



Ministry of Sustainability
& Climate Resiliency
Cayman Islands Government

2024 Annual Report and Financial Statements

2024 Financial Year

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Pursuant to Section 44 of the Public Management and Finance Act (2018) Revision, this report provides a comprehensive review of the performance, achievements and financial activities of the Ministry of Sustainability & Climate Resiliency during the 12 months from 1 January to 31 December 2024. The financial statements appended to this report comply with the Public Sector Accounting Standards and provide explanations for variances between actual and budgeted performance.

In November 2024, the Ministry underwent structural changes due to the departure of the former Minister. Hon. Dwayne Seymour was then appointed as Minister for Sustainability and Climate Resiliency, with Wellness added to the Ministry's remit.

Gender Affairs, which had been under the Ministry of Sustainability & Climate Resiliency was transferred to the Ministry of Youth, Sports and Heritage. From 7 November 2024, the Ministry became known as the Ministry of Sustainability & Climate Resiliency and Wellness.

This report, spanning the calendar year 2024, therefore does not include reports on Wellness activities and financial reports, but does include the highlights and achievements of the Gender Affairs Unit, which was part of the Ministry for most of the reporting period.

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Minister's Foreword

Hon. Minister Dwayne Seymour CCI, JP, MP

Minister for Sustainability & Climate Resiliency, and Wellness

Since being appointed as Minister for Sustainability, Climate Resiliency and Wellness in November 2024, I have been impressed by the Ministry's dedication, professionalism and commitment to making these Cayman Islands more resilient and efficient, and it gives me great pleasure to present the 2024 Annual Report for the Ministry of Sustainability & Climate Resiliency.

I would like to thank my predecessor, for her efforts, and the Ministry's Deputy Chief Officers, Troy Jacob and Neyka Webster, who held the role of Acting Chief Officer for the majority of the year, providing consistent guidance and support to the team and Ministry leadership.

The past year has been marked by significant progress and commitment towards a more sustainable future. Cabinet's approval of the Updated Energy Policy and the Climate Change Policy 2024, signifies a critical step in addressing the long-term environmental challenges facing our nation. Alongside this, the Ministry has advanced key energy efficiency initiatives, including successfully concluding the Public Sector Building and Residential Energy Efficiency Programmes in collaboration with RESEMBID, and the ongoing CHEER programme, which reinforce our dedication to reducing emissions through retrofits, and promoting sustainable practices.

This report reflects not only the achievements of the past year but also the dedication, tenacity, and passion that have driven this work forward. As we look ahead to 2025, the Ministry remains committed to leading by example, ensuring that—regardless of any changes in government—the momentum towards sustainability continues. The progress made thus far has strengthened national awareness, engagement, and responsibility towards the environment, positioning the Cayman Islands well for the challenges and opportunities ahead.

I believe this report provides a comprehensive view of the Ministry's extensive scope of work and its tangible impact on the community. Beyond policy development, the Ministry's initiatives are making a real difference in people's lives, shaping a future that is not only more sustainable but also more inclusive and resilient.

In closing, I would like to thank all of the Ministry team members, and the leadership and staff of each department, for their hard work and dedication towards our mission - cultivating a lasting legacy of sustainability in the Cayman Islands.



Chief Officer's Introduction

Nellie Pouchie, Cert. Hon.

Chief Officer, Ministry of Sustainability & Climate Resiliency, and Wellness

If I had to sum the achievements of the ministry up in one word, one common thread that connects all the achievements and activities of the team, I would choose the word 'purposeful'.

Through a variety of changes and pivots the team has remained focused on delivering purposeful results. Results that have made inroads into the vision of creating a lasting legacy of sustainability in the Cayman Islands.

I am confident that the hard work and pursuit of excellence demonstrated by the team will endure for the betterment of the Cayman Islands.

This Ministry has made a real impact on the community, taking sustainability and climate resiliency in the Cayman Islands further than ever, by reaching more people through meaningful policy and programmes.

Over the past 12 months, the Ministry and the Department of Environment have been working diligently to advance the strategic goals and objectives aligned with our mission under the 2024-2026 Strategic Policy Statement. Thanks to the enduring efforts of the Ministry team members, including our department leadership and staff, we have achieved several important milestones across our policy focus areas of environment, resilience and energy.

As you read through the Ministry's 2024 Annual Report, I hope it will become clear that our team's dedication to cultivating a lasting legacy of sustainability in the Cayman Islands is deeply linked to our mission as a world-class civil service: 'Making the lives of those we serve better'.

I want to thank the leadership and staff of the Ministry and the Department of Environment for their hard work in 2024, and I look forward to what our teams will achieve in 2025.

About Us



The Formation of the Ministry

The Ministry of Sustainability & Climate Resiliency was formed in April 2021 under the PACT administration. This was the first time that the Cayman Islands Government had a Ministry dedicated to the sustainable development of the nation with a mission to cultivate a lasting legacy of sustainability in the Cayman Islands by achieving environmental, social and economic balance.

In its inception, the departments under the Ministry included Hazard Management Cayman Islands (HMCI), the Cayman Islands National Weather Service (CINWS), the Department of Environment (DoE), and Policy and Administration.

In November 2023, with the transition to the United People's Movement (UPM) administration, Hon. Katherine Ebanks-Wilks took on the role of Minister for Sustainability and Climate

Resiliency. On 1 January 2024, HMCI and CINWS became part of the Cabinet Office, and the Ministry acquired the Gender Affairs Unit (GAU).

In November 2024, following the departure of Hon. Katherine Ebanks-Wilks, the Ministry underwent another transition as it welcomed Hon. Dwayne Seymour as Minister, and Wellness was added to the Ministry's remit. In this move, GAU became part of the Ministry for Youth, Sports and Heritage. The name of the Ministry changed to reflect the new composition, and from 7 November 2024, became known as the Ministry of Sustainability & Climate Resiliency, and Wellness.

Despite the changes in personnel, the Ministry remained stable and steadfast to its mission of achieving environmental, social, and economic balance.



Our Role and Purpose

Ministry Mission Statement

To lead the process of achieving sustainable development through the facilitation of an integrated and participatory approach to governance; the promotion of environmental management and innovative technologies; building capacity to adapt and mitigate the impacts of climate change; and demonstrating the value of building a green economy.

The Ministry's mission is to cultivate a lasting legacy of sustainability in the Cayman Islands by achieving environmental, social, and economic balance, with a view to maximising benefits across all three areas of this triple bottom line to make the lives of current and future generations better.



Strategic Ownership Goals



Increase public education and awareness of the impacts of climate change on the Cayman Islands.



Support investment in renewable energy. Conduct public education initiatives and develop incentives to encourage residents to be energy efficient.



Promote and encourage the sustainable use of our natural resources and the preservation of our natural environment generally.



Promote sustainability across all ministries, departments, units and sections in Government.

About us

What we do

The Ministry is responsible for the strategic development of programmes and policies to ensure the Cayman Islands is best placed to solve current challenges and meet present needs without compromising future generations. Concentrating on strategic projects, programmes and policies.

The Ministry provides strategic and policy direction, advice, funding and governance support for environmental protection and enhancement, energy innovation and efficiency and in preserving the Cayman Islands environment for future generations.

The National Energy Policy Unit (EPU) has responsibility for coordinating the implementation of facets of the National Energy Policy 2024-2045 (NEP) across ministries, portfolios, agencies and other organisations with responsibility for actions in furtherance of the Policy's aims.

The Environment & Resiliency team has responsibility for ensuring that the Government and the public generally adhere to and comply with the provisions and requirements of the National Conservation Act, 2013 ("NCA"), the Cabinet-approved Coastal Works Policy, the Endangered Species (Trade and Transport) Act ("ESTTA"), and the Convention on the International Trade of Endangered Species of Flora and Fauna ("CITES") in order to ensure the sustainable use of our natural resources and the environment generally.

The Climate Resiliency unit of the Ministry is responsible for providing policy advice on climate-related matters, and collaborating with public and private sector stakeholders and non-government organisations to implement the Climate Change Policy (2024-2050).

This work focuses on promoting strategic actions to reduce the causes of climate change and effectively manage risks arising from a rapidly changing climate. Education, public awareness and community engagement are key components of the unit's work.

Alongside our United Kingdom Overseas Territories counterparts, the Climate Resiliency unit collaborates with several regional organisations, such as the Caribbean Community Climate Change Centre, Caribbean Disaster Emergency Management Agency, and Pan American Health Organization. International partners include the United Kingdom's Department for Energy Security and Net Zero, the Foreign, Commonwealth and Development Office, and the European Union. These collaborations help to develop and implement initiatives locally, and share knowledge and best practices to enhance the resilience of the Cayman Islands.

The Gender Affairs Unit is responsible for the promotion of gender mainstreaming, and provision of gender analysis of policies, projects, programmes, proposals, operations, institutional practices, and legislation within the Ministry and other government entities as required. This is done with the aim of promoting gender equality and reducing discrimination.





Ministry Core functions

- Preparation of submissions to Caucus and Cabinet for decisions and/or presentations
- Preparation and dissemination of correspondence on behalf of the Ministry and Minister
- Processing of new, or amendments to, Acts and/or Regulations
- Issuance of Coastal Works Permits
- Issuance of Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Permits.
- Education and promotion of the Ministry's strategic goals, policies and programmes
- Administration of other conservation MEAs
- Administration of the United Nations Framework Convention on Climate Change (UNFCCC), Kyoto Protocol and its Doha Amendment
- Promotion of Gender Equality

Governance

The following acts and policies govern the activities of the Ministry:

- Cayman Islands National Policy on Gender Equity and Equality (2004)
- Gender Equality Act (2011)
- The National Conservation Act, 2013
- The Endangered Species (Trade and Transport) Act, (2017 Revision)
- The National Energy Policy, 2024-2045
- The Climate Change Policy, 2024-2050
- Cayman Islands' Bill of Rights, Freedoms and Responsibilities

Meet the Team

Ministry Leadership



Honourable Dwayne Seymour, CCI, JP, MP
Minister

Department Leadership



Gina Ebanks-Petrie, MBE,
Director, Department of Environment



Nellie Pouchie, Cert. Hon.
Chief Officer



Troy Jacob
Deputy Chief Officer
(Policy)



Neyka Webster
Deputy Chief Officer
(Operations)



Core Team Achievements

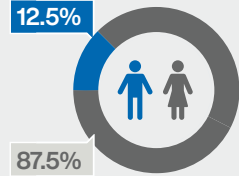
- Lisa Hurlston-McKenzie, Senior Policy Advisor, and Emma Linney, Deputy Chief Finance Officer, represented the Ministry at the Green Overseas Climate Finance Forum in Brussels.
- Environment & Resiliency team successfully executed the Climate Change Challenge for civil servants and the public.
- The Energy Policy Unit sponsored and exhibited at the Builder's Expo in September 2024, which was attended by up to 575 people (higher than last year's attendance).
- Shequita Woods, Financial Administrator, received the Chief Officer's Choice Award in February 2024. Shequita was recognised for demonstrating excellence in managing the Ministry's financial processes.
- Simon Amos, Project Manager, implemented a comprehensive Strategic Planning Monitoring framework utilising Smartsheets

Meet the Team

Core Ministry by Nationality



Total
16

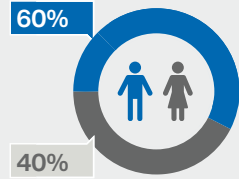


Male **2** Female **14**

DOE by Nationality



Total
45



Male **27** Female **18**



Our Departments

The Department of Environment

The mission of the Department of Environment (DoE) is to facilitate responsible management and sustainable use of the natural environment and resources of the Cayman Islands through environmental protection and conservation, wise use, scientific research, and public education.

