

RECOVERY and RESILIENCE



Ministry of Planning,
Agriculture, Housing
and Infrastructure
CAYMAN ISLANDS GOVERNMENT



About this Report

This Annual Report is for the Ministry of Planning, Agriculture, Housing and Infrastructure.

The report outlines the Ministry's performance during the period from January 1st, 2022 to December 31st 2022 in comparison to that which was outlined in the Ministry's budget for the corresponding period.



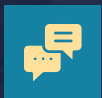
Legal Requirements

The requirement for an Annual Report is prescribed under section 44 of the Public Management and Finance Law (2020 Revision). In particular, Section 44 (2) states:

(2) The report shall –

- (a) state details of the entity's activities during the year;
- (b) include a statement reporting all executive financial transactions that the entity administered;
- (c) include the entity's financial statements for the year; and
- (d) compare the actual performance shown by the financial statements with the performance proposed in the relevant budget statement.

As well as fulfilling our statutory obligations, this Annual Report describes how the Ministry has invested public funds for the benefit of the Cayman Islands.



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Who We Are

The Ministry of Planning, Agriculture, Housing and Infrastructure is responsible for a wide range of areas that concerns the planning, agriculture, housing and infrastructure needs across the Islands.

Departments under the portfolio are as follows:

- ▶ Agriculture
- ▶ Planning
- ▶ Vehicle and Drivers' Licensing
- ▶ Vehicle and Equipment Services
- ▶ Facilities Management
- ▶ Public Works

Ministerial Projects

- ▶ George Town Revitalisation Initiative
- ▶ National Community Enhancement (NiCE) Project

Statutory Authorities and Government Entities

- ▶ National Roads Authority
- ▶ National Housing Development Trust

Board Committees

- ▶ Animal Welfare Advisory Committee
- ▶ Builders Board
- ▶ Central Planning Authority
- ▶ Development Plan Tribunal
- ▶ Electrical Trade Licensing Board of Examiners
- ▶ Planning Appeal Tribunal
- ▶ Veterinary Board

Customers of the Ministry are varied and include residents, visitors, as well as commercial, private and public sector entities, both international and on a local level. Activities take place on the three islands of Grand Cayman, Cayman Brac and Little Cayman.



What We Do



Provide support to various Boards in accordance with relevant legislation and delegated authority.



Provision and maintenance of quality road infrastructure across the islands.



Provision of quality affordable housing.



Support the expansion and modernisation of the agriculture sector.



Maintenance of government buildings and civic centres.



Efficient and reliable operation of some 1,200+ Government vehicles and equipment.





Register motor vehicles, maintain the register and issue licences.



Facilitate and coordinate the review and completion of development plans for Grand Cayman.



Process development applications in a timely and efficient manner, and ensure that development is in compliance with development and planning laws and regulations.



Professional project management and consulting services for government buildings and other facilities.



Development of Caymanians through technical, vocational and education and training.



Hurricane preparedness and response.



Maintenance of facilities such as parks, cemeteries, beach accesses, the Central Business District and other public open spaces.

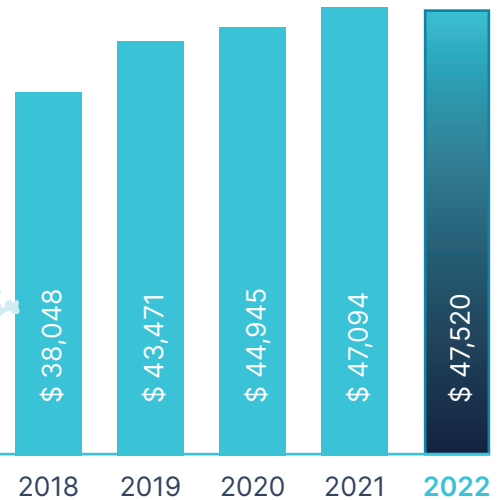
At a Glance



+0.9%

Sale of Goods & Services

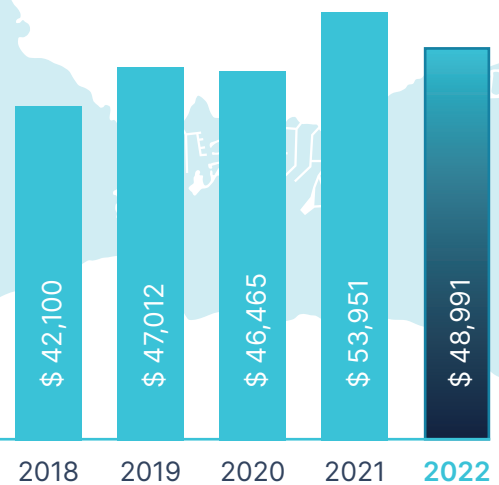
(in thousands)



-9.2%

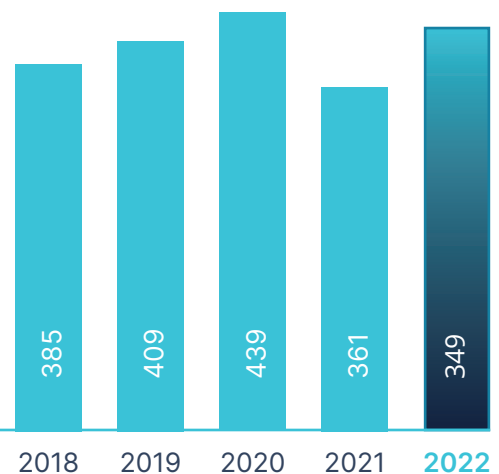
Value of Total Assets

(in thousands)



+17.45%

Total Full Time Staff



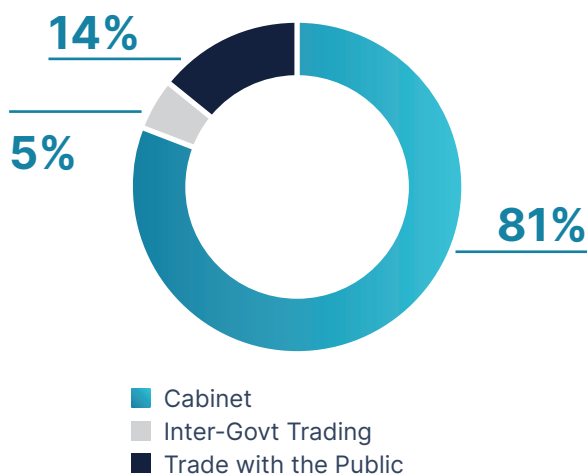


2022 Results

Financial Performance Measures (\$000's)	2022 Actual	2022 Target
Revenue from Cabinet	37,442	38,062
Revenue from Ministries, Portfolios, Statutory Authorities, Government Companies	2,354	1,608
Revenue from Others	7,747	7,023
Total Revenue	47,543	46,693
Expenses	47,372	46,693
Operating Surplus/ (Deficit)	(171)	-
Net-Worth (\$000's)	43,592	36,013
Cash Performance (\$000's)	2022 Actual	2022 Target
Cash Flows from Operating Activities	(653)	1,974
Cash Flows from Investing Activities	(2,771)	4,088
Cash Flows from Financing Activities	(929)	-4,088
Change in cash balances	(4,352)	1,974
Financial Performance Ratios	2022 Actual	2022 Target
Current Assets: Current Liabilities	4.4: 1	2.2:1
Total Assets: Total Liabilities	9.07: 1	3.5:1
Human Capital Measures	2022 Actual	2022 Target
Total full-Time Equivalent Staff Employed	349	424
Physical Capital Measures	2022 Actual	2022 Target
Value of Total Assets	48,991	50,637
Asset replacements: Total Assets	-	-
Book value of Assets: Cost of those assets	-	-
Depreciation: Cash Flow on Asset Purchases	-	-
Changes to Asset Management Policies	None	None

Financial Snapshot

Source of funding



\$7.1 m.

The Ministry ended the year with \$7.1 million in Cash and Cash Equivalents

\$9.6 m.

\$9.6 million in Trade Receivables

\$4.5 m.

\$4.5 million in Other Receivables

\$2.4 m.

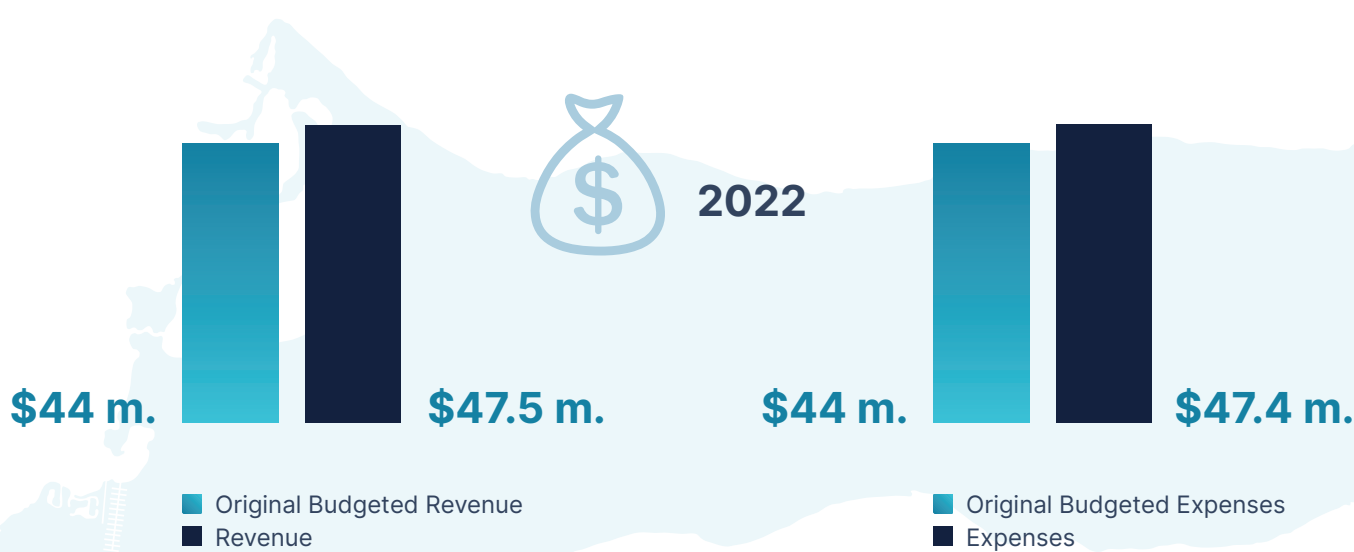
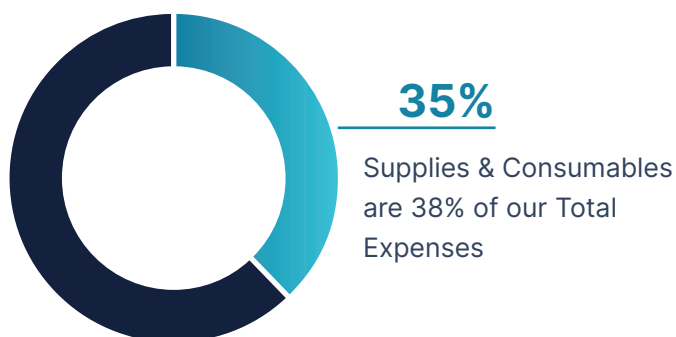
\$2.4 million in Inventories

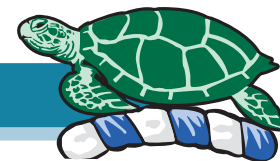


The Ministry's segments for the financial year ended 31 December 2022 were based on services provided by the Department of Agriculture, Planning, Facilities Management, Public Works, Department of Vehicle & Drivers' Licensing; Department of Vehicle & Equipment Services, and Other Services provided by the Ministry Administration.

\$5.1 million

Supplies & Consumables were \$5.1 million more than originally budgeted, due to the high demand for agricultural supplies and as well as issues associated with the global supply chain





January



PAHI Minister Hon. Jay Ebanks met with board members of the NHDT and the National Trust to discuss sustainable development of the affordable housing project in North Side.



PAHI Minister Hon. Jay Ebanks, Parliamentary Secretary Isaac Rankine and other members of Cabinet meet with UK Overseas Territories Minister, Rt. Honourable Amanda Milling during her first meeting with CIG leaders on Jan 27, 2022.

February



Parliamentary Secretary and East End Member of Parliament, Isaac Rankine along with Governor Martyn Roper and others celebrated "Agouti Day" held at the Parrot Sanctuary in East End recently.



Chief Officer Tristan Hydes, Head of Planning Department Haroon Pandohie and Senior Policy Advisor, Charles Brown assisted high school students from several institutions with their preparation for the upcoming Youth Parliament. The students debated on the topic of housing in the Cayman Islands.

March



Parliamentary Secretary, Isaac Rankine attended the 70th Westminster Seminar in the UK.

April



The Ministry of PAHI and NRA started work on Phase 2 of the Linford Pierson Highway widening project.



The Ministry of PAHI had a successful meeting with farmers in Cayman Brac recently to address important issues affecting the sector.

Year in Review 2022



May



The Department of Agriculture hosted a four-week training session to teach homeowners to develop backyard gardens. The training started on May 7 at the Agriculture Ground, Lower Valley.



Agriculture Minister Hon. Jay Ebanks was one of the speakers at the National Plant Health Ceremony hosted by the Ministry of Agriculture and Fisheries in Kingston, Jamaica on Thursday, May 12.

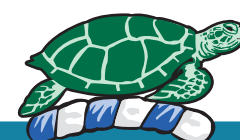
June



Trainees in the PWD'S Apprenticeship Training Programme, participated in the Skills Competition received awards for excellence in their trade.



Agri Ministry Rolls Out National Animal Identification & Tracking System.





July



We celebrated some of the trainees enrolled in PWD's Apprenticeship Training Programme.



Infrastructure Minister Hon. Jay Ebanks, Deputy Premier Hon. Chris Saunders, NR Board Chair Alric Lindsay and other NRA representatives recently toured ongoing road projects across Grand Cayman.

August



Agriculture Minister Hon. Jay Ebanks attended the 68th staging of the Denbigh Agricultural Industrial Food Show in Clarendon, Jamaica, which was held under the theme, "Eat Smart, Grow Smart". Minister Ebanks spoke at the event's opening ceremony.



September



The Ministry's interns were busy over the summer working on the George Town Revitalisation Initiative.



Parliamentary Secretary in the Ministry of PAHI, Isaac Rankine joins others panelists today (Sept. 20) in addressing the topic, "Creating a Case for Food Security Infrastructure" at the Caribbean Infrastructure Forum (CARIF) in Miami, Florida.

October



Minister of PAHI, Hon. Jay Ebanks made his presentation in the House of Parliament.



The new DVDL office, located at the Jacques Scott Market Place in West Bay, was officially opened.

November



The DVES in the Ministry of PAHI held a ribbon-cutting ceremony to open a state-of-the-art garage facility at its location.



Representatives of the NHDT, Ministry of PAHI and other stakeholders broke ground last week for phase three of the Lighthouse Gardens affordable housing development in West Bay.

December



In support of the CIG's Plant a Tree Initiative, Minister of PAHI Hon. Jay Ebanks and Chief Officer Eric Bush planted two mango trees at the Department of Agriculture's Lower Valley office.



Participants in the Ministry's National Community Enhancement (NiCE) project beautified and maintained roadside, parks, cemeteries and beaches across Grand Cayman, from November 28 to December 16.

Strategic Overview

The key strategic goals for the Ministry of Planning, Agriculture, Housing and Infrastructure in the 2022 financial year were as follows:



Provide a cohesive, coordinated body of policies relating to the various Ministry subject areas, with the goal of providing the necessary legislative and policy framework to help the Cayman Islands plan and grow.



Utilise technology to streamline processes at public facing departments for more efficient service delivery.



Ensure a well-developed national infrastructure.



Improve traffic management and road networks through immediate and long-term road connectivity projects.



