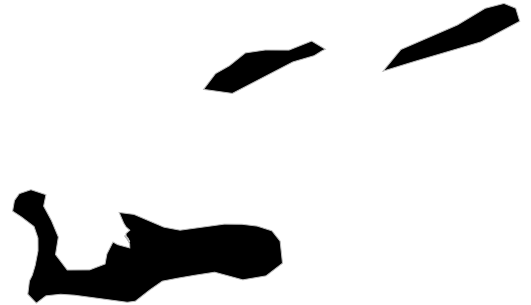




Ministry of Youth, Sports,
Culture & Heritage
Cayman Islands Government

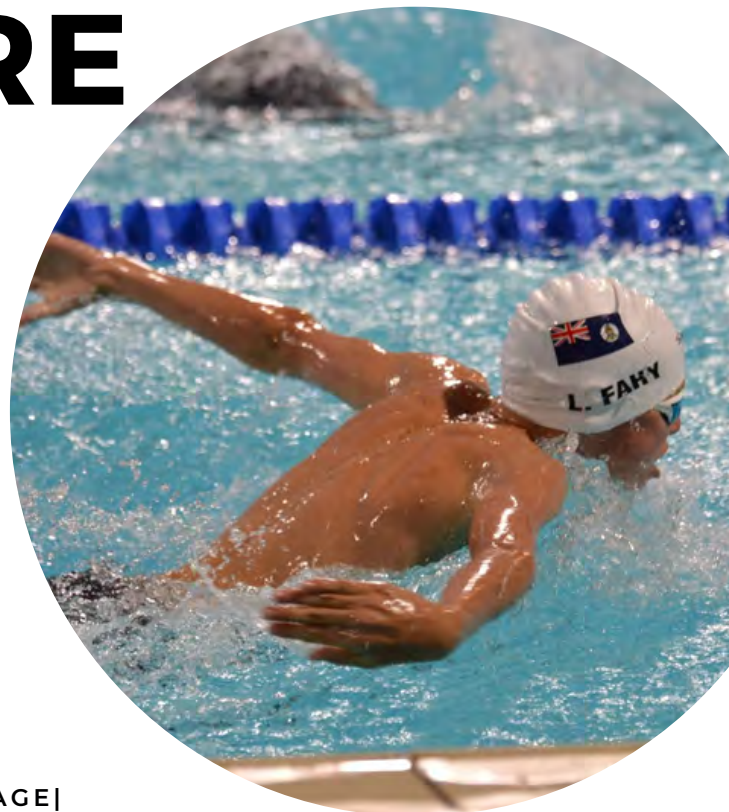
Annual Report 2023





PRESERVE OUR PAST

STRENGTHEN OUR FUTURE





**Ministry of Youth, Sports,
Culture & Heritage**
Cayman Islands Government

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PURPOSE

Section 44 of the Public Management and Finance Act (2020 Revision) requires each Government entity (Ministry, Portfolio & Office) to prepare an Annual Report.



An annual report allows the public to assess the entity's performance, its level of transparency, and determine public confidence in its ability to manage public funds.

The Ministry of Youth, Sports, Culture & Heritage (the "Ministry") aims to provide a comprehensive review of its performance, achievements, and activities for the period of 01 January 2022 to 31 December 2022 in this report.

The financial statements included in this report compares the entity actual performance with the performance specified in the budget documents and complies with the Public Sector Accounting Standards.



MINISTRY PRIORITIES



01. TALENT IDENTIFICATION AND DEVELOPMENT

We are committed to recognizing and nurturing the talents of our people across various domains, ensuring they have the resources and support needed to reach their full potential.



02. ENHANCEMENT AND EMPOWERMENT OF YOUTH

Our focus extends to empowering the next generation, providing opportunities for growth, leadership development, and meaningful engagement to shape a brighter future for our youth.



03. AWARENESS AND PRESERVATION OF CULTURE AND HERITAGE

We cherish and safeguard our unique cultural heritage, working tirelessly to raise awareness, preserve traditions, and ensure that the essence of Caymanian culture continues to thrive for generations to come.

WELCOME

Message From The Minister



In accordance with Section 69 of the Public Management and Finance Act (2020 Revision), I proudly present the 2023 Annual Report for the Ministry of Youth, Sports, Culture, and Heritage. Before my official appointment as Minister in November 2023, I served most of the year as Parliamentary Secretary for the Ministry. This role allowed me to gain insights into the exceptional work of the former Minister, Mr. Bernie Bush, and the Ministry. With a unified vision for our objectives, my transition to Minister has been seamless, ensuring a consistent pursuit of our key priorities: Talent Identification and Development, Enhancement and Empowerment of Youth, and Awareness and Preservation of Culture and Heritage. Guided by these key priorities, the Ministry achieved significant milestones throughout the year.

Under the theme of "Cultural Artists and Creatives," we led the nomination process for the 2024 National Heroes Day ceremony, recognising over 120 individuals for their outstanding contributions to Caymanian culture and heritage.

To further our commitment to youth and sports development, we initiated an open procurement process to revise Cayman's National Youth Policy and National Sports Policy, to be implemented in 2024. The establishment of the first National Sports Commission and the re-establishment of the National Youth Commission are both aimed at guiding, strengthening and regulating the youth and sporting sectors. The acquisition of a 50-meter and 25-meter pool slated for installation as part of the Cayman Islands Aquatic Centre

in Grand Cayman represents a substantial investment in our sports infrastructure, furthering our ongoing success in the aquatic sports. The reinstatement and recognition of Emancipation Day as a celebration and national public holiday is a significant milestone and commemoration of the strength and resilience of our people and our history. We also proposed new national symbols, including the Dish, Drink, Dessert, Dress, and Dance, to solidify our identity as Caymanians.

Partnerships in programme development such as the inaugural Youth Empowerment Symposium with the Youth Services Unit (YSU), allowed the engagement of student's island-wide in discussions on social and economic issues. In addition, the collaborative occasion of the Proud of Them (PoT), a YSU programme fostering youth and national pride, celebrated its 10th anniversary this year, honoring 140 youths, including two "Rising Stars" and 15 Proud of Them recipients.

As I reflect on 2023, I am immensely proud of our team's accomplishments. Their unwavering commitment to youth, sports, culture, and heritage shines through in every endeavour.

Looking ahead to 2024, we are poised for transformative growth.

WELCOME

Message From The Chief Officer



As Chief Officer for the Ministry of Youth, Sports, Culture & Heritage, I am pleased to present the 2023 Annual Report. We achieved remarkable milestones, fostering national identity, pride, and unity. Our commitment to these values is evident in our cultural, heritage, sports, and youth-focused initiatives, which aim to enhance the quality of life for all in the Cayman Islands.

We strategically expanded our team through new hires, promotions, and government secondments, making 2023 a highly productive year.

Notably, our commitment to the Enhancement and Empowerment of Youth was demonstrated through the hosting of several summer interns, providing them with valuable experience in diverse roles within the core Ministry and its departments.

Similarly, our CARICOM Youth Ambassadors played a pivotal role in advancing our efforts in youth development by participating in key events like the Caribbean Youth Summit and Commonwealth Youth Minister's Meeting. Furthermore, our Ministry's grants programme continued to offer financial support for youth, sports, and cultural heritage projects. We also collaborated on the first Intergenerational Hub (IGH) with the Ministry of Social Development. This highlights our commitment to bridging the generation gap and preserving Cayman's history through intergenerational learning. 2023 also saw the Ministry organise the first Older Persons Sports Day and a talent show

to engage and celebrate seniors during Older Persons Month. The Ministry also launched the National Treasures video series, showcasing interviews with Caymanians aged 65 and older, delving into their memories, significant historical events, and experiences growing up in the Cayman Islands.

We even proudly supported the Cayman Islands National Museum in unveiling a new exhibit honouring national hero Leila Ross-Shier, showcasing her life and contributions to the community. Subsequently, the inauguration of the Cayman Collections Centre (CCC) in West Bay provided the public with a chance to delve into the rich and unique history of the Cayman Islands.

Throughout the year, the community enjoyed a variety of events, starting with a National Heroes Day ceremony in Cayman Brac, where several Brac residents were honoured for their voluntary services. This was followed by Culture Day in both Grand Cayman and Cayman Brac. November saw each island celebrate Pirates Week with their parade and festivities, while December featured our annual 'Cayman Christmas: A Celebration of Music and Culture' event, alongside our usual Saturdays in the Park activities.

As I reflect on the achievements of 2023, I extend sincere appreciation to the Ministry team, our partners, and the community. Together, we've made strides in bridging generational gaps and celebrating Cayman's youth, rich culture and sports. With their unwavering support, we look forward to the opportunities of 2024.



Ministry of Youth, Sports, Culture & Heritage

Cayman Islands Government

ABOUT US

The Ministry of Youth, Sports, Culture & Heritage (MYSCH) is the curator of the Cayman Islands' customs and legacy, while progressing, elevating sports and youth activities; and ensuring effective programmes and policies across all subject areas.

Responsibilities of the Ministry include providing strategic and policy direction, advice, funding through grants, and governance support to its Departments, Units, and Statutory Authorities (SAGCs).

We aim to ensure the history and traditions of the Cayman Islands are remembered and shared throughout generations; while encouraging and supporting the development and implementation of sports for all; and the advancement of youth-directed agendas and policies to guarantee positive outcomes for our future.

Our Departments:

- Youth Services Unit (YSU)
- Department of Sports (DoS)

Our Statutory Authorities & Government Companies (SAGCs):

- National Gallery of the Cayman Islands (NGCI)
- Cayman Islands National Museum (CINM)
- Cayman National Cultural Foundation (CNCF)

Our National Commissions:

- National Sports Commission (NSC)
- National Youth Commission (NYC)

MINISTRY OVERVIEW

DEPUTY CHIEF OFFICERS

Joan West Dacres

Deputy Chief Officer for Culture, Heritage and Operations

Deputy Chief Officer Joan West-Dacres oversees the policy, events, and communication teams at the Ministry of Youth, Sports, Culture & Heritage. The policy team, consisting of two Senior Policy Analysts and one Policy Analyst (seconded), focuses on analysis, research, advice, and supporting both operational and national policy development.

She also provides oversight to the events and communications team whose aim is to manage the key activities of the Ministry. These key objects include developing and executing events and bringing awareness to the Ministry's efforts, objectives and the broader goals of the Government and Ministry. West-Dacres also oversees three entities: the National Gallery Cayman Islands, Cayman National Cultural Foundation, and Cayman Islands National Museum. These organisations play a pivotal role in preserving and promoting Cayman's culture and heritage. Managed by boards, they ensure the Cayman Islands' history is remembered and shared within the community.



Dr. Dalton Watler

Deputy Chief Officer for Entities
(Youth & Sports)

Deputy Chief Officer, Dr. Dalton Watler, is responsible for the youth and sports section of the Ministry, overseeing the Youth Services Unit and the Department of Sports. In this capacity, he provides policy advice on management, programmes, and operations.

Dr. Watler helps and support on a number of national youth programmes including the Proud of Them (PoT), CARICOM Youth Ambassador Programme, Cayman Islands Youth Assembly and the Intergenerational Hub. He develops strategies to enhance sports participation and funding for athletes pursuing higher education or professional careers while ensuring optimal sports facility management and governance of finances. Key focus areas in his role include continuous anti-doping education, sports tourism and event management and innovations in sports science.

MINISTRY OVERVIEW

Melissa Whorms

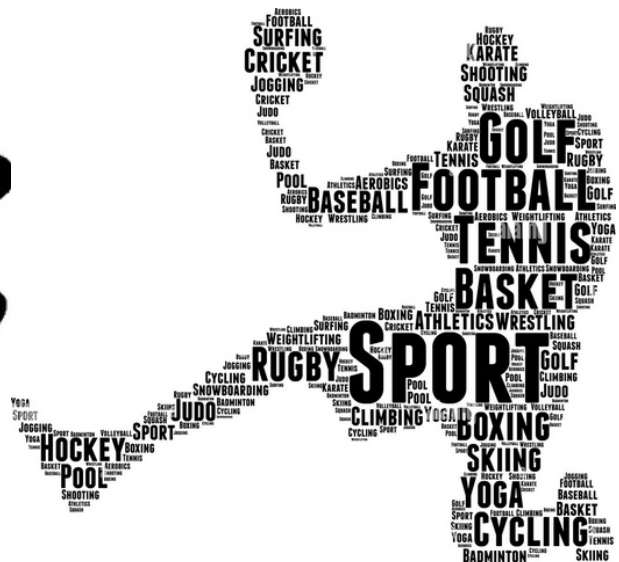
Acting Assistant Chief Officer



Melissa Whorms provides oversight and guidance to the Youth and Sports Commissions, ensuring alignment with national policies. With a deep commitment to fostering youth development and promoting sports excellence, Melissa ensures that both commissions operate in alignment with national objectives and priorities. She oversees the implementation of the National Youth and Sports Policies, providing strategic direction to ensure their successful execution, especially with the revision of the policies set to commence in Q1 2024.

In addition to her role in policy oversight, Melissa actively supports and supervises the Youth, Sports, Culture & Heritage Grant process within the Ministry, ensuring fair and transparent allocation of resources. Her responsibilities also extend to the monitoring capital projects to ensure they meet quality standards and deliver on objectives.

Youth



HUMAN RESOURCE DIVISION



YVONNE EVANS
HUMAN RESOURCES MANAGER

The Human Resources Division of the Ministry of Youth, Sports, Culture & Heritage supports the Chief Officer and Heads of Departments through the:

- Development and Administration of Quality Human Resources Systems
- Programs and Services Designed to enhance the Work Environment and
- Increase Organizational Effectiveness

With the division's support, its vision is to provide strategic and operational human resources functions that are creative, customer-focused, quality-driven, and highly effective in the pursuit of an exceptional and diverse workforce.

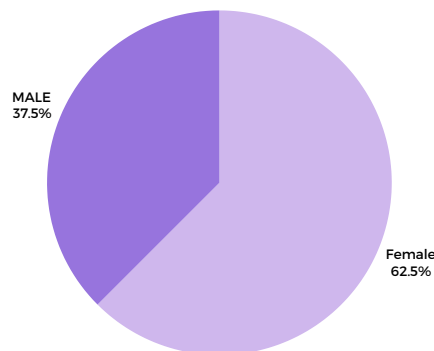
STATISTICS

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BUDGETED POSITIONS

As of 31st December 2023, across the three entities, there is a total of 48 staff employed, comprising:

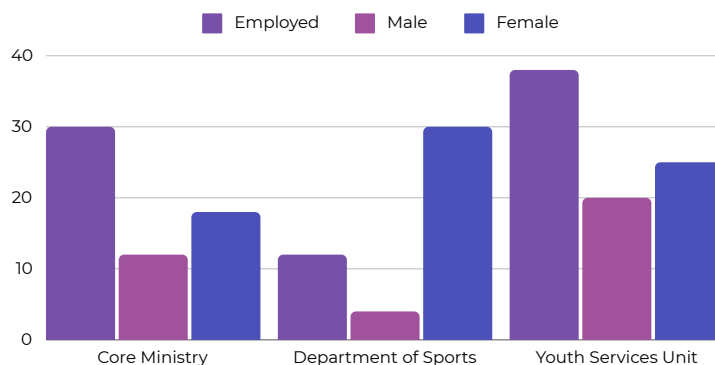
- 1 temporary staff
- 1 office support intern
- 1 temporary employee
- 30 females and 18 males
- There are 14 total vacancies and 19 individuals have been successfully recruited.