DoE is the leading government agency responsible for the management and conservation of the environment and natural resources. The DoE executes on its mission by implementing various environmental protection, monitoring and conservation programmes, forging strategic partnerships with other organisations and enforcing protections within its remit.

The National Conservation Council consists of four statutory voting members, a voting member representing the National Trust for the Cayman Islands; and eight voting members appointed by Cabinet. The current Council members were appointed in 2023 until 2025.



Key Achievements



Ministry Core team

In 2024, the Ministry made significant progress on projects related to the key policy areas of energy, environment and climate resiliency. Through the development of new and updated policies, and the fulfilment of innovative programmes, the Ministry made important strides to progress the Government's Broad Outcomes 1 (Improve Quality of Life for Caymanians) and 3 (Future Proof to Increase Resiliency) of the Cayman Islands Government's Strategic Priorities for the years 2024-2026, as well as directly aligning with Specific Outcomes 1, 8, 10, and 16-19.

Key highlights from the Ministry's 2024 operations include:

Cayman Islands Climate Change Policy 2024-2050 Approved by Cabinet | September 2024

The Climate Change Policy, was approved by Cabinet on 25 September 2024. The historic policy outlined a 26-year plan for adaptation and mitigation that aims to bring to life the Policy's vision of a climate-resilient Cayman Islands that promotes and sustains vibrant communities, a thriving natural environment and a robust economy.



The Policy stated three core goals for the country and the government:

1. Become more resilient to climate change
2. Achieve a low-carbon economy
3. Govern climate action fairly and transparently with future generations in mind.

These goals are underpinned by six focus areas that are essential pillars to the success of the Policy:

1. **Robust economy:** Diversifying economic sectors and providing access to financial and technical resources to foster sustainable livelihoods.
2. **Liveable built environment:** Planning holistically and building climate-resilient structures and sites to safeguard citizens, businesses and cultural heritage.
3. **Healthy and resilient communities:** Improving the health and safety outcomes of communities.
4. **Resilient infrastructure networks:** Enhancing the capacity and functionality of critical infrastructure and its networks to withstand extreme weather events.
5. **Harmony with nature:** Safeguarding the integrity of nature and its ecosystem services to support a robust economy and healthy communities.
6. **Integration and coordination:** Developing government processes and capacity to take urgent climate action.



This was the first time that a Climate Change Policy had been approved for the Cayman Islands, and was the result of two years of work and multi-stakeholder engagement carried out by the MSCR Policy Team and the Technical Working Group. The Policy was bolstered by fresh insights and circumstances that were identified in the Cayman Islands Climate Change Risk Assessment 2022, taking into further consideration the needs of children, the elderly, disabled people, and the economically disadvantaged, and also the implications for the Financial Services Sector.

The CCP states 23 “quick wins” that have been identified as short-term actions (deliverable between 2024 and 2030) that will build momentum toward the Policy’s vision. The quick wins include identifying climate-related financial opportunities and vulnerabilities, completing the Coastal Setback Reference Line reassessment and implementing a National Sargassum

Management Strategy, to name a few. The Policy will be reviewed every two years.

The Policy was largely guided by the 2022 Climate Change Risk Assessment (CCRA). Funded through the Governor’s Office by the United Kingdom’s Conflict, Stability and Security Fund, and following extensive desktop research, technical stakeholder consultation and public engagement, the resulting Cayman Islands Climate Change Evidence Report (2022), is now the most comprehensive reference document to date on the potential implications of climate change on the Cayman Island’s environment, society and economy.

In 2025, the Ministry will continue to execute the quick wins, collaborating across Ministries to educate on climate finance and funding. This achievement aligns with Broad Outcome 1 - Specific Outcome 19 (Supporting climate change resiliency and sustainable development).

Key Achievements 2024

Implementation of the RESEMBID Public Sector and Residential Building Energy Efficiency Programme | December 2024

In December 2024, the implementation phase of the Cayman Islands' two-year Residential and Public Sector Buildings Energy Efficiency Programme successfully concluded.

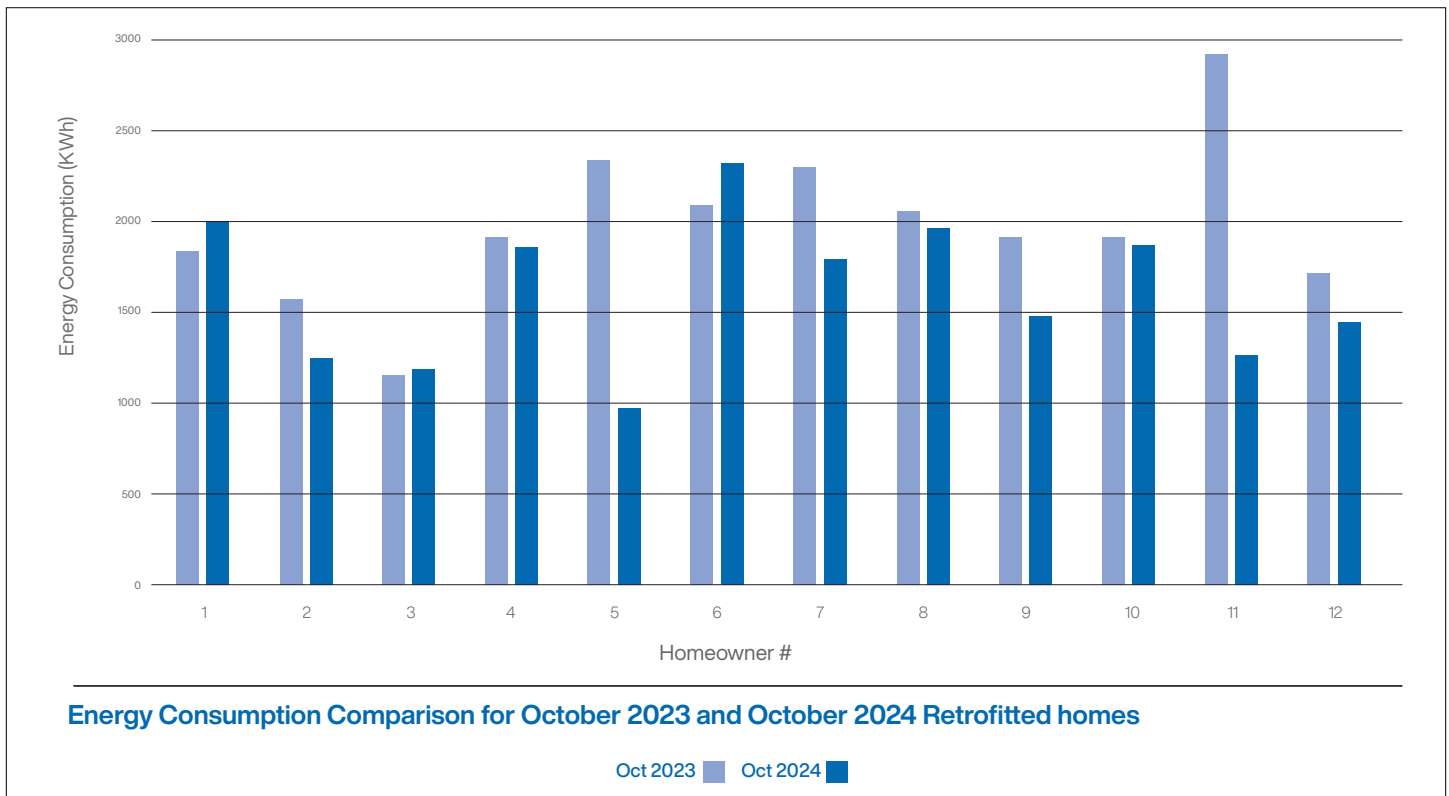
RESEMBID, funded by the EU, awarded the Ministry a grant of €1.2m for the Cayman Islands Government Energy Efficiency Programme in 2022. Led by the Ministry with support from the RESEMBID Programme, the European Union and Expertise France, the programme was launched in 2022 to address multiple challenges facing the community, including high energy costs and the need to embed sustainable environmental practices. The project has two components, the Residential Building Efficiency Programme (EUR 878,300), and the Public Sector Building Energy Efficiency Programme (EUR 338,564). During 2024, the Ministry received cash of \$147k and recorded a receivable \$110k. During the 12-month period ended 31 December 2024, \$577k of this grant had been spent.

The project tackled energy efficiency and consumption in both residential (National Housing Development Trust homes) and public sector buildings and recorded demonstrable success in both sectors.

Both the residential and public sector building programmes were heralded as a successful example of public engagement delivering measurable results, supporting community and leaving a legacy of economic and community benefits.

Programme highlights from 2024 include:

- In the Residential Programme, 10 NHDT homes were successfully completed and retrofitted with energy-efficient appliances including energy-efficient insulation foam, solar panels, and efficient air conditioning units.
- The retrofits had a significant effect on the average household energy consumption. On average, across all 10 homes participating in the programme, consumption had fallen from 1,368kWh per household in August 2023, to an average of 714kWh per household in November 2024. Homeowners reported an average



Key Achievements 2024

saving of KYD86 per month since the retrofit, with one participant reducing her bill from approximately KYD800 to KYD170.

- The findings from the public sector energy audits projected that some buildings could save as much as 25% of their current consumption.
- The project team organised a programme closing showcase event, which brought together the homeowners, facilities managers, partners to celebrate and recognise the achievements of the project. The event was held in January 2025.

In 2025, the Energy Policy Unit and the Ministry look forward to delivering Phase 2 of the Cayman Islands Home Energy Efficiency Retrofits (CHEER) Programme, completing the retrofits of public sector buildings and implementation of the approved National Energy Policy. This achievement aligns with Broad Outcome 1 - Specific Outcome 19 (Supporting climate change resiliency and sustainable development), and Broad Outcome 2 – Specific Outcome 7 (Provide affordable housing and create new opportunities to access capital for home ownership).



Key Achievements 2024

Updated National Energy Policy Approved by Cabinet | April 2024

On 16 April 2024, Cabinet approved the updated National Energy Policy 2024-2045 and the accompanying Implementation and Monitoring Plan. This was the first update to the National Energy Policy since its initial approval by the Cayman Islands Government in 2017.

Following an extensive consultative process as well as constructive dialogues and stakeholder feedback, the updated National Energy Policy included revised targets, new definitions, and strategies to ensure market fairness and consumer inclusion. The Ministry will conduct a review of the Policy in two years to ensure that the goals and implementation strategies remain feasible and aligned with global efforts to combat climate change.

