Final Budget vs Actual) $'000
390	Deposit for Web subscription Fees	486	370	370	(116)
390		**486**	**370**	**370**	**(116)**

Note 9: Employee Entitlements

The annual leave entitlements are calculated based on current salary paid to those employees who are eligible for this benefit.

Prior Year Actual $'000	Description	Actual Current Year $'000	Original Budget $'000	Final Budget $'000	Variance (Final Budget vs Actual) $'000
	Employee entitlements are represented by:				
196	Annual leave	166	494	494	328
52	Salaries and wages	63	-	-	(63)
112	Pension	109	45	45	(64)
360	**Total employee entitlements**	**338**	**539**	**539**	**201**

Note 10: Sale of Good and Services

Six months Actual $'000	Description	Actual Current Year $'000	Original Budget $'000	Final Budget $'000	Variance (Final Budget vs Actual) $'000
8,072	Outputs to Cabinet	16,185	18,456	18,956	2,771
759	Fees and charges	1,502	1,201	1,201	(301)
36	Rentals	64	86	86	22
79	Other	150	156	156	6
8,946	**Total Sale of Goods & Services**	**17,901**	**19,899**	**20,399**	**2,498**

1 Outputs to Cabinet comprise of goods delivered to and services performed on behalf of the Cayman Islands Government in accordance with the Plan and Estimates for the year ended 31 December 2022.

2 Fees & charges and Other Goods & Services included administrative fees and user charge levied on the public for the delivery of government services. Certain respective rates and fees structures are gazetted and governed by the relevant revenue laws and regulations.

The Ministry continued the granting of concession with respect to waiving day care fees relating to access to the District Administration's day-care centre, which came into effect on January 1, 2019. Passport fees for residents aged 65 years and over are provided at no cost.

Note 11: Personnel costs

Six months Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
$'000		$'000	$'000	$'000	$'000
5,470	Salaries, wages and allowances	10,705	11,923	11,843	1,138
1,400	Health care	2,973	3,466	3,422	449
288	Pension	571	656	654	83
(90)	Movement in Annual Leave	(30)	-	-	30
14	Other Personnel related costs	65	60	60	(5)
7,082	**Total Personnel Cost**	**14,284**	**16,105**	**15,979**	**1,695**

Note 12: Supplies and consumables

Six months Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
$'000		$'000	$'000	$'000	$'000
122	Supplies and Materials	235	327	331	96
676	Purchase of services	1,442	1,342	1,823	381
17	Lease and Rent of Property and Sites	34	34	34	0
257	Utilities	601	460	598	(3)
21	Travel and Subsistence	84	135	139	55
79	Interdepartmental expenses	78	92	92	14
8	Recruitment & Training	21	104	104	83
9	Other	73	29	29	(44)
1,189	**Total Supplies & Consumables**	**2,568**	**2,523**	**3,150**	**582**

Note 13: Litigation costs

The Attorney General's Office provides legal services to the Ministry. There were no legal fees incurred for the period ended December 2022.

Note 14: Contingent liabilities and assets

In relation to legal matters, estimates are developed by the Office of the Attorney General who is charged under the Constitution with the handling of the defence in these matters, using the current facts and known circumstances. The factors considered in developing the legal provisions include the merits and jurisdiction of the litigation, the nature and number of other similar current and past litigation cases, the nature of the subject matter of the litigation, the likelihood of settlement and current state of settlement discussions, if any.

The Ministry is routinely engaged in litigation arising in the ordinary course of its business. It does not believe that any such litigation will individually or in aggregate, have a material adverse financial effect on the Ministry. It is Government's policy to rigorously assert its position in such cases. Should the Government be unsuccessful in these matters, it does not expect the outcome to materially affect the results of operations or financial position. The Ministry does not have any probable contingent liabilities at the time of reporting.

