

# THE NATIONAL GALLERY OF THE CAYMAN ISLANDS

ANNUAL REPORT AND ACCOUNTS  
31 DECEMBER 2023



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## **FOREWORD:**

This Annual Report of the National Gallery of the Cayman Islands (NGCI) outlines the organisation's 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 main areas:

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

The Delivery of Outputs section outlines the contributions made by NGCI in furtherance of the Government's policy outcome goals. It also includes additional Outputs funded through private sector partnerships that are outside of the Government commitment in order to show the full scope of NGCI programming and services throughout the year. The report also provides commentary which explains material variances in performance when compared to budget in the Output Delivery Analysis.

The financial performance section shows the financial resources NGCI was afforded in the 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 NGCI's efforts in the areas of risk management, audit, and freedom of information.

## **ABOUT US**

### **Nature and Scope of Activities**

The National Gallery of the Cayman Islands (NGCI, Gallery or National Gallery) is the country's leading art museum and visual art education venue, committed to providing innovative, creative programming and a multidisciplinary approach to the presentation, interpretation, and collection of the artistic expressions of our cultural heritage and current times. This mandate is achieved through a variety of activities that aim to reach all members of the Cayman Islands community and the visiting public including: outreach programmes, educational programmes, exhibitions, youth programmes, events, workshops, teacher training, school collaborations, art collections, lending library, and educational lectures.

2023 marked NGCI's eleventh year in our purpose-built home on the Esterley Tibbetts Highway. Footfall continued to bounce back after two years of reduced traffic owing to the pandemic. In total we welcomed approximately **19,850 visitors** to our central facility and primary Sister Islands venues, as well as our district and community outreach programmes (note: footfall at our satellite exhibition venues at the Owen Roberts International Airport and the Health Services Authority are not included in these figures).

The NGCI team ensured that the programmes, events, and exhibitions outlined in our 2023 Purchase and Ownership Agreements were achieved, with many continuing to be adapted to a digital format, while also being responsive to our audiences' needs and growing new programming, such as our new District Arts Programme and Community Connections initiatives. Both our existing commitments, and the new programmes, were executed professionally, in adherence with the International Council of Museums (ICOM) Code of Ethics and international museum standards, and within the agreed time allocated. They were well received by participants.

The scope of the *National Gallery of the Cayman Islands (NGCI)* activities in 2023 was as follows:

- **National Art Exhibitions & Festivals [GAL 1]:** Provision of exhibitions, art festivals, and related educational programming for students, residents, and visitors.

NGCI is committed to presenting a vibrant, challenging and culturally relevant exhibition programme that balances traditional displays with critically engaged contemporary exhibitions, both at the main Site: the Permanent Collection Gallery (6), NGCI Lower Gallery (4), our NGCI Community Gallery (4), at our two the Sister Islands venues (4), the Owen Roberts International Airport (4), and the Health Services Authority (1). Approximately one third of NGCI's resources are channelled into the exhibitions department annually to facilitate onsite exhibitions, satellite exhibitions off-site, and several NGCI Community Gallery exhibitions. In 2023, all major exhibitions were held as planned with variances including two of the six budgeted Community Gallery exhibitions being hosted online, and Sister Islands exhibitions being reduced by one for a total of five in two of the venues, due to pandemic restrictions.

2023 also saw the continuation of the virtual and online exhibition projects that had been established in 2020. A total of four new virtual exhibition tours were uploaded, and two online-specific exhibitions were developed. Our government grant and private sponsorship allows us to provide free admission to all visitors.

The National Gallery also manages the island-wide public art project *The Blue Dragon Trail*.

The Education Department works closely with the curatorial team to develop an extensive education programme for each exhibition. This is aimed at all ages of the community and features in-depth lectures, screenings, and workshops relating to art history, cultural heritage, national identity, Caymanian history, and the history of art.

- **National Art Collection [GAL 2]:** NGCI is charged with managing, conserving, exhibiting, and promoting the National Art Collection, in addition to actively acquiring works of art of national significance. The collection is centred on a core of quality Caymanian artworks and supplemented with additional works from the region and abroad. Collection development and related educational resources became a strategic priority following the move to the new facility. Increased resources have been driven into this area in order to increase access to the collection, and to develop related educational resources and scholarship, including cross-curricular lesson plans aimed at visual arts and cultural heritage learning. Our Art Library, Labyrinth and Sculpture Garden are also managed under this output.
- **Arts Education, Outreach and Training [GAL 3]:** The NGCI is the leading education centre for visual arts education in the Cayman Islands. Approximately one half of our resources are allotted to the outreach, education and training department. Our programme schedule is designed to be fully inclusive with programmes ranging from primary level through to senior citizens across all three islands. These include: Walkers Art Club for primary/secondary students and teens; programmes for students and adults with special needs; Art Camps and weekly art club in the Sister Islands; quarterly Family Fun Days; professional development workshops for artists; and continuing education programmes for adults. Our outreach programmes are specific to various groups of people: Art Haven (Northward, Fairbanks, and Caribbean Haven) for the incarcerated and for those struggling with substance abuse. All of the above programmes were successfully adapted in lockdown with the Education Team providing participants with a combination of filmed and digital resources.

NGCI also offers an award-winning career development programme, called *NGCI Creative Careers*, which provides work experience opportunities, paid internships throughout the year, and a biannual undergraduate arts scholarship, in addition to offering career advice to arts students and participating in annual career expos to raise awareness of the breadth and depth of creative careers.

- **Art Information (Promotion, Scholarship, Publication, and Facilities) [GAL 4]:** NGCI is tasked with researching, developing, and disseminating information about Cayman Islands art and culture to local and international audiences via publications, lectures, scholarships, academic papers, traditional media outlets, social media, community events, marketing, and promotions. In addition, we support Government in matters relating to visual arts and cultural policy. Output 4 also includes the management of our 9,000 sq. ft. facility and offsite storage units; retail areas (gift shop, café, and facility rental department); annual reports and audit; and the ongoing execution, monitoring, and evaluation of the NGCI Strategic Plan.

## Customers and Location of Activities

NGCI is housed in a 9,000 square foot, purpose-built museum facility with three exhibition galleries, an art studio, library, auditorium, art café, gift shop, and gardens that host temporary exhibitions by local and international artists, monthly workshops and lectures, along with a variety of annual festivals, film screenings, arts events, and private functions. The central location, which has free admission for both local and international audiences, provides a stimulating environment for learning about Cayman's unique cultural history and contemporary arts. NGCI also hosts satellite exhibitions in venues on the Sister Islands: Cayman Brac (Cayman Brac Reef Resort) and Little Cayman (Little Cayman Museum), the Cayman Catboat Club, and Owen Roberts International Airport.

The services provided by National Gallery of the Cayman Islands are intended to be accessible to all members of the Cayman Islands community including all ages of students; amateur and professional artists; targeted outreach participants - the incarcerated, the recovering institutionalised substance abuser, at-risk youth; specialised groups such as seniors, researchers, teachers; and both residents and visitors to the islands in general.

The NGCI Education Department works at various locations across the Cayman Islands including Northward and Fairbanks Prisons, Caribbean Haven, Bonaventure, seniors homes, civil centres, district libraries, and various public and private schools in Grand Cayman, Cayman Brac, and Little Cayman, as well as at other locations on demand.

NGCI staff continued to follow the objectives and priorities set out in the NGCI Strategic Plan and provided regular updates to the NGCI Management Board and Director. Our new planning exercise remained on hold due to the strategic redevelopment work currently being completed by the Cayman National Cultural Foundation, which the National Gallery Board and staff are supporting. Once the CNCF plan is complete, NGCI will move forward with our revised planning exercise ensuring that it is in close alignment.

The eight key areas for NGCI are:

- **Strategic Goal 1 – Collections:** To develop and strengthen the National Collection by creating opportunities for acquisition and commission of artwork while ensuring its care and conservation.
- **Strategic Goal 2 – Exhibitions:** To enhance the public understanding and enjoyment of the visual arts by providing stimulating, informative, and enjoyable onsite temporary exhibition programmes, travelling exhibitions, and displays.
- **Strategic Goal 3 – Education:** To increase the understanding of, and engagement with, the visual arts as a vital component of the cultural heritage of the Cayman Islands through vibrant, stimulating, and accessible programmes of learning.
- **Strategic Goal 4 – Marketing & Communication:** To promote the National Gallery collections, exhibitions, programmes, and activities, through strategic marketing, promotions, technology, and products.
- **Strategic Goal 5 – Board Member Participation:** To take full advantage of Board Members' ability to contribute over and above their statutory obligations of supervision,

and to seek ways in which individual Board Members can take effective roles to enhance the functioning and management of the Gallery and its programmes.

- **Strategic Goal 6 – Finance & Business:** To maximise the financial resources available through public (government funding) and private sector support (fundraising), trading (retail/events/membership), and through the sound management of NGCI's assets and resources.
- **Strategic Goal 7 – Human Resources:** To sustain and encourage an inclusive environment for all staff. Provide an encouraging, supportive, and equitable environment in which all staff will have the opportunity to grow professionally, whilst fulfilling their roles and responsibilities, and contributing to achieving the goals of NGCI.
- **Strategic Goal 8 - Operations & Facilities:** To establish the Gallery as an inclusive gathering place by creating an environment for all staff and visitors that has the highest standards of safety, fitness for purpose, legal compliance, and protection of the physical and intellectual assets of NGCI.

## Governance

The National Gallery serves to promote the appreciation and practice of the visual arts, of and in the Cayman Islands, and to encourage dialogue relating to cultural heritage, national identity, Caymanian history, and the history of art.

In an enriching, inclusive environment that places Caymanian culture at the forefront while embracing the diverse cultures and traditions which co-exist within the community, the Gallery seeks to serve a broad and far-reaching audience.

The functions of the National Gallery (as per National Gallery Act 1999) are:

- ❖ to organise and maintain permanent and temporary public exhibitions of works of art;
- ❖ to collect and preserve significant works of art for public exhibition;
- ❖ to facilitate the public exhibition of works of art or collections of works of art loaned by persons or bodies for that purpose;
- ❖ to present, or facilitate the presentation of, programmes of instruction in the visual arts;
- ❖ to lend works of art in the national collection to other art galleries for the purpose of promoting the culture of the Islands abroad;
- ❖ to encourage the evolution and enjoyment of the visual arts in the Islands;
- ❖ to promote the appreciation and interpretation of the visual arts in the Islands as an integral component of education;
- ❖ to foster and encourage research in the visual arts;
- ❖ to provide facilities for the curation and restoration of works of art; and
- ❖ to perform such other functions as may be necessary to direct, manage, and control the National Gallery and to fulfil its purposes as specified in the National Gallery Law 1999, section 4.

## **Compliance During the Year**

The National Gallery is governed by the Public Authorities Act (2020 revision) and the National Gallery Act (1999), and also observes the ICOM Code of Ethics for museums, which informs our ongoing commitment to:

1. Hold collections in trust on behalf of society.
2. Focus on public service.
3. Encourage people to explore collections for inspiration, learning, and enjoyment.
4. Consult and involve communities, users, and supporters.
5. Acquire items honestly and responsibly.
6. Safeguard the long-term public interest in the collections.
7. Recognise the interests of people who made, used, owned, collected, or gave items in the collections.
8. Support the protection of natural and human environments.
9. Research, share, and interpret information related to collections, reflecting diverse views.
10. Review performance to innovate and improve.

This document in its entirety can be found on <https://icom.museum/wp-content/uploads/2018/07/ICOM-code-En-web.pdf>. Both the Law and Code of Ethics were adhered to in 2023.

## **Our People**

*National Gallery Management Board (at December 31 2023):*

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

*National Gallery Staff (2023)*

Natalie Urquhart  
Meegan Ebanks  
Maia Muttoo  
Vicki Calvert Das (PT)  
Monica Boothe  
William Helfrecht  
Jessica Ebanks (from June 2022)  
Patti Jane Ebanks

Lori Peterson  
 Tyra Iton  
 Daniela Granados (Intern)  
 Megan Arch (Intern – half year)  
 Michael Rhoden (Intern – half year)

| <b>NGCI STAFF INFORMATION<br/>(1 JANUARY - 31 DECEMBER 2023)</b> |               |                     |                  |                      |             |               |                |           |                      |
|------------------------------------------------------------------|---------------|---------------------|------------------|----------------------|-------------|---------------|----------------|-----------|----------------------|
| <b>Types</b>                                                     | <b>Number</b> | <b>Cost to NGCI</b> | <b>Caymanian</b> | <b>Non-Caymanian</b> | <b>Male</b> | <b>Female</b> | <b>Masters</b> | <b>BA</b> | <b>Dip/Prof Cert</b> |
| Intern (6 months)                                                | 0             | 0                   | 0                | 0                    | 0           | 0             | 0              | 0         | 0                    |
| Annual Intern                                                    | 2             | 59,904              | 2                | 0                    | 1           | 1             | 0              | 2         | 1                    |
| Contract (3mths - 1yr)                                           | 0             | 0                   | 0                | 0                    | 0           | 0             | 0              | 0         | 0                    |
| Contract (1-2years)                                              | 2             | 82,920              | 2                | 0                    | 0           | 2             | 0              | 2         | 0                    |
| Open End Contract                                                | 9             | 440,361             | 7                | 2                    | 1           | 8             | 4              | 6         | 4                    |
| Casual Employee                                                  | 1             | 3,465               | 1                | 0                    | 0           | 1             | 1              | 1         | 0                    |
| <b>TOTAL</b>                                                     | <b>14</b>     | <b>586,650</b>      | <b>12</b>        | <b>2</b>             | <b>2</b>    | <b>12</b>     | <b>5</b>       | <b>11</b> | <b>5</b>             |

#### **TOTAL EMPLOYEES:**

The employee total above states the number of individual employees who were employed during any portion of the year to 31 December 2023, counting those who joined, left or stayed with the National Gallery. This does not reflect the amount employed at NGCI at any given time. Total actual employees in 2023 averaged 11.5 (11 FTE given one part time employee).

TOTAL number of staff at NGCI as of 31 December 2023: 10 employees and 1 intern.

## **MANAGEMENT DISCUSSION AND ANALYSIS**

### **HIGHLIGHTS OF ACHIEVEMENTS AND OUTPUT DELIVERY ANALYSIS**

- NGCI received a total of approximately **19,850 visitors** in 2023 (excluding website engagement statistics or footfall at our satellite exhibitions at Owen Roberts International Airport, Cayman Brac Heritage House, Little Cayman Museum and Cayman Brac Beach Resort).
- Education programmes continued to offer a diverse calendar of public events for a range of ages and abilities with a total of **3,648 attendants**. The Education Department welcomed **55 school tours** (with a total of **1,013 students**), as well as **1,690 students** participating in offsite NGCI education events. <https://www.nationalgallery.org.ky/learn/learning/school-teachers/>
- In 2023, we increased our presence in Cayman Brac and Little Cayman to ensure regular access to National Gallery programming for the Sister Islands communities. Events and programmes hosted in the Sister Islands included artist lecture livestreams, tour and talks, classroom visits, art workshops, seniors' events, and educator socials. Sister Islands programmes were attended by **226** guests.

- In encouragement of staff professional development, capacity-building and ongoing education, this year five members of the NGCI team travelled to Nassau to represent the Cayman Islands at the Museums Association of the Caribbean conference. Two employees made presentations on community-informed museum approaches, while another participated in an ICOM session for museum leadership. In addition, the full Gallery team completed a week-long intensive training in Caribbean Art History with Jamaican museum professional, critic, and educator Verlee Poupeye. This training will inform a future exhibition project that seeks to connect Caymanian art history to its regional context.
- **NGCI Outreach** continued our long-term commitment to community initiatives [GAL 3] that support broad access the healing powers of art, with programmes ranging from our seniors ‘tea and tours’ (which provide opportunities for social interaction and address memory loss and dementia), to weekly sessions at HM Northward and Bonaventure Boys Home to monthly sessions at HM Fairbanks prison and Caribbean Haven Rehabilitation Centre, and quarterly sessions with the Cayman Islands Crisis Centre and Sunrise Adult Training Centre. These are in addition to our nine weekly after-school clubs which accommodate over 100 students per week. <https://www.nationalgallery.org.ky/learn/learning/outreach-programmes/>
- NGCI presented **eight exhibitions** at our central venue in our Lower Gallery and Community Gallery, in addition to the tri-island multi-venue Cayman Islands Biennial project. All these exhibition projects were accompanied by a programme of related lectures, workshops and events (onsite and online). In addition, two digital exhibitions were hosted online. See: <https://www.nationalgallery.org.ky/whats-on/exhibitions/>
- NGCI continued to develop and manage our **Travelling Exhibitions Programme** which manages **off-site exhibitions at our satellite venues** in Grand Cayman, Cayman Brac, and Little Cayman. These include: the Health Services Authority (1), Owen Roberts International Airport (4), Little Cayman Museum (3), and the Cayman Brac Beach Resort (3), as well as the Blue Dragon public art project, to ensure all members of the community have access to the arts. <https://www.nationalgallery.org.ky/whats-on/exhibitions/>
- NGCI secured **23 new artworks for the National Art Collection** in 2023. Some these can be viewed here: <https://www.nationalgallery.org.ky/collection-section/new-acquisitions/>
- NGCI staff represented the Cayman Islands in **several significant international panels and workshops** hosted by the EULAC Foundation in Mexico City (1), at the Rex Nettleford Conference of Edna Manley School of Art in Kingston (1), Jamaica, and the Museums Association of the Caribbean Annual Conference in The Bahamas (3).

## National Art & Festivals Exhibitions [GAL 1]:

*Provision of exhibitions, art festivals, and related educational programming for students, residents, and visitors (including extensive educational programmes and materials provided with each exhibition).*

NGCI hosted eight major exhibitions at our central venue in 2022, in addition to the National Art Collection (1) exhibition and smaller exhibitions at Satellite venues (8), online exhibitions (2), and provided educational programming relating to each. Programme initiatives for 2023 were designed to promote access to culture and heritage for all residents including those in the Sister Islands, districts, and those

reported to be historically disempowered economically and socially. (NCHP: PD 2: SA 3 and NCHP: PD 6: SA 2, 6, 7).

NGCI also collaborated on several festivals this year including CNCF's Red Sky at Night, Pirates Fest, and Cayman Arts Festival, and continued to manage the island-wide Blue Dragon Public Art project, which is located across fifteen different sites in Grand Cayman, in partnership with the National Trust for the Cayman Islands.

### **Output Delivery Analysis**

| <b>GAL 1 National Art Exhibitions and Festivals</b>                                             |                    |                    |
|-------------------------------------------------------------------------------------------------|--------------------|--------------------|
| <b>MEASURES</b>                                                                                 | <b>2023 Budget</b> | <b>2023 Actual</b> |
| <b>QUANTITY</b>                                                                                 |                    |                    |
| • Management and upkeep of NGCI Exhibition Facilities                                           | 1                  | 1                  |
| • Number of National Exhibitions in Central Venue (Lower Gallery)                               | 3                  | 4                  |
| • Permanent Collection Gallery Exhibition                                                       | 1                  | 1                  |
| • Sister Islands Exhibitions (Cayman Brac and Little Cayman)                                    | 4                  | 6*                 |
| • Community Gallery Exhibitions                                                                 | 4                  | 4                  |
| • Public Art Programme – 1 (Blue Dragon Trail)                                                  | 1                  | 1                  |
| • Public Art Programme – 2 (Art at the Airport)                                                 | 1                  | 1                  |
| • Bendel Hydes & Emerging Artist Award                                                          | 0                  | 0                  |
| • Target number of visitors for exhibition programme at central venue and Sister Islands venues | 18,000             | 19,850             |
| • Target number of visitors for exhibition programme at satellite venues                        | 4,000              | 4,000+             |
| <b>QUALITY</b>                                                                                  |                    |                    |
| • Exhibition mounted in accordance with international guidelines                                | 100%               | 100%               |
| • Quality determined by visitor numbers and feedback                                            | 100%               | 100%               |
| <b>TIMELINESS</b>                                                                               |                    |                    |
| • Management and upkeep of NGCI Exhibition Facilities                                           | 100%               | 100%               |
| • Number of National Exhibitions in Central Venue (Lower Gallery)                               | 100%               | 100%               |
| • Permanent Collection Gallery Exhibition                                                       | 100%               | 100%               |
| • Sister Islands Exhibitions (Cayman Brac and Little Cayman)                                    | 100%               | 100%               |
| • Community Gallery Exhibitions                                                                 | 100%               | 125%               |
| • Public Art Programme – 1 (Blue Dragon Trail)                                                  | 100%               | 100%               |
| • Public Art Programme – 2 (Art at the Airport)                                                 | 100%               | 100%               |
| • Bendel Hydes & Emerging Artist Award                                                          | 100%               | 100%               |
| • Target number of visitors for exhibition programme at central venue and Sister Islands venues | 100%               | 97%                |
| • Target number of visitors for exhibition programme at satellite venues                        | 100%               | 100%               |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p><b>Variances:</b></p> <p>NGCI hosted an additional exhibition in the Lower Gallery bringing the total number to 4 (over a budgeted 3). In addition, extra projects added for the Cayman Islands Biennial in the Sister Islands brought the total SI exhibitions to 6 (over 4 budgeted).</p> <p>Footfall remains slightly lower than pre-pandemic targets but continues to bounce back.</p> <p>Offset satellite exhibitions are difficult to track. 4,000 is a conservative figure.</p> |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|

### **Achievement Highlights**

For the 2023 exhibition schedule NGCI collaborated with many local artists and entities, with core partners including the Ministry of Youth, Sports, Culture and Heritage, the National Trust for the Cayman Islands, Cayman Islands National Archive (CINA), the Cayman Islands National Museum, Cayman National Cultural Foundation, the Cayman Catboat Club, Owen Roberts International Airport, Little Cayman Museum, Cayman Brac Reef Resort, among others.

List of exhibitions include:

#### **NGCI Permanent Collection Gallery (major exhibition project)**

1. *The Ties That Bind* (Jan – Dec 2023)

#### **NGCI Lower Exhibition Hall (major exhibition projects)**

1. *Pop and The Popular* (October 2022 – Feb 2023)
2. *Al Ebanks – Remnants of the Artists* (Feb – May 2023)
3. *Cayman Islands Biennial* (May – September 2023)
4. *81 Degrees West* (October 2023 – Feb 2024)

#### **NGCI Community Gallery/Dart Auditorium**

5. *An Intuitive Spirit – Gladwyn ‘Miss Lassie’ Bush* (Nov 2022 – March 2023)
6. *Cayman Islands Biennial* (May – September 2023)

#### **Virtual Exhibitions**

7. *National Children’s Festival of the Arts Online Exhibition* (2023)
8. *Walkers Art Club Student Exhibition* (2023)

#### **Travelling Exhibitions (District projects)**

9. *Beloved Isles Pt 1 & 2* – Owen Roberts International Airport (Jan – Nov 2023)
10. *Oceans* – HSA (Jan – Dec 2023)
11. *Highlights from the National Collection Pt 1* - Little Cayman (Jan - July 2022)

12. *Highlights from the National Collection Pt 2 - Cayman Brac* (Jan - July 2022)
13. *Now & Then – Owen Roberts International Airport* (Jan – Dec 2022)
14. *Cayman Panorama by Dready – Owen Roberts International Airport* (Jan – Dec 2022)

All past exhibitions can be visited on the National Gallery website via <https://www.nationalgallery.org.ky/see/exhibitions/>, where they remain archived for perpetuity. In addition, virtual tours of the major Lower Gallery exhibition projects can be experienced via <https://www.nationalgallery.org.ky/see/virtual-tours/>.

