

CAYMAN NATIONAL CULTURAL FOUNDATION

YEAR IN REVIEW 2023



CREATIVITY : HERITAGE : EDUCATION

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FOREWORD

This Annual Report of the Cayman National Cultural Foundation (CNCF) outlines the organizations performance for the period 01 January 2023 to 31 December 2023.

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

The annual report covers three principal areas:

- Delivery of Outputs: NCF 1, 2, 3, 4 & 5 (expanded below);
- Financial performance; and
- Governance.

The Delivery of Outputs section outlines the contributions made by CNCF in furtherance of the Government's policy outcome goals. The report also provides commentary which explains material variances in performance when compared to budget in the Output Delivery Analysis.

The financial performance section shows the financial resources CNCF was afforded in the 2023 budget and the inputs purchased to provide services. The financial performance is presented in the form of financial statements prepared in accordance with International Public Sector Accounting Standards (IPSAS) and the supporting notes to those financial statements.

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

ABOUT US

Nature and Scope of Activities

The Cayman National Cultural Foundation (the “Foundation” or “CNCF”) is a non-profit organization regulated by the government of the Cayman Islands. The Foundation was formed on 9 October 1984 in accordance with the Cayman National Cultural Foundation Law, 1984. The Cayman National Cultural Foundation Act 2013 was enacted on 9 August of that year. The work of the Foundation covers the full scope of artistic disciplines – theatre, dance, music, visual, literary, and traditional arts – and incorporates cultural preservation, the presentation of cultural festivals, artistic development, youth arts, and special projects.

CNCF manages two of Cayman’s most significant cultural properties. At the FJ Harquail Cultural Centre, theatrical events, exhibitions, conferences, and cultural gatherings are produced year-round by the Foundation, as well as by others. The World Heritage Fund-recognised site, Mind’s Eye—the Visionary World of Gladwyn Bush, is the historic home of Cayman’s renowned intuitive artist, which the Foundation has been responsible for conserving since it took stewardship in 2009. The Foundation is funded primarily by an annual grant from the Cayman Islands Government Ministry of Culture.

2023 marked CNCF’s thirty ninth year at the FJ Harquail Cultural Centre site off the Esterley Tibbetts Highway. In total we welcomed approximately **31,000 patrons** to our facilities.

The new CNCF team ensured that the programmes, events, and exhibitions outlined in our 2023 Purchase and Ownership Agreements were achieved, with many continuing to be adapted digital format, while also being responsive to our audiences’ needs and growing new programming, such as our Teacher’s Social series. Both our existing commitments, and the new programmes, were executed professionally and within the agreed time allocated.

The scope of the *Cayman National Cultural Foundation (CNCF)* activities in 2023 was as follows:

- **Arts and Cultural Preservation, Documentation and Promotion [NCF 1]:** CNCF is charged with managing the ongoing conservation and promotion of the Mind’s Eye Centre (Gladwyn K. “Miss Lassie’s” Bush Cottage and Duplex), which contains her hundred-year-old cottage as a unique cultural heritage site that is an exceptional example of both traditional Caymanian architecture and of internationally recognised home-grown artistic talent. In addition, CNCF cares for the 130+ of artwork in her collection, held in Trust for the people of the Cayman Islands. This includes exhibiting the work three times per annum, upon invitation.
- CNCF’s **Cultural and Heritage Library** provides hundreds of resources relating to our cultural history which are accessible via video and audio recordings, prints, photographs, books, magazines, as well as other literature on or about art / culture.

Under this output, CNCF also produces the annual National Arts & Culture Awards presentation to recognise individuals or groups whose work, or work with others, has made a meaningful contribution to the exploration, promotion or preservation of Caymanian cultural heritage and the development of Caymanian arts.

- **Cultural Festivals, International Exchange/ Local Partnerships [NCF 2]:** Each year CNCF supports the production a number of community events and festival that aim to support the Caymanian arts and cultural experience at home and overseas, such as the Cayman Islands International Storytelling Festival: GIMISTORY; the Cayman Islands National Festival of Arts: CAYFEST; Red Sky at Night; and/or at overseas arts and culture festivals/conferences/seminars. Under this output CNCF also administrates funding for other government-funded festivals and carnivals, including the Cayman Carnival (Batabano, CayMas, and Braccanal, and formerly Pirates Week).
- **Management of Operations and Maintenance of FJ Harquail Cultural Centre (FJHCC) [NCF 3]:** CNCF manages the eight-acre F.J. Harquail Cultural Centre which houses the Harquail Theatre which fulfils the function of the national theatre of the Cayman Islands, the Studio Theatre, and the CNCF Offices. This output includes the management of the physical plant to a high standard, as well as the busy rental programme of 90+ plays, concerts, conferences, receptions, and other events each year. In addition CNCF also produces its own theatrical productions and performing arts events throughout the year from these venues, notably Rundown.
- **Training and Support for Artistic Development [NCF 4]:** CNCF's mission to preserve and development Caymanian arts and culture includes an active annual training programme in the performing, visual and literary arts. Every year we host workshops, screening, seminars or residencies for local performers, teachers, and students. CNCF also manages the largest creative grant programme in the Cayman Islands titled 'Grants for the Arts', which over the years has funded numerous creative projects, productions, publications, and training opportunities. The mission of the grant is to facilitate opportunities for artists (and creative groups).
- **Youth Arts Programming [NCF 5]:** CNCF provides school and teacher cultural resources and well as a variety of youth programmes involving the artistic disciplines of drama, dance, traditional arts and crafts, storytelling, and music. This is executed via the Young-At-Arts extra-curricular classes, performances, and field trips, which culminates in work-shows to showcase to a public audience the participants' progress over the course of the workshops.

Customers and Location of Activities

CNCF is housed across three separate facilities over nine acres that is made up the F J Harquail Cultural Centre (FJHCC) and Mind's Eye—the Visionary World of Gladwyn K. Bush (ME). Due to their specificity of purpose — over and above their distinct architecture (tangible cultural heritage) — the facilities are designated for the preservation and celebration of intangible cultural heritage (time-honoured customs), culture and the arts. The majority of CNCF's regular programming is carried out at one of these venues while annual festivals like Gimistory are hosted as satellite venues across Grand Cayman and the Sister Islands.

The CNCF Programme Department works at various locations across the Cayman Islands including public and private schools in Grand Cayman, Cayman Brac and Little Cayman, as well as at other locations on demand.

Governance

The functions of Cayman National Cultural Foundation (per CNCF Act 2013) are:

- a. to stimulate and facilitate the development and preservation of Caymanian culture generally;
- b. to do anything necessary or desirable to assist people and organisations interested in developing
- c. cultural and artistic expression, particularly people and organisations interested in preserving and
- d. exploring Caymanian performing and visual arts;
- e. to develop, maintain and manage theatres and other cultural facilities, as well as their equipment;
- f. to stimulate the development of local cultural and artistic talent by means of training, workshops,
- g. competitions, exhibitions, pageants, parades, displays and similar activities;
- h. to organize cultural festivals; and
- i. to do such other things are prescribed.

Governance and Accountability

The Foundation is governed by a Cabinet-appointed Board, individuals who bring to the organisation their various skills, knowledge and expertise as arts practitioners, business professionals and educators. The Board makes policy, which is implemented by management and staff. The operations of the organisation are conducted in a transparent manner, and annual reports and audited financial statements are prepared and submitted to Government for tabling in Parliament. CNCF well-developed mechanisms, in compliance with all Government requirements for demonstrating how its activities are, or will be, able to support its charitable aims, as well as achieving the goals of cultural and arts development, which are set out in the Foundation's Cultural Policy, and in the National Culture and Heritage Policy.

Compliance During the Year

CNCF seeks to compile with all relevant legal and regulatory requirements and acts with due regard for the legal and human rights all individuals, without regard to nationality, colour, creed, ethnicity, religious affiliation, or disability. We are governed by the Public Authorities Act (2020 revision) and the CNCF Act (2013).

Mission Statement

To stimulate, facilitate and preserve cultural and artistic expression generally, particularly the preservation and exploration of Caymanian performing, visual and literary arts.

Guiding Principles

For nearly 40 years, the non-profit Cayman National Cultural Foundation has carried out its mission through the extensive development of wide-ranging cultural development programmes. These programmes include stage productions, creative education for young people, free workshops and financial support of artists, festivals, publications, national recognition of artistic and cultural achievement and the preservation of Caymanian heritage, and the promotion of arts and culture for future generations.

Our People

CNCF Management Board (Until 31 December 2023):

- Susan A Olde, OBE - Chairperson
- Jennifer Dilbert, MBE - Deputy Chairperson
- Arthur Dzaghgouni - Treasurer
- J Roy Bodden - Member
- Stephen Price - Member
- Jason Gilbert - Member
- Lorna Reid - Member
- Carmin Godfrey - Member
- Sulekha Tummala - Member
- Alanis Lindwood - Ministry of Youth, Sport, Culture and Heritage Representative, Ex Officio Member
- Natalie Urquhart - Ex Officio Member

TOTAL EMPLOYEES:

TOTAL number of staff at CNCF as of 31 December 2023: 6 employees and 1 secondment contract.

MANAGEMENT DISCUSSION AND ANALYSIS

HIGHLIGHTS OF ACHIEVEMENTS

CNCF received a total of approximately 29,000 visitors in 2023 to our venues and offsite events. Highlights from 2023 included:

1. CNCF completed major a renovation project across the Mind's Eye Centre, the national theatres [NCF 3], and the Mind's Eye Centre site bringing them up to a professional standard. Internal operations were also redeveloped to ensure they are professionally maintained that productions are carried out to professional standards, and that the cover a wide scope of artistic disciplines – theatre, dance, music, visual, literary, and traditional arts.
2. CNCF produced several major community events and festivals [NCF 2] in 2023 that aim to support the Caymanian arts and cultural including Cayman Islands International Storytelling Festival: GIMISTORY and the Cayman Islands National Festival of Arts: CAYFEST; and supported several other festivals and carnivals including Pirates Fest, Batabano, Braccanal, and CayMas.
4. The Cayman Islands Folk Singers [NCF 2] expanded in 2023 through a series of training workshops as well as travel opportunities for international and regional performances.
5. CNCF hosted our Youth Summer Camp series [NCF 5] in summer of 2023. Students learnt drama, dance, traditional arts and crafts, and storytelling, administered under a lens of Caymanian culture and heritage.
6. CNCF's Grants for the Arts [NCF 4], programme supported the largest number of applicants in several years, funding projects that included overseas training for music and dance students, film editing, publications, an overseas Fashion Show by Caymanian designer Jawara Alleyne, research projects exploring cultural heritage, a documentary festival, and others.

7. CNCF continued work on our new Cultural Resource Archive [NCF 1 and 4] which is housed in the CNCF offices. This includes digitising 30+ years of CNCF materials in addition to expanding cultural publications and data relating to Caymanian cultural heritage. This content will be available to researchers and schools moving forward.

8. The first phase of CNCF's Strategic Planning Exercise wrapped up in December of 2023. Building on CNCF's 39-year legacy, this exercise seeks to analyse the existing institutional framework, outputs, and productivity, and to look to future growth and planning - based on the needs on the evolving cultural sector, the wider community, and the work of other cultural agencies. This was administered through the restructuring of CNCF's employment departments, and the expansion of programming to provide more comprehensive community resources. Examples of this include increased production partnerships with other community arts professionals, the launching of a new artist-in-residence initiative, and an expanded Grants for the Arts programme.

NCF 1: ARTS AND CULTURE PRESERVATION, DOCUMENTATION AND PROMOTION

NCF 1	Arts and Cultural Preservation, Documentation and Promotion		
DESCRIPTION			
- Managing the ongoing conservation and promotion of Mind’s Eye (Miss Lassie’s House), the more than 100-year-old cultural heritage site that is a unique and exceptional example of both traditional Caymanian architecture and of internationally recognised home-grown artistic talent. - Preservation of the national collection of 126 Gladwyn K. Bush artworks acquired on behalf of the people of the Cayman Islands. This may include periodically exhibiting the works, upon invitation. - Producing an annual Arts Awards presentation recognising individuals or groups whose work, or work with others, has made or is expected to make, in the long term, a meaningful contribution to the exploration, promotion or preservation of Caymanian cultural heritage and the development of Caymanian arts. - Maintaining a resource library of video and audio recordings, prints, photographs, books, magazines and other literature on or about art/culture (some of these materials are purchased; some, such as FOUNDATION arts and culture journal and other literary works, are published by CNCF).			
MEASURES	2023 Actual	2023 Budget	Variance
QUANTITY			
Mind’s Eye, the Visionary World of Gladwyn K Bush (Miss Lassie’s House):			
Number of inspections by preservation specialist	1	1	0
Number of visitors to the property	558	1,050-1,250	-500*
National Collection of GK Bush artworks:			
Number of works in the collection	136	126-130	+6
Number of inspections by art conservationist	1	1	0
Number of exhibitions	3	3-4	0
Arts awards presentation(s):	1	1	0
Number of titles/materials available for public access	750	750-770	0
Number of new materials added/developed	0	5-10	0
Number of new literary works/cultural journals and newsletters published.	1	1-2	0

QUALITY			
Conserve and preserve the art on the interior surfaces and on the windows and doors of Miss Lassie's house	100%	80%	0
Make further restorations and repairs to Miss Lassie's house and grounds to international heritage standards	100%	80%	0
Maintain paintings in a stable environment to international standards for art collections and inspect annually by an art conservationist/restoration expert, who will prepare a report regarding their condition.	100%	80%	0
Library materials preserving or promoting Caymanian culture CNCF produced publications to be reflective and inclusive of a range of local artists/and cultural organizations.	100%	100%	0
TIMELINESS			
Conservation, maintenance, and protection of the Mind's Eye property	100%	Ongoing	0%
GK Bush Collection Inspection	100%	Bi-weekly	0%
Arts Awards	100%	1 st Quarter	0%
Public Access to Library	100%	Office Hours	0%
LOCATION			
Mind's Eye (Miss Lassie's House)	100%	100%	0%
The Harquail Theatre			
COST			
	\$108,873	\$108,873	\$0
RELATED BROAD OUTCOME:			
Awareness and Preservation of Culture and Heritage			
Variance:			
Footfall - The Mind's Eye Centre remained closed to the public for the first quarter of 2023, with tours resuming in the second quarter. CNCF managed to host several school and public tours from Q2-4, enabling substantial footfall for the year.			
This footfall is for visits to the Mind's Eye Duplex. In 2023, CNCF also collaborated on an exhibition at the National Gallery of the Cayman islands which saw 1600 additional visitors.			

Mind's Eye Centre Management

The Mind's Eye Centre remained closed for emergency renovations owing to extensive historic terminated damage to the duplex structure. Renovations were successfully completed in late Q1. BCQS was hired to oversee this stage of the project and related snag lists to ensure the project was professionally concluded. In addition, CNCF commissioned a special report on the emergency works/structural repairs needs that developed after the initial tender for soft interior upgrades, and the subsequent additional renovations to the building in accordance with the recommendations by AMR Consulting Engineers and the Conservator Greg Howarth. They confirmed that the project costs represented market value for works completed under the conditions found.