Under the updated policy, customers will be empowered with the right to produce and self-consume up to 20 kilowatts of solar photovoltaic (PV) along with battery energy storage, this will assist with reaching the targets set, by fostering active involvement of residents in the transition to renewable energy. Additionally, the definition of utility-scale has been set

as 5 megawatts or greater, ensuring clarity and consistency in regulatory frameworks. The strategies within the policy lays the groundwork for a cleaner, more resilient energy landscape that will benefit current and future generations, paving the way to combat the cost of living by reducing the energy costs.

The policy's approved Implementation and Monitoring Plan outlines various strategies to support the revised target of achieving 100 percent renewable energy penetration by 2045. Some of these strategies include making it a priority for the regulator to solicit and approve utility-scale renewable energy projects and developing a consumer on-bill financing scheme to redirect payments from solar production to third-party financiers, subject to approval from the customer.

Furthermore, the Plan includes strategies to facilitate the transition to 100% electric vehicles by 2045. This involves assessing policies to encourage electric vehicle adoption, and investing in electric vehicle charging infrastructure throughout our Islands. Additionally, the Plan supports the implementation of more sustainable alternatives, including encouraging the use of electric vehicles for a public transportation fleet. This achievement aligns with Broad Outcomes 1 and 3, Specific Outcome 19 (Supporting climate change resiliency and sustainable development).



Key Achievements 2024

Climate & Energy Social Media Challenge | September 2024

This year, the ministry focussed its attention on not only delivering on goals, but also communicating with the community. The Ministry launched an online social media campaign to engage and educate the public about climate change and energy efficiency. The online challenge, which ran from 2 September to 13 October 2024, was designed to raise awareness about climate change and energy, inspiring residents to take actions in their daily lives. The initiative involved watching a series of online videos relating to climate and energy and engaging with daily informative content over a 30-day period, with the last day of the calendar featuring a quiz that tested participants' knowledge of climate change and energy. Participants who scored 10 points or more in the final quiz were entered into the prize draw. The challenge was activated across all three islands and was sponsored by

Caribbean Utilities Company (CUC), Foster's Supermarket, Island Energy and Cayman National Bank. To drive awareness of the campaign and encourage participation, the Ministry developed a broad media campaign promoting the challenge on social media and traditional media (newspapers and radio). Print and digital adverts were published on top-tier outlets in Cayman such as Cayman Compass, Caymanian Times, Cayman News Service as well as the popular youth social media platform Cayman Wastes. Combined, the media ads gained over 23,059 digital impressions. Reach was amplified by posts on the Ministry social media channels. The majority of participants were students, which indicates that the initiative was successful in engaging with the under 25s. The five winners were invited to the Government Administration Building for a prize-giving event. This achievement aligns with Broad Outcomes 1 and 3, Specific Outcome 19 (Supporting climate change resiliency and sustainable development).



Key Achievements 2024

The National Tree Planting Programme

The National Tree Planting Programme, an initiative from the Ministry of Sustainability and Climate Resiliency, has planted 710 native and endemic trees on the grounds of government primary schools and community spaces since the programme's inception in 2022. In 2024, the programme planted a total of 122 native trees with the majority of the saplings planted within public school grounds by children and staff of the schools guided by the Ministry team. In 2024, the project team organised planting events at Sir John A. Cumber Primary School, Prospect Primary School, Red Bay Primary School, Theoline L. McCoy Primary School, and Edna M. Moyle

Primary School. The Ministry team are working in collaboration with the Ministry of Education to manage the plantings safely and ensure that the tree site is also in alignment with each school's future growth plans.

Feedback from the students and the teachers has been positive, and the events have helped to invigorate the curiosity of young learners, sparking new interests and passion for the natural world, and even bolstered interest in school environment-clubs. This achievement aligns with Broad Outcomes 1 and 3, Specific Outcome 19 (Supporting climate change resiliency and sustainable development).



Key Achievements 2024

Single-Use Plastics Ban Update

Legislation was drafted by the Ministry to prohibit the importation of certain single-use plastic items including shopping bags, plastic straws, chop sticks, and polystyrene cups and food containers. The Government submitted the draft legislation to key stakeholders at the end of October 2024 and while some feedback has been received, the Ministry is awaiting additional comments before sending all responses to the Ministry of Border Control, Labour and Culture, to complete the changes to their Customs legislation which are required to bring the ban into effect. This achievement aligns with Broad Outcome 1.

Ministry supports UCCI School of Teacher Education

In 2024, members of the Ministry staff hosted four teacher training workshops at the UCCI School of Teacher Education. Ministry staffers delivered professional development learning sessions on sustainability and climate change, empowering the teachers with information and an understanding of sustainability issues in the Cayman Islands, and gave the teachers the opportunity to ask questions of the policy team. This achievement aligns with Broad Outcome 1.

Drafting of the Anti-Sexual Harassment Bill

Supporting Broad Outcome 1 to improve quality of life for Caymanians, and Specific Outcome 10 - Increasing Social Justice in the Workforce, the Gender Affairs Unit prepared the 2024 version of the draft Anti-Sexual Harassment Bill. The bill had been considered by Caucus in April 2024, and Caucus had requested the GAU to explore additional options for reporting and adjudicating sexual harassment cases. The bill lays out actions that offend, humiliate or degrade the person alleging sexual harassment. It also requires workplaces to have policies in place to protect workers and confers a responsibility on employers to protect their staff from being harassed at work or as a result of their work. This achievement aligns with Broad Outcome 1 and Specific Outcome 10 (Increasing Social Justice in the Workforce).

Honouring Women Month | March 2024

The Ministry organised two key events during the 2024 Honouring Women Month: a Female Farmers' Market on 22 March, and a 'Women, Food Security, and Sustainable Agriculture' workshop that was held on 26 March. The aim of both events was to support and promote the women who choose careers in agriculture, and encourage more women to take up farming and support local food production. The educational workshop covered topics essential for success in the agricultural sector, including environmental and agricultural policies, practices, and programmes implemented by the Cayman Islands Government. The workshop also focussed on strategies for navigating agriculture in the age of climate change and provided insights on how to initiate and manage a successful farm. This activity supports Broad Outcome 1.

First 12 homes of CHEER Programme retrofitted with insulation and air conditioning.

Aligned with the Broad Outcome 1 to improve quality of life for Caymanians and future proof to increase resiliency, the energy Policy Unit have implemented the CHEER programme and 12 homes have been successfully retrofitted with insulation and energy efficient air conditioning units. Nine of the 12 homeowners who received retrofits as part of the programme reported a marked reduction in energy consumption comparing October 2024 to October 2023. The team aim to continue the project and deliver Phase 2 of the programme in 2025.



Key Achievements 2024

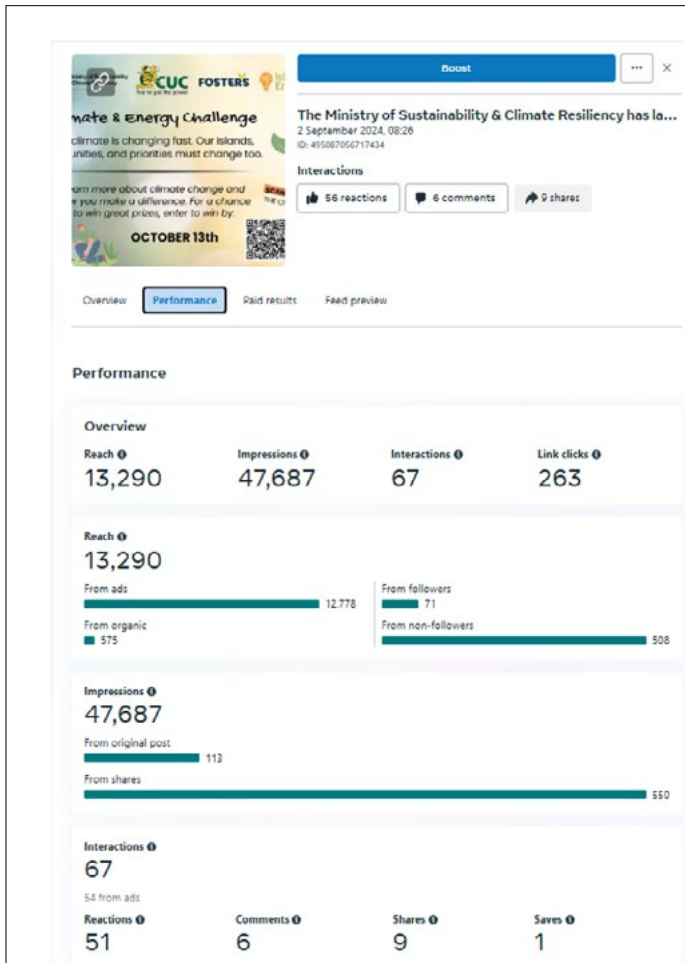
Ministry Communications in Numbers

- 23 press releases distributed in 2024
- LinkedIn 1,042 followers, a 19.4% increase from 31 December 2023 to January 2025. LinkedIn continues to be the Ministry platform with the most followers
- MSCR Instagram: 863 followers – 58% increase. Median reach, 11,062 – 66% increase from last year
- MSCR Facebook: 555 followers – 67% increase from last year
- Energy Cayman NEP Instagram: 1,059 followers – a 23.5% increase from last year
- Energy Cayman NEP Facebook: 704 – an increase of 1.29% from last year
- Most viewed and engaging organic (not paid for) MSCR Instagram post of 2024: 'Cabinet Approves Climate Change Policy 2024-2050'. 9,696 views, 6,247 individual accounts reached, 280 interactions (likes, comments, shares)



Ministry Media Campaigns:

o Climate Change and Energy Challenge



An omnichannel campaign utilising owned and paid social media, print newspapers, online ads and internal communications. The Climate and Energy Challenge resonated with young people and students. Of the six winners of the challenge, five were students. The social posts on the MSCR site were boosted to increase reach, with the most successful Facebook post of the campaign reaching 13,290 accounts, and racking up 47,687 impressions (the number of times the post is on screens in any format – stories, reels etc).

o Sustainable Christmas #GiftGreener



A social media campaign during December designed to remind the public that during a time often associated with excess and waste, that there are steps individuals can take to be more sustainable. The campaign was kicked off with a challenge to the public to reuse newspaper as gift wrap. A page was designed and printed in the Cayman Compass accompanied a reel on Instagram to inform and encourage participants to look for the page and use it to wrap gifts and share their videos/images. Participation was incentivised by a prize of three \$50 Foster’s Supermarket gift cards. The campaign then delivered social media 12 posts with sustainable tips, these were also published on Cayman Compass online.

Integrated Solid Waste Management System (ISWMS) Project Progress

In 2024, negotiations commenced to exit the ISWMS project (also known as ReGEN) between the Cayman Islands Government and the Dart-led consortium. In July 2024, following a meeting of Cabinet it was announced that Government and the Dart-led consortium had begun discussions to exit the project agreement in respect of the Integrated Solid Waste Management System (also referred

to as the “ReGen Project”). The Government determined that there were a number of reasons, why exercising the right to exit the agreement was deemed the most responsible decision at that time. On 31 December, Cabinet granted an extension allowing the Dart-led consortium and Government more time to complete the necessary legal requirements and negotiations to exit the project agreement.