### Select Exhibition Overviews

The year opened with ***‘Pop & the Popular’*** in the Lower Exhibition Hall. This exhibition examined the recent developments in contemporary Caymanian art and its relationship to the influential 20<sup>th</sup> century Pop Art movement. The exhibition includes several authorised, limited-edition prints by famed Pop artist Andy Warhol. It provides a historical counterpoint to more contemporary works by talented Caymanian artists. During Q4, we continued hosting regular exhibition programmes, including onsite school tours and monthly curator-led lunchtime tours. Further details on this programming can be found in section 4.3. The exhibition ran until 10 February 2023 and is generously sponsored by Davenport Development. Participating artists include: Vanessa Antunes, Shane “Dready” Aquart, Wray Banker, Douglas Cameron, Carlos V. Garcia, Debora Gill, Heather Holt, Martina Jackson, Pamela Kelly-Laurenson, Jason Kennedy, Marc Laurenson, Anthony Lawrence, Michael Mothen, Morgan Olley, Claire Pettinati, Yonier Powery, Aimee Randolph, Elizabeth Paige Smith, Kay Smith, Gordon Solomon, Scott Swing, Avril Ward, Andy Warhol, CE Whitney, and Zhenya Xia. <https://www.nationalgallery.org.ky/whats-on/exhibitions/pop-and-the-popular/>



*Installation views of ‘Pop and the Popular’*

***‘Al Ebanks: 33- Remnants of the Artist’*** opened on 24 February in the Lower Exhibition Hall with a reception that welcomed Government officials, current members, and guests. This solo exhibition retrospectively explores the mid-career survey of Al Ebanks. It examines the evolution of Ebanks’ practice as a leading figure in the development of Caymanian art over the past quarter century, both as

a solo artist and as a founding member of the Native Sons artists collective. Ebanks remains deeply invested and committed to exploring themes of personal and collective identity, equality and diversity. His work honours the community and historical legacies of the Caymanian cultural experience. During Q1, regular exhibition programmes continue, including on-site school tours, artist talk- Q&A sessions, and monthly curator-led lunchtime tours. The virtual tour of the exhibition is currently under development and will soon be accessible to the public on the National Gallery's website. Further details on this programming can be found in section 4.3. This exhibition has been funded through the NGCI and the Ministry of Youth, Sports, Culture & Heritage. <https://www.nationalgallery.org.ky/whats-on/exhibitions/al-ebanks/>



*L-R (Installation View: Al Ebanks '33-Remnants of the Artist')*

The **3rd Biennial 'Conversations with the Past—In the Present Tense'** opened on 31 May in the Lower Exhibition Hall and Community Gallery and on 14 June at the Mind's Eye Cultural Centre with a reception that welcomed Government officials, the general public, current members, and guests. This multi-site, tri-island exhibition featured 57 artists. It was hosted at nine venues: the National Gallery, the Mind's Eye Cultural Centre, Owen Roberts International Airport, Cayman Brac Museum, Cayman Brac Heritage House, Little Cayman Museum, Gram Bella's in North Side, John Gray High School, and Barker's National Park presenting the latest development within the Caymanian contemporary art scene, assembling an assortment of the strongest work in a variety of media from artists across the Cayman Islands and the Caymanian diaspora. The exhibition's theme took as its starting point ways in which history continues to reverberate in the present. Reflecting on the role the past plays in shaping both personal and collective identity. During Q2, regular exhibition programmes continue, including on-site school tours, artist talk- Q&A sessions, and monthly curator-led lunchtime tours. The project also included an extensive tri-island programming. This exhibition was generously funded through Butterfield Bank (Cayman) Limited. <https://www.nationalgallery.org.ky/whats-on/exhibitions/3rd-cayman-islands-biennial/>



*L-R (Installation view: 3rd Biennial 'Conversations with the Past—In the Present Tense')*

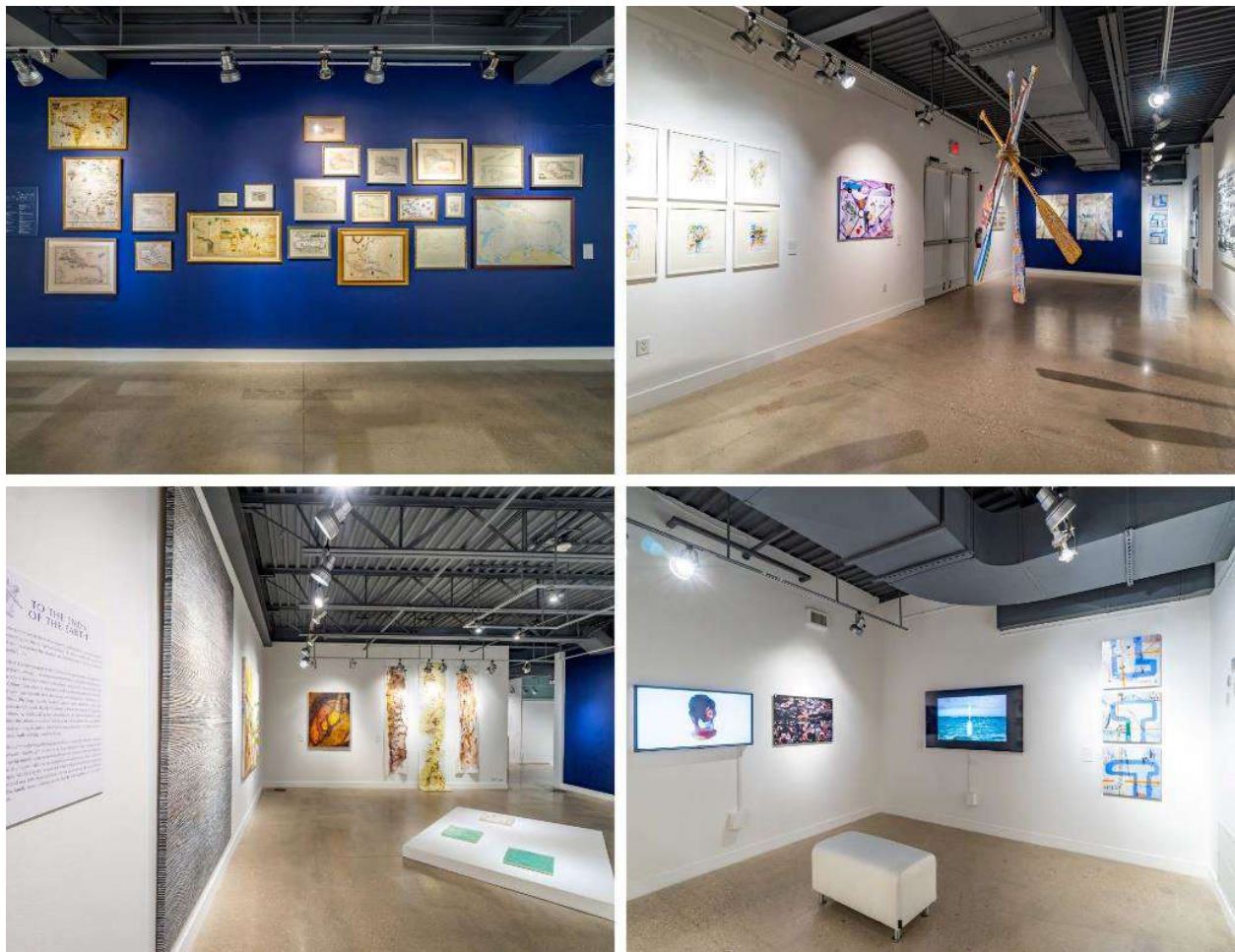
On 13 July, NGCI hosted the 3rd Cayman Islands Biennial awards ceremony, in the Upper Exhibition Hall, to honour all participating artists. In attendance were artists, Government Officials and guests. Six of the 57 participating artists were recognised by a distinguished jury of local and regional arts professionals for their submissions to the multi-site exhibition. Presented by Hon. Bernie Bush, Minister for Youth, Sports, Culture, and Heritage, the award recipients were selected across three categories and were as follows:

- Bendel Hydes Award winner: Kaitlyn Elphinstone with Artificial Renderings
- Emerging Artist winner: Alyssa Gilbert with Celia
- Special commendation: Babbity Barwick in the Bendel Hydes Award category, Rochelle Miller in the Emerging Artist category, and Keri-Anne Chisholm and Latoya Francis for their site-specific installation at Gram Bella's



*L-R (3rd Biennial Awards Winners: Kaitlyn Elphinstone, Alyssa Gilbert, Babbity Barwick, Kerri-Anne Chisholm and Latoya Francis)*

**81° Degrees West 'Cartographic Explorations in Contemporary Caymanian Art'** opened on 06 October in the Lower Exhibition Hall with a reception that welcomed Government officials, the general public, current members, and guests. This exhibition explores the connection between art and the field of mapping, the history of which stretches from ancient times to the present day. As a discipline rooted in scientific inquiry with wide-reaching social, political, and philosophical implications, cartography embodies a unique form of image making whose empirical objectives are seemingly far removed from the aesthetic priorities of fine art. Yet the similarities that unite these two material universes reveal the ways in which the cartographic and artistic realms delineate a common space of pictorial representation. During Q4, regular exhibition programmes continue, including on-site school tours and monthly curator-led lunchtime tours. Further details on this programming can be found in (section 4.3) of the 'Exhibition Programming'. This exhibition closes on 22 February 2024, and is generously funded through Davenport Development. <https://www.nationalgallery.org.ky/whats-on/exhibitions/81-degrees-west/>



L-R (81° West Exhibition Installation)

### Dart Auditorium Community Gallery

In the Dart Auditorium Community Gallery, NGCI collaborated with the Cayman National Cultural Foundation on the exhibition **Miss Lassie: 'An Intuitive Spirit'** (Jan-May 2023), the first of three collaborative exhibition projects in 2023. The solo exhibition features artworks celebrating the artist's intuitive art practice, marking the festive season and new year. This exhibition is one of several ways

that the Cayman National Cultural Foundation and the National Gallery of the Cayman Islands collaborate to conserve, research, and share the visionary work and memory of the artist, who is considered a National Cultural Treasure. <https://www.nationalgallery.org.ky/whats-on/exhibitions/miss-lassie-an-intuitive-spirit/>

This exhibition space also hosted a component of the 3<sup>rd</sup> Cayman Islands Biennial (discussed above), and the exhibition Landscapes of Abstraction that explored the various ways that Caymanian artists have sought to depict landscape in the abstract genre. <https://www.nationalgallery.org.ky/whats-on/exhibitions/landscapes-of-abstraction/>

The year closed with ***Tangled World***, a two-person show that opened in November 2023 in the Dart Auditorium/NGCI Community Gallery. Featuring painting, film and sound installation, ceramics and painting works by artists Babbity Barwick and Linda McCann, the exhibition showcased the artistic responses to Cayman's ancient mangrove habitat, examining the ways in which this unique ecosystem provides a continued source of inspiration for many in our creative community. It was accompanied by an extensive education programme and lecture series in collaboration with the National Trust. <https://www.nationalgallery.org.ky/whats-on/exhibitions/tangled-world/>



L-R (*Tangled World* Exhibition Opening Reception, *Tangled World* Exhibition Installation)

## Travelling Exhibitions Programme

***'Highlights from the Collection'*** opened the year in the Sister Islands. The two-part showcase rotated between the Little Cayman and Cayman Brac. Spanning a half-century of artistic practice in Cayman with over 30 artists featured, the works reflect a representative sample of the diverse cross-section of artists, genres and styles encompassed within the broader collection. This initiative supports the Gallery's ongoing mission to make art accessible to all, allowing audiences to experience the remarkable cultural resource in the National Collection without having to travel to NGCI's central exhibition space.



NGCI continued the **Travelling Exhibition Series** in Q2 with exhibitions at the following venues: the Little Cayman Museum ‘*Cayman Islands Biennial Project*’, Cayman Brac Beach Resort ‘*Highlights from the Collection*’; Owen Roberts International Airport ‘*Now and Then*’, ‘*360 Cayman*’ by ‘*Dready*’; the Health Services Authority ‘*From Whence We Came*’; the Mind’s Eye Cultural Centre in South Sound ‘*Miss Lassie: Caymanian Visionary*’; Cayman Brac Heritage House ‘*In the Future Past: Bryony Dixon*’; and the various satellite exhibitions as part of the 3<sup>rd</sup> Cayman Islands Biennial ‘*Conversations with the Past—In the Present Tense*’ – the largest and most ambitious exhibition project in the National Gallery’s history at the following venues: the Mind’s Eye Cultural Centre in South Sound, Owen Roberts International Airport, the Cayman Brac Museum, the Little Cayman Museum, Cayman Brac Heritage House, Gram Bella’s in North Side, John Gray High School, and Barker’s National Park.



L-R (National Gallery Travelling Exhibition Venue Opening Reception: Cayman Brac Heritage House ‘*In the Future Past: Bryony Dixon*’)

The final exhibition to open in the Sister Islands in 2023 was ***Days Gone By*** in December in partnership with the Cayman Islands National Archive (CINA) at the Little Cayman Museum. This exhibition provides an illustrative sampling of the vast array of historical photographs that are held within the Archive’s rich and varied collections. This treasured resource includes countless images that capture the daily rhythms and tranquil surroundings that characterised life in Cayman in decades past. Featured are black and white photographs spanning the 1920s-1960s from the Aarona Kohlman, C. Bernard Lewis, Edwin B. Doran, George Roy, Paul Comissiong and Denny Ranson Collections. This initiative supports the Gallery’s ongoing mission to make art accessible to all, allowing audiences to experience the remarkable cultural resources in the National Collection without having to travel to NGCI’s central exhibition space.

<https://www.nationalgallery.org.ky/whats-on/exhibitions/days-gone-by/>

‘Home & Hearth: Architectural Scenes from the National Collection’ opened on 7 December at the Cayman Brac Beach Resort. This exhibition highlights the enduring appeal of Cayman’s traditional architecture and its quintessential embodiment, the Caymanian homestead, as a compelling subject of artistic investigation. Featured artworks include Maureen Andersen Berry, Joanne Sibley, Debbie Chase Van der Bol, and Janet Walker, artists associated with the Visual Arts Society. This initiative supports the Gallery’s ongoing mission to make art accessible to all, allowing audiences to experience the remarkable cultural resources in the National Collection without having to travel to NGCI’s central exhibition space. Further details can be found in (section 2.7) of ‘Travelling Exhibitions’.

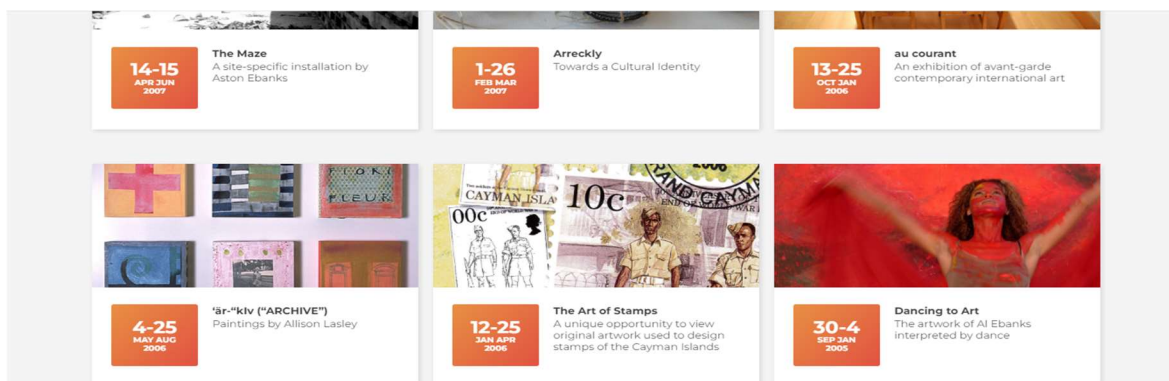
<https://www.nationalgallery.org.ky/whats-on/exhibitions/home-hearth/>



L-R (Home & Hearth Exhibition Installation- Cayman Beach Resort)

## Digital Exhibitions

The curatorial team also continued to expand the **Exhibitions Archive Project** which sees all former NGCI exhibitions from 1998 onwards now accessible via the NGCI website. <https://www.nationalgallery.org.ky/see/virtual-tours/>



## National Art Collection [GAL 2]:

*Managing, conserving, exhibiting, and promoting the National Art Collection, in addition to actively acquiring works of art of national significance. This output includes the NGCI Library, NGCI Art Collections (onsite), Art Collection (offsite storage facility), and related interpretation, access and scholarship; management and upkeep of the national database of Caymanian artists and artwork (\*Note: this budget does not include funds for purchasing new artworks and growing the National Collection).*

Throughout 2023, NGCI continued to improve upon the acquisition, management, upkeep, storage, and exhibition of the National Gallery Permanent Collection, and to aid in the creation of one comprehensive listing of the Caymanian National Collection (NCHP: PD 2: SA 8 and SA 13) and related resource development and research objectives. We also continued our commitment to manage our cultural heritage by really monitoring the collection and ensuring sufficient resources are allocated to the acquisitions and preservation of national artifacts (NCHP: PD 2: SA 9).

## Output Delivery Analysis

| <b>GAL 2: National Art Collection</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                             |                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------------------|
| <b>MEASURES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>2023 Budget</b>                                          | <b>2023 Actual</b>                                           |
| <b>QUANTITY</b> <ul style="list-style-type: none"> <li>• Management of the National Art Collection</li> <li>• Management and upkeep of Collections Gallery, Storage Facility &amp; Art Library</li> <li>• Library collection (books, art journals, magazines, DVDs and videos for public loan)</li> <li>• Number of artworks in NGCI's National Collection</li> <li>• Collections management – electronic filing and conservation</li> <li>• Development of classroom and education materials relating to National Collection and the History of Caymanian Art</li> <li>• Digital Art Collection Archive (ongoing research/development/ publishing)</li> <li>• Conservation audit of collection conditions twice annually</li> <li>• Collection Acquisitions</li> <li>• Conservation Management</li> <li>• Art on the Road (School based collections learning programme)</li> </ul> | 1<br>1<br>3,125<br>381<br>1<br>15<br>1<br>2<br>5<br>1<br>15 | 1<br>1<br>3,125<br>404<br>1<br>15<br>1<br>2<br>23<br>1<br>15 |
| <b>QUALITY</b> <ul style="list-style-type: none"> <li>• Managed in accordance with the NGCI Collections Management Policy and the MA (UK) and ICOM Code of Ethics and universal environmental standards for storing artwork</li> <li>• Increased learning opportunities and access for the public and enjoyment and appreciation for Caymanian culture through increased National Collection through donations and purchases</li> <li>• Increase Library holdings through donations and purchases</li> <li>• Accession records of collection kept up to date in hard copy and computer files</li> <li>• National Art Collection Guide (ongoing research/development/ publishing)</li> <li>• Successful condition audits</li> <li>• Vibrant and culturally rich lessons using visual arts delivered by qualified and knowledgeable personnel</li> </ul>                              | 100%<br><br>100%<br>100%<br>100%<br>100%<br>100%<br>100%    | 100%<br><br>575%<br>100%<br>100%<br>100%<br>100%<br>100%     |
| <b>TIMELINESS</b> <ul style="list-style-type: none"> <li>• Data, collections and files updated continually</li> <li>• Education resources for school visits – throughout the year</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%<br>100%                                                | 100%<br>100%                                                 |
| <b>LOCATION</b> <ul style="list-style-type: none"> <li>• The National Gallery, ETH – The National Collection is displayed at the National Gallery facility</li> <li>• The National Gallery, ETH – The Art Library comprising of books, journals, magazines (local and international) DVDs and other research materials.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%<br>100%                                                | 100%<br>100%<br><br>100%                                     |

|                                                                                                                                                                                    |      |      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|
| <ul style="list-style-type: none"> <li>Mini Warehouse II, Industrial Park – Collections Storage</li> <li>All Schools across the three islands – Art on the Road project</li> </ul> | 100% | 100% |
| Variance:                                                                                                                                                                          |      |      |
| Due to successful fundraising drives, private sponsorship and donations, we were able to greatly increase our projected collection acquisitions in 2023.                           |      |      |

### **Achievement Highlights**

**Collections Acquisitions** – During 2023, NGCI was able to acquire 23 artworks for the National Collection via generous private donations, direct sponsorship and fundraising events, along with several private donations.

2023 Acquisitions included:

| Reference | Type                          | Name                             | Value      |
|-----------|-------------------------------|----------------------------------|------------|
| 1404      | Digital print and mixed media | Artificial Renderings Series I   | \$800.00   |
| 1405      | Digital print and mixed media | Artificial Renderings Series II  | \$800.00   |
| 1406      | Digital print and mixed media | Artificial Renderings Series III | \$800.00   |
| 1407      | Digital print and mixed media | Artificial Renderings Series IV  | \$800.00   |
| 1408      | Digital print and mixed media | Artificial Renderings Series V   | \$546.00   |
| 1409      | Ceramic                       | Black Mangrove (Red + Black)     | \$500.00   |
| 1410      | Ceramic                       | Red Mangrove (Red + Black)       | \$500.00   |
| 1411      | Digital print                 | Celia                            | \$200.00   |
| 1412      | Ceramic                       | Yesterday's Today I              | \$250.00   |
| 1413      | Ceramic                       | Yesterday's Today II             | \$250.00   |
| 1414      | Watercolour                   | Against the Wind (Roadmap)       | \$500.00   |
| 1415      | Watercolour                   | Island Dancer (Roadmap)          | \$500.00   |
| 1416      | Inkjet print                  | Colonial Debris-Shanty Town      | \$450.00   |
| 1417      | Acrylic                       | Free Bird                        | \$365.00   |
| 1418      | Drypoint                      | Mr. Arthur's (7-11)              | \$300.00   |
| 1419      | Acrylic                       | Swampscene                       | \$3000.00  |
| 1420      | Wood                          | Wari                             | \$2500.00  |
| 1421      | Sculpture                     | Bon Appetit                      | \$10000.00 |
| 1422      | Watercolour                   | Forgotten Journey (Roadmap)      | \$500.00   |
| 1423      | Watercolour                   | Into the Blue Yonder (Roadmap)   | \$500.00   |
| 1424      | Watercolour                   | Northside Lady (Roadmap series)  | \$500.00   |
| 1425      | Watercolour                   | The Journey (Roadmap series)     | \$500.00   |
| 1426      | Mixed media fibre             | Ketchin' Babies                  | \$5500.00  |



L-R (NGCI Collection Acquisitions- Alyssa Jane Gilbert – ‘Celia’, John Broad – ‘Roadmap Series’, Simon Tatum – ‘Colonial Debris- Shanty Town’, James Adams – ‘Mr. Arthurs’, Nasaria Suckoo Chollette ‘Ketchin Babies Community Quilt’

Read more information about these new acquisitions: <https://www.nationalgallery.org.ky/collection-section/new-acquisitions/>

**Collections Exhibition** – The 2022 National Collection exhibition entitled ‘*The Ties that Bind*’ continued in 2023 with artworks being revolved on a quarterly basis. The showcase examines the multiple ways in which Caymanian artists have chronicled Cayman’s cultural evolution. The exhibition draws upon the collections of the Cayman Islands National Museum, the Cayman National Cultural Foundation and NGCI, respectively, to trace a continuously shifting portrait of Caymanian society and its people. This exhibition adopts a thematic approach, rather than a traditional chronological presentation, to frame a new selection of artworks by over 70 Cayman artists. The virtual tour for this exhibition can be viewed online and more information is available by visiting the exhibition page on our website at <https://www.nationalgallery.org.ky/see/virtual-tours/>



**Online Collections Project** – Throughout 2023, the Collections Department worked to develop, update, and enhance the institution’s website and various software systems. This included verifying all artworks in the National Collection, confirming the location of the works, and providing condition reporting in detail. Additional updates to the collection pages of the NGCI website have now been completed, which include images and descriptions of all artworks acquired by the Gallery during 2021-2022. Since 2020, the digital archiving of NGCI’s collection has allowed online users at home and abroad unparalleled access to information about Caymanian art, creating a comprehensive resource on Caymanian visual culture for both scholars of the subject and members of the general public alike. The online collection can be explored through the five following themes: Intuitive Art and Early Pioneers (1960s–1980s), Realism (1980s), Caymanian Modernism (1990s–2000s+), Contemporary Art (2010s–Present), and Traditional and Contemporary Craft. Family and Teacher Resources will be available on our Learn page. For related, downloadable lesson plans relating to the National Collection visit <https://www.nationalgallery.org.ky/collection/>

**Collections Storage Management** – NGCI continued to carry out regular inspections of all artworks currently housed in NGCI’s storage facility, carrying out condition reports, photographing objects and re-wrapping artworks in acid-free archival paper. In addition, a new systematic storage location system was put into place with paintings grouped together in sections within each space, determined by size order and arranged alphabetically. This is considered to be a temporary solution, with a purpose-built storage facility still being a priority.