Revitalise the George Town metropolitan area through the improvement of an approved plan.

THERMAL TROUBLESHOOTING SYSTEM

AMATROL
T7082-A



Revise the national development plan to address development in a controlled sustainable manner.



Develop training programmes and succession plans for the advancement of Caymanians within the Ministry.



Support the farming community build a stronger agricultural sector to enhance the Islands' food and nutrition security.



To ensure staff complement, training and equipment are in accordance with industry standards.



Provide facilities management services for the Government Administration Building.

Management Team



Hon. Johany Ebanks
Minister



Isaac Rankine
Parliamentary Secretary



Eric Bush
Chief Officer



Leyda Nicholson-Makasare
Deputy Chief Officer



Tristan Hydes
Deputy Chief Officer



Andrea Fa'amoe
Deputy Chief Officer



Haroon Pandohie
Director, Planning



Stephen Quinland
Director
Vehicle & Equipment Services



David Dixon
Director
Vehicle and Drivers' Licensing



Carrol Cooper
Chief Financial Officer



Joanna Virtue-Markman
Chief Human Resource Officer



Troy Whorms
Director
Public Works Department



Craig Maitland
Director (Actg.)
Facilities Management



Adrian Estwick
Director
Agriculture

“

In 2022, we also made much progress with the completion of the Cayman Islands' Food and Nutrition Security Policy which will provide the framework to making us a food and nutrition secure Islands.”



Message from the Minister

Leading the Ministry of Planning, Agriculture, Housing and Infrastructure for almost two years has been a privilege for me. It has been a critical juncture for us as a Ministry and Government as we work to recover and build our resilience post pandemic.

This year, issues concerning agriculture and food security have been priority areas for us. Due to COVID-19 and global food supply challenges, our Islands like other countries in the world, have been faced with high costs and scarce items. The Ministry and the Department of Agriculture continue to tackle these issues head on. In doing so, our approach is not to just react to the impacts, but to carefully plan in advance in the event of a range of eventualities.

We have been having discussions with neighboring countries such as Honduras, Jamaica and others with the aim of sourcing affordable, fresh and nutritious food closer to home. We are working closely with the private sector to ascertain the needs of the Islands and to assist and support the logistics to make trade arrangements as smooth as possible.

In 2022, we also made much progress with the completion of the Cayman Islands' Food and Nutrition Security Policy which will provide the framework to making us a food and nutrition secure Islands.

The Ministry and its stakeholders worked on a number of projects to ensure adequate and accessible local food for years to come. These include the importation of livestock in partnership with the Cayman Islands Agricultural Society; rolling out of the National Livestock Identification and Tracking System; launch of the National Egg Strategy to certify all egg producers across our Islands and training of local veterinary staff to support the implementation of Islands cattle breeding programme.

In addition to providing training for our farming sector, the Ministry acquired a new excavator valued over CI \$350,000 that will give them support.

As it relates to housing, we broke ground for Phase III of the Lighthouse Garden housing development

in West Bay. This phase will fully complete the 9.5 acre property that currently has thirty-six affordable houses for our Caymanian people. Aligned with the goal to make home ownership more affordable, the National Housing Development Board approved an interest rate adjustment or seventeen existing tenants in the lease to own programme at several affordable housing locations.

Other major milestones during the year included the official openings of Phase II of the Department of Vehicle and Equipment Service, the Department of Vehicle of Drivers' Licensing West Bay location and the reopening of Cardinall Avenue in George Town.

I was very pleased to attend and participate in the joint laboratory opening and orientation session for new trainees enrolled in Apprenticeship Training Programme. It was impressive to see that the apprentices enrolled in trades programme designed and renovated the building that houses their new simulation lab. This shows what they are capable of doing and contribution they will make to the development of our Islands.

The Ministry is definitely on the right path as we work to strengthen the resilience of our systems, processes, infrastructure and more importantly, our Caymanian people. I owe immense gratitude to Parliamentary Secretary Isaac Rankine, Chief Officer Eric Bush for his leadership of the various departments and all members of staff for all your work. I look forward to the 2023 with great optimism of what we will accomplish.

Hon. Johany Ebanks

Ministry of Planning, Agriculture,
Housing and Infrastructure

“

The report outlines our efforts to recover from the slow-down of the pandemic as we work to accomplish the strategic objectives of Government as assigned to the various department and agencies under this Ministry.”



Message from the Chief Officer

I am pleased to provide the 2022 Annual Report for the Ministry of Planning, Agriculture, Housing and Infrastructure for the fiscal period from January 1st, 2022 to December 31st 2022.

The report outlines our efforts to recover from the slow-down of the pandemic as we work to accomplish the strategic objectives of Government as assigned to the various department and agencies under this Ministry. It also provides accountability for the financial resources that were utilised by the Ministry for said period.

I wish to acknowledge the work and support of the Honourable Minister Jay Ebanks, and Parliamentary Secretary Isaac Rankine. I also want to thank the Board of Directors of our statutory agencies, Deputy Chief Officers, Heads of Departments and Agencies and all our employees for their hard work and commitment to get the job done during this year.

While 2022 has not been without its challenges, we have achieved much success. We have seen the Department of Planning improving customer service by launching CommunityWorks, an upgraded online planning system that provides better interaction and responsiveness to its clients. Alongside this, the Department of Vehicle and Drivers' Licensing expanded access with the opening of a new office location in West Bay, with more space for staff, customers and equipment such as the drivers' licensing machine and QLogik ticketing system.

During the year, our Department of Vehicle and Equipment Services completed and officially opened Phase II of its redevelopment project while Facilities Management Department continued upgrade of civic centres across districts. Much work was undertaken by our Department of Agriculture to support the strengthening and modernisation of the agricultural sector.

We also moved forward with National Community Enhancement (NiCE) Project to provide short term volunteer opportunity for over 480 Caymanians and spouses of Caymanians. I would like to thank entities such as the Agricultural Society, Mosquito Research and Control Unit, National Roads Authority, Public Works Department and the Department of Environmental Health that worked with us to provide placement for these volunteers.

As I reflect on the past year, I am proud of the Ministry team for delivering on our mandates despite the challenges. Our employees have been resilient, creative and innovative. They have demonstrated sound stewardship of public funds, provided efficient services to the public and have generally raised the standards and expectations for what it mean to be a public servant working for the Ministry and Government of the Cayman Islands.

As we look forward to 2023, the Ministry of Planning, Agriculture, Housing and Infrastructure remains committed to building on the achievements we have made, as we continue to support the Islands infrastructure needs, strengthen the Islands food and nutrition security, provide efficient affordable housing and invest in young Caymanians to build a better future for our Islands.

Eric Bush, J.P.

Ministry of Planning, Agriculture,
Housing and Infrastructure



Department of Agriculture

During the year under review, the matter of agriculture and food security were highlighted due to issues such as climate change and threats to global food supply. Much work was undertaken by the Ministry and the Department of Agriculture to support Government's broad outcome to expand and strengthen the agricultural sector.

Cayman Islands Food and Nutrition Security Policy

Much effort was been made by the Ministry and the Department of Agriculture to finalise the draft Cayman Islands Food and Nutrition Security Policy, which was commissioned as far back as 2015.

The draft policy, which was prepared with assistance from the Caribbean Agricultural Research and Development Institute, is a holistic approach in making the Cayman Islands a food and nutrition secure country.

Over twelve public consultation meetings have been held across all three Islands to inform the public about the draft policy and to get their input on the plans. The next steps will include further ministerial review, and submission to Cabinet for policy approval and then implementation.

The Government's goals, through this framework, are to:

- ▶ Increase adequate supplies of affordable, safe, and nutritious food items and ensure availability to meet national requirements at all times;
- ▶ Increase access of Caymanians and visitors to sufficient, wholesome, affordable food especially to the children and elderly;
- ▶ Protect the public by providing quality and safety assurance food supplies, whether locally produced or imported; and
- ▶ Enhance nutrition interventions within the broader public health framework.

National Egg Strategy

The Ministry with the support of the Department of Agriculture launched the first food safety quality standards for layers' operations called the Cayman Islands Poultry Standards- Layer Operations.

The aim is to certify all egg producers across the Cayman Islands. A pilot group has been established with sixteen commercial farmers, whose farms are currently producing over sixty percent of local table egg production.

The Department of Agriculture will be providing those farmers, and others who are interested with some equipment and inputs necessary to meet the standards and market requirement. With the help of a poultry expert who has recruited to guide the farmers, the plan is to improve local egg safety and quality assurance, which will ultimately increase consumer confidence in this commodity.

National Livestock Tracking and Identification System

Earlier in May, we started to roll out the National Livestock Identification and Tracking System. The system tracks livestock and include information on identity, ownership and geographic location. All information collected is stored electronically under the control of the Department of Agriculture.

Close to three hundred livestock have been tagged to date. Visual ear tags have been affixed to each animal with plans in place for an animal passport with the same identification number as that on the ear tags to be issued to the owner.

The National Livestock Identification and Livestock System will bring the Cayman Islands in line with international standards in farm to supply chain traceability.



Livestock Development Plan

The Government, through the Ministry and Department of Agriculture provided the Cayman Islands Agricultural Society with funds in the amount of \$350,000 for the importation of 180 heads of livestock in December 2021. Several of the cattle arrived in 2022 with the final batch set for next year.

The Agricultural Society will also purchase, on behalf of the Government, thirty-five pure-bred Jamaica Red Poll cattle that are suited for our local environmental conditions. This elite herd will be used to establish the first ever cattle breeding programme in the Cayman Islands.

Agricultural Sales

In 2022, the agriculture sales operation met output targets. However, despite slight increases, the quantity of livestock feed and forage sold (3,093 units or 1.2%) and nursery plants sold (1,363 units or 0.6%), there was an overall decline in the quantity of goods sold in 2022 against the previous year.

Within the livestock sector, sales remained relatively stable with sales of feed for the cattle and swine up 8% and 6% respectively, while sales of goat and poultry feed declined by 2% and 8% respectively. The decline in sales of poultry feed was a direct result of the unavailability of broiler chicks for the

first eight months of the year due to avian influenza outbreaks in the United States.

As part of its commitment to improve customer service delivery, in March 2022, the Department introduced two new initiatives. Firstly, it extended opening hours for the sale of agricultural inputs and nursery plants. Customers are not able to purchase supplies from Monday to Friday as well as on Saturday. Secondly, the Department added the facility to accept debit and credit card payments. Uptake of this option started slowly but has been growing steadily.





Crop Production

■ Nursery

The Department's nursery continues to provide high quality fruit trees and vegetable seedlings for sale to the public and the farming community. Over the course of the year, the nursery produced and sold 216,072 plants comprising vegetable seedlings, culinary herbs and fruit trees. This quantity significantly surpassed the annual budgeted quantity by 2021 by some 101,072 plants or about 89% above the upper budgeted target.

Contributing to the high volume of sales was the demand for replacement plants for those destroyed by Hurricane Ivan in September 2022.

216,072

plants comprising vegetable seedlings, culinary herbs and fruit trees.

101,072

plants or about 89% above the upper budgeted target.

■ Crop Extension

The Agronomy staff provided assistance to the farming sector and backyard gardeners through extension visits, advice and training support. Overall, the Unit made 817 contacts with farmers, surpassing the 2021 figure.

As a result of the Department's successful post Tropical Storm Grace recovery and rehabilitation programme in 2021, by the onset of the main fruit production season in 2022, fruit tree producers found themselves back at 90% of their pre-storm production levels.

817

contacts with farmers

90%

Fruit Tree producers are back to 90% of their pre-storm production levels



Animal and Plant Regulatory Services

■ Border Control Inspections

The reopening of borders and associated increase in passenger travel in 2022 saw the number of plant and animal inspections at ports of entry increase significantly, exceeding targets by 16% or 1,480 inspections.

Inspections of plants and plant products rose to 7,181 for the year while those linked to animals and animal products totaled 3,799. In addition to inspections at ports of entry, the Agricultural Health Inspectors were able to continue visits to wholesale and retail outlets to inspect arriving shipments of fresh produce.

■ Surveillance for Pests of Significant Economic Concern

Traps were installed between March to May 2022 for a new pest that posed a threat to tomato production in the Caribbean. Moths were collected and processed, confirming the absence in Grand Cayman. The Department's ongoing fruit fly surveillance programme for the early detection of fruit fly species continued in 2022. No new species were detected.

On the animal disease side, surveillance study was completed on the Enzootic Bovine Leukemia Virus disease, while maintain ongoing surveillance for suspect cases of Avian Influenza. The latter resulted in possible occurrence of Avian Flu in one flock; standard procedures were implemented to neutralize the potential threat of this highly contagious disease, while definitive test results from an international laboratory confirmed the absence of the disease.



■ Expansion of Intra-Regional Agricultural Trade

In May this year, following several years of ongoing discussions with Jamaica's Ministry of Agriculture Plan Quarantine Unit, pest risk assessments were completed and conditions agreed for the importation of plantains from ten registered farms and three other commodities – breadfruits, soursop and blanched ackees, adding them to the list of agricultural produce approved for importation from Jamaica.

■ Aggregate Inspection and Importation

With the resumption of international travel, the Department of Agriculture resumed inspection and certification of quarries for the safe importation of required construction aggregate. In total, four inspection visits were undertaken and nine quarries inspection; four in Jamaica, one in Cuba and four in Colombia.

Animal Health and Husbandry

■ Review of Livestock Genetic Improvement Programme

An extensive review undertaken of the Livestock Genetic and Improvement Programme identified a number of inadequacies rendering it unsuitable for continuation in the current state. The review identified training and logistical recommendations for improvement and service delivery. The Department, through the Ministry, engaged the services of a renowned specialist in the field of livestock genetic improvement to undertake a review of the needs and opportunities for improvement of livestock breeding and genetics in cattle and goats in the Cayman Islands.

Animal Welfare and Control

■ Regulation of Pet Animal Imports

Veterinary staff continued annual refresher training of local veterinary clinics and four pet travel brokers, focusing on various regulatory aspects related to pet travel and the necessary documentation required.

■ Community Awareness

Animal Welfare Officers participated in a number of community awareness events, conducted in conjunction with the Royal Cayman Islands Police Service. The events were designed to sensitise community groups on the issue of responsible dog ownership. In addition, the Welfare Officers conducted a total of 488 investigations and inspections of animal facilities.



Agriculture Sector Training

■ Home Gardening Workshops

The Agronomy Unit delivered eight training interventions in 2022. These ranged from single day events to multi-day workshops covering areas such as home gardening, agro processing, plant propagation and a farmers' lecture on on-farm pesticide use and application techniques.

■ Agro Processing Training

A five-day agro processing seminar was hosted in July this year. Executive Director and trainers from the Scientific Research Council led the sessions which covered topics such as principles of agro processing, good manufacturing practices, food microbiology, packaging and labelling. Participants were exposed to product development basics for jam and jellies, sauces and seasoning blends, among other products,

Policy Support

Team members in the Department of Agriculture worked closely with core Ministry to develop policies and strategies to support farmers, facilitate expansion of the sector and increase domestic agricultural production. These include the National Egg Strategy, Stud Bull Policy and the Cayman Islands Food and Nutrition Security Policy.

The teams are working together to support the revision of the Animals and Plant Protection Laws and the preparation of the Pesticide Control and the Agricultural Bills.