MSCR Key Achievements in Brief

- Climate Change Policy 2024-2050 approved by Cabinet
- Updated National Energy Policy and Implementation Plan 2024-2045 adopted by Cabinet
- Implementation of the RESEMBID Public Sector and Residential Building Energy Efficiency programme: 10 National Housing Development Trust homes received insulation in June, and in September they received 20 SEER AC units.
- 12 homes of the CHEER Programme retrofitted with insulation and AC.
- Public Awareness Campaign on Climate Change Risks facing the Cayman Islands completed
- Directed completion of the Foreign, Commonwealth & Development Office's Cayman Islands Climate Security Assessment and supported the project consultation phase
- Participated in the Green Overseas Programme Climate Resiliency and Finance training
- Represented Cayman Islands Government at the Green Overseas Programme Climate Finance Forum
- Executed the Climate Change Public Awareness Campaign
- Six tree plantings delivered at local primary schools and parks, and an Earth Day Tree Planting at the GAB
- Digital CITES platform launched.
- 14 CITES Permits issued for 2024.
- 50 active Coastal Works applications in 2024,
- 14 Coastal Works Permits issued
- Ministry provided feedback to His Majesty's Government on an updated UKCOT Biodiversity Strategy.
- Drafted legislation to prohibit the import of eight single-use plastic items.
- Ministry staff delivered four workshops at the UCCI School of Teacher Education on sustainability and climate change.
- Prepared the 2024 version of the Draft Anti-Sexual Harassment Bill
- Facilitated the re-appointment of the Gender Equality Tribunal

- The Ministry supported and hosted Honouring Women Month Female Farmers Market and Women in Agriculture Workshop
- GAU assisted in planning and hosting the inaugural Forum on Ageing
- GAU staffer participated in a speaking panel discussing Diversity in the Financial Services industry at the Spectrum Conference – Oct 10
- Turtle Friendly Lighting Retro-fit Programme expanded to the Sister Islands
- 877 National Conservation Act Section 41 consultations completed by DoE.
- Draft Conservation Plans for Colonial Nesting Seabirds and the endemic plants, *Agalinis kingsii* and Cayman Sage (*Salvia caymanensis*) were presented to the National Conservation Council and approved for onward transmission to Cabinet.
- Approximately 87% of the feral cat population was removed from Little Cayman
- DoE successfully secured a second Darwin+ Main grant with RSPB to further progress the DoE's invasive species and biosecurity work in the Sister Islands
- DoE initiated the Cayman Blue Belt programme to enhance marine resource management policy, particularly with respect to deep water and pelagic fisheries, extraterritorial fisheries, and marine water quality.

Department of Environment

Strategic Ownership Goals



Increase protection of marine and terrestrial habitats



Continue to address the threat of alien invasive species



Facilitate the continued, comprehensive implementation of the National Conservation Act



Assist in the development of national Climate Change and sustainability strategies.

In 2024, the Department of Environment (DoE) made significant progress on projects related to the key policy areas of environmental protection and conservation, scientific research and public education. Through the development of new and updated policies, and the fulfilment of innovative programmes, the Department made important strides to progress the Government's Broad Outcomes 1 (Improve Quality of Life for Caymanians), 3 (Future Proof to Increase Resiliency) and 5 (Protect and Promote Caymanian Culture, Heritage and Identity) of the Cayman Islands Government's Strategic Priorities for the years 2024-2026, as well as directly aligning with Specific Outcomes 1, 3, 4, 5, 12 and 13.

Key highlights from the Ministry's 2024 operations include:

Conservation

Setbacks for Sustainability map

Following the Nor'wester in February 2024, the Department of Environment's (DoE) Setbacks for Sustainability map was published, highlighting the importance of adequate coastal setbacks to prevent wide-scale damage to buildings and structures.

Turtle-Friendly Lighting Retrofit

The DoE expanded its Turtle Friendly Lighting Retrofit Programme to the Sister Islands, successfully installing turtle friendly lighting at the Cayman Brac Beach Resort.



DoE Achievements 2024

National Conservation Act Section 41 Consultations

The DoE completed a total of 871 National Conservation Act Section 41 consultations and progressed five Environmental Impacts Assessments to various stages.

Draft Conservation Plans for Colonial Nesting Seabirds and Endemic Plants

Draft Conservation Plans for Colonial Nesting Seabirds and the endemic plants, *Agalinis kingsii* and Cayman Sage (*Salvia caymanensis*) were presented to the National Conservation Council and approved for onward transmission to Cabinet.

Hemmington Forest National Park Management Plan

One key parcel was added to the Hemmington Forest National Park on Cayman Brac in 2024, making protection of the land within the area targeted for protection almost complete. Additionally, a Management Plan was drafted for public consultation and a Business Case was developed in support of the necessary procurement to develop trails and other infrastructure for this protected area.

Parrot and Forest Bird Surveys

Annual parrot and forest bird surveys continued, and the backlog of previous avian surveys was consolidated with the retrospective analysis almost completed.

Feral Cat Population Management

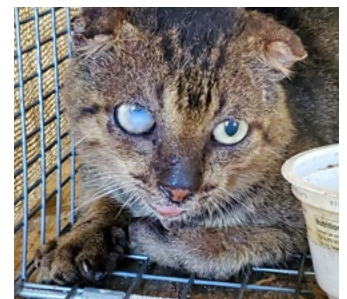
Approximately 87% of the feral cat population was removed from Little Cayman, and all the feral cats from the East Lighthouse Brown Booby nesting area on Cayman Brac, resulting in the first quantitative signs of recovery in the Brown Boobies, and in the Sister Islands Rock Iguanas on Little Cayman. This work was largely funded by a Darwin+ Main grant with the Royal Society for the Protection of Birds (RSPB) which was completed this year. The 2024 Brown Booby nesting season saw even greater success with all of the nests that had eggs achieving 100% fledgling success. Brown Boobies begin mating around 3 years of age so scientists are hopeful to observe the colony as the 2023 cohort reaches maturity in the 2026/27 seasons.

Darwin+ Main grant

During 2024 the DoE successfully secured a second Darwin+ Main grant with RSPB to further progress the DoE's invasive species and biosecurity work in the Sister Islands, and have been preparing for work next year that will lead to drafting of a detailed eradication plan for feral cats in Little Cayman. The DoE also shared its invasive species work internationally, attending workshops and collaborating on a UKOT alien species active database project.

Green Iguana Population

Thanks to the work of the DoE's alien species control officer on the Sister Islands, Green iguana removal rates on Cayman Brac increased dramatically in 2024. Over the year the Department also continued monitoring the Green iguana population on



DoE Achievements 2024

Grand Cayman and provided input to the Cull Manager and the Green Iguana Steering Committee overseeing the ongoing culling project.

Cayman Blue Belt Programme Launched

In 2024 the DoE successfully initiated the Cayman Blue Belt programme to enhance marine resource management policy, particularly with respect to deep water and pelagic fisheries, extraterritorial fisheries, and marine water quality. This included facilitating several visits from UK technical partners to advance the project and a multi-agency workshop with local government stakeholders who will be critical to the success of this programme in the future, as well as participation in the UK Blue Belt Symposium & Global Oceans Wildlife Analysis Network workshop.

Coral Treatment and Restoration

Benthic Monitoring Programme

Preliminary results from the DoE's long-term benthic monitoring programme 2024 field work season on Grand Cayman showed a drastic reduction of coral cover from 27%



in 1997, when our programme started, to 6% in 2024 likely due to a combination of bleaching stress as a result of warming oceans and disease which includes Stony Coral Tissue Loss Disease. From January to November 2024, DoE staff treated over 3,000 corals with initial signs of infection with SCTLD.

Coral Spawning

On September 27 2024, the DoE team spawned the Symmetrical Brain Coral (*Pseudiploria strigosa*) in the ex-Situ coral spawning lab (donated by the Foster Group in 2023) to assist the DoE with the researching and trialling responses to SCTLD and other threats to coral reefs. The team achieved a 95+% fertilisation rate through the four critical larval stages with a 90+% settlement success rate for juvenile corals. The current focus is on maintaining and growing the juvenile corals to a minimum size of 2-3 cm, after which they will be relocated to reefs around the Cayman Islands, where coral restoration may be needed or necessary.

Coral Restoration at Eden Rock

Coral Restoration efforts at our high-economic-value reef, Eden Rock, occurred in October 2024. Earlier in the year, storms and hurricanes resulted in the unprecedented detachment of corals due to heavy wave action. The DoE applied remediation efforts by collecting and reattaching broken, fragmented corals using cement. A total of 75 large coral colonies were reattached to the reef.

DoE responds to Oil Tanker Contact with Coral on Cayman Brac

On Saturday 6 July, a 189.9-meter (623 ft.) oil/chemical tanker named Sea Elephant, contacted the coral reef near the Creek Dock on Cayman Brac. Working alongside the DoE's enforcement team, the DoE's marine scientists quickly responded, flying over, surveying the suspected damage, quantifying it and offering remediation options to restore and reduce the mortality of the damaged corals. The team mounted emergency coral restoration efforts by up righting, stabilising and reattaching all dislodged and salvageable corals using Portland type II cement.

Endemic species conservation

The Grouper Moon Project

The Grouper Moon Project, a long-term collaboration between the Cayman Islands Department of Environment (DoE) and the Reef Environmental Education Foundation (REEF), focused on conserving one of the largest and last known spawning aggregations of endangered Nassau Grouper in the Caribbean, had a successful 2024 field season.