**NGCI Library Collection** – NGCI continued to manage the National Gallery Maples Art Library and position it as a leading arts research facility within the Cayman Islands. The library also serves as a hub for the NGCI Creative Careers Programme where students can seek advice on creative degrees and careers. Our aim with this programme is to reach students of all ages to provide vibrant and culturally-rich lessons using the visual arts, which will “transmit knowledge of Caymanian culture and heritage to the youth of all three of the Cayman Islands” (NCHP: PD 4: SA 6).

### **Arts Education, Outreach and Training [GAL 3]:**

*Provision of education programmes that promote the practice and appreciation of the visual arts both at the National Gallery site and across the three Cayman Islands, and development programmes including: internships, scholarships, continuing education courses, and workshops. Participation in international art competitions, fairs and other events that disseminate knowledge on Caymanian art both locally and internationally. Provision of outreach programmes within the community for therapeutic and rehabilitation purposes including: ongoing monthly art instruction at HMP Northward, HMP Fairbanks and the Caribbean Haven rehabilitation facility, regular art lessons at Bonaventure Boys' Home and Francis Bodden Children's Home, guided tour programmes for clients of Sunrise Adult Training Centre and community seniors, and the onsite Art and Wellness programme that supports community mental and physical wellness through free webinars, classes and drop-ins.*

In 2023 the NGCI Education Department delivered a vibrant schedule of onsite and offsite programming aimed to promote the appreciation and practice of visual art in the Cayman Islands by teaching art skills, offering opportunities to access the therapeutic benefits of art, sharing Cayman’s culture and heritage, and exploring the National Curriculum through the arts; promoted school visits to the Gallery by leading cross-curricular tours and supporting worksheets and art activities; presented at schools on a range of cultural and arts topics; engaged with teachers and educators to build their teaching capacity around visual arts, culture, Caymanian artists and history by providing workshops for teachers; provided students

with information and training about creative careers; connected with isolated community members in the districts and senior communities; offered creative outlets for socially marginalised individuals and those facing challenging circumstances.

### **Output Delivery Analysis**

| <b>GAL 3: ARTS EDUCATION, OUTREACH AND TRAINING</b>                                            |                    |                    |
|------------------------------------------------------------------------------------------------|--------------------|--------------------|
| <b>MEASURES</b>                                                                                | <b>2023 Budget</b> | <b>2023 Actual</b> |
| <b>QUANTITY</b>                                                                                |                    |                    |
| 1. Full rent for National Gallery Education Centre                                             | 1                  | 1                  |
| 2. Minds Inspired School Tours Programme                                                       | 40                 | 55                 |
| 3. Family Fun Days                                                                             | 4                  | 4                  |
| 4. Administration support for Walkers After School Club (x5)                                   | 5                  | 9                  |
| 5. Seniors Programme (Grand Cayman and Cayman Brac)                                            | 15                 | 9                  |
| 6. Visual Arts Award (Annual graduating student awards)                                        | 10                 | 8                  |
| 7. NGCI Lecture Series                                                                         | 8                  | 14                 |
| 8. NGCI Art Appreciation Series                                                                | 8                  | 23                 |
| 9. Educators Workshops                                                                         | 4                  | 6                  |
| 10. Art Residency (provision for international residency for local artists)                    | 0                  | 0                  |
| 11. Business of Art Programme                                                                  | 8                  | 4                  |
| 12. NGCI Creative Careers Programme                                                            | 15                 | 13                 |
| 13. Ed & Barbara Oliver Teen Scholarships                                                      | On demand          | 0                  |
| 14. NGCI Training Sessions                                                                     | 8                  | 12                 |
| 15. Art Careers Day                                                                            | 1                  | 1                  |
| 16. Careers Advice/School visits                                                               | 10                 | 10                 |
| 17. Summer Internship                                                                          | 4                  | 4                  |
| 18. Therapeutic Art – Northward                                                                | 12                 | 22                 |
| 19. Therapeutic Art – Fairbanks                                                                | 12                 | 7                  |
| 20. Therapeutic Art – Caribbean Haven                                                          | 12                 | 7                  |
| 21. Digital Education Resources                                                                | 15                 | 11                 |
| <b>Additional programmes 2022 (non-Government funded) – not included in Purchase Agreement</b> |                    | -                  |
| 22. Walkers Art Club (Foundation – three units)                                                |                    | 61                 |
| 23. Walkers Art Club (Primary – two units)                                                     |                    | 40                 |
| 24. Walkers Art Club (Secondary – two units)                                                   |                    | 40                 |
| 25. Walkers Art Club (Teens)                                                                   |                    | 21                 |
| 26. Walkers Art Club (Cayman Brac)                                                             |                    | 10                 |
|                                                                                                |                    |                    |

|                                                                                                                                             |      |      |
|---------------------------------------------------------------------------------------------------------------------------------------------|------|------|
| <b>QUALITY</b>                                                                                                                              |      |      |
| • Lectures/demos prepared and delivered accurately and professionally                                                                       | 100% | 100% |
| • Workshops and training sessions delivered by qualified personnel                                                                          | 100% | 100% |
| • Education programmes were managed by Maia Muttoo and instructed by staff, guest lecturers and instructors; and Simone Scott (Cayman Brac) | 100% | 100% |
| <b>TIMELINESS</b>                                                                                                                           |      |      |
| • Full rent for National Gallery Education Centre                                                                                           | 100% | 100% |
| • School tours (Permanent Collection)                                                                                                       | 100% | 119% |
| • School Tours (Temporary Exhibitions)                                                                                                      | 100% | 119% |
| • Family Fun Days                                                                                                                           | 100% | 100% |
| • Art Club (Foundation)                                                                                                                     | 100% | 140% |
| • Administration for Walkers After-School Club (x5 weekly)                                                                                  | 100% | 180% |
| • Seniors Programme (Grand Cayman and Cayman Brac)                                                                                          | 100% | 60%  |
| • Visual Arts Award (Annual graduating student awards)                                                                                      | 100% | 80%  |
| • NGCI Lecture Series                                                                                                                       | 100% | 175% |
| • NGCI Art Appreciation Series                                                                                                              | 100% | 288% |
| • Educators Workshops                                                                                                                       | 100% | 150% |
| • Art Residency (provision for international residency for local artists)                                                                   | 0%   | 100% |
| • Business of Art Programme                                                                                                                 | 100% | 50%  |
| • NGCI Creative Careers Programme                                                                                                           | 100% | 87%  |
| • Ed & Barbara Oliver Teen Scholarships                                                                                                     | 100% | 100% |
| • NGCI Training Sessions                                                                                                                    | 100% | 150% |
| • Art Careers Day                                                                                                                           | 100% | 100% |
| • Careers Advice/School visits                                                                                                              | 100% | 100% |
| • Paid Summer Internships                                                                                                                   | 100% | 100% |
| • Therapeutic Art – Northward                                                                                                               | 100% | 183% |
| • Therapeutic Art – Fairbanks                                                                                                               | 100% | 58%  |
| • Therapeutic Art – Caribbean Haven                                                                                                         | 100% | 58%  |
| • Digital Education Resources                                                                                                               | 100% | 73%  |
| <b>LOCATION</b>                                                                                                                             |      |      |
| • The National Gallery, ETH (Esterley Tibbetts) – Youth Family and Adult Programmes or adapted online                                       | 100% | 100% |
| • Various Schools in the Brac – Youth Family and Adult Programmes or adapted online for part of year                                        | 100% | 90%  |
| • Work Experience and Intern Programmes – National Gallery                                                                                  | 100% | 90%  |
| • Seniors Programme – National Gallery                                                                                                      | 100% | 90%  |
| • Therapeutic Art – Northward, Fairbanks and Caribbean Haven or adapted online                                                              | 100% | 100% |
| • Visual Arts Award – All High Schools (Including the Brac)                                                                                 | 100% | 90%  |
| • Careers Day                                                                                                                               | 100% | 90%  |
| • Staff Training – onsite, locally, and internationally                                                                                     | 100% | 100% |
| • Art on the Road (all local schools)                                                                                                       | 100% | 100% |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|
| <ul style="list-style-type: none"> <li>Artists Residency Grant Programme (international)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%<br>100% | 70%<br>100% |
| <p><b>Variances:</b></p> <p><b>School Tour Programme</b> - Demand for school, community group and summer camp tours continued to be strong in 2023, allowing us to deliver 55 tours over the full year. These tours spanned both the National Collection and temporary exhibitions in the National Gallery's lower exhibition hall, Dart Auditorium, and satellite exhibition venues across GCM and the Sister Islands.</p> <p><b>Administration support for Walkers After School Club</b> – Following high registration demand for the Walkers Art Club afterschool programme 2022-2023, we were able to open multiple new units of our after-school programme at the Foundation (two additional units), Primary (one additional unit) and Secondary level (one additional unit). This required additional administration support to facilitate the increased class numbers.</p> <p><b>Seniors Programme</b> – Seniors tours with complementary tea, treats and transportation (where appropriate) were hosted in Grand Cayman (bi-monthly), Cayman Brac (twice annually), and Little Cayman (annually). These ran smoothly throughout the year with one cancellation in Grand Cayman due to scheduling conflicts. To balance this, we arranged 50 holiday gift bags for Seniors that were delivered through the Meals on Wheels programme. This year, we also partnered with Meals on Wheels to host tours for more isolated elders who are not part of existing community groups or district committees.</p> <p><b>NGCI Lecture Series</b> – NGCI's exhibition schedule continued to be busy in 2023 and the programme of supplementary public events reflected this. We hosted a regular series of guided lunchtime tours of temporary exhibitions in Grand Cayman, special tours and talks in Cayman Brac and Little Cayman, and artist Q&amp;As.</p> |              |             |

**NGCI Art Appreciation Series** - NGCI's exhibition schedule continued to be busy in 2023 and the programme of supplementary public events reflected this. We hosted 23 events throughout the year that encouraged public engagement with Caymanian culture, exhibition themes and local visual arts. These included open mic poetry nights, dance workshops, late opening hours, curator panels, and conversation circles. We also increased the number of adult art lessons due to public demand. These included drumming, gesture drawing, decoupage, and photography (Cayman Brac).

**Visual Arts Award** – Visual art awards were awarded to the top graduating art student at eight institutions in 2023, both in-person and via award delivery. One school elected to self-sponsor the art award, and another did not have an art awardee for 2023.

**Educators Workshops** – In 2023, we hosted a combination of our flagship NGCI Educators' Social events and DES-led professional development workshops. These events were hosted in both Grand Cayman and Cayman Brac and included a tour of the National Gallery and/or its online resources with an art activity that could also be shared with students.

**The Business of Art** – Four Business of Art sessions were hosted during 2023 exploring professional branding and artist management. In addition, participating artists in the 3<sup>rd</sup> Cayman Islands Biennial were invited to have one-on-one portfolio critiques with Biennial jurors, providing them with invaluable advice for the next stage of their creative careers.

**NGCI Training Sessions** – Three Education department employees participated in the Museums Association of the Caribbean Conference in Nassau, engaging with current conversations in museology and networking with regional partners. In addition, four team members did a week-long training in Caribbean Art History with historian and critic Verlee Poupeye that was offered for the entire NGCI staff and ended with a team project to develop a new exhibition concept. Four Education staff members completed the Family Resource Centre's SNAP training on working with behavioural concerns in children. One staff member also completed PGCE Teacher training.

**Creative Careers and Career Advice/School Visits** – We participated in 7 career fairs/days and mock interviews at John Gray High School, amongst other career-focused classroom visits. We also offered career advice and support for former NGCI interns and hosted a series of work experience students throughout the year for week-long placements, and a student volunteer.

**Therapeutic Art programme** at Northward/Fairbanks/Caribbean Haven – Onsite classes continued as usual with occasional class cancellations due to administrative issues at the facilities and outbreaks of Covid. In 2023, we moved from monthly to weekly lessons at Northward at the request of the institution.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p><b>Digital Education Resources</b> – 2023’s digital education resources included digitised student worksheets from exhibitions hosted throughout the year, online presentations for Art on the Road that explore cultural topics through the National Collection, and exhibition panel discussions from the 3<sup>rd</sup> Cayman Islands Biennial and ‘81 Degrees West’.</p> <p><b>Additional classes in 2023</b> - We received additional sponsorship from the private sector in 2023 to fund our after-school clubs in Grand Cayman and one in Cayman Brac. In September 2022, high demand for children’s art classes allowed us to open multiple new units of our after-school programme at the Foundation (two additional units), Primary (one additional unit) and Secondary level (one additional unit). Private sector funding also covered the Community Connections programme supporting Bonaventure Boys’ Home, Sunrise Adult Training Centre and Frances Bodden Children’s Home, as well as a new engagement programme that brought Gallery programmes into district communities.</p> |  |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|

### **Achievement Highlights**

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

### **School Tours & Resources**

NGCI was again able to welcome a large number of schools and community groups to our site for exhibition and collections tours in 2023. Several of these tours also included studio art activities and touch-basket props that offered creative and tactile ways for children to engage. Many schools also took advantage of the *Art on the Road* project, which brings the National Collection to schools across the island.

### **28 Schools (& camps) used NGCI for Tours or AOTR for the year 2023. They were:**

- First Baptist School
- Cayman Islands Further Education Centre
- St. Ignatius Catholic School
- The Lighthouse School
- Footsteps School
- Grace Christian Academy
- John Gray High School
- Cayman Prep & High School
- Prospect Primary School
- Cayman Learning Centre
- Cayman Academy
- Hope Academy
- Cayman International School
- Little Trotters
- Leadership Cayman
- Clever Fish
- Savannah Primary School
- Triple C School
- Edna Moyle Primary School (North Side)
- East End Primary School
- YMCA Summer Camp

- Purple Dragon Summer Camp
- Rehoboth Summer Camp
- Tiny Tots
- ICCI
- George Town Primary School
- John A. Cumber Primary School (West Bay)
- Village Montessori

### Classes and Workshops

In 2023, regular NGCI education/outreach classes, workshops, and events (outreach listed separately below) were supplemented by private sponsorship which enables us to offer most of them free of charge. Classes are designed to offer learning opportunities across Cayman's diverse community, aiming to: foster lifelong interest in the arts and Caymanian culture; strengthen self-confidence and cultural identity; improve social behaviour; strengthen peer, mentor and family relationships; improve critical thinking, academic performance and lifelong learning; provide opportunities to perform and exhibit art; provide an after school safe haven; raise self-esteem; bolster rehabilitation for incarcerated individuals and those battling substance abuse-related issues; offer positive spaces of self-expression, support, and skills development for at-risk youth; and develop stronger relationships with partner organisations. In 2023, we connected and reconnected with new and previous community partners including the Cayman Islands Crisis Centre, Family Resource Centre, district community representatives and Cayman Islands Public Library Service, to offer these invaluable programmes to their clientele.



*(L) Students from John Gray High School tour The National Collection exhibition; (R) – Students from North Side Primary School show their artworks after a guided tour and art activity.*



*(L) A student poses in a mask that he designed during a community workshop at the George Town Public Library as part of the new districts programme; (R) – Participants in a Gesture Drawing workshop led by Gabrielle Wheaton study movement as part of a workshop hosted during Al Ebanks' solo exhibition, 33: Remnants of the Artist.*

The weekly programme schedule for 2023 was as follows:

- Minds Inspired School Tour Programme – exhibitions (weekly, various schools)
- Minds Inspired Active Learning Programme – NGCI Collection (on demand)
- Walkers Art Club Primary (weekly, in two class units). Sponsored by WALKERS
- Walkers Art Club Foundation (weekly Jan-Jun; weekly, in three class units Sept-Dec). Sponsored by WALKERS
- Walkers Art Club Secondary (weekly Jan-Jun; weekly, in two class units Sept-Dec). Sponsored by WALKERS
- Walkers Art Club Teens (weekly). Sponsored by WALKERS
- Walkers Art Club Brac (weekly). Sponsored by WALKERS
- Family Fun Morning (quarterly, per exhibition)
- Education Intern programme (annual work placement)
- Curator's Lecture Series (monthly)
- Annual High School Awards for the top art student in each local high school
- Ed & Barbara Oliver Teen Scholarships which are available to students needing financial aid to attend a National Gallery fee-paying art class (on demand)
- Continuing Education Workshop and Teacher Training series (workshops covering various topics and styles based on current exhibitions, e.g., textiles, watercolour, photography)
- EY Seniors programme Grand Cayman (bi-monthly). Sponsored by EY Cayman
- EY Seniors programme Cayman Brac (twice annually). Sponsored by EY Cayman
- EY Seniors programme Little Cayman (annually). Sponsored by EY Cayman
- Art Haven (weekly classes at HMP Northward; monthly classes at HMP Fairbanks and Caribbean Haven). Sponsored by Lori Monk and Kevin Butler
- Art on the Road (monthly during school year). Sponsored by Rawlinson & Hunter
- Wellness Programme (monthly teen art drop-ins and quarterly pop-up events)
- Creative Careers Programme (internships, work experience, career days and advice)
- Community Connections programme with Sunrise Adult Training Centre (quarterly), Bonaventure Boys' Home (weekly), Cayman Islands Crisis Centre (quarterly), Frances Bodden Children's Home (monthly). Sponsored by MAPLES
- Community Engagement district programme (weekly)



*(L) A client of Sunrise Adult Training Centre works on her mangrove painting with the assistance of Education Assistant, Lori Peterson; (R) – Walkers Art Club Foundation students pose in front of Al Ebanks’ ‘Walking on Shedden Road’ painting during a trip to the exhibition hall.*

**NGCI Careers Programme – Internship/Scholarships:** The NGCI career development programme includes the NGCI Creative Careers work experience programme, the annual Internship (fully paid year-long training programme), Summer Internships, career fair appearances and student advice/resources, and Ed & Barbara Oliver Scholarships. As in previous years, we were able to accommodate several work experience and internship placements ranging in length from intensive week-long courses to some lasting several months. Students were able to learn about various aspects of gallery management (curating, marketing, education, lesson instruction, etc.) as well as general office skills, resume development, public engagement, and administration. In addition, we hosted four paid summer internships for young adults interested in pursuing creative careers. The Creative Careers programme (including mentorship and work experience) and summer internships will “provide support and information on career pathways for culture and heritage sectors” (NCHP: PD 4: SA 12), and encourage our youth to contribute to, and become leaders in, the ongoing research and development within the culture and heritage sectors” (NCHP: PD 4: SA 14 & 16; NCHP: PD 5: SA 3). NGCI participated in public and private high school career fairs, mock interview schemes, and offered career-focused in-classroom visits on demand.



*(L) – 6-month intern from CIFEC, Diashon McLean, poses with Curatorial Assistant Daniela Granados and Events Coordinator Patti-Jane Ebanks on the final internship day; (R) Educators work on their 3D relief sculptures during an Educators’ Social event.*



*(L) – Annual Intern Megan Arch speaks with a student at the Chamber of Commerce Career Fair; (R) – Board Chairperson Carl Brown presents the award for Visual Arts to St. Ignatius High School graduating student, Brianna Fischetti.*

NGCI also hosted a busy calendar of special exhibition programming both on and offsite throughout 2023. These included: *33: Remnants of the Artist, Conversations with the Past in the Present Tense* (3<sup>rd</sup> Cayman Islands Biennial), *81 Degrees West, Tangled World, In the Future Past* and *The Ties that Bind*. We also hosted a series of events to support professional development, skill-transfer and ongoing education for artists, students, educators, and the general public throughout the year including, Educators professional development and socials, Business of Art Workshops, Adult and Children's Workshops (NCHP: PD 4: SA 3, SA 6, SA 10). Highlights included:

- Conch Shell Decoupage Workshop (28 January)
- The Business of Art: Successful Self-Management for the Solo Practitioner (4 April)
- Dances of the Diaspora: Dance Class with Patrice Donalds Morgan (19 April)
- Q&A with Al Ebanks with livestream to Cayman Brac Heritage House (30 March)
- Gesture Drawing Workshop with Gabrielle Wheaton (4 May)
- Conversation Circles at historic properties across the islands including Nurse Leila's, the Eldemire House, and Gram Bella's (7 July, 5 August, and 8 September)
- Creating Timeless Portraits photography workshop with Bryony Dixon (Cayman Brac) (19 August)
- Open Mic Poetry Nights exploring exhibition themes (11 May, 20 July, 7 December)
- Drumming 101 Course with Randy Chollette (2, 9, 16 and 23 September)
- Pre-schoolers and Parents drop-in art sessions for toddlers (Fridays 16 June - 11 August)

- Community children's art drop-ins at Cayman Islands Public Library Branches in Bodden Town and North Side (monthly)
- Educators' Socials, tours and PD evenings (13 January, 24 January, 14 March, 21 March, 16 August, 28 September)
- 81 Degrees West Curators' Panel Discussion (November)



*(L) – Seniors from West Bay enjoy tea and little bites in the Dart Auditorium Community Gallery during a Seniors Tour and Tea event; (R) Guests of Randy Chollette's drumming course, hosted as part of the 3<sup>rd</sup> Cayman Islands Biennial exhibition programme.*

## **Art Information – Facilities Management, Promotion, Scholarship and Publication [GAL: 4]**

*Provision for the development, promotion and publication of Cayman Islands visual art, both locally and overseas via: management and care of the NGCI 9,000 sq. ft. facility; public community visual arts events; management of NGCI Gift Shop, Art Café and facility rental department; development, publication and public presentation of matters relating to Caymanian art, art history and Caymanian cultural heritage (via local media, at international conferences, and lectures); management of NGCI website and social media platforms; consultation and support to the Ministry of Health, Environment, Culture and Housing, Cabinet, other government departments, and private sector, in matters relating to arts and culture and related policy; provision of NGCI Annual Report and audited financial statements; Human Resource management; management of the NGCI membership database and*

volunteer database; and implementation, monitoring and evaluation of the NGCI Strategic Plan 2014-2019 (which was rolled over into 2021 due to the ongoing challenges wrought by the pandemic).

### **Output Delivery Analysis**

| <b>GAL 4: Art Information – Facilities, Promotion, Scholarship and Publication:</b> Management of the National Gallery facility (galleries, studio, library, lecture theatre, café, gift shop and gardens). provision for the development, promotion, and publication of Cayman Islands Visual Art Information, both locally and overseas.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                              |                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------------|
| <b>MEASURES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>2023 Budget</b>                                           | <b>2023 Actual</b>                                           |
| <b>QUANTITY</b> <ul style="list-style-type: none"> <li>• Providing a well maintained, accessible and inviting facility</li> <li>• Management and upkeep of national database of Caymanian artists and artwork</li> <li>• Development, publication, and public presentation of matters relating to Caymanian art, art history and Caymanian cultural heritage (mentions in local and international media, conferences, and lectures)</li> <li>• Management of NGCI website and social media platforms</li> <li>• Management of the NGCI Membership Database and Volunteer Database</li> <li>• Management of NGCI Gift Shop, Art Café &amp; Facility Rentals</li> <li>• Preparation and publishing of NGCI marketing and promotions</li> <li>• Consultation and support to the Ministry, Cabinet and other Government Departments in matters relating to arts and culture and related policy</li> <li>• Development and adherence to NGCI Marketing Strategy and implementation, monitoring and evaluation of the NGCI Strategic Plan 2014 – 2019 (extended for 2022)</li> <li>• Consultations with local businesses and artists regarding marketing, selection, installation, education, etc. for visual arts</li> <li>• Provision of NGCI Annual Report and audited Financial Statements</li> <li>• Participation in international art competitions, fairs, and other events that disseminate knowledge on Caymanian art both locally and internationally</li> </ul> | 1<br>1<br>30<br>6<br>2<br>3<br>12<br>10<br>1<br>10<br>1<br>2 | 1<br>1<br>30<br>6<br>2<br>3<br>12<br>10<br>1<br>10<br>1<br>2 |
| <b>Variances:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                              |                                                              |

### **Achievement Highlights:**

Under this output, NGCI committed to managing our 9,000 sq. ft. facility which houses exhibitions, the National Collection, library, and education studios. From this site, we hosted the majority of our

education programmes, exhibitions, events, administration, research, and promotional activities. In addition, this output also relates to the dissemination of knowledge of Caymanian culture and the arts, locally and abroad, through marketing and communications; local and international panels and presentation relating to the visual arts and the wider museum sector. These allow us to build greater awareness and visibility to Cayman's art, culture, and history, in addition to fostering dialogue and skills transfer to further develop our cultural sectors (NCHP: PD 4: SA 10; NCHP: PD 5: SA 8; NCHP: PD 6: SA 6 & 7).