Q2 saw the return of **Miss Lassie Tours** following the reopening of the Mind's Eye Cultural Centre in late March. These included collaborative tours with both the National Gallery and Cayman Art Week, in support of the reinstated Miss Lassie exhibition in Q2, followed by the installation of the National Gallery's third Cayman Islands Biennial exhibition in Q3. This project was designed as a tri-island, multi-site exhibition to celebrate the newest works in Cayman's contemporary art scene. Mind's Eye was one of the nine host venues and wrapped up at the end of September. Organized under the title *Conversations with the Past—In the Present Tense*, the theme of the biennial took as its starting point the ways in which history continues to reverberate in the present. Reflecting on the role the past plays in shaping both personal and collective identity, the exhibition considered the multi-faceted nature of Caymanian culture by seeking to initiate conversations around our common understanding of its various social, political, and artistic legacies.



This collaboration with the National Gallery enabled wider general opening hours, with the venue being opened to the public from Monday to Friday 10:00am – 1:00pm throughout the duration of the exhibition. From Q2, tours continued to be available throughout the week and on Saturdays by appointment. Former CNCF Education Officer Virginia Foster has remained with CNCF on a part time basis, to assist with tours.



Exhibitions relating to Miss Lassie extended beyond the Mind’s Eye Centre for 2023. In continuation of Q4 2022 activities, CNCF extended its exhibition partnership with the National Gallery of the Cayman Islands with *Miss Lassie: An Intuitive Spirit* in the National Gallery’s Community Gallery. The exhibition concluded in Q2, on 10 May, with several school tours booked in this space during this time. In addition, several items from the Miss Lassie Collection are currently on display in the National Gallery’s permanent collection gallery.

Artist in Resident

CNCF launched a pilot **Research/Artist Residency Programme in 2023** with artists Nasaria Suckoo Chollette helping to trial the programme as the the first resident. This is a paid residency that is designed to support Caymanian creatives and scholars with research and creative time. It is part of CNCF’s extended commitment to providing opportunities for research and publications moving forward, helping to create primary source materials on Caymanian culture and heritage for the school sector and the wider public. The AIR was considered a success and in 2024 it will continue on an application basis. The pilot programme has kindly been supported by Susan A. Olde, OBE.



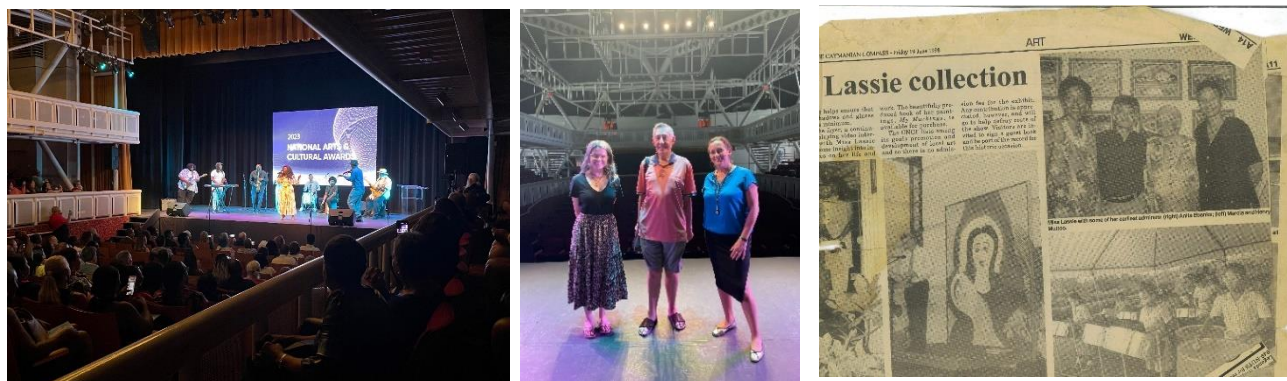
Suckoo Chollette’s project included sourcing ‘Duppy Stories’ from across the community, as well as traditional knowledge around birthing and midwifery. She also sought to ‘activate’ the Mind’s Eye Centre, alongside general ‘meet the artist’ opportunities and school tours, by hosting a weekly ‘Friends and Needles’ group. The project is due to conclude with an exhibition in 2024, co-hosted by CNCF and the National Gallery.



Research & Archives

In effort to provide a more comprehensive history of the institution, CNCF facilitated a series of visits, discussions, and interviews with Geoff Cresswell – the founding Artistic Director of CNCF, and its precursor The Inn Theatre – Dr Frank McField, and former members of the original Cayman National Theatre Company. Working with a local film company, CNCF has documented a series of interviews with Mr. Cresswell, who has also donated some of his own personal digital archives of events from CNCF in the 1980s and 1990s, which are now stored in CNCF’s cloud filing system. This project is part of CNCF’s wider ‘Legacy Project’, which is ongoing, and which will support a semi-permanent display at the Harquail Theatre site and form the basis of a documentary.

The Legacy Project research was also supported two interns, in continuation of CNCF’s professional development mission for young Caymanians wishing to pursue a career in the arts. The interns, Arianna Ebanks and Jada Bodden, provided support with updating the library itinerary, suggesting new bibliography ideas to add to the collection, as well as identifying unlabelled items in the archives room. Both interns also trained in other areas of CNCF operations, inclusive of the Youth Summer Camp, social media, and customer support.



The national Arts & Cultural Awards 2023; CNCF’s Education Team with Geoff Cresswell; an example of digitized archives that were provided by Geoff Cresswell

National Arts & Culture Awards

The 29th Annual National Arts and Culture Awards Ceremony was held on 25 May when 26 individuals and groups were honoured, each of whom have made significant contributions to the artistic and cultural landscape of the Cayman Islands. Awardees were presented with a Heritage Cross, which acknowledges contributions to the preservation of Caymanian cultural heritage, or the Star of Creativity for contributions to our creative expression. In addition, several Certificates of Creativity for Special Projects, were presented.

New to this year’s Awards is the expanded Awards Committee which for the first time comprises representatives from major cultural institutions across the Cayman Islands: Cayman National Cultural Foundation, the National Gallery of the Cayman Islands, the Cayman Islands National Museum, the University College of the Cayman Islands, the Cayman Music and Entertainment Association, and a representative of Cayman’s wider artist community. This spirit of collaboration and alignment is part of the expanded vision for CNCF as the organization moves forward and CNCF extends thanks to each of them for their commitment throughout this process.

There was a full house for this year’s event with performances by the Cayman Islands Folk Singers, Cayman National Choir and Orchestra, Cayman Islands National Dance Company, Swanky with Beneil Miller and Friends, and Rashana Hydes.



Swanky and the Cayman Islands Folk Singers perform at NACA 2023 to a full house.

The 2023 Award Recipients were as follows:

Star for Creativity

Lifetime Achievement

- Al Ebanks
- Cayman Islands National Dance Company
- Cayman National Choir and Orchestra
- Deborah Chase van der Bol

Mid-Career

- Michael Lemay
- Olujimi "Jimmeh" La'Pierre
- Patrick Lopez
- STOAK'D

Emerging

- Fuego Latin Dance

Heritage Cross

Lifetime Achievement

- Debbi Truchan
- Zeta Bodden
- Peggy Leshikar-Denton

Mid-Career

- Cayman Islands Folk Singers
- Vicki-Calvert-Das
- Maia Muttoo
- James Christian

Emerging

- Brian Watler Jr.
- Rashana Hydes
- Rhonda Edie

Special Projects

- Ironshore Studios
- Cayman Turtle Centre

Conservation

CNCF's contracted art conservator, Greg Howarth, returned to the Cayman Islands from the UK in the fourth quarter to carry out condition reports once again for the Miss Lassie art collection and property. Staying in Cayman for three weeks in November, Mr. Howarth also oversaw the transport of many of Miss Lassie's original painted doors and shutters to a temperature and humidity-controlled storage space in the Harquail Theatre. With the movement of these artifacts now completed, Miss Lassie's entire art collection is now in a stable state for long term preservation and management.

NCF 2: CULTURAL FESTIVALS, INTERNATIONAL EXCHANGE/LOCAL PARTNERSHIP

NCF 2	Cultural Festivals, International Exchange/Local Partnership		
DESCRIPTION • Hosting/sharing the Caymanian arts and cultural experience at local and international arts and culture events, such as the Cayman Islands International Storytelling Festival, GIMISTORY; the Cayman Islands National Festival of Arts, CAYFEST; and/or at overseas arts and culture festivals/conferences/seminars. • Administration of CIG approved funding for other Government-funded festivals and carnivals, including the Cayman Carnival.			
MEASURES	2023 Actual	2023 Budget	Variance
QUANTITY Gimistory • Number of district touring presentations arranged • Number of culinary events/competitions arranged CayFest and/or arts and culture festivals/conferences/seminars • Number of national/international arts and culture events hosted, or attended/number of papers presented Cayman Carnival • Number of consolidated carnivals for which funding is to be administered	7 1 3 3	6-8 1 3-5 1	0 0 0 +2
QUALITY Gimistory • Professional standards of production are applied • Professional/experienced performers/presenters should be selected based on Board approved criteria • Events/conferences/seminars relevant to the Caymanian context and/or the work of the Cultural Foundation, as approved by Board Cayman Carnival • CNCF to monitor organizers’ achievement of key performance indicators	100% 100% 100% 100%	80% 80% 100% 100%	0% 0% 0% 0%
TIMELINESS • Cayman Islands arts and culture festival(s)	100%	1 st & 4 th Q	0%

produced/presented - Events/Conferences/Seminars presented at/attended - Cayman Carnival		2 nd Q / 3 rd Q By second week of July	
LOCATION - Various indoor and outdoor venues in Grand Cayman and Cayman Brac - Locations in the Cayman Islands and overseas	100%	100%	0%
	100%	100%	0%
COST	\$383,468	\$383,468	\$0
RELATED BROAD OUTCOME: Talent Identification and Development			
VARIANCE <u>Cayman Carnival:</u> Grand Cayman showcased two distinct carnival products with Batabano, and CayMAS and Cayman Brac showcased its annual Braccanal Carnival, unique to the Brac. All carnivals were funded from the consolidated carnival budget with individual service level agreements.			

Cayfest

2023 was a busy year filled with meaningful partnerships with other cultural organisations. Planning for the annual *Cayfest* kicked off in Q1 with the core Cayfest events held over March, April and May. To facilitate this, auditions were held to locate performers, social media was pushed extensively. In addition, CNCF embarked on an island wide-marketing campaign to raise awareness about the festival.

During this time, CNCF collaborated with MYSCH for this year's *Dress for Culture* celebrations, as part of Cayfest. This included social media promotion of the event, as well as conducting a photo competition on social media between 24-31 March. The competition spanned three categories: individual, corporate, and school. The winners were Leanni Tibbetts, Bogle Insurance Brokers, and John Gray High School, respectively. Many different entities participated, including Cayman Islands Development Bank, public schools, Cayman International School, and individuals from across the community. To support the event, CNCF staff and various other cultural partners visited schools across the island to support Dress for Culture and provide informational discussions on Caymanian history, and the Folk Singers performed at the DFC event hosted by MYSCH.



Red Sky at Night Festival

Red Sky at Night was held on Saturday, 15 April in the Harquail grounds. Designed to celebrate the many different cultures that exist in the Cayman Islands, and also paying homage to traditional Caymanian culture and arts, Red Sky at Night was attended by over 1100 patrons and was well received by the public. Festivities within RSAN included extensive culinary attractions, vendor stalls with a wide array of fine art and craft, performances across four stages, and partnership with neighbouring cultural practitioners in the Cayman Islands.

One of the highlights of the day was the execution of the “Caymanian Village”, which was a recreation of a traditional Caymanian gathering, and featured local food, crafts, demonstrations, and a fashion show with typical Caymanian dress from yesteryear.



Red Sky at Night demonstrators and vendors

National Children’s Festival of the Arts Committee

CNCF joined the National Children’s Festival of the Art’s Committee in Q4 of 2022 in preparation for the 2023 Festival. Staff were able to successfully assist with the organizing and invigilation of performances at this year and to contribute to the visioning work for a larger festival in 2024. Following a successful distribution of awards, invitations were extended to top-scoring students to participate in Red Sky at Night. The CNCF Programmes Team is now working with the Department of Education Services to curate future curriculums for the festival, in order to expand their scope across all three islands.

Cayman Carnival Grant Management

CNCF continued to manage CIG funds for Cayman Carnival (Batabano, CayMAS and Braccanal) for 2023. This year, service level agreements were completed and signed, and funds disbursed to the three carnival bodies:

- Cayman Batabano – CI\$25,000
- Cayman Braccanal – CI\$8,250
- CayMAS – CI\$22,000

Each organisation then provided a final report within one month of their respective carnivals. CayMAS has grown into a long weekend of events ending with carnival parade itself with various live Caribbean music acts, dancing and costumes that brings George Town to life with steel pan bands, floats, and a parade.

Looking ahead, CNCF is exploring the possibility for a series of carnival arts workshops for 2024 to help increase interest in locally produced Mas costumes and a deeper connection to the history of carnival within Cayman and the region.

Cayman Islands Folk Singers

Following recruitment for new members for the Cayman Islands Folk Singers, CIFS completed an intensive training workshop facilitated by CNCF and led by Dr. Katherine Brown from Kingston, Jamaica in March. The workshop focused on honing their vocal skills and exploring movement. CNCF extends special thanks to Brian Watler Jr. at the Cayman Islands National Museum for his Quadrille coaching, and Annikki Brown for leading their visioning workshop. This was a successful training initiative that was welcomed by CIFS. Ongoing training opportunities continued throughout 2023 with guest workshops by King Navassa and Beneil Miller.

CIFS travelled to Cayman Brac in August to participate in the MYSCH's Family Fun Day for the Brac community on Scott's Dock. It was an opportunity to showcase their expanded repertoire born out of two intensive workshops that the CIFS have completed with CNCF in May and July 2023, the latter with Caymanian musician and performer King Navassa.



CNCF was successful in helping secure funding via grants from MYSCH and Celebrate Cayman, along with its own financial contribution, to travel the Cayman Islands Folk Singers to London to perform at Cayman Day in September. Cayman Day offered an excellent opportunity to showcase to international audiences Cayman's unique cultural heritage and to present CIFS as one of county's cultural keystones for celebrating Cayman's history and traditions with the public sphere. This was also an excellent professional development opportunity with exposure to other environments as well as a larger audience on an international stage.

During Q4, the Cayman Islands Folk Singers performed their 14th Anniversary concert series, “Under the Breadfruit Tree”, at the Harquail Theatre between 28-29 October. Consisting of a number of talented performances that incorporated celebrated folk music across the Cayman Islands and wider Caribbean region, this concert series served as an ode to Cayman’s rich history and diverse culture and was well attended by the public. They closed the year with concerts at the Cayman Islands National Museum, the Cayman National Dance Companies festival showcase, and the Christmas of Yesteryear.

Gimistory

From November to December of this year, the much anticipated “Gimistory” international storytelling festival returned to the public following a successful 2022 iteration. The festival was expanded this year to include international acts Amina Blackwood Meeks and Phillip “Black Sage” Murray, from Jamaica and Trinidad, respectively. Caymanian tellers Rita Estevanovich and King Navassa also received funding from CNCF to return to Cayman from the UK and participate, and performing groups from both John Gray High School and Clifton Hunter Highschool showcased some of their ongoing drama class material to the public. Other local performers this year included:

- Nasaria Suckoo Chollette
- Giselle Webb
- Camille Angel
- Hylton Grace
- Evana Martinez
- Josefa Martinez
- Reshma Sharma
- Daphne “Aunt Sookie” Orrett
- Martin Keely
- Leanni Tibbetts

For 2023, the festival expanded to once again included a dedicated Savannah performance following a hiatus period, and there were many school visits that took place throughout the week, incorporating both public and private schools across all age groups.