9.4/10



Caymanians

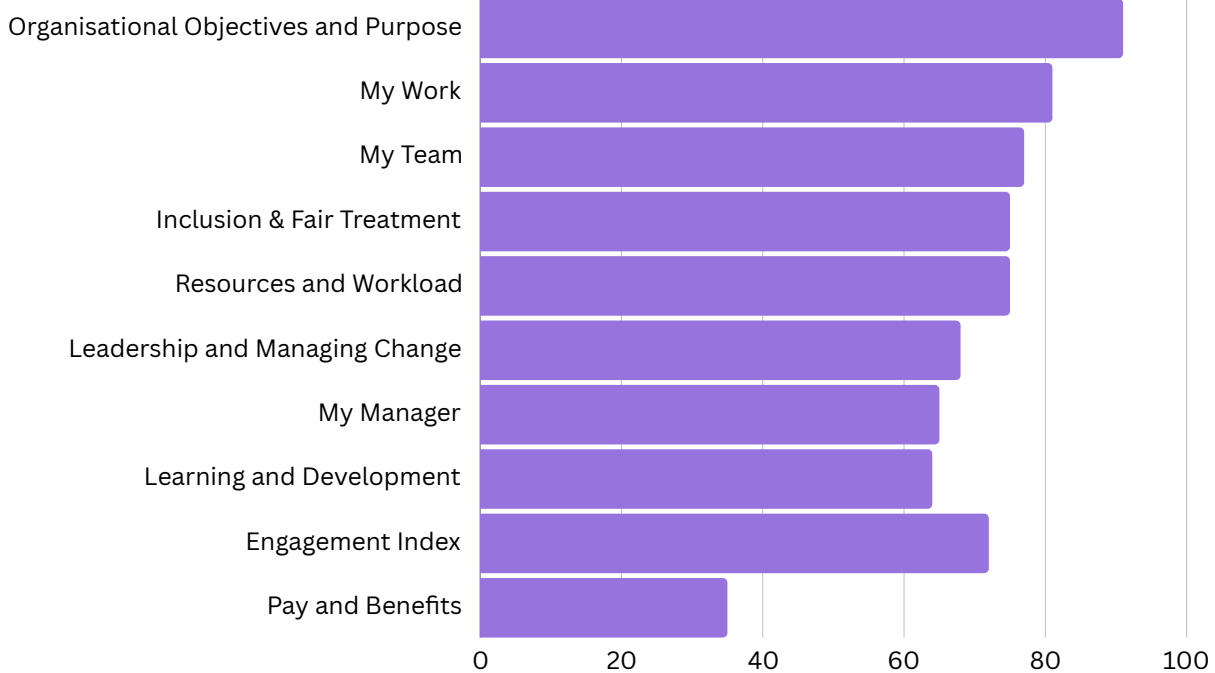


2023 Engagement Survey

The Ministry of Youth, Sports, Culture & Heritage participated in the 2023 Deputy Governor's Engagement Survey which took place over a period of four weeks commencing October 30, 2023. While the core Ministry generated a 100% response rate, the aggregated response rate across all three entities was 88%.

An exceptional improvement was observed in MYSCH's performance regarding Organizational Objectives and Purpose, rising significantly from 78% to 91% in 2023. Overall, there was an upward trajectory in all areas except for Pay and Benefits, which decreased from 40% to 35%, and Leadership and Managing Change, which decreased from 68% to 63%.

RESULTS



"The Ministry team was honoured at the 2023 Senior Leadership Conference for achieving top scores in the 2022 Civil Service Engagement survey for Leadership and Managing Change, as well as for Inclusion and Fair Treatment."

2023 INTERNSHIP

The 2023 MYSCH Summer Internship programme saw **13 interns** across the core Ministry, Department of Sports and Youth Services Unit between June and August 2023. The Ministry prides itself on joining the internship programme as a means to empower our young people through valuable experiences, providing both internship and future employment opportunities. The internship concluded with an internship feedback survey.



By participating in the Internship programme, the Ministry aims to lay the groundwork for future employment opportunities and demonstrates a commitment to developing talent and empowering young people to succeed in their careers related to the Ministry subject areas (Youth, Sports & Culture), therefore making meaningful contributions to the Cayman Islands.



JANEL EBANKS

**ADMINISTRATIVE
ASSISTANT**

Janel Ebanks, who started as a summer intern with the Department of Sports, was chosen from a pool of applicants to join the Ministry as Administrative Assistant on December 1st, 2023. This reflects the Ministry's dedication to nurturing and identifying talent within our internship program

2023 INTERNSHIP SURVEY RESULTS

01

Positive Internship Experience

- Interns found the internship positive, valuable, and rewarding.
- They felt welcomed, heard, and appreciated the opportunity to offer feedback.
- The experience was enjoyable and conducive to their learning and development.

02

Support and Engagement

- Interns felt trusted with tasks and received adequate support and guidance from supervisors.
- They were engaged in providing input and participating in hands-on projects.

03

Skill Development and Understanding

- The internship facilitated valuable skill acquisition and enhanced understanding of the Ministry's responsibilities.
- Challenging tasks contributed significantly to career development and personal growth.

04

Desired Improvements

- Interns expressed a desire for designated workspace and mid-internship feedback, as well as broader exposure to various areas within the Ministry.

05

Affirmation and Recognition

- Overall, the internship affirmed interns' career choices, and one intern praised the Ministry's internship program as exemplary.

THE POLICY TEAM

The Policy Team is tasked with providing policy advice on national strategies and legislative proposals to advance the Ministry's agenda in Youth, Sports, Culture, and Heritage. Additionally, it supports the Ministry team in policy development, strategic analysis, and project management, occasionally offering assistance to the Events and Communications team.

2023 ACHIEVEMENTS:

- Led the 2024 nomination period of the National Heroes Day preparations, including overseeing the nominations and the nomination committee, with a focus on the theme "Cultural Artists and Creatives."
- Prepared the Cabinet Paper for reinstating Emancipation Day as a public holiday in the Cayman Islands and in recognition of Cayman's heritage with a goal of achieving the Government's objectives and policies.
- Managed the committees for additional National Symbols which were; the National Dish, Drink, Dessert, Dress, and Dance. Cabinet selected these new symbols to be included alongside existing National symbols.
- Participated in multiple cross-ministry Stakeholder consultations, notably contributing to child safeguarding and Sustainable Development Goals (SDGs) discussions.
- Development of staff through policy practitioner training, business case development, and project management.
- Launched the first Sports Commission.
- Initiated and contributed to business case development for public procurement, addressing projects including National Policies and the Aquatic Centre.
- Revised agreements and contracts, ensuring alignment with organizational goals and legal standards.
- Provided stakeholder feedback on the Sexual Harassment Bill.
- Successfully oversaw and guided interns through a comprehensive work plan, facilitating a productive internship experience.



ALANIS LINWOOD-AMOR
SENIOR POLICY ANALYST



KERISTIN SCOTT-GOMEZ
SENIOR POLICY ANALYST



TUNISIA BARNES
SENIOR POLICY ANALYST



SHAKIRA MILLER
POLICY ANALYST
(SECONDED)

EVENTS



VENTISHA CONOLLY

**EVENTS, FOI & DATA
PROTECTION MANAGER**

The Events Manager is responsible for the development and implementation of the core Ministry's events. The Events Team has been instrumental in the Ministry's ability to organize and manage a myriad of impactful events since its inception.

In 2023, the Ministry hosted a total of 45 events:

- 31 Grand Cayman
- 14 in the Sister Islands.

The diverse array of events shown below showcases the Ministry's versatility and underscores its commitment to engaging communities across the different districts and islands.



QUARTER 1

- Assisted with National Heroes Day celebrations in Grand Cayman & Cayman Brac
- Mini Love Concert at GAB
- Seniors Valentine's Party
- Pink House Cleanup Project
- Culture (Cult-cha) Day
- Youth Symposium

QUARTER 2

- Carifta Athlete's Reception
- Assisted Celebrate Cayman with the King's Coronation Celebration
- Saturday in the Park - Family Fun Day (Savannah-Newlands)



EVENTS

QUARTER 3

- Saturday in the Park - Family Fun Days
 - West Bay
 - Cayman Brac



QUARTER 4

- Opening of the Intergenerational HUB
- Older Person's Month - Talent Show
- Pirates Fest (31 events across all three Islands)
- Opening of Cayman Collections Centre
- Cayman Christmas - A Celebration of Music and Culture & Choir Competition

LOOKING FORWARD:

The Events team eagerly anticipates the events scheduled for 2024. With a special focus on heritage components, including the reintroduction of Emancipation Day, our events will continue to deliver enriching experiences and foster deep community engagement. Serving as a vital platform for communicating the Ministry's policy decisions to the public, our events will continue to ensure widespread awareness and understanding. We are committed to planning events that entertain, inform, and inspire, ultimately strengthening the bond between the government and the people we serve.



COMMUNICATIONS

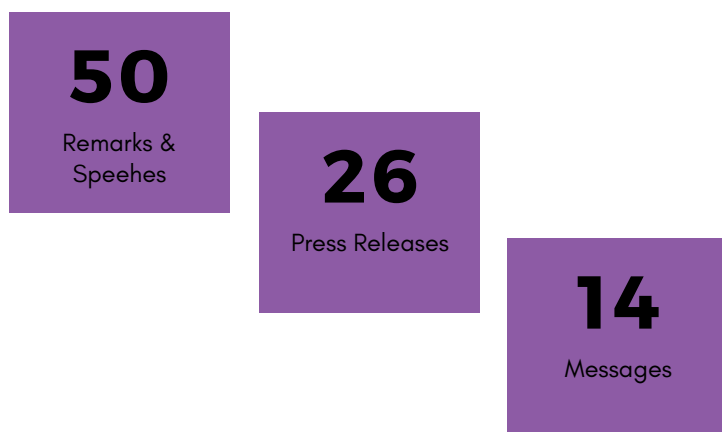
The Communications & Public Affairs Manager role's involves strategically communicate the Ministry's mission and initiatives to the public. Developing press releases, speeches, and remarks that highlight the Ministry's three key priorities, ensuring a clear understanding of the Ministry's objectives and, by extension, the Government's broad outcomes are functions of this post. The strategic alignment of messaging aims to shape positive perceptions of the Ministry.



THERESA COLE-DAWES

**COMMUNICATION AND
PUBLIC AFFAIRS MANAGER**

2023 ACHIEVEMENTS:



LOOKING FORWARD:

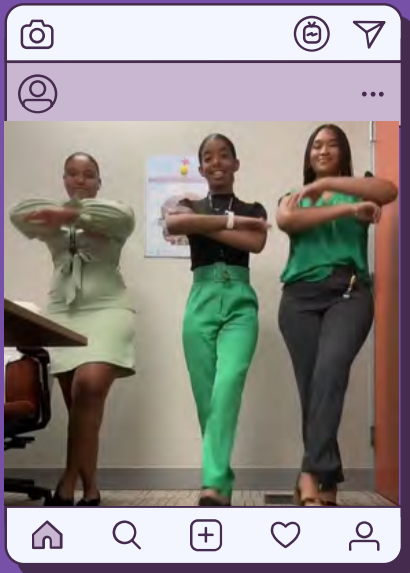
Moving forward to 2024, our main goal is to amplify the impact of the Ministry's initiatives. This involves maximizing our outreach by leveraging digital and traditional channels as well as optimizing our website. A critical element of our plan is the creation of diverse content to inform the public about the Ministry's projects and events.

Media relations will continue to play a vital role, ensuring our message reaches a broader audience. Building and nurturing relationships with the media allows us to comprehensively share the story of the Ministry.

In essence, our vision involves a holistic communication strategy. By utilising our digital platforms, creating engaging content, fostering community participation, and maintaining strong media relations, we aim to propel the Ministry's message far and wide, ensuring resonance and inspiration.



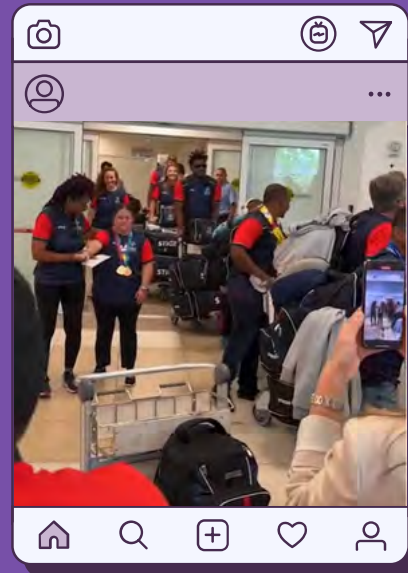
Top Performing Post on Instagram



5.2k
274
10
4



1.2k
257
62
7



1.6k
188
8
7

The Ministry's Instagram page showcases a blend of engaging content that informs, inspires, and connects with its audience. Here's a glimpse into the top three posts (from L-R):

- Farewell to our summer interns (Reel)
- Carifta Track and Field, with Anthony Chin Jr (Picture)
- The return of our Special Olympians from the 2023 World Games in Berlin, Germany (Video)

FINANCE & ADMINISTRATION

The Finance and Administration ("FA") team continued the successful partnership between members of the Ministry of Youth, Sports, Culture & Heritage ("the Ministry") and the Office of the Commissioner of Police ("OCP").

The FA team is comprised of seven members, including four qualified finance professionals with extensive experience across both the public and private sectors, and and three administrative professionals supporting day-to-day operations.

The FA's primary responsibilities remained as the management and control of the financial operations of the Ministry which includes budgeting, accounting, financial projections, accounts management, and reporting functions. Additionally, the FA provides critical strategic advice on all finance-related matters to the Chief Officer of the Ministry.



(L-R) Willian Petite (Interim DCFO), Joyce Christian (Financial Administrator), Hon. Isaac Rankine, Lisandra Clarke-Basdeo (Financial Administrator), Brian Morain (Interim CFO)



The partnership between the FA and RCIPS Teams exemplifies effective collaboration within the Cayman Islands Government, fostering efficiency and breaking down silos. This promotes smarter resource allocation and benefits both the Ministry and the people of the Cayman Islands. The FA team plays a crucial role in this partnership by ensuring the timely processing of supplier payments and executing payments for various entities, supporting the Ministry's financial activities while maintaining accurate reporting in compliance with statutory requirements and best practices.

FINANCE & ADMINISTRATION

HIGHLIGHTS



(L-R) LEDIRIA FOSTER (CLERICAL OFFICER), HON. ISAAC RANKINE, DORISLEY JACKSON (PERSONAL ASSISTANT TO THE HON. MINISTER), LEISA WELCOME (PERSONAL ASSISTANT TO THE CHIEF OFFICER)

LOOKING FORWARD:

Looking ahead to the 2024 financial year, the FA Team remains committed to adding value in our roles, while also striving for productivity and innovation in our responsibilities. Our key focus areas for the upcoming year include:

- 👉 Preparing the annual financial statements and submitting them to the Office of the Auditor General by January 31, 2024.
- 👉 Continuing investing in human capital through training initiatives and fostering team relationships. We also anticipate onboarding a Chief Financial Officer within the Ministry.
- 👉 Maintaining our commitment to working closely with and providing guidance to Heads of Departments (HODs) and all staff.