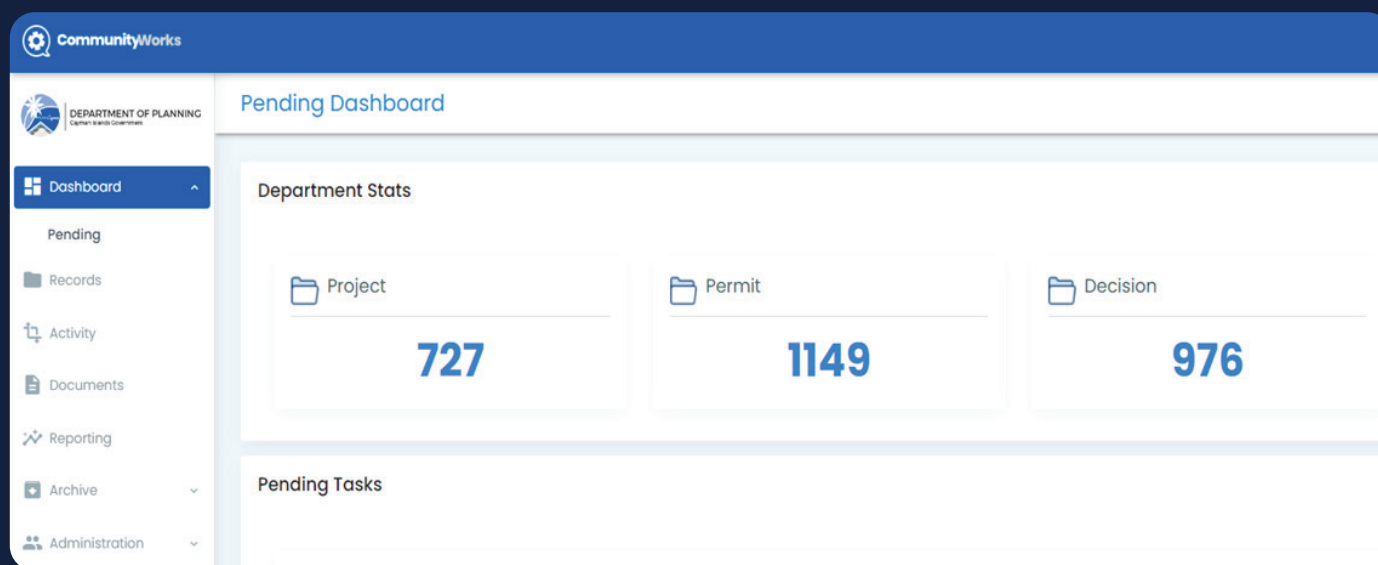
Department of Planning

CommunityWorks

During the year, the Department of Planning launched CommunityWorks, which is an additional component to the Online Planning System (OPS). The OPS allows users to apply for permits online and to track permit-related plan reviews and inspections.

CommunityWorks provides users with a better experience in terms of visual layout and web-page responsiveness and interaction.

Customers to the Planning Department now have more tools and control options to manage their projects and data. More hardware and cybersecurity features have been included as part of the upgrade to make the system more secure. As other functionalities are added over the coming months, the system will become easier to use and will incorporate more of the Department's services and functions.



Building Control

The Building Control Section experienced several challenges during 2022, however through proper planning and a dedicated staff, the section was able to overcome the hurdles.

During the first two quarters of the year, the team was able to maintain plan review and inspection exercises through remote capabilities.

The Building Control Section provided assistance in the aftermath of Tropical Storm Ian by conducting damage assessments to structures to ensure life

safety and support to the local utility companies in restoring service to customers. While the situation was not a full on emergency, it tested the Department's preparedness and response protocols, which proved to be proficient upon assessment.

The section also made great progress with its onboarding programme which significantly assisted new hires and promoted critical understanding of the Department's culture, building codes, regulations and planning legislations.

Plan Cayman – Development Plan Review

The review of the National Development Plan – PlanCayman – continued during 2022. In August of this year, the Central Planning Authority advised that the National Planning Framework (NPF) document is acceptable. The NPF document has been formally submitted to the Planning Minister for onward transmission to the Cabinet.

Compliance and Enforcement

The Compliance team received 292 complaints, which were logged in the Department of Planning's tracking system. Approximately 231 code enforcement cases were created in the online planning system, of which 156 cases were closed or are on hold. Fifty-nine code enforcement case files were submitted to the Office of Director of Public Prosecutions for rulings.

As the number of compliance breach reports increase, the Department has identified room for improvement and taken steps to expand the unit to meet demand and maintain efficiency.

Annual Statistics

The following tables summarise development activities in the Cayman Islands in 2022, as processed by the Department.



Project Approved

Projects approved provides a snapshot of development in terms of sector and value.

Sector	Count	Est. Value
Apartment	122	\$311,061,482
Commercial	44	\$75,445,471
Hotel	3	\$77,000,800
Industrial	14	\$22,986,912
Institutional	6	\$10,061,637
Other	422	\$53,286,968
Residential	308	\$177,864,420
Government	3	\$100,000
Grand Total	922	\$727,807,690

Plan Reviews and Building Permits

Building Permits are granted after an application is made and a set of plans is submitted, reviewed and deemed in compliance with the building code requirements. Recording and presenting the number of building permits granted allows for a helpful indication of what physical development is likely to occur in the near future because no construction may commence until a permit is issued.

Building Permits

Sector	Count	Est. Value
Apartment	194	\$280,165,877
Commercial	108	\$157,505,790
Government	4	\$550,000
Hotel	4	\$297,040,000
Industrial	8	\$12,045,141
Institutional	3	\$37,510,000
Other	400	\$77,525,372
Residential	328	\$147,957,560
Grand Total	1049	\$1,010,299,741

Plan Reviews

Outcome	Count
Plan Reviews	
Y	4801
N	1784
TBD	895
Grand Total	7480

Inspections

Inspections are conducted on the structural, plumbing, mechanical and electrical components of structures to determine compliance with applicable codes.

Outcome	Count
Inspections	
Disapproved	5001
Approved	7424
Grand Total	12425

Certificates of Occupancy

Certificates of Occupancy are granted when a structure is deemed suitable for human occupation and allows that structure to be connected to the power company grid.

Sector	Count	Sum of Estimated Cost
Apartment	150	\$239,831,467
Commercial	63	\$19,419,995
Industrial	5	\$3,207,896
Institutional	1	\$1,000,000
Other	16	\$1,140,500
Residential	249	\$123,469,479
Grand Total	484	\$388,069,338

Training for Customers

The Department of Planning provides training for customers on various building code related matters. The Department's website links training materials for the International Code Council, AECDaily, International Association of Electrical Inspectors and various elevator industry documentation.

During the year, the following outreach initiatives were also undertaken:

Inspire Cayman

Through the Inspire Cayman organisation, Plans Examiner Lakeisha Mason provided information to Caymanian students about the work of the Department as well as her role and responsibilities. She also enlightened them on the value of pursuing technical, vocational, education and training to qualify for career opportunities in various areas of planning.

Clifton Hunter High Career Fair

The Department has made it a point of duty to support career fairs organized by local secondary and tertiary institutions. This year, in addition to having a booth at the annual Clifton Hunter High career fair, representatives were on hand to answer questions, educate and spark the interest of the students.



Succession Planning

A key priority for the Department is building capacity for key leadership and technical roles. This is currently being achieved by clearly identifying career paths, providing opportunities, and implementing a robust succession plan to position qualified and experienced staff to compete for securing key positions within as vacancies arise over the next 2-7 years.

Over the last year, the Department's succession planning process has yielded several advancements. Staff members below competed via open recruitment and were successful in securing the following posts:

- ▶ Patricia Kelly - Clerical Officer to Plans Examiner II
- ▶ Mario Wood - Clerical Officer to Combination Inspector Trainee
- ▶ Brittney Parchman - Compliance Officer to Senior Compliance Officer
- ▶ Marco Whittaker - Planning Assistant to Planning Officer

Training and development opportunities have been provided for Plans Examiner Lakeisha Mason who is undertaking electrician training as an apprentice and Destiny Bush who has been seconded in an administrative assistant role.

The Department has accessed funding through the Emerging Talent and Second Chances Programme to hire three combination inspector trainees.

Deputy Governor's Award

Employee Erwin Schmid was awarded the Deputy Governor's award for January 2022. Mr. Schmid was recognised for his role in ensuring continuity of services following Tropical Storm Grace.

In the citation, he was applauded for delivering outstanding customer experience and perpetuating the high standards expected from all civil servants.



Giving Back to the Community

Employees of the Department of Planning made donations to local charity, Mimi's Happy Cart, at the Cayman Islands Hospital for the fourth consecutive year.

The cart is a resource that provides gifts, art supplies, games and activities for children undergoing inpatient treatment at the hospital.

Mechon and Tommy Ebanks, parents of cancer survivor Skylar May Ebanks– affectionally called Mimi– launched Mimi's Happy Cart at the hospital a few years ago, having seen similar carts during their time spent in hospitals. Mimi, now seven years old, is in remission from cancer.





Facilities Management Department

In the year under review, the Facilities Management Department continued to ensure that the Government Administration Building is safe for occupants by maintaining high air quality and a clean environment for all.

A major achievement of the Department was the installation 100 kW parking lot mounted solar array at the Government Administration Building. The hurricane-rated array which features some 276 panels is expected to be connected to the Caribbean Utilities Company (CUC) power grid and participate in the CORE programme that allows customers to connect to CUC'S distribution system and benefit from reduced energy bills.

Throughout the year, the Department completed major renovations at the Government Administration Building. This included testing of chillers and the re-insulation of walls in the generator room. Warranty works were conducted on the building's exterior finish. Eight emergency evacuation chairs as well traffic control mechanisms were also installed at the building.

Civic Centres across Districts

The Department completed a number of projects at the civic centers across Grand Cayman and continues with several upgrades which will make the buildings more accommodating for users, including those with special needs. The aim is to have all centers disabilities compliant.

Highlights of works include:

■ Constitution Hall

Installation of security cameras as well as work to make both the bathrooms and stage wheelchair accessible. Facelift includes the replacement of flooring, repairs to ceiling and bathrooms, replacement of lights and the creation of a small kitchenette.

■ South Sound Community Centre

Security cameras have been installed, roof repairs are currently taking place along window replacement, flooring, bathroom upgrades and a general facelift.

■ Gun Bay Civic Center

Facility has been equipped with new appliances, security cameras, chair and tables with LED lighting upgrade; entry door replacement, the basketball court has been resurfaced and new basketball hoops installed.

■ East End Civic Centre

Upgrades to flooring, ceiling, AC unit, stage and ducting have been completed. The installation of security cameras, EV car charging station and the painting completed. Work continues on bathroom renovations and roof repairs are planned.

■ North Side Civic Centre

Painting, flooring, ceiling and stage improvement completed; the installation of electric vehicle car charging station and security cameras.

The fencing replacement is in progress.

For the upcoming year, it is anticipated that all the civic centers will be equipped with video and audio equipment, interior upgrades, automated security lighting and security alarms.

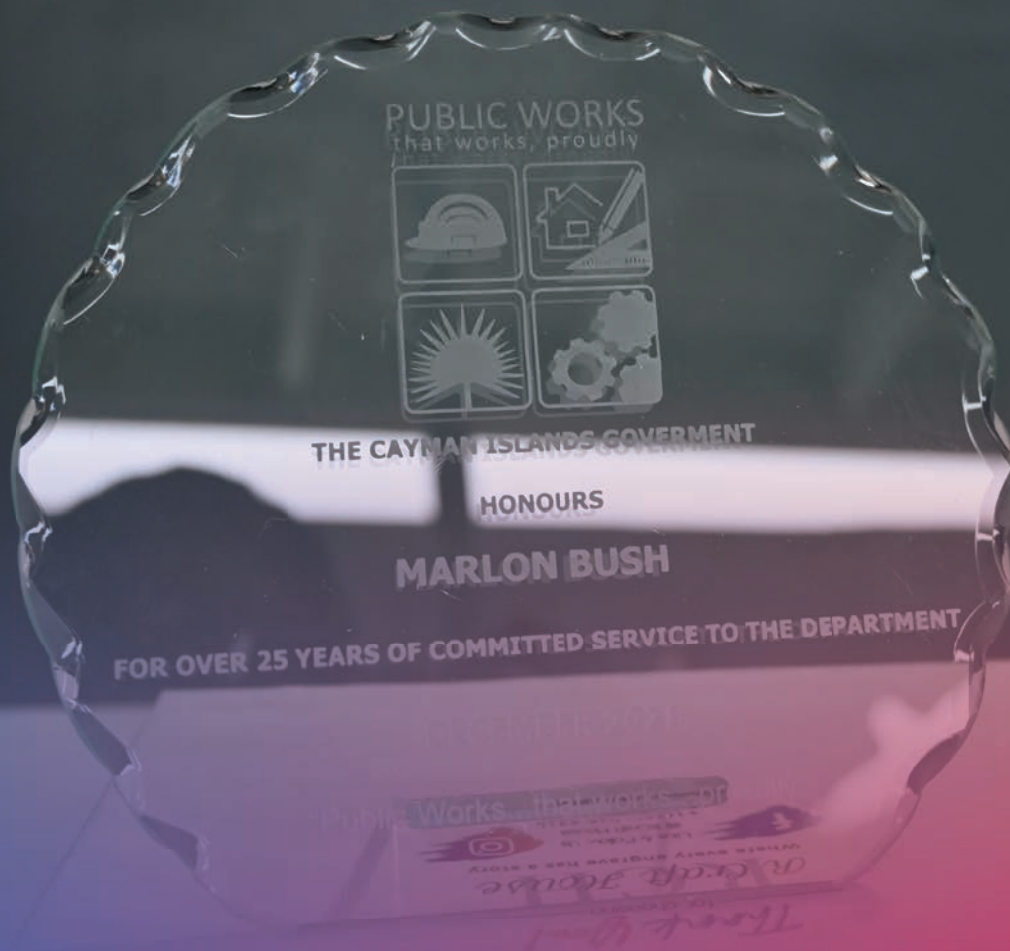


Cayman Culture at Civic Centres

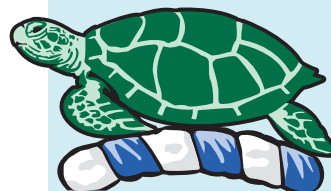
The Facilities Management Department is also working alongside the Ministry of Youth, Sports, Culture and Heritage to introduce Caymanian history and heritage at the civic centres.

This will include information, photos and visual art about Caymanian men and women who have contributed to the development of the Islands.

There is currently a committee in place working on this project that includes local artists and members of the various districts. The project is expected to get off the ground early next year with initial roll-out planned for the Gun Bay, East End and North Side Civic Centres.



Public Works Department



Capital Development Division

In 2022, the Capital Development Division at the Public Works Department successfully completed several projects throughout the year. The team completed close to 40 designs and over 15 structural assessments.

There were over 50 major and minor projects that were managed by the project management teams. Highlights of the Public Works Department's successes throughout the year and a range of upcoming projects for completion in 2023 include:

■ Phase II, Department of Vehicle and Equipment

The new garage facility, which forms the second phase of the Department's redevelopment project, consists of nineteen service bays capable of servicing the various vehicles and equipment owned by the Cayman Islands Government. The total floor space for the entire department now stands at 34,025 square feet.

■ DVDL West Bay Fit-Out

The fit out of the new 1,300 square feet Department of Vehicle and Drivers' Licensing office at the Jacques Scott Market Place in West Bay includes a larger lobby area, more seating and public restroom. The space is now more user friendly to the elderly and persons with disabilities.

■ Public Safety/Communication Tower

The projects included the design, fabrication and installation of 300 square feet lattice, three-legged tower communication tower and foundation structure to be used by the Department of Public Safety Communications in support of their mandate. The tower replaces the original tower, which is located adjacent to Northward prison.

■ Courts Project

Interior renovations were made to the first and second floors of the former Scotiabank building in George Town to transform them into the temporary Grand Court and Court of Appeal.