Christmas of Yesteryear

To incorporate Caymanian history and Christmas traditions to Cayman's schedule of festivities, the Programmes team executed newly expanded "Christmas of Yesteryear" festivities between 7-8 December at the Mind's Eye site. During the period, Cayman's students and older persons were invited to stop by the Mind's Eye Centre for a day of fun and celebration, incorporating elements of traditional Caymanian food, drinks, demonstrations, and performances, with planning assistance from local cultural practitioners Lorna Bush, Virginia Foster, and Michael Lemay. Previously, this event was included in CNCF's programming to serve as an immersive education tool for teaching Cayman's youth about household traditions in a historical Caymanian setting.

For 2023, this programme was revamped to serve as an immersive and interactive Christmas experience, equipped with live demonstrations of traditional Christmas chores in a Caymanian household, vendors selling Caymanian crafts and food commonly included at Christmas time, and a wide variety of different games and activities that the community can take part in. Participating vendors and performers for this festival included local practitioners Rosemae Ebanks and Alfonso Ebanks, Marlena Anglin, Carmin Connolly, Jerralow Rankine, Billy Banker, and Deal Ebanks.

NCF 3: MANAGEMENT OF OPERATIONS AND MAINTENANCE OF FJ HARQUAIL CULTURAL CENTRE

NCF3	Management of Operations and Maintenance of FJ Harquail Cultural Centre (FJHCC)		
DESCRIPTION - Actively promote the use of the FJ Harquail Cultural Centre (FJHCC), which fulfills the function of the national theatre of the Cayman Islands and is held in trust for the people of the Cayman Islands for the staging of plays, concerts, conferences, receptions, and other events. Manage rentals and maintain the physical plant to a high standard. - Presentation of performing arts events, including at least one locally created theatrical production.			
MEASURES	2023 Actual	2023 Budget	Variance
QUANTITY - Health and safety inspections of the FJHCC - Number of rentals of the FJHCC - Number of Cayman National Cultural Foundation produced / presented stage shows. - Mechanical systems upkeep and repairs	4 149 7 Ongoing	4-6 145-150 1-3 Ongoing	0 0 +4 0
QUALITY - Facilities maintained to a high standard to ensure compliance with fire, health, and other safety regulations, as confirmed by annual inspection by Fire Department, Environmental Health, and other services. - Customer satisfaction with the maintenance and facilities offered at the venue, evidenced by the receipt of fewer than two substantiated complaints per year on a customer service evaluation form or other means. - Production script(s) to have sound technical structure and production potential. - Production script(s)/repertoire to be locally created, or culturally relevant, and/or educational. - Production elements to be in keeping with the conventions of theatre, as determined by the CEO and Director Designate.	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	0 0 0 0 0

TIMELINESS	100%	Year Round 2 nd & 4 th Q	0
- Available for Rental. - Presentation of Stage Productions			
LOCATION	100%	100%	0
- The Harquail Theatre - The Harquail Theatre and/or other stages/auditoria	100%	100%	0
COST	\$345,320	\$345,320	\$0
RELATED BROAD OUTCOME:			
Talent Identification and Development			
VARIANCE			
Due to the expanded Grants for the Arts Programme, we were able to invest in an increased number of production partnerships this year, to a wide variety of individuals and organizations. CNCF partnered with several leading creative companies to expand the number of productions hosted at the Harquail Theatre in 2023.			

Harquail & Studio Theatre Schedule 2023

Event/Programme Name	Type of Event/Programme	Date	Venue
JANUARY			
Sunrise Church	Service	Jan 1,8,15,22,29	Harquail & Studio Theatre
Tiger Wilson Networking Conference	Conference	12-Jan	Studio Theatre
Swanky Photo Shoot & Launch	Photo Shoot	13-Jan	Harquail Theatre
Swanky Photo Shoot & Launch	Photo Shoot	14-Jan	Harquail Theatre
Swanky Photo Shoot & Launch	Photo Shoot	15-Jan	Harquail Theatre
PWD Graduation	Rehearsal	18-Jan	Harquail Theatre
CBC Graduation	Rehearsal	18-Jan	Harquail Theatre
PWD Graduation	Graduation	19-Jan	Harquail Theatre
CBC Graduation Drill	Rehearsal	20-Jan	Harquail Theatre
CBC Graduation Drill	Rehearsal	24-Jan	Harquail Theatre
NFT Event	Event	24-Jan	Harquail Theatre
CBC Graduation Drill	Rehearsal	26-Jan	Harquail Theatre
CNCF Teacher's Social	Workshop (NCF4)	26-Jan	Studio Theatre
CBC Graduation Drill	Rehearsal	26-Jan	Harquail Theatre
CBC Graduation	Ceremony	27-Jan	Harquail Theatre
Grant Submission deadline	Artistic Grant (NCF4)	31-Jan	Online

FEBRUARY			
Cayman Arts Festival (Jazz Concert))	Co-Production (NCF3)	2-Feb	Harquail Theatre
Sunrise Church	Theatre Rental	Feb 5,12,19,26	Harquail & Studio Theatre
Sunrise Church Newcomers Lunch	Theatre Rental	5-Feb	Harquail & Studio Theatre
Sunrise Church	Women's Gathering	9-Feb	Harquail Theatre
Laughter Lounge	Comedy Show	11-Feb	Harquail Theatre
WORC	Staff Meeting	16-Feb	Harquail Theatre
Cayman Arts Festival (Nat'l Choir)	Co-Production (NCF3)	18-Feb	Harquail Theatre
Cayman Arts Festival (Play)	Rehearsal	25-Feb	Harquail Theatre
Cayman Arts Festival (Play)	Co-Production (NCF3)	26-Feb	Harquail Theatre
MARCH			
Sunrise Church	Theatre Rental	March 5,12,19,26	Harquail & Studio Theatre
NCFA	Speech Solo & Choral Showcase	07-08-Mar	Harquail Theatre
NCFA	Dance Rehearsal	9-Mar	Harquail Theatre
NCFA	Dance Showcase	10-Mar	Harquail Theatre
RSAN	Auditions	11-Mar	Harquail Theatre
Kalabra	Photoshoot	12-Mar	Harquail Theatre
CIFS Workshop (with Annikki Hill)	Training	13-17 Mar	Studio Theatre
Musicians LTD	Music	18-Mar	Harquail Theatre
CIFS Workshop Performance	Show	18-Mar	The Studio Theatre
Red Boat Experience	Music/Rehearsal	19-Mar	The Studio Theatre
Centre Pointe	Dance Performance	24-Mar	Harquail Theatre
CEC Event	Corporate Event	25-Mar	The Studio Theatre
Centre Pointe	Dance Performance	25-Mar	Harquail Theatre
RCIPS	Graduation Rehearsal	28-Mar	Harquail Theatre
Rotary Club	Music Performance	29-Mar	Harquail Theatre
RCIPS	Graduation	30-Mar	Harquail Theatre
The Red Boat Experience	Music/Rehearsal	31-Mar	Harquail Theatre
APRIL			
CEC Event	Corporate Event	1-Apr	Harquail Theatre
Red Boat Experience - Randy Chollette	Co-Production (NCF3)	1-Apr	Harquail Theatre
CIFS	Music/Rehearsal	4-Apr	Harquail Theatre
RSAN Vendor Meeting	Meeting	11-Apr	Harquail Theatre

RSAN Volunteer Meeting	Meeting	12-Apr	Harquail Theatre
Localmotion	Music/Rehearsal	12-Apr	The Studio Theatre
PDT Rehearsal	Rehearsal	13-Apr	Harquail Theatre
RSAN	Cultural Festival (NCF2)	15-Apr	Harquail Theatre
Cayman Music School	Rehearsal	19-Apr	Harquail Theatre
Cayman Music School	Rehearsal	20-Apr	Harquail Theatre
Cayman Music School	Music Performance	21-Apr	Harquail Theatre
Cayman Music School	Music Performance	22-Apr	Harquail Theatre
Cayman Music School	Music Performance	23-Apr	Harquail Theatre
Quintessential Movements	Dance Rehearsal	26-Apr	Harquail Theatre
Quintessential Movements	Dance Rehearsal	27-Apr	Harquail Theatre
CNCF Teacher's Social	Social	27-Apr	The Studio Theatre
Quintessential Movements	Dance Performance	28-Apr	Harquail Theatre
Quintessential Movements	Dance Performance	29-Apr	Harquail Theatre
MAY			
Village Montessori	Rehearsal	2-May	Harquail Theatre
JGHS	Drama Rehearsal	3-May	Studio Theatre
JGHS	Drama/Performance	4-May	Studio Theatre
Village Montessori	Music/Rehearsal	4-May	Harquail Theatre
Village Montessori	Music/Performance	5-May	Harquail Theatre
Bailamos	Dance/Rehearsal	5-May	Harquail Theatre
Tracy Catwalk	Beauty Pageant	6-May	Harquail Theatre
Bailamos	Dance/Performance	7-May	Harquail Theatre
Musicians LTD	Music/Rehearsal	9-May	Harquail Theatre
Musicians LTD	Music/Rehearsal	10-May	Harquail Theatre
Musicians LTD	Music/Rehearsal	11-May	Harquail Theatre
Musicians LTD	Music/Performance	13-May	Harquail Theatre
Musicians LTD	Music/Performance	14-May	Harquail Theatre
CINDC	Dance/Rehearsal	16-May	Harquail Theatre
CINDC	Dance/Rehearsal	18-May	Harquail Theatre
CINDC	Dance/Performance	19-May	Harquail Theatre
CINDC	Dance/Performance	20-May	Harquail Theatre
CINDC	Dance/Performance	21-May	Harquail Theatre
NACA	Award Show Rehearsals	23-25 May	Harquail Theatre
NACA	Arts Awards (NCF1)	25-May	Harquail Theatre
Spark Rehearsal	Music/Rehearsal	29-May	Harquail Theatre
Centre Pointe	Dance/Rehearsals	31-May	Harquail Theatre
JUNE			
Spark - Shrek	Music/Rehearsal	1-Jun	Harquail Theatre

Spark - Shrek Rehearsal	Music Set Up	2-Jun	Harquail Theatre
Spark Performance	Musical	3-Jun	Harquail Theatre
Young At Arts (YAA)	Auditions	3-Jun	The Studio Theatre
Spark - Shrek Performance	Music/Performance	4-Jun	Harquail Theatre
Public Works	Meeting	5-Jun	Harquail Theatre
Jasmine Rehearsals	Music & Dance Rehearsals	5-8 Jun	Harquail Theatre
Jasmine Performance	Musical Theatre	9-Jun	Harquail Theatre
Jasmine Performance	Musical Theatre	10-Jun	Harquail Theatre
Centre Pointe	Dance/Rehearsals	13-15 Jun	Harquail Theatre
Matt Brown Table Reading	Comedy Show Rehearsal	13-Jun	The Studio Theatre
Centre Pointe	Dance Performance	16-18 Jun	Harquail Theatre
Radiance Dance Studio	Dance/Rehearsals	19-20 Jun	Harquail Theatre
Talent Exposition	Music & Dance Rehearsal	21-Jun	Harquail Theatre
Matt Brown Table Reading	Comedy Show Rehearsal	21-Jun	The Studio Theatre
Cayman National Choir & Orchestra	Music Performance	22-Jun	Harquail Theatre
Radiance Dance Studio	Dance Performance	23-24 Jun	Harquail Theatre
Talent Exposition	Music & Dance Performance	25-Jun	Harquail Theatre
Matt Brown Table Reading	Comedy Show Rehearsal	28-Jun	The Studio Theatre
Cayman Athletics	Awards Presentation	29-Jun	Harquail Theatre
Dreamchasers	Dance Performance	30-Jun	Harquail Theatre
JULY			
Dreamchasers	Dance Performance	1-Jul	Harquail Theatre
Dreamchasers	Dance Performance	2-Jul	Harquail Theatre
Summer Art Camp	Youth Arts (NCF5) Summer Camp	4-21 July	Harquail Theatre
Faith in Christ	Music & Dance Rehearsal	6-Jul	Harquail Theatre
Laughter Lounge	Comedy Show	8-Jul	Harquail Theatre
Faith in Christ	Music & Dance Concert	9-Jul	Harquail Theatre
Grant for the Arts Workshop	Workshop	13-Jul	The Studio Theatre
CIFS	Workshop & Rehearsal	17-Jul	Harquail Theatre
CIFS	Music Workshop	18-Jul	Harquail Theatre
Matt Brown Table Reading	Comedy Show Rehearsal	19 & 26 July	Studio Theatre
AUGUST			
Wha Happening	Comedy Show Rehearsal	August 2,9,16	Studio Theatre
UCCI Graduation	Graduation	26-Aug	Harquail Theatre
DART Public Consultation Meeting	Meeting	28-Aug	Harquail Theatre

SEPTEMBER			
Jah Mitch Benefit Concert	Music Performance	1-Sep	Harquail Theatre
Wha Happening	Comedy Show Rehearsal	Sep 4,6,11-13,18-20,24-27	Harquail Theatre
Laughter Lounge	Comedy Show	9-Sep	Harquail Theatre
Cayman Arts Festival (CAF)	Music Performance	14-Sep	Harquail Theatre
Teachers Social	Meeting	26-Sep	Harquail Theatre
Wha Happening	Comedy Show (NCF3)	28-Sep to 22-Oct	Harquail Theatre
OCTOBER			
Wha Happening	Comedy Show (NCF 3)	1-Oct	Harquail Theatre
CIFS Concert	Music Rehearsal	2-Oct	Harquail Theatre
CIFS Concert	Music Rehearsal	3-Oct	Harquail Theatre
Wha Happening	Comedy Show (NCF 3)	6-Oct	Harquail Theatre
Wha Happening	Comedy Show (NCF 3)	7-Oct	Harquail Theatre
Wha Happening	Comedy Show (NCF 3)	8-Oct	Harquail Theatre
Wha Happening	Comedy Show (NCF 3)	13-Oct	Harquail Theatre
Wha Happening	Comedy Show (NCF 3)	14-Oct	Harquail Theatre
Wha Happening	Comedy Show (NCF 3)	15-Oct	Harquail Theatre
Wha Happening	Comedy Show (NCF 3)	22 Oct (BRAC)	Harquail Theatre
Gimistory	Storytelling Audition	Oct 3,10	Studio Theatre
Old Persons Concert	Music & Dance Rehearsal	19-Oct	Harquail Theatre
Old Persons Concert	Music & Dance Performance	19-Oct	Harquail Theatre
Wha Happening	Comedy Show (NCF3)	21-Oct	Aston Rutty Centre
CIFS Concert	Music Rehearsal	23-Oct	Harquail Theatre
CIFS Concert	Music Rehearsal	24-Oct	Harquail Theatre
CIFS Concert	Music Tech Rehearsal	26-Oct	Harquail Theatre
CIFS Concert	Music Performance	28 & 29 Oct	Harquail Theatre
Gimistory	Storytelling Workshop	30-Oct	Studio Theatre
NOVEMBER			
CIFS	Music Rehearsal	1-Nov	Studio Theatre
CIFS	Music Rehearsal	3-Nov	Studio Theatre
Deep Roots	Music Performance	4-Nov	Harquail Theatre
Gimistory	Storytelling Workshop	8-Nov	Harquail Theatre
CAF	Dance & Music (Flamenco)	8-Nov	Harquail Theatre
Cayman Islands Civil Service College	Certificate Presentation	9-Nov	Harquail Theatre
Cayman Dance Pool	Dance Rehearsal	11-Nov	Harquail Theatre
The Red Boat Experience	Music Rehearsal	12-Nov	Studio Theatre