01

Top 5!

FA leading the charge! 🏆 Proud to be among the first 5 entities to submit the 2022 annual financial statements to the Office of the Auditor General."

02

Mission Accomplished!

We've successfully completed the Strategic Policy Statement & Budget for 2024-2025. Ready to pave the way for a successful fiscal year ahead. 📁📊

CORE MINISTRY-GRANTS

The Grants Review Committee was formed to process and review applications and advise the Minister for Youth, Sports, & Heritage. Grants are awarded as one-time grants per calendar, or per academic year. The Committee convenes regularly to assess grant requests.

Funding is available to Caymanian individuals and organizations that can demonstrate their capacity to achieve specified outcomes and objectives, aligning with the Ministry's priorities. The funding is categorized into four areas:

01

Locally Hosted Events, Activities & Camps

- Locally hosted international event can be awarded up to \$25,000
- Locally hosted event can be awarded up to \$12,000
- Locally hosted camp be awarded up to \$8,000

02

Training & Development

Training and travel opportunities for advancement of youth, persons in sports, arts or heritage field can be awarded up to \$25,000

03

National Impact

Developmental opportunities which have a national impact on the advancement of youth, sports or heritage may be granted up to \$100,000.

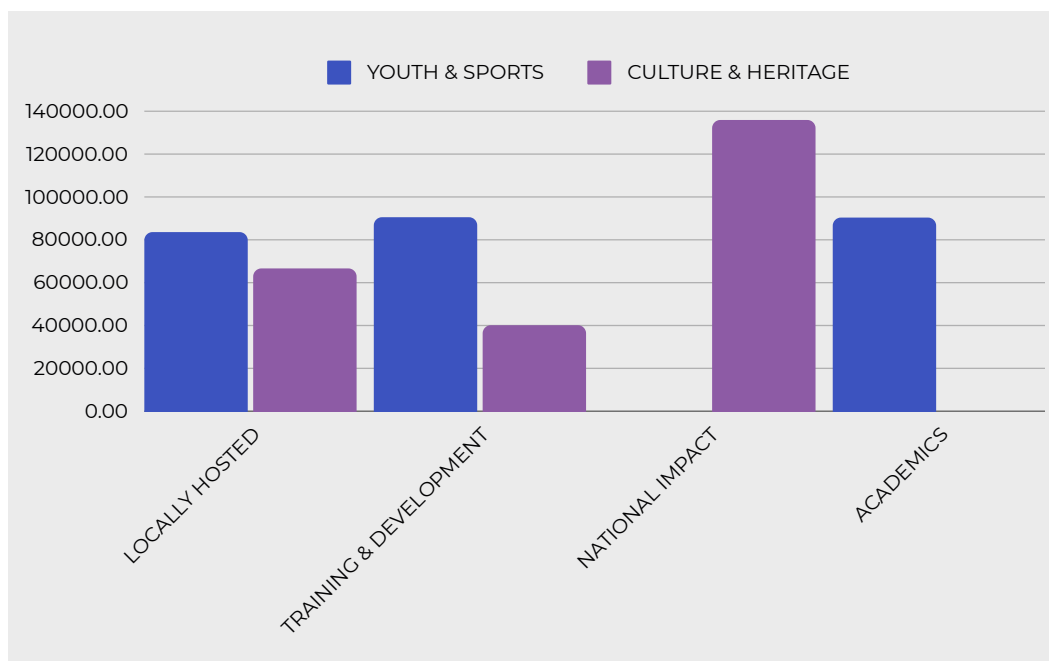
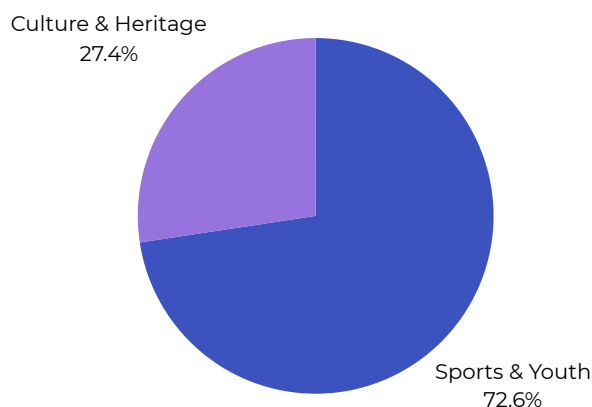
04

Academic and Sponsorship

To assist students who have not received a scholarship through the Ministry of Education, who need supplemental funding to achieve academic goals or pursuing post qualifying development opportunities can be awarded up to \$12,000.

CORE MINISTRY-GRANTS

In 2023, the Grants Review Committee allocated over **\$390K** to Youth & Sports initiatives. All academic grants supported Youth & Sports, while national impact awards were for Culture & Heritage, totalling approximately **\$283K** and **\$107K**, respectively.



For the Academics category, 17 grants were awarded in the amount of \$90k. These academic grants were under Youth & Sports mainly to assist student-athletes at the high school level to further provide them with training and development opportunities overseas. Eighty percent (80%) of the grants awarded were to males but this is due to less females applying for the grant. The Committee hopes to see this percentage increase for the females in 2024. Some schools where our awardees attend are Darlington School, Sunrise Christian Academy and IMG Academy.



CORE MINISTRY- CAPITAL PROJECTS



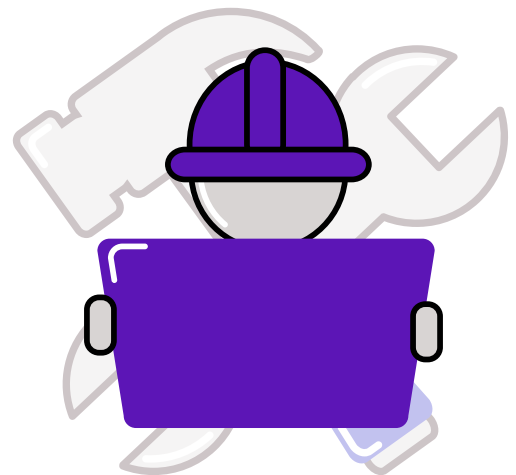
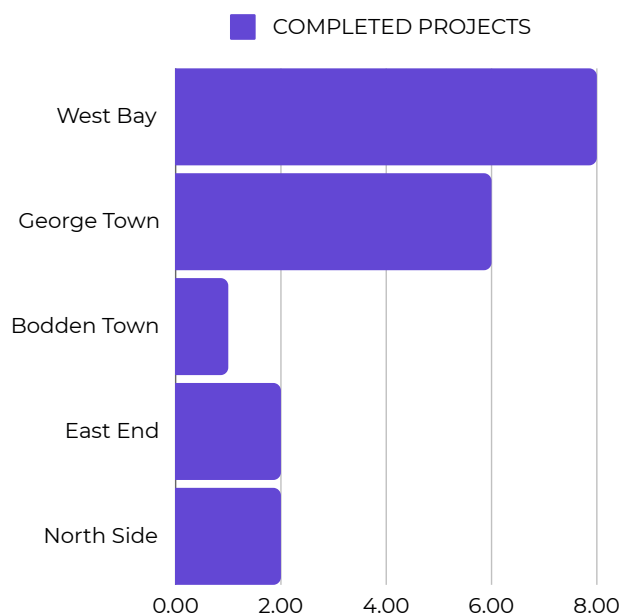
Darrel Evans
Assistant Director of
Sports - Facilities

Capital Projects (CAPEX) represents strategic investments undertaken by the Ministry to enhance and expand its physical assets, infrastructure, or technological capabilities. These projects are pivotal in aligning our objectives with long-term goals, ensuring sustained growth and improved operational efficiency.

Over the past year, Ministry of YSCH has successfully executed a range of CAPEX projects aimed at enhancing sports facilities across the Cayman Islands.

Notable among these initiatives are the extensive renovations to the changing room block at the George Town, Annex Sports Field and the technological advancements with the installation of an Automated LED lighting system, replacing current infrastructure at Truman Bodden Sports Complex, Annex Sports Field and Ed Bush Sports complex.

For 2023, we executed 19 projects totalling totalling \$1,061,831. The following diagram illustrates the completed CAPEX projects by district.





“We strategically expanded our team through new hires, promotions, and government secondments, making 2023 a highly productive year for the development of activities, services and the enhancement of programming in our communities.”

-CHIEF OFFICER ECHENIQUE

STATUTORY AUTHORITIES & GOVERNMENT COMPANIES 2023

UPDATED AS OF 31ST DECEMBER 2023

POSITION	NAME		
	NATIONAL GALLERY	NATIONAL CULTURAL FOUNDATION	NATIONAL MUSEUM
CHAIRPERSON	MR. CARL BROWN	MS. SUSAN OLDE, OBE	MR. CRAIG MERREN
DEPUTY CHAIRPERSON/VICE CHAIR	N/A	N/A	MS. SUSAN ARCH-PARSON
MEMBER	MRS. JENNIFER DILBERT, MBE	MR. ROY BODDEN	MS. THERESA ANGELINE MERREN
MEMBER	MR. MARCO CALLEJA	MS. LORNA REID	MS. PAMELA WEBSTER
MEMBER	MR. MATTHEW (MATT) BROWN	MR. JASON GILBERT	MS. COLLEEN BURKE
MEMBER	MS. SUSAN OLDE, OBE	MS. CARMIN GODFREY	MS. SHARON HINDS
MEMBER	MR. MARTYN BOULD, OBE	MS. JENNIFER DILBERT, MBE	-
MEMBER	MS. THERESA LEACOCK-BRODERICK	MR STEPHEN PRICE	-
MEMBER	MS. PRASANA	MS. SULEKHA TUMMALA	-
MEMBER	MR. SACHA TIBBETTS	MR ARTHUR DZAGHGOUNI (HELEN HARQUAIL ESTATE REP)	-
MEMBER	MR. DAVIN EBANKS	-	-
MEMBER	MS. ISY WALTON	-	-
NON-VOTING MEMBER	MRS. NATALIE COLEMAN DIRECTOR/CEO	MRS. NATALIE COLEMAN DIRECTOR/CEO	INTERIM DIRECTOR
NON-VOTING MEMBER	CHIEF OFFICER OF THE MINISTRY OF CULTURE OR DESIGNATE	CHIEF OFFICER OF THE MINISTRY OF CULTURE OR DESIGNATE	CHIEF OFFICER OF THE MINISTRY OF CULTURE OR DESIGNATE

NATIONAL COMMISSIONS 2023

UPDATED AS OF 31ST DECEMBER 2023

POSITION	NAME	
	YOUTH COMMISSION	SPORTS COMMISSION
CHAIRPERSON	MR. JOHANN MOXAM	MR. NEIL MURRAY
DEPUTY CHAIRPERSON/VICE CHAIR	MS. NATASJA LEVY	MR. RONNIE ROACH
MEMBER	MR. COTTRELL ELLIS	MR. OSBERT FRANCIS
MEMBER	MS. DAJSHA SAMUELS-MCLEAN	MS. SHAKEINA BUSH
MEMBER	MS. MONINA THOMPSON	MS. HEATHER HARVEY
MEMBER	MR. REON PORTER	MR. MICHEAL HOLDING
MEMBER	MS. TASHELL DAWSON	DR. VERLEY CAMPBELL
MEMBER	MR. STEPHEN PRICE	MS. JADE PARKER
MEMBER	MS. LAILA SHIM	MR. ROBERT LEWIS
MEMBER	VACANT	-
MEMBER	VACANT	-
NON-VOTING MEMBER	VACANT	-
NON-VOTING MEMBER	MS. CAMILLA FERREIRA	-
NON-VOTING MEMBER	MELISSA WHORMS	-
NON-VOTING MEMBER	ASHLYN GOULBALT-EBANKS	MELISSA WHORMS
NON-VOTING MEMBER	MELLONY BRYAN - WAUGH	LYNETH MONTEITH



YOUTH

2023 YOUTH HIGHLIGHTS

ENHANCEMENT AND EMPOWERMENT OF YOUTH



The Top 4

- Youth Empowerment Symposium
- Commonwealth Youth Minister's Conference
- Intergenerational Hub
- Caribbean Youth Summit

YOUTH HIGHLIGHTS

Youth Empowerment Symposium:

The Ministry and YSU joined forces for the inaugural Youth Empowerment Symposium (YES). The symposium took place at the Marriott Hotel on Thursday, March 30th and Friday, March 31st 2023. The event, focused on 'Economic & Social Empowerment,' featured renowned Caymanian panelists including social media content creator Alyssa Chin. YES 2023 explored avenues to broaden interpersonal and professional horizons, covering topics

such as non-traditional career paths, accessing resource organizations, building self-esteem and soft skills, entrepreneurship journeys, and exploring industries with limited Caymanian representation.



NATIONAL DRUG COUNCIL'S YOUTH TO YOUTH (Y2Y) GROUP MOTIVATING THE ATTENDEES WITH ACITIVITIES



Commonwealth Youth Minister's Conference

The 10th Commonwealth Youth Ministers meeting in London, UK, was accompanied by former Minister, Mr Bernie Bush, Ministry staff and CARICOM Youth Ambassadors (CYA) Vanessa Burke and Juan Pablo-Valero.

This forum, held every four years, addresses youth policy for Commonwealth member states. The meeting's theme, "Aim Higher: Delivering More for Young People in the Commonwealth," aligns with the United Nations Sustainable Development Goals, focusing on education, employment, engagement, and environment.



YOUTH MINISTERS IN LONDON, UK



YOUTH HIGHLIGHTS



**RIBBON CUTTING CEREMONY FOR THE
GRAND OPENING OF IGH**

INTERGENERATIONAL HUB (IGH):

On October 20, the Ministry of Youth, Sports, Culture & Heritage, led by former Minister Bernie Bush, opened Cayman's first Intergenerational Hub at 131 MacLendon Drive, George Town. The hub aims to bridge generational gaps by facilitating the exchange of wisdom between older and younger generations. It offers cultural classes, community spaces, and hosts youth programs like the Cayman Islands Youth Assembly and CYAs.

CARIBBEAN YOUTH SUMMIT

The Caribbean Youth Summit in Kingston, Jamaica, featured a Cayman Islands delegation including CYAs and representative Ms. Tashell Dawson. Addressing issues like gender-based violence and mental health, the Summit emphasized collaboration and awareness of rights. It aligned with initiatives such as the UN Sustainable Development Goals and CARICOM Youth Development Goals.



CYAS & PROUD OF THEM ALUMNI ATTEND CARIBBEAN YOUTH SUMMIT



THE NATIONAL YOUTH COMMISSION



**AVA CRANE & FAMILY, WITH PARLIAMENTARY SECRETARY
BERNIE BUSH, MINISTRY REP. TUNISIA BARNES AND NYC
MEMBER, MONINA THOMPSON**



NYC LOGO

The National Youth Commission (NYC) comprises up to 16 members representing youth, the public sector, private sector and civil society. The commission is responsible for overseeing the National Youth Policy and supporting youth development through grant review, event planning, and collaboration with youth organisations. They also report on their activities and advise the government on youth-related issues.