Other projects:

- ▶ Construction of artificial turfs at Edna Moyle, Sir John Cumber Primary and Savannah Primary Schools.
- ▶ Caribbean Haven Wastewater Treatment System
- ▶ Heroes Square Foundation Art Installation
- ▶ Design of Health Service Authority South Wing Building
- ▶ John Gray High School Math & Science Building (Sector 4)
- ▶ Air Traffic Management Surveillance System Project (Stage 1)
- ▶ Seven Mile Beach Volleyball Court Refurbishment

KEY PROJECTS FOR 2023

01

Residential Mental Health Facility

The new garage facility, which forms the second phase of the Department's redevelopment project, consists of nineteen service bays capable of servicing the various vehicles and equipment owned by the Cayman Islands Government. The total floor space for the department now stands at over 37,000 square feet.

02

Bodden Town Church of God Multipurpose Hall

The building will function as a hurricane shelter with a capacity of 441 people. The project is managed by PWD's project management section.

03

John Gray High School

Completion of general classrooms and the (Sector 2) and central hub to consist of library and ancillary areas (Sector 3).

04

George Town Fire Station

Phase 1 of the project will involve an extension of 1,883 square of the facility to accommodate new fire appliances, while Phase 2 will be works additional storage.

05

Migrant Facility

Accommodation for approximately 400 migrants.

06

PWD Office Renovations

Complete renovation and fit-out of the north wing of the Public Works Department main building. The works are necessary to facilitate the upgrade of an aging building and provide a safe place of work for staff.



122

Government buildings and
hurricane shelters

Hurricane Preparedness Exercise

The Public Works Department, with support of the National Roads Authority successfully carried out the 35th consecutive annual hurricane preparedness in early May. This involved the inspection and securing of 122 government buildings and hurricane shelters.

Approximately 167 staff members participated in the activities which took place in Grand Cayman. Their hurricane readiness activities included shuttering key government buildings and shelters, checking and starting standby generators and verifying that cistern water levels were at an acceptable level and state. Once the facilities were shuttered, inspectors also carried out detailed inspections to certify that the buildings are adequately secured.

One of the main exercise's aims is to ensure that Grand Cayman shelters and public facilities are safe and can be secured within six hours in the event of a hurricane/storm threat.

167

Staff members participated
in the activities which took
place in Grand Cayman

Apprenticeship Training Programme

The Ministry, through the Public Works Department, continues to invest in the future of young Caymanian men and women through the successful delivery of Apprenticeship Training Programme.

The Programme is run by PWD's Construction Trades Training Centre, which is accredited and licensed by the Department of Educational Services to train persons in Technical Vocational, Education and Training (TVET).

During the year, twenty-four Caymanians enrolled as Level I trainees in the Apprenticeship Training Programme. They joined twenty-six returning apprentices at Levels 2 and 3 in the areas of plumbing, air conditioning, carpentry, refrigeration, electrical installation and construction management.

A major highlight in 2022 was the launch of the inaugural skills competition among trainees. The aim of the competition was to showcase the skills of the students in the programme and create awareness about TVET in the Cayman Islands.



The trainees were awarded as follows:

Masonry

1ST
PLACE

Mykkel Levy

2ND
PLACE

Nicholas Chung

Carpentry

1ST
PLACE

Sharique Myles

2ND
PLACE

Diandra Ramirez

Plumbing

1ST
PLACE

Antwone Scott

2ND
PLACE

Roukeim Pitterson

Electrical Installation

1ST
PLACE

Demiya Ramoon

2ND
PLACE

Joshua Bent

Air Conditioning

1ST
PLACE

Johari Greenidge

2ND
PLACE

Diangelo Evans

The award for 2021 outstanding student was also presented to Kemar Parchmont.

Training and Development

During the year, the Human Resource team focused on opportunities aimed at attracting and retaining talent as well as fostering an environment that supports a motivated workforce.



A number of employees participated in various training and development opportunities including:

- ▶ Leadership and Management, ILM Level 3
- ▶ OSHA Certification
- ▶ Contract Negotiation
- ▶ Human Resource Management
- ▶ Microsoft Excel
- ▶ First Aid/AED/CPR; and
- ▶ Fire Safety

There were a several opportunities for staff progression in 2022. A few employees took on additional responsibilities or were formalized in roles that reflected the needs of the Department and their strengths. The individuals included Adora Rankin and Rachelyn Bush, who were confirmed in the position of Accounts Administrator and Accounts Office I.





Department of Vehicle and Drivers' Licensing

During the year under review, the Department of Vehicle and Drivers' Licensing (DVDL) continued focus on a change management agenda to improve service and adapt to the needs of its customers.

Opening of New West Bay Office

A major milestone in 2022 was the opening DVDL's new West Bay location at the Jacques Scott Market Place.

The office was officially opened by Minister of Planning, Agriculture, Housing and Infrastructure, Hon. Jay Ebanks, Deputy Governor Franz Manderson, DVDL's Director David Dixon along with other government officials and Members of Parliament.

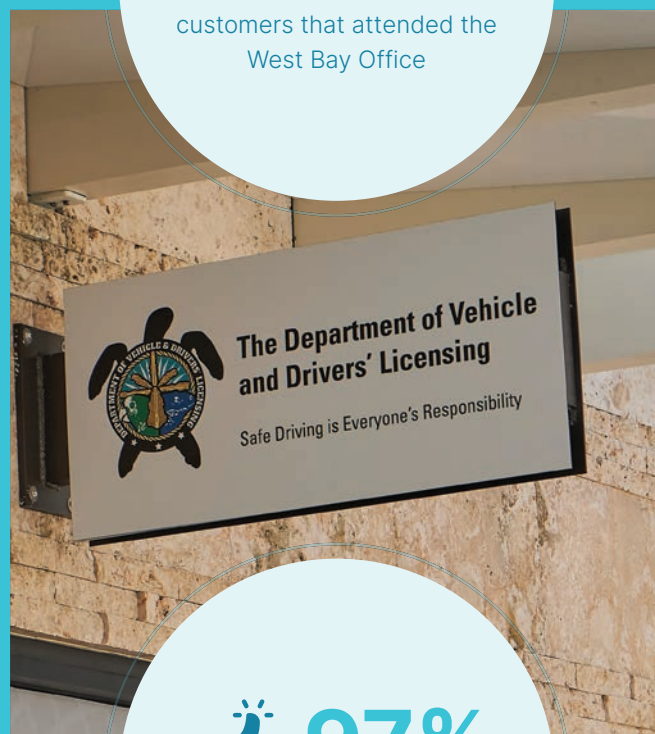
The 1,200 square feet office offers a larger lobby area, more seating, public restroom and is user friendly to the elderly and persons with disabilities. The facility is also at a location that provides ample parking.

In addition to the improvements in space capacity, the number of licensing officers at that location have been increased from two to four people.

Deputy Governor Franz Manderson congratulated the DVDL team for the positive level of transformation that has been taking place at the Department, emphasising that since the start this year, of the 14,241 customers that attended the West Bay Office, 97% of those customers stated they were very happy with the customer service provided.

14,241

customers that attended the
West Bay Office



97%

of those customers stated
they were very happy

Online Transactions

The Department has seen an increased in take up of services that are available online. The chart below provides a snapshot of the online activities over the past few years.

Vehicle License & Drivers' License Applications



For the upcoming year, the Department in collaboration with motor vehicle insurance companies plans to launch the insurance portal online renewal of vehicle licences. This will facilitate insurance companies updating their client's particulars in real time, allowing for a smoother online transaction.

In addition, there are plans to complete the online portal to include bookings for road and written tests, transfer, suspension, terminations among several other services.

Upcoming Legislative Reforms

These are a number of legislative reforms planned for 2023, including:

- ▶ Amendments to the Traffic Act and Traffic Regulations - to give effect to the designation of Cayman Islands for driving exchange with the United Kingdom and its Crown Dependencies;
- ▶ Amendment to the Traffic Regulations - to give effect to section 6 (4A) of the Traffic Act for the exchange of information with the insurance industry to enable update of client's information in real time online transactions;
- ▶ Amendment to Traffic Regulations – to introduce electronic drivers licences and electronic vehicle registrations for online vehicle registrations, including companies and car dealerships; and
- ▶ Amendment to the Traffic Control Regulations (Road Code) to facilitate recommendations to the Traffic Management Panel as it relates to roundabouts, new traffic signs, road markings and traffic lights.





Department of Vehicle and Equipment Services

A key achievement for the Department of Vehicle and Equipment Services in 2022 was the completion and opening of the Phase II of its Redevelopment Project.

The new garage facility consists of nineteen service bays capable of servicing the various vehicles and equipment owned by the Cayman Islands Government. These range from light duty to heavy duty vehicles and equipment.

It is anticipated that the new garage facility will lead to more improvements in DVES' services, including better turnaround repair times and increased working stability for large vehicles.

Phase I of the redevelopment, which opened in 2020 facilitated the integration of employees, stores and manage fleet services in the two-story administration building.

The total floor space for the department is over 37,000 square feet.

In light of the Cayman Islands Government's commitment to the National Energy Policy and the drive to reduce dependency on fossil fuels, a section of the new garage will be designated to our work with electric vehicle technology, including technician training, maintenance and repair of electric vehicles.

As it relates to the development and training of our workforce, it is anticipated that the completion of the new space will facilitate the Department's expansion of its training programme thereby providing opportunities for more young Caymanians to get hands-on experience in the automotive field.

Ministerial Projects

George Town Revitalisation Initiative

The vision of the Ministry's George Town Revitalisation Initiative (GTRI) has been to create increased activity within the central business district. Part of the changes undertaken under GTRI in 2022 to align with this vision was the rezoning of a section of Cardinall Avenue into a pedestrian-only street.

The officially re-opening of the new Cardinall Avenue took place in December this year.

The entire length of the street from Seafarers Way to Edward Street has undergone extensive upgrades from the over-ground aesthetics such street lighting, mature trees, street furniture, concrete pavers to the underground infrastructure including water mains, storm sewers and telecoms.

Working with the National Roads Authority, GTRI has also introduced two new pedestrian crossings to connect Cardinall Avenue to Seafarers Way's pocket park on the waterfront.

The Ministry of Planning, Agriculture, Housing and Infrastructure in collaboration with the Ministry of Sustainability and SALT technology has provided new, free public Wi-Fi in and around the area via a solar powered smart bench.

Plans for the next phase of the central business district enhancement project is now far advanced.





National Community Enhancement Community (NiCE) Project

The winter National Community Enhancement project, which is managed by the Public Works Department, took place from November 28 to December 16.

Over 480 Caymanians and spouses of Caymanians participated in the short term employment project and worked in districts to clear beach accesses, clean beaches and cemeteries, improve road markings, support solid waste management, and helped the elderly in their yards.

In terms of participant and district breakdown:

Females

41%

Males

59%

West Bay

28%

George Town

33%

Bodden Town

20%

East End

7%

North Side

11%

The volunteers provided support to several Government departments and public authorities including Facilities Management Department, Agricultural Society, Mosquito Research and Control Unit, National Roads Authority, Public Works Department and the Department of Environmental Health.

Throughout the project, the volunteers were upskilled on the usage of several hand held tools enabling them to clear beach access, clean and landscape beaches and cemeteries, support solid waste management and assist the elderly with the clearing of their immediate surroundings.

There are plans to extend the programme for two weeks in early 2023.



Ministry Administration

The Ministry's administration team is the engine that supports many of the activities and outcome results outlined in this annual report.

A significant portion of our work is concentrated in talent management, financial reporting, administration and management, legislative planning, research, policy development, strategic planning, governance, and ministerial servicing. We support sound policies, clear legislation, informed decision making, and the prudent management of the resources entrusted to our care.



Eric Bush
Chief Officer

Since joining the Civil Service March 1999, Mr. Bush has served in several leadership capacities including as Chief Officer for several ministries.



Leyda Nicholson-Makasare
Deputy Chief Officer

Leyda Nicholson-Makasare has been with the service for 24 years, and holds a degree of Bachelor of Science in Business Administration.



Tristan Hydes
Deputy Chief Officer

Tristan Hydes has been with the service for 23 years, and holds a Bachelor's degree in Architecture.



Andrea Fa'amoe
Deputy Chief Officer

Andrea Fa'amoe re-joined the Service 16 years ago. She has degrees in Communications and Business Administration along with a postgraduate degree in Global Leadership.



Carrol Cooper
Chief Financial Officer

Carrol Cooper is a certified accountant, with a Master's degree in Business Administration and has been with the service for 13 years.



Joanna Virtue-Markman
Chief Human Resource Officer

Joanna has her Master's Degree in Human Resources, and over 15 years of experience in the HR arena in diverse industries.

Portfolio Areas



Tristan Hydes
Deputy Chief Officer

National Roads Authority,
Department of Planning,
Department of Vehicle and
Drivers' Licences.



Leyda Nicholson-Makasare
Deputy Chief Officer

Department of Agriculture,
National Housing Development
Trust.



Andrea Fa'amoe
Deputy Chief Officer

Public Works Department,
Department of Vehicle and
Equipment Services, Special
Projects.



Human Resources

In keeping with the Deputy Governor's 5-Year Strategic Plan for a world class civil service, the Ministry's Human Resources Department employs strategies that attracts, train, develops and retain a workforce that is diverse and highly productive thus providing for business continuity through succession planning talent management and employee engagement.

Despite the continued global pandemic which has affected all facets of our lives, the Human Resources Department adapted to the needs of its employees by providing timely and relevant information, resources and support.

During the course of the year, the Human Resources Department was able to accomplish the following objectives:

Training and Development

The Ministry continued its focus on fostering an environment where training and development is necessary to ensure sustained growth within the departments which fall within its remit.

The Department championed this effort by encouraging and providing financial support and information employees to pursue training and learning opportunities. Employees have also been encouraged to research professional development opportunities that will enhance their current job role and submit their interest to the Department. Some employees have taken advantage of this and have completed courses of their choice.



Department **HR Mentions**

Department of Agriculture

Agricultural Inspectors completed online course in Plant Quarantine Practice and Principles at the University of the West Indies;

Facilities Management Department

- **Astley White** – appointed as Facilities Superintendent
- **Serena Whittaker** – from Facilities Administrator to Administrative Manager
- Senior Mechanical and Electrical Facilitator **Nikolas Bodden** attended the Johnson Controls Training Institute in Florida to pursue course in Metasys Software/ Architecture for Building Operators
- Acting Director **Craig Maitland** participated focused on newly installed Genetec platform. This was held in Mexico
- Secondment opportunities provided for four members of staff.

Employees Sarah Orett received the Chief Officer's Award for October 2022 and Serena Whittaker received special recognition for managing the COVID-19 Personal Protective Equipment throughout the Cayman Islands Government.

Public Works Department

Three new hires welcomed on board – Kennard Dazzel, Senior Project Manager; Adam McLaren, Facilities Manager and William Gonzalez, Heavy Equipment Operator.

Two staff members retired after a combined 66 years of service – Wilner Belfond and Alcot Gould.

Twelve employees are specially recognized for long service to the Department:

- **Ten years:** Pedro Williams and Orantis Rankin
- **Fifteen years:** Derome McLaughlin; Samuel Bryan, Winston Irving, Silbert Facey, Lee Mike Parchmont, Jaime Ramos, Annis McField and Vince Ramgeet.
- **Twenty years:** Bobby James and Marlon Minzett.