Cayman Dance Pool	Dance Performance	12-Nov	Harquail Theatre
Cayman Dance Pool	Dance Workshop	12-Nov	Harquail Theatre
Stuart Wilson/ Love Culture	Music Rehearsal	17-Nov	Harquail Theatre
Stuart Wilson/ Love Culture	Music Performance	18-Nov	Harquail Theatre
Red Boat Experience	Music Performance	19-Nov	Harquail Theatre
Gimistory	Drama Workshop	20-Nov	Harquail Theatre
RCIPS	Graduation Rehearsal	21-Nov	Harquail Theatre
Rita Acting Workshop	Drama /Acting Workshop	22-23-Nov	Studio Theatre
Nasaria Teller Workshop	Drama Workshop	21&22-Nov	Harquail Theatre
RCIPS	Graduation	22-Nov	Harquail Theatre
Floetry Poetry Open Mic	Poetry Performance	23-Nov	Harquail Theatre
Gimistory	Storytelling Festival (NCF2)	25-Nov	Cayman Brac
Swanky Kitchen Band	Music Video	25-Nov	Studio Theatre
Spark! School of Performing Arts	Music Performance	25-Nov	Harquail Theatre
Gimistory	Storytelling Festival (NCF2)	27-Nov to 2-Dec	GCM - all districts
Centre Pointe	Dance Performance	26-Nov	Harquail Theatre
Village Montessori	Music Rehearsal	28-Nov	Harquail Theatre
WORC	Meeting	30-Nov	Harquail Theatre
Village Montessori	Music Rehearsal	30-Nov	Harquail Theatre
DECEMBER			
Village Montessori	Music Rehearsal	1-Dec	Harquail Theatre
Radiance	Dance Rehearsal	1-Dec	Harquail Theatre
Radiance	Dance Rehearsal	2-Dec	Harquail Theatre
Radiance	Dance Performance	3-Dec	Harquail Theatre
CUC Awards	Awards Presentations	5-Dec	Harquail Theatre
Dreamchasers	Dance Performance	9-Dec	Harquail Theatre
Christmas of Yesteryear	Multi Discipline Showcase	7& 8 Dec	Mind's Eye Cultural Center
Musicians LTD Xmas Show	Music Rehearsal & Performance	10-Dec	Harquail Theatre
Cayman Music School	Music Performance	13-Dec	Harquail Theatre
Cayman Music School	Music Performance	14-Dec	Harquail Theatre
CINDC-A gift for Christmas	Music & Dance Performance	15-Dec	Off Site

Production Partnerships

Throughout 2023, CNCF continued to foster newly formed production partnerships with the following entities or organisations, including but not limited to:

- Cayman Islands National Dance Company
- Cayman Kaleidoscope Productions
- Cayman National Choir & Orchestra
- Cayman Arts Festival
- Floetry (poetry society) – to take place in the Studio Theatre later in the year
- Cayman Entertainment and Music Association
- National Children's Festival of the Arts
- Cayman Islands National Museum
- Red Boat Experience (Randy Chollette and friends)
- Talent Exposition of the Arts

In Q1, CNCF supported three Cayman Arts Festival performances, as part of their 2023 festival programming. Performances included a concert by Cayman National Choir and Orchestra, a jazz show with local and international artists, and a rendition of the play "SOLD". All concerts were well attended and well received. Other highlights included Cayman Islands National Dance Company's 35 Year Anniversary preparations, and in the Studio Theatre other event collaborations took place such as jam sessions for the upcoming *Red Boat Experience* showcase from Randy Chollette, with the main performance scheduled for the Harquail Theatre in the beginning of Q2.



SOLD
by Kuumba Nia Arts & Unlock the Chains Collective (UK)
Directed by Euton Daley MBE

SUNDAY, FEBRUARY 26TH, 7PM | HARQUAIL THEATRE
TICKETS: US\$ 30 - ADULTS, US\$ 10 - STUDENTS



Partnerships included Cayman Arts Festival, Cayman Islands National Dance Company, the Cayman National Choir and Orchestra, Floetry, the Red Boat Experience, and others

Highlights in Q2 included Cayman Islands National Dance Company's 35 Year Anniversary concert series, and the "Red Boat Experience" showcase from Randy Chollette and other talented local musicians. Following Q2, CNCF and the Red Boat team are aiming to promote a series of Red Boat concerts in each district, with the aim to provide exposure to music and performance in an accessible format to the wider community.

Q3 and Q4 highlights included the Creative Summer Camp series in partnership with Pan N' Riddim, as well as a new collaboration with Floetry where CNCF will serve as a permanent space for monthly open mic nights for creators and lovers of poetry in Cayman, along with two concert performances with the Cayman Arts Festival, a concert with Cayman National Choir and Orchestra, and performances by the Cayman Islands National Dance Company, the Red Boat Experience, and others.

Wha Happening Comedy Show

Born out of the legacy of *Rundown*, *Wha Happening* Comedy Show premiered in September and was the result of collaborations between CNCF and local director/writer/actor Matt Brown. As part of a Grants for the Arts pilot programme with a large-scale project, CNCF offered funding and in-kind support to this brand-new comedy show, consisting entirely of local talent. Following several weeks of intensive rehearsals from the cast, the show premiered to friends and family on 28 September, with official showings across three weekends in September/October. Approximately 3,500 persons attended a performance. The production then travelled to Cayman Brac across the weekend of 20/21 October. Feedback has been resoundingly positive, and several shows quickly sold out due to high demand from the public.



Wha Happening Comedy Show, and live shots of the show

Other Production Partnerships

Throughout Q4 CNCF continued to develop and host production partnerships with a number of entities. Highlights included the second iteration of "Floetry" open mic poetry sessions at the Studio Theatre in October, and Christmas programming in December with the Cayman Islands National Dance Company. Furthermore, CNCF launched a weekend of cultural exchange and celebration on the weekend of 18-19 November, in partnership with a series of local artists and performers. Firstly, "Oh Cayman Islands" was presented to the public at the Harquail Theatre on 18 November in collaboration with Stuart Wilson. Consisting of performances from Wilson, as well as other local performers Chris Sanchez, Beneil Miller, Madam Niroso, Georgie Duarte, and James Geary, this evening served as an homage to Cayman's history, culture, and traditions.

The following evening, Grants for the Arts recipient Randy Chollette presented the next iteration of the “Red Boat Experience” to the Caymanian public, with support and in-kind sponsorship given by CNCF. The Red Boat Experience is dedicated to highlighting and celebrating Caymanian drumming traditions whilst providing musicians with a foundation in which to incorporate Cayman’s heritage and traditions into their work. All pieces performed were entirely improvisational and featured an array of artists, including Eden Hurlston, Glen Scott, Michael Wilks, Narsaria Suckoo Chollette, Heather Lopez, Freya Jane, Patrick Lopez, Matrix the Rapper, Beneil Miller, Yohann S. Fitzgerald, Melisha McField of Dream Chasers Cayman, Michael Mothen, Max Kazakov, Lorna Reid, Nathan Barnett, Bill McLaughlin, Brian Watler, and Humberto Scanio.



Concert shots of Cayman Dance Pool, “Oh Cayman Islands” and the “Red Boat Experience”, respectively.

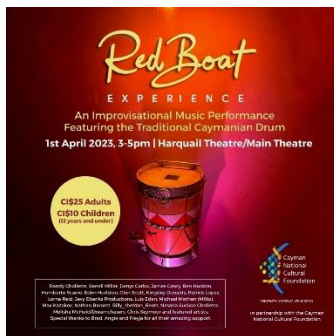
CNCF also had the opportunity to partner on another concert performance with the Cayman Arts Festival through a Flamenco performance evening, titled “Gypsy Soul ... Roots of My Ancestors”, that featured international talent. Through the expansion of CNCF’s sustained partnership with other arts organisations, the Cayman Islands National Choir and Orchestra was formerly brought on as a new resident company at the Harquail in Q4, with many exciting collaborations set to take place in 2024.

Theatre Management

Effective 01 February CNCF implemented new rental rates and procedures for 2023 reservations and future bookings. This was the first pricing review for over five years and considered the recent upgrade to our physical facilities, as well as a significant increase in our operating expenses due to global factors. We have also increased our staff compliment for each event and now have a dedicated theatre team, designed to offer professional service to our valued customers and the safety of the theatres. In addition to these changes, due to demand for theatre bookings, we amended our reservation policy and the length of time that we are able to “hold” reserved dates without a 50% deposit and co-signed contract. Further, due to previous incidents of damage from rentals to the theatres, we have implemented a non-negotiable damage deposit. Other amendments to the theatre management included reopening the CNCF bar for all productions.

CNCF has established a new rental system with all educational organizations and charities receiving a standard rental discount. The theatre paused productions in August after CNCF’s Youth Summer Camp between 4-21 July.

In late in Q2 CNCF hired a property management company to manage and oversee the higher-level facility maintenance inclusive of the Mind’s Eye Centre and both theatres. This is supported by weekly maintenance routine checks by the Front of House Supervisor. Annual deep cleaning and maintenance work was undertaken in August 2023.



Donation of Yamaha Piano

Through the generosity of an anonymous donor, CNCF was the grateful recipient of a Yamaha C6 concert piano in November, generously gifted by a supporter of the arts who wishes to remain anonymous. We now have a world class piano to support our expanding theatre and musical programme which is already transforming our partnership capacity.



NCF 4: TRAINING AND SUPPORT FOR ARTISTIC DEVELOPMENT

NCF 4	Training and Support for Artistic Development		
DESCRIPTION - Provision of training programmes in the performing, visual and/or literary arts in the form of workshops, screening, seminars or residencies for local performers, teachers, and students. - Administration of arts grants and other assistance to individuals and groups to facilitate opportunities for artists to explore, practice, share, learn and benefit from their work.			
MEASURES	2023 Actual	2023 Budget	Variance
QUANTITY - Workshops in Traditional, Visual, Literary and/or Performing Arts - Artistic grants awarded	4	1-3	+3
	19	8	+11
QUALITY Workshops to be taught by professional tutors or other talented persons with expertise in relevant disciplines such as: Dramaturgy, Creative Writing, Theatre-in-	100%	100%	120%

Education, Dance-in-Education, Music-in-Education, Traditional Arts and Crafts, Storytelling or Performance Techniques. - Award of scholarships and grants based on merit to individuals, and/or organizations that: - Are not-for-profit, or are units of government, or educational institutions. - Result in professional qualifications, and /or produce, present or support the arts. - In accordance with CNCF policy, are legally resident in the Cayman Islands and meet the determined criteria for a specific programme.	100%	100%	240%
TIMELINESS - Workshops held - Grants publicized	100%	3 rd & 4 th Q	0%
LOCATION The Harquail Theatre and other venues in the Cayman Islands	100%	Ongoing	100%
COST	100%	100%	0%
	\$266,437	\$266,437	\$0
RELATED BROAD OUTCOME: Talent Identification and Development			
VARIANCE Workshops: CNCF invested in the expansion and training of the Cayman Islands Folk Singers and subsequently were able to host multiple workshops for their artistic development in 2023, in addition to workshops in grants, dance, drama, and storytelling. Grants: Due to a private donation of \$45K towards the Grants for the Arts programme in 2023, we were able to give support to a record number of successful applicants in the areas of arts education, music, dance, film, fashion, visual arts, publishing, and more.			

CNCF Teacher Social Series Launch and Continuation

In 2023, CNCF formally launched the Teacher Social series – teachers’ networking event in both Grand Cayman and Cayman Brac, where teachers were able to access learning resources from CNCF to integrate Caymanian culture further into the national curriculum. Here, they were also given a platform to provide feedback to CNCF on how we can better utilize our services to aid educating Cayman’s use and enjoyed a networking opportunity with other educators and education officers.

Following a successful pilot trial of teachers’ socials in Q1 in Grand Cayman and Cayman Brac, a social was hosted in Q3. Here, local educators were given an update of the various resources that CNCF offers to schools in the Cayman Islands over food and refreshments, and the team also launched a teaser for the newly completed first edition of the “Cayman Makers’ Series”, in collaboration with Cayman Spaces. CNCF hosts these periodic socials with the aim to receive feedback on how CNCF can better support the arts in schools, and to also advertise the many facets of programming that schools and educators can engage with. Promotion was also given for the newly expanded Grants for the Arts programme, with can offer funding to both school endeavours, as well as personal projects for educators and students outside of school.



Grants for the Arts

The 2023 Grant for the Arts Committee met in Q1 and Q3 to review applications for the 2023 GFA Programme after the January and July deadlines, respectively. Grants for the Arts extend to all areas of artistic expression and educational content from either any person living in the Cayman Islands, or a Caymanian living abroad.

Recipients included:

- Nasaria Suckoo Chollette (Community Art Project)
- Jazz Pitcairn (Short Film Production)
- Anne-Marie Diaz (Publication)
- Cayman Islands National Dance Company (Production)
- Le Bron McLean (Training Residency)
- Cassianne Lawrence (Production)
- Ben Hudson (Education Video Series)
- Beneil Miller (Music Album)
- Cayman Dance Pool (Dance Workshop)
- Fuego Latin Dance (Dance Festival)
- James Geary (Music Tour)
- Jawara Alleyne (Fashion Line Launch)
- John Gray High School (School Production)
- King Navassa (Music Album)
- Lisa Evans (Music Album)
- Matt Brown (Wha Happening Comedy Show)
- Patrice Beersingh (Streetwear Exhibition and Showcase)
- Wendee Miller (Drama Workshop)
- Randy Chollette Red Boar Exp District Tour (Programme Dept Grant support)

This year, funding for GFA increased via a private donation of KYD\$45,000 from Susan A. Olde, OBE, allowing the number of recipients in this cycle to be one of CNCF's largest to date (19 awards), with a total of KYD80,000 disbursed. The grant programme framework is also being redeveloped currently, to accommodate its growth, and is set to become a flagship programme for CNCF moving forward.



GFA recipients Nasaria Suckoo Chollette and “The Red Boat Experience”

CNCF at Careers Fairs

CNCF attended a number of careers’ fairs in the public high schools across Grand Cayman and Cayman Brac. Students were able to learn more about CNCF, as well as career opportunities in the wider arts and culture scene in the Cayman Islands. Meaningful introductions were made to interested students, with contact details obtained for future work experience and volunteering opportunities, such as for Red Sky at Night in Q2.



Cayman Brac Programme Department Visit

To continuing strengthening relationships between CNCF and other cultural practitioners across the Cayman Islands, the CNCF Programme Team travelled to Cayman Brac (30-31 March) to meet with several institutions such as Cayman Brac Heritage House, and Nim Things as well as involvement with the teachers’ social and careers’ fair. During this time, CNCF also showcased cultural publications at the weekly craft market.