The National Youth Commission got off to a great start in 2023. On January 30, they launched their logo competition to focus on rebranding after being recommissioned in 2022. There were over 40 entries for the logo competition but only one successful winner, ten-year old Ava Crane, receiving her award of \$1,000.

The Commission supported the Alex Panton Foundation Mental Health Symposium, held on Saturday, 18 February 2023. The Commission used this opportunity to reach the youth to engage with them and to bring awareness to the logo competition taking place.



**FORMER CHAIR DR. RUTHLYN POMARES & NDC REP
LAILA SHIM**

THE NATIONAL YOUTH COMMISSION



The NYC established its Grant Application process in February 2023 and with the assistance of Youth Services Unit, executed a soft launch to youth affiliated organisations on YSU's mailing list. The NYC awards grants to youth organisations for youth programming up to \$5,000.

On 30 & 31 March, the National Youth Commission supported Youth Services Unit with their first ever Youth Empowerment Symposium (YES).

MS. MONINA THOMPSON, NYC MEMBER, WAS ONE OF THE PROUD OF THEM HONOUREES AWARDED FOR HER SERVICE IN THE COMMUNITY.

On 8 June, Dr. Pomares, chairman of the Commission, resigned from the NYC. Dr. Pomares served as Chairman with dedication and vision, contributing significantly to the success and growth of the NYC. The Ministry of Youth, Sports & Heritage expressed its sincere gratitude for her unwavering support during her tenure and wish her success in her future endeavors.

Mr. Johann Moxam, was appointed as the new Chairman of the National Youth Commission in the last quarter of 2023.

Looking forward to 2024, the NYC continues development in the policy, grants and youth initiatives in the Cayman Islands. In addition, they will continue their efforts to work closely with the Ministry to have a National Youth Policy in place in the latter quarter of 2024.



JOHANN MOXAM
CHAIRMAN

YOUTH SERVICES UNIT OVERVIEW



Mellony Bryan-Waugh
Head of Unit
Youth Services Unit

The Youth Services Unit (YSU) is a collaborative body that oversees, monitors and develops youth service in our communities. The YSU's historic mandate has been 'to ensure that vibrant youth programmes are delivered in every district,' which has in past led the unit to deliver various services designed to: support and increase youth participation; promote the implementation of the NYP and; develop/run gap programmes to support youth development.

In 2023, the Youth Services Unit (YSU) in Cayman Islands introduced several new events and activities aimed at benefiting the youth. These initiatives were made possible through the dedication of the core team and support from the Ministry of Youth, Sports, Culture & Heritage.

Key events included the inaugural Youth Empowerment Symposium (YES), the rebranding of the Proud of Them (PoT) Youth Recognition Campaign, and a rebrand for the Unit itself. The year also saw efforts to commemorate important observances like Child Month and Older Persons Month. Behind the scenes, there were significant changes including new leadership, a new office location, and restructuring at various levels, all aimed at improving the Unit's operations and impact on youth. Despite challenges, progress was made, setting the stage for further advancements in 2024. Collaborations, fostering youth representation, and program revisions were among the highlights of the year. Overall, 2023 marked significant progress for the YSU, laying the groundwork for future success.



**SETTLING INTO THE
INTERGENERATIONAL HUB (IGH)**

Important Changes:

- FAN Club, 4H Club, Scouts training has been Discontinued to focus on strengthening existing youth programs: CIYA, YouthFlex/Podcast, CYAs
- YSU continues to supports National Youth Commission (NYC), in particular engaging grant applicants/youth organizations
- A total five positions filled, two vacancies, (Seven positions as per budget). Temp positions in 2023: three YSU Summer Interns (June to August) and one YSU Winter Intern (December to January 2024).

YOUTH

YSU YEAR IN REVIEW



Youth Services Unit
Cayman Islands Government

MONTH	Agency	Details
JAN	YSU	• Moving into the Intergenerational Hub (IGH) • YSU Staff commence 2023 Learning & Development
FEB	YSU/CYA	• Q1. CYA Meeting
MAR	YSU	• In the community - Booth at Alex Panton Youth Mental Health Symposium • Q.1 Meeting with Youth Service Providers to introduce the enhanced Youth Grant Application Process • YSU Re-brand (new logo and brand colours) • 2-Day Youth Empowerment Symposium (YES) – filmed
APR	YSU	• Expanding the Team • IGH starts to activate
MAY	YSU	• Q2. CYA Meeting • Q.2 Meeting with Youth Services Providers to introduce the enhanced Youth Grant Application Process
	YSU/DCFS	• Planning Programming Enhancements • In the Community – YSU HOD on Listeners Panel at Child Month Forum in Cayman Brac
	YSU/DCFS	• Child Month Teen Panel- filmed
JUN	YSU YSU/DoS	• Summer Interns Start at YSU! • YSU/DOS Summer Collaboration 2023
JUL	YSU	• Outdoor Wraps & Signage for the IGH

YOUTH

YSU YEAR IN REVIEW



Youth Services Unit
Cayman Islands Government

MONTH	Agency	Details
AUG	YSU YSU/SAGCs	• Re-Brand of Proud of Them 2023 – 10years! • IGH Feedback Session with Summer Interns
SEP	YSU/CYA YSU/CYA YSU/DoS YSU	• Q.3 CYA Meeting • CYAs attend 10th Commonwealth Youth Ministers Meeting • DOS hosts 6-week fitness class for seniors (in the IGH) • In the Community – ADACI hosts wellness seminar for seniors (in the IGH)
OCT	YSU YSU/DCFS YSU/CICBD	• Re-Brand of “The Advocate” Newsletter • Older Persons Month – Intergenerational (Jeopardy) Game Show (at the Intergenerational Game Day in Cayman Brac) • CICBD Business Expo – Youth Entrepreneurship Panel
NOV	YSU YSU/CYA	• Youth Work Week 2023 Reception • Proud of Them Gala 2023 – filmed • Q.4 CYA Meeting • CYAs attend Caribbean Youth Summit 2023
DEC	YSU	• In the Community – Support of Christmas Initiatives • Planning for 2024 Events & Activities

LOOKING FORWARD:

In 2024, the YSU aims to deepen its ties with youth service providers, align with the Ministry's grant-funding vision, and prioritize programming at the Intergenerational Hub. Elevating the Unit's profile and raising awareness of its services are crucial, given anticipated updates to the National Youth Policy. Collaborating with the Ministry, expanding youth networks, and enhancing brand awareness through community engagement are key goals. The YSU Team eagerly anticipates contributing to youth initiatives in 2024.

YOUTH

YSU YEAR IN PICTURES



Learning & Development

Pic: YSU Coordinator at The "Giving and Getting Feedback" course by Lorna Murphy



Meetings with Youth Service Providers: YSU hosted two Information Sessions in March/May to introduce improved Youth Grant Application Process.



New Look: YSU logo was revamped with help from Marketing Coordinator Brian Watler and Stephens Consulting. New design includes three stars to represent youth across Cayman Islands.



Child Month Teen Panel:

YSU partnered with Department of Children & Family Services for Child Month "Teen Panel," which was Moderated by CYAs. 8 schools participated, with the theme "Investing in our children, investing in the future."



Proud of Them 2023 Gala - 10 Years!

The 10th Anniversary of Proud of Them debuted a revamped nomination process and design. Out of 100 nominations, 15 honourees were selected, along with 2 rising stars for the first time in the programme's history. Additionally, the program welcomed private sector sponsorship for the first time, valued at CI\$17,500.





SPORTS

2023 SPORTS HIGHLIGHTS



The Top 3

- CARIFTA Athlete Reception
- Special Olympics Reception
- Cayman Islands Aquatic Centre

SPORTS HIGHLIGHTS



CARIFTA Athlete Reception:

The Ministry hosted its second CARIFTA reception for the athletes at the Wharf Restaurant. Both the swimming and track teams were in attendance. This year's track competition took place in Bahamas, while the swimming events were held in St. Lucia.

CARIFTA TRACK TEAM IN BAHAMAS

Special Olympics Reception

The Ministry hosted a reception to honor the returning 2023 Special Olympics team, who competed in Berlin, Germany. Dignitaries including Her Excellency, Mrs. Jane Owen, and former Minister Bernie Bush, who joined athletes, coaches, volunteers, and families at the event. Funds raised from raffle drawings at the Ministry's district Family Fun Days in West Bay and Savannah were presented to Special Olympics Cayman Islands.



RECEPTION FOR RETURNING SPECIAL OLYMPIC ATHLETES

SPORTS HIGHLIGHTS

Cayman Islands Aquatic Centre

In December, the Ministry of Youth, Sports, and Heritage procured a 50- meter and 25-meter pool from Myrtha Pools. The pools are scheduled to arrive in mid to late summer of 2024 and will be installed as a part of the new Cayman Islands Aquatic Centre. The Centre aims to enhance athletic, recreational, and community opportunities and reflects Cayman's presence in global swimming events showcasing growing capabilities and participation in regional and international competitions. Further procurement and development of the project is expected to continue 2024.



(L-R-) DEPUTY CHIEF OFFICER, WEST- DACRES; FORMER MINISTER MR. BERNIE BUSH; PRESIDENT OF CIASA, MR. STEVE BROADBELT AND SWIMMING TECHNICAL DIRECTOR, MR. JACKY PELLERIN AT A VISIT MYRTHA POOLS IN ITALY.

THE NATIONAL SPORTS COMMISSION



BACK ROW: MICHAEL HOLDING, ROBERT LEWIS, NEIL MURRAY, RONNIE ROACH, MINISTER BERNIE BUSH, OSBERT FRANCIS
FRONT ROW: SHAKEINA BUSH, JADE PARKER, HEATHER HARVEY, MELISSA WHORMS.
MISSING FROM THE PHOTO: DR. VERLEY CAMPBELL & LYNETH MONTEITH

The National Sports Commission comprises of 11 appointed members representing different sports disciplines as well as the public and private sector. The Commission held its first meeting on 3 April 2023 at the Government Administration Building. One of the main objectives of the Commission is to assist the Ministry in the formulation of the National Sports Policy, the setting of priorities and direction of all sports promotion and development programs in the Cayman Islands. Once the policy has been updated, the Commission will be the responsible body for monitoring the implementation of the National Sports Policy and Strategic Plan.

The Commission picked up momentum very quickly developing a logo and reviewing the terms of reference to determine which objectives were quick wins. In 2023, the Commission met 12 times to discuss various sport related matters and provided recommendations to the Ministry. On 6 April 2023, the Commission went on 92.7 FM to discuss the role of the Commission and the objectives set out for them for 2023.

THE NATIONAL SPORTS COMMISSION

“As Chairman of the National Sports Commission (CINSC), it is a great pleasure to head this group of very knowledgeable and experienced individuals.

During 2023, we have been tasked with providing recommendations to the Ministry of Youth, Sports, and Heritage on how to generally improve sports at a national and domestic level when dealing with schools, clubs, teams, athletes, etc., in areas such as devising criteria for recognising and monitoring National Sports Associations (NSA), eligibility criteria for national athletes/teams representing the Cayman Islands and recommendations for improving school sports.

Members of the Commission have put a lot of time into discussing and documenting the issues affecting sports in the Cayman Islands as well as offering a variety of recommendations and are eager to see the National Sports Policy (NSP) in place so we can collectively improve sports in our Islands.”



Neil Murray
Chairman

LOOKING FORWARD:

In 2024, the Commission will be focusing on assisting the Ministry with updating the National Sports Policy through stakeholder engagement meetings and workshops, bringing more public awareness of the role of the Commission, participating and promoting the online stakeholder engagement survey for the National Sports Policy, and providing feedback and recommendations on the draft policy.

The Commission aims to have its first meeting on 9 January 2024 and to be a part of the National Sports Symposium in the latter part of the year.



DEPARTMENT OF SPORTS OVERVIEW

The Department of Sports (DOS) is a government entity established to promote, encourage, and facilitate the active participation of all persons in physical and sporting activities consistent with their abilities.

In the 2023 budget year, the Department of Sports (DOS) compounded on the foundations set in 2022 with much progress. With crucial recruitments completed for the Assistant Director of Programmes and the Assistant of Facilities, DOS would deliver on output targets aimed to enhance development and participation in sports.



Kurt Hyde
Director

Department of Sports

DOS particularly undertook enhancement initiatives to improve on specific deliverables namely, school sports, upgrade to its facilities and activity platforms for the aged population. Through collaborative mediums with sporting associations, the department was able to raise the standard of school sports and community competition. These initiatives led to the first District Basketball Competition and the first Older Person Sports Day events never before experienced in the Cayman Islands.

DOS also made significant strides in providing better facilities for athletes and the wider public through upgrades with an emphasis on safety and function. These initiatives are in line with future goals of providing exceptional facilities for Cayman's athletes and to increase sports tourism.

Although it is important to highlight the department's successes in 2023. DOS is in constant state of evolution and we are already looking forward to 2024's targets and achievements.



**PARTICIPANTS AT THE OLDER
PERSONS SPORT DAY**



**SETTLING INTO THE
INTERGENERATIONAL HUB (IGH)**

DEPARTMENT OF SPORTS HIGHLIGHTS

Operational Highlights



Everton Edwards
Assistant Director of Programs

- DOS enhanced public outreach and operations.
- In November 2023, DOS launched a revamped website, providing the public with an interactive platform for facilities bookings, sporting updates, program information, and event registration.
- DOS appointed an Assistant Director of Programs, Mr. Everton Edwards, to oversee coaching staff and programs/events.
- Mr. Stanley Goodridge, appointed as Track & Field Head Coach in , focuses on youth development and athletics introduction in schools.

Facilities Highlights

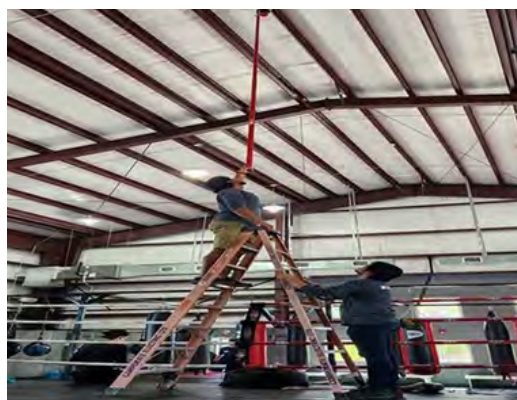
- Security Measures:
 - Expanded National CCTV coverage on access points and designated spectator gathering areas
 - Implemented visitor check-in system through security personnel.
 - Reviewed and revised access points for improved security.
- Facility Maintenance:
 - Conducted weekly maintenance checks.
 - Enhanced facility lighting for safety.
- Operational Efficiency:
 - Implemented strategies for resource optimization.
 - Initiating creation of Property Handbooks for accurate operational manuals.



Stanley Goodridge
Track & Field Coach



WEST BAY SOFTBALL FIELD WITH LED FLOODLIGHT



ANNUAL FIRE-SYSTEM INSPECTION AT DALMAIN BOXING GYM

SPORTS

DOS PROGRAMME HIGHLIGHTS

The Programs section of DOS is comprised of 16 Coaches led by the Assistant Director of Programs.



U16 GIRLS BODDEN TOWN RALLIES.