Turtle Nesting

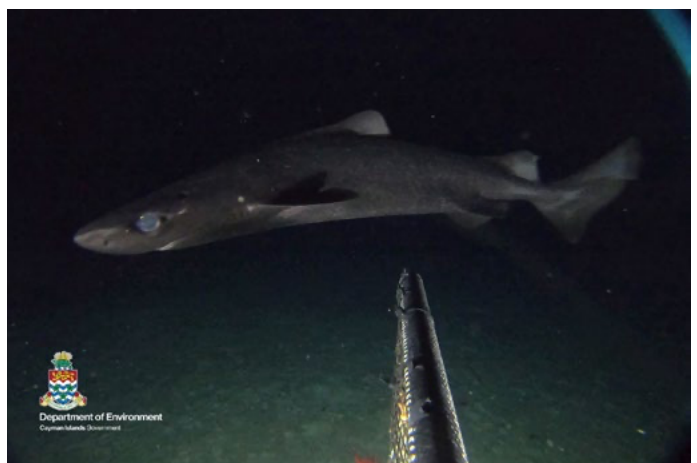
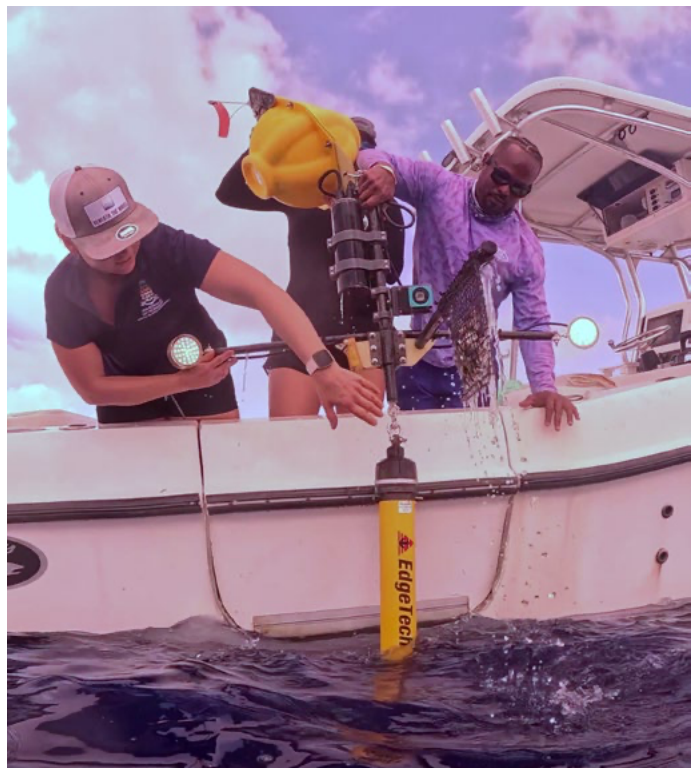
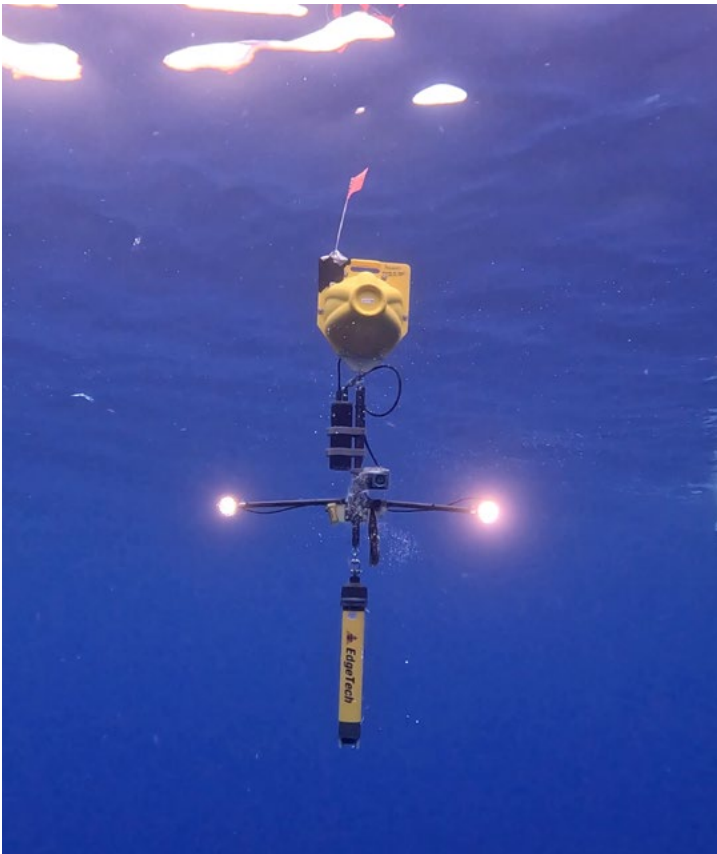
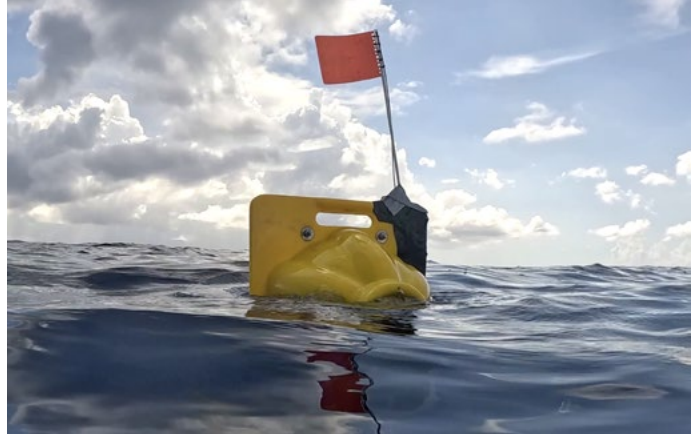
The DoE recorded 658 sea turtle nests laid on Cayman's beaches (372 nests in Grand Cayman, 213 in Little Cayman and 73 in Cayman Brac) during the 2024 nesting season. This included 341 green turtle nests, 311 loggerhead turtle nests and 7 hawksbill nests. This was a low nest count for green turtles, which was expected after two peak nesting seasons in 2022 and 2023. Loggerhead nest counts have not fluctuated much and remain between 311 and 350 nests for the past 5 years, since they had a lower season in 2019 (197 nests).



DoE Achievements 2024

Darwin Main Project Deep Sea Exploration

In 2024 the DoE successfully completed the Darwin Main Project-Deep-sea Cayman 2022-2024- the very first systematic deep-water exploration in Cayman waters. This study resulted in several new discoveries and observations, some of which have been published in peer-reviewed scientific journals.



DoE Achievements 2024

Enforcement

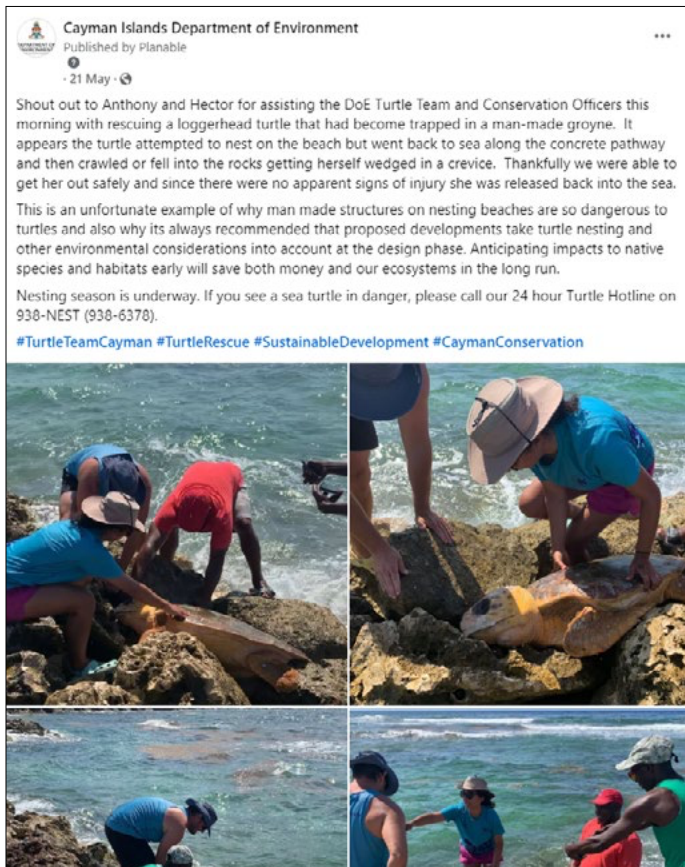
2024 was a fairly busy year for the DoE's Enforcement section. During routine patrols, Conservation Officers found, or responded to, several incidents of large scale poaching where marine life in excess of 100 specimens were taken. An increase in smaller breaches of the NCA and regulations, like fishing from shore in a marine reserve was also recorded this year. While on patrol, DoE officers also dealt with several Coastal Works offences, inspected and tagged numerous fish pots, recovered three illegal seine nets and educated several members of the public on the Marine Parks Zones and the NCA and its regulations. Conservation Officers also rescued a few Cayman Parrots, helping to re-nest them after storms, and successfully prosecuted a poacher who took a parrot from the wild and tried to sell it on social media.

Conservations Officers were also recertified in Officer Safety Training with the RCIPS and completed several relevant training courses including an Advanced First Responder First

Aid course, and a case file preparation and investigation course with the Director of Public Prosecutions (DPP). Additionally, five officers became certified drone pilots through the RCIPS Aerial Support Unit.

In 2024, DoE operations replaced and repaired dive site moorings on the North and South Sides, and most of the East Side of Grand Cayman. Spar buoys in the North Sound Environment Zone and South Sound were also replaced. Our Operations and Enforcement teams collaborated to contain oil and debris spills from two boat incidents.

The DoE also assisted with the Little Cayman Marine Protected Areas World Heritage Site nomination which has successfully been accepted for short listing as a future UK nomination.



DoE Achievements 2024

Public Education and Outreach Campaigns

Successful public education and outreach campaigns in support of several DoE or NCC initiatives were carried out in 2024. These included the call for public nominations for protected areas and the public consultation on the (draft) Conservation Plan for Cayman Sage, in addition to providing video and content support for the London Office's movie promoting the Cayman Islands, 'Our Global Ocean: The Planet's Blue Heart'.

Additionally, in 2024 the DoE published several technical documents, including 'The State of Turtle Friendly

Lighting in the Cayman Islands Report' and the first two in a series of technical advice notes for the public: one on construction fencing for sea turtles and another on the impacts of beach grooming.

2024 also saw the publication of several peer-reviewed journal articles on topics such as reoccurring schools of scalloped hammerhead in deep-waters around Cayman, confirmation of an additional shark species for the Cayman Islands and first locality record in the Caribbean Sea of the rough-skinned dogfish and the depth range extension for the misty grouper (*Hyporthodus mystacinus*), documented from Grand Cayman during the deep-water survey.

Cayman Earth Week 2024!
PLANET VS PLASTICS

EARTH DAY! Meatless Monday
April 22nd
TRY IT!
Eating less meat really can lower your carbon footprint!

Future Focused Friday
April 26th
MAKE SMALL CHANGES to embrace sustainability throughout your life!

Trivia Tuesday
April 23rd
JOIN THE NATIONAL TRUST for ECO TRIVIA @ Salty's Grand Harbour | 7pm
Win prizes!
Proceeds benefit local eco organizations

Wildlife Wednesday
April 24th
GET OUTSIDE!
Go for a 30-min walk and observe the birds, trees, insects and plants around you!
Go for a dive or snorkel! Enjoy our incredible natural Cayman!

Plant a Tree Thursday
April 25th
CULTIVATE NATIVE TREES and harness the benefits of natural resilience, cooling shade, and vibrant habitats for our precious native species.

Department of Environment



Invasive Species Alert!
Red-headed Agama

If you see this lizard, or any other exotic looking animal in the wild, please contain it if possible and contact the DoE Terrestrial Unit immediately by WhatsApp on 925-7625 or email doe@gov.ky.

The Red-headed Agama (*Agama agama*) is a species of lizard from the family Agamidae found in most of sub-Saharan Africa.

Red-headed Agama behave much like our native Curly-tailed Lizard (or Lion-lizard) and would pose a serious risk to such native reptiles through competition of resources as well as introducing disease.

Once established, the Agamas are much harder to control than our Green Anoles due to their smaller size.

Department of Environment

THIS COMPELLING FILM TAKES YOU BENEATH THE WAVES TO EXPLORE THE CHALLENGES AND RESILIENCE OF OUR OCEAN.