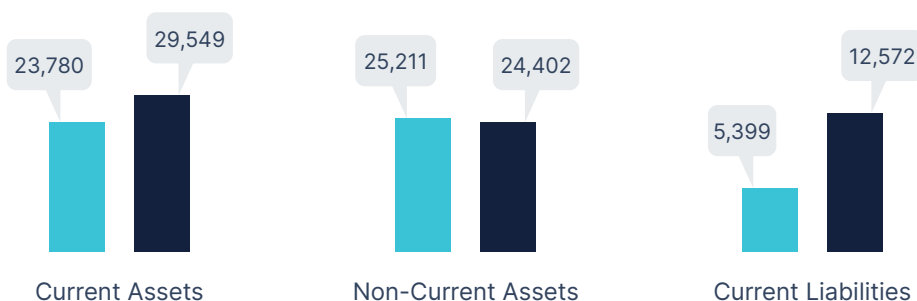


Management Discussion and Analysis of Financial Results

Operations for the fiscal year ended December 31st, 2022, resulted in a small surplus of approximately \$171 thousand. Operating revenues were \$3.5 million above the original budget, while the Ministry recorded an overage in expenditures of \$3.3 million. Total Revenues for FY2022 of \$47.5 million were almost on par to that of the previous year (2021: \$47.0 million). Outputs to Cabinet accounted for \$2.1 million of the budget overage; this was needed to cover expenditures in respect to the NICE Programme, agricultural supplies, utilities and PWD's apprenticeship programme. Total expenses for the year amounted to \$47.4 million. The \$5.2 million variance in Supplies and Consumables is largely due to the high demand for agricultural supplies as well as increased costs resulting from the issues associated with the global supply chain.

Balance Sheet Analysis

■ 2022 ■ 2021



Personnel costs (which account for 57% of our total expenditures) were \$2.0 million below budgeted expectations, due to unfilled vacant posts for which supplementary funds were received. The Department of Planning accounted for about \$1 million for specialist posts that it had been unable to fill. The 2022 fiscal year ended with cash balances of \$7.1 million. This was \$1.9 million lower than the original budget anticipated, but largely in line with the \$6.2 million closing position of the prior fiscal year. The budget variance is primarily attributed to outstanding Cabinet revenues at the end of November and December 2022, which will be received in 2023. Trade receivables as at the end of the year were \$1.6 million above the budget. However, these funds will be received in 2023. Other receivables were mainly in line with budget, and consist of \$2.9 million outstanding from Cabinet for Equity Injection (EI) in respect to the acquisition of fixed assets which were subsequently received in 2023. Approximately 96% of the closing trade receivables (\$9.6 million) were in the 1-30 days age category.

Current Liabilities 2022 vs 2021

■ 2022 ■ 2021

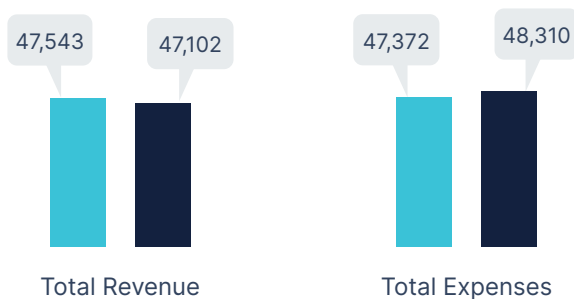


Prepayments were \$2.4 million under budget. This was mainly due to the departments of Computer Services and E-Government which were transferred out of the ministry on July 1st 2021. Compared to the previous financial year, Inventories during FY2022 increased by 26%. The balance in Inventories as at December 31st, 2022 was partly due to the Department of Vehicle and Equipment Services who held spare parts and fuel of \$774 thousand; \$832 thousand were held for license plates acquired in December 2022 (which will be printed and issued during the course of 2023); \$433 thousand were held by Facilities Management for spare parts; and the Department of Agriculture had inventory of \$430 thousand worth of agricultural supplies.

The nil balance in Term deposits represents excess working capital deposited with the Treasury Department (with no penalty for early withdrawal), which were subsequently withdrawn in 2022 in order to pay-over accumulated surplus to the Ministry of Finance. Closing liabilities were 63% below budgeted levels and 57% lower than the closing position of 2021. The fiscal year closed with approximately \$3.3 million in Trade & Other Payables, while Unearned revenue at the end of the year totaled \$0.8 million. This largely comprised of deposits being held by the Public Works Department for works being done for other government agencies and the Department of Planning in respect to planning fees.

P&L Analysis 2022 VS 2021

■ 2022 ■ 2021



The Ministry recorded closing net assets of \$43.6 million at the end of 2022. This was \$7.6 million over the original budget, and \$2.2 million above the prior year's closing position. The Ministry accrues a significant portion of its annual revenue from the Cabinet, and is not allowed to budget for a surplus from the delivery of those services. Overall, the Ministry was successful in the management of its finances, resulting in a small net surplus position of \$171 thousand. Factors outside of its control, such as the high demand for agricultural supplies as well as increased costs resulting from the issues associated with the global supply chain, were slightly offset by increases in revenues primarily needed to cover the NICE Programme, which was largely reimbursed by the Cabinet during the fiscal period.

2022 Expenses

■ 2022 ■ 2021

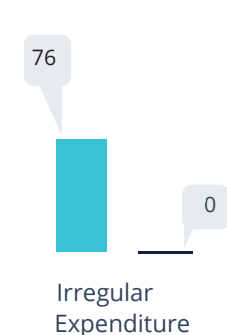
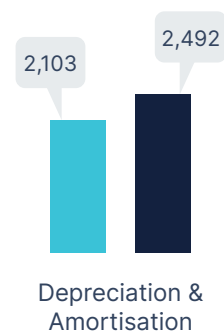
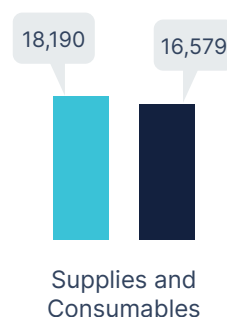
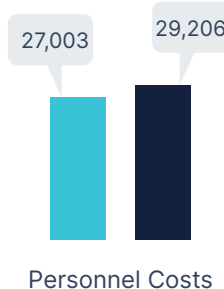
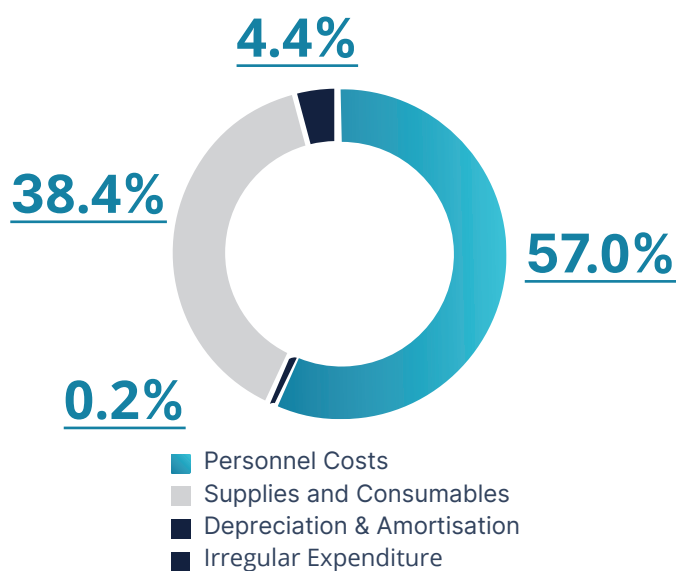




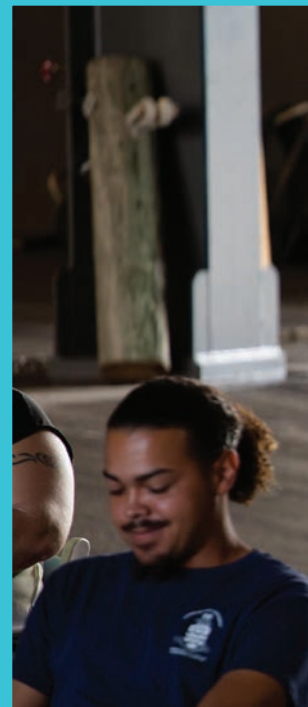
Photo Gallery







Photo Gallery







FINANCIAL STATEMENTS





GOVERNMENT OF THE CAYMAN ISLANDS

**MINISTRY OF PLANNING, AGRICULTURE, HOUSING &
INFRASTRUCTURE**

FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 DECEMBER 2022

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Financial Statements for the year ended 31 December 2022

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MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the Ministry of Planning, Agriculture, Housing and Infrastructure (the "Ministry") 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 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 Act, and properly record the financial transactions of the Ministry.

As Chief Officer and Chief Financial Officer we are responsible for the preparation of the Ministry's financial statements, representation and judgements made in these statements.

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

- (a) Completely and reliably reflect the financial transactions of the Ministry for the financial year ended 31 December 2022;
- (b) Fairly reflect the financial position as at 31 December 2022 and performance for the financial year ended 31 December 2022;
- (c) Comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. Where guidance is not available, the financial statements comply with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board.

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



Eric Bush
Chief Officer
Date: 9 November 2023



Carrol A. Cooper
Chief Financial Officer
Date: 9/11/2023

AUDITOR GENERAL'S REPORT

To the Members of Parliament and the Chief Officer of the Ministry of Planning, Agriculture, Housing & Infrastructure

Opinion

I have audited the financial statements of the Ministry of Planning, Agriculture, Housing & Infrastructure (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 assets/ equity and cash flow statement for the year ended 31 December 2022, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 9 to 41.

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 IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

I draw attention to Note 16b to the financial statements which describes the irregular expenditures of \$76 thousand incurred by the Ministry during the year ended 31 December 2022 which have been disclosed separately within the Statement of Financial Performance.

As outlined in notes 24 and 25 of the financial statements, the Cabinet authorized several supplementary appropriations for the Ministry under section 11(5) of the Public Management and Finance Act (PMFA) in 2022. The net impact of these was an increase of \$3.94 million in the Ministry's budget. The Cabinet also approved an additional equity injection of \$3.25 million for the Ministry under the same section of the PMFA. Additionally, the Cabinet authorized supplementary funding of \$1.045 million for the Ministry for exceptional circumstances in accordance with section 12(1) of the PMFA.

A supplementary appropriations bill for the funding was not introduced in Parliament by 31 March 2023 as required by section 11(6) and section 12(3) of the PMFA.

My opinion is not modified in respect of these matters.

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

Management is responsible for the preparation 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.

AUDITOR GENERAL'S REPORT (continued)

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.



Sue Winspear, CPFA
Auditor General

9 November 2023
Cayman Islands

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Statement of Financial Position

As at 31 December 2022

Actual 2021 Restated (\$'000)		Note	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Current Assets					
6,192	Cash and cash equivalents	3	7,063	8,918	8,918	1,855
5,223	Marketable securities and deposits	3b	-	5,233	5,233	5,233
8,537	Trade receivables	4	9,640	8,017	8,017	(1,623)
7,240	Other receivables	4	4,460	4,774	4,774	314
2,056	Inventories	5	2,435	2,358	2,358	(77)
301	Prepayments	5b	182	2,542	2,542	2,360
29,549	Total Current Assets		23,780	31,842	31,842	8,062
	Non-Current Assets					
157	Intangible assets	7	38	748	748	710
24,245	Property, plant and equipment	6	25,173	18,048	21,303	(7,125)
24,402	Total Non-Current Assets		25,211	18,796	22,051	(6,415)
53,951	Total Assets		48,991	50,638	53,894	1,647
	Current Liabilities					
679	Trade payables	8	448	410	410	(38)
2,936	Other payables and accruals	8	2,837	3,144	3,144	307
981	Unearned revenue	9	815	909	909	94
518	Employee entitlements	10	534	662	662	128
7,458	Repayment of surplus	11	765	9,499	9,499	8,735
12,572	Total Current Liabilities		5,399	14,624	14,624	9,226
12,572	Total Liabilities		5,399	14,624	14,624	9,226
41,380	Net Assets		43,592	36,014	39,268	(7,579)
	NET ASSETS/EQUITY					
31,491	Contributed capital		34,297	26,214	29,469	(8,083)
9,295	Revaluation reserve		9,295	10,129	10,129	834
594	Accumulated surpluses/(deficits)		-	(330)	(330)	(330)
41,380	Total Net Assets/Equity		43,592	36,013	39,268	(7,579)

The accounting policies and notes on pages 9-41 form an integral part of these financial statements.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Statement of Financial Performance

For the year ended 31 December 2022

Actual 2021 Restated (\$'000)		Note	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Revenue					
47,094	Sale of goods and services	13	47,520	43,993	47,339	(3,527)
8	Investment revenue	13b	22	-	-	(22)
-	Other revenue		1	-	-	(1)
47,102	Total Revenue		47,543	43,993	47,339	(3,550)
	Expenses					
29,206	Personnel costs	14	27,003	28,967	29,183	1,964
16,579	Supplies and consumables	15	18,190	13,017	15,501	(5,173)
2,492	Depreciation and amortisation	6&7	2,103	2,007	2,007	(96)
33	Other gains and losses	16	-	2	2	2
-	Irregular expenditure	16b	76	-	-	(76)
48,310	Total Expenses		47,372	43,993	47,339	(3,379)
(1,208)	Surplus / (Deficit) for the year		171	-	-	(171)

The accounting policies and notes on pages 9-41 form an integral part of these financial statements.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Statement of Changes in Net Asset/Equity

For the year ended 31 DECEMBER 2022

	Contributed Capital (\$'000)	Revaluation Reserve (\$'000)	Accumulated Surplus/ (deficits) (\$'000)	Total (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
Balance at 31 December 2020 brought forward	26,789	6,207	-	32,997	-	-	(32,997)
Prior Year Adjustments							
Prior Year Adjustments	-	-	(376)	(376)	-	-	376
Restated balance 31 December 2020	26,789	6,207	(376)	32,621	-	-	(32,621)
Changes in net worth for 2021							
Gain/(loss) on property revaluation		3,088	-	3,088	-	-	(3,088)
Transfer of departments	(1,827)	-	-	(1,827)	-	-	1,827
Equity Investment from Cabinet	6,528	-	-	6,528	9,390	9,390	2,862
Surplus payable to Cabinet	-	-	2,178	2,178	-	-	(2,178)
Net revenue / expenses recognised directly in net worth	4,701	3,088	2,178	9,967	9,390	9,390	(577)
Surplus/(deficit) for the year ended December 2021 (Restated)			(1,208)	(1,208)	-	-	1,208
Total recognised revenues and expenses for the year	4,701	3,088	970	8,759	9,390	9,390	631
Balance at 31 December 2021 carried forward	31,491	9,295	594	41,380	9,390	9,390	(31,990)
Balance at 31 December 2021 brought forward	31,491	9,295	-	41,380	9,390	9,390	(31,990)
Prior Year Adjustments							
Restated balance 31 December 2021	31,491	9,295	594	41,380	9,390	9,390	(31,990)
Changes in net worth for year ended December 2022							
Transfer of departments	(72)	-	-	(72)	-	-	72
Equity Investment from Cabinet	2,879	-	-	2,879	-	-	(2,879)
Surplus payable to Cabinet	-	-	(765)	(765)	-	-	765
Net revenue / expenses recognised directly in net worth	2,807	-	(765)	2,042	-	-	(2,042)
Surplus/(deficit) for the year ended December 2022			171	171	-	-	(171)
Total recognised revenues and expenses for the year	2,807	-	(594)	2,213	-	-	(2,213)
Balance at 31 December 2022 carried forward	34,297	9,295	-	43,592	9,390	9,390	(34,202)

The accounting policies and notes on pages 9-41 form an integral part of these financial statements.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Cash Flow Statement

For the year ended 31 DECEMBER 2022

Actual 2021 Restated (\$'000)			Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	CASH FLOWS FROM OPERATING ACTIVITIES					
	<i>Receipts</i>					
48,614	Outputs to Cabinet		35,568	35,362	35,362	(206)
3,019	Outputs to other government agencies		3,717	1,608	1,608	(2,109)
4,678	Sale of goods and services - third party		6,532	6,988	6,988	456
9	Interest received		24	-	-	(24)
1	Other receipts		-	35	35	35
	<i>Payments</i>					
(29,533)	Personnel costs		(27,399)	(28,967)	(28,967)	(1,568)
(20,984)	Supplies and consumables		(19,095)	(13,017)	(13,017)	6,078
-	Other payments		-	(2)	(2)	(2)
5,804	Net cash flows generated from operating activities		(653)	2,007	2,007	2,660
	CASH FLOWS FROM INVESTING ACTIVITIES					
(5,437)	Purchase of property, plant and equipment		(2,771)	4,088	4,088	6,859
(5,437)	Net cash flows used in investing activities		(2,771)	4,088	4,088	6,859
	CASH FLOWS FROM FINANCING ACTIVITIES					
450	Equity Investment from Org 40		6,529	(4,088)	(4,088)	(10,617)
-	Repayment of surplus		(7,458)	-	-	7,458
450	Net cash flows used in financing activities		(929)	(4,088)	(4,088)	(3,159)
817	Net increase/(decrease) in cash and cash equivalents		(4,352)	2,007	2,007	6,359
10,598	Cash and cash equivalents at beginning of period		11,415	12,143	12,143	728
11,415	Cash and cash equivalents at end of year	3 & 3b	7,063	14,150	14,150	7,087

The accounting policies and notes on pages 9-41 form an integral part of these financial statements.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 1: Description and Principal Activities

The Ministry of Planning, Agriculture, Housing & Infrastructure (the “Ministry”) is a Government owned entity as defined by the *Public Management and Finance Act (2020 Revision)* and it is domiciled in the Cayman Islands.