Gimistory Storytelling Workshop

Continuing from 2022 and as part of CNCF’s planning for this year’s Gimistory festivities, CNCF once again hosted a storytelling workshop series in the autumn season, to prepare for the 2023 Gimistory celebrations. Hosted in collaboration with local storytelling legend Nasaria Suckoo Chollette, the workshop spanned for two days in November and provided comprehensive storytelling feedback to all local tellers.

Summer Internship Programme

CNCF activated a Summer Internship programme on 10 July through 31 August. Caymanian university students Arianna Ebanks and Jada Bodden. They initially supported summer camp activities before moving into the Legacy Project research, and learned about theatre production and programming in the process.

NCF 5: YOUTH ARTS PROGRAMMING

NCF 5	Youth Arts Programming		
DESCRIPTION			
Provision of youth programmes involving the artistic disciplines of drama, dance, traditional arts and crafts, storytelling and music through the Young-At-Arts extra-curricular classes, performances, and field trips, which will culminate in work-shows to showcase to a public audience the participants’ progress over the course of the workshops.			
MEASURES	2023 Actual	2023 Budget	Variance
QUANTITY - Number of courses/workshops/field trips - Number of public performances resulting from courses/workshops - Number of summer arts camps	3 2 1	3-6 2-5 1	0 0 0
QUALITY - Classes/programmes are delivered by qualified tutors in the respective field. - Students and youth to have a variety of learning opportunities and experiences aimed at developing skills in and appreciation for arts and culture.	100% 100%	100% 100%	0% 0%
TIMELINESS - Courses/workshops - Performances - Summer Arts Camp	3rd & 4th Q 3rd Q 3rd Q	Summer Holidays Summer Holidays Summer Holidays	Summer Holidays Summer Holidays Summer Holidays
LOCATION The Harquail Theatre and other venues in Grand Cayman & Cayman Brac	100%	100%	0%
COST	\$6,152	\$6,152	\$0
RELATED BROAD OUTCOME: Enhancement and Empowerment of Youth			
VARIANCE			

Youth Summer Camp

CNCF continued their annual Creative Youth Summer Camp in summer 2023, facilitated in partnership with Michael Lemay of Pan N' Riddim. Over 70 students enrolled, with successful comprehensive lessons into various facets of Caymanian arts, heritage, and culture, inclusive of music, dance, drama, crafts, and poetry. To successfully educate this, experts in the local field were hired to plan and teach these classes, with support provided from Pan N' Riddim, as well as CNCF staff. While this programme took place primarily in the Harquail Theatre, several off-site field trips were also carried out to the Mind's Eye Centre and Cayman Turtle Centre, in order to provide further immersion into the subject material.



Youth Workshops

During her time in Cayman for Gimistory, professional Caymanian actress Rita Estevanovich collaborated with CNCF to host a youth acting workshop between 22-23 November at the Studio Theatre. Here, students in attendance between the ages of 13-17 received a comprehensive introduction to character exploration, story, voice, and physicality through the lens of monologues. Each workshop lasted from 4-7pm and was well received by the students. Workshops were also held in the art of Storytelling at several local school during the Gimistory festival run in November.

Economic Assessment for past year

	2023	2023
FINANCIAL PERFORMANCE MEASURE	Budget	Actual
REVENUE FROM CABINET	1,110	1,210
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-
REVENUE FROM OTHER PERSONS OR ORGANISATIONS (excluding Bequest)	174	445
OTHER EXPENSES	1,434	1,881
NET SURPLUS DEFICIT	-	(226)
TOTAL ASSETS	12,349	17,029
TOTAL LIABILITIES	685	689
NET WORTH	11,664	16,340
CASH FLOWS FROM OPERATING ACTIVITIES	174	(17)
CASH FLOWS FROM INVESTING ACTIVITIES	(300)	39
CASH FLOWS FROM FINANCING ACTIVITIES	90	173
CHANGE IN CASH BALANCES	(36)	194
FINANCIAL PERFORMANCE RATIO	2023 Budget	2023 Actual
CURRENT ASSETS: CURRENT LIABILITIES	5.82	5.31
TOTAL ASSETS: TOTAL LIABILITIES	18.02	24.73

HUMAN CAPITAL MEASURES	2023 Budget	2023 Actual
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	8	8
STAFF TURNOVER (%)		
SENIOR MANAGER	15%	0%
PROFESSIONAL AND TECHNICAL STAFF	15%	10%
ADMINISTRATIVE STAFF	15%	10%

PHYSICAL CAPITAL MEASURES	2023 Budget \$ 000'S	2023 Actual \$ 000'S
VALUE OF TOTAL ASSETS	12,349	17,029
ASSET REPLACEMENTS: TOTAL ASSETS	-	-
BOOK VALUE OF ASSETS: COST OF THOSE ASSETS	-	-
DEPRECIATION (in year): CASH FLOW ON ASSET PURCHASES (in year)	-	-
CHANGES TO ASSET MANAGEMENT POLICES	NA	NA

MAJOR CAPITAL EXPENDITURE PROJECTS	2023 TARGET \$	2023 ACTUAL \$
Capital Grant approved for 2023 at \$173K which was used on the Harquail/Studio Theatre and Minds Eye Centre renovation projects and upgrading of security system.	173,048	104,171

Risk Management

Risks and Concerns

Key Risks	Status of Risk	Action taken during 2023 to Manage Risk	Financial Value of Risk¹
Maintenance of Government Grant	Current environment requiring budget savings	Continuing efforts to provide best value	1,210,250
Ability to raise donations	Continuing need to match increased operational expenses generated by new facility	CNCF Management Board and Director responsibility to generate revenue (rentals and donations) for annual CNCF operations	1,260,250

Key Points of Concern:

- CNCF faces the ongoing challenge of raising a percentage of its annual operations budget annually.

Financial Position and Analysis

2022 Actual (C\$)		Note	2023 Actual (C\$)	Original Budget (C\$)	Final Budget (C\$)	Actual vs Original Budget Variance (C\$)
	Current Assets					
167,332	Cash and cash equivalents	2	361,806	194,942	194,942	166,864
3,126,414	Short term investments	3	2,984,218	3,209,963	3,209,963	(225,745)
329,818	Government grant and other receivables	4	324,567	386,553	386,553	(61,986)
930	Prepayments		1,130	-	-	1,130
8,780	Inventories		-	21,519	21,519	(21,519)
3,633,274	Total Current Assets		3,671,721	3,812,977	3,812,977	(141,256)
	Non-Current Assets					
13,534,244	Property and equipment	5	13,421,267	8,536,448	8,536,448	4,884,819
-	Intangible assets		3,326	-	-	3,326
13,534,244	Total Non-Current Assets		13,424,593	8,536,448	8,536,448	4,888,145
17,167,518	Total Assets		17,096,314	12,349,425	12,349,425	4,746,889
	Current Liabilities					
230,012	Trade payables	6	209,970	556,189	556,189	(346,219)
403,085	Insurance payable to government	6	457,291	-	-	457,291
141,497	Other payables and accruals	6	126,246	99,000	99,000	27,246
774,594	Total Current Liabilities		793,507	655,189	655,189	138,318
	Non-Current Liabilities					
-	Advanced donations	7	-	30,000	30,000	(30,000)
-	Total Non-Current Liabilities		-	30,000	30,000	(30,000)
774,594	Total Liabilities		793,507	685,189	685,189	108,318
16,392,924	Net assets		16,302,807	11,664,236	11,664,236	4,638,571
	Equity					
176,567	General fund	15	(86,597)	3,757,706	3,757,706	(3,844,303)
3,147,859	Restricted fund	15	3,147,859	-	-	3,147,859
3,809,558	Contributed capital	15	3,982,605	3,886,857	3,886,857	95,748
9,258,940	Property revaluation		9,258,940	4,019,673	4,019,673	5,239,267
16,392,924	Total Equity		16,302,807	11,664,236	11,664,236	4,638,571

Cash & Cash Equivalents:

CNCF had to be particularly careful to manage cash flow, as only 86% of the required revenues for 2023 are covered by the government. In the event of a decrease in future revenues, and cash flows, CNCF would have to reduce the output of free offerings to the public, however, CNCF strives to be able to provide free and reduced cost service to the Cayman Islands going forwards.

Government Grant and Other Receivables:

Accounts receivable usually only consists of the quarterly grant invoice to Government of \$296,553 and a few small Facility rental invoices. The quarterly grant is usually received in the month following that quarter.

Accounts Payable:

CNCF's policy is to pay vendors within 30 days after the bill date. Included in the balance at year end is the accrual for the Audit fee for 2023 and vendor balances paid in 2023.

Note on surplus: Per 'Restricted Donations' above, the majority of the 2023 surplus relates to Bequest funds received with restrictions placed by donor and cannot be used for CNCF's day to day operating expenses. Donor restricted use for capital and special projects.

Statement of Financial Performance and Analysis

2022 Actual (CI\$)		Note	2023 Actual (CI\$)	Original Budget (CI\$)	Final Budget (CI\$)	Actual vs Original Budget Variance (CI\$)
Revenue						
1,260,249	Sale of Outputs to Cabinet	8	1,210,250	1,110,250	1,210,250	100,000
91,350	Theatre rental	8	83,520	80,000	80,000	3,520
56,007	Other revenue	8	360,985	94,054	94,054	266,931
1,407,606	Total Revenue		1,654,755	1,284,304	1,384,304	370,451
Expenses						
654,140	Operating and administrative expenses	10	982,288	492,246	492,246	490,042
551,426	Personnel costs	9,13	631,446	618,120	718,120	13,326
252,777	Depreciation and amortization	5	267,043	173,938	173,938	93,105
1,458,343	Total Expenses		1,880,777	1,284,304	1,384,304	596,473
(50,737)	Surplus / (Deficit) for the year		(226,022)	-	-	(226,022)

Revenue:

After three years of rental impact due to the Covid-19 pandemic, CNCF rental expectations resumed in 2023 supporting growth in revenue expectations.

Expenses:

Non-essential spending was halted in 2021 due to the pandemic and uncertainty of future cash flows. These cost cutting measures for the general administration of CNCF (e.g. non essential staff positions) were continued in 2023 as revenue began to return to normal.

The return of facility rental revenue stream in 2023 led to the increase in facility expenses (including utility and maintenance costs, bar inventory and increased staffing in this area) in 2023 compared to 2022.

Compared to Budget:

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

Scrutiny by Parliament and Public

CNCF has achieved a qualification free audit for several years.

The Freedom of Information Law 2015 Reporting Under Section 40

Reporting Date: January 01, 2023 **To:** December 31, 2023

NIL REPORT: YES

APPLICATION DETAILS	NUMBER
Total Applications Received	1
Total Applications Open	0
Total Applications Closed	1
Applications for Personal Information (Applicant's own)	0
Application for General Information	1
TIMELINE DETAILS	NUMBER
Request Information (Decision made within 30 days)	1
Request Information) Decisions made later than 30 days and no extension taken under section 7 (4)	0
Request Information (Decision extended under section 7 (4)	0
Request Information (Decision extended under section 7 (4) but responded to later than 60 days.	0
Internal Review (Decision made within 30 days)	0
Internal Review (Decision made later than 30 days)	0
FEES	0
Fees levied under \$100.00	0

Fees levied \$101 - \$500	0
Fees levied \$501 – 1,000	0
Fees levied over \$1,000	0
Fees excused	0
AMMENDMENTS AND ANNOTATIONS	0
Request for Amendment or Annotation under section (28)	0
Number Amended	0
Number Annotated	0
INTERNAL REVIEWS	0
Number of Requests for Internal Review	0
Number of Internal reviews Appealed	0

Internal and External Audit Updates

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

Cross Government Commitments

None

Forward Looking

Plans for the upcoming 12-month period:

CNCF will continue to ensure the ongoing management of its 10 acre sites and four facilities, storage facilities, and satellite projects, to abide by international standards compliance and of collections care, and ensure that all of the programmes, productions, festivals, performances, and exhibitions outlined in our Purchase and Ownership Agreements are executed to a high standard, aligning these with priorities outlined in the National Culture and Heritage Policy (NCHP). Highlights include:

1. CNCF will continue to **manage the national theatres [NCF 3]** and ensure they are professionally maintained, that productions are carried out to professional standards and cover a wide scope of artistic disciplines – theatre, dance, music, visual, literary and traditional arts.
2. CNCF will produce a number of **community events and festivals [NCF 2]** that aim to support the Caymanian arts and cultural experience at home and overseas, such as the Cayman Islands International Storytelling Festival: GIMISTORY; the Cayman Islands National Festival of Arts: CAYFEST; Red Sky at Night; along with other festivals and carnivals.

3. **Digital programming expansion and website redevelopment [NCF 4 & 5].** In response to requests for digital content relating to Caymanian culture and heritage, it is anticipated that more staffing and financial resources will be directed to this long-term digital engagement strategy, as well as the ongoing creation of original content. CNCF will fully redevelop its website to host resources for schools with related downloadable lesson plans, and upload panel discussions on Caymanian heritage and culture for the school sector. Plans are also underway to expand the film series 'Cayman Makers' about key aspects of Caymanian cultural heritage.
4. **Caymanian Cultural Heritage Teaching Resources [NCF 1,4 & 5]** will expand to reflect CNCF's commitment to growing school programming, and its Research & Heritage Library programme in 2023 – initially via the launch of a Teachers' Social Series, as well as the new Artist & Scholar in Residence programme.
5. CNCF will host an annual **Young at Arts programme [NCF 5]** in summer of 2023 and an after school programme for part of the year. Students involved will learn the artistic disciplines of drama, dance, traditional arts and crafts, storytelling and music through the Young-At-Arts extra-curricular classes, performances and field trips.
6. CNCF will expand its **district programming [NCF 1,2, 3 &4]** in direct response to feedback from participants, schools, community leaders. The programme seeks bring workshops and classes relating to Caymanian cultural heritage, as well as contemporary forms of cultural expression (such as drama, music and dance), to district venues.
7. CNCF will expand the **Grants for the Arts [NCF 4]**, increasing the number of creative projects that can be funded in 2023 with an aim to encourage the development of ideas, and to facilitate opportunities for artists.
8. CNCF will serve on the **National Children's Festival of the Arts Committee [NCF 3,4& 5]** to help the festival thrive across all three islands. CNCF will provide general consultation and advice, as well as hosting specific cultural events such as the Youth Folk Choir competition, and a Storytelling competition, with related workshops.
9. CNCF will continue managing the ongoing conservation and promotion of the Mind's Eye Centre (**Gladwyn K. "Miss Lassie's" Bush Cottage and Duplex [NCF 1]**), and the Miss Lassie art collection. We are also exploring new ways to make the venue accessible via expanded school and public tour opportunities, and virtual tours of the heritage cottage.