Director & Executive Producer: Dr. Tasha Ebanks Garcia
Director & Producer: Benjamin Bryant
Associate Director & Associate Producer: Lauren Arderton

OUR GLOBAL OCEAN
The Planet's Blue Heart

Produced by the Cayman Islands Government UK
Office in partnership with Cayman Islands
Department of the Environment in production with



Cayman Islands Department of Environment
Published by Doe Cayman
26 January

If you haven't checked out the Tangled World exhibit at National Gallery of the Cayman Islands yet, it's a must see!

Last night was the second evening of presentations with the artists, National Trust for the Cayman Islands and DoE's Lauren Dombowsky. What a beautiful and fascinating exhibit!

National Conservation Council
conservation.ky

Public Consultation
on the
Species Conservation Plan
for
Salvia caymanensis
(Cayman sage)
May 30th - June 30th, 2024

Read the plan then tell us what you think!

Public Consultation - May 30th - June 30th, 2024

The National Conservation Council (NCC) is seeking public input on the proposed Species Conservation Plan for Salvia caymanensis (Cayman sage). The plan will outline the management and conservation of this species, which is currently listed as a vulnerable species under the Cayman Islands Wildlife Act (2002).

Public Consultation - May 30th - June 30th, 2024

The National Conservation Council (NCC) is seeking public input on the proposed Species Conservation Plan for Salvia caymanensis (Cayman sage). The plan will outline the management and conservation of this species, which is currently listed as a vulnerable species under the Cayman Islands Wildlife Act (2002).

Tangled World
Links McQueen | Installings & Installation
Lobby Barwick | Ceramics, Sound & Video

Tangled World is an intimate perspective on Cayman's beguiling, ancient mangrove forests.

The artists were inspired by the 'light beauty' of this odd landscape where the trees leave their roots on land and in the sea. Their work explores the textures, colours, sounds and moods of this complex biosphere.

Mangroves are an invaluable and fragile habitat covering just 0.4 percent of the world's forests. They store carbon, filter seawater, and are at present on from destructive storms and serve as a sanctuary for countless species including mangrove crabs and birds.



Accounts:

Financial Performance

The Ministry of Sustainability & Climate Resiliency ended the 2024 financial year with expenditures totalling \$10,142,000 and a surplus of \$845,000. The financial statement report is an appendix to this document and provides additional details on the entity's results for the year ending 31 December 2024.



Appendix 1:

Financial Statements





GOVERNMENT OF THE CAYMAN ISLANDS

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY

AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 DECEMBER 2024

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY

Financial Statements for the Year ended 31 December 2024

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Statement of Financial Performance	6
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Statement of Cash Flows	9
Notes to the Financial Statements	10-37



STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the Ministry of Sustainability and Climate Resiliency (the "Ministry") in accordance with the provisions of the *Public Management and Finance Act (2020 Revision)*.

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

As Chief Officer, I am responsible for establishing; and have established and maintained a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by Act, and properly recorded the financial transactions of the ministry.

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

The financial statements fairly present the financial position, financial performance, changes in net worth and cash flows of the ministry for the financial year ended 31 December 2024.

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

- (a) completely and reliably reflect the financial transactions of the ministry for the year ended 31 December 2024;
- (b) fairly reflect the financial position as at 31 December 2024 and performance for the year ended 31 December 2024;
- (c) comply with International Public Sector Accounting Standards as set out by 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 Office of the Auditor General conducts an independent audit and expresses an opinion on the accompanying financial statements. We have provided the Office of the Auditor General access to all the information necessary to conduct the audit in accordance with International Standards on Auditing.

Nellie Pouchie Cert. Hon.
Chief Officer

Emma Linney
Acting Chief Financial Officer

Date 28 April 2025

Date 28 April 2025

AUDITOR GENERAL'S REPORT

To the Members of Parliament and the Chief Officer of the Ministry of Sustainability and Climate Resiliency

Opinion

I have audited the financial statements of the Ministry of Sustainability and Climate Resiliency (the "Ministry"), which comprise the statement of financial position as at 31 December 2024 and the statement of financial performance, statement of changes in net assets and cash flows statement for the year ended 31 December 2024, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 10 to 37.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Ministry as at 31 December 2024 and its financial performance and its cash flows for the year ended 31 December 2024 in accordance with International Public Sector Accounting Standards.

Basis for Opinion

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

Emphasis of Matter

As outlined in Note 25 of the financial statements, the Cabinet of Ministers authorised supplementary appropriations for the Ministry under Section 11(5) of the Public Management and Finance Act (2020 Revision) in 2024. The impact of these was an increase of \$231,000 in the Ministry's 2024 operation budget. A Supplementary Appropriations Bill for the reallocation was not introduced in Parliament by 31 March 2025 as required by Section 11(6) of the PMFA. My opinion is not qualified with respect to this matter.

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

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

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

AUDITOR GENERAL'S REPORT (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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



Patrick O. Smith, CPA, CFE
Acting Auditor General

28 April 2025
Cayman Islands

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Prior Year Actual CI\$000		Note	Current Year Actual CI\$000	Original Budget CI\$000	Final Budget CI\$000	Variance (Original vs Actual) CI\$000
	Current Assets					
2,846	Cash and cash equivalents	2	5,042	328	328	(4,714)
1,629	Trade receivables	3	165	1,828	1,828	1,663
627	Other receivables	3	469	318	318	(151)
1,418	Prepayments	4	120	40	40	(80)
6,520	Total Current Assets		5,796	2,514	2,514	(3,282)
	Non-Current Assets					
-	Trade receivables	3	-	37	37	37
4,431	Property, plant and equipment	5	2,217	2,714	2,391	497
48	Intangible assets	6	7	25	25	18
4,479	Total Non-Current Assets		2,224	2,776	2,453	552
10,999	Total Assets		8,020	5,290	4,967	(2,730)
	Current Liabilities					
366	Trade payables	7	32	65	65	33
815	Accruals and other liabilities	7	566	1,518	1,518	952
331	Unearned revenue	20	267	559	559	292
120	Employee entitlements	8	141	287	287	146
1,652	Surplus payable	9	2,503	-	-	(2,503)
3,284	Total Current Liabilities		3,509	2,429	2,429	(1,080)
3,284	Total Liabilities		3,509	2,429	2,429	(1,080)
7,715	Net Assets		4,511	2,861	2,538	(1,650)
	Equity					
6,896	Contributed capital		4,000	2,775	2,452	(1,225)
786	Revaluation reserve		478	785	785	307
33	Grant reserve		33	(699)	(699)	(732)
7,715	Total net assets/equity		4,511	2,861	2,538	(1,650)

The accounting policies and notes on pages 10-37 form an integral part of these financial statements.

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Prior Year CI\$000		Note	Current Year Actual CI\$000	Original Budget CI\$000	Final Budget CI\$000	Variance (Original vs Actual) CI\$000
	Revenue					
16,462	Sales of goods & services	10	10,203	10,451	10,202	248
629	Donations & grants	10	784	-	-	(784)
17,091	Total Revenue		10,987	10,451	10,202	(536)
	Expenses					
7,916	Personnel costs	11, 15	5,671	6,571	5,925	900
7,295	Supplies and consumables	12	3,884	3,188	3,585	(696)
109	Leases	12	53	28	28	(25)
488	Depreciation and amortization	5, 6	334	514	514	180
144	Litigation costs	13	220	150	150	(70)
(12)	Gains on financial and non-financial instruments		(20)	-	-	20
15,940	Total Expenses		10,142	10,451	10,202	309
1,151	Surplus for the year		845	-	-	(845)

The accounting policies and notes on pages 10-37 form an integral part of these financial statements.

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

	Contributed Capital \$'000	Revaluation Reserve \$'000	Accumulated Grant Reserve \$'000	Accumulated Surplus/ (deficits) \$'000	Total Net worth \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Original vs Actual) \$'000
Balance at 31 December 2022	4,852	786	16	-	5,654	31,422	4,651	25,768
Grant expenses reclassification	-	-	168	-	168	-	-	(168)
Grant income reclassification	-	-	(161)	-	(161)	-	-	161
Surplus on current year grants added to the grant reserve	-	-	23	(23)	-	-	-	-
Repayment of surplus	478	-	-	(478)	-	-	-	-
Surplus for the year	(501)	-	-	501	-	-	-	-
Restated 2022 balance	4,829	786	46	-	5,661	31,422	4,651	25,761
Prior year adjustments				69	69	-	-	(69)
Changes in net worth for 2023								
Equity investment from Cabinet	2,067	-	-	-	2,067	25,114	24,791	23,047
Expenses recognised directly in the reserve	-	-	(3)	-	(3)	-	-	3
Amount reclassified to unearned revenue	-	-	(10)	-	(10)	-	-	10
Net revenue / expenses recognised directly in net worth	2,067	-	(13)	69	2,123	25,114	24,791	22,991
Repayment of Surplus to Cabinet	-	-	-	(1,220)	(1,220)	-	-	1,220
Surplus for the year	-	-	-	1,151	1,151	-	-	(1,151)
Total recognised revenues and expenses for the period	2,067	-	(13)	-	2,054	25,114	24,791	23,060
Balance at 31 December 2023	6,896	786	33	-	7,715	56,535	29,442	48,820

The accounting policies and notes on pages 10-37 form an integral part of these financial statements

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

	Contributed Capital \$'000	Revaluation Reserve \$'000	Accumulated Grant Reserve \$'000	Accumulated Surplus/ (deficits) \$'000	Total Net worth \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Original vs Actual) \$'000
Balance at 31 December 2023	6,896	786	33	-	7,715	5,826	5,826	(1,889)
Prior year adjustments	-	-	(7)	6	(1)	-	-	1
Revised balance at 31 December 2023	6,896	786	26	6	7,714	5,826	5,826	(1,888)
Changes in net worth for 2024								
Transfers out due to Ministry Reorganisation	(3,214)	(307)	-	-	(3,521)	-	-	3,521
Equity investment from Cabinet	318	-	-	-	318	641	318	323
Gain/(loss) on property revaluation	-	-	-	-	-	(399)	(399)	(399)
Capital withdrawals by Cabinet	-	-	-	-	-	(3,206)	(3,206)	(3,206)
Expenses recognized directly in the reserve	-	-	-	-	-	-	-	-
Dividends payable to cabinet	-	-	-	-	-	(89)	(89)	(89)
Net revenue / expenses recognised directly in net worth	(2,896)	(307)	-	-	(3,203)	(3,053)	(3,376)	150
Grant expenses recognized in reserve	-	-	(13)	-	(13)	-	-	13
Surplus on in year grant transferred to reserve	-	-	20	(20)	-	-	-	-
Repayment of Surplus to Cabinet	-	-	-	(831)	(831)	-	-	831
Surplus for the year	-	-	-	845	845	89	89	(756)
Total recognised revenues and expenses for the period	(2,896)	(307)	7	-	(3,202)	(2,964)	(3,287)	238
Balance at 31 December 2024	4,000	478	33	-	4,511	2,861	2,538	(1,650)

The accounting policies and notes on pages 10-37 form an integral part of these financial statements.