District Basketball Competition:

The inaugural District Basketball Competition covered all five districts, with larger ones subdivided into zones to determine representatives. Both under 16 girls and boys divisions participated, including teams from the sister islands. This event served as a pivotal platform for DOS to promote basketball development, increase participation, and cultivate talent. Notably, numerous participants attracted the interest of established CIBA league teams, providing them with opportunities to join these esteemed organizations.



GIRLS 100M RACE

Inter-Scholastic:

DOS plays a vital role in Cayman's school sports, notably through the inter-primary and inter-secondary athletics meets. This year, 13 primary schools competed intensely at the Truman Bodden Sports Complex for three days during the inter-primary meet. While DES leads the inter-primary event, DOS Head Coach Cherry Whittaker provided extensive coordination, with other coaches assisting in officiating. DOS-coached Track and Field program participants, led by Coach Tyrone Yen, excelled, marking a significant achievement for DOS, its coaches, and participants.

SPORTS

DOS PROGRAMME HIGHLIGHTS & LOOKING AHEAD

Older Persons Sports Day

Marking a significant milestone, the Department of Sports (DOS) proudly hosted the inaugural Older Persons Sports Day (OPSD), fulfilling a key departmental objective to promote physical activity among the senior community. Building upon the success of the earlier district exercise program, led by DOS coaches in collaboration with Children & Family Services, the OPSD brought together program participants and the wider public for a vibrant evening of fun and fitness. Held during Older Persons Month (November), this inclusive event underscored DOS's commitment to fostering age-friendly activity and social engagement throughout the community.



A MEMORABLE MOMENT, A WHEELCHAIR BOUND PARTICIPANT DETERMINED TO TAKE PART IN BALL THROWS.

LOOKING FORWARD:

Plans are underway for additional District Sports Tournaments, including the inaugural tournament in Cayman Brac, which serves as a basis for future events.

The successful Older Persons Sports Day is set to become an annual event, meeting the mandate for increased activities for the elderly. DOS maintains close relations with Sporting Associations, fostering collaboration on activities and projects to support community development.

Significant and ongoing upgrades and refurbishments are planned for DOS facilities, alongside the introduction of SMART systems for environmental efficiency. Staff development remains a priority, with ongoing certification acquisition and cross-training efforts. The launch of the DOS website provides a dynamic platform for engaging the public with real-time event information and initiatives.



CULTURE & HERITAGE

2023 CULTURE & HERITAGE HIGHLIGHTS



The Top 5

- Pirates Week
- Reinstatement of Emancipation Day
- National Identity (Dress, Dish, Dance, Dessert, Drink)
- Expansion of Cultural Heritage for Education and Awareness
- Opening of the Cayman Collections Centre

CULTURE & HERITAGE HIGHLIGHTS

Pirates Week 2023

The Ministry successfully launched Pirates Week 2023 in the Cayman Islands. The event showcased pirate-themed festivities including parades, live music, and street performances. Highlights like the Grand Cayman Pirate Landing, costume contests and food festivals drew locals and visitors together to revel in the vibrant atmosphere and celebrate Caymanian culture. Additionally, the festival introduced its first Heritage on the Ave, featuring a cultural market fair, further enriching the experience for attendees.

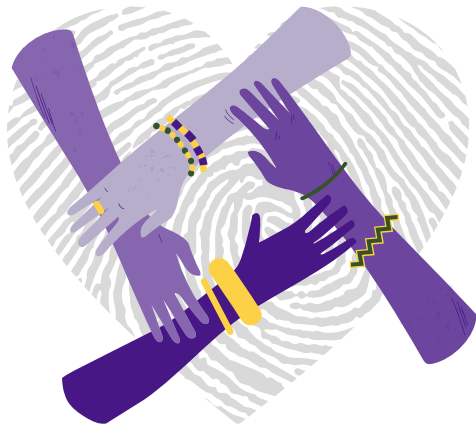


Reinstatement of Emancipation Day

Cabinet approved the reinstatement of Emancipation Day as a public holiday in May 2024, replacing Discovery Day. The decision follows extensive research and discussions on Cayman's cultural heritage by the Ministry of Youth, Sports, Culture & Heritage. Emancipation Day commemorates the end of apprenticeship in 1835, a significant event in Cayman's history. The Ministry initiated Task Forces to address cultural issues in 2022.

CULTURE & HERITAGE

HIGHLIGHTS



National Identity (Dish, Dress, Dance, Drink, Dessert)

Cabinet has approved public input to establish five new national symbols: the National Dish, Drink, Dessert, Dress, and Dance. This initiative aims to bolster cultural identity, awareness, and patriotism while honoring past traditions. The public's involvement will formalize Cayman's identity, with additional work slated to commence in 2024.

Expansion of Cultural Heritage for Education and Awareness

The Ministry of Youth, Sports, Culture and Heritage has taken a significant step towards preserving and promoting our cultural heritage by securing multiple important sites. This decisive action demonstrates their commitment to safeguarding our history and fostering a deeper understanding of our collective identity.

The following sites began developed 2023:

- Intergenerational Hub (IGH) 2nd & 3rd floor
- Cayman Collections Centre, formally known as the Cayman Motor Museum.
- West Bay Heritage Park
- The Pink House on Goring Ave.

PINK HOUSE ON GORING AVE



WEST BAY HERITAGE PARK



CULTURE & HERITAGE HIGHLIGHTS

Cayman Collections Centre

The National Museum and the Ministry of Youth, Sports, Culture & Heritage spearheaded the leasing and opening of the repurposed Cayman Motor Museum, with the goal to preserve and showcase the islands' unique past through 12,000 artifacts. This exciting project reflects the ministry's commitment to heritage awareness, offering visitors a chance to connect with their roots through exhibits like catboats, canoes, and paintings.



CULTURE & HERITAGE

OTHER HIGHLIGHTS



National Heroes Day 2023/4

The Ministry managed the 2024 National Heroes Day Nomination Process for the theme honouring Cultural Artists and Creatives

2023 Cultcha Day at GAB

Cultcha Day 2023 pulsed with life at the Lawn at the Government Admin Building. Performances, crafts, and food from Cayman and beyond filled the day.



Senior Talent Show

The Ministry proudly hosted its first the Senior Talent Show during Older Persons Month, at the Harquail Theatre. Local seniors aged 65 and above entertained the audience with singing, dancing, poetry, skits, and music.

Cayman Christmas: Choir Competition

The Ministry hosted its 2nd Christmas Choir Competition at East End Heritage Park. Schools and churches filled the air with festive melodies, spreading Christmas cheer to the captivated audience.





**CAYMAN ISLANDS
GOVERNMENT
ADMINISTRATION**
133 ELGIN AVENUE

FINANCIALS

EXECUTIVE FINANCIAL SUMMARY

FOR THE YEAR ENDED DECEMBER 31, 2023

OPERATING EXPENSES

YSC&H Total Operating expenses were \$7.91M for the year ended December 31, 2023 compared to the final budget of \$8.26M resulting in savings of \$0.35M. Unused appropriations of \$0.69 million were carried forward from 2022 to 2023, in accordance with Section 9(5) of the Public Management and Finance Act.

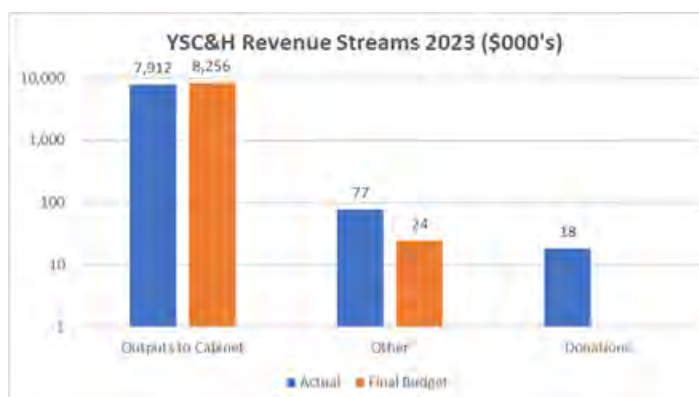
Actual monthly expenditures averaged \$0.66M compared to the final budgeted average of \$0.69M.



REVENUE

Total actual revenue for fiscal year 2023 was \$8.01M versus the final budget of \$8.28M.

Cabinet Revenue accounted for 98.8% with the remaining amounts derived from the rental of facilities by the Department of Sports and donations received by the Youth Services Unit.

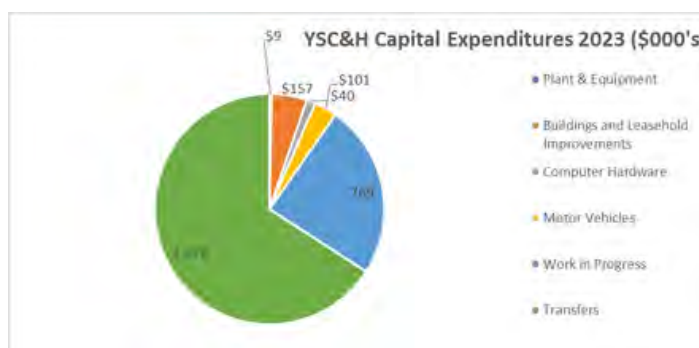


CAPITAL EXPENDITURES

Capital Expenditure included purchases of \$1.08M and the transfer of the T.E. Mc Field Annex facility from the Ministry of Education with a net book value of \$2.10M.

Included in work in progress of \$0.77M are on-going infrastructural improvements to the sporting facilities and administrative buildings.

Equity Injection of \$0.73M was received during 2023 to fund the above capital expenditures. All outstanding balances as at December 31, 2023 were received in quarter 1 2024.



EXECUTIVE FINANCIAL TRANSACTIONS

OVERVIEW

Entity Financial Transactions are the financial transactions that a Ministry, Portfolio or Office carry-out when conducting its business or delivering its outputs.

The entity financial transactions include entity revenue, entity expenses, entity liabilities and entity assets. Entity expenses include salaries, pension, electricity and software licensing fees amongst other costs. Entity assets are assets used for the delivery of a Ministry's, Portfolio's or Office's Outputs and include furniture, motor vehicles, warehouses and computers. Entity liabilities incurred by a Ministry, Portfolio or Office include accounts payable, pension obligations and comp time. The revenue that a Ministry, Portfolio or Office receives, primarily from the Cabinet, to deliver its Outputs, is known as entity revenue which is used to pay for entity expenses and settling entity liabilities. Ministries, Portfolios and Offices also receive Equity Injection that is used to purchase non-current assets.

Executive Financial Transactions, on the other hand, are the financial transactions that do not relate to the operations of a Ministry, Portfolio or Office but to the executive revenue, executive expenses, executive liabilities and executive assets of the Cabinet.

Executive revenue is for the benefit of Cabinet's use and includes import duty, motor vehicle duty, garbage fees and work permit fees amongst many other revenue descriptions. The Cabinet uses the executive revenue to pay for its executive expenses such as Outputs delivered by Ministries, Portfolios and Offices, Scholarships, Needs Assessment support and finance costs amongst many other such costs. The Ministry of Youth, Sports, Culture & Heritage does not collect executive revenue.

The executive liabilities of the Cabinet include the unfunded pension liability for civil servants and, Borrowings.

The following Statement of Executive Financial Transactions sets out the Cabinet's executive expenses of the Ministry of Youth, Sports, Culture and Heritage.

Following the Cayman Islands Government restructuring exercise, on January 1, 2024 the name of the Ministry was changed from the Ministry of Youth, Sports, Culture and Heritage to the Ministry of Youth, Sports and Heritage.

On January 1, 2024 the responsibility for the financial oversight of the Cayman National Cultural Fund was transferred from the Ministry of Youth, Sports and Heritage to the Ministry of Border Control, Labour and Culture.



STATEMENT OF EXECUTIVE FINANCIAL TRANSACTIONS

FOR THE YEAR ENDED 31 DECEMBER

2023

(Amounts Expressed in
CI \$000's)

	Current Year Actual	Original Budget	Final Budget
Executive Expenses			
YSC 1 - Advice and Support to the Minister for Youth, Sports, Culture and Heritage	2,316	2,274	2,321
YSC 3 - Sports Services	4,757	4,640	5,090
YSC 4 - Youth Services	839	649	845
NAG 1 - National Arts, Exhibitions and Festivals	210	210	210
NAG 2 - National Art Collection	120	120	120
NAG 3 - Art Education, Outreach and Training	178	178	178
NAG 4 - Art Information - Facilities, Promotion, Scholarship and Publication	242	242	242
NCF 1 - Arts and Culture Preservation, Documentation and Promotion	109	109	109
NCF 2 - Cultural Festivals / International Exchange / Local Partnerships	483	383	483
NCF 3 - Management of Operations and Maintenance of FJ Harquail Cultural Centre (FJHCC)	345	345	345
NCF 4 - Training and Support for Artistic Development	266	266	266
NCF 5 - Youth Arts Programming	6	6	6
MUS 4 - Collection and Preservation of Significant Material Evidence	154	154	154
MUS 5 - Museum Facilities, Exhibitions and Displays	601	601	601
MUS 6 - Provision of Policy and General Advice on Museum Matters	137	137	137
NGS 47 - Mentoring Cayman Programme	9	9	9
NGS 58 - Elite Athletes Programme	-	40	40
NGS 59 - Youth Development Programmes	119	122	122
NGS 60 - Sports Programmes	1,552	1,552	1,552
NGS 82 - Other Sports Programmes	94	95	95
NGS 83 - Other Cultural Programmes	-	40	40
TP 49 - Youth Programmes and Other Non-Governmental Organizations	-	130	130
TP 107 - Youth, Sports, Culture and Heritage Programmes	1,103	1,619	2,131
OE 81 - World Anti-Doping Agency	5	6	6
OE 82 - Regional Anti-Doping Organization	8	9	9
Total Executives Expenses	13,653	13,936	15,241

STATEMENT OF EXECUTIVE FINANCIAL TRANSACTIONS

FOR THE YEAR ENDED 31 DECEMBER

2023 (CONTINUED)

(Amounts Expressed in
CI \$000's)

	Current Year Actual	Original Budget	Final Budget
Executive Assets			
Equity Investment - Ministry of Youth, Sports, Culture and Heritage	19,404	16,811	16,627
Equity Investment - National Gallery of the Cayman Islands	6,367	5,938	5,938
Equity Investment - Cayman Islands National Museum	2,137	2,657	2,657
Equity Investment - Cayman National Cultural Foundation	16,303	11,664	11,748
Total Executive Assets	44,211	37,070	36,970

	Current Year Actual	Original Budget	Final Budget
Executive Investment			
EI 23 - Cayman Islands National Museum	-	380	380
EI 47 - National Gallery of the Cayman Islands	34	30	30
EI 72 - Cayman National Cultural Foundation	173	90	174
EI 86 - Ministry of Youth, Sports, Culture and Heritage	2,498	1,750	2,498
Total Executive Investment	2,705	2,250	3,082

APPENDIX A

AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2023



Ministry of Youth, Sports, Culture and Heritage

Financial Statements

For the year ended 31 December 2023

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STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the Ministry responsible for Youth, Sports, Culture and Heritage ("the Ministry") in accordance with the Public Management and Finance Act (2020 Revision) ("the Act"). The Financial Statements comply with generally accepted accounting practice as defined in International Public Sector Accounting Standards and International Accounting Standards.