Note 15: Commitments

Type	One Year or Less CI$000	One to Five Years CI$000	Over Five Years CI$000	31 December 2022 CI$000
Capital Commitments				
Property Plant and equipment	289			289
Total Capital Commitment	**289**	**-**	**-**	**289**
Operating Commitments				
Other Non-Cancellable Leases				
Premises Lease	34	101		135
Total Operating Commitment	**34**	**101**	**-**	**135**
Total Commitments	**323**	**101**	**-**	**4234**

Capital Commitments

In the 2022 fiscal year, capital commitments mainly comprised contracted works remaining on buildings being constructed in the Sister Islands as well as commitments to purchase heavy duty vehicles. These arrangements are expected to be settled within 2023.

Operating Commitments

The Ministry currently has a short-term lease for premises it occupies in George Town. This lease is up for renewal within 1-5 years. The amounts disclosed above are future commitments are based on the current rental rates and the remaining lease period.

Note 16: Explanation of major Expense variances against the final budget

Explanations for major variances for the Ministry performance against the final budget are as follows:

Statement of financial performance

Revenue from the sales of goods and services:

Revenue from the sales of goods and services was $2,498 thousand below the budget due to the combined effect of:

Fees and Charges

Fees and charges were $301 thousand above the budget. This was mainly attributed to web receipts for services offered by the Lands & Survey department, which had an upswing in demand for online services due to the pandemic and increased activity in the real estate/construction markets.

Outputs to Cabinet

Revenue from Cabinet was $2.77 million under the budget. This was mainly due to lower than budgeted expenditure, driven by delays in recruitment and also the impact of the covid-19 related supply chain delays. These two factors primarily affected, respectively, personnel costs and supplies and consumables expense groups.

Personnel Costs

Personnel costs were $1.70 million below the final budget primarily due to the net effect of savings from vacant posts that were at various stages of being filled.

Supplies and Consumables

Supplies and consumables were $582 thousand below budget due to the timing of the fulfillment of services for larger supplies of service contracts.

Depreciation

Depreciation was below the budget by $231 thousand primarily as a result of depreciation that was not incurred due to various delays in capital projects and purchases.

Surplus

The Ministry reported a surplus of $11 thousand. Accordingly, Surplus Repayable of $11 thousand has been recorded in these financial statements in accordance with Section 39(3)(f) of the Public Management and Finance Act (2020 Revision).

Statements of financial position and cash flow

Cash and cash equivalents

Cash and cash equivalents were $247 thousand lower than budget mainly due to minor timing differences as it relates to the receipt of funds related to receivables.

Trade and other receivables

The actual year-end trade and other receivables balances were net $1.60 million over the original budget mainly due to the timing of receipt of Cabinet receivables mostly settled within 1-3 months post the Year end.

Prepayments

Prepayments were $1.1 million higher than the budget due largely to capital purchases that were earmarked for fulfilment after year-end.

Note 16: Explanation of major Expense variances against the final budget (continued)

Statements of financial position and cash flow (continued)

Trade and Other Payables

Other payables were $727 thousand above budget due to the late receipt of invoices that were paid subsequent to year end.

Employee entitlements

The captioned accrual was below the budget mainly on account of the balance of vacation leave earned but not taken which was less than budgeted. stat members were encouraged to take vacation leave earned before the end ot the year, save for a minimal number of days which were approved to be carried forward to the next year.

Unearned Revenue

This was $116 thousand greater than budgeted commensurate with the growth in Land and Survey's web related services.

Property, Plant and Equipment and Contributed Capital

Property, plant and equipment was $4.1 million below the budget due to unavoidable delays in the implementation of capital projects and purchases. Section 9(5) of the Public Management and Finance Act (2020 Revision), facilitates the carried forward of the unutilized funds to facilitate the implementation of the projects in the following year.