The Ministry funds, develops and monitors the implementation of policy, legislation and services in the areas of planning, agriculture, housing, infrastructure and management of crown estates and public buildings.

Following the General Elections in April 2021, the Ministry was restructured effective 1 July 2021, now Ministry of Planning, Agriculture, Housing and Infrastructure and comprises the following departments: Ministry Administration, Agriculture, Planning, Vehicle and Drivers’ Licensing, Public Works, Vehicle and Equipment Services, and Facilities Management.

Note 2: 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.

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 2: Significant Accounting Policies (continued)

(a) Basis of Preparation

The financial statements are presented in Cayman Islands dollars and are prepared on the accrual basis of accounting, unless otherwise stated. The measurement basis applied to these financial statements is the historical cost basis (Buildings are stated at fair value). All numbers in these financial statements are rounded to the nearest thousand.

Reporting Period

The reporting period is the year ended 31 December 2022.

New and revised accounting standards issued that are not yet effective for the financial year beginning 1 January 2022 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 December 2018 and shall be applied for financial statements covering periods beginning on or after 1 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, Leases was issued in January 2022 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. Inter alia, IPSAS 43 requires lessees to measure and account for the right-of-use asset and the lease liability; exemptions apply to short-term leases what will continue to be accounted for in the same manner that operating leases are accounted for under IPSAS 13. It is anticipated that IPSAS 43 will not have a significant impact on the Ministry's financial statements, but this 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 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. IPSAS 44 provides guidance on how to account for non-current assets when they are made available for sale on commercial terms; no such guidance existed prior to IPSAS 44. It is anticipated that IPSAS 44 will not have a significant impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 2: Significant Accounting Policies (continued)

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.

The financial statements show comparison of actual amounts with amounts in the original and final budget. Explanations of material differences between original budget and actual amounts are provided as required by IPSAS 24.

(b) Budget Amounts

The original budget amounts for the financial year ended 31 December 2022 are as presented in the 2022 Budget Statement and were approved by Parliament in November 2021. The budget was prepared based on the accrual accounting concept and the going concern basis.

(c) Judgments and Estimates

The preparation of financial statements in conformity with IPSAS requires judgments, estimates, and assumptions affecting the application of policies and reported amounts of assets and liabilities, revenues 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.

Changes in Accounting Estimates

IPSAS 3 requires disclosure of any changes in accounting estimates and the nature, amount and the financial effect on present, past and/or future period. There were no changes in accounting estimates.

(d) Revenue

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

Cabinet revenue is recognized at the monthly cost to produce the outputs agreed in the Annual Budget Statement for 2022. Other revenues are recognized at the fair value of services provided.

(e) Expenses

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements For the year ended 31 December 2022

Note 2: Significant Accounting Policies (continued)

(f) Operating Leases

Operating lease payments are recognized 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 recognized as expenses on a straight-line basis over the lease term. Lease incentives received are recognized evenly over the term of the lease as a reduction in rental expense.

(g) 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 of acquisition.

(h) Prepayments

The portion of recognized expenditure paid in advance of receiving services has been recognized as a prepayment.

(i) 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 and net realizable value using a weighted average basis. 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 held for distribution 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 realizable value using a weighted average basis. Costs are assigned to inventories using first-in first-out (FIFO) as appropriate.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 2: Significant Accounting Policies (continued)

(j) Property, Plant and Equipment

Property, plant and equipment, are stated at historical cost less accumulated depreciation except for buildings which are stated at revalued amounts less accumulated depreciation. Items of property, plant and equipment are initially recorded at cost. Where an asset is acquired for nil or nominal consideration, the asset is recognized 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.

In accordance with IPSAS 17, when buildings are revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset.

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.

<u>Asset Type</u>	<u>Estimated Useful life</u>
• Buildings	40 – 60 years
• Building fit-out (when accounted for separately)	5 – 25 years
• Motor vehicles	4 – 12 years
• Furniture and fittings	3 – 20 years
• Computer equipment and software	3 – 10 years
• Office equipment	3 – 20 years
• Other plant and equipment	5 – 25 years
• Other assets	3 – 25 years

Impairment

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the period end. Assets that are subject to amortization are reviewed for impairment whenever events of changes in circumstances indicate that the carrying amount may not be recoverable. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amounts. The recoverable amount is the higher of the asset's fair value less costs to sell and its value for use in service.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 2: Significant Accounting Policies (continued)

Assets under construction or development

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.

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 during the year are included in the Statement of Financial Performance.

Intangible Assets

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

If an intangible asset has a finite life, it is amortized over its useful life, which ranges from 4 to 10 years for software.

Intangible assets with a finite useful life are evaluated for impairment when there is an indication that the asset may be impaired. Any gains or losses resulting from the derecognition of an intangible asset are recognized in the surplus or deficit when the asset is derecognized, which is measured as the difference between the net disposal proceeds and the carrying amount of the asset.

In contrast, an intangible asset with an indefinite useful life is not amortized and 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.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 2: Significant Accounting Policies (continued)

Financial Instruments (continued)

Recognition

The Ministry recognizes 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 recognized in the Statement 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 amortized cost, being the amount at which the liability was initially recognized less any payment plus any accrued interest of the difference between that initial amount and the maturity amount.

De-recognition

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

(k) 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 realized.

(l) 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 recognized in the Statement of Financial Performance.

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

- Foreign currency monetary items are 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.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 2: Significant Accounting Policies (continued)

(m) Employee Entitlements

Employee entitlements to salaries and wages, annual leave, long service leave, retiring leave and other similar benefits are recognized 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 the 1 January 2000, the Board operated a defined benefit scheme. With effect from the 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 recognized 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.

(n) Financial Instruments

The Ministry is party to financial instruments as part of its normal operations. These financial instruments include cash and cash equivalents, trade and accounts receivables and trade and accounts payable, all of which are recognized 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 recognized 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, term deposits and trade receivable.

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 unfavorable. Financial liabilities comprise of accounts payable, accrued expenses and repayment of surplus.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 2: Significant Accounting Policies (continued)

(o) 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 accommodation in the central government building and human resources management by the Portfolio of the Civil Service. 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 an item of property, plant and equipment, such service in-kind is recognized in the cost of property, plant and equipment.

(p) Accounts Payable and Accrued Liabilities

Accounts payable are financial liabilities for goods or services that have been received by the Ministry and invoiced but for which payment have not yet been made.

Accrued liabilities are financial liabilities for goods or services that have been received by the Ministry and which have neither been paid for nor invoiced to the Ministry.

Accounts payable and accrued liabilities are recognised at cost as the effect of discounting is considered immaterial.

(q) Unearned Revenue

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 3: Cash and Cash Equivalents

The Ministry's cash and cash equivalents as at the end of the twelve months was 21% (or \$1.9m) below the budget. This was mainly due to outstanding Cabinet revenues for November and December 2022, which have been received in 2023.

Actual 2021 (\$'000)	Description	Foreign Currency	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
9	Cash on hand (IRIS Confirmation Account/Petty Cash)		10	10	10	(0)
138	Cash in transit (IRIS Remittance Account)		100	70	70	(30)
4,210	CI\$ Operational Current Account held at Royal Bank of Canada		4,258	6,841	6,841	2,583
776	US\$ Operational Current Account held at Royal Bank of Canada	345	289	396	396	107
1,058	Payroll Current Account held at Royal Bank of Canada		2,406	1,601	1,601	(805)
6,192	TOTAL		7,063	8,918	8,918	1,855

Note 3b: Term deposits

Actual 2021 (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
5,048	Internal Treasury Deposits	5,223	5,233	5,233	10
131	Interest Income	24	-	-	(24)
	Closure	(5,247)			5,247
5,223	TOTAL	-	5,233	5,233	5,233

The deposit represents excess working capital deposited with the Treasury Department with no penalty for early withdrawal. However, the funds were withdrawn in 2022 in order to pay-over accumulated surplus to the Ministry of Finance.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 4: Trade and Other Receivables

Actual 2021 Restated (\$'000)	Trade Receivables	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
2,809	Trade receivables	2,200	1,914	1,914	(286)
6,908	Outputs to Cabinet	8,782	7,647	7,647	(1,135)
(1,180)	Less: provision for doubtful debts	(1,342)	(1,544)	(1,544)	(202)
8,537	Total trade receivables	9,640	8,017	8,017	(1,623)

Actual 2021 Restated (\$'000)		Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Current				
8,118	Past due 1-30 days	8,120	7,817	7,817	(303)
28	Past due 31-60 days	25	-	-	(25)
88	Past due 61-90 days	38	-	-	(38)
303	Past due 90 and above	1,457	200	200	(1,257)
8,537	Total	9,640	8,017	8,017	(1,623)

Trade receivables

Trade receivables as at the end of the year were \$1.6 million above the budget. However, Cabinet revenue represented 70% of this variance. These funds have been received in 2023.

In accordance with the Financial Regulations, bad debts are written-off once confirmed and adequate provision made for the doubtful debts. Full provision is made for debts outstanding for more than one year. Where a bad debt is recovered, the write-off is to be reversed.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 4: Trade and Other Receivables (continued)

Other receivables

Actual 2021 Restated (\$'000)	Other Receivables	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
11	Advances (salary, Official Travel, etc.)	12	9	9	(3)
16	Dishonoured cheques	9	19	19	10
(12)	Interest receivable	(13)	0	0	13
42	Inter-entity Due from	42	2,508	2,508	2,466
7,895	Other	5,069	2,238	2,238	(2,831)
7,951	Sub-total	5,119	4,774	4,774	(345)
(711)	Less: provision for doubtful debts	(659)	-	-	659
7,240	Total other receivables	4,460	4,774	4,774	314

Other receivables of \$5.1 million includes \$2.9 million outstanding from Cabinet for Equity Injection (EI) in respect to the acquisition of fixed assets which was received in 2023. In addition, it includes \$500 thousand for DCI which is recoverable from the Exec Org, and \$675 thousand in receivables for the Department of Agriculture.

See note above in respect to provision for doubtful debts.

Actual 2021 Restated (\$'000)		Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Current				
271	Past due 1-30 days	424	4,774	4,774	4,350
6,528	Past due 31-60 days	2,879	-	-	(2,879)
2	Past due 61-90 days	2	-	-	(2)
439	Past due 90 and above	1,155	-	-	(1,155)
7,240	Total	4,460	4,774	4,774	314

Changes in the provision of doubtful debts:

Actual 2021 Restated (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
(1,886)	Balance at 1 January	(1,892)	(1,544)	(1,544)	348
(6)	Increase in provisions made during the year	(109)	-	-	109
(1,892)	Balance at 31 December	(2,001)	(1,544)	(1,544)	457

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 5: Inventories

Actual 2021 (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
2,056	Inventory held for sale and use in the provision of goods and services	2,435	2,358	2,358	(77)
2,056	Total	2,435	2,358	2,358	(77)

Inventories have increased over the previous financial year by 18%. This is partly due to the Department of Agriculture which had inventory of agricultural supplies of \$392 thousand. The balance at the end of the year included \$433 thousand in spare parts held by Facilities Management, and \$832 thousand for licence plates acquired in December 2022. These plates will be printed and issued during the course of 2023. Further, the Department of Vehicle and Equipment Services held spare parts and fuel of \$734 thousand.

Note 5b: Prepayments

Actual 2021 Restated (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
301	Accrued Prepayments	182	2,542	2,542	2,360
301	Total	182	2,542	2,542	2,360

Prepayments as at the end of 2022 was \$182 thousand, resulting in a significant budget variance of \$2.4 million. The initial budget was based on the levels of prepayments previously held by the departments of Computer Services and E-Government which were transferred out of the Ministry on 1 July 2021.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 6: Property, Plant & Equipment

Cost	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total	Original Budget 2021	Variance
Balance as at 1 January 2021	1,204	12,966	334	7,198	514	2,026	3,482	1	618	28,342	31,238	2,896
Additions	21	21	-	287	157	3	1,507	-	5,076	7,072	3,681	(3,391)
Revaluation	-	12,985	-	-	-	-	-	-	-	12,985	-	(12,985)
Adjustment	-	(12,842)	-	-	(1)	-	-	-	-	(12,843)	-	12,843
Transfer out	(4)	(38)	(67)	(6,382)	(36)	(1,842)	(192)	-	-	(8,560)	-	8,560
Transfer in	643	4,705	44	-	-	-	-	21	13	5,426	-	(5,426)
Balance as at 31 December 2021	1,864	17,797	311	1,103	634	187	4,797	22	5,707	32,421	34,919	2,498

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total	Original Budget 2022	Variance
Balance as at 1 January 2022	1,864	17,797	311	1,103	634	187	4,797	22	5,707	32,421	29,508	(2,913)
Additions to WIP/Assets under Construction	147	354	63	40	46	-	186	-	2,126	2,963	3,588	625
Disposals and Derecognition	-	-	(39)	-	-	-	-	-	-	(39)	-	39
Adjustment	-	-	-	-	-	-	-	-	(49)	(49)	-	49
Other asset transfers	21	1	-	15	-	-	585	-	(640)	(18)	-	18
Transfers relating to construction in progress	111	6,505	-	-	-	-	-	-	(6,616)	-	-	-
Transfers (inter-ministry)	-	-	-	5	-	-	-	-	-	5	-	(5)
Balance as at 31 December 2022	2,143	24,657	335	1,163	680	187	5,568	22	528	35,283	33,096	(2,187)

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 6: Property, Plant & Equipment (cont'd)

Accumulated Depreciation and impairment losses	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total	Original Budget 2021	Variance
Balance as at 1 January 2021	528	2,970	199	5,819	334	991	2,833	-	-	13,675	14,095	420
Transfer in	288	179	10	58	117	3	1,218	20	-	1,893	-	(1,893)
Transfer out	(1)	(13)	(11)	(3,787)	(21)	(839)	(150)	-	-	(4,823)	-	4,823
Adjustment re revaluation	-	(3,058)	-	-	-	-	-	-	-	(3,058)	-	3,058
Depreciation Expense	120	1,186	14	547	60	31	261	-	-	2,219	2,245	26
Eliminate on Disposal or Derecognition	-	-	-	(1,731)	-	-	-	-	-	(1,731)	-	1,731
Balance as at 31 December 2021	934	1,264	212	906	490	187	4,162	20	-	8,175	16,340	8,165

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total	Original Budget 2022	Variance
Balance as at 1 January 2022	934	1,264	212	906	490	187	4,162	20	-	8,175	13,168	4,993
Depreciation Expense	149	1,353	15	119	57	-	277	-	-	1,970	1,880	(90)
Transfer in	-	-	-	3	-	-	-	-	-	3	-	(3)
Eliminate on Disposal or Derecognition	-	-	(38)	-	-	-	-	-	-	(38)	-	38
Balance as at 31 December 2022	1,083	2,617	189	1,028	547	187	4,439	20	-	10,110	15,048	4,938

Net Book value 31 December 2021	929	16,534	99	197	143	-	635	2	5,707	24,246	18,579	(5,667)
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Net Book value 31 December 2022	1,061	22,042	146	135	133	-	1,128	1	527	25,173	18,048	(7,125)
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MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 6: Property, Plant & Equipment (continued)

Valuation methods

The valuations of the Ministry's buildings have been prepared in accordance with IPSAS, Royal Institute of Chartered Surveyors (RICS) Red Book, 2021 Valuation Standards references with the International Valuation Standards, and the guidance notes provided by the RICS. Particular regard should be paid to the following definitions and methodology having been adopted in the assessment of value:

- Fair Value (Market Value) defined in accordance with IFRS 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."
- Fair Value (Existing Use Value) extends the definition of Fair Value (Market Value) in "assuming that the buyer is granted vacant possession of all parts of the property required by the business and disregarding potential alternative uses and any other characteristics of the property that would cause its market value to differ from that needed to replace the remaining service potential at least cost."
- Specialized Assets: Specialized assets are those for which no market exists for the current use. Specialized assets are valued using the Depreciated Replacement Cost method (DRC 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."