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).

To the best of our knowledge the financial statements are:

- (a) complete and reliable;
- (b) fairly reflect the financial position as at 31 December, 2023 and performance for the year ended 31 December, 2023; and
- (c) comply with generally accepted accounting practice.

We also accept responsibility for establishing and maintaining a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorized by Act and properly record the financial transactions of the entity.

A stylized signature consisting of several overlapping loops.

Teresa Echenique
Chief Officer

April 04, 2024

A handwritten signature in cursive script.

Brian Morain
Interim Chief Financial Officer

April 04, 2024

AUDITOR GENERAL'S REPORT

To the Members of the Parliament and Chief Officer of the Ministry of Youth, Sports, Culture and Heritage

Opinion

I have audited the financial statements of the Ministry of Youth, Sports, Culture and Heritage (the "Ministry"), which comprise the statement of financial position as at 31 December 2023 and the statement of financial performance, statement of changes in net worth and cash flow statement for the year ended 31 December 2023, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 8 to 33.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Ministry as at 31 December 2023 and its financial performance and its cash flows for the year ended 31 December 2023 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.

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that

AUDITOR GENERAL'S REPORT (continued)

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

4 April 2024
Cayman Islands

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)

Prior Year Actual December 31, 2022 Restated		Note	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
	Current Assets					
687	Cash and cash equivalents	2	1,919	6,341	6,341	(4,422)
2,437	Trade receivables	3	2,941	1,514	1,514	1,427
863	Other receivables	3	2,073	7	7	2,066
-	Inventories		-	1	1	(1)
223	Prepayments	4	369	4	4	365
4,210	Total Current Assets		7,302	7,867	7,867	(565)
	Non-Current Assets					
-	Trade Receivables		-	31	31	(31)
13,101	Property, plant and equipment	5	12,835	9,555	9,471	3,280
5	Intangible assets	6	3	-	-	3
13,106	Total Non-Current Assets		12,838	9,586	9,502	3,252
17,316	Total Assets		20,140	17,453	17,369	2,687
	Current Liabilities					
35	Trade payables	7	70	139	139	69
246	Other payables and accruals	7	487	140	140	(347)
-	Unearned revenue		-	174	174	174
80	Employee entitlements	8	84	189	189	105
49	Surplus payable		95	-	-	(95)
410	Total Current Liabilities		736	642	642	(94)
410	Total Liabilities		736	642	642	(94)
16,906	Net Assets		19,404	16,811	16,727	2,593
	NET WORTH					
11,048	Contributed capital		13,546	16,763	16,679	(3,217)
6,062	Revaluation reserve		6,062	-	-	6,062
(204)	Accumulated surpluses/(deficits)		(204)	48	48	(252)
16,906	Total Net Worth		19,404	16,811	16,727	2,593

The accounting policies and notes on pages 8 to 33 form an integral part of these financial statements.

**STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

Prior Year Actual December 31, 2022 Restated		Note	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
	Revenue					
6,827	Sales of goods and services	9	7,989	7,587	8,280	402
-	Other revenue		18	-	-	18
6,827	Total Revenue		8,007	7,587	8,280	420
	Expenses					
3,841	Personnel costs	10	4,244	4,650	4,526	406
1,749	Supplies and consumables	11	2,322	1,785	2,602	(537)
1,328	Depreciation charges	5	1,342	1,128	1,128	(214)
-	Amortisation of intangible assets	6	2	-	-	(2)
1	Losses on foreign exchange transactions		2	-	-	(2)
6,919	Total Expenses		7,912	7,563	8,256	(349)
(92)	Surplus/ (Deficit) for the year		95	24	24	71

The accounting policies and notes on pages 8 to 33 form an integral part of these financial statements.

**STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

	Note	Contributed Capital	Revaluation Reserve	Accumulated Surplus/ (Deficit)	Total Net Worth	Original Budget	Final Budget	Variance (Actual vs Orig)
Balance as at 31 December 2021		9,383	4,928	-	14,311	13,538	13,538	773
Ministry Reorganisation		944	1,134	(62)	2,016	-	-	2,016
Restated balance		10,327	6,062	(62)	16,327	13,538	13,538	2,789
Changes in Net Worth for 2022								
Equity Investment from Cabinet		643	-	-	643	1,475	643	(832)
Ministry Reorganization		78	-	-	78	-	-	78
Repayment of surplus to Cabinet		-	-	(49)	(49)	-	-	(49)
Total Surplus/(deficit) for the period 2022		721	-	(49)	672	1,475	643	(803)
Total Changes in Net Worth for 2022		-	-	49	49	24	24	25
Balance at 31 December 2022 carried forward		721	-	-	721	1,499	667	(778)
		11,048	6,062	(62)	17,048	15,037	14,205	2,011
		Contributed Capital	Revaluation Reserve	Accumulated Surplus/ (Deficit)	Total Net worth	Original Budget	Final Budget	Variance (Actual vs Orig)
Balance at 31 December 2022 brought forward		11,048	6,062	(62)	17,048	15,037	14,205	2,011
Changes in Net Worth for 2022								
Prior Year Adjustment	18	-		(142)	(142)	-	-	(142)
Restated balance		11,048	6,062	(204)	16,906	15,037	14,205	1,869
Changes in Net Worth for 2023								
Equity Investment from Cabinet	12	2,498	-	-	2,498	1,750	2,498	748
Repayment of surplus to Cabinet		-	-	(95)	(95)	-	-	(95)
Total Surplus/(deficit) for the period 2023		2,498	-	(95)	2,403	1,750	2,498	653
Total Changes in Net Worth for 2023		-	-	95	95	24	24	71
Balance at 31 December 2023		2,498	-	-	2,498	1,774	2,522	724
		13,546	6,062	(204)	19,404	16,811	16,727	2,593

The accounting policies and notes on pages 8 to 33 form an integral part of these financial statements.

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

Prior Year Actual December 31, 2022		Note	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
CASH FLOWS FROM OPERATING ACTIVITIES						
<i>Receipts</i>						
5,800	Outputs to Cabinet		7,918	7,563	8,256	355
50	Sale of goods and services		77	-	-	77
-	Donations		18	-	-	18
754	Other receipts		627	24	24	603
<i>Payments</i>						
(3,792)	Personnel costs		(4,169)	(4,650)	(4,526)	481
(1,767)	Supplies and consumables		(2,350)	(1,785)	(2,602)	(565)
(1,057)	Other payments		(400)	-	-	(400)
(12)	Net cash flows from operating activities		1,721	1,152	1,152	569
CASH FLOWS USED IN INVESTING ACTIVITIES						
(412)	Purchase of property, plant and equipment		(1,165)	(1,750)	(2,498)	585
(412)	Net cash flows used in investing activities		(1,165)	(1,750)	(2,498)	585
CASH FLOWS FROM FINANCING ACTIVITIES						
131	Equity Investment from Org 40		725	1,750	2,498	(1,025)
75	Ministry Reorganisation		-	-	-	-
(44)	Repayment of Surplus to Org 40		(49)	-	-	(49)
162	Net cash flows from financing activities		676	1,750	2,498	(1,074)
(262)	Net increase/(decrease) in cash and cash equivalents		1,232	1,152	1,152	80
949	Cash and cash equivalents at beginning of period		687	5,189	5,189	(4,502)
687	Cash and cash equivalents at end of period	2	1,919	6,341	6,341	(4,422)

During the year, the Ministry collected cash and made payments on behalf of the Pirates Fest activities. These transactions are included under Other Receipts and Other Payments respectively.

The accounting policies and notes on pages 8 to 33 form an integral part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

Description and Principal Activity

The Ministry of Youth, Sports, Culture and Heritage ("the Ministry") is a Government entity as defined by section 2 of the Act and it is domiciled in the Cayman Islands.

The Ministry commenced operations on July 1, 2021, through the combination of the Department of Sports and the Youth Services Unit from the Ministry of Education, Youth, Sports, Agriculture and Lands; together with the Ministry Administration Unit from the Ministry of Community Affairs.

The principal activities and operations include all activities carried out in terms of the outputs purchased by the Minister of Youth, Sports, Culture and Heritage as defined in the Plan and Estimates for the Government of the Cayman Islands (the "Government") for the year ended 31 December 2023.

The purpose of the Ministry is to provide strategic and policy direction, advice, funding and governance to meet its objectives which are to empower our youth, identify and develop talent, and preserve our culture and heritage. The Ministry accomplishes these objectives through the support of its Departments and Units, namely the Department of Sports and the Youth Services Unit.

General Nature of Activities

Ministry Administration

- Provide policy advice, development, implementation and communication services for the Minister, and support for legislation development.
- Ensure continued operations of the Ministry and provide funding for the department and units.
- Provide advice, governance and monitoring of the Statutory Authorities, Government Companies and Committees under the Ministry's remit.
- Provide collaboration with key stakeholders on matters which are part of the Ministry's responsibilities.
- Provide policy advice, administrative and general services to the Honourable Minister.

The Department of Sports

- The Department of Sports is responsible for the Facility Maintenance and Operational Management services throughout Grand Cayman. The Department also provides, coaching, talent identification and development, technical advice and support services for various stakeholders including Schools, Sports Clubs, Communities and National Associations.

Youth Services Unit

- Monitor youth service providers to ensure vibrant youth programmes are run in each district and offer secretarial support to the Cayman Islands Youth Assembly, Youth Advisory Board and the Youth Ambassador program, all which empower youth to be meaningfully involved in decision making forums.
- The Unit also collaborates with other service providers to ensure that young citizens access all services provided for the general populace and develops gap programme where needed, like 4H clubs and the National Youth Culinary Programme.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

Note 1: Material Accounting Policies

These financial statements are 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 years and periods presented in these financial statements.

(a) Basis of Preparation

The financial statements are presented in Cayman Islands dollars (CI\$) and are prepared on the accrual basis of accounting, unless otherwise stated. The statements are rounded to the nearest thousand. Any discrepancies between totals and sums of components are due to rounding. The measurement base applied to these financial statements is the historical cost basis, unless otherwise stated. Land and Buildings are stated at fair value.

New and revised accounting standards issued that are not yet effective for the financial year beginning on 1 January 2023 and not early adopted.

Certain new accounting standards have been published that are not mandatory for the 31 December 2023 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 43 issued in January 2022, amended the scope of IPSAS 16 by defining investment property to include both owned investment property and property held by a lessee as a right-of-use asset. IPSAS 43 introduces a right-of-use model that replaces the risks and rewards incidental to ownership model in IPSAS 13, *Leases*. For lessors, IPSAS 43 substantially carries forward the risks and rewards incidental to ownership model in IPSAS 13. IPSAS 43 has an effective date of January 1, 2025. Earlier application is permitted in certain circumstances.

IPSAS 44, *Non-Current Assets Held for Sale and Discontinued Operations* (effective for periods beginning on or after January 1, 2025,) specifies the accounting for assets held for sale and the presentation and disclosure of discontinued operations. The impact will be assessed fully, closer to the effective date of adoption.

IPSAS 45, *Property, Plant, And Equipment* (effective for periods beginning on or after January 1, 2025) replaces IPSAS 17, *Property, Plant, and Equipment* by adding current operational value as a measurement basis in the updated current value model for assets within its scope, identifying the characteristics of heritage and infrastructure assets, and adding new guidance on how these important types of public sector assets should be recognized and measured.

IPSAS 46, *Measurement* (effective for periods beginning on or after January 1, 2025) provides new guidance in a single standard addressing how commonly used measurement bases should be applied in practice.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

Note 1: Material Accounting Policies (continued)

IPSAS 47, Revenue (effective for periods beginning on or after January 1, 2026) replaces IPSAS 9, Revenue from Exchange Transactions, IPSAS 11, Construction Contracts, and IPSAS 23, Revenue from Non-Exchange Transactions and is a single source for revenue accounting guidance in the public sector, which presents two accounting models based on the existence of a binding arrangement.

IPSAS 48, Transfer Expenses (effective for periods beginning on or after January 1, 2026) provides accounting requirements for transfer expenses, and presents two accounting models based on the existence of a binding arrangement.

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.

(b) Budget Amounts

The original budget amounts for the year ended 31 December 2023 financial period are as presented in the 2022 and 2023 Budget Statements and approved by the Parliament.

The final budget is adjusted for amounts approved under Section 9(5) and Section 11(5) of the Act.

As required by Act, budgets are presented on the same basis as the annual financial statements. Throughout these financial statements, positive variances between actual and budget are shown as whole numbers and negative variances are shown in brackets.

(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, revenue and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

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

(d) Changes in Accounting Estimates

During the current period, it was noted that the T.E. Mc Field Annex facility, an asset held by the Department of Sports, was not transferred from the Ministry of Education during the 2021 Cayman Islands Government restructuring exercise.

The Ministry of Education transferred the facility during the current period, with an effective transfer date of 1 July, 2021. As a result, the depreciation expense, accumulated depreciation and net worth were misstated for the financial periods ended 31 December 2021 and 2022.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

Note 1: Material Accounting Policies (continued)

(e) Revenue

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

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

(f) Expenses

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

(g) Operating Leases

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, where this is representative of the pattern of benefits to be derived from the leased property. Lease payments under operating lease, net of lease incentives received, are recognised as expenses on a straight-line basis over the lease term. Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

(h) Cash and Cash Equivalents

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

(i) Receivables

Receivables include amounts due to the Ministry for services provided to Cabinet and third-party customers.

(j) Inventory

Inventory 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, where the net realizable value is the estimated selling price of the inventories, less the cost of sale or disposal. 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.

Inventory 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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

Note 1: Material Accounting Policies (continued)

(k) Prepayments

The portion of recognised expenditure paid in advance of receiving services has been recognised as a prepayment and is classified as other receivables in these financial statements.

(l) Property, Plant and Equipment

Buildings and structures

Land, building and structures were revalued as at 1 January 2021 by in-house professionals with the exception of specialized buildings which were contracted to independent valuers and are stated at revalued amounts less accumulated depreciation.

Property, plant and equipment other than land, building and structures are stated at historical cost 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.

When an item of property, plant, and equipment is revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset. Assessments are performed with sufficient regularity such that the carrying amounts do not differ materially for those that would be determined using fair values at the end of each reporting year.

The Cayman Islands Government conducted a revaluation exercise for all state lands and buildings during 2021 with an effective date of 1 January, 2021. The revalued assets owned by the Ministry were adjusted and reported in the financial statements.

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

Depreciation

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 (in Years)</u>
• Plant and equipment	
• Buildings and structures	10 - 60
• Buildings fit-out (when accounted for separately)	5 - 25
• Furniture and office equipment	3 - 25
• Computer hardware	3 - 10
• Other assets	5 - 20
• Infrastructure	10 - 25
• Motor vehicles	3 - 20

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

Note 1: Material Accounting Policies (continued)

(l) Property, Plant and Equipment (continued)

De-recognition of Assets

An item of property, plant and equipment and intangible asset is derecognized upon disposal or when no future economic benefits are expected to rise from the continued use of the asset.

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.

Impairment

The assets' carrying value and useful lives are reviewed, and adjusted if appropriate, at the year end. Assets that are subject to depreciation are reviewed for impairment whenever events or 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.