10. **Research and Publication Scheme [NCF 4]** – CNCF will aim to develop a minimum of one **publication per annum**. And to support a wider body of research from local scholars. Publications offer a source of knowledge for the Cayman Islands school system, visitors to the islands, and the general public (**NCHP: PD1: 5 & 6/PD 4: SA 15/PD 5: SA: 2,5,6**).
11. CNCF is exploring plans to partner with the National Gallery and local academic institutions to host an **Arts & Culture Symposium [NCF 4]** which will be a one-two day conference-style event designed to encourage the presentation of research being carried out in relation to Caymanian culture and heritage. It is envisioned that the symposium will also provide workshop opportunities for cultural and heritage sector professionals (**NCHP: PD 4: SA 1, 2, 4, 6, 15/PD: 7 SA:4**).
12. **CNCF's Strategic Development Exercise** will see completion Q2, after which time CNCF will roll out the related SDE Implementation Plan in collaboration with the Ministry of Youth, Sports, Culture and Heritage, public and private sector stakeholders, partner organisations, and the wider community across all three islands.

Appendix: Final Financial Statements 2023

CAYMAN NATIONAL CULTURAL FOUNDATION

**AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 DECEMBER 2023**

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Statement of Financial Performance	5
Statement of Changes in Equity	6
Statement of Cash Flows	7
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STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the Cayman National Cultural Foundation in accordance with the provisions of the Public Management and Finance Act (2020 Revision).

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

As Chairman and Chief Executive Officer we are responsible for establishing, and have established and maintain a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by law, and properly record the financial transactions of the Cayman National Cultural Foundation.

As Chairman and Chief Executive Officer we are responsible for the preparation of the Cayman National Cultural Foundation financial statements, representation and judgements made in these statements.

The financial statements fairly present the financial position, financial performance and cash flows of the Cayman National Cultural Foundation for the financial year ended 31 December 2023.

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

- (a) completely and reliably reflect the financial transactions of Cayman National Cultural Foundation for the year ended 31 December 2023;
- (b) fairly reflect the financial position as at 31 December 2023 and performance for the year ended 31 December 2023;
- (c) comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used.

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



Natalie Urquhart
Managing Director/Chief Executive Officer

22 April 2024



Susan A. Olde, OBE
Chairperson

22 April 2024

AUDITOR GENERAL'S REPORT

To the Board of Directors of the Cayman National Cultural Foundation

Opinion

I have audited the financial statements of the Cayman National Cultural Foundation (the "Foundation"), which comprise the statement of financial position as at 31 December 2023 and the statement of financial performance, statement of changes in equity and statement of cash flows 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 26.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation 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 (IPSAS).

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 Foundation in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants (IESBA Code)*, together with the ethical requirements that are relevant to my audit of the financial statements in the Cayman Islands, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

As outlined in Note 12 of the financial statements, the Cabinet authorised supplementary appropriations of \$100,000 in output funding and \$84,000 in equity funding for the Foundation under section 11(5) of the Public Management and Finance Act ("PMFA"). The Ministry of Finance did not introduce a supplementary appropriations bill for the funding in Parliament by 31 March 2024 as required by section 11(6) of the PMFA.

My opinion is not qualified in respect of this matter.

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

Management is responsible for the preparation of the financial statements in accordance with International Public Sector Accounting Standards (IPSAS) 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 Foundation'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 Foundation or to cease operations, or has no realistic alternative but to do so.

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

AUDITOR GENERAL'S REPORT (continued)

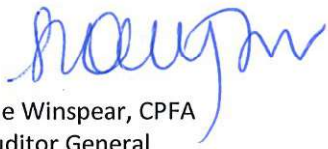
Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation'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 Foundation'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 Foundation 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.

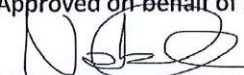

Sue Winspear, CPFA
Auditor General

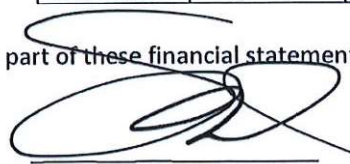
22 April 2024
Cayman Islands

CAYMAN NATIONAL CULTURAL FOUNDATION
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)

2022 Actual (CI\$)		Note	2023 Actual (CI\$)	Original Budget (CI\$)	Final Budget (CI\$)	Actual vs Original Budget Variance (CI\$)
	Current Assets					
167,332	Cash and cash equivalents	2	361,806	194,942	278,942	166,864
3,126,414	Short term investments	3	2,984,218	3,209,963	3,209,963	(225,745)
329,818	Government grant and other receivables	4	309,948	386,553	386,553	(76,605)
930	Prepayments		1,130	-	-	1,130
8,780	Inventories		-	21,519	21,519	(21,519)
3,633,274	Total Current Assets		3,657,102	3,812,977	3,896,977	(155,875)
	Non-Current Assets					
13,534,244	Property and equipment	5	13,368,130	8,536,448	8,536,448	4,831,682
-	Intangible assets		3,326	-	-	3,326
13,534,244	Total Non-Current Assets		13,371,456	8,536,448	8,536,448	4,835,008
17,167,518	Total Assets		17,028,558	12,349,425	12,433,425	4,746,889
	Current Liabilities					
230,012	Trade payables	6	163,872	556,189	556,189	(392,317)
403,085	Insurance payable to government	6	457,291	-	-	457,291
141,497	Other payables and accruals	6	67,446	99,000	99,000	(31,554)
774,594	Total Current Liabilities		688,609	655,189	655,189	33,420
	Non-Current Liabilities					
-	Advanced donations	7	-	30,000	30,000	(30,000)
-	Total Non-Current Liabilities		-	30,000	30,000	(30,000)
774,594	Total Liabilities		688,609	685,189	685,189	3,420
16,392,924	Net assets		16,339,949	11,664,236	11,748,236	4,675,713
	Equity					
176,567	General fund	15	73,437	3,757,706	3,757,706	(3,684,269)
3,147,859	Restricted fund	15	3,024,967	-	-	3,024,967
3,809,558	Contributed capital	15	3,982,605	3,886,857	3,970,857	95,748
9,258,940	Property revaluation		9,258,940	4,019,673	4,019,673	5,239,267
16,392,924	Total Equity		16,339,949	11,664,236	11,748,236	4,675,713

The accounting policies and notes on pages 8 - 26 form an integral part of these financial statements.
Approved on behalf of the Board of Directors on 22 April 2024


Managing Director/Chief Executive Officer


Chairperson

CAYMAN NATIONAL CULTURAL FOUNDATION
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)

2022 Actual (CI\$)		Note	2023 Actual (CI\$)	Original Budget (CI\$)	Final Budget (CI\$)	Actual vs Original Budget Variance (CI\$)
Revenue						
1,260,249	Sale of Outputs to Cabinet	8	1,210,250	1,110,250	1,210,250	100,000
91,350	Theatre rental	8	83,520	80,000	80,000	3,520
56,007	Other revenue	8	360,985	94,054	94,054	266,931
1,407,606	Total Revenue		1,654,755	1,284,304	1,384,304	370,451
Expenses						
654,140	Operating and administrative expenses	10	982,288	492,246	492,246	490,042
551,426	Personnel costs	9,13	631,446	618,120	718,120	13,326
252,777	Depreciation and amortization	5	267,043	173,938	173,938	93,105
1,458,343	Total Expenses		1,880,777	1,284,304	1,384,304	596,473
(50,737)	Surplus / (Deficit) for the year		(226,022)	-	-	(226,022)

The accounting policies and notes on pages 8 - 26 form an integral part of these financial statements.

CAYMAN NATIONAL CULTURAL FOUNDATION
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)

	Contributed Capital (CI\$)	Property Revaluation (CI\$)	General Fund (CI\$)	Restricted Fund (CI\$)	Actual (CI\$)	2022 Original Budget (CI\$)	2022 Final Budget (CI\$)	Actual vs Original Budget Variance
Balance at 31 December 2021	3,569,558	9,258,940	553,920	3,147,859	16,530,277	11,334,236	11,334,236	5,196,041
Equity Investment from Cabinet Pirates Week Office transfer	240,000	-	-	-	240,000	240,000	240,000	-
Deficit for the year	-	-	(326,616)	-	(326,616)	-	-	(326,616)
Balance at 31 December 2022	3,809,558	9,258,940	176,567	3,147,859	16,392,924	11,574,236	11,574,236	4,818,688
Equity investment from Cabinet Adjustments	173,047	-	-	-	173,047	90,000	174,000	83,047
Deficit for the year	-	-	122,892	(122,892)	-	-	-	-
Balance at 31 December 2023	-	-	(226,022)	-	(226,022)	-	-	(226,022)
Balance at 31 December 2023	3,982,605	9,258,940	73,437	3,024,967	16,339,949	11,664,236	11,748,236	4,591,713

The accounting policies and notes on pages 8 - 26 form part of these financial statements.

CAYMAN NATIONAL CULTURAL FOUNDATION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)

2022 Actual	Note	2023 Actual	Original Budget	Final Budget	Actual vs Original Budget Variance
(CI\$)		(CI\$)	(CI\$)	(CI\$)	(CI\$)
CASH FLOW FROM OPERATING ACTIVITIES					
<i>Receipts</i>					
1,224,022	Sale of outputs to Cabinet	1,220,250	1,110,250	1,110,250	110,000
18,245	Other revenue	387,772	94,054	94,054	293,718
91,350	Theatre rental	83,520	80,000	80,000	3,520
<i>Payments</i>					
(571,497)	Personnel costs	(631,446)	(618,120)	(618,120)	(13,326)
(500,336)	Operating and administrative expenses	(1,077,253)	(492,246)	(492,246)	(585,007)
261,784	Net cash flows from / (used by) operating activities	(17,157)	173,938	173,938	(191,095)
CASH FLOW USED IN INVESTING ACTIVITIES					
-	Proceeds from short-term investments	142,196	-	-	142,196
(362,778)	Purchase / Transfer of property, plant and equipment	(100,622)	(300,000)	(300,000)	199,378
-	Purchase of Intangibles	(2,990)	-	-	(2,990)
(362,778)	Net cash flows used in investing activities	38,584	(300,000)	(300,000)	338,584
CASH FLOW FROM / (USED IN) FINANCING ACTIVITIES					
(284,444)	Pirates Week Office transfer	-	-	-	-
240,000	Contributed capital : CIG Equity Injection	173,047	90,000	174,000	83,047
(9,734)	Net receipt of advance donations	-	-	-	-
(54,178)	Net cash flows from / (used in) financing activities	173,047	90,000	174,000	83,047
(155,172)	Net increase / (decrease) in cash and cash equivalents	194,474	(36,062)	47,938	230,536
322,504	Cash and cash equivalents at beginning of the year	2	167,332	231,004	(63,672)
167,332	Cash and cash equivalents at end of the year	2	361,806	278,942	166,864

The accounting policies and notes on pages 8 - 26 form part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Description

The Cayman National Cultural Foundation (the "Foundation") is a statutory authority owned by the government of the Cayman Islands. The Foundation was formed on 9 October 1984 in accordance with the Cayman National Cultural Foundation Act, 1984. The Foundation is funded primarily by an annual grant from the Cayman Islands Government through the Ministry of Youth, Sports, Culture and Heritage (the "Ministry").

Scope of Activities

The scope of *Cayman National Cultural Foundation* activities is as follows:

- The stimulation and facilitation of culture generally;
- The development, maintenance and management of theatres and other cultural facilities, in particular the F J Harquail Cultural Centre and Mind's Eye—the Visionary World of Gladwyn Bush;
- Organising cultural festivals;
- Stimulation of the development of local talent by means of training, workshops, competitions, exhibitions, pageants, parades, displays and other such activities;
- Assisting persons in developing cultural and artistic expression, including the preservation and exploration of Caymanian cultural heritage.

Management and the Ministry completed a strategic redevelopment exercise aimed at changing the Foundation's scope of activities so that it can assume the role for which it was originally envisioned in 1984 (and which its Act outlines) as the leading umbrella organisation for culture in the Cayman Islands. The exercise was completed in November 2023 and implementation began later that month.

Location and Address

Cayman National Cultural Foundation
FJ Harquail Cultural Centre
17 Harquail Drive
PO Box 30201
Grand Cayman KY1-1201 CAYMAN ISLANDS

Number of Employees

The Foundation employs 7 Full-time and 2 Part-time personnel.

Mission Statement

To stimulate, facilitate and preserve cultural and artistic expression generally, particularly the preservation and exploration of Caymanian performing, visual and literary arts.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 1: Significant accounting policies

These financial statements have been prepared in accordance with International Public Sector Accounting Standards ("IPSAS") issued by the International Federation of Accountants and its International Public Sector Accounting Standards Board using the accrual basis of accounting. The financial statements have been prepared on a going concern basis and the accounting policies set out below have been applied consistently to all periods presented in these financial statements.

New and revised accounting standards

The Foundation has adopted IPSAS 41: Financial Instruments as of the transition date of 1 January 2023, replacing IPSAS 29: Financial Instruments: Recognition and Measurement.

In accordance with the transitional provisions in IPSAS 41, comparative information for the 31 December 2022 period has not been restated.

The accounting policies for the year ended 31 December 2023 have been updated to comply with IPSAS 41. The main changes to the Foundation's accounting policies are:

- Trade and other receivables - This policy has been updated to reflect that the impairment of receivables are 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.

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 entity.

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 CNCF. CNCF's assessment of the impact of these new standards is set out below:

IPSAS 43, Leases was issued in January 2022 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. Inter alia, IPSAS 43 requires lessees to measure and account for the right-of-use asset and the lease liability; exemptions apply to short-term leases what will continue to be accounted for in the same manner that operating leases are accounted for under IPSAS 13. It is anticipated that IPSAS 43 will not have a significant impact on the Foundation's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 44, Non-current Assets Held for Sale and Discontinued Operations was issued in May 2022 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. IPSAS 44 provides guidance on how to account for non-current assets when they are made available for sale on commercial terms; no such guidance existed prior to IPSAS 44. It is anticipated that IPSAS 44 will not have a significant impact on the Foundation's financial statements, but this will be assessed more fully closer to the effective date of adoption.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 1: Significant accounting policies (continued)

New and revised accounting standards (continued)

IPSAS 45, Property, Plant, and Equipment was issued in May 2023 and shall be applied for financial statements covering periods beginning on or after 1 January 2025, with earlier application permitted for entities that apply IPSAS 43, Leases, IPSAS 44, Non-Current Assets Held for Sale and Discontinued Operations, and IPSAS 46, Measurement, at or before the date of initial application of this Standard. IPSAS 45 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. It is anticipated that IPSAS 45 will not have a significant impact on the Foundation's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 46, Measurement was issued in May 2023 and shall be applied for financial statements covering periods beginning on or after 1 January 2025, with earlier application permitted. IPSAS 46 provides new guidance in a single standard addressing how commonly used measurement bases should be applied in practice. It brings in generic guidance on fair value for the first time, and introduces current operational value, a public sector specific current value measurement basis addressing constituents' views that an alternative current value measurement basis to fair value is needed for certain public sector assets. It is anticipated that IPSAS 46 will not have a significant impact on the Foundation's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 47, Revenue was issued in May 2023 and shall be applied for financial statements covering periods beginning on or after 1 January 2026, with earlier application permitted. IPSAS 47 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. This new Standard provides focused guidance to help entities apply the principles to account for public sector revenue transactions. It is anticipated that IPSAS 47 will not have a significant impact on the Foundation's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 48, Transfer Expenses was issued in May 2023 and shall be applied for financial statements covering periods beginning on or after 1 January 2026, with earlier application permitted for entities that apply IPSAS 7, Revenue, at or before the date of initial application of this Standard. IPSAS 48 provides accounting guidance for transfer expenses, which account for a significant portion of expenditures for many public sector entities. This new Standard fills a significant gap in the IPSASB's literature and provides guidance to help entities account for public sector transfer expense transactions. It is anticipated that IPSAS 48 will not have a significant impact on the Foundation's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 49, Retirement Benefit Plans was issued in November 2023 and shall be applied for financial statements covering periods beginning on or after 1 January 2026, with earlier application permitted. IPSAS 49 establishes comprehensive accounting and reporting requirements for the financial statements of retirement benefit plans, with participants comprising current and former public sector employees and other eligible members. It is anticipated that IPSAS 49 will not have a significant impact on the Foundation's financial statements, but this will be assessed more fully closer to the effective date of adoption.