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 6: Property, Plant & Equipment (continued)

Valuation assumptions

Plant and machinery have only been included in the valuation of building assets where these form an integral part of the fabric of the building (e.g. lifts or air conditioning equipment) or where it perform 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 unit building cost.

It is assumed that all properties have the required planning consents and certificates for use and construction. Where Fair Value (or land value in a DRC valuation) relies on obtaining an alternative planning consent the alternative use has been derived from consideration of prevailing land uses in the immediate area and Local Planning Policies and practice.

Where an asset has been valued by Depreciated Replacement Cost (DRC) it is subject to the prospect and viability of the asset continuing to be used for the existing use.

These valuations do not take into account any form of selling or purchase costs, tax (including Stamp Duty), inflation or finance costs. In Cayman, there is no tax on property except for Stamp Duty which is ordinarily required to be paid by a purchaser.

Valuations of each 'specialized building' state their total asset value and the (depreciated) value of the respective building. Those with a depreciated building value greater than \$0.5 million also state figures for their 'component' parts. Buildings valued by the investment or comparison methods of valuation also state figures for their respective land values. These do not compute to reflect actual building values but indicate the inherent value attributing to the land only.

Where applicable, the remaining economic life of the building / building components has been indicated. This is the period during which the building element is anticipated to have a future useful economic life for its existing purpose.

In preparing the valuations, information has been obtained from the following sources:

- Cayman Islands Government 2001 Asset Register.
- Cayman Islands Government Land Registry Database.
- Caymanlandinfo System (Mapping, aerial photography, evidence of comparable sales and lettings).
- Copies of and extracts from leases.
- Architect scaled floor plans.
- Ministries and users / occupiers of operational property assets.

Land areas (where stated) are provided for guidance only and are quoted from the Land Registers or otherwise from Caymanlandinfo database. Any building floor areas supplied have been obtained from one of the following sources:

- Measurements taken on site.
- Measurements extracted from Cayman Islands Government property records.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 7: Intangible Assets

Intangible Assets: cost	Computer Software	Total	Original Budget 2022	Final Budget 2022	Variance (Orig. vs Actual)
Balance as at 1 January 2021	7,046	7,046	7,045	7,045	-
Additions	12	12	202	202	190
Transfer in	4	4	-	-	(4)
Transfer out	(6,006)	(6,006)	(6,003)	(6,003)	3
Balance as at 31 December 2021	1,055	1,055	1,243	1,243	189
	Computer Software	Total	Original Budget 2022	Final Budget 2022	Variance (Orig. vs Actual)
Balance as at 1 January 2022	1,055	1,055	1,243	1,243	189
Additions	14	14	500	500	486
Balance as at 31 December 2022	1,069	1,069	1,743	1,743	675

Accumulated Depreciation and impairment losses	Computer Software	Total	Original Budget 2022	Final Budget 2022	Variance (Orig. vs Actual)
Balance as at 1 January 2021	5,766	5,766	5,766	5,766	-
Adjustment	2	2	-	-	(2)
Transfers	(5,256)	(5,256)	(5,059)	(5,059)	197
Amortisation Expense	384	384	161	161	(223)
Balance as at 31 December 2021	897	897	868	868	(29)
	Computer Software	Total	Original Budget 2022	Final Budget 2022	Variance (Orig. vs Actual)
Balance as at 1 January 2022	897	897	868	868	(29)
Transfer in	2	2	-	-	(2)
Amortisation Expense	134	134	128	128	(6)
Balance as at 31 December 2022	1,033	1,033	995	995	(37)
Net Book value 31 December 2021	157	157	375	375	218
Net Book value 31 December 2022	38	38	748	48	710

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 8: Trade Payables, Other Payables & Accruals

Actual 2021 Restated (\$'000)		Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
558	Creditors	398	410	410	12
121	Creditors Ministries/Portfolios	50	-	-	(50)
8	Payroll Deductions	10	18	18	8
2,426	Accrued Expenses	2,326	2,190	2,190	(136)
56	Inter-entity due to	56	515	515	459
445	Other payables	444	421	421	(23)
3,614	Total trade payables other payables and accruals	3,284	3,554	3,554	269

Trade and other payables are non-interest bearing and are normally settled on 30-day terms.

Both trade creditors and accrued expenses as at 31 December 2022 exceeded the budgeted amounts due to activities late in the financial year. Other payables of \$444 thousand represents value of stale dated cheques.

Note 9: Unearned Revenues

Actual 2021 Restated (\$'000)	Details	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
-	Revenue deposits	-	4	4	4
981	Planning deposits	815	905	909	90
981	Total unearned revenue	815	909	909	94

Unearned revenue at the end of the year totalled \$815 thousand. This represents deposits held by the Department of Planning in respect to planning fees.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 10: Employee Entitlements

Actual 2021 Restated (\$'000)		Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
9	Comp time	9	3	3	(6)
489	Annual leave accrual	489	685	685	196
20	Pension	36	(26)	(26)	(62)
518	Total current portion	534	662	662	128
518	Total employee entitlements	534	662	662	128

Annual leave entitlements are calculated on current salary, pay scale, and years of service in accordance with the *Public Service Management Act (2020 Revision)* and the accompanying Regulations.

Note 11: Surplus Payable

Accumulated surplus of \$7.5 million as at 31 December 2021 was paid over to the Ministry of Finance in 2022, in accordance with section 39(3)(f), *Public Management and Finance Act (2020 Revision)*. The current balance of \$765 thousand included prior-year adjustments of \$594 thousand.

Note 12: Revenue from Non-Exchange Transactions

During the twelve months ended 31 December 2022, the Ministry received services in-kind in the form of accommodation in the central government building and human resources management by the Portfolio of the Civil Service. The fair value of these services cannot be determined and therefore no expense has been recognised in these financial statements for the twelve months ended 31 December 2022 (2021: \$nil).

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 13: Sales of Goods & Services

Actual 2021 Restated (\$'000)	Revenue type	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
38,788	Outputs to Cabinet	37,442	35,362	38,708	(2,080)
2,274	Outputs to other government agencies	2,354	1,608	1,608	(746)
4,533	Fees and charges	3,817	4,013	4,013	196
1,398	General sales	3,113	2,930	2,930	(183)
44	Rentals	36	45	45	9
59	Other	758	35	35	(723)
47,094	Total sales of goods and services	47,520	43,993	47,339	(3,527)

Outputs to Cabinet comprise goods delivered to and services performed on behalf of the Cayman Islands' Government. Cabinet revenues are drawn down based on the entity costs incurred.

Outputs to other government agencies comprise trade between the Ministry and other government bodies. These are arm length transactions governed by Service Level Agreements (SLAs) between the contracting parties.

Fees and charges, general sales, rentals and others include administrative fees and user charges levied on the public for the delivery of government services. Certain respective rates and fee structures are gazetted and governed by the relevant revenue acts and regulations.

The Ministry, on a monthly basis, bills Cabinet for the cost to produce and deliver the agreed outputs. For the 2022 financial year, Cabinet revenue was just over \$2.0 million more than the budget. This included additional Cabinet revenue to cover expenditure in respect to the NICE Programme, agricultural supplies, utilities and PWD's apprenticeship programme (see **Note 24**).

For the twelve months ended 31 December 2022, Cabinet provided 79% of the Ministry's funding, while 16% was generated from trading with the public and the remaining 5% from inter-government trading.

Note 13b: Investment revenue

Actual 2021 (\$'000)	Revenue type	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
8	Interest on deposits held with cabinet	22	-	-	(22)
8	Total Investment revenue	22	-	-	(22)

See Note 3b.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 14: Personnel costs

Actual 2021 Restated (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
21,894	Salaries, wages and allowances	20,183	21,275	21,445	1,092
5,265	Health care	5,662	6,206	6,233	544
1,176	Pension	1,040	1,162	1,175	122
68	Leave	1	207	207	206
648	Severance pay	-	-	-	-
155	Other personnel related costs	117	117	123	-
29,206	Total Personnel Costs	27,003	28,967	29,183	1,964

For the year ending 31 December 2022, personnel costs were below budgeted by \$2 million. This was mainly due to unfilled vacant posts within the Department of Agriculture , the Department of Planning and the Ministry Administration.

Note 15: Supplies and consumables

Actual 2021 Restated (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
7,201	Supplies and Materials	9,778	5,116	6,523	(4,662)
6,710	Purchase of services	4,987	4,782	5,859	(205)
222	Lease of Property and Equipment	237	229	229	(8)
2,008	Utilities	2,440	2,272	2,272	(168)
141	Interdepartmental expenses	162	150	150	(12)
13	Travel and Subsistence	150	56	56	(94)
149	Recruitment and Training	253	283	283	30
135	Other	183	129	129	(54)
16,579	Total Supplies & consumables	18,190	13,017	15,501	(5,173)

For the year ended 31 December 2022, the Ministry spent \$5.2 million or 40% more than the budget in respect to supplies and consumables. This was largely due to the high demand for agricultural supplies as well as increased costs resulting from the issues associated with the global supply chain.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 16: (Gains) /losses

Actual 2021 (\$'000)		Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
33	Net (gain)/loss on foreign exchange transactions	-	2	2	2
33	Total gains/ (losses)	-	2	2	2

Note 16b: Irregular expenditure

Actual 2021 (\$'000)		Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022 (\$'000)	Variance (Orig. vs Actual) (\$'000)
-	Internal Audit Unit's findings	68	-	-	(68)
-	Collections in the sub-ledger not reflected in bank statements	8	-	-	(8)
-	Total irregular expenses	76	-	-	(76)

Subsequent to the year-end, the Ministry discovered that a former employee at the Department of Agriculture committed fraud. The Ministry reported the matter to the RCIPS, and also requested that the Internal Audit Unit (IAU) perform an investigation to determine the amount misappropriated.

Per review of IAU's findings, \$68 thousand was recorded in the financial statements as misappropriated. In addition, the Ministry wrote-off an additional \$8 thousand which represented payments recorded in the subledger as collected but not reflected in the general ledger or the bank statements. This amount was due to theft or errors.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 17: Related party and key management personnel disclosures

The Ministry is a wholly owned entity of the government from which it derives its major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis.

While the ministries and portfolios do not settle the cost of the services directly with the Ministry, the Cabinet compensates the Ministry for the provision of these services to government departments under the agreed purchase agreements. These transactions are consistent with normal operating relationships between entities under common control and are being disclosed in compliance with the requirements of IPSAS.

Key management personnel, for the purposes of this disclosure, is defined as chief officer and deputies, chief HR officer, chief financial officer, heads of department, deputies and finance managers. The summary of the remuneration paid to the key management personnel is as outlined below.

The Ministry maintains a register of interest for all employees which is updated annually.

Actual 2021 (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2022 (\$'000)	Final Budget 2022	Variance (Orig. vs Actual) (\$'000)
4,776	Salaries & other short-term employee benefits	4,119	4,150	4,150	31
-	Legal fees	32	-	-	(32)
635	Severance benefits	-	-	-	-
5,411	Total	4,151	4,150	4,150	(1)

Number of key management personnel as at 31 December 2022: 32 (2021: 47). The number went down due to the restructuring of the Ministry in July of 2021.

There were no loans granted to key management personnel or their close relatives during the year (2021: \$nil). Legal fees of \$32 thousand were paid on behalf of a member of key management personnel.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 18: Segment Reporting

	Other	Agriculture		Planning		Facilities Management		Public Works		Vehicle & Drivers' Licensing		Vehicle & Equipment Services		Ministry Administration		CONSOLIDATED	
		* Jan- Dec2021	Jan- Dec2022	Jan- Dec2021	Jan- Dec2022	Jan- Dec2021	Jan- Dec2022	Jan- Dec2021	Jan- Dec2022	Jan- Dec2021	Jan- Dec2022	Jan- Dec2021	Jan- Dec2022	Jan- Dec2021	Jan- Dec2022	Jan- Dec2021	Jan- Dec2022
		\$'000		\$'000		\$'000		\$'000		\$'000		\$'000		\$'000		\$'000	
Revenue																	
Outputs from Cabinet	5,357	2,970	8,014	3,735	4,250	4,110	4,980	13,674	12,402	1,065	1,304	3,367	3,362	4,510	3,131	38,788	37,443
Outputs - Other gov't agencies		7	69	2	-	516	273	48	829	-	-	1,993	1,945	6	22	2,572	3,138
Other revenue	830	1,147	3,155	465	471	45	38		18	3,256	3,276	-	4	-	-	5,743	6,962
Total Revenue	6,187	4,124	11,238	4,202	4,721	4,671	5,291	13,722	13,249	4,321	4,580	5,360	5,311	4,516	3,153	47,103	47,543
Expenses																	
Personnel	4,040	2,291	4,227	3,536	3,830	849	993	9,702	10,012	2,786	2,930	2,356	2,448	3,610	2,563	29,170	27,003
Supplies & Consumables	1,455	2,846	5,906	564	819	3,781	4,261	2,849	2,400	1,390	1,458	2,694	2,694	1,072	652	16,652	18,190
Depreciation	687	273	557	97	87	46	40	534	500	403	400	298	388	151	131	2,489	2,103
Exceptional Expenditure		-	76	-	-	-	-	-	-	-	-	-	-	-	-	-	76
Total Expenses	6,182	5,410	10,766	4,197	4,736	4,676	5,294	13,085	12,912	4,578	4,787	5,348	5,530	4,833	3,346	48,311	47,372
Surplus/(Deficit) from Operating Activities	5	(1,286)	472	5	(15)	(5)	(3)	637	337	(257)	(207)	12	(219)	(317)	(193)	(1,208)	171
Assets																	
Current Assets	678	1,245	3,269	776	824	1,043	1,338	3,951	3,686	1,254	1,558	1,858	1,795	18,744	11,310	29,549	23,780
Fixed Assets	-	5,603	5,343	144	125	79	62	5,095	4,755	2,898	3,158	8,799	10,232	1,627	1,500	24,245	25,175
Intangible Assets	(3)	3	2	-	-	10	7	7	3	140	22	0	-	-	-	157	34
Total Assets	675	6,851	8,614	920	949	1,132	1,407	9,053	8,444	4,292	4,738	10,657	12,027	20,371	12,810	53,951	48,989
Liabilities																	
Current Liabilities	(162)	(1,528)	(794)	(833)	(1,152)	(296)	(504)	(1,344)	(636)	(109)	(651)	(801)	(569)	(7,499)	(1,093)	(12,572)	(5,399)
Total Liabilities	(162)	(1,528)	(794)	(833)	(1,152)	(296)	(504)	(1,344)	(636)	(109)	(651)	(801)	(569)	(7,499)	(1,093)	(12,572)	(5,399)

The Ministry's segments for the financial year ended 31 December 2022 were based on services provided by the Department of Agriculture, Planning, Facilities Management, Public Works, Department of Vehicle & Drivers' Licensing; Department of Vehicle & Equipment Services, and the Ministry Administration. **Note: the 2021 deficit was restated (see note 22).**

*Other represents departments transferred out on 30 June 2021 namely Commerce and Investment, Computer Services, Cyber Security and E-Government. The Department of Agriculture was transferred to the Ministry July 2021 whilst the other departments were previously with the Ministry.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 19: Subsequent Events

On June 1, a member of key management personnel entered into a mutual separation agreement with the Ministry, resulting in a payment of \$640 thousand to the employee.