Impairment losses of non-cash-generating assets are the amounts by which the carrying amount of an asset exceeds its recoverable service amount. Impairment loss is recognised in the Statement of Financial Performance in the period in which the impairment is determined.

Work in Progress

Work in progress items are valued at cost. No depreciation is applied to work in progress items until such time as they are placed in service.

(m) Intangible Assets

Acquired computer software licenses lasting over a year are capitalized on the basis of the costs incurred to acquire and bring to use the specific software.

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its estimated useful life. Amortization begins when the asset is available for use and ceases at the date that the asset is derecognised. The estimated useful life and amortization method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately (if any) are carried at cost less accumulated impairment losses. Amortization charge for each year is recognised in the Statement of Financial Performance.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

Note 1: Material Accounting Policies (continued)

(n) Employee Benefits

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

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

Prior to 1 January 2000, the Board only operated a defined benefit scheme. With effect from 1 January 2000, the Board continued to operate a defined benefit scheme for existing employees and a defined contribution scheme for all new employees.

Obligations for contribution to defined contribution retirement plans are recognised in the Statement of Financial Performance as they are earned by employees. Obligations for defined benefit retirement plans are reported in the Consolidated Financial Statements for the Entire Public Sector of the Cayman Islands Government.

(o) Financial Instruments

In August 2018, the International Public Sector Accounting Standards Board issued IPSAS 41; Financial Instruments. This replaces IPSAS 29; Financial Instruments: Recognition and Measurement. IPSAS 41 is effective for annual periods beginning on or after 1 January 2023, and establishes new requirements for classifying, recognizing and measuring financial instruments.

The main changes under IPSAS 41 are:

- Simplified classification and measurement requirements for financial assets;
- A forward-looking impairment model based on expected credit losses model, which may result in the earlier recognition of impairment losses;
- A flexible hedge accounting model.

The classification of financial assets is the foundation for the requirements for the measurement of financial assets on an ongoing basis, and the requirements for impairment and hedge accounting.

The Ministry has adopted and applied this standard in preparing its 31 December 2023 financial statements and accordingly, the accounting policies for the year ended 31 December 2023 have been updated to comply with IPSAS 41. In accordance with the transitional provisions in IPSAS 41, comparative information for the 31 December 2022 financial period has not been restated.

The main impact to the Ministry's accounting policies are:

- Trade and other receivables - This policy has been updated to reflect that the impairment of receivables is now determined by applying an expected credit loss model.
- Financial instruments and risk management - The policy has been updated to reflect:
 - the new measurement classification categories; and
 - a new impairment model for financial assets based on expected credit losses, which is forward-looking and may result in earlier recognition of impairment losses.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

Note 1: Material Accounting Policies (continued)

(o) Financial Instruments (continued)

IPSAS 41 also significantly amended the disclosures of financial instruments of IPSAS 30. This has resulted in new or amended disclosures, mostly in relation to the financial instrument categories and to credit risk.

No material changes in recognition or measurement were required upon adopting IPSAS 41 for the Ministry.

Financial instruments

Financial instruments are contracts that give rise to both a financial asset in one entity and a financial liability or an equity instrument in another. The Ministry is party to contracts that give rise to financial assets and financial liabilities as part of its normal operations.

Initial Recognition

Financial assets and liabilities are initially measured at fair value. Upon initial recognition, transaction costs directly attributable to the acquisition or issue of financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate. The financial assets include cash in hand, bank deposits, trade and other receivables, and the financial liabilities include trade and other payables, all of which are recognised in the Statement of Financial Position.

Subsequent measurement and classification

IPSAS 41 requires financial assets to be subsequently measured at fair value through surplus or deficit (FVTSD), amortised cost, or fair value through other comprehensive revenue and expense (FVTOCRE). Additionally, IPSAS 41 requires financial liabilities to be measured at either amortised cost or FVTSD. This classification is based on the business model for managing financial instruments, and whether the payments are for solely payments of principal or interest on the principal amount outstanding. The Ministry assessed the business model for holding financial assets at the date of initial application. It determined that all of these are held to collect contractual cash flows that are solely payments of principal and interest. Therefore, financial assets are subsequently measured at amortised cost.

Financial liabilities are also subsequently measured at amortised cost. The Ministry does not hold any financial instruments that fall under the classification as FVTOCRE or FVTSD.

Below is a summary of the Ministry's classification and subsequent measurement of financial assets and financial liabilities at amortized cost.

Financial Asset Type	Classification & Measurement
Cash and cash equivalents	Amortized Cost
Trade and other receivables	Amortized Cost

Financial Liability Type	Classification & Measurement
Trade payables	Amortized Cost
Other payables and accruals	Amortized Cost

Cash and cash equivalents include cash on hand, cash in transit, and bank or short-term deposits with an original maturity of no more than three months.

The maximum loss due to default on any of the financial assets is the carrying value reported in the Statement of Financial Position.

**NOTES TO THE FINANCIAL STATEMENTS
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Note 1: Material Accounting Policies (continued)

Expected Credit Loss

An expected credit loss (ECL) model is used to recognise and calculate impairment losses for financial assets measured at amortised cost. ECL is the difference between the cash flows due to the Ministry in accordance with the contract, and the cash flows it expects to receive. The Ministry uses the simplified approach to assess and make provision for expected credit losses applied to trade and other receivables at the end of each reporting period. The simplified approach involves making a provision at an amount equal to lifetime expected credit losses. The allowance is assessed on a customer basis, based on the number of days overdue and considering the historical loss experience and incorporating any external and future information. The trade and other receivables are recorded at the amount due, less the allowance for expected credit losses.

The Ministry's receivables consist almost entirely of balances within Central Government. These include receivables from Cabinet and other Ministries and Portfolios. Additionally, 99% of the receivable has been assessed to be current, thus, outstanding for 30 days or less as at the financial year end. Also, the Ministry does not expect or anticipate any foreseeable future events or circumstances that would result in default or impair the recoverability of any of the receivable balances. As a result, the assessment of any risk of default or impairment relating to the receivables and the other financial assets is minimal.

De-recognition

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

The Ministry does not enter into speculative financial instrument transactions or hold any derivatives or hedging instrument, therefore the requirements for hedge accounting as prescribed in IPSAS 41 do not apply.

(p) Provisions, 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 virtually certain that the benefits will be realised.

Provisions are recognised when it becomes probable that an outflow of cash or other economic resources will be required to settle a liability of uncertain timing and amount. If an outflow is not probable, the item is treated as a contingent liability.

(q) Foreign Currency

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

At the end of the reporting period, the following exchange rates are 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.

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Note 2: Cash and cash equivalents

Cash and cash equivalents include cash on hand, bank accounts in the name of the Ministry of Youth, Sports, Culture and Heritage maintained at Royal Bank of Canada. As at 31 December 2023 the Ministry's unrestricted cash balances are presented below. There were no restricted cash balances held by the Ministry as at 31 December 2023.

Prior Year Actual December 31, 2022	Description	Foreign Currency	Exchange Rate	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
-	Cash in transit			-	4	4	(4)
456	CI\$ Operational Current Account			1,572	6,096	6,096	(4,524)
57	US\$ Operational Current Account	353	0.83	293	16	16	277
174	Payroll Current Account			54	225	225	(171)
687	Total			1,919	6,341	6,341	(4,422)

Note 3: Trade receivables and other receivables

Prior Year Actual December 31, 2022	Trade Receivables	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
3	Sale of goods and services	-	7	7	(7)
2,434	Outputs to Cabinet	2,941	1,538	1,538	1,403
2,437	Total trade receivables	2,941	1,545	1,545	1,396
Prior Year Actual December 31, 2022	Other Receivables	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
-	Advances (Salary, Official Travel, etc.)	-	1	1	(1)
863	Other Receivables	2,073	6	6	2,067
863	Total other receivables	2,073	7	7	2,066

**NOTES TO THE FINANCIAL STATEMENTS
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Note 3: Trade receivables and other receivables (continued)

Prior Year Actual December 31, 2022	Receivables	Trade Receivable	Other Receivable	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
	Current						
3,300	Past due 1-30 days	2,941	2,073	5,014	1,521	1,521	3,493
	Non-Current						
-	Past due 1 year and above	-	-	-	31	31	(31)
3,300	Total	2,941	2,073	5,014	1,552	1,552	3,462

At year end, all outstanding receivables were assessed and no provision for doubtful debts has been calculated. The accounts receivable from Cabinet and are fully expected to be received.

Note 4: Prepayments

Prior Year Actual December 31, 2022	Description	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
	Current				
223	Accrued Prepayments	369	4	4	365
223	Total prepayments	369	4	4	365

Prepayments include a deposit payment of \$335 thousand for the capital purchase of the 50x25 metre and 25x25 metre swimming pools.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
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Note 5: Property, plant and equipment

Cost or Opening Valuation	Plant and Equipment	Buildings and Leasehold Improvements	Furniture and Office Equipment	Computer Hardware	Other Assets	Infra-structure	Motor Vehicles	Work In Progress	Total	Original Budget	Final Budget	Variance (Orig vs Actual)
Balance as at 1 January 2022	-	4,350	366	58	168	8,540	155	-	13,637	12,955	12,955	682
Transfers from M/P	-	2,149	-	-	-	-	-	-	2,149	-	-	2,149
Additions	-	70	13	40	-	-	-	50	173	1,475	643	(1,302)
Other Adjustments	397	8,630	(322)	3	(168)	(8,540)	-	-	(1)	-	-	(1)
Restated Balance as at 31 December 2022	397	15,199	57	101	-	-	155	50	15,959	14,430	13,598	1,529
Balance as at 1 January 2023	397	15,199	57	101	-	-	155	50	15,959	14,430	13,598	1,529
Additions	9	157	-	40	-	-	101	769	1,076	1,750	2,498	(674)
Disposals	-	-	-	(26)	-	-	-	-	(26)	-	-	(26)
Transfers	-	48	-	2	-	-	-	(50)	-	-	-	-
Balance at 31 December 2023	406	15,404	57	117	-	-	256	769	17,009	16,180	16,096	829

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**
(Amounts Expressed in C1 \$000's)

Note 5: Property, plant and equipment (continued)

Accumulated Depreciation and Impairment Losses	Plant and Equipment	Buildings and Leasehold Improvements	Furniture and Office Equipment	Computer Hardware	Other Assets	Infra- structure	Motor Vehicles	Work In Progress	Total	Original Budget	Final Budget	Variance (Orig vs Actual)
Balance as at 1 January 2022	-	226	169	35	47	854	62	-	1,393	4,371	4,371	2,978
Transfers from M/P	-	142	-	-	-	-	-	-	142	-	-	(142)
Depreciation Expense	48	1,232	5	25	-	-	18	-	1,328	1,125	1,125	(203)
Other Adjustments	140	900	(146)	2	(47)	(854)	-	-	(5)	-	-	5
Restated Balance as at 31 December 2022	188	2,500	28	62	-	-	80	-	2,858	5,496	5,496	2,638
Balance as at 1 January 2023	188	2,500	28	62	-	-	80	-	2,858	5,496	5,496	2,638
Depreciation Expense	48	1,243	4	24	-	-	23	-	1,342	1,128	1,128	(214)
Eliminate on Disposal Balance at 31 December 2023	-	-	-	(26)	-	-	-	-	(26)	-	-	26
	236	3,743	32	60	-	-	103	-	4,174	6,624	6,624	2,450
Net book value 31 December 2022	209	12,699	29	39	-	-	75	50	13,101	8,934	8,102	4,167
Net book value 31 December 2023	170	11,661	25	57	-	-	153	769	12,835	9,556	9,472	3,279

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
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Note 6: Intangible assets

Cost or Opening Valuation	Computer Software	Total	Original Budget	Final Budget	Variance (Actual vs Orig)
Balance as at 1 Jan 2022	8	8	-	-	8
Balance as at 31 December 2022	8	8	-	-	8
Cost or Opening Valuation	Computer Software	Total	Original Budget	Final Budget	Variance (Actual vs Orig)
Balance as at 1 Jan 2023	8	8	-	-	8
Balance at 31 December 2023	8	8	-	-	8
Accumulated Amortization and Impairment Losses	Computer Software	Total	Original Budget	Final Budget	Variance (Actual vs Orig)
Balance as at 1 Jan 2022	1	1	-	-	(1)
Other Adjustments	2	2	-	-	(2)
Balance as at 31 December 2022	3	3	-	-	(3)
Accumulated Amortization and Impairment Losses	Computer Software	Total	Original Budget	Final Budget	Variance (Actual vs Orig)
Balance as at 1 Jan 2023	3	3	-	-	(3)
Amortisation Expense	2	2	-	-	(2)
Balance at 31 December 2023	5	5	-	-	(5)
Net book value 31 December 2022	5	5	-	-	5
Net book value 31 December 2023	3	3	-	-	3

The adjustments in 2022 were necessary to properly restate the amortization reserve for the assets.

**NOTES TO THE FINANCIAL STATEMENTS
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Note 7: Trade payables, other payables and accruals

Prior Year Actual December 31, 2022	Description	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
35	Creditors	70	139	139	69
179	Accrued expenses	264	139	139	(125)
67	Other payables	223	-	-	(223)
-	Payroll deductions	-	1	1	1
281	Total trade payables, other payables & accruals	557	279	279	(278)

Note 8: Employee entitlements

Prior Year Actual December 31, 2022	Description	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
	<i>Current employee entitlements are represented by:</i>				
-	Comp time	3	33	33	30
80	Annual leave	81	155	155	74
-	Accrued salaries	-	1	1	1
80	Total employee entitlements	84	189	189	105

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
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Note 9: Sales of goods and services

Prior Year Actual December 31, 2022	Revenue type	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
6,778	Outputs to Cabinet	7,912	7,563	8,256	349
49	Other	77	24	24	53
6,827	Total sales of goods and services	7,989	7,587	8,280	402

The original budget is adjusted for amounts approved under Section 9(5) of the Act:

Description	Outputs to Cabinet
2023 Original Budget	7,563
Section 9(5) B/F to 2023	693
Final Budget	8,256

Note 10: Personnel costs

Prior Year Actual December 31, 2022	Description	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
3,005	Salaries, wages and allowances	3,352	3,657	3,533	305
624	Health care	683	781	781	98
164	Pension	182	206	206	24
43	Leave	4	5	5	1
5	Other personnel related costs	23	1	1	(22)
3,841	Total personnel costs	4,244	4,650	4,526	406

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
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Note 11: Supplies and consumables

Prior Year Actual December 31, 2022	Description	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
68	Supplies and materials	120	93	104	(27)
1,015	Purchase of services	967	882	1,231	(85)
23	Lease of property and equipment	319	-	282	(319)
446	Utilities	620	469	594	(151)
82	Interdepartmental expenses	83	100	100	17
40	Travel and subsistence	93	50	50	(43)
10	Recruitment and training	18	89	89	71
65	Other	102	102	152	-
1,749	Total supplies & consumables	2,322	1,785	2,602	(537)

Note 12: Equity investment from Cabinet

Prior Year Actual December 31, 2022	Equity Investment	Current Year Actual	Original Budget	Final Budget	Variance (Actual vs Orig)
643	Equity investment from Cabinet	2,498	1,750	2,498	748

This represents funds received from Cabinet during the period to facilitate the purchase of Property, plant and equipment.