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Prior Year Actual	Note	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
CI\$'000		CI \$'000	CI \$'000	CI \$'000	CI \$'000
	Cash flows from operating activities				
	<i>Cash received</i>				
12	Sale of goods and services - third party	13	-	-	13
17,575	Outputs to Cabinet	11,691	10,073	9,788	(1,618)
224	Other receipts	853	-	-	853
17,811	Total cash received	12,557	10,073	9,788	(752)
	<i>Cash used</i>				
(7,848)	Personnel costs	(5,681)	(6,571)	(5,925)	(890)
(7,744)	Supplies and consumables	(4,566)	(3,367)	(3,728)	1,216
(7)	Financing/interest expense	(3)	-	-	3
(1,240)	Other payments	(19)	-	-	19
(16,839)	Total cash used	(10,269)	(9,938)	(9,653)	330
972	Net cash flows from operating activities	2,288	135	136	(422)
	Investing activities				
	<i>Cash used</i>				
(642)	Purchase of property, plant and equipment	(397)	(641)	(262)	(244)
(642)	Total cash used	(397)	(641)	(262)	(244)
(642)	Net cash used in investing activities	(397)	(641)	(262)	(244)
	Financing activities				
	<i>Cash received</i>				
1,771	Equity investment from Org 40	422	641	262	219
	Ministry Reorganisation 1 January 2024	(116)	-	-	(116)
1,771	Total cash received	306	641	262	103
	<i>Cash used</i>				
-	Repayment of surplus to Org 40	-	(507)	(507)	(507)
-	Total cash used	-	(507)	(507)	(507)
1,771	Net cash flows from financing activities	306	134	(245)	(404)
2,101	Net increase / (decrease) in cash and cash equivalents held	2,196	(371)	(371)	(2,567)
745	Cash and cash equivalents at beginning of the year	2,846	699	699	(2,147)
2,846	Cash and cash equivalents at the end of the year	5,042	328	328	(4,714)

The accounting policies and notes on pages 10-37 form an integral part of these financial statements.

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Description and Principal activities

The Ministry of Sustainability and Climate Resiliency (“the Ministry”) was established and commenced operations on 1 July 2021, following the General Election held on 14 April 2021. The Ministry is a Government owned entity as defined by section 2 of the Public Management and Finance Act (2020 Revision) (“the Act”) and it is domiciled in the Cayman Islands. The Ministry consists of the Department of Environment and the Ministry of Sustainability and Climate Resiliency Administration.

Its principal activities and operations include all activities carried out in terms of the outputs purchased by the Minister as defined in the Plan and Estimates for the Government of Cayman Islands for the fiscal year ending 31 December 2024.

As at 1 January 2024, the following departments were transferred out of the Ministry: Cayman Islands National Weather Service and Hazard Management Cayman Islands.

Note 1: Significant Accounting Policies

These financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) issued by the International Federation of Accountants and its International Public Sector Accounting Standards Board (IPSASB) using the accrual basis of accounting. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used. The accounting policies set out below have been consistently applied to all periods presented in these financial statements.

(a) Basis of preparation

The financial statements have been prepared on a going concern basis and the accounting policies set out below have been applied consistently to all periods presented. The financial statements are presented in Cayman Islands dollars using the historical cost basis of accounting, except the revaluation method adopted for land and buildings. The figures used in the presentations have been rounded to the nearest thousand.

The financial statements are prepared for the year ended 31 December 2024. The prior year comparison statement in the Statement of Financial Position, Statement of Financial Performance, Statement of Changes in Net Assets and Statement of Cash Flows and related notes are for the prior year ended 31 December 2024.

**MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 1: Significant Accounting Policies (continued)

(a) Basis of preparation (continued)

New and revised accounting standards issued that are not yet effective for the financial year beginning 1 January 2024 and not early adopted.

Certain new accounting standards have been published that are not mandatory for the 31 December 2024 reporting period and have not been early adopted by the Ministry. The Ministry's assessment of the impact of these new standards is set out below.

IPSAS 43, *Leases* was issued in January 2022, amended the scope of IPSAS 16 by defining investment property to include both owned investment property and property held by a lessee as a right-of-use asset. IPSAS 43 introduces a right-of-use model that replaces the risks and rewards incidental to ownership model in IPSAS 13, *Leases*. For lessors, IPSAS 43 substantially carries forward the risks and rewards incidental to ownership model in IPSAS 13. IPSAS 43 has an effective date of January 1, 2025. Earlier application is permitted in certain circumstances. It is anticipated that IPSAS 43 will not have a significant impact on the Ministry's financial statements. This will be assessed fully in the next financial year.

IPSAS 44, *Non-current Assets Held for Sale and Discontinued Operations* was issued in May 2022. An entity shall apply this amendment for annual financial statements covering periods beginning on or after January 1, 2025. Earlier application is permitted. If an entity applies the amendments for a period beginning before January 1, 2025, it shall disclose that fact and apply IPSAS 44 at the same time. It is anticipated that IPSAS 44 will not have a significant impact on the Ministry's financial statements. This will be assessed fully in the next financial year.

IPSAS 45, *Property, Plant, and Equipment* replaces IPSAS 17, *Property, Plant, and Equipment*, by adding current operational value as a measurement basis in the updated current value model for assets within its scope, identifying the characteristics of heritage and infrastructure assets, and adding new guidance on how these important types of public sector assets should be recognised and measured. This standard comes into effect on January 1, 2025, with earlier application permitted. It is anticipated that IPSAS 45 will not have a significant impact on the Ministry's financial statements. This will be assessed fully in the next financial year.

IPSAS 46, *Measurement* provides new guidance in a single standard addressing how commonly used measurement bases should be applied in practice. It brings in generic guidance on fair value for the first time and introduces current operational value, a public sector-specific current value measurement basis addressing constituents' views that an alternative current value measurement basis to fair value is needed for certain public sector assets. This standard was issued in May 2023 and comes into effect on January 1, 2025, with earlier application permitted. It is anticipated that IPSAS 46 will not have a significant impact on the Ministry's financial statements. This will be assessed fully in the next financial year.

**MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 1: Significant Accounting Policies (continued)

(a) Basis of preparation (continued)

New and revised accounting standards issued that are not yet effective for the financial year beginning 1 January 2024 and not early adopted. (continued)

IPSAS 47, Revenue (issued in May 2023 and effective for periods beginning on or after 1 January 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. It is anticipated that IPSAS 47 will not have a significant impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 48, Transfer expenses provides accounting guidance for transfer expenses, which account for a significant portion of expenditures for many public sector entities. This new Standard fills a significant gap in the IPSASB's literature and guides to help entities account for public sector transfer expense transactions. The standard was issued in May 2023 and is effective for periods beginning January 1, 2026. It is anticipated that IPSAS 48 will not have a significant impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 49, Retirement Benefit Plans (issued in November 2023 and effective for periods beginning on or after 1 January 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 a significant impact on the Ministry's financial statements.

IPSAS 50, Exploration for and Evaluation of Mineral Resources, and Stripping Costs in the Production Phase of a Surface Mine (Amendments to IPSAS 12), were issued in November 2024 and shall be applied for financial statements covering periods beginning on or after 1 January 2027 and relate to accounting by public sector mining entities. IPSAS 50 and the amendments to IPSAS 12 are not applicable to the Ministry.

Changes in Accounting Policies

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

(b) Financial Year

The financial year is the twelve (12) months ended 31 December 2024.

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(c) Budget amounts

The original budget amounts for the fiscal year are as presented in the 2024-2025 Budget Statements and approved by the Parliament on the 15 December 2024. The budget was prepared based on the accrual accounting concept and the going concern basis.

The budget period is understood to be a two-year period; and in the case of these financial statements, extends from 1 January 2024 to 31 December 2025. It is understood that any appropriation remaining at the end of fiscal year 2024, can be carried forward and used in the 2025 financial period. These appropriations will lapse at 31 December 2025.

This is in accordance with the Public Management and Finance Act section 9(5) (2020 Revision) (“PMFA”); “an appropriation lapses at the end of budget period to which the Act by which the appropriation is granted relates”.

(d) Judgments and Estimates

The preparation of financial statements in conformity 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 are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the reporting period and in any future periods that are affected by those revisions.

(e) Cash and Cash Equivalents

Cash and cash equivalents include cash in hand, deposits held on call with banks, and other short-term, highly liquid investments with original maturities of three months or less, which are subject to an insignificant risk of changes in value. Although these assets at 31 December 2024 are subject to the expected credit loss requirements of IPSAS 41, no allowance has been recognised as the estimated allowance is negligible due to the high credit quality of the counterparty banks.

(f) Prepayments

The portion of recognised expenditure paid in advance of receiving goods and/or services has been recognised as a prepayment.

(g) Property, Plant and Equipment

Property, plant and equipment except land and buildings, is stated at historical cost less accumulated depreciation. Items of property, plant and equipment are initially recorded at cost. Where an asset is acquired for nil or nominal consideration, the asset is recognized initially at fair value, where fair value can be reliably determined, and as revenue in the Statement of Financial Performance in the year in which the asset is acquired.

**MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 1: Significant Accounting Policies (continued)

(g) Property, Plant and Equipment (continued)

Asset Revaluation

In accordance with IPSAS 17, when an item of property, plant, and equipment is revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Property (land, buildings and structures) were revalued as at the 1 January 2021 by in-house professionals and are stated at revalued amounts less accumulated depreciation. The next revaluation is set to take place on 1 January 2026.

Valuation methods

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

- Fair Value (Market Value) defined in accordance with IFRS 13 Fair Value Measurement as follows: "The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date."
- Fair Value (Existing Use Value) extends the definition of Fair Value (Market Value) in "assuming that the buyer is granted vacant possession of all parts of the property required by the business and disregarding potential alternative uses and any other characteristics of the property that would cause its market value to differ from that needed to replace the remaining service potential at least cost."
- Specialized Assets: specialized assets are those for which no market exists for the current use. Specialized assets are valued using the Depreciated Replacement Cost method (DRC valuation).
- The definition of 'Depreciated Replacement Cost', as contained in The Standards, is as follows: "The current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization."

Valuation assumptions

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

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

**MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 1: Significant Accounting Policies (continued)

(g) Property, Plant and Equipment (continued)

Valuation assumptions (continued)

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

Valuations of each 'specialized building' state their total asset value and the (depreciated) value of the respective building. Those with a depreciated building value greater than \$500,000 also state figures for their 'component' parts. Buildings valued by the investment or comparison methods of valuation also state figures for their respective land values. These do not compute to reflect actual building values but indicate the inherent value attributing to the land only.

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

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

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

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

- Measurements taken on site.
- Measurements extracted from Cayman Islands Government property records.
- Land and Buildings were revalued as entire classes of asset.

**MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 1: Significant Accounting Policies (continued)

(g) Property, Plant and Equipment (continued)

Depreciation is expensed on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant and equipment (other than land); less any estimated residual value, over its estimated useful life.