NGCI staff continued to follow the objectives and priorities set out in the NGCI Strategic Plan 2014-2019 (outlined above) and provided regular updates to the NGCI Management Board and Director. Work on the 2020-2025 Strategic Plan was postponed until 2024 due to the extensive redevelopment work being carried out by our sister cultural institution, the Cayman National Cultural Foundation. NGCI Board and staff are supporting this exercise and have agreed to halt our five-year plan until completion in order to ensure close alignment as we move forward.

We continued to ensure that the Gallery has the appropriate legal and organisational structure and the process and systems necessary to operate to the highest possible standards, and to ensure that the National Gallery's corporate governance complies with best practice. NGCI staff also committed to established financial procedure guidelines to ensure maximum internal controls, as well as transparency and good practice, across all areas of financial management, budgetary control, reporting, and reviewing systems.

### **Financial Management**

NGCI continued to adhere to its financial management procedures. The annual audit began in January 2023. All documentation was submitted on schedule to ensure a timely review process and NGCI received a qualification-free audit.

### **General Operations**

The eleventh year in our purpose-built home required a number of facilities maintenance updates in an effort to replace aged out equipment. These updates will make for a more efficiently run facility that is prepared to meet the growing needs of the organisation, and increased safety and security measures to ensure the protection of our country's valuable collections. Some of the upgrades were fully executed in 2023, while others will extend into 2024 due to the scope of the project. Included in these projects was a complete update of the air conditioning system across the two separate buildings. The results of this update have significantly impacted the ability to maintain consistent temperature and humidity levels in all the exhibition spaces, while reducing costs associated with repairs and maintenance to the equipment.

In an effort to continually evolve our operations and adapt to growing concerns around the safety and security of national cultural institutes, NGCI acquired an onsite generator that will support the main exhibition in case of an emergency power failure. The new generator was installed in 2023.

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

The National Gallery hosted 28 facility rentals events and 11 National Gallery events at our site, with approximately 3,263 attendees in total. These included exhibition receptions, private tours, and facility rentals.

The NGCI Gallery Shop received regular visitor traffic throughout 2023. We continue to highlight the work of over 20 local artisans, in addition to carrying art supplies, visual art and design merchandising, jewellery, and a fine art book shop. Merchandising and displays have all been enhanced to better connect the public to the Cayman Islands National Collection and more broadly to the arts and culture of the Caribbean. The NGCI Artisans Fair which supports the sale of work by local artisans was held in December.

### **Fundraising (Programme Partnerships)**

Thanks are extended to NGCI's ongoing partnerships with the following individuals and companies for their support in 2023:

*National Gallery Education Programme Sponsors* - Lori Monk and Kevin Butler (Art Haven at HE Northward, HE Fairbanks, Caribbean Haven and Bonaventure Boys' Home), Maples Group (Community Connections programme), EY Cayman (EY Seniors Tea & Tour programme), Rawlinson & Hunter (NGCI Art on the Road), Kirk Freeport (NGCI Creative Careers), Susan A. Olde, OBE (Intern programme), Dart Enterprises Ltd (Culture and Heritage Film Series), Walkers (Walkers Art Club), and the Ministry of Youth, Sports, Culture and Heritage.

*Exhibition Sponsors* –Davenport and The Pearinder Foundation (*Pop and the Poular* and *81 Degrees West*), Butterfield (the *Cayman Islands Biennial*), and the Cayman Islands Legacy Fund (Sister Islands Exhibitions).

### **Fundraising (Events)**

NGCI hosted two major fundraising events in 2023. These included the annual Ladies Afternoon Tea Party (February - sponsored by NGCI Chairwoman Susan A. Olde, OBE), with 183 in attendance where funds were raised for the Community Engagement Programme. The annual Costume Gala welcomed 240 guests for an ocean-inspired evening, highlighting the *'The Odyssey Ball'* exhibition. Funds raised at the Gala each year help to keep admission and programming free to the community.

2023 event donors and supporters: **Susan A. Olde, OBE, Stewart and Dianne Siebens, Yarin Bylica, Cayman Private Aviation, Ingrid Pierce, Paul and Sophia Harris, HE The Governor Jane Owen, Stephen Price, Prasana, Betty Baraud MBE**, Odette Samson, Catherine Pepin, Alasdair and Lisa Robertson, Rolf and Shelley Lindsay, Caribbean Utilities Company, Fleur Coleman, Lynda Nutt, Silver Wheaton, Joy Green, Sandi Leatherman, Bicrom Das, Deborah Pezo-Tivenan, Jeremy and Isy Walton, Amanda Goodwin, Mark Matthews, Craig Caffarelli, Jennifer Dilbert, MBE, Celebrations, Massive Equipment Rental, Intech Research Production Services, Jackie Soriano, Ristorante Ragazzi Pizzeria, 1 World Ltd, Cayman Eco Adventures, Sydney and Claire Coleman, Petra Berksoy, Tim Frawley, Joanna Humphries, Jenna Wong, Colette Byrne, Randy Cholette, Helen Wolf, Scott and Kathryn Elphinstone, Clive Harris, Maggie Jackson, Kirk Freeport Ltd, Malin Ratcliffe, Cayman International School, Jacques Scott Wine and Spirit, Melissa Wolfe, Ingrid Felderhof, Sherice Arman, Khadene Lobban, Dining at Home, Davin Ebanks, The Ritz Carlton Grand Cayman, Kimpton Seafire Resort and Spa, Samantha Basdeo-Paul, Grand Old House, Marriott Resort Grand Cayman, Quintessential Movement, Tea Time in Cayman, The Warf, Sannyasa Acroyoga, Vicki Wheaton, Molly Morales, Deirdre Billes, Rosie

Abernethy, Shane Aquart, Lorraine Bell, Nisha Bismillah, Martin Davies, The Department of Environment, Debora Gill, Helen Heaven-Wren, Andrea Hughes, Joe Imparato, Faye Lippitt, Chris and Karen Luijten, Ashleigh Lund, Philip and Emé Paschalides, Kendall Pierre, Beverley Simpson, Alistair Walters, Simon and Candy Whicker, James and Jeri Bovell, Nancy Binz, Beacon Farms & Cayman Cigars, Cayman Turtle Centre, Piper Resorts, Sloane Rhulen, Carl and Hazel Brown, Caribbean Wine Bar, Mei Cheng, Camana Bay Cinema, Irma Arch, Bill Helfrecht, Maria Alberga, Bianca Alberga, Emily Barker, Tessa Bodden, Jessica Bodden, John Broad, Marco Calleja, Cayman Limos, Central Caribbean Marine Institute, Victory Christian, Melanie Cumber-Roddam, Berna Cummins, Renee Edwards, Terri Hess, Andrew Howarth, Sarah Humpleby, Will and Amanda Lazier, Melissa Lim, Paula McCartney, Kadi Pentney, Claire Pettinati, Paige Reupke, Jeffry Sfeir, Bella Stroh, Sulekha Tummala, Maureen Waldron, Bedside Manor, Cayman Kayaks, Jana Hlavacova, Paula Tonge, Nicole Walsh, Michelle Bullmore, Calypso Grill, Dale Crowley, Kendra Gass, Ristorante Pappagallo, Southern Cross Club, Reviv, Tricia Sybersma, Larissa Waters, Eva Williamson, Zhenya Xia, Angie Baraud, Beatriz Esteban-Martinez, Andrew Galloway, Game Truck Cayman, Georgina Loxton, Marcia MacBain, One Heart Yoga & Apothecary, Audrey Rankine, Milly Serpell, Eve Van den Bol, Mykonos, Tunisia Barnes, Simon Barwick, Nikki Broadhurst, Martina Cappelli, Jane Cebo, Danielle Coleman, Cracked Conch, Jill D'Aloisio, Catherine De Coninck, Elizabeth Delany, Haagen Dazs Cayman, Joanne Lawson, Katherine Tatum, Caroline Williams, N11 Spa, Lucy Frew, Frances Griffin, Cynthia Hew, Julie O'Hara, Elizabeth Powell, Lexi Thomas.

### **Local and International Promotion of Caymanian Art and Culture**

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

Staff participated in several international conferences and panel discussions to share news about Caymanian art and culture. These included:

- Museums Association of the Caribbean Conference (The Bahamas, March) - 2x presentations and a Mentorship Panel
- EULAC Foundation Conference on International Cultural Cooperation (Mexico City, December) – 1x presentation

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

### **Economic Assessment for past year**

|                               | 2023   | 2023   |
|-------------------------------|--------|--------|
| FINANCIAL PERFORMANCE MEASURE | Budget | Actual |

|                                                                                            |                        |                        |
|--------------------------------------------------------------------------------------------|------------------------|------------------------|
|                                                                                            |                        |                        |
| <b>REVENUE FROM CABINET</b>                                                                | <b>750,000</b>         | <b>750,000</b>         |
| <b>REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES</b> | <b>-</b>               | <b>-</b>               |
| <b>REVENUE FROM OTHER PERSONS OR ORGANISATIONS</b>                                         | <b>330,384</b>         | <b>869,273</b>         |
| <b>OTHER EXPENSES</b>                                                                      | <b>(1,222,936)</b>     | <b>(1,455,265)</b>     |
| <b>NET SURPLUS/DEFICIT</b>                                                                 | <b>(142,552)</b>       | <b>164,008</b>         |
| <b>TOTAL ASSETS</b>                                                                        | <b>6,077,462</b>       | <b>6,535,213</b>       |
| <b>TOTAL LIABILITIES</b>                                                                   | <b>(109,894)</b>       | <b>(167,885)</b>       |
|                                                                                            |                        |                        |
| <b>NET WORTH</b>                                                                           | <b>6,077,462</b>       | <b>6,535,213</b>       |
|                                                                                            |                        |                        |
| CASH FLOWS FROM OPERATING ACTIVITIES                                                       | (37,715)               | 62,334                 |
| CASH FLOWS FROM INVESTING ACTIVITIES                                                       | (70,000)               | (14,559)               |
| CASH FLOWS FROM FINANCING ACTIVITIES                                                       | -                      | 33,801                 |
| CHANGE IN CASH BALANCES                                                                    | (107,715)              | 81,576                 |
| <b>FINANCIAL PERFORMANCE RATIO</b>                                                         | <b>2023<br/>Budget</b> | <b>2023<br/>Actual</b> |
| CURRENT ASSETS : CURRENT LIABILITIES                                                       | 32:1                   | 24:1                   |
| TOTAL ASSETS : TOTAL LIABILITIES                                                           | 55:1                   | 39:1                   |

| <b>HUMAN CAPITAL MEASURES</b>             | <b>2023<br/>Budget<br/>\$ 000'S</b> | <b>2023<br/>Actual<br/>\$ 000'S</b> |
|-------------------------------------------|-------------------------------------|-------------------------------------|
| TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED | 10                                  | 11                                  |
| <b>STAFF TURNOVER (%)</b>                 |                                     |                                     |
| SENIOR MANAGER                            | 0%                                  | 0%                                  |
| PROFESSIONAL AND TECHNICAL STAFF          | 0%                                  | 0%                                  |
| ADMINISTRATIVE STAFF                      | 0%                                  | 40%                                 |

|                                                                                                                                                                            |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>Variances:</b><br><br>14 people in total were employed by NGCI in 2023/<br>Average for turnover was 12<br>11 Full time<br>3 x Part time (0.53, 0.80, 0.50)<br>12.83 FTE |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

| PHYSICAL CAPITAL MEASURES                                      | 2023<br>Budget<br>\$ 000'S | 2023<br>Actual<br>\$ 000'S |
|----------------------------------------------------------------|----------------------------|----------------------------|
| VALUE OF TOTAL ASSETS                                          | 6,077                      | 6,535                      |
| ASSET REPLACEMENTS : TOTAL ASSETS                              | 0.03:1                     | 0.06:1                     |
| BOOK VALUE OF ASSETS : COST OF THOSE ASSETS                    | 0.70:1                     | 0.72:1                     |
| DEPRECIATION (in year): CASH FLOW ON ASSET PURCHASES (in year) | 5.48:1                     | 1.25:1                     |
| CHANGES TO ASSET MANAGEMENT POLICES                            | NA                         | NA                         |

## Risk Management

### *Risks and Concerns*

| Key Risks                       | Status of Risk                                                                    | Action taken during 2021 to Manage Risk                                                                                          | Financial Value of Risk <sup>1</sup> |
|---------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| Maintenance of Government Grant | Current environment requiring budget savings                                      | Continuing efforts to provide best possible value                                                                                | 750,000                              |
| Ability to raise donations      | Continuing need to match increased operational expenses generated by new facility | NGCI Management Board and Director responsibility to generate revenue (donations & sales) for annual National Gallery operations | 763,379                              |

### Key Points of Concern:

- NGCI faces the ongoing challenge of raising 71% of its annual operations budget which remains challenging in the current economic climate.
- Collections Storage: NGCI has significantly outgrown its storage facility that houses the National Art Collection. To alleviate this an additional cold storage unit that meets international standards of environmental controls and security needs was sourced.

<sup>1</sup> Based on 2023 Budgeted Projection

## Financial Position and Analysis

*(Stated in Cayman Islands dollars)*

| Actual<br>2022             |                                           | Note  | Actual<br>2023 | Budget 2023 | Budget Vs.<br>Actual<br>Variance | Budget Vs.<br>Actual<br>Variance % |
|----------------------------|-------------------------------------------|-------|----------------|-------------|----------------------------------|------------------------------------|
| <b>Assets</b>              |                                           |       |                |             |                                  |                                    |
| <b>Current assets</b>      |                                           |       |                |             |                                  |                                    |
| 553,112                    | Cash and cash equivalents - unrestricted  | 3     | 515,638        | (19,800)    | 535,438                          | -2704%                             |
| 275,846                    | Cash and cash equivalents - restricted    | 3     | 300,520        | 3,241,278   | (2,940,758)                      | 100%                               |
| 2,878,043                  | Fixed Term Deposits - Restricted          | 3     | 2,972,419      | -           | 2,972,419                        | 100%                               |
| 214,729                    | Accounts receivable, net                  | 7     | 218,699        | 217,820     | 879                              | 0%                                 |
| -                          | Interest Receivable                       | 3     | 52,585         | -           | 52,585                           | 100%                               |
| 6,036                      | Prepaid expenses                          |       | 16,155         | 53,576      | (37,421)                         | -70%                               |
| 18,519                     | Inventory                                 |       | 30,140         | 30,000      | 140                              | 0%                                 |
| 3,946,285                  |                                           |       | 4,106,156      | 3,522,874   | 583,282                          | 17%                                |
| 2,467,970                  | Property and equipment                    | 4     | 2,403,073      | 2,554,588   | (151,515)                        | -6%                                |
| 384                        | Intangible asset                          | 5     | -              | -           | -                                | 0%                                 |
| 6,414,639                  | <b>Total assets</b>                       | CIS   | 6,509,229      | 6,077,462   | 431,767                          | 7%                                 |
| <b>Current liabilities</b> |                                           |       |                |             |                                  |                                    |
| 125,884                    | Deferred revenue                          | 13    | 65,979         | 52,894      | 13,085                           | 25%                                |
| 119,236                    | Accounts payable and other accruals       | 12    | 101,906        | 57,000      | 44,906                           | 79%                                |
| 245,120                    |                                           |       | 167,885        | 109,894     | 57,991                           | 53%                                |
| <b>Fund balance</b>        |                                           |       |                |             |                                  |                                    |
| 2,783,944                  | Accumulated surplus                       |       | 2,816,074      | 2,726,290   | 89,784                           | 3%                                 |
| 3,150,575                  | Restricted fund                           | 15,17 | 3,256,469      | 3,241,278   | 15,191                           | 100%                               |
| 235,000                    | Contributed Capital                       | 17    | 268,801        | -           | 268,801                          | 100%                               |
| 6,169,519                  |                                           |       | 6,341,344      | 5,967,568   | 373,776                          | 6%                                 |
| 6,414,639                  | <b>Total liabilities and fund balance</b> | CIS   | 6,509,229      | 6,077,462   | 431,767                          | 7%                                 |

### Cash & Cash Equivalents:

NGCI has to be particularly careful to manage cash flow, as only 50% of the required revenues for 2023 are covered by the Government. In the event of a decrease in future revenues, and cash flows, NGCI would have to reduce the output of free offerings to the public, however, NGCI strives to be able to provide free and reduced cost service to the Cayman Islands going forward.

### Accounts Receivable:

Accounts receivable usually only consists of the quarterly grant invoice to Government of \$187,500 and a few small Facility rental invoices. The quarterly grant is usually received in the month following that quarter.

### Deferred Revenue:

The balance as at year-end was made up of donations received for programmes which run into 2024. These donations are spread out over the course of the specific programme.

### Accounts Payable:

The Gallery's policy is to pay vendors within 30 days after the bill date. Included in the balance at year end is the accrual for the 2023 Audit fee, insurance liability and vendor balances paid in January 2024.

**Statement of Financial Performance and Analysis**  
*(Stated in Cayman Islands dollars)*

| Actual 2022 (in C\$)                                               | Note       | Actual 2023      | Budget 2023      | Budget Vs. Actual Variance |
|--------------------------------------------------------------------|------------|------------------|------------------|----------------------------|
| <b>Revenue and support from operations</b>                         |            |                  |                  |                            |
| 67,226 Donations                                                   | 13         | 86,804           | 61,484           | 25,320                     |
| 484,246 Events and exhibitions                                     | 13         | 454,935          | 132,300          | 322,635                    |
| 26,840 Gallery gift shop                                           |            | 38,274           | 45,000           | (6,726)                    |
| 77,230 Facility rental                                             |            | 141,604          | 55,000           | 86,604                     |
| 655,542                                                            |            | 721,617          | 293,784          | 427,833                    |
| <b>Other income</b>                                                |            |                  |                  |                            |
| 750,000 Government grant                                           | 7          | 750,000          | 750,000          | -                          |
| 13,156 Membership fees                                             |            | 15,587           | 32,000           | (16,413)                   |
| 7,336 Miscellaneous                                                |            | 3,355            | 4,600            | (1,245)                    |
| 770,492                                                            |            | 768,942          | 786,600          | (17,658)                   |
| <b>1,426,034 Total Revenue before donor restricted revenue</b>     |            | <b>1,490,559</b> | <b>1,080,384</b> | <b>410,175</b>             |
| <b>Donor Restricted Revenue</b>                                    |            |                  |                  |                            |
| - Interest Income - Donor Restricted                               | 3          | 105,894          | -                | 105,894                    |
| <b>1,426,034 Total Revenue</b>                                     |            | <b>1,596,453</b> | <b>1,080,384</b> | <b>516,069</b>             |
| <b>Cost of goods sold</b>                                          |            |                  |                  |                            |
| 9,952 Gallery gift shop - COGS                                     |            | 11,721           | 28,800           | (17,079)                   |
| 9,952                                                              |            | 11,721           | 28,800           | (17,079)                   |
| <b>Expenditure</b>                                                 |            |                  |                  |                            |
| 674,817 Administrative expenses                                    | 8          | 710,675          | 705,092          | 5,583                      |
| 274,154 Facility expenses                                          | 8          | 341,152          | 264,205          | 76,947                     |
| 227,151 Program expenses                                           | 8          | 173,199          | 50,000           | 123,199                    |
| 71,265 Depreciation                                                | 4, 8       | 79,840           | 87,744           | (7,904)                    |
| 66,371 Exhibitions expenses                                        | 8          | 117,649          | 62,631           | 55,018                     |
| 16,438 Other operating expenses                                    | 8          | 24,193           | 24,464           | (271)                      |
| 1,330,196                                                          |            | 1,446,708        | 1,194,136        | 252,572                    |
| <b>1,340,148 Total Expenses</b>                                    |            | <b>1,458,429</b> | <b>1,222,936</b> | <b>235,493</b>             |
| <b>Net surplus for the year excluding donor restricted revenue</b> | <b>CIS</b> | <b>32,130</b>    | <b>(142,552)</b> | <b>174,682</b>             |
| <b>- Net surplus - Donor Restricted</b>                            | <b>CIS</b> | <b>105,894</b>   | <b>-</b>         | <b>105,894</b>             |
| <b>85,886 Net surplus for the year</b>                             | <b>CIS</b> | <b>138,024</b>   | <b>(142,552)</b> | <b>280,576</b>             |

Revenue:

Revenue which relies on footfall and social gatherings (e.g., Gallery shop revenue, facility rental) increased in total during the year from 2022. Annual fundraising events, such as the annual Gala and the Tea party took place during 2023 and did outperform expectations. Facility rentals were much

more popular in 2023 due to the fact that more resources have been put in to advertising this revenue stream.

The 2023 budget did not include the annual Gala as this was not guaranteed to happen in 2023. This should be considered when comparing actual to budgeted.

Expenses:

***Compared to 2022:***

Expenses increased by 8% from 2022. This was mainly due to facility expenses increasing as there were a greater number of facility rentals during the year. Exhibition expenses also increased from 2022 as the Biennial took place in 2023 and not in 2022.

***Compared to Budget:***

Program expenses were much higher than budget due to additional events that happened during the year which were not expected to happen, these additional events came with extra costs therefore expenses were over budget.

Exhibition expenses were over budget due to increased number exhibitions held during the year. Exhibition expenses will increase as revenue increases as sponsorship gained for exhibitions will contribute to the budget allowable for each exhibition.

**Scrutiny by Parliament and Public**

For 2022/2023, NGCI's budget was increased which will help offset the reliance on fundraising, while also supporting the growth of NGCI's community programming.

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

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

**NIL REPORT:**    YES

| <b>APPLICATION DETAILS</b>                                                                         | <b>NUMBER</b> |
|----------------------------------------------------------------------------------------------------|---------------|
| Total Applications Received                                                                        | 3             |
| Total Applications Open                                                                            | 0             |
| Total Applications Closed                                                                          | 3             |
| Applications for Personal Information (Applicant's own)                                            | 0             |
| Application for General Information                                                                | 3             |
| <b>TIMELINE DETAILS</b>                                                                            | <b>NUMBER</b> |
| Request Information (Decision made within 30 days)                                                 | 0             |
| Request Information (Decisions made later than 30 days and no extension taken under section 7 (4)) | 3             |
| 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             |
| <b>FEES</b>                                                                                        | <b>0</b>      |
| 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             |
| <b>AMMENDMENTS AND ANNOTATIONS</b>                                                                 | <b>0</b>      |
| Request for Amendment or Annotation under section (28)                                             | 0             |
| Number Amended                                                                                     | 0             |
| Number Annotated                                                                                   | 0             |
| <b>INTERNAL REVIEWS</b>                                                                            | <b>0</b>      |
| Number of Requests for Internal Review                                                             | 0             |
| Number of Internal reviews Appealed                                                                | 0             |

**Internal and External Audit Updates**

*\*Refer to Appendix II: Auditor General's Report for the Financial Statements 2023*

**Cross Government Commitments**

None

## Forward Looking

### Plans for the upcoming 12-month period:

NGCI will continue to ensure the ongoing management of NGCI's four-acre site and 9,000 sq. ft. facility, our storage facilities, and our satellite projects, to abide by international standards of compliance and of collections care, and ensure that all of the programmes, events, and exhibitions outlined in our Purchase and Ownership Agreements are executed to a high standard. In addition, the following projects are under development to support the priorities outlined in the National Culture and Heritage Policy (NCHP), pending funds being secured:

1. NGCI will host a vibrant **exhibition schedule that celebrates Caymanian cultural heritage as well as contemporary arts practice [GAL 1]**, onsite and at its five satellite venues in Grand Cayman and the Sister Islands. Themes for 2023 include a mid-career solo exhibition by award-winning Native Son, Al Ebanks; the 3<sup>rd</sup> Cayman Islands Biennial exhibition; a photographic celebration of the Sister Islands; a Caymanian Craft & Design exhibition; and several smaller solo exhibitions. Exhibitions are complemented by an extensive programme of events designed to provide a platform for community engagement with these topics.
2. NGCI will host our annual **Education Programme [GAL 3]** of approximately 30+ free classes, workshops and lectures per month for children and adults including six Walkers Art Clubs for primary/secondary students and teens; programmes for students and adults with special needs; Art Camps and weekly art club in the Sister Islands; quarterly Family Fun Days; professional development workshops for artists; continuing education programmes for adults; Art Appreciation series; Educators Workshops; monthly lectures and tours; exhibition workshops and panel discussions; and family fun days.
3. NGCI will continue our long-term commitment to our **Outreach initiatives [GAL 3]** and to helping specific groups in our community access the healing powers of art, with programmes ranging from our seniors 'tea and tours' (which provide opportunities for social interaction and address memory loss and dementia), to monthly sessions at HM Northward and Fairbanks prisons, and Caribbean Haven Rehabilitation Centre. In addition to our six weekly after-school clubs which accommodate 100 students per week.
4. NGCI will expand our **Community Arts and Community Connections** programmes **[GAL 3]** which brings art and cultural programming directly to the districts, offering regular art classes, learning resources and presentations at central locations within each of the five districts and the Sister Islands. The programme aims to increase access to the arts across the Cayman Islands, introduce new audiences to the local creative sector, and strengthen the community through creative engagement.
5. We will launch our **Culture and Heritage Video Series [GAL 3]**, a collection of 10 videos that explore National Collection artwork and artists in the context of their wider cultural story while teaching curricular STEAM subjects. Sponsored by DART, the series has been developed in direct response to conversations with Department of Education representatives requesting more video learning resources. Topics include 'Mangrove Ecosystems', 'Catboats and Engineering', 'Silver Thatch Rope' and 'Seafaring and Navigation'

amongst others. Supplementary resources will be available for each video/topic to reinforce learning.