The original budget is adjusted for amounts approved under Section 9(5) and Section 11(5) of the Act:

Description	Equity investment
2023 Original Budget	1,750
Section 11(5)	(84)
Section 9(5) B/F to 2023	832
Final Budget	2,498

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
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Note 13: Explanation of Major Variances Against Original Budget

Statement of Financial Position

Cash balances were lower than budget by \$4.4 million. This was mainly due to lower opening actual cash balances \$4.5 million and other minor compensating variances.

Trade receivables were \$1.4 million higher than compared to budget. This is due to an additional two months of outstanding Cabinet revenue when compared to the budget. The variance of \$2.1 million on Other receivables relate to equity injection of \$2.0 million and amounts receivable from the Pirates Fest Committee of \$80 thousand.

Prepayments exceeded budget by \$0.4 million primarily due to the deposit made toward the purchase of the 50x25 metre and 25x25 metre Olympic swimming pools.

Net book value of Property, plant and equipment was higher than budget by \$3.3 million. This is primarily due to the revaluation of assets as at 1 July 2021 that was not included in the original budget and higher levels of capital acquisitions during 2023. The T.E. Mc Field Annex was transferred as at 1 July 2021 from The Ministry of Education with a net book value of \$2.1 million.

The unused appropriations from 2022 were transferred to the 2023 financial year, as provided under Section 9(5) of the Act. The transferred appropriation of \$0.8 million is reflected as the change between the original budget and final budget for equity injections. This was used to purchase assets and settle outstanding capital commitments during the 2023 financial year.

Other payables and accrual balances were higher than the original budget by \$0.3 million due to the timing of payments.

Employee entitlements were lower than budget by \$0.1 million due to payments for accrued annual leave that exceeded the recommended carried forward balance and was impractical for the leave to be taken.

Contributed capital was less than budget by \$3.2 million mainly due to lower value of net assets transferred on formation of the Ministry. The carried forward amount of \$6.1 million in Revaluation reserve was the result of the 2021 revaluation exercise of the assets transferred to the Ministry.

Statement of Financial Performance

Total revenue was marginally higher than budget by \$0.4 million. This resulted from an increased quantity of outputs delivered at budgeted cost and therefore higher Cabinet revenue to fund the delivery of the outputs. The balance of \$0.7 million carried forward from 2022 was utilized in the delivery of outputs during 2023, as allowed under Section 9(5) of the Act. These funds were used to off-set increases in Personnel costs and Supplies and consumables.

Total Personnel costs were lower than budget by \$0.4 million resulting from positive variances in salaries, wages & allowances of \$0.3 million and health care of \$0.1 million. This was driven primarily by delays in recruitment in the Sports Department and Youth Services Unit.

Total Supplies and consumables were higher than budget by \$0.5 million. Negative variances were observed in lease of property and equipment of \$0.3 million due to the leases for the Inter-Generational Hub and the Cayman Collections Centre. Utilities had an adverse variance of \$0.2 million due to the additional leased spaces and inflationary increases in electricity and water.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
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Note 13: Explanation of Major Variances Against Original Budget (continued)

Purchase of services increased by \$90 thousand. These negative variances were partially offset by positive variances in recruitment and training of \$71 thousand and interdepartmental expenses of \$17 thousand.

Depreciation was higher than budget by \$0.2 million primarily due to the revaluation of Buildings and leasehold improvements in 2021 and the additional depreciation incurred with the transfer of the T.E. Mc Field Annex.

Statement of Changes in Net Worth

Equity investment from Cabinet was higher by \$0.8 million as a result from higher levels of capital acquisitions utilising unspent funds brought forward from 2022.

For the year ended 31 December 2023 the Ministry is reporting a current year surplus in the amount of \$95 thousand. In accordance with the requirements of Section 39 (3) of the Act, the Ministry is required to repay the surplus to the Ministry of Finance.

Cash Flow Statement

Net cash flows from operating activities were higher than budget by \$0.6 million mainly due to timing differences in the receipt of Cabinet revenue and lower personnel costs than budget. Included in Other receipts and Other payments are transactions related to Pirate's Fest. These transactions were undertaken by the Ministry on behalf of the Pirate's Fest Committee.

Net cash flow used in investing activities was lower than budget by \$0.6 million. This was due mainly to timing of payments to suppliers for capital projects.

Net cash inflows provided by financing activities were lower than budget by \$1.1 million due outstanding receipts of Equity injection. As at 31 December 2023 the Ministry had a receivable for Equity injection of \$2.0 million.

Note 14: Contingent Liabilities

There were no contingent liabilities reported for the Ministry as at 31 December 2023.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
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Note 15: Commitments

Prior Year Actual December 31, 2022	Type	One year or less	One to five Years	Over five Years	Total
	Capital commitments				
285	Property, plant and equipment	1,267	-	-	1,267
285	Total capital commitments	1,267	-	-	1,267
	Operating commitments				
-	Non-cancellable accommodation leases	532	1,970	1,442	3,944
-	Non-cancellable contracts for the supply of goods and services	756	1,274	-	2,030
-	Total operating commitments	1,288	3,244	1,442	5,974
285	Total commitments	2,555	3,244	1,442	7,241

Capital commitments include contracts for the purchase of 50x25 metre and 25x25 meter swimming pools and capital improvements being undertaken at various sporting facilities.

Operating non-cancellable lease agreements are for the Inter-Generational Hub, Cayman Collections Centre and the Pirates Fest Office.

Operating non-cancellable contracts are for the provision of janitorial, landscaping and security services.

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Note 16: Related Party and Key Management Personnel Disclosures

Related Party Disclosure

The Ministry is a wholly-owned entity of the government from which it derives a major source of its revenue.

The Ministry and its key management personnel transact with other government entities on a regular basis. All transactions were provided free of cost during the financial year ended 31 December 2023 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Key Management Personnel

Key management personnel are defined to include Ministers of the Government, Chief Officer, Deputy Chief Officer, Chief Financial Officer and the Heads of each Department. The Minister's salaries and other benefits were paid through the Deputy Governor's Office and excluded from this Ministry's expenses. All other key management personnel were paid directly by the Ministry.

Prior Year Actual December 31, 2022	Description	Current Year Actual	Number of posts
912	Salaries & other short-term employee benefits	1,029	8
912	Total	1,029	8

No loans were granted to key management personnel or their close relatives during the financial year.

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Note 17: Segment Reporting

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

The Ministry's segment report is prepared on the basis of the three major areas of operations: Ministry Administration, Department of Sports and Youth Services Unit. Core activities that are not undertaken under any other segment are reported under Ministry Administration and include general oversight and policy direction of the Ministry.

	Ministry Administration		Department of Sports		Youth Services Unit		Total	
	2022	2023	2022	2023	2022	2023	2022	2023
Revenue								
Outputs from Cabinet	2,136	2,316	4,189	4,757	453	839	6,778	7,912
Sale of goods and services & other revenue	-	-	49	77	-	18	49	95
Total Revenue	2,136	2,316	4,238	4,834	453	857	6,827	8,007
Expenses								
Personnel costs	1,888	1,940	1,587	1,909	366	395	3,841	4,244
Other expenses	248	376	2,743	2,848	87	444	3,078	3,668
Total Expenses	2,136	2,316	4,330	4,757	453	839	6,919	7,912
Surplus/ (Deficit) from Operating Activities	-	-	(92)	77	-	18	(92)	95
Assets								
Current assets	2,079	7,302	2,090	-	41	-	4,210	7,302
Fixed assets	85	-	13,003	12,800	18	38	13,106	12,838
Total Assets	2,164	7,302	15,093	12,800	59	38	17,316	20,140
Liabilities								
Current liabilities	324	484	83	163	3	89	410	736
Total Liabilities	324	484	83	163	3	89	410	736
Net Assets	1,840	6,818	15,010	12,637	56	(51)	16,906	19,404

**NOTES TO THE FINANCIAL STATEMENTS
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Note 18: Prior Period Adjustment

During the current period, it was noted that the T.E. Mc Field Annex facility, an asset held by the Department of Sports, was not transferred from the Ministry of Education during the 2021 Cayman Islands Government restructuring exercise.

The Ministry of Education transferred the facility during the current period, with an effective transfer date of 1 July, 2021. As a result, the depreciation expense, accumulated depreciation and net worth were misstated for the financial periods ended 31 December 2021 and 2022.

The T.E. Mc Field Annex was transferred as at 1 July 2021 with a net book value of \$2.1 million and a revaluation reserve of \$1.1 million.

The errors were corrected during the current year and the table below summarizes the changes made to the statement of financial position, statement of changes in net worth, and statement of financial performance for the restated comparatives to correct this error.

	Impact on items in the Statement of Financial Position		Impact on items in the Statement of Changes in Net Worth			Impact on items in the Statement of Financial Performance
	Cost	Accumulated Depreciation	Contributed Capital	Revaluation Reserve	Accumulated Surplus/ (Deficit)	Depreciation Expense
Balance reported as at 1 January 2022	-	-	-	-	-	-
Effect of the prior period error (1 January 2022)	2,149	142	944	1,134	(71)	71
Restated balance at 1 January 2022	2,149	142	944	1,134	(71)	71
Restated Balance reported as at 1 January 2022	2,149	142	944	1,134	(71)	71
Effect of the prior period error (1 January 2022)	-	-	-	-	-	-
Effect of the prior period error (31 December 2022)	-	142	-	-	(142)	142
Restated balance at 31 December 2022	2,149	284	944	1,134	(213)	213

**NOTES TO THE FINANCIAL STATEMENTS
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Note 19: Finance Costs (Bank Overdraft)

The Ministry did not incur any finance costs during the year as it did not utilize any loan or financing facilities.

Note 20: Financial instrument risks

The Ministry is exposed to a variety of financial risks including credit risk and liquidity risk. The Ministry's risk management policies are designed to identify and manage these risks, to set appropriate risk limits and controls, and to monitor the risks and adhere to limits by means of up to date and reliable information systems. These risks are managed within the parameters established by the *Financial Regulations (2021 Revision)*.

Credit Risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Ministry. Financial assets which potentially expose the Ministry to credit risk comprise cash and cash equivalents and trade receivables.

The Ministry is exposed to potential loss that would be incurred if the counterparty to the bank balances fails to discharge its obligation to repay. All bank balances are with one financial institution located in the Cayman Islands which management considers being financially secure and well managed.

The Ministry is also exposed to a significant concentration of credit risk in relation to accounts receivables, most of which are due from Cabinet. No credit limits have been established. As at 31 December 2023, no provision for doubtful debts has been made as none of these assets are anticipated to be impaired and management considers these debts to be recoverable in full.

Notwithstanding the concentration risk in relation to accounts receivables, management does not consider the Ministry to be exposed to significant credit risk as it has a single major counter-party (Cabinet) and has had no past experience of any significant default or loss.

The carrying amount of financial assets recorded in the financial statements represents the Ministry's maximum exposure to credit risk. No collateral is required from debtors.

Liquidity Risk

Liquidity risk is the risk that the Ministry is unable to meet its payment obligations associated with its financial liabilities when they are due. The ability of the Ministry to meet its debts and obligations is dependent upon its ability to collect the debts outstanding to the Ministry in a timely basis.

Management manages liquidity risk through monitoring cash flows from debtors, maximizing day's credit taken from suppliers and if the circumstances required it to obtain funding from Cabinet to temporarily fund any shortfalls. As at 31 December 2023, all of the financial liabilities were due within three months of the year end dates.

Financial Instruments - Fair Values

As at 31 December 2023, the forecasted carrying value of cash and cash equivalents, trade receivable, accounts payable, employee entitlements and surplus payable approximate their fair values due to their relative short-term maturities. Fair values estimates are made at a specific point in time, based on market conditions and the information about the financial instrument. Changes in assumptions, economic conditions and other factors could cause significant changes in fair value estimates.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
(Amounts Expressed in CI \$000's)**

Note 21: Pirates Fest

On January 1, 2022 the responsibility for the financial oversight of the Pirates Week Festival Office was transferred from the Cayman National Cultural Foundation (CNCF) to the Ministry of Youth, Sports, Culture and Heritage (Ministry). In this capacity the Ministry is responsible for settling payments as approved by the Pirates Fest Committee, maintaining records of receipts and payments, and providing financial information to the Committee.

During 2023 an agreement was signed between the Ministry and the Pirates Fest Committee that details the responsibilities of both parties as stated below:

The appointed Pirates Fest Committee members are responsible for all aspects of operations, administration, decision making and management.

Expenditure for Pirates Fest is appropriated under TP 107 and booked in the Ministry's Executive ledger. Additional funding for Pirates Fest was obtained via the transfer of previously held bank accounts and donations.

The Ministry maintains a record of all transactions as follows:

- All funds received by the Pirates Fest Committee are recorded in the Entity's books as a credit in the general ledger account 23400 - Other Liabilities.
- All payments for expenditures approved by the Pirates Fest Committee are recorded in the Entity's books as a debit in general ledger account 23400 - Other Liabilities.
- A monthly reconciliation of the balance remaining in the general ledger account 23400 - Other Liabilities relating to Pirates Fest activities is maintained by the Ministry's Finance Team.

This approach is consistent with the Appropriation Bill 2022-2023 that includes the Executive expenditure as an appropriation under TP 107.

Category	Description	Amount
Balance B/F	December 31, 2022	(59,753)
Income	CNCF Transfer	(25,174)
	Donations	(33,000)
	Fees – Stalls/ 5K Walk/Run	(5,808)
	TP107 Transfer	(192,000)
Payments	Expenses	399,135
Balance C/F	December 31, 2023	83,400

This balance is recorded in Other Receivables as at 31 December 2023.

On January 1, 2024 the responsibility for the financial oversight of the Pirates Week Festival was transferred to the Ministry of Border Control, Labour and Culture.

**NOTES TO THE FINANCIAL STATEMENTS
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(Amounts Expressed in CI \$000's)**

Note 22: Going Concern

The Ministry is a public entity and is 100% owned by the Cayman Islands Government. The organization derives approximately 100% of its annual income from the provision of output services to the government. The Cayman Islands Government remains in a strong financial position and has given no indication that it will have difficulty funding the Ministry for ongoing operations.

The Ministry closed the 2023 fiscal year with sufficient unrestricted cash, cash equivalents and receivables to operate the organization for up to twelve months.

The Ministry maintains the ability to operate as a going concern for the foreseeable future given the financial position of the government.

In making this assessment, management considered all available information concerning the next twelve-month period from the balance sheet date that was available at the time these financial statements were issued.

Note 23: Events occurring after reporting date

Management has evaluated the possibility of subsequent events existing in the Ministry's Financial Statements through to March 22, 2024, the date the financial statements were available to be issued. Based on this evaluation, it has been determined that no material subsequent events have occurred which require disclosure in adjustment to the financial statements.

Following the Cayman Islands Government restructuring exercise, on January 1, 2024 the name of the Ministry was changed from the Ministry of Youth, Sports, Culture and Heritage to the Ministry of Youth, Sports and Heritage.



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**Ministry of Youth, Sports,
Culture & Heritage**

Cayman Islands Government