The Public Transport Unit was transferred to the Ministry in April 2023.

Note 20: Financial Instruments Risks

Credit risk

In the normal course of its business the Ministry is subject to credit risk from debtors other than the Cabinet. The Ministry does not have significant concentrations of credit risk for its other financial instruments.

At 31 December 2022, the Ministry held various sums in financial instruments represented by cash and cash equivalents at two financial institutions in the Cayman Islands. As such, the Ministry is exposed to credit related losses in the event of non-performance by the financial institution. However, given the high credit rating of this financial institution, management does not anticipate any material losses as a result of this concentration.

Currency and interest rate risk

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

Liquidity risk

In 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 target level of available cash to meet liquidity requirements.

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 21: Contingent Liabilities and Assets

The Ministry had no contingent assets and liabilities as at 31 December 2022 (2021: \$nil).

Note 22: Prior-year Adjustments

The prior year actuals have been restated to include a number of financial transactions relating to 2021; this amounted to \$594 thousand. This included \$265 thousand for unearned revenue which was held by the Public Works Department for a number of years, \$115 thousand fuel sales for 2021 that was omitted from the 2021 accounts, and write-off of old purchase orders (\$171 thousand), for which the liabilities were no longer valid.

The effects of these transactions on the financial statements are shown below:

Prior Period Restatement

	2021 Restatement (\$'000)	2021 Prior to Restatement (\$'000)	Effect of Restatement (\$'000)
Statement of Financial Position			
Trade receivables	8,538	8,423	(115)
Intangible Assets	157	159	2
Other payables and accruals	2,936	3,187	(252)
Unearned revenue	981	1,246	(265)
Employee entitlements	518	483	35
Surplus payable	8,052	7,458	594
Statement of Financial Performance			
Sale of goods and services	47,094	46,979	(115)
Personnel cost	29,206	29,171	35
Supplies and consumables	16,579	17,096	(516)
Depreciation	2,492	2,490	2
Deficit for the year	(1,208)	(1,802)	594

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 23: Going Concern

On the basis of management assessment and forecasts, management believes that the risk that the Ministry would not be able to meet its obligation as they become due is low and that the Ministry will continue as going concern for the foreseeable future.

Note 24: Budget Period

The government operates a budget period of appropriation covering two financial years. Under section 9(5), Public Management and Finance Act (2020 Revision), an appropriation lapses at the end of the budget period, meaning at the end of the two-year budget cycle.

Accordingly, under section 9(5) of the said Act, funds can be brought forward from the second year of the budget period to supplement the approved budget of the first year in that same budget period. The funds so transferred are added to the original budget of the first year to form the revised budget for that year. As a consequence, the budget allocation of the second year will be equally reduced by the amounts brought forward to the first year of the budget period.

Conversely, unused budget at the end of the first year can be carried forward to the second year, where required to execute agreed outputs for the Cabinet. Such amounts are added to the budget of the second year to form the revised budget for that year.

The current budget period covers 2022 and 2023.

During 2022, a total of \$2.5m was brought forward from 2023. These section 9(5) approvals included \$1.8m to cover agricultural supplies, \$173k to fund issuance of licence plates for DVDL, \$309k and \$83k for additional staffing for Planning and PWD respectively, and \$88k for PWD's Apprenticeship Programme.

Details are provided below:

Section 9(5)	(\$'000)
Personnel Cost (Planning)	309
Personnel Cost (PWD)	83
Supplies & consumables (PWD)	88
Supplies & consumables (DVDL)	173
Supplies & consumables (DOA)	1,846
	<u>2,499</u>

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 24: Budget Period (continued)

The unused appropriations of \$4.1 million in respect to the 2022 final budget was carried forward to the 2023 financial year as provided under section 9(5) of the Act. This was largely due to the Ministry receiving supplementary funding of \$3.9 million in November 2022 (see **Note 25**), which it was unable to use in 2022 as planned.

See details below:

DVDL	28	Supplies & consumables
PWD	832	Supplies & consumables
DVES	568	Supplies & consumables
Min Admin	535	Personnel cost
PLN	400	Personnel cost
FMD	976	Supplies & consumables
AGR	799	Supplies & consumables
	<u>4,139</u>	

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 25: Changes to the Budget

The changes between the original and final budget are a result of supplementary approvals under sections 9(5), 11(5) and 12 of the Public Management and Finance Act (2020 Revision).

The section 11(5) approvals included \$2m for agricultural supplies, \$458k to meet the ongoing demands for new licence plates at DVDL, \$800k for DVES to fund the rising cost and demand for fuel and spare parts, \$800k for PWD to fund the NICE Programme, \$350k for PWD's Apprenticeship Programme, another \$222k for additional staffing at PWD and \$682k for FM to fund increased cost of utilities for the Government Administration Building as well as the cost of security services.

The Department of Planning received section 12 approvals of \$126k and \$919k to fund stipends for board members and additional staffing respectively. However, in respect to the latter, the posts remained vacant and a section 11(5) was done for \$1.5m to reallocate the funds.

In respect to capital, DVES received a section 11(5) approval of \$1.7m in regards to the DVES Development Project. PWD also received a section 11(5) approval of \$1.6m for PWD's Compound Development Project.

Details are provided below:

Section 11(5)	(\$'000)
Personnel Cost (Planning)	(1,250)
Personnel Cost (Min Admin)	(150)
Supplies & consumables (PWD)	800
Personnel Cost (PWD)	28
Personnel Cost (PWD)	222
Supplies & consumables (PWD)	350
Supplies & consumables (FMD)	682
Supplies & consumables (DVES)	800
Supplies & consumables (DVDL)	458
Supplies & consumables (DOA)	2,000
	3,940

Section 11(5) (capital)	(\$'000)
DVES Development Project	1,700
PWD's Compound Development Project	1,555
	3,255

Section 12	(\$'000)
Personnel Cost (Planning)	919
Supplies & consumables (Planning)	126
	1,045

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 26: Explanation of Budget Variances

Explanations for major variances – actual performance vs. original budget are as follows:

	Actual (\$'000)	Budget (\$'000)	Variances (\$'000)	Var. (%)	Explanation
Statement of Financial Performance					
Sale of goods and services	47,520	43,993	3,527	8%	Cabinet revenue exceeded budget by \$2.1m due to supplementary funding received. Another \$800k is due to sales to other government agencies including sale of fuel by DVES.
Personnel costs	27,003	28,967	1,964	7%	Actual personnel cost was below budget by \$2m. This is mainly due to Planning which received just over \$1m to hire additional staffing. However, the department has been unable to fill these posts due to the unavailability of the required skills.
Supplies and consumables	18,190	13,017	(5,173)	-40%	Nearly \$4m of this variance was due to the high demand for agricultural supplies as well as increased costs resulting from the issues associated with the global supply chain.
Depreciation & amortisation	2,103	2,007	(96)	-5%	Largely due to increased depreciation of buildings resulting from increased valuation cost.
Irregular expenditure	76	-	(76)		This represents amount written-off as bad debt due to theft at the DOA by a former employee.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 26: Explanation of Budget Variances (continued)

	Actual (\$'000)	Budget (\$'000)	Variances (\$'000)	Var. (%)	Explanation
Statement of Financial Position					
Cash and cash equivalents	7,063	8,918	1,855	21%	This was mainly due to outstanding Cabinet revenues for November and December 2022, which have been received in 2023
Marketable securities and deposits	-	5,233	5,233	100%	Internal Treasury Deposit of \$5m was closed in 2022 to facilitate pay-over of accumulated surplus to the Ministry of Finance.
Trade receivables	9,640	8,018	(1,623)	-20%	Cabinet revenue represented 85% of trade receivables, comprising November and December 2022 revenues. These funds were received in 2023.
Other receivables	4,460	4,774	314	7%	Other receivables include \$2.9 million outstanding from Cabinet for Equity Injection (EI) in respect to the acquisition of fixed assets which was received in 2023.
Inventories	2,435	2,358	(77)	-3%	Increase largely due to late purchase of motor vehicle plates held by DVDL.
Prepayments	182	2,542	2,361	93%	The departments with large prepayments (CSD & Egov) were transferred out of the Ministry in 2021. The 2022 budget was predicated on the previous ministry structure.
Intangible assets	37	748	711	95%	The departments with significant intangible assets (CSD & Egov) were transferred out of the Ministry in 2021. The 2022 budget was predicated on the previous ministry structure.
Property, plant and equipment	25,173	18,048	(7,125)	-39%	The 2022 budget is not reflective of the current ministry structure.
Trade payables	448	410	(38)	-9%	Variance is immaterial.
Other payables and accruals	2,837	3,144	307	10%	Accruals were higher than budgeted due to late transactions for which invoices were not yet received.
Unearned revenue	815	909	94	10%	There were no deposits held by the Public Works Department as in prior years.
Surplus payable	765	9,499	8,734	92%	Surplus of \$7.5m for 2021 was paid over to the Ministry of Finance as per request by the Minister of Finance. The balance of \$765k included prior-year adjustments of \$594k.
Cash Flow Statement					
Cash from Operating Activities	(653)	2,007	2,660	133%	Actual operating activities varied from the budget.
Cash from Investing Activities	(2,771)	4,088	6,859	168%	Actual investing activities varied from the budget in terms of the timing of the investments.
Cash from Financing Activities	(929)	(4,088)	(3,159)	77%	Actual financing activities varied from the budget in terms of the timing of the investments.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING & INFRASTRUCTURE

Notes to the Financial Statements

For the year ended 31 December 2022

Note 27: Commitments

Prior year Actual \$'000	Type	One year or less \$'000	One to five Years \$'000	Over five Years \$'000	Total \$'000
Capital Commitments					
1,690	Property, plant and equipment	0	0	-	0
1,690	Total Capital Commitments	0	0	-	0
Operating Commitments					
62	Other operating commitments	180		-	180
289	Lease Commitments	94	2	-	96
351	Total Operating Commitments	274	2	-	276
2,041	Total Commitments	274	2	-	276

Capital Commitments

The Ministry had no capital commitments, at the end of the 2022 fiscal year. For 2021, the Ministry had capital commitments relating to the DVES phase 2 facility. The project was completed in 2022.

Operating Commitments

The main component of the Ministry's operating commitment relates to contractual arrangements for major support services such as System Licenses, Leases, Janitorial and Security.

Legal Framework

The specific laws and regulations which govern the departments and authorities under the Ministry of Planning, Agriculture, Housing and Infrastructure are:

- ▶ Public Management and Finance Act
- ▶ Public Service Management Act
- ▶ Public Management and Finance Act
- ▶ Trade & Business Licensing Act
- ▶ Local Companies (Control) Act
- ▶ Second-hand Dealers Act
- ▶ Liquor Licensing Act
- ▶ The Film Exhibition Control Act
- ▶ Special Economic Zone Act
- ▶ The Development and Planning Regulations
- ▶ The Development and Planning Act
- ▶ Building Code Regulations
- ▶ Building Code (Amendment) Regulations
- ▶ Electricity Act
- ▶ Electricity (Amendment) Act
- ▶ Electricity Regulations
- ▶ Standard Building Code (SBCCI)
- ▶ Builders Act
- ▶ The Builders Regulations
- ▶ Freedom of Information Act
- ▶ Freedom of Information (General) Regulations
- ▶ Freedom of Information (Information Commissioner) Regulations
- ▶ Public Management and Finance Act
- ▶ Public Service Management Act
- ▶ Public Management and Finance Act
- ▶ Public Service Management Act
- ▶ The International Traffic (International Circulations) Regulations
- ▶ The Traffic Amendment Bill 2020
- ▶ The Traffic (Categorization and Grouping) Regulations
- ▶ The Traffic (Disable Person) (Badges for Motor) Regulations
- ▶ The Traffic (Driving Instruction) Regulations
- ▶ The Traffic (Public Passenger) Regulations
- ▶ The Traffic (Public Transport Appeals Tribunal) Regulations
- ▶ The Traffic (Seat Belts) Regulations
- ▶ The Traffic (Speed Limit on Cayman Brac) Regulations
- ▶ The Traffic Control Regulations
- ▶ The Traffic Act
- ▶ The Traffic Regulations
- ▶ The Traffic Ticket Regulations
- ▶ The Traffic Act
- ▶ The Motor Vehicle Insurance (Third Party Risks) Act
- ▶ Public Management and Finance Act
- ▶ Public Service Management Act
- ▶ Public Management and Finance Act
- ▶ Public Service Management Act
- ▶ Freedom of Information Act
- ▶ Information & Communications Technology Act
- ▶ EU General Data Protection Regulation
- ▶ Data Protection Act
- ▶ Builders (Amendment) Bill, 2019 and the
- ▶ Trade and Business Licensing (Amendment) Bill, 2019.

Internal and External Audit Updates

The Ministry is compliant and has submitted and met all relevant legislative deadlines

Ministry of Planning, Agriculture, Housing and Infrastructure

Contact Information



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PO Box 113
Grand Cayman KY1-9000
Cayman Islands
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Website: www.planning.ky

Department of Vehicle and Equipment Services

P.O. Box 1558
Grand Cayman KY1-1110
Cayman Islands
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Public Works Department

P.O. Box 10505
Grand Cayman KY1-1005
Cayman Islands
Tel: (345) 949-2547
Maintenance: (345) 244-4838
Email: PWDHelpDesk@gov.ky

Department of Agriculture

181 Lottery Road, Lower Valley
Bodden Town
Grand Cayman
Tel: (345) 947-3090;
Livestock medical emergencies:
(345) 916-2218

Department of Vehicle and Driver's Licensing

P.O. Box 1165, Grand Cayman KY1-1102
Tel: (345) 945-8344; 945-8345
Email: dvdli.helpdesk@gov.ky
Website: www.dvdl.gov.ky

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133 Elgin Avenue
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We are here and ready to assist you;
Give us a call today.

Glossary

CARDI	Caribbean Agriculture Research and Development Institute
CI FARM	Cayman Islands Farmers Assistance and Relief Measures
CIAS	Cayman Islands Agricultural Society
CIG	Cayman Islands Government
DVDL	Department of Vehicle and Driver's Licensing
DVES	Department of Vehicle and Equipment Services
ESID	Electronic Service Identifier
ILM	The Institute of Leadership & Management
IPSAS	International Public Sector Accounting Standards
JGHS	John Gray High School
MRCU	Mosquito Research and Control Unit
Ministry of PAHI	Ministry of Planning, Agriculture, Housing and Infrastructure
NHDT	National Housing Development Trust
NRA	National Roads Authority
NiCE	National Community Enhancement Project
OCHA	Occupational Safety and Health Administration
PMFL	Public Management and Finance Law (2018 Revision)
PWD	Public Works Department
RCIPS	Royal Cayman Islands Police Service
UCCI	University College of the Cayman Islands

ANNUAL REPORT

2022

RECOVERY and RESILIENCE



Ministry of Planning,
Agriculture, Housing
and Infrastructure
CAYMAN ISLANDS GOVERNMENT

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