6. We will continue our Sister Islands exhibition programme and send **Travelling Exhibitions [GAL 1]** from Grand Cayman to Cayman Brac and Little Cayman, along with related educational materials and teaching resources. This was designed to ensure engagement with the full community. We will now aim to present (online) exhibitions developed in collaboration with artists from each district. This project has been designed to promote access to culture and heritage for all Cayman Islands residents including those in the Sister Islands (**NCHP: PD 2: SA 3**).
  7. Expansion of the NGCI **Business of Art programme [GAL 3]** – The aim of this initiative is to provide educational and professional development skills/small business advice for artists and educators in an effort to support the **growth of the creative economy in the Cayman Islands**. This involves regular workshops, an annual symposium, and professional advice on art careers and portfolios etc. Funding would include the hosting of workshops and salaries for guest speakers, which from time to time would include international curators, gallerists, etc. (**NCHP: PD 4: SA: 2, 6, 8, 10 & 12/PD 6: SA 6/ PD7: SA 5**).
  8. **Research and Publication Scheme [GAL 4]** – We aim to develop a minimum of one **exhibition catalogue per annum**. These catalogues are envisioned as a source of knowledge for the Cayman Islands school system, visitors to the islands, and the general public. They will include essays on the related topics (such as Maritime Heritage), images of the artworks, and artists' bios. Catalogues will be provided free to all local schools and libraries (**NCHP: PD1: 5 & 6/PD 4: SA 15/PD 5: SA: 2,5,6**).
- Under this umbrella, NGCI will host an **Annual Arts & Culture Symposium [GAL 4]** which will be a one/two day conference-style event designed to encourage the presentation of research being carried out in relation to Caymanian culture and heritage in a central gathering place. It is envisioned that the symposium will also provide workshop opportunities for museum and heritage sector professionals. Part of the initiative in 2022 plans to include a specialised Museums Management Workshop for staff of cultural and heritage sites in Cayman. (**NCHP: PD 4: SA 1, 2, 4, 6, 15/PD: 7 SA:4**).
9. **Strategic Plan 2024 - 2030 Project [GAL 4]** – NGCI Board, staff and stakeholders will begin planning for the next five-year plan, with the project beginning in July.
  10. **Collections Management and Growth** – We will continue managing, conserving, exhibiting and promoting the National Gallery Art Collection of 400+ artworks, in addition to actively acquiring works of art of national significance, and interpreting the collection through exhibitions and publications.

## Appendix: Audited Financial Statements 2023

### National Gallery of the Cayman Islands Financial Statements December 31, 2023

#### STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the National Gallery of the Cayman Islands in accordance with the provisions of the *Public Management and Finance Act (2020 Revision)*. The financial statements comply with generally accepted accounting practice as defined in International Public Sector Accounting Standards (IPSAS).

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

As members of the Management Board and as a Director of the National Gallery of the Cayman Islands, we are responsible for establishing; and have established and maintain a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by act, and properly record the financial transactions of the National Gallery of the Cayman Islands.

As Chairperson of the Management Board, I confirm that we are responsible for the preparation of the National Gallery of the Cayman Islands' financial statements and for the judgements made in them.

In our opinion, the financial statements fairly present the statement of financial position and statement of financial performance, changes in fund balance and cash flows for the financial year ended December 31, 2023.

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

- (a) completely and reliably reflect the financial transactions of the National Gallery of the Cayman Islands for the year ended December 31, 2023;
- (b) fairly reflect the financial position as at December 31, 2023 and performance for the year ended December 31, 2023
- (c) comply with the International Public Sector Accounting Standards as set out by the International Public Sector Accounting Standards Board.

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



Chairperson  
National Gallery of the Cayman Islands

Date: 30 April 2024



Director  
National Gallery of the Cayman Islands

Date: 30 April 2024



Phone: (345) - 244-3211 3rd Floor, Anderson Square  
Fax: (345) - 945-7738 64 Shedden Road, George Town  
AuditorGeneral@oag.gov.ky P.O.Box 2583  
www.auditorgeneral.gov.ky Grand Cayman, KY1-1103, Cayman Islands

## AUDITOR GENERAL'S REPORT

To the Management Board of the National Gallery of the Cayman Islands

### Opinion

I have audited the financial statements of the National Gallery of the Cayman Islands (the "Gallery"), which comprise the statement of financial position as at 31 December 2023 and the statement of financial performance, statement of changes in fund balances 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 27.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Gallery as at 31 December 2023 and its financial performance and its cash flows for the year ended 31 December 2023 in accordance with International Public Sector Accounting Standards.

### Basis for Opinion

I conducted my audit in accordance with International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Ministry in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants (IESBA Code)*, together with the ethical requirements that are relevant to my audit of the financial statements in the Cayman Islands, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Other Information

Management is responsible for the other information. The other information comprises the Statement of Responsibility for the Financial Statements and the Schedule of Collections and Exhibits on page 28.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

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

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

In preparing the financial statements, management is responsible for assessing the Gallery's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of

## AUDITOR GENERAL'S REPORT (continued)

accounting unless management either intends to liquidate the Ministry or to cease operations, or has no realistic alternative but to do so.

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

### Auditor's Responsibilities for the Audit of the Financial Statements

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

### Auditor's Responsibilities for the Audit of the Financial Statements (continued)

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Gallery's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Gallery's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Ministry to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I have undertaken the audit in accordance with the provisions of Section 60(1)(a) of the *Public Management and Finance Act (2020 Revision)*. I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Sue Winspear  
Auditor General

30 April 2024  
Cayman Islands

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Statement of Financial Position

As of December 31, 2023

(stated in Cayman Islands dollars)

| Actual<br>2022             |                                           | Note  | Actual<br>2023 | Budget 2023 | Budget Vs.<br>Actual<br>Variance | Budget Vs.<br>Actual<br>Variance % | Variance<br>Note |
|----------------------------|-------------------------------------------|-------|----------------|-------------|----------------------------------|------------------------------------|------------------|
| <b>Assets</b>              |                                           |       |                |             |                                  |                                    |                  |
| <b>Current assets</b>      |                                           |       |                |             |                                  |                                    |                  |
| 553,112                    | Cash and cash equivalents - unrestricted  | 3     | 515,638        | (19,800)    | 535,438                          | -2704%                             | 18.a             |
| 275,846                    | Cash and cash equivalents - restricted    | 3     | 300,520        | 3,241,278   | (2,940,758)                      | 100%                               | 18.a             |
| 2,878,043                  | Fixed Term Deposits - Restricted          | 3     | 2,972,419      | -           | 2,972,419                        | 100%                               | 18.a             |
| 214,729                    | Accounts receivable, net                  | 7     | 218,699        | 217,820     | 879                              | 0%                                 | 18.b             |
| -                          | Interest Receivable                       | 3     | 52,585         | -           | 52,585                           | 100%                               | 18.c             |
| 6,036                      | Prepaid expenses                          |       | 16,155         | 53,576      | (37,421)                         | -70%                               | 18.d             |
| 18,519                     | Inventory                                 |       | 30,140         | 30,000      | 140                              | 0%                                 |                  |
| 3,946,285                  |                                           |       | 4,106,156      | 3,522,874   | 583,282                          | 17%                                |                  |
| 2,467,970                  | Property and equipment                    | 4     | 2,403,073      | 2,554,588   | (151,515)                        | -6%                                | 18.e             |
| 384                        | Intangible asset                          | 5     | -              | -           | -                                | 0%                                 | 18.e             |
| 6,414,639                  | <b>Total assets</b>                       | CIS   | 6,509,229      | 6,077,462   | 431,767                          | 7%                                 |                  |
| <b>Current liabilities</b> |                                           |       |                |             |                                  |                                    |                  |
| 125,884                    | Deferred revenue                          | 13    | 65,979         | 52,894      | 13,085                           | 25%                                |                  |
| 119,236                    | Accounts payable and other accruals       | 12    | 101,906        | 57,000      | 44,906                           | 79%                                | 18.f             |
| 245,120                    |                                           |       | 167,885        | 109,894     | 57,991                           | 53%                                |                  |
| <b>Fund balance</b>        |                                           |       |                |             |                                  |                                    |                  |
| 2,783,944                  | Accumulated surplus                       |       | 2,816,074      | 2,726,290   | 89,784                           | 3%                                 | 18.g             |
| 3,150,575                  | Restricted fund                           | 15,17 | 3,256,469      | 3,241,278   | 15,191                           | 100%                               |                  |
| 235,000                    | Contributed Capital                       | 17    | 268,801        | -           | 268,801                          | 100%                               | 18. h            |
| 6,169,519                  |                                           |       | 6,341,344      | 5,967,568   | 373,776                          | 6%                                 |                  |
| 6,414,639                  | <b>Total liabilities and fund balance</b> | CIS   | 6,509,229      | 6,077,462   | 431,767                          | 7%                                 |                  |

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

Approved on behalf of the Management Board on April 30, 2024:



Chairperson  
Date: 30 April 2024



Director  
Date: 30 April 2024

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Statement of Financial Performance For the year ended December 31, 2023

(stated in Cayman Islands dollars)

| Actual 2022 (in C\$)                                               | Note       | Actual 2023      | Budget 2023      | Budget Vs.<br>Actual<br>Variance |
|--------------------------------------------------------------------|------------|------------------|------------------|----------------------------------|
| <b>Revenue and support from operations</b>                         |            |                  |                  |                                  |
| 67,226 Donations                                                   | 13         | 86,804           | 61,484           | 25,320                           |
| 484,246 Events and exhibitions                                     | 13         | 454,935          | 132,300          | 322,635                          |
| 26,840 Gallery gift shop                                           |            | 38,274           | 45,000           | (6,726)                          |
| 77,230 Facility rental                                             |            | 141,604          | 55,000           | 86,604                           |
| 655,542                                                            |            | 721,617          | 293,784          | 427,833                          |
| <b>Other income</b>                                                |            |                  |                  |                                  |
| 750,000 Government grant                                           | 7          | 750,000          | 750,000          | -                                |
| 13,156 Membership fees                                             |            | 15,587           | 32,000           | (16,413)                         |
| 7,336 Miscellaneous                                                |            | 3,355            | 4,600            | (1,245)                          |
| 770,492                                                            |            | 768,942          | 786,600          | (17,658)                         |
| <b>1,426,034</b>                                                   |            | <b>1,490,559</b> | <b>1,080,384</b> | <b>410,175</b>                   |
| <b>Donor Restricted Revenue</b>                                    |            |                  |                  |                                  |
| - Interest Income - Donor Restricted                               | 3          | 105,894          | -                | 105,894                          |
| <b>1,426,034</b>                                                   |            | <b>1,596,453</b> | <b>1,080,384</b> | <b>516,069</b>                   |
| <b>Cost of goods sold</b>                                          |            |                  |                  |                                  |
| 9,952 Gallery gift shop - COGS                                     |            | 11,721           | 28,800           | (17,079)                         |
| 9,952                                                              |            | 11,721           | 28,800           | (17,079)                         |
| <b>Expenditure</b>                                                 |            |                  |                  |                                  |
| 674,817 Administrative expenses                                    | 8          | 710,675          | 705,092          | 5,583                            |
| 274,154 Facility expenses                                          | 8          | 341,152          | 264,205          | 76,947                           |
| 227,151 Program expenses                                           | 8          | 173,199          | 50,000           | 123,199                          |
| 71,265 Depreciation                                                | 4, 8       | 79,840           | 87,744           | (7,904)                          |
| 66,371 Exhibitions expenses                                        | 8          | 117,649          | 62,631           | 55,018                           |
| 16,438 Other operating expenses                                    | 8          | 24,193           | 24,464           | (271)                            |
| 1,330,196                                                          |            | 1,446,708        | 1,194,136        | 252,572                          |
| <b>1,340,148</b>                                                   |            | <b>1,458,429</b> | <b>1,222,936</b> | <b>235,493</b>                   |
| <b>Net surplus for the year excluding donor restricted revenue</b> |            |                  |                  |                                  |
| <b>85,886</b>                                                      | <b>CIS</b> | <b>32,130</b>    | <b>(142,552)</b> | <b>174,682</b>                   |
| - Net surplus - Donor Restricted                                   | CIS        | 105,894          | -                | 105,894                          |
| <b>85,886</b>                                                      | <b>CIS</b> | <b>138,024</b>   | <b>(142,552)</b> | <b>280,576</b>                   |

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

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Statement of Changes in Fund Balance For the year ended December 31, 2023

*(stated in Cayman Islands dollars)*

|                                     | Note | Accumulated<br>Surplus | Restricted<br>Fund | Contributed<br>Capital | Actual    | Budget    | Budget Vs.<br>Actual<br>Variance | Variance<br>Note |
|-------------------------------------|------|------------------------|--------------------|------------------------|-----------|-----------|----------------------------------|------------------|
| <b>Balance at December 31, 2021</b> | CIS  | 2,698,058              | 3,150,575          | 235,000                | 6,083,633 | 6,045,418 | 38,215                           |                  |
| Net surplus/(deficit) for the year  |      | 85,886                 | -                  | -                      | 85,886    | (115,298) | 201,184                          |                  |
| Capital injection                   | 17   | -                      | -                  | -                      | -         | 150,000   | (150,000)                        |                  |
| <b>Balance at December 31, 2022</b> |      | 2,783,944              | 3,150,575          | 235,000                | 6,169,519 | 6,080,120 | 89,399                           |                  |
| Net surplus/(deficit) for the year  |      | 32,130                 | 105,894            | -                      | 138,024   | (142,552) | 280,576                          | 18.o             |
| Capital injection                   |      | -                      | -                  | 33,801                 | 33,801    | -         | 33,801                           | 18.p             |
| <b>Balance at December 31, 2023</b> | CIS  | 2,816,074              | 3,256,469          | 268,801                | 6,341,344 | 5,937,568 | 403,776                          |                  |

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

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Statement of Cash Flows For the year ended December 31, 2023

(stated in Cayman Islands dollars)

|                                                            | Note       | Actual 2023      | Actual 2022      |
|------------------------------------------------------------|------------|------------------|------------------|
| <b>Cash provided by (applied in):</b>                      |            |                  |                  |
| <b>Operating activities</b>                                |            |                  |                  |
| Net surplus for the year                                   |            | 32,130           | 85,886           |
| Add/deduct:                                                |            |                  |                  |
| Items not involving the movement of cash:                  |            |                  |                  |
| Depreciation                                               | 4          | 79,840           | 71,265           |
| Loss on disposal of property and equipment                 |            | -                | -                |
| Net changes in non-cash operating balances:                |            |                  |                  |
| Increase in accounts receivable, net                       |            | (3,970)          | (11,321)         |
| Decrease/(increase) in accrued interest                    |            | (52,585)         | -                |
| Decrease/(increase) in prepaid expenses                    |            | (10,119)         | 51,371           |
| Increase in inventory                                      |            | (11,621)         | (2,289)          |
| Increase/(decrease) in deferred revenue                    |            | (59,905)         | 71,423           |
| Increase/(decrease) in accounts payable and other accruals |            | (17,330)         | 74,847           |
|                                                            |            | <b>(43,560)</b>  | <b>341,182</b>   |
| <b>Investing activity</b>                                  |            |                  |                  |
| Purchase of property and equipment                         | 4          | (14,559)         | (136,393)        |
| Increase in accrued interest                               |            | 105,894          | -                |
|                                                            |            | <b>91,335</b>    | <b>(136,393)</b> |
| <b>Financing activity</b>                                  |            |                  |                  |
| Proceeds from capital injection                            | 15         | 33,801           | -                |
|                                                            |            | <b>33,801</b>    | <b>-</b>         |
| <b>Increase in cash and cash equivalents for the year</b>  |            |                  |                  |
|                                                            |            | <b>81,576</b>    | <b>204,789</b>   |
| Cash and cash equivalents at beginning of year             |            | 3,707,001        | 3,502,212        |
| <b>Cash and cash equivalents at end of year</b>            | <b>CIS</b> | <b>3,788,577</b> | <b>3,707,001</b> |
| Cash and cash equivalents consist of the following:        |            |                  |                  |
| Unrestricted                                               |            | 515,638          | 553,112          |
| Restricted                                                 |            | 300,520          | 275,846          |
| Fixed Term Deposits - Restricted                           |            | 2,972,419        | 2,878,043        |
|                                                            | <b>CIS</b> | <b>3,788,577</b> | <b>3,707,001</b> |

See accompanying notes to financial statements.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

(stated in Cayman Islands dollars)

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### 1. Background information

The National Gallery of the Cayman Islands (the “Gallery”) was established on April 23, 1999 in accordance with the National Gallery Act. Prior to this date, the Gallery operated as an unincorporated entity.

The Gallery, through its Management Board, acquires artworks and collects materials to be held in trust for the purpose of preserving them for posterity and promoting their usefulness in the development of the arts, exhibition, research and education for the public benefit.

Through organising and maintaining permanent and temporary public exhibitions of works of art, the Gallery promotes and encourages the awareness, appreciation and practice of the visual arts in the Cayman Islands.

The National Gallery Act states that the property of the Gallery shall be vested in up to four trustees appointed by the Governor in Cabinet, up to two of whom may also be members of the Management Board.

As at December 31, 2023, the Gallery had 11 employees (2022: 11 employees). The Gallery is located at P.O. Box 10197, Esterley Tibbetts Highway, Grand Cayman KY1-1002, Cayman Islands.

The date the financial statements were available to be issued is April 30, 2024.

### 2. Significant accounting policies

In conformity with the *Public Management & Finance Act (2020 Revision)*, these financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) issued by the International Federation of Accountants and its International Public Sector Accounting Standards Board. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used.

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

#### (a) Basis of preparation

These financial statements are presented in Cayman Islands dollars and are prepared on the historic cost basis, unless otherwise stated.

The preparation of financial statements in accordance with International Public Sector Accounting Standards requires judgments, estimates, and assumptions affecting the application of policies and reported amounts of assets and liabilities, revenue and expenses. The estimates and associated assumptions are based on historical experience and various other factors that

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

*(stated in Cayman Islands dollars)*

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are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

## 2. Significant accounting policies (continued)

### *(a) Basis of preparation (continued)*

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

### *(b) Standards and amendments to existing standards*

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

Certain new accounting standards have been published that are not mandatory for the 31 December 2023 reporting period and have not been adopted by the Gallery early.

The Gallery's assessments of the impact of these new standards are set out below.

IPSAS 43, Leases was issued in December 2022 and shall be applied for financial statements covering periods beginning on or after January 2025. IPSAS 43 supersedes IPSAS 13, and aligns with IFRS 16. IPSAS 43 is expected to be published in January 2023 and requires Lessees to recognize financial and operating leases as leased assets and liabilities. It is anticipated that IPSAS 43 will have an impact on the Gallery's financial statements but will be assessed more fully closer to the effective date of the adoption.

IPSAS 44, Non-current assets held for sale issued in January 2023 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. IPSAS 44 defines non-current assets held for sale and determines the accounting, presentation and disclosure of the discontinued operations. It is anticipated that IPSAS 44 will not have an impact on the Gallery's financial statements, but this will be assessed closer to the effective date of adoption.

IPSAS 45, Property, Plant and Equipment issued in May 2023, distinguishes infrastructure assets from other property, plant and equipment by adding new guidance for heritage assets, infrastructure assets and measurement of property, plant and equipment. IPSAS 45 has an effective date of January 1, 2025. Earlier application is however permitted. IPSAS 45's impact on the Gallery's financial statements will be assessed more fully closer to the effective date of adoption.

IPSAS 46, Measurement (issued in May 2023 and effective for periods beginning on or after January 1, 2025) provides new guidance in a single standard addressing how commonly used measurement bases should be applied in practice. The impact of this standard on the Gallery's financial statements will be assessed more fully closer to the effective date of adoption.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

*(stated in Cayman Islands dollars)*

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*(b) Standards and amendments to existing standards (continued)*

IPSAS 47, Revenue (issued in May 2023 and effective for periods beginning on or after January 1, 2026) replaces IPSAS 9, Revenue from Exchange Transactions, IPSAS 11, Construction Contracts, and IPSAS 23, Revenue from Non-Exchange Transactions and is a single source for revenue accounting guidance in the public sector, which presents two accounting models based on the existence of a binding arrangement. The impact of this standard on the Gallery's financial statements will be assessed more fully closer to the effective date of adoption.

IPSAS 48, Transfer Expenses (issued in May 2023 and effective for periods beginning on or after January 1, 2026) provides accounting requirements for transfer expenses, and presents two accounting models based on the existence of a binding arrangement. It is anticipated that IPSAS 48 will not have an impact on the Gallery's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 49, Retirement Benefit Plans (issued in November 2023 and effective for periods beginning on or after January 1, 2026) provides a principle-based approach to accounting for retirement benefit plans offering a completed view of their financial activities, assets, and obligations and establishes comprehensive accounting and reporting requirements for the financial statements of retirement benefit plans. It is anticipated that IPSAS 49 will not have an impact on the Gallery's financial statements.

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

**New and revised accounting standards were issued that became effective for the financial year beginning 1 January 2023**

The Gallery 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. Adjustments arising from adopting IPSAS 41 are recognised in opening equity at 1 January 2023 (the date of initial application).

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

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

(stated in Cayman Islands dollars)

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### *(b) Standards and amendments to existing standards (continued)*

- 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.

The tables below outline the classification of financial assets and liabilities under IPSAS 41 and IPSAS 29 on the date of initial application of IPSAS 41.

| Measurement classification  |                     |                |
|-----------------------------|---------------------|----------------|
| Financial assets            | IPSAS 29            | IPSAS 41       |
| Cash and cash equivalents   | Loans & Receivables | Amortised cost |
| Term Deposits               | Loans & Receivables | Amortised cost |
| Trade and other receivables | Loans & Receivables | Amortised cost |
| Financial Liabilities       | IPSAS 29            | IPSAS 41       |
| Accounts Payable            | Amortised Cost      | Amortised Cost |

The Gallery has adopted IPSAS 42: Social Benefits

IPSAS 42 provides guidance on accounting for social benefit expenditure. Under the General Approach, a liability for a social benefit arises when the eligibility criteria for the provision of the next social benefit have been satisfied. The liability is measured at the best estimate of the costs (social benefit payments) that the Gallery will incur in fulfilling its obligations represented by the liability. Because the satisfaction of eligibility criteria for each social benefit payment is a separate past event, the liability is for the next payment only. Consequently, liabilities in respect of social benefits will usually be short-term liabilities. Therefore, the Gallery will often know the amounts involved without making estimates. Further, because these liabilities will usually be short-term liabilities, discounting will not be required.