(a) Basis of preparation

The financial statements are presented in Cayman Islands dollars and are prepared on the accrual basis of accounting, unless otherwise stated. The measurement base applied to these financial statements is the historical cost basis except for land and buildings which have been measured using the revaluation method.

(b) Budget amounts

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

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 1: Significant accounting policies (continued)

(c) Judgments and estimates

The preparation of financial statements is in conformity with IPSAS that 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. Depreciation and the calculation of the estimated useful lives of Property and Equipment is considered to be a key judgement made by management in the preparation of the financial statements. Revaluation is also considered a key estimate.

(d) Reporting period

The reporting period is for the 12 months commencing 1 January 2023 and ending 31 December 2023.

(e) Revenue from exchange transactions

Revenue is generally recognised when earned by the Foundation. The revenue recognised is the fair value of the consideration received for the sale of goods and services. Revenue from exchange transactions includes theatre rentals and ticket sales presented within other revenue in the statement of financial performance. Revenue earned but not received at year end is recognised as a receivable.

(f) Revenue from non-exchange transactions - government grants

Revenue from non-exchange transactions is generally recognised when the event occurs, and the resulting asset's recognition criteria are met. Revenue from non-exchange transactions includes donations and government grants.

(g) Expenses

Expenses are recognised in the accounting period in which they are incurred. Expenses incurred but not yet paid at year end are recognised as payables.

(h) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held on call with banks, and other short-term, highly liquid investments with original maturities of three months or less, which are subject to an insignificant risk of changes in value. Although these assets at 31 December 2023 are subject to the expected credit loss requirements of IPSAS 41, no allowance has been recognised as the estimated allowance is negligible due to the high credit quality of the counterparty banks.

(i) Short-term investments

Short-term Investments represent term deposits with banks with original maturities greater than three months but less than twelve months. Impairment of short-term deposits has been considered on a 12-month expected credit loss basis and reflects the short maturities of the exposures. Although short-term investments on 31 December 2023 are subject to the expected credit loss requirements of IPSAS 41, no allowance has been recognised as the estimated allowance is negligible due to the high credit quality of the counterparty banks.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 1: Significant accounting policies (continued)

(j) Property and equipment

Property and equipment is stated at historical cost less accumulated depreciation except for land and buildings which have been measured using the revaluation method. Items of property 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 period in which the asset is acquired. Depreciation is expensed on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property and equipment (other than land and heritage assets); less any estimated residual value, over its estimated useful life.

<u>Asset Type</u>	<u>Estimated Useful life</u>
Building	50 years
Land improvements	3-10 years
Furniture and other equipment	5-7 years
Motor Vehicles	5 years
Property Improvements	7-10 years

Asset Revaluation

Properties (land and buildings) were revalued as at the 1st January 2021 by in-house professionals with the exception of specialized buildings which were contracted to independent evaluators and are stated at revalued amounts less accumulated depreciation.

In accordance with IPSAS 17, 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.

Valuation methods

The valuations contained within this report have been prepared in accordance with the aforementioned Standards and the guidance notes provided by the Royal Institute of Chartered Surveyors (RICS). Particular regard should be paid to the following definitions and methodology having been adopted in the assessment of value:

Fair Value (Market Value) defined in accordance with IFRS 13 Fair Value Measurement as follows: "The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date."

Fair Value (Existing Use Value) extends the definition of Fair Value (Market Value) in "assuming that the buyer is granted vacant possession of all parts of the property required by the business and disregarding potential alternative uses and any other characteristics of the property that would cause its market value to differ from that needed to replace the remaining service potential at least cost."

Specialized Assets: specialized assets are those for which no market exists for the current use. Specialized assets are valued using the Depreciated Replacement Cost method (DRC valuation). The definition of 'Depreciated Replacement Cost', as contained in The Standards, is as follows: "The current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization."

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 1: Significant Accounting Policies (continued)

(j) Property and equipment (continued)

Valuation assumptions

Plant and machinery have only been included in the valuation of building assets where these form an integral part of the fabric of the building (e.g. lifts or air conditioning equipment) or where they perform a task crucial to the continuation of the existing use (e.g. swimming pools). Unless specifically stated otherwise, it is assumed that such items are reflected in the unit building cost.

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

Where an asset has been valued by Depreciated Replacement Cost (DRC) it is subject to the prospect and viability of the asset continuing to be used for the existing use. These valuations do not take into account any form of selling or purchase costs, tax (including Stamp Duty), inflation or finance costs. In the Cayman Islands, there is no tax on property except for Stamp Duty which is ordinarily required to be paid by a purchaser.

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

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

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

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

- Cayman Islands Government 2020 Asset Register.
- Cayman Islands Government Land Registry Database
- Caymanlandinfo System (Mapping, aerial photography, evidence of comparable sales and lettings).
- Copies of and extracts from leases.
- Architect scaled floor plans.
- Ministries and users / occupiers of operational property assets.

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

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

Buildings were revalued as an entire class of asset.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 1: Significant Accounting Policies (continued)

(j) Property and equipment (continued)

Heritage assets

IPSAS 17 *Property, Plant and Equipment* provides optional recognition of heritage assets. Works of art are considered to be heritage assets and are not depreciated.

Disposals

Gains and losses on disposals of property and equipment are determined by comparing the sale proceeds with the carrying amount of the asset. Gains and losses on disposals during the period are included in the statement of financial performance.

(k) Impairment of assets

The Foundation considers all assets held to be non-cash generating assets, as the primary objective of holding the assets is not to generate a commercial return, but rather to fulfil the Foundation's objectives. The Foundation assesses whether there is any indication that non-cash generating assets may be impaired at each reporting date. If any such indication exists, the Foundation shall make a formal estimate of the recoverable service amount of the asset.

Impairment losses are recognized in the statement of financial performance.

(l) Employee benefits

Employee entitlements to salaries and wages, annual 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 period end are reported as current liabilities at the amount expected to be paid. Pension contributions for employees of the Foundation are paid to the Silver Thatch Pension Fund (the "Fund"). The Fund is a defined contribution fund. Employees have a mandatory contribution of 5% of their salary, which is matched by the Foundation.

(m) Financial instruments

Financial assets and financial liabilities are recognised in the Foundation's Statement of Financial Position when the Foundation becomes a party to the contractual provisions of the instrument.

Initial Recognition

Financial assets and liabilities are initially measured at fair value. On 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.

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 Foundation 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 subsequently measured at amortised cost.

Cash and cash equivalents, short term investments, government grant and other receivables, and payables are recorded at amortized cost using the effective interest method less any impairment.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 1: Significant Accounting Policies (continued)

(m) Financial instruments (continued)

Derecognition

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Authority has transferred substantially all risks and rewards of ownership. A financial liability is derecognised when it is extinguished, that is when the obligation is discharged, cancelled, or expires.

(n) Contingent Liabilities and Assets

Contingent liabilities are not recognised but are disclosed in the financial statements unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are not recognised but are disclosed in the financial statements when an inflow of economic benefits is probable.

(o) Foreign Currency

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

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

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

Note 2: Cash and cash equivalents

Cash and cash equivalents include cash on hand; bank accounts in the name of Cayman National Cultural Foundation maintained at First Caribbean International Bank. As at 31 December 2023 Cayman National Cultural Foundation cash balances were as presented below.

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
70,225	CI\$ Operational Current Account	345,734	191,942	191,942	153,792
89,617	US\$ Operational Current Account	1,185	3,000	3,000	(1,815)
6,861	Undeposited funds	14,137	-	-	14,137
629	Petty cash fund	750	-	-	750
167,332	Total cash and cash equivalents	361,806	194,942	194,942	166,864

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 3: Short term investments

Short term investments are held with Cayman National Securities Ltd and RBC Dominion Securities Global Limited. As at 31 December 2023 Cayman National Cultural Foundation short term investments were as presented below.

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
-	Investment in Cayman National	1,494,714	1,607,784	1,607,784	(113,070)
-	Investment in RBC Dominion	1,489,504	1,602,179	1,602,179	(112,675)
237,201	CI\$ Fixed Deposit	-	-	-	-
2,889,213	US\$ Fixed Deposits	-	-	-	-
3,126,414	Total short term investments	2,984,218	3,209,963	3,209,963	(225,745)

Included in the cash and cash equivalents and short term investments balances is \$3.02M restricted cash. This relates to a bequest received from the estate of the late Mrs Harquail. These funds have been set aside by the Foundation for special capital projects or major emergencies.

Note 4: Government grant and other receivables

Actual Prior Year	Government grant and other receivables	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
37,694	Sale of goods and services	34,705	125,000	125,000	(90,295)
296,553	Outputs to Cabinet	286,553	261,553	261,553	25,000
6,631	Other deposits	3,309	-	-	3,309
340,878	Total Government grant and other receivables	324,567	386,553	386,553	(61,986)
(11,060)	Less: expected credit losses	(14,619)	-	-	(14,619)
329,818	Net Government grant and other receivables	309,948	386,553	386,553	(76,605)

At year-end all overdue receivables have been assessed and appropriate provisions calculated based on expected losses for the Foundation and review of specific debtors. Expected losses have been determined based on an analysis of the Foundation losses in previous periods. Bad debt expense recorded in the current financial year is CI\$19,344 (2022: C\$11,060).

In 2023, the Foundation decided to write off specific long outstanding receivables amounting to CI\$15,785 (2022: CI\$2,724). This adjustment only affects net surplus by CI\$ 4,725, as majority is written off from the general provision of which CI\$ 11,060 was already provided for in the financial years prior.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 4: Government grant and other receivables (continued)

Actual Prior Year	Maturity Profile	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
317,143	Current 1 - 30	311,813	386,553	386,553	(74,740)
1,800	Past due 31 - 60 days	4,470	-	-	4,470
10,450	Past due 61- 90 days	525	-	-	525
11,485	Past due over 90 days	7,759	-	-	7,759
340,878	Total Government grant and other receivables	324,567	386,553	386,553	(61,986)

Trade receivables and other receivables comprise of balances due from other Government entities, including Output Receivables. The simplified approach to providing for expected credit losses as prescribed by IPSAS 41 is applied to trade and other receivables. The simplified approach involves making a provision at an amount equal to lifetime expected credit losses.

The expected Credit Loss rates are based on the Foundation's historical credit loss experience. The historical loss rates are then adjusted for current and forward-looking information on macroeconomic factors affecting the Foundation's customers. Given the short period of credit risk exposure, the impact of macroeconomic factors is not considered significant.

The Foundation performed an individual/specific ECL assessment on any related party debtors with qualitative or quantitative factors indicating doubts around collectability. These have a low risk of default due to the Cayman Islands Government's high credit rating, absence of historical losses on amounts due.

The Foundation believes that the amounts outstanding on related party receivables are recoverable.

There have been no changes during the reporting in the estimation techniques or significant assumptions used in measuring the loss allowance.

The table below shows the changes in the AR provision.

2022	Description	2023
2,724	Opening provision	11,060
(2,724)	Write-offs	(15,785)
11,060	Additional provision	19,344
11,060	Closing provision	14,619

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 5: Property, plant and equipment

Cost

	<i>Land (CI\$)</i>	<i>Buildings (CI\$)</i>	<i>Furniture & Other Equipment (CI\$)</i>	<i>Motor Vehicles (CI\$)</i>	<i>Heritage Assets (CI\$)</i>	<i>Property Improvements (CI\$)</i>	<i>Work In Progress (CI\$)</i>	<i>Total (CI\$)</i>
Balance as at 1 January 2022	6,700,000	6,225,245	588,146	23,611	402,397	195,975	-	14,135,374
Transfer (PWO)	-	-	(139,296)	-	-	-	-	(139,296)
Additions	-	154,345	18,311	-	9,840	1,525	188,597	372,618
Balance as at 31 December 2022	6,700,000	6,379,590	467,161	23,611	412,237	197,500	188,597	14,368,696

	<i>Land</i>	<i>Buildings</i>	<i>Furniture & Other Equipment</i>	<i>Motor Vehicles</i>	<i>Heritage Assets</i>	<i>Property Improvements</i>	<i>Work in Progress</i>	<i>Total</i>
Balance as at 1 January 2023	6,700,000	6,379,590	467,161	23,611	412,237	197,500	188,597	14,368,696
Additions / (Transfers)	-	202,462	25,532	-	-	56,671	(180,494)	104,171
494 Balance as at 31 December 2023	6,700,000	6,582,052	492,693	23,611	412,237	254,171	8,103	14,472,867

Accumulated Depreciation

	<i>Land</i>	<i>Buildings</i>	<i>Furniture & Other Equipment</i>	<i>Motor Vehicles</i>	<i>Heritage Assets</i>	<i>Property Improvements</i>	<i>Work in Progress</i>	<i>Total</i>
Balance as at 1 January 2022	-	196,349	458,970	23,611	-	39,957	-	718,887
Transfer (PWO)	-	-	(137,212)	-	-	-	-	(137,212)
Revaluation	-	-	-	-	-	-	-	-
Depreciation Expense 2022	-	198,499	35,364	-	-	18,914	-	252,777
Balance as at 31 December 2022	-	394,848	357,122	23,611	-	58,871	-	834,452

Balance as at 1 January 2023	-	394,848	357,122	23,611	-	58,871	-	834,452
Adjustments	-	-	3,549	-	-	-	-	3,549
Depreciation Expense 2023	-	215,518	28,854	-	-	22,364	-	266,736
Balance as at 31 December 2023	-	610,366	389,525	23,611	-	81,235	-	1,104,737

Net Book value 31 December 2022	6,700,000	5,984,742	110,039	-	412,237	138,629	188,597	13,534,244
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Net Book value 31 December 2023	6,700,000	5,971,686	103,168	-	412,237	172,936	8,103	13,368,130
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**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 5: Property, plant and equipment (continued)

Property Revaluation

The Foundation's properties, which include the Buildings and Land of the FJ Harquail Cultural Centre and Mind's Eye—the Visionary World of Gladwyn K. Bush, were revalued in May 2019 for the year ended 30 June 2016. The fair value of CI\$7,403,051 was included in the CNCF's accounts as at 30 June 2016 at CIG request. The resulting revaluation gain of CI\$4,019,673 was reported in the statement of changes in equity.

In 2021, the properties were revalued and the fair value of CI\$12,920,000 was included in the accounts. The resulting gain of CI\$5,239,267 was included in Property Revaluation in the Statement of changes in equity. The effective date of the revaluation was 1 January 2021.

As of December 31, 2023, Work in Progress includes costs for the ongoing upgrades of electrical and security system that is to be completed in 2024 amounting to CI\$5,4369 and Trademark application costs amounting to CI\$2,734.