Note 16a: Biennial Budget

Section 9(5) of the Public Management and Finance Act (2020 Revision), allows for any unused portions of the biennial budget for the first year to be carried forward to the following year for the same particular item or budget line. As at 31 December 2022, the Ministry had approximately $2.5 million in total operating budget remaining. This was available for carryforward into the 2023 budget year. The remaining funds will mainly be allocated to personnel cost and supplies and consumables

Note 17: Related party and key management personnel disclosures

The Ministry is a wholly owned entity of the government from which it derives a major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 31 December 2022 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactionsentities and were undertaken on terms and conditions that are normal for such transactions.

Key management personnel
Key management personnel salaries and other short-term employment benefits paid by this Ministry are summarised below.

Prior Year (Gross) CI$'000	Description	Current Year (Gross) CI$'000
404	Salaries & other short term employee benefits	890
404	**Total Remuneration**	**890**
6	**Number of Key Management Personnel**	**6**

During the financial year, the Ministry had no material transactions which are considered a related party to key management personnel other than the salaries and other short-term employment benefits below.

Note 18: Financial instrument risks

The Ministry is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Credit risk

In the normal course of its business the Ministry is subject to credit risk from cash held with its bankers, Royal Bank of Canada (Cayman Islands) and Cayman National Bank (Sister Islands) and debtors other than the Cabinet. The Ministry does not have significant concentrations of credit risk for its other financial instruments.

Currency and interest rate risk

The Ministry has no significant exposure to currency exchange loss risk and interest rate risk.

Liquidity risk

IIn meeting its liquidity requirements, the Ministry closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The Ministry maintains a target level of available cash to meet liquiditv requirements.

All of the Ministry's financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

Note 19: Segment reporting

The Ministry uses segment reporting to identify allocated resources to the operating segments and assesses their performance. The reportable segments are identified, and the disclosures selected, in line with the internal financial reporting system and based on the Cayman Islands Government's accounting policies.

The Ministry segment report is prepared on the basis of two major areas: Ministry Administration and Lands and District Administration and Sister Islands Sports. Core activities that are not undertaken under any other segment are reported under Ministry Administration and include general oversight and policy direction of the Ministry. Operations in Lands include the operations and policy execution in this area. The District Administration department administers the business of the Cavman Islands Government in Cayman Brac and Little Cayman. Operations in Sister Islands Sports relate to the provision of sporting activities in Cavman Brac and Little Cavman.

In 000s (Thousands)	Ministry Administration & Lands 2021	Ministry Administration & Lands 2022	District Administration & S.I. Sports 2021	District Administration & S.I. Sports 2022	Consolidated 2021	Consolidated 2022
Revenue						
Outputs from Cabinet	2,893	5,680	5,179	10,506	8,072	16,186
Other revenue	799	1,559	75	156	874	1,715
Total Revenue	**3,692**	**7,239**	**5,254**	**10,662**	**8,946**	**17,901**
Expenses						
Salaries and Wages	3,134	6,307	3,948	7,977	7,082	14,284
Other expenses	455	921	1,231	2,685	1,686	3,606
Total Expenses	**3,589**	**7,228**	**5,179**	**10,662**	**8,768**	**17,890**
Surplus from Operating Activities	**103**	**11**	**75**	**-**	**178**	**11**
Assets						
Current Assets	2,311	3,278	1,662	3,205	3,973	6,483
Fixed Assets	274	569	13,193	13,098	13,467	13,667
Total Assets	**2,585**	**3,847**	**14,855**	**16,303**	**17,440**	**20,150**
Liabilities						
Current Liabilities	826	940	672	824	1,498	1,764
Total Liabilities	**826**	**940**	**672**	**824**	**1,498**	**1,764**
Capital	**1,759**	**2,907**	**14,183**	**15,479**	**15,942**	**18,386**

Note 20: Going concern

As of the date of the audit report, there are no events that indicate the Ministry would not be able to meet its obligations as they become due. As such, the Ministry will continue to operate on a going concern basis for the foreseeable future.

Ministry of District
Administration & Lands
Cayman Islands Government

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