### *(c) Recognition of revenue*

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

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*(stated in Cayman Islands dollars)*

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Events and exhibitions income is recognised in the accounting period in which the events and exhibitions are held. Gallery gift shop income is recognised when the Gallery sells a product to a customer, which usually coincides with the date the transaction price is received. Revenue from facility rental is recognised after the facility has been used. The Gallery does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Gallery does not adjust any of the transaction prices for the time value of money.

### **2. Significant accounting policies (continued)**

#### *(d) Government grant*

The Government grant is received for financial support on a quarterly basis and is recorded when the grant becomes receivable.

#### *(e) Donations*

Donations are recorded when they are received, unless specifically intended for a certain fiscal year.

#### *(f) Operating leases*

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, where this is representative of the pattern of benefits to be derived from the leased property.

#### *(g) Interest income*

Interest income is recorded on an accruals basis.

#### *(h) Bequest*

The assets and revenue from the bequest are recognized in the period in which the Gallery has control of the assets. The Gallery measures the proceeds from the bequest at fair value on date of recognition.

#### *(i) Property and equipment*

In accordance with IPSAS 17, *Property, Plant and Equipment*, the Gallery has elected to use the cost model for all classes of property and equipment.

Depreciation on assets is charged on a straight-line basis over the useful life of the asset. Depreciation is charged at rates calculated to allocate the cost of the asset less any estimated residual value over its remaining useful life.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

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(stated in Cayman Islands dollars)

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|                               |          |
|-------------------------------|----------|
| Computer systems and hardware | 3 years  |
| Furniture and fixtures        | 5 years  |
| Office equipment              | 5 years  |
| Workshop equipment            | 5 years  |
| Vehicles                      | 5 years  |
| Building                      | 50 years |

The Gallery capitalizes property and equipment costing CI\$500 or more.

## 2. Significant accounting policies (continued)

When a valuation of the Gallery's building has taken place, the Gallery will review the useful life of the building and amend depreciation accordingly.

### (j) Cash

In accordance with IPSAS 2, *Cash Flow Statements*, cash and cash equivalents comprise cash on hand, cash at bank, deposits on call and highly liquid investments with an original maturity of one year or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash at bank, cash placed on a fixed term deposit and cash on hand.

### (k) Financial instruments

Financial assets and financial liabilities are recognised in the Entity's statement of financial position when the Entity 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

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

December 31, 2023

*(stated in Cayman Islands dollars)*

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outstanding. The Entity 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, trade receivables and payables are recorded at amortised cost using the effective interest method less any impairment.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

*(stated in Cayman Islands dollars)*

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### 2. Significant accounting policies (continued)

#### *(k) Financial instruments (continued)*

##### Derecognition

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Entity 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.

#### *(l) Inventory*

In accordance with IPSAS 12, *Inventories*, inventory is measured at cost upon initial recognition. After initial recognition, inventory is measured at the lower of net realisable value or cost using the specific identification method for their individual costs.

Inventory is recorded net of an allowance for obsolete and slow moving items. Any change in the allowance for obsolescence is reflected in the statement of financial performance in the period of change.

No inventory items were pledged as security during the current or prior financial year.

#### *(m) Foreign exchange*

In accordance with IPSAS 4, *The Effects of Changes in Foreign Exchange Rates*, transactions in foreign currencies are initially accounted for at the ruling rate of exchange on the date of the transaction. Trade creditors or debtors denominated in foreign currency are reported at the statement of financial position reporting date by applying the exchange rate on that date. Exchange differences arising from the settlement of foreign exchange transactions are recognised as income or expenses in the period in which they arise.

The Cayman Islands dollar to U.S. dollar exchange rate adopted by the Gallery is CI\$0.82: US\$1.00.

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

December 31, 2023

*(stated in Cayman Islands dollars)*

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#### 2. Significant accounting policies (continued)

##### *(n) Collections and exhibits*

Consistent with the practice followed by many galleries, collections and exhibits purchased and donated are not included in the statement of financial position. The costs of all objects purchased are recorded as an expense in the statement of financial performance. Objects acquired by gift or donations are not recorded in these financial statements since it is difficult to obtain an objective measurement or valuation. These assets are presented in the Schedule of Collections and Exhibits (Unaudited) in the Supplementary Information. Values are determined by the Gallery Director to be reasonable estimates of fair market value and are the insured values as at December 31, 2023.

##### *(o) Donated services*

A substantial number of unpaid volunteers make significant contributions of their time to develop the Gallery's programs. The Gallery receives a number of donations in kind. The value of this contributed time and donated goods is not reflected in these financial statements since they are not susceptible to objective measurement or valuation.

##### *(p) Repairs and maintenance*

Costs associated with routine repairs and maintenance are expensed as they are incurred.

##### *(q) Budget*

The annual budget is prepared on an accrual basis. As both the 2022 and 2023 budget and financial statements have been prepared on an accrual basis, there are no basis or timing differences that would require reconciliation between the actual comparable amounts.

The budgets for the financial year were presented in the Gallery's Ownership Agreement and were approved by the Parliament. The budget amounts in the Ownership Agreement are summarised. These summaries have been split out in these financial statements to enable comparison on a line by line basis. Explanatory comments are provided in the notes as to any material differences between budget and actual.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

(stated in Cayman Islands dollars)

### 3. Cash and cash equivalents

|                          | December 31,<br>2023 | December 31,<br>2022 |
|--------------------------|----------------------|----------------------|
| <b>Operating Cash</b>    |                      |                      |
| Cash in bank             | 515,638              | 553,112              |
| <b>Restricted Cash</b>   |                      |                      |
| Restricted Term deposits | 2,972,419            | 2,878,043            |
| Cash in bank             | 300,520              | 275,846              |
|                          | 3,272,939            | 3,153,889            |
|                          |                      |                      |
| <b>CIS</b>               | <b>3,788,577</b>     | <b>3,707,001</b>     |

Cash at banks earns interest at floating rates based on daily bank deposit rates and the fixed term deposit earns interest at 4.7%. There are two fixed term deposits accounts, the maturity dates of these fixed term deposits are on the 05 June 2024 and the 16 December 2024. Interest of CI\$52,585 has been accrued for at the year ending 31 December 2023. During the year prior year the fixed term deposit matured on the 05 May 2023, interest income of \$53,310 has been recognised for the year ending 31 December 2023.

The restricted cash and fixed term deposit are held in separate accounts with a local Cayman bank. The restricted funds relate to the bequest received in 2020 as described in Note 13.

### 4. Property and equipment

|                                                | Computer<br>Systems and<br>Hardware | Furniture and<br>Fixtures | Office<br>Equipment | Workshop<br>Equipment | Building   | Vehicles         | Work In<br>Progress | Total            |
|------------------------------------------------|-------------------------------------|---------------------------|---------------------|-----------------------|------------|------------------|---------------------|------------------|
| <b>Cost</b>                                    |                                     |                           |                     |                       |            |                  |                     |                  |
| Balance at January 1, 2023                     | 47,020                              | 223,611                   | 43,629              | 12,883                | 2,964,469  | 25,300           | 94,925              | 3,441,744        |
| Additions                                      | 6,649                               | 93,123                    | -                   | -                     | -          | -                | -                   | 99,772           |
| Disposals                                      | (1,069)                             | (183)                     | (1,213)             | -                     | -          | -                | (84,750)            | (87,215)         |
| Balance at December 31, 2023                   | 52,600                              | 316,551                   | 42,416              | 12,883                | 2,964,469  | 25,300           | 10,175              | 3,424,393        |
| <b>Depreciation</b>                            |                                     |                           |                     |                       |            |                  |                     |                  |
| Balance at January 1, 2023                     | 39,966                              | 184,702                   | 43,629              | 12,711                | 638,823    | 24,035           | -                   | 943,866          |
| Charge for the year                            | 3,469                               | 15,774                    | -                   | 43                    | 59,289     | 1,265            | -                   | 79,840           |
| Disposals                                      | (989)                               | (183)                     | (1,213)             | -                     | -          | -                | -                   | (2,385)          |
| Balance at December 31, 2023                   | 42,446                              | 200,293                   | 42,416              | 12,754                | 698,112    | 25,300           | -                   | 1,021,321        |
| <b>Net book value at<br/>December 31, 2023</b> | <b>CIS</b>                          | <b>10,154</b>             | <b>116,258</b>      | <b>-</b>              | <b>129</b> | <b>2,266,357</b> | <b>-</b>            | <b>2,403,073</b> |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

(stated in Cayman Islands dollars)

### 4. Property and equipment (continued)

|                                                | Computer<br>Systems and<br>Hardware | Furniture and<br>Fixtures | Office<br>Equipment | Workshop<br>Equipment | Building         | Vehicles     | Work In<br>Progress | Total            |
|------------------------------------------------|-------------------------------------|---------------------------|---------------------|-----------------------|------------------|--------------|---------------------|------------------|
| <b>Cost</b>                                    |                                     |                           |                     |                       |                  |              |                     |                  |
| Balance at January 1, 2022                     | 42,340                              | 194,355                   | 43,629              | 12,668                | 2,964,469        | 25,300       | -                   | 3,282,761        |
| Additions                                      | 6,934                               | 33,855                    |                     | 215                   |                  |              | 94,925              | 135,929          |
| Disposals                                      | (2,254)                             | (4,599)                   | -                   | -                     | -                | -            | -                   | (6,853)          |
| Balance at December 31, 2022                   | 47,020                              | 223,611                   | 43,629              | 12,883                | 2,964,469        | 25,300       | 94,925              | 3,411,837        |
| <b>Depreciation</b>                            |                                     |                           |                     |                       |                  |              |                     |                  |
| Balance at January 1, 2022                     | 39,898                              | 176,848                   | 43,561              | 12,668                | 587,585          | 18,975       | -                   | 879,535          |
| Charge for the year                            | 2,322                               | 12,454                    | 68                  | 43                    | 51,238           | 5,060        | -                   | 71,185           |
| Disposals                                      | (2,254)                             | (4,599)                   | -                   | -                     | -                | -            | -                   | (6,853)          |
| Balance at December 31, 2022                   | 39,966                              | 184,702                   | 43,629              | 12,711                | 638,823          | 24,035       | -                   | 943,866          |
| <b>Net book value at<br/>December 31, 2022</b> | <b>CIS 7,053</b>                    | <b>38,909</b>             | <b>-</b>            | <b>172</b>            | <b>2,325,646</b> | <b>1,265</b> | <b>94,925</b>       | <b>2,467,970</b> |

The Gallery has ongoing construction projects relating to signage. These projects are categorized as assets under construction. The asset under construction is stated at cost, which includes direct costs such as materials, labor, and other related expenses incurred in bringing the assets to their present location and condition, as well as indirect costs such as supervision, and administration costs. The Gallery has not recognized any depreciation or amortization on the asset under construction, as these assets are not yet available for use. Once the construction is complete and the assets are ready for use, the Gallery will commence depreciating them in accordance with applicable accounting standards.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

(stated in Cayman Islands dollars)

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### 5. Intangible Assets

|                                            | Computer Software |
|--------------------------------------------|-------------------|
| <b>Cost</b>                                |                   |
| Balance at January 1, 2023                 | 29,907            |
| Additions                                  | -                 |
| Disposals                                  | (463)             |
| Balance at December 31, 2023               | 29,444            |
| <b>Depreciation</b>                        |                   |
| Balance at January 1, 2023                 | 29,524            |
| Charge for the year                        | -                 |
| Disposals                                  | (80)              |
| Balance at December 31, 2023               | 29,444            |
| <b>Net book value at December 31, 2023</b> | <b>CIS -</b>      |

|                                            | Computer Software |
|--------------------------------------------|-------------------|
| <b>Cost</b>                                |                   |
| Balance at January 1, 2022                 | 29,444            |
| Additions                                  | 463               |
| Disposals                                  | -                 |
| Balance at December 31, 2022               | 29,907            |
| <b>Depreciation</b>                        |                   |
| Balance at January 1, 2022                 | 29,444            |
| Charge for the year                        | 80                |
| Disposals                                  | -                 |
| Balance at December 31, 2022               | 29,524            |
| <b>Net book value at December 31, 2022</b> | <b>CIS 384</b>    |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

*(stated in Cayman Islands dollars)*

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### 6. Land held in a private trust

During the year ended December 31, 1998, the use of a parcel of land was donated to a trust for a period of 80 years, for the exclusive use of the Gallery and for a National Art Gallery to be built upon. The property is not to be subdivided or combined with the surrounding land and will at all times be held by the trustees, as separate and apart from the adjacent lots. The land is managed by three trustees. Currently, two trustees are active with a third pending. No changes are expected to the original Trust and therefore the possibility of a change in ownership is not deemed to be a concern. The land is not reflected in these financial statements.

### 7. Government grant

The Gallery receives public and private grants and donations to fund its operating expenses. During the year ended December 31, 2023, the Gallery received grants totalling CI\$750,000 (2022: CI\$750,000) from the Government of the Cayman Islands. At December 31, 2023, CI\$187,500 (2022: CI\$187,500) is included in accounts receivable. The amount was received in full subsequent to year end.

|                                    | <b>2023</b>    | <b>2022</b>    |
|------------------------------------|----------------|----------------|
| Debtors                            | 218,699        | 214,729        |
| Less: Provision for doubtful debts | -              | -              |
|                                    | <u>218,699</u> | <u>214,729</u> |
| <b>Debtor Aging</b>                |                |                |
|                                    | <b>2023</b>    | <b>2022</b>    |
| Current                            | 74,757         | 138,636        |
| 1-30 Days                          | 65,742         | 159            |
| 31-60 Days                         | 77,500         | 6,292          |
| 61-90 Days                         | -              | 62,735         |
| > 90 Days                          | 700            | 6,907          |
| <b>Total</b>                       | <u>218,699</u> | <u>214,729</u> |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

(stated in Cayman Islands dollars)

### 8. Expenses

Expenses comprise the following:

For the year ended December 31, 2023

|                         | Administrative | Facility       | Program        | Exhibitions    | Other         | Depreciation  | Total            |
|-------------------------|----------------|----------------|----------------|----------------|---------------|---------------|------------------|
| Staff costs             | 609,848        | -              | -              | -              | -             | -             | 609,848          |
| Printing and promotion  | 3,712          | -              | -              | -              | -             | -             | 3,712            |
| Professional fees       | 70,036         | -              | -              | -              | -             | -             | 70,036           |
| Office supplies         | 18,406         | -              | -              | -              | 1,997         | -             | 20,403           |
| Information technology  | -              | -              | -              | -              | 22,196        | -             | 22,196           |
| Repairs and maintenance | -              | 58,292         | -              | -              | -             | -             | 58,292           |
| Landscaping             | -              | 24,957         | -              | -              | -             | -             | 24,957           |
| Depreciation            | -              | -              | -              | -              | -             | 79,840        | 79,840           |
| Rent and utilities      | -              | 100,252        | -              | -              | -             | -             | 100,252          |
| Insurance               | -              | 53,203         | -              | -              | -             | -             | 53,203           |
| Art supplies            | -              | -              | 19,540         | -              | -             | -             | 19,540           |
| Collection costs        | -              | -              | -              | 29,435         | -             | -             | 29,435           |
| Bank charges            | 8,674          | -              | -              | -              | -             | -             | 8,674            |
| Security                | -              | 5,514          | -              | -              | -             | -             | 5,514            |
| Gallery Facility/Events | -              | 98,933         | 153,659        | 88,214         | -             | -             | 340,806          |
| <b>CIS</b>              | <b>710,676</b> | <b>341,151</b> | <b>173,199</b> | <b>117,649</b> | <b>24,193</b> | <b>79,840</b> | <b>1,446,708</b> |

For the year ended December 31, 2022

|                         | Administrative | Facility       | Program        | Exhibitions   | Other         | Depreciation  | Total            |
|-------------------------|----------------|----------------|----------------|---------------|---------------|---------------|------------------|
| Staff costs             | 585,266        | -              | -              | -             | -             | -             | 585,266          |
| Printing and promotion  | 1,862          | -              | -              | -             | -             | -             | 1,862            |
| Professional fees       | 59,625         | -              | -              | -             | -             | -             | 59,625           |
| Office supplies         | 18,174         | -              | -              | -             | 2,992         | -             | 21,166           |
| Postage and courier     | 322            | -              | -              | -             | -             | -             | 322              |
| Information technology  | -              | -              | -              | -             | 13,446        | -             | 13,446           |
| Repairs and maintenance | -              | 66,801         | -              | -             | -             | -             | 66,801           |
| Landscaping             | -              | 27,272         | -              | -             | -             | -             | 27,272           |
| Depreciation            | -              | -              | -              | -             | -             | 71,265        | 71,265           |
| Rent and utilities      | -              | 76,847         | -              | -             | -             | -             | 76,847           |
| Insurance               | -              | 48,124         | -              | -             | -             | -             | 48,124           |
| Art supplies            | -              | -              | 227,151        | -             | -             | -             | 227,151          |
| Collection costs        | -              | -              | -              | 66,371        | -             | -             | 66,371           |
| Bank charges            | 9,568          | -              | -              | -             | -             | -             | 9,568            |
| Security                | -              | 7,893          | -              | -             | -             | -             | 7,893            |
| Gallery Facility/Events | -              | 47,217         | -              | -             | -             | -             | 47,217           |
| <b>CIS</b>              | <b>674,817</b> | <b>274,154</b> | <b>227,151</b> | <b>66,371</b> | <b>16,438</b> | <b>71,265</b> | <b>1,330,196</b> |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

*(stated in Cayman Islands dollars)*

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### 9. Employee benefits

The Gallery provides retirement benefits for its employees through the Silver Thatch Pension Plan (the “Plan”). The Gallery operates a defined contribution plan, which is a post-employment benefit plan under which an entity pays fixed contributions into the Plan, and will have no legal or constructive obligation to pay further contributions if the pension fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of retirement benefits are recognized as an expense in the year in which they are incurred based on set contribution rates.

Contributions in the amount of CI\$25,041 (2022: CI\$25,156) were made to the Plan during 2023 and are included in staff costs.

### 10. Financial instruments and associated risks

During the year, the Gallery entered into transactions which gave rise to the following financial assets and liabilities: cash and cash equivalents, accounts receivables and accounts payable and other accruals. This note presents information about the Gallery’s exposure to each of the below risks, policies and processes for measuring and managing risk, and the Gallery’s management of capital.

#### *(a) Market risk*

Market risk is the risk that changes in interest rates and foreign exchange rates will make a financial instrument less valuable or more onerous. The Management Board does not believe the Gallery is exposed to any material market risk.

#### *(b) Credit risk*

Credit risk is the risk that a counterparty to a financial instrument will fail to discharge an obligation or commitment that it has entered into with the Gallery.

The maximum amount of credit exposure is represented by the carrying amounts of cash and cash equivalents and accounts receivable on the statement of financial position. Cash and cash equivalents held by the Gallery are held with two major international financial institutions in the Cayman Islands. The Gallery is subject to credit risk to the extent that one or both of these institutions may be unable to fulfil their obligations to repay amounts owed.

The Gallery’s accounts receivable are neither past due nor impaired and are assessed to be recoverable. 78% (2022: 87%) of the Gallery’s accounts receivable is due from the Government

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

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of the Cayman Islands. The Gallery manages the risk of non-payment of the remaining receivable by monitoring specific customers.

### 10. Financial instruments and associated risks (continued)

#### (c) Liquidity risk

The Management Board does not believe the Gallery is exposed to any material liquidity risk as all financial assets and financial liabilities have remaining contractual maturities of less than one year.

The government grant (see Note 6) equates to 69% (2022: 68%) of the Gallery's annual budget. Private sector and general public donations of funds, goods and services are the Gallery's other sources of revenue. The Management Board manages the Gallery's operations funding risks by undertaking fundraising activities throughout the year. In cases of funding shortfalls, programmes, events and exhibitions are cut back.

### 11. Commitments

During the year ended December 31, 2023, the Gallery received a capital injection of CI\$33,801 (2022: CI\$Nil) from the Cayman Islands Government. The capital injection is to be spent on specific capital assets. As at December 31, 2023, CI\$124,325 (2022: CI\$118,306) of the CI\$268,801 had been spent by way of the purchase of an air handler system in full and generator and fire suppression system partially. These items are included in fixed assets at December 31, 2023. The Gallery has committed to capital projects for generator and fire suppression system in total of CI\$85,675 as of December 31, 2023 utilizing the capital injection.

|                                   | One year or<br>less | One to five<br>years | Over five<br>years | Total              |
|-----------------------------------|---------------------|----------------------|--------------------|--------------------|
| <b>Capital commitments</b>        |                     |                      |                    |                    |
| Audio System Upgrade: Phase I     | 9,203               | -                    | -                  | 9,203              |
| IT Upgrades: Phase I              | 9,388               | -                    | -                  | 9,388              |
| Storm Shutters                    | 15,210              | -                    | -                  | 15,210             |
| Fire Suppression System: Phase II | -                   | 79,550               | -                  | 79,550             |
| <b>Total capital Commitments</b>  | <b>33,801</b>       | <b>79,550</b>        | <b>-</b>           | <b>113,351</b>     |
| <br><b>Total commitments</b>      | <br><b>33,801</b>   | <br><b>79,550</b>    | <br><b>-</b>       | <br><b>113,351</b> |

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

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*(stated in Cayman Islands dollars)*

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During the year ended December 31, 2023, the Gallery had no significant financial commitments to any third party.

#### 12. Accounts payable and other accruals

|                  | 2023           | 2022           |
|------------------|----------------|----------------|
| Accounts payable | 88,456         | 78,626         |
| Accruals         | 8,823          | 32,918         |
| Deposits         | 1,000          | 3,575          |
| Credit Card      | 3,627          | 4,117          |
|                  | <u>101,906</u> | <u>119,236</u> |

#### 13. Related parties

The Government of the Cayman Islands, the trustees appointed by the Governor in Cabinet and the members of the Management Board are considered related parties. Also, certain expenses are borne by staff or volunteers and are reimbursed by the Gallery. Transactions and balances with the Government are disclosed in Note 6.

Key management of the Gallery consisted of two employees during 2023, the Gallery Director and the Head of Public Engagement (2022: two employees). The total remuneration incurred by the Gallery on behalf of these employees in 2023 was CI\$136,042 (2022: CI\$204,185) comprising salary, healthcare benefits and pension contributions. The Director of the Gallery was given a part time secondment to CNCF from January to December 2023. The total reimbursement to the Gallery for this arrangement was \$98,853 (2022: \$61,153) for the year ended December 31, 2023.

In 2023, the Management Board members and organizations connected to those members made donations recorded within Donations and Events and exhibitions income in the amount of CI\$107,676 (2022: CI\$122,940), of which CI\$33,930 (2022: CI\$52,432) was deferred as of December 31, 2023.

In 2023, the Gallery rented storage space from an affiliate of a Management Board member. The total expense from these storage units was CI\$21,085 (2022: CI\$22,530).

The Gallery purchased supplies worth CI\$515 (2022: CI\$2,662) from Cayman Medical Supplies (CMS). CMS is owned by the spouse of a Gallery employee.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

December 31, 2023

*(stated in Cayman Islands dollars)*

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### 14. Contingent liabilities

As of December 31, 2023 and 2022, the Gallery has no quantifiable or non-quantifiable contingent liabilities.

#### Liability to the Cayman Islands Government – Compliance with the Public Authorities Act, (2020 Revision)

The Gallery is required to comply with the Public Authorities Act, (2020 Revision), (the “PAA”). 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 Office. The capital charge is set by the Minister of

### 14. Contingent liabilities (continued)

Finance and Economic Development (“the Ministry”) after consultation with the 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%. Going forward, the Gallery may be required to pay a capital charge in accordance with the PAA for future equity investments by the Government.

Under Section 39(2) of the PAA, any surplus cash exceeding ninety days reserve should be paid to the Cayman Islands Government, unless directed otherwise by Cabinet, after consultation with the Board. The Cabinet has granted the exemption to public authorities from paying over surplus cash reserves as at 31 December 2023.