Note 6: Trade payables, other payables and accruals

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
230,012	Trade payables	163,872	556,189	556,189	(392,317)
403,085	Insurance payable to government	457,291	-	-	457,291
141,497	Other payables and accruals	67,446	99,000	99,000	(31,554)
774,594	Total trade payables other payables and accruals	688,609	655,189	655,189	33,420

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
428,844	Other government agencies	540,476	-	-	540,476
5,688	Payroll deductions	1,989	9,000	9,000	(7,011)
340,062	Other payables and accruals	146,144	646,189	646,189	(500,045)
774,594	Total trade payables other payables and accruals	688,609	655,189	655,189	33,420

Amounts payable to other government agencies relates primarily to annual property insurance premiums that are due to be paid to Government Risk Management Unit. As at 31 December 2023 the amount payable for property insurance totals CI\$457,291 (31 December 2021: CI\$403,085).

Included in the Other payables and accruals balance at year end is trade payables of \$80,687, a credit card balance of \$5,055, the CI\$27,199 remaining donation received for the Strategic Redevelopment Exercise, Unearned rent and Rental deposits of CI\$12,580, unspent funds from prior years' special grant of CI\$10,865 and Accruals of CI\$9,758.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
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(Expressed in Cayman Islands Dollars)**

Note 7: Advanced Donations

During the year ended June 30, 2009, the Foundation began collecting donations to restore the house of the late Gladwyn K. Bush ("Miss Lassie"), who was a famous Caymanian artist. The Long-term Liability Account: Save Miss Lassie's House, records funding from CIG as advance donations in regard to the conservation and development of the property, of which CI\$0 in donations was received for the year ending 31 December 2023 (2022: CI\$0). During the year expenditures of \$0 (31 December 2022: \$9,734) were incurred in the maintenance and upkeep of this property. As at 31 December 2023 advance donations amounted to CI\$0 (2022: \$0).

Note 8: Revenue

The Foundation is funded primarily by an annual grant from the Ministry, which purchases deliverables (Outputs) from the Foundation in order to achieve broad outcomes on behalf of the people of the Cayman Islands. The work of the Foundation covers the full scope of artistic disciplines: Theatre, Dance, Music, Visual, Literary and Traditional Arts, and incorporates cultural preservation, the presentation of cultural festivals, artistic development, youth arts, special projects, and the management of two of Cayman's most significant cultural built properties. The Foundation's Outputs to the Cayman Islands Government are: NCF1 – Arts and Culture Preservation, Documentation and Promotion; NCF2 – Production / Management of Cultural Festivals / International Exchange/Local Partnerships; NCF3 – Management of Operations and Maintenance of FJ Harquail Cultural Centre (FJHCC); NCF4 – Training And Support For Artistic Development; NCF5 – Offering Youth Arts Programming.

Outputs to Cabinet comprise goods delivered to and services performed on behalf of the Cayman Islands Government.

Actual Prior Year	Revenue type	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
1,260,249	Outputs to Cabinet	1,210,250	1,110,250	1,210,250	100,000
91,350	Rentals of Harquail Theatre	83,520	80,000	80,000	3,520
37,670	Others - net	174,304	70,000	70,000	104,304
18,142	Donations	158,180	24,054	24,054	134,126
195	General sales (miscellaneous)	28,501	-	-	28,501
1,407,606	Total sales of goods and services	1,654,755	1,284,304	1,384,304	370,451

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 8: Revenue (continued)

Donations made to the Foundation were as follows:

Source	Purpose	Actual Current Year	Actual Prior Year
Susan A. Olde, OBE	Artist-in-Residency, Grants for the Arts, Wha Happening	73,000	-
Anonymous	Strategic Redevelopment Exercise	61,800	
Ministry of Youth, Sports, Culture & Heritage	CIFS Travel	12,000	-
Celebrate Cayman	CIFS Travel	5,000	-
Rotary Central	Staff Professional Development	2,770	-
Donations < \$1,000 each	Cultural Exchange / Festivals and Theatre Production	3,610	1,271
Ministry of Youth, Sports, Culture & Heritage	Miss Lassie's Exhibition	-	9,840
Maples and Calder (Cayman) LLP	General Donation	-	3,031
Caribbean Utilities Company	Gimistory	-	3,000
Rubis	Participation in Anniversary Event	-	1,000
Total donations		158,180	18,142

Note 9: Personnel costs

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
463,064	Salaries, wages, allowances and other costs	576,451	516,600	616,600	59,851
68,159	Health care	34,073	75,690	75,690	(41,617)
20,203	Pension	20,922	25,830	25,830	(4,908)
551,426	Total Personnel Costs	631,446	618,120	718,120	13,326

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
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Note 10: Operating and administrative expenses

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
227,406	Cultural Development Expense (incl Cayman Carnival Exp, and Summer camp expense)	470,692	375,446	375,446	92,246
191,128	Maintenance/Repairs Property, Automobile, Computers, Insurance	196,733	55,000	55,000	138,184
139,842	General Administration (Fees, Permits, Audit, Advertising, Travel & Subs, Equipment rental)	116,655	-	-	116,655
84,104	Utilities and Communications	108,283	61,800	61,800	46,483
11,060	Bad Debt Expense	19,344	-	-	19,344
600	Theatre Production Expense	70,581	-	-	70,582
654,140	Total Operating and administrative expenses	982,288	492,246	492,246	490,042

Included in General Administration is the write off of historical inventory balance relating to historic publication materials amounting to CI\$8,780.

Note 11: Going concern

The Foundation is dependent on the continued financial support of the Cayman Islands Government in order to continue operating as a going concern and there is no indication that the Cayman Islands Government will withdraw funding of the Cultural Foundation.

Note 12: Explanation of major variances against final budget

Changes to the budget

In May 2022, the Cabinet of the Cayman Islands approved changes to the Foundations 2022 budget through section 11(5) of the PMFA, increasing the Foundation's funding by CI\$150,000 in 2022 and \$100,000 in 2023. The purpose of the additional funding was to allow for improved operations, cultural and heritage activities and programmes through the Foundation (CI\$50K for 2022) and human resources (CI\$100K for 2022 and 2023). A supplementary appropriations bill for the budget changes was not introduced in Parliament by 31 March 2024.

In November 2023, the Foundation received additional supplementary appropriations of CI\$84,000 for equity injections for several unbudgeted, time sensitive, capital projects for the Harquail Theatre.

Explanations for major variances for the Foundation performance against the original budget are as follows:

Statement of financial position

Current Assets – Cash & Cash equivalents and short term investments

The Foundation has incurred more costs in 2023 for events and programming, as well as higher operating and administrative expenses (and resulting to a loss, and in turn use of funds. The fixed deposits were terminated during the year, however, not all of the proceeds were reinvested to Treasury notes and bills.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
(Expressed in Cayman Islands Dollars)**

Note 12: Explanation of major variances against final budget (continued)

Statement of financial position (continued)

Current Assets – Government grant and other receivables

Accounts receivable usually only consists of the quarterly grant invoice to Government of \$286,553, plus any reallocated grant, and a few small Facility rental invoices. The quarterly grant is usually received in the month following that quarter.

Current Assets – Inventories

For the year ended December 31, 2023, historical inventory balance relating to historic publication materials for the Foundation was written off. Also, administration of PWO was transferred from the Foundation effective January 1, 2022, thus causing the variance against budget as well.

Non-Current Assets

The Harquail was revalued, as well as the land, both have increased tremendously in value.

Current Liabilities

This includes the increase of the Foundation's payable to the Government relating to insurance. This is also due to the timing of goods and services provided close to year end.

Non-Current Liabilities – Advanced donations

Funds were used to maintain and enhance Save Miss Lassie's House. This has been fully used up and no additional donations have been included here as well.

Equity – General funds

This is due to accumulated losses incurred by the Foundation over the years.

Equity – Restricted funds

This relates to the funds bequeathed to the Foundation by the benefactor of the FJ Harquail Cultural Centre (FJHCC), the late Mrs. Helen Harquail, MBE. The outright gift is restrictive and not for operations of the Foundation.

Equity – Contributed capital

This is due to the additional equity injections for capital projects..

Equity – Property revaluation

This is due to the revaluation of properties in 2021. The resulting gain of CI\$5,239,267 was included in Property Revaluation account in Equity.

Statement of financial performance

Sale of Outputs to Cabinet

The Cabinet approved a reallocated budget of CI\$100,000 for the Foundation on top of the Government Grant for 2023.

Other Revenue

There is more Fundraising and Production income in 2023 as there are no more restrictions due to the pandemic and also due to unforeseen donations, thus Other Revenue is more than budget.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2023
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Note 12: Explanation of major variances against final budget (continued)

Statement of financial performance (continued)

Personnel Costs & Operating and administrative expenses

Even though two of the Foundation's key management personnel retired effective 31 December 2021 and 4 April 2022 respectively, additional personnel and costs were incurred in 2023, that is why actual cost is not that far off from the budget. There are more events and programming in 2023, including artistic grants, plus higher costs were incurred for maintenance and utilities, contributing to the variance on operating and administrative expenses.

Depreciation

Depreciation was higher due to the value of the properties increasing so significantly after the revaluation of the Foundation's buildings effective January 2021.

Note 13: Related party and key management personnel disclosures

Related party disclosure

The Foundation derives a major source of its revenue from government. The Foundation and its key management personnel transact with other government entities on a regular basis. These transactions were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Key management personnel

Description	Actual Current Year	Actual Prior Year
Salaries & other short-term employee benefits	209,661	302,701
Other amounts paid	-	-
Total	209,661	302,701
Number of key management personnel	2	4

No additional amounts were paid to staff or key members of management. Non-executive board members receive no fees or remuneration.

Included in Fundraising income is CI\$73,000 donated by a member of the Foundation's Board during the year.

At 31 December 2023 and 2022, no loans are due from key management personnel.

Note 14: Financial instruments risks

The Foundation is a party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash & cash equivalents, short-term deposits, accounts receivable, and accounts payable. The Foundation seeks to minimise exposure from financial instruments and does not enter into speculative financial instrument transactions.

Credit risk

Credit risk is the risk that the counter party to a transaction with the Foundation will fail to discharge its obligations, causing the Foundation to incur a financial loss. In the normal course of business, the Foundation is exposed to credit risk from cash & cash equivalents, short-term deposits and government grant and other receivables

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
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Note 14: Financial instruments risks (continued)

Credit risk (continued)

For each of these, the maximum credit exposure is best represented by the carrying amount in the Statement of Financial Position. In addition, cash and cash equivalents and short term investments are held with reputable financial institutions in the Cayman Islands. The Foundation considers the financial institutions to be financially secure and well managed.

The average credit period on sales is 30 days. The Foundation manages its credit risk by limiting the counter parties it transacts business with to counterparties it believes to be capable of performing their contractual obligations. Generally, the Foundation does not require collateral.

Currency and interest rate risk

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

Liquidity risk

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

All of the Foundation's financial liabilities, except for amounts due to the Cayman Islands Government will be settled in less than six months from the date of these financial statements.

Note 15: Capital management

The Foundation has no legislated minimum capital requirements. Contributed capital relates to assets contributed by the Cayman Islands government, which the Foundation utilizes to achieve its objective. The General Fund reflects the accumulation of profits and losses. The General Fund is managed through a strict budget approval and monitoring process.

Among the donations received in 2020, were funds in the amount of CI\$3,147,859 bequeathed to the Foundation by the benefactor of the FJ Harquail Cultural Centre (FJHCC), the late Mrs. Helen Harquail, MBE. The outright gift is restrictive and not for operations of the Foundation. As at 31 December 2021 and 2022, the proceeds from the bequest were invested in fixed term deposits and in a restricted cash account, earmarked for capital projects or major emergencies. Among the FJHCC projects that have been prioritised are the installation / construction of 1) A storm management system; 2) new sewerage system; 3) upgrades to the Studio Theater; 4) storage spaces and rehearsal rooms; and 5) a banquet room and lounge adjacent to the main theatre. Interest and gain on the investment purchased in 2023 using proceeds from the bequest are reclassified to the restricted fund from retained earnings in equity

In 2023, the Foundation received a total of CI\$173,047 of Capital Grant from the Cayman Islands Government, as Capital Projects Reimbursements, as well as for improvements to the Foundation's offices, the FJ Harquail Cultural Centre and Mind's Eye (Miss Lassie's House). In 2022, the Foundation received CI\$240,000 of Capital Grant from the Cayman Islands Government, allocated for Capital improvements of the Foundation's offices, the FJ Harquail Cultural Centre and Mind's Eye (Miss Lassie's House).

For the year ended December 31, 2023, a net adjustment of CI\$122,892 was recorded in Restricted Fund. CI\$200,000 of which was transferred to the General Fund to reflect Restricted Fund usage during the year for capital expenditure, and CI\$77,108 from the General Fund to the Restricted Fund to reflect interest and gains on short-term investments funded by the Harquail bequest.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
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Note 16: Subsequent Events

In Q4 2023, the Ministry of Youth, Sports, Culture and Heritage was separated into two separate Ministries and CNCF moved to the newly formed Ministry of Border Control, Labour and Culture. It was confirmed that there would be no CIG operational budget impact due to these changes and that the CNCF approved budget for the 2024/2025 cycle would continue as scheduled.

Management is not aware of any other subsequent events.

Note 17: Other Significant Matters

Discussions remain ongoing relating to the possible separation of the Gladwyn K 'Miss Lassie' Bush Estate and the Cayman Islands Folk Singers programme from CNCF to the Ministry of Youth, Sports and Heritage. While dialogue has begun and CNCF have written formally to seek further direction, no decisions have been received relating to this matter.

Note 18: Compliance with the Public Authorities Act (2020 Revision)

Cayman National Cultural Foundation is required to comply with the Public Authorities Act (2020 Revision) (the "PAA"). Amongst other matters, Section 39 (2) of the PAA requires that where a public authority has surplus cash reserves for a period of more than ninety days, the surplus shall be paid to core government unless otherwise directed by Cabinet, after written consultation with the Board. Cabinet exempted public authorities from paying over surplus cash reserves for the year ended 31 December 2022, and pending approval for the year ended December 31, 2023.

Section 39 (3) of the PAA requires public authorities to pay dividends in accordance with the formulae established by the Minister of Finance after written consultation with the public authorities' Board, unless otherwise directed by Cabinet. Cayman National Cultural Foundation is exempt from this requirement because its operations are not self-sustaining. Going forward Cayman National Cultural Foundation may be required to pay a dividend in accordance with Government's policy for the payment of annual dividends, unless it continues to satisfy the exemption criteria noted under the policy.

Section 36(1) of the PAA requires public authorities to pay an annual capital charge for the use of equity invested by the Government in the authority. The capital charge is set by the Minister of Finance after consultation with a public authority's board. There is no capital charge payable for 2023 (2022: \$0) because the rate for the 2023 financial year was set at 0% (2022: 0%). Going forward, Cayman National Cultural Foundation may be required to pay a capital charge in accordance with the PAA.

Note 19: Multi-year budgets

The government operates a two-year budget appropriation cycle under the PMFA. Budgets unused in the first of the two years is allowed to be moved forward and execute the deliverables in the second year in addition to those of the second year. That budget transferred is added to the budget allocation to the second year to form the new original budget.