Under Section 39(3) of the Public Authorities Act (2020 Revision), the Gallery is not required to pay dividends in accordance with the formula established by the Ministry as the Gallery has been granted an exemption effective 1 January 2019 which applies to dividends payable in respect of each fiscal year thereafter.

### 15. Fund balance

Management controls the capital of the Gallery to ensure that adequate cash flows are generated to fund its programs. The Management Board and Director ensure that overall risk management strategy is in line with this objective. There have been no changes to the strategy adopted by management to control capital of the Gallery since the previous year.

In 2020, the Gallery and the Cayman National Cultural Foundation (CNCF) became the recipients of a bequest from the estate of a former Gallery/CNCF patron and land donor. In accordance with the donor’s will, the executors were directed to distribute 25% of the donor’s estate equally to the Gallery and CNCF. In reaching an agreement with the executors that the Gallery would receive an absolute gift of 12.5% of the net realised value of the donor’s estate instead of the opportunity to benefit from a trust established for the Gallery and the CNCF to run for fifty years, a restriction was agreed on the use of the funds by the Gallery. The restriction requires the Gallery to use the bequest from the donor’s estate for capital and special projects to memorialise the bequest donor. The use of the proceeds is restrictive and not for operations of the Gallery.

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

December 31, 2023

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On May 19, 2020, the Management Board of the Gallery approved the restriction on the use of the proceeds from the bequest and that separate accounts be prepared.

As at December 31, 2023, the proceeds from the donor were invested in a fixed term deposit and in a restricted cash account (see Note 3) and included in the Statement of Changes in Fund Balance as "Restricted Fund".

In accordance with the bequest, the Gallery is entitled to a small percentage of funds related to the sale of a French Property, which has taken place subsequent to the receipt of the original bequest funds. The Gallery has not yet received any funds in relation to this sale, the value and timing of which is uncertain. As a result, no amounts have been recognised in these financial statements.

#### 16. Operating lease

The Gallery has an operating lease for storage containers. Minimum lease payments recognised as an expense during the year ended December 31, 2023 amount to CI\$21,085 (2022: CI\$22,530). The original leased storage units contract ended on December 31, 2018, and thereafter renews automatically at the end of each month. The Gallery continues to occupy the units for a period of one month until it is terminated by either party on one month's prior written notice.

#### 17. Capital Injection

The Gallery received a capital injection of CI\$33,801 (2022: CI\$Nil) during the year ended December 31, 2023. The capital injection is to be spent on specific capital assets.

As at December 31, 2023, CI\$124,325 (2022: CI\$118,306) of the CI\$268,801 had been spent by way on three capital items. These items are included in fixed assets at December 31, 2023.

The Gallery has committed to capital projects for generator and fire suppression system in total of CI\$85,675 as of December 31, 2023 utilizing the capital injection.

#### 18. Budget vs Actual comparison for the year

A comparison of the statement of cash flows for the 2023 actual and budget figures using the direct method is below:

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Notes to Financial Statements

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(stated in Cayman Islands dollars)

| Actual<br>2022                              |                                                  | Actual<br>2023   | Budget<br>2023   | Budget Vs.<br>Actual<br>Variance | Variance<br>Note |
|---------------------------------------------|--------------------------------------------------|------------------|------------------|----------------------------------|------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b> |                                                  |                  |                  |                                  |                  |
|                                             | <i>Receipts</i>                                  |                  |                  |                                  |                  |
| 750,000                                     | Sale of goods and services to Cabinet            | 750,000          | 750,000          | -                                |                  |
| 676,731                                     | Sale of goods and services to third party        | 653,755          | 268,900          | 384,855                          | 18.q             |
| 59,405                                      | Donations                                        | 86,804           | 61,484           | 25,320                           | 18.i             |
|                                             | <i>Payments</i>                                  |                  |                  |                                  |                  |
| (565,533)                                   | Personnel costs                                  | (609,848)        | (612,593)        | 2,745                            |                  |
| (579,421)                                   | Supplies and consumables to third party          | (818,377)        | (505,506)        | (312,871)                        | 18.r             |
| <b>341,182</b>                              | <b>Net cash flows from operating activities</b>  | <b>62,334</b>    | <b>(37,715)</b>  | <b>100,049</b>                   |                  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b> |                                                  |                  |                  |                                  |                  |
| (136,393)                                   | Purchase of property and equipment               | (14,559)         | (70,000)         | 55,441                           | 18.s             |
| <b>(136,393)</b>                            | <b>Net cash flows from investing activities</b>  | <b>(14,559)</b>  | <b>(70,000)</b>  | <b>55,441</b>                    |                  |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b> |                                                  |                  |                  |                                  |                  |
| -                                           | Equity injection                                 | 33,801           | -                | 33,801                           | 18.p             |
| <b>-</b>                                    | <b>Net cash flows from financing activities</b>  | <b>33,801</b>    | <b>-</b>         | <b>33,801</b>                    |                  |
| <b>204,789</b>                              | <b>Net increase in cash and cash equivalents</b> | <b>81,576</b>    | <b>(107,715)</b> | <b>189,291</b>                   |                  |
| 3,502,212                                   | Cash and cash equivalents at beginning of year   | 3,707,001        | 3,329,193        | 377,808                          |                  |
| <b>3,707,001</b>                            | <b>Cash and cash equivalents at end of year</b>  | <b>3,788,577</b> | <b>3,221,478</b> | <b>567,099</b>                   |                  |

### 18. Budget vs Actual comparison for the year (continued)

The Gallery's policy is to explain all material variances between budgeted and actual comparable performance. The Gallery's policy defines material variances as those variances that are over CI\$20,000.

- See Cash Flow Variance explanations below referenced above in cashflow extract using the direct method.
- Accounts receivable is in line with budget at the year end.
- The Gallery has two fixed term deposit accounts at the year end with an interest rate of 4.7%. Income was accrued for this at 31 December 2023 however was not included in the 2023 budget. The gallery has included Interest income line in their 2024 budget.
- Insurance prepayment for the year was CI\$10K compared to budget of CI\$36K. This is due to insurance now being paid in instalments rather than an upfront payment. Other miscellaneous prepayments were also budgeted for that did not occur during the year.
- The Gallery intended to spend on capital during the year based on receipt of a Government Grant of \$150K. The Government Grant was not granted. Therefore, property and equipment were under budget by circa \$150K.
- Due to December events that happened during the year, that were not budgeted for accounts payables are higher than budgeted for, therefore cash is also higher in respect of this increase.
- The accumulated surplus is higher than budgeted for due to the net profit for the year being higher than budgeted for and the reclassification of equity injections of the government to contributed capital.

## NATIONAL GALLERY OF THE CAYMAN ISLANDS

### Notes to Financial Statements

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*(stated in Cayman Islands dollars)*

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- h) The Gallery decided to separate out government capital contributed out from restricted funds in the prior year. As this disclosure was only put to affect this year during the 2023 audit this was not budgeted for and hence included in restricted funds.
- i) Donations are often unique in nature and not repetitive from year to year.
- j) Revenue for events and exhibitions is higher due to the 2023 Gala that took place was not budgeted for, this resulted into additional revenue of \$276K. Exhibitions were also more successful than anticipated and were over budget by \$41K, this was due to the fact the Bi-Annual took place and as a result exhibition expenses were also over budgeted explained in point m.
- k) Facility rentals were much more popular in 2023 due to more staff time going into advertising this income stream.
- l) Facility expenses was higher than budget as an increase in facility rentals during the year meaning more costs associated with these events were not budgeted.
- m) Program expenses were much higher than budget due to additional events that during the year which were not expected to happen, these additional events came with extra costs therefore expenses were over budget.
- n) Exhibition expenses are flexible and depend on the type and number of exhibitions held in the year. Exhibition expenses were over budget due to increase number exhibitions held during the year. Exhibition expenses will increase as revenue increases as sponsorship gained for exhibitions will contribute to the budget allowable for each exhibition.

#### **18. Budget vs Actual comparison for the year (continued)**

- o) The net surplus for the year is \$280K higher than budgeted due to the over performance of events that happened during the year. (see 18.j). This counts for approximately \$317K of the outperformance of budget. For more detailed explanation on the variance on different line items against budget, see 18h to 18l.
- p) The Gallery did not budget for an additional capital injection of \$33k, this was not certain at the time of creating the budget and therefore was not included.
- q) The sale of goods and services to third parties were over budget due events like the Tea Party and The Annual Gala performed much better than expected.
- r) Supplies and consumables to third party are higher than budgeted due to additional events that were not budgeted for occurred during the year.
- s) The cash for the budgeted capital spending in 2023 was lower than budgeted for because the amount spent on ongoing projects and new capital projects was lower than anticipated by year end.

#### **19. Events occurring after reporting date**

## **NATIONAL GALLERY OF THE CAYMAN ISLANDS**

### Notes to Financial Statements

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*(stated in Cayman Islands dollars)*

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There are no significant subsequent events to the reporting date that would require adjustment or disclosure in these financial statements as at April 28, 2024, which is the date at while the financial statements were approved for issuance.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2023

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited)

The Gallery has the following works of art in their permanent collections which are not reflected in the statement of financial position:

| Reference       | Type       | Name                                  | 2023       | 2022   |
|-----------------|------------|---------------------------------------|------------|--------|
| 1001            | Painting   | Ching Ching                           | 800        | 800    |
| 1002            | Painting   | Picking Breadfruit                    | 800        | 800    |
| 1003            | Painting   | Two Worlds (At Least)                 | 400        | 400    |
| 1004            | Painting   | Madman's Wife                         | 400        | 400    |
| 1005            | Painting   | Carnival Dancers                      | 450        | 450    |
| 1006            | Painting   | Yarmouth Mill                         | 1,500      | 1,500  |
| 1007            | Painting   | Poinciana Trees at Government House   | 3,500      | 3,500  |
| 1008            | Painting   | Elijah and the Mantle                 | 5,000      | 5,000  |
| 1009            | Painting   | Balaam and the Ass                    | 5,000      | 5,000  |
| 1010            | Print      | The World Praying for Peace           | 1,200      | 1,200  |
| 1011            | Painting   | Iguana                                | 6,000      | 6,000  |
| 1012            | Painting   | Mangroves                             | 5,000      | 5,000  |
| 1013            | Lithograph | Silenciosa                            | 500        | 500    |
| 1014            | Lithograph | Obediente                             | 500        | 500    |
| 1015            | Lithograph | Pasiva                                | 500        | 500    |
| 1016            | Painting   | Untitled                              | 4,000      | 4,000  |
| 1017            | Painting   | The Reef Paintings – Study #4         | 3,000      | 3,000  |
| 1018            | Print      | Fathoms #14                           | 1,000      | 1,000  |
| 1020            | Print      | Untitled (Artist's Proof)             | 1,000      | 1,000  |
| 1021            | Painting   | Sheep and Chickens in Stable Interior | 10,000     | 10,000 |
| 1022            | Painting   | The Path                              | 3,500      | 3,500  |
| 1024            | Painting   | Pedro's Bluff                         | 1,200      | 1,200  |
| 1025            | Print      | Salvador Dali Print                   | 150        | 150    |
| 1027            | Painting   | Flower Tree (Poinciana Tree)          | 1,250      | 1,250  |
| 1028            | Print      | Asta Su Abuelo                        | 2,000      | 2,000  |
| 1029            | Print      | Village of Stowe, Vermont             | 1,000      | 1,000  |
| 1030            | Painting   | Among Friends #2                      | 6,000      | 6,000  |
| 1031            | Drawing    | Tattooed Dancer                       | 2,000      | 2,000  |
| 1033 (A)        | Sculpture  | Untitled sculpture                    | 300        | 300    |
| 1033 (C)        | Sculpture  | Untitled sculpture                    | 300        | 300    |
| 1036            | Drawing    | Couple                                | 1,500      | 1,500  |
| 1037            | Drawing    | Egg                                   | 500        | 500    |
| 1038            | Drawing    | Homenaje a Maillol                    | 1,500      | 1,500  |
| Carried forward |            |                                       | CIS 71,750 | 71,750 |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2023

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type       | Name                       | 2023        | 2022    |
|-----------------|------------|----------------------------|-------------|---------|
| Brought forward |            |                            | 71,750      | 71,750  |
| 1039            | Print      | Untitled I                 | 50          | 50      |
| 1040            | Print      | Untitled II                | 50          | 50      |
| 1041            | Print      | Gold on Black              | 50          | 50      |
| 1042            | Print      | Untitled III               | 50          | 50      |
| 1043            | Print      | Untitled                   | 125         | 125     |
| 1044            | Print      | Untitled IV                | 50          | 50      |
| 1045            | Print      | Untitled                   | 175         | 175     |
| 1046            | Print      | Untitled                   | 200         | 200     |
| 1047            | Print      | Mi Casa                    | 200         | 200     |
| 1049            | Sculpture  | Untitled                   | 300         | 300     |
| 1050            | Print      | Suppression of Expressions | 800         | 800     |
| 1051            | Print      | Catboats                   | 800         | 800     |
| 1052            | Print      | Time is at Hand            | 800         | 800     |
| 1053            | Lithograph | Home Sweet Home            | 800         | 800     |
| 1055            | Poster     | Ignorance = Fear           | 400         | 400     |
| 1056            | Print      | Leonardo da Vinci Codex    | 10,000      | 10,000  |
| 1057            | Painting   | Kings II                   | 10,000      | 10,000  |
| 1058            | Painting   | Meneage Street             | 3,500       | 3,500   |
| 1059            | Painting   | Ghosts of War              | 1,500       | 1,500   |
| 1060            | Sculpture  | That Morning               | 2,000       | 2,000   |
| 1061            | Painting   | Sweet Lady                 | 2,000       | 2,000   |
| 1062            | Painting   | Lady With A Tray           | 300         | 300     |
| 1063            | Painting   | Three Palms                | 300         | 300     |
| 1064            | Painting   | Peaceful Palms             | 995         | 995     |
| 1065            | Painting   | Silver Thatch Palm         | 750         | 750     |
| 1066            | Painting   | Boggy Sand Road            | 1,500       | 1,500   |
| 1067            | Painting   | A Quiet Beach With Boats   | 1,000       | 1,000   |
| 1068            | Painting   | George Town Harbour        | 1,000       | 1,000   |
| 1069            | Painting   | Untitled II                | 250         | 250     |
| 1070            | Painting   | Pines on the Beach         | 1,000       | 1,000   |
| 1071/1072       | Painting   | Red Mangroves I & II       | 2,500       | 2,500   |
| 1073            | Painting   | Dorothy Bush's Home        | 1,500       | 1,500   |
| 1074            | Painting   | Fishermen                  | 1,200       | 1,200   |
| Carried forward |            |                            | CIS 117,895 | 117,895 |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2023

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type      | Name                                   | 2023        | 2022    |
|-----------------|-----------|----------------------------------------|-------------|---------|
| Brought forward |           |                                        | 117,895     | 117,895 |
| 1075            | Painting  | Structures                             | 1,200       | 1,200   |
| 1076            | Painting  | Untitled I                             | 1,000       | 1,000   |
| 1077            | Print     | Untitled                               | 800         | 800     |
| 1078            | Painting  | Rain Gauge                             | 3,500       | 3,500   |
| 1079            | Sculpture | Starry Starry Night                    | 3,000       | 3,000   |
| 1080            | Painting  | The Women Have Become The Truth        | 3,500       | 3,500   |
| 1081            | Quilt     | Love Quilt                             | 2,000       | 2,000   |
| 1082(A)         | Painting  | Les Danseurs d'Ailleurs                | 1,000       | 1,000   |
| 1082(B)         | Painting  | Blue Bossa 1                           | 800         | 800     |
| 1082(C)         | Painting  | Blue Bossa 2                           | 800         | 800     |
| 1083            | Sculpture | Figure of a Woman #2                   | 5,000       | 5,000   |
| 1084            | Painting  | Caymanian House                        | 1,500       | 1,500   |
| 1085            | Painting  | Art At Governors                       | 1,000       | 1,000   |
| 1086            | Painting  | Kings of Satwa                         | 3,500       | 3,500   |
| 1087            | Painting  | Warriors of Time                       | 3,500       | 3,500   |
| 1088            | Painting  | Casting Nets                           | 3,500       | 3,500   |
| 1089            | Painting  | 3 A Lick, No Taws                      | 8,000       | 8,000   |
| 1090            | Painting  | Harold's Picky Head Boy                | 3,000       | 3,000   |
| 1091            | Sculpture | 80 Degrees West, Old Isaac's           | 6,000       | 6,000   |
| 1092            | Sculpture | The Antilles current                   | 3,500       | 3,500   |
| 1093            | Sculpture | Death of the Ajax                      | 5,000       | 5,000   |
| 1094            | Drawings  | Folio of Academic Art drawings         | 250         | 250     |
| 1095            | Painting  | He Is Risen                            | 5,000       | 5,000   |
| 1096            | Painting  | Mitch Miller and His Thing             | 6,000       | 6,000   |
| 1097            | Drawing   | Portrait of Susanna Catherine Connolly | 4,000       | 4,000   |
| 1098            | Print     | Time is At Hand                        | 500         | 500     |
| 1099            | Painting  | One of a Kind                          | 3,500       | 3,500   |
| 1100            | Video     | 21st Century Cayman Documentary        | 800         | 800     |
| 1101            | Painting  | Girls at the Vanity Table              | 6,500       | 6,500   |
| 1102            | Painting  | The MS Miss Sheila                     | 5,000       | 5,000   |
| 1103            | Painting  | Miss Lassie's House                    | 2,000       | 2,000   |
| 1104            | Painting  | Mangrove III                           | 7,000       | 7,000   |
| 1105            | Painting  | Close to the Bark                      | 3,500       | 3,500   |
| Carried forward |           |                                        | CIS 223,045 | 223,045 |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2023

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type        | Name                                  | 2023 <sup>1</sup> | 2022 <sup>1</sup> |
|-----------------|-------------|---------------------------------------|-------------------|-------------------|
| Brought forward |             |                                       | 223,045           | 223,045           |
| 1106            | Thatch      | Basket of Flowers                     | 200               | 200               |
| 1107            | Thatch      | Vases                                 | 200               | 200               |
| 1108            | Painting    | Ovid's Conch III                      | 5,000             | 5,000             |
| 1109            | Craft       | Noah's Ark                            | 200               | 200               |
| 1110            | Still Life  | Ceci N'est Pas Un Investissement      | 5,000             | 5,000             |
| 1111            | Wood        | Thatch Rope Frame                     | 1,000             | 1,000             |
| 1113            | Painting    | East of Palmetto Point                | 1,200             | 1,200             |
| 1114            | Photographs | Folio of photographs                  | 500               | 500               |
| 1115            | Painting    | Safe Harbour                          | 3,000             | 3,000             |
| 1116            | Drawing     | Tortuga and Three Angels              | 3,000             | 3,000             |
| 1117            | Sculpture   | Sailboat                              | 25,000            | 25,000            |
| 1118            | Graphic art | The National Gallery                  | 6,500             | 6,500             |
| 1119            | Painting    | Coral Reef by Night                   | 8,000             | 8,000             |
| 1120            | Painting    | Woven Sea Fan                         | 700               | 700               |
| 1121            | Sculpture   | Adjacent                              | 30,000            | 30,000            |
| 1122            | Painting    | Almond Tree                           | 650               | 650               |
| 1123            | Painting    | Artist's Garden Under Breadfruit Tree | 1,000             | 1,000             |
| 1124            | Painting    | Blue Wave, South Sound                | 1,200             | 1,200             |
| 1125            | Painting    | West Bay Home, Grand Cayman ISE       | 1,000             | 1,000             |
| 1126            | Painting    | Cottage with Yellow Door              | 1,200             | 1,200             |
| 1127            | Print       | Cyclist                               | 50                | 50                |
| 1128            | Painting    | Driftwood                             | 1,500             | 1,500             |
| 1129            | Painting    | Fisherman                             | 800               | 800               |
| 1130            | Painting    | French Harbour with Boats             | 850               | 850               |
| 1131            | Painting    | Harbour Drive                         | 12,000            | 12,000            |
| 1132            | Sculpture   | Invisible Man                         | LOAN              | LOAN              |
| 1133            | Sculpture   | Kiss                                  | LOAN              | LOAN              |
| 1134            | Painting    | Light & Shade Caymanian House         | 1,200             | 1,200             |
| 1135            | Painting    | Light & Shade Private House           | 1,200             | 1,200             |
| 1136            | Painting    | Mangroves                             | 1,200             | 1,200             |
| 1137            | Sculpture   | Orchid                                | LOAN              | LOAN              |
| 1138            | Painting    | Paradise Found Paradise Lost          | 5,000             | 5,000             |
| 1139            | Painting    | Pending Storm                         | 1,200             | 1,200             |
| Carried forward |             |                                       | CIS 342,595       | 342,595           |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

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*(stated in Cayman Islands dollars)*

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<sup>1</sup> “LOAN” indicates the item is on loan and is not a property of the Gallery and is entered in the database for tracking purposes only. Furthermore, the item is insured by the owner, and not by the Gallery.

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2023

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type       | Name                              | 2023 <sup>1</sup> | 2022 <sup>1</sup> |
|-----------------|------------|-----------------------------------|-------------------|-------------------|
| Brought forward |            |                                   | 342,595           | 342,595           |
| 1140            | Sculpture  | Petals                            | LOAN              | LOAN              |
| 1141            | Painting   | Pink Cottage                      | 1,200             | 1,200             |
| 1142            | Photograph | Plastic in Paradise (Perfect Ten) | 3,000             | 3,000             |
| 1143            | Painting   | Riding High                       | 3,000             | 3,000             |
| 1144            | Painting   | Robert Frost                      | 1,000             | 1,000             |
| 1145            | Sculpture  | Rose                              | LOAN              | LOAN              |
| 1146            | Painting   | Seagrape                          | 2,500             | 2,500             |
| 1147            | Sculpture  | See No Evil                       | LOAN              | LOAN              |
| 1148            | Sculpture  | Spirit Within                     | LOAN              | LOAN              |
| 1149            | Painting   | Spirits in the Rain               | 3,500             | 3,500             |
| 1150            | Painting   | Still Life with Coconut           | 500               | 500               |
| 1151            | Sculpture  | Stones We Throw At Women          | LOAN              | LOAN              |
| 1152            | Sculpture  | Stones We Throw At Women II       | LOAN              | LOAN              |
| 1153            | Painting   | Beach Walk With Dogs              | 1,200             | 1,200             |
| 1154            | Painting   | Mooring in the Sound              | 600               | 600               |
| 1155            | Painting   | Morgan's Harbour                  | 1,200             | 1,200             |
| 1156            | Painting   | Untitled (Dock with Mangroves)    | 1,500             | 1,500             |
| 1157            | Painting   | Mending nets                      | 1,200             | 1,200             |
| 1158            | Painting   | Sail boats in the Sound           | 1,000             | 1,000             |
| 1159            | Painting   | Cottage on the Beach              | 1,200             | 1,200             |
| 1160            | Painting   | South Sound                       | 10,000            | 10,000            |
| 1161            | Painting   | Untitled Street Scene             | 1,200             | 1,200             |
| 1162            | Sculpture  | Shopping Day                      | 300               | 300               |
| 1163            | Painting   | Women Picking Fruit               | 1,000             | 1,000             |
| 1164            | Painting   | Liquid Gold                       | 2,900             | 2,900             |
| 1165            | Ceramic    | Calabaza                          | 360               | 360               |
| 1166            | Ceramic    | Bones of Arecaceae                | 600               | 600               |
| 1167            | Ceramic    | Arias in Mango Trees              | 600               | 600               |
| 1168            | Ceramic    | Waves                             | 700               | 700               |
| 1169            | Painting   | The Sailboat                      | -                 | -                 |
| 1170            | Ceramic    | Untitled                          | 500               | 500               |
| 1171            | Painting   | When I'm Gone                     | 2,000             | 2,000             |
| 1172            | Painting   | 360 Cayman Panorama               | 4,000             | 4,000             |
| Carried forward |            |                                   | CIS 389,355       | 389,355           |

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# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2023

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type              | Name                                | 2023 <sup>1</sup> | 2022 <sup>1</sup> |
|-----------------|-------------------|-------------------------------------|-------------------|-------------------|
| Brought forward |                   |                                     | 389,355           | 389,355           |
| 1173            | Painting/collage  | South Sound I                       | 2,000             | 2,000             |
| 1174            | Painted panel     | Kitchen Window (Interior) I         | 5,000             | 5,000             |
| 1175            | Painted panel     | Kitchen Window (Interior) II        | 5,000             | 5,000             |
| 1176            | Painted panel     | Kitchen Window (Interior) III       | 5,000             | 5,000             |
| 1177            | Painted panel     | Kitchen Window (Interior) IV        | 5,000             | 5,000             |
| 1178            | Photo series      | Luminescent Forms                   | 1,750             | 1,750             |
| 1179            | Painting          | Untitled (Red and Yellow)           | 1,200             | 1,200             |
| 1180            | Painting          | Fashion Shop                        | 3,000             | 3,000             |
| 1182            | Painting          | Belief                              | 10,000            | 10,000            |
| 1183            | Painting          | Yellow House (Manse Rd, BT)         | 6,000             | 6,000             |
| 1184            | Painting          | Untitled I                          | 1,000             | 1,000             |
| 1185            | Painting          | Untitled II                         | 1,000             | 1,000             |
| 1186            | Painting          | Looking Glass                       | 800               | 800               |
| 1187            | Sculpture         | White Plaits, Blue Braids           | 2,500             | 2,500             |
| 1188            | Sculpture         | Five Hundren' Years in These Shoes? | 2,000             | 2,000             |
| 1189            | Sculpture         | Generations                         | 750               | 750               |
| 1190            | Multi Media       | The Cayman History Show             | 2,000             | 2,000             |
| 1191            | Photography       | If Anyone Knows Why                 | 2,000             | 2,000             |
| 1192            | Painting          | Over the Bridge                     | 800               | 800               |
| 1193            | Painted Maisonite | Clothing Line                       | 3,000             | 3,000             |
| 1194            | Painted Maisonite | Untitled                            | 3,000             | 3,000             |
| 1195            | Painting          | Like Minds                          | 1,200             | 1,200             |
| 1196            | Ceramics          | Frigatebirds                        | 1,500             | 1,500             |
| 1197            | Painting          | "2 Sailboats"                       | 150               | 150               |
| 1198            | Painting          | "2 Turtles & a Boat"                | 150               | 150               |
| 1199            | Sculpture         | 21st Century Gigs                   | LOAN              | LOAN              |
| 1200            | Painting          | "3 Turtles & A Boat on the Sand"    | 150               | 150               |
| 1201            | Painting          | "5 Turtles & Sailboats"             | 150               | 150               |
| 1202            | Painting          | "7 Sailboats"                       | 150               | 150               |
| 1203            | Painting          | "7 Turtles in the Sand"             | 150               | 150               |
| 1204            | Sculpture         | Carved Gourd                        | 100               | 100               |
| 1205            | Print             | "Cayman Islands"                    | 50                | 50                |
| 1206            | Print             | "Caymanian Cottage"                 | 50                | 50                |
| Carried forward |                   |                                     | CIS 455,955       | 455,955           |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2023

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type              | Name                                               | 2023 <sup>1</sup> | 2022 <sup>1</sup> |
|-----------------|-------------------|----------------------------------------------------|-------------------|-------------------|
| Brought forward |                   |                                                    | 455,955           | 455,955           |
| 1208            | Sculpture         | "Fish Skeleton"                                    | 10,000            | 10,000            |
| 1209            | Painting          | Grand Cayman Still life                            | LOAN              | LOAN              |
| 1210            | Print             | "Head O'Bay, Cayman Islands"                       | 50                | 50                |
| 1211            | Print             | "Home Sweet Home"                                  | 50                | 50                |
| 1212            | Painting          | "Mangrove Swamp"                                   | 1,200             | 1,200             |
| 1213            | Print             | "Men Playing Dominoes"                             | 50                | 50                |
| 1214            | Sculpture         | Non Verbal Form Study:<br>Chameleon and Alabaster  | LOAN              | LOAN              |
| 1215            | Sculpture         | Non Verbal Form Study:<br>Champagne and Chartreuse | LOAN              | LOAN              |
| 1216            | Digital Print     | Now & Then Series                                  | 10,000            | 10,000            |
| 1217            | Painting          | Shark & Turtle                                     | 150               | 150               |
| 1218            | Painting          | Ship Comes In                                      | 1,500             | 1,500             |
| 1219            | Painting          | South Sound                                        | LOAN              | LOAN              |
| 1220            | Painting          | South Sound I                                      | LOAN              | LOAN              |
| 1221            | Painting          | Still Life of the Artist's Studio                  | LOAN              | LOAN              |
| 1222            | Painting          | Storm over North Sound                             | 50                | 50                |
| 1223            | Painting          | Thatch Fish Hand Basket                            | 100               | 100               |
| 1224            | Painting          | Turtle Pen                                         | 150               | 150               |
| 1225            | Painting          | Turtles in Pen and on Dock                         | 150               | 150               |
| 1226            | Painting          | Turtling Boat                                      | 150               | 150               |
| 1227            | Painting          | Two Turtles                                        | 150               | 150               |
| 1228            | Print             | Unknown - Musicians and Dancers                    | 50                | 50                |
| 1229            | Painting          | Yo Ho                                              | LOAN              | LOAN              |
| 1230            | Mixed Media       | Back to Home                                       | 3,200             | 3,200             |
| 1231            | Mixed Media       | Master Fisher                                      | 5,200             | 5,200             |
| 1232            | Painting          | Mind Giants                                        | 8,000             | 8,000             |
| 1233            | Painting          | Birch Tree Hill                                    | 8,000             | 8,000             |
| 1233            | Drawing           | Stikin Yo Neck Out                                 | -                 | -                 |
| 1234            | Painting          | The Harbour                                        | 5,000             | 5,000             |
| 1234            | Mixed Media Fibre | Untitled                                           | 3,000             | 3,000             |
| Carried forward |                   |                                                    | CIS 512,155       | 512,155           |

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# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2023

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type               | Name                                       | 2023        | 2022 <sup>1</sup> |
|-----------------|--------------------|--------------------------------------------|-------------|-------------------|
| Brought forward |                    |                                            | 512,155     | 512,155           |
| 1235            | Sculpture          | Ode' to George                             | 2,500       | 2,500             |
| 1236            | Sculpture          | Jack in the Box                            | 1,500       | 1,500             |
| 1237            | Photography        | Joni Mitchell Never Lies                   | 4,000       | 4,000             |
| 1238            | Photography        | Osiris                                     | 4,000       | 4,000             |
| 1239            | Sculpture          | Mother and Child II                        | 2,000       | 2,000             |
| 1240            | Painting           | Remnants of the Artist                     | 20,000      | 20,000            |
| 1241            | Sculpture          | Turtle Meat                                | 22,000      | 22,000            |
| 1242            | Sculpture          | Mother and Child                           | 900         | 900               |
| 1243            | Sculpture          | Walking on Water                           | 700         | 700               |
| 1246            | Painting           | Sail Boat and Fisherman                    | 1,400       | 1,400             |
| 1247            | Painting           | Fishing Scene with Cargo Ship              | 1,400       | 1,400             |
| 1248            | Painting           | Fishermen with Fishing Nets in Hogstye Bay | 1,400       | 1,400             |
| 1249            | Painting           | Port Scene with Container Ship             | 1,400       | 1,400             |
| 1250            | Painting           | Untitled Part 1                            | 3,000       | 3,000             |
| 1251            | Painting           | Untitled Part 2                            | 3,000       | 3,000             |
| 1252            | Painting           | Three Palms                                | 1,000       | 1,000             |
| 1253            | Painting           | Two Boats                                  | 1,000       | 1,000             |
| 1254            | Painting           | Cottages on the Beach                      | 1,000       | 1,000             |
| 1255            | Painting           | Cottages with Clothe Line                  | 1,000       | 1,000             |
| 1256            | Painting           | Cottages along the Road                    | 1,000       | 1,000             |
| 1257            | Painting           | Off-spring                                 | 3,000       | 3,000             |
| 1258            | Painting           | Migrate                                    | 50,000      | 50,000            |
| 1259            | Painting           | The Swan                                   | 4,000       | 4,000             |
| 1260            | Painting           | Moko Jumbies                               | 7,500       | 7,500             |
| 1261            | Painting           | The Universe via Schooner                  | 9,000       | 9,000             |
| 1262            | Mixed Media Fibres | Cayman Fibre View                          | 3,500       | 3,500             |
| 1262            | Painting           | Reflecting                                 | 3,500       | 3,500             |
| 1263            | Ceramics           | Untitled                                   | 100         | 100               |
| 1264            | Fibre              | Untitled                                   | 150         | 150               |
| 1265            | Fibre Untitled     | Untitled                                   | 100         | 100               |
| 1266            | Mixed Media Fibres | Untitled (crochet baskets)                 | 600         | 600               |
| 1267            | Vessel             | Bowl with Thatch                           | 300         | 300               |
| 1268            | Ceramics           | Bowl with Thatch                           | 300         | 300               |
| Carried forward |                    |                                            | CIS 668,405 | 668,405           |

### Schedule of Collections and Exhibits (Unaudited) (continued)

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

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(stated in Cayman Islands dollars)

| Reference       | Type         | Name                              | 2023    | 2022 <sup>1</sup> |
|-----------------|--------------|-----------------------------------|---------|-------------------|
| Brought forward |              |                                   | 668,405 | 668,405           |
| 1269            | Drawing      | Sketch for SOS009 outfit          | 300     | 300               |
| 1270            | Drawing      | Sketch for SOS007 outfit          | 300     | 300               |
| 1271            | Drawing      | Sketches for SOS025               | 300     | 300               |
| 1272            | Painting     | Seagrapes                         | 1,200   | 1,200             |
| 1273            | Painting     | Papayas                           | 1,200   | 1,200             |
| 1274            | Painting     | Bananas                           | 1,200   | 1,200             |
| 1275            | Painting     | Storm Clouds                      | 800     | 800               |
| 1276            | Painting     | Cement Wall with Bougainvilla     | 300     | 300               |
| 1277            | Painting     | Mangroves with Egret              | 650     | 650               |
| 1278            | Painting     | Mangroves with Boat               | 700     | 700               |
| 1279            | Prints       | Eckhardt Prints Part 1            | 300     | 300               |
| 1280            | Painting     | Cayman Parrots                    | 700     | 700               |
| 1281            | Painting     | Old House/ Boy with Chickens      | 1,400   | 1,400             |
| 1282            | Painting     | Red Hibiscus                      | 300     | 300               |
| 1283            | Painting     | Banana Leaves                     | 1,500   | 1,500             |
| 1284            | Painting     | Crotons                           | 700     | 700               |
| 1286            | Painting     | Casaurina trees                   | 500     | 500               |
| 1287            | Painting     | Myrna's House                     | 1,500   | 1,500             |
| 1288            | Painting     | Eckhardt Prints Part 2            | 300     | 300               |
| 1289            | Painting     | Still Life with Flowers and Fruit | 3,500   | 3,500             |
| 1290            | Prints       | Untitled                          | 3,000   | 3,000             |
| 1291            | Painting     | Source Series #2                  | 2,000   | 2,000             |
| 1292            | Painting     | Breadfruit Walk                   | 800     | 800               |
| 1293            | Painting     | Morning Activity in East End      | 1,500   | 1,500             |
| 1294            | Photography  | Through Ivan's Eyes Series        | 5,000   | 5,000             |
| 1295            | Drawing      | Academic Portfolio of Drawings    | 4,000   | 4,000             |
| 1296            | Painting     | Garden Scene                      | 1,100   | 1,100             |
| 1297            | Sculpture    | Memory Tanks                      | 3,500   | 3,500             |
| 1298            | Sculpture    | Memory Tanks #2                   | 3,500   | 3,500             |
| 1299            | Sculpture    | Tropical Form #1                  | 800     | 800               |
| 1300            | Sculpture    | Tropical Form #2                  | 800     | 800               |
| 1301            | Installation | Who Ya Fa?                        | 3,500   | 3,500             |
| 1302            | Sculpture    | Soul Cage                         | 15,000  | 15,000            |
| 1303            | Sculpture    | Grand Cayman                      | 15,000  | 15,000            |
| 1304            | Painting     | Amen                              | 17,500  | 17,500            |
| 1305            | Sculpture    | Tides of Change                   | 2,500   | 2,500             |
| 1306            | Sculpture    | Becoming Again                    | 6,940   | 6,490             |
| 1307            | Painting     | Breadfruit                        | 15,000  | 15,000            |
| 1308            | Sculpture    | Knick Knack Paddy Wack            | 1,750   | 1,750             |
| 1309            | Painting     | He Said, Overripe                 | 1,000   | 1,000             |
| 1310            | Painting     | Mikayla                           | 1,000   | 1,000             |
| 1311            | Painting     | Monkeys                           | 1,000   | 1,000             |
| CIS             |              |                                   | 792,245 | 792,245           |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2023

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type               | Name                              | 2023    | 2022    |
|-----------------|--------------------|-----------------------------------|---------|---------|
| Brought forward |                    |                                   | 792,245 | 792,245 |
| 1312            | Installation       | Requiem                           | 4,500   | 4,500   |
| 1313            | Fibre              | Ground Basket                     | 80      | 80      |
| 1314            | Fibre              | Utility Basket                    | 140     | 140     |
| 1315            | Fibre              | Natural Red Basket                | 50      | 50      |
| 1316            | Fibre              | Double Handle Basket              | 65      | 65      |
| 1317            | Fibre              | Thatch Head Rope                  | 50      | 50      |
| 1318            | Fibre              | Small Thatch Basket               | 35      | 35      |
| 1319            | Fibre              | Medium Basket                     | 40      | 40      |
| 1320            | Mixed Media Fibres | Son of Sons 13                    | 1,000   | 1,000   |
| 1321            | Painting           | Home to Parking Lot               | 3,000   | 3,000   |
| 1322            | Painting           | Traces 1                          | 3,500   | 3,500   |
| 1323            | Painting           | The Soul Who Raised Us            | 2,300   | 2,300   |
| 1324            | Photograph         | Adva (Osiris series)              | 500     | 500     |
| 1325            | Photograph         | Vivien (Osiris Series)            | 500     | 500     |
| 1326            | Painting           | The Goldfield                     | 1,500   | 1,500   |
| 1327            | Painting           | Study for Runoff Series           | 6000    | 6,000   |
| 1328            | Painting           | Cruise Ships by Night             | 800     | 800     |
| 1329            | Painting           | Fisherman in Catboat              | 650     | 650     |
| 1330            | Sculpture          | Wooden Gigs                       | 250     | 250     |
| 1331            | Painting           | Study for Riding High             | 375     | 375     |
| 1332            | Painting           | Light in August                   | 10,000  | 10,000  |
| 1333            | Painting           | Untitled (Tropical Plant Series)  | 12,000  | 12,000  |
| 1334            | Painting           | Woods Still Drizzled              | 10,000  | 10,000  |
| 1335            | Painting           | Ironshore Motif                   | 10,000  | 10,000  |
| 1336            | Painting           | Soundings in Fathoms #9           | 2,500   | 2,500   |
| 1337            | Painting           | Soundings in Fathoms #14          | 2,500   | 2,500   |
| 1338            | Painting           | Untitled                          | 7,000   | 7,000   |
| 1339            | Painting           | Untitled IV                       | 9,000   | 9,000   |
| 1340            | Painting           | Mission House, Bodden Town        | 2,000   | 2,000   |
| 1341            | Painting           | Untitled (Conch shell still life) | 1,000   | 1,000   |
| 1342            | Sculpture          | Journey                           | 4,000   | 4,000   |
| 1343            | Unknown            | Cayman Parrot                     | 6,000   | 6,000   |
| 1344            | Unknown            | Self Portrait Covid-19            | 5,000   | 5,000   |
| CIS             |                    |                                   | 898,580 | 898,580 |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2023

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type          | Name                                     | 2023    | 2022    |
|-----------------|---------------|------------------------------------------|---------|---------|
| Brought forward |               |                                          | 898,580 | 898,580 |
| 1345            | Painting      | At Barker's Beach                        | 20,000  | 20,000  |
| 1346            | Sculpture     | Fertility                                | 1,000   | 1,000   |
| 1347            | Painting      | Evening Palms                            | 800     | 800     |
| 1348            | Painting      | See T.J. Play/See T.J. Roll/See T.J. Bou | 1,665   | 1,665   |
| 1349            | Painting      | See T.J. Fly                             | 350     | 350     |
| 1350            | Painting      | Sea Grass                                | 500     | 500     |
| 1351            | Painting      | Cinnamon                                 | 500     | 500     |
| 1352            | Painting      | Bananaquit in Window                     | 1,250   | 1,250   |
| 1353            | Painting      | Mall Rats                                | 2,500   | 2,500   |
| 1354            | Painting      | Sunset Moments                           | 5,100   | 5,100   |
| 1355            | Painting      | Sunset and Me                            | 3,000   | 3,000   |
| 1356            | Painting      | Sunset, Tree and Me                      | 3,000   | 3,000   |
| 1357            | Painting      | The First Adam                           | 6,000   | 6,000   |
| 1358            | Digital Print | Helios in the Night Series               | 900     | 900     |
| 1359            | Painting      | Smith Road Oval                          | 750     | 750     |
| 1360            | Painting      | Mary Street Bougainvillea                | 750     | 750     |
| 1361            | Painting      | Cayman Cottages                          | 1,500   | 1,500   |
| 1362            | Painting      | Cayman Parrot                            | 600     | 600     |
| 1363            | Painting      | The Forgotten House                      | 1,500   | 1,500   |
| 1364            | Painting      | Untitled (Construction Scene)            | 1,500   | 1,500   |
| 1365            | Painting      | Untitled (Catboat Shelter)               | 1,500   | 1,500   |
| 1366            | Painting      | Untitled (Catboat in Shelter)            | 1,500   | 1,500   |
| 1367            | Painting      | Easter Regatta Series #1                 | 2,500   | 2,500   |
| 1368            | Painting      | Easter Regatta Series #2                 | 2,500   | 2,500   |
| 1369            | Sculpture     | Ground Basket Pair                       | 3,500   | 3,500   |
| 1370            | Sculpture     | Crochet Symphony                         | 500     | 500     |
| 1371            | Sculpture     | Expectant                                | 500     | 500     |
| 1372            | Sculpture     | Safe Harbour                             | 400     | 400     |
| 1373            | Watercolour   | White Cottages                           | 1,000   | 1,000   |
| 1374            | Sculpture     | Old Pease Bay, Wind ESE, Low Tide        | 2,000   | 2,000   |
| 1375            | Photograph    | Femme Fatale, Salvia                     | 3,000   | 3,000   |
| 1376            | Photograph    | Impregnable Fortress, Shake Hand         | 3,000   | 3,000   |
| 1377            | Photograph    | Still Life with Orchard I, Banana Orchi  | 3,000   | 3,000   |
| 1378            | Photograph    | Still Life with Orchid II, King's Orchid | 3,000   | 3,000   |
| 1379            | Photograph    | Still Life with Orchid III, Orchid       | 3,000   | 3,000   |
| 1380            | Photograph    | Fireflies in the Garden, Raw Bone        | 3,000   | 3,000   |
| 1381            | Photograph    | Me Friend, Duppy Bush                    | 3,000   | 3,000   |
| 1382            | Photograph    | Medusa, Ghost Orchid                     | 3,000   | 3,000   |
| 1383            | Photograph    | Peace Offering, Bulhoof                  | 3,000   | 3,000   |
| 1384            | Photograph    | The Wisdom of Elders, Cactus             | 3,000   | 3,000   |
|                 |               |                                          | CIS     | 997,645 |
|                 |               |                                          |         | 997,645 |

# NATIONAL GALLERY OF THE CAYMAN ISLANDS

## Supplemental Information

December 31, 2023

(stated in Cayman Islands dollars)

### Schedule of Collections and Exhibits (Unaudited) (continued)

| Reference       | Type                | Name                                  | 2023      | 2022      |
|-----------------|---------------------|---------------------------------------|-----------|-----------|
| Brought forward |                     |                                       | 997,645   | 997,645   |
| 1385            | Watercolour         | Untitled (Schooner)                   | 400       | 400       |
| 1386            | Pen and Ink         | Untitled (Soldier Crab)               | 400       | 400       |
| 1387            | Pen and Ink         | Untitled (Land Crab)                  | 400       | 400       |
| 1387            | Pen and Ink         | Untitled (Cayman Parrots)             | 400       | 400       |
| 1387            | Pen and Ink         | Untitled (Tortoise)                   | 400       | 400       |
| 1390            | Ceramic             | Unstoppable Step                      | 15,000    | 15,000    |
| 1391            | Mixed Media         | Sojourning                            | 4,000     | 4,000     |
| 1392            | Watercolour         | Caymanian Cottage                     | 400       | 400       |
| 1393            | Watercolour         | Dr. Roy's House                       | 1,000     | 1,000     |
| 1394            | Watercolour         | Untitled (Upstairs House)             | 1,000     | 1,000     |
| 1395            | Watercolour         | Untitled (East End Scene)             | 1,000     | 1,000     |
| 1396            | Mixed Media         | Source Series #4                      | 4,000     | 4,000     |
| 1397            | Acrylic on Masonite | Untitled                              | 6,000     | 6,000     |
| 1398            | Graphite on Paper   | Chiara                                | 300       | 300       |
| 1399            | Graphite on Paper   | Mikayla                               | 300       | 300       |
| 1400            | Graphite on Paper   | In the Yard                           | 300       | 300       |
| 1401            | White diaper cloth  | Things We Brought With Us             | 3,800     | 3,800     |
| 1402            | Acrylic             | A Heron Amongst the Storm             | 4,600     | 4,600     |
| 1403            | Acrylic             | Oh Ma Toe #4- Tersty Fa Limeonade     | 12,000    | 12,000    |
| 1404            | Digital Print       | Artificial Renderings Series          | 800       | -         |
| 1405            | Digital Print       | Artificial Renderings Series          | 800       | -         |
| 1406            | Digital Print       | Artificial Renderings Series          | 800       | -         |
| 1407            | Digital Print       | Artificial Renderings Series          | 800       | -         |
| 1408            | Digital Print       | Artificial Renderings Series          | 546       | -         |
| 1409            | Ceramics            | Black Mangrove (Red + Black)          | 500       | -         |
| 1410            | Ceramics            | Red Mangrove (Red + Black)            | 500       | -         |
| 1411            | Photograph          | Celia                                 | 200       | -         |
| 1412            | Ceramics            | Yesterday's Today I                   | 250       | -         |
| 1413            | Ceramics            | Yesterday's Today II                  | 250       | -         |
| 1414            | Painting            | Against the Wind (Roadmap series)     | 500       | -         |
| 1415            | Painting            | Island Dancer (Roadmap series)        | 500       | -         |
| 1416            | Print               | Colonial Debris – Shanty Town         | 450       | -         |
| 1417            | Painting            | Free Bird                             | 365       | -         |
| 1418            | Etching             | Mr Arthurs (7-11)                     | 300       | -         |
| 1419            | Painting            | Swampscene                            | 3,000     | -         |
| 1420            | Furniture           | Wari                                  | 2,500     | -         |
| 1421            | Sculpture           | Bon Appetit                           | 10,000    | -         |
| 1422            | Painting            | Forgotten Journey (Roadmap series)    | 500       | -         |
| 1423            | Painting            | Into the Blue Yonder (Roadmap series) | 500       | -         |
| 1424            | Painting            | Noethside Lady (Roadmap series)       | 500       | -         |
| CIS             |                     |                                       | 1,077,956 | 1,053,345 |

**NATIONAL GALLERY OF THE CAYMAN ISLANDS**  
Supplemental Information

December 31, 2023

*(stated in Cayman Islands dollars)*

**Schedule of Collections and Exhibits (Unaudited) (continued)**

| Reference | Type               | Name                         | 2023          | 2022      |
|-----------|--------------------|------------------------------|---------------|-----------|
| 1425      | Painting           | The Journey (Roadmap series) | 500           | -         |
| 1426      | Mixed Media Fibres | Ketchin' Babies              | 5,500         | -         |
|           |                    |                              | CIS 1,083,106 | 1,053,345 |