<u>Asset Type</u>	<u>Estimated Useful life</u>
• Buildings and structures	10 – 60 years
• Building fit-out (when accounted for separately)	5 – 25 years
• Computer hardware	3 – 10 years
• Equipment and furniture	3 – 25 years
• Motor vehicles	3 – 20 years
• Other equipment	5 - 20 years
• Office equipment	4 -15 years
• Marine vessels	3 - 20 years
• Water reticulation	10 years
• Plant and equipment	5 - 20 years
• Infrastructure	5 – 20 years

Impairment

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

Assets under construction or development

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

Disposals

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

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(h) Employee Benefits

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

Pension contributions for employees of the Ministry are paid to the Public Service Pension Fund and administered by the Public Service Pension Board (the "Board"). Contributions of 12% - employer 6% and employee 6% - on basic salary, acting allowance or duty allowance are made to the fund by the Ministry.

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

(i) Revenue

Revenue is recognised in the accounting period in which it is earned. Revenue received but not yet earned at the end of the reporting period is recognised as a liability (unearned revenue). The Ministry derives its revenue through the provision of services to Cabinet, to other agencies in government and to third parties. Revenue is recognised at the fair value of services provided.

Donations and grants are funds received by grantors in the form of grants. These funds are recognised as they are received or earned depending on the conditions in the grant agreements. Amount not earned are recognized as deferred revenue.

(j) Expenses

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

(k) Operating leases

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under the operating leases are recognised as expenses on a straight-line basis over the lease term.

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(I) Financial Instruments

Financial assets and financial liabilities are recognised in the Ministry's Statement of Financial Position when the Ministry becomes a party to the contractual provisions of the instrument. The Ministry is party to financial instruments as part of its normal operations. These financial instruments include cash and cash equivalents, trade and accounts receivables and trade and accounts payable, all of which are recognized in the Statement of Financial Position.

Initial Recognition

Financial assets and liabilities are initially measured at fair value. On initial recognition, transaction costs directly attributable to the acquisition or issue of financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate.

Subsequent measurement and classification

IPSAS 41 requires financial assets to be subsequently measured at fair value through surplus or deficit (FVTSD), amortised cost, or fair value through other comprehensive revenue and expense (FVTOCRE). Additionally, IPSAS 41 requires financial liabilities to be measured at either amortised cost or FVTSD.

This classification is based on the business model for managing financial instruments, and whether the payments are for solely payments of principal or interest on the principal amount outstanding. The Ministry assessed the business model for holding financial assets at the date of initial application. It determined that all of these are held to collect contractual cash flows that are solely payments of principal and interest. Therefore, financial assets are subsequently measured at amortised cost. Financial liabilities are subsequently measured at amortised cost.

Cash and cash equivalents, trade receivables and payables are recorded at amortized cost using the effective interest method less any impairment.

Derecognition

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

Classification

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

A financial liability is any liability that is a contractual obligation to deliver cash or another financial instrument or to exchange financial instruments with another enterprise under conditions that are

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

potentially unfavourable. Financial liabilities comprise of accounts payable, accrued expenses and surplus payable.

(m) Contingent Liabilities and Assets (including guarantees)

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

(n) Foreign Currency

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

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

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

(o) Revenue from Non-Exchange Transactions

The Ministry receives various services from other government entities for which payment is made by the Cayman Islands Government. The Ministry has designated these non-exchange transactions as services in-kind as defined under IPSAS 23- Revenue from non-exchange transactions. When fair values of such services can be reliably estimated then the non-exchange transaction is recorded as an expense and an equal amount is recorded in other income as a service in-kind. Where services in-kind offered are directly related to construction or acquisition of property, plant and equipment (PP&E), such service in-kind is recognized in the cost of the PP&E.

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Note 2: Cash and cash equivalents

Cash and cash equivalents include cash on hand, bank accounts in the name of the Ministry maintained at Royal Bank of Canada and short term deposits invested with the Cayman Islands Government Treasury. As at 31 December 2024, the Ministry's cash balances were as presented below. Cash held in relation to grants received is for use specifically for those grant purposes. Restricted cash balances currently stand at \$267k in relation to unearned grant revenue.

Prior Year CI\$'000	Description	Foreign Currency CI\$'000	Exchange Rate	Current Year CI\$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance (Original vs Actual) CI\$'000
2,832	Operational Current Account - KYD	-	-	5,031	283	283	(4,748)
14	Operational Current Account - USD	13	0.8375	11	45	45	34
2,846	Cash and cash equivalents			5,042	328	328	(4,714)

Note 3: Trade receivables and other receivables

Trade receivables are amounts due from customers for items sold or services performed in the ordinary course of business. Trade receivables and other receivables comprise of balances due from other Government entities, including output receivables and balances due from third parties.

The Ministry's policy is to recognise ECL of 100% for receivables over 90 days past due because historical experience has indicated that these receivables are generally not recoverable. Receivables are written off and or fully provided for when there is no reasonable expectation of recovery.

Prior Year CI \$'000	Trade Receivables	Current Year CI \$'000	Budget CI\$'000	Variance (Original vs Actual) CI\$'000
1,642	Receivables from Cabinet and other Ministries	188	1,865	1,677
(13)	Less: Allowance for expected credit losses	(23)	-	23
1,629	Net Trade Receivables	165	1,865	1,700

Prior Year CI \$'000	Maturity Profile – Trade Receivables	Current Year CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance (Original vs Actual) CI\$'000
1,589	Current	-	-	-	-
49	Past due 1-30 days	99	1,781	1,781	1,682
-	Past due 31-60 days	28	-	-	(28)
-	Past due 61-90 days	-	-	-	-
4	Past due 90 and above	61	84	84	23
1,642	Total Trade Receivables	188	1,865	1,865	1,677

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Note 3: Trade receivables and other receivables (continued)

Other receivables

Prior Year	Description	Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
CI\$'000		CI\$'000	CI\$'000	CI\$'000	CI\$'000
627	Other receivables	469	318	318	(151)
627	Total Other Receivables	469	318	318	(151)

Prior Year	Maturity Profile – Other Receivables	Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
CI \$'000		CI \$'000	CI\$'000	CI\$'000	CI\$'000
312	Current	327	-	-	(327)
-	Past due 1-30 days	-	318	318	318
-	Past due 31-60 days	-	-	-	-
-	Past due 61-90 days	-	-	-	-
315	Past due 90 and above	142	-	-	(142)
627	Total Trade Receivables	469	318	318	(151)

Included in other receivables is \$212k in receivables from the Executive Ministry of Sustainability and Climate Resiliency (Org 63) relating to expenditure for the current fiscal year. There is \$110k in receivables relating to the RESEMBID project. The remainder is balances from other Cayman Islands Government entities, which are related parties, or balances relating to other grant agreements.

As at 31 December 2024 expected credit losses resulting from balances less than 90 days past due amounted to \$21k (2023: \$4k). Additionally, expected credit losses resulting from full providing for balances over 90 days past due amounts totaling \$2k (2023: \$9k).

The simplified approach to providing for expected credit losses, as prescribed by IPSAS 41, is applied to trade and other receivables. The simplified approach involves making a provision equal to lifetime expected credit losses.

In measuring ECLs for third-party receivables, the estimated loss allowance for individually significant or other specific trade and other receivable balances are determined on an individual basis. Thereafter, the remaining third-party trade receivables have been assessed on a collective basis as they possess shared credit risk characteristics. The expected credit loss rate/s for third-party receivables is based on the Ministry's historical credit loss over the prior two years. The historical loss rates are then adjusted for current and forward-looking information on macroeconomic factors affecting the Ministry's customers. Given the short period of credit risk exposure, the impact of macroeconomic factors is not considered significant.

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Note 3: Trade receivables and other receivables (continued)

The Ministry performed an individual/specific ECL assessment on any related party debtors with qualitative or quantitative factors indicating doubts around collectability. Given the low risk of default on the remaining related party receivables held by the Ministry, the impact of the expected credit losses on these have been estimated to be negligible. These have a low risk of default due to the Cayman Islands Government's high credit rating, absence of historical losses on amounts due. The Ministry believes that the amounts outstanding on related party receivables are recoverable.

Allowance for Expected Credit Losses

Prior Year CI \$'000	Description	Current Year CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance (Original vs Actual) CI\$'000
-	Balance at 1 January 2024	13	-	-	(13)
13	Provisions made during the year	10	-	-	(10)
13	Balance as at 31 December 2024	23	-	-	(23)

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

Movement in the allowance for expected credit losses

	2024 CI\$'000	2023 CI\$'000
Opening allowance for credit losses as at 1 January	13	-
Revision in loss allowance made during the year	10	13
Receivables written off during the year	-	-
Balance at 31 December	23	13

Note 4: Prepayments

Prior Year CI\$'000	Description	Current Year CI\$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance (Original vs Actual) CI\$000
1,418	Prepayments	120	40	40	(80)
1,418	Total Prepayments	120	40	40	(80)

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
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Note 5: Property, plant and equipment

Cost of Property, plant & equipment	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture and Other Equipment</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Other assets</i>	<i>Infrastructure</i>	<i>Water reticulation</i>	<i>Motor Vehicles</i>	<i>Marine Vessels</i>	<i>Assets under construction or development</i>	<i>Total</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance (Original vs Actual)</i>
Balance as at 1 Jan 2023	1,107	1,509	1,146	209	493	242	48	433	10	1,247	1,064	395	7,903	34,269	7,498	26,366
Additions	-	166	25	-	20	8	-	42	-	212	72	286	831	25,014	24,691	24,183
Capitalized from WIP	-	2	1	-	4	-	-	-	-	-	-	(7)	-	-	-	-
Disposal/ derecognition	-	-	-	-	(56)	(3)	-	-	-	(59)	-	-	(118)	-	-	118
Balance as at 31 Dec 2023	1,107	1,677	1,172	209	461	247	48	475	10	1,400	1,136	674	8,616	59,283	32,189	50,667

Accumulated Depreciation and impairment losses	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture and Other Equipment</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Other assets</i>	<i>Infrastructure</i>	<i>Water reticulation</i>	<i>Motor Vehicles</i>	<i>Marine Vessels</i>	<i>Assets under construction or development</i>	<i>Total</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance (Original vs Actual)</i>
Balance as at 1 Jan 2023	-	885	122	183	383	231	43	354	2	817	819	-	3,839	4,346	4,346	507
Eliminate on disposal/ derecognition	-	-	-	-	(56)	(3)	-	-	-	(59)	-	-	(118)	-	-	118
Depreciation expense	-	90	61	6	57	3	4	28	1	158	56	-	464	924	924	460
Balance as at 31 Dec 2023	-	975	183	189	384	231	47	382	3	916	875	-	4,185	5,270	5,270	1,085

NBV Balance as at 31 Dec 2023	1,107	702	991	20	74	15	2	93	7	485	261	674	4,431	54,014	26,921	49,583
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MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

Note 5: Property, plant and equipment (continued)

Cost of Property, plant & equipment	Land	Plant and equipment	Buildings	Furniture and Other Equipment	Computer Hardware	Office Equipment	Other assets	Infrastructure	Water reticulation	Motor Vehicles	Marine Vessels	Assets under construction or development	Total	Original Budget	Final Budget	Variance (Original vs Actual)
Balance as at 1 Jan 2024	1,107	1,677	1,172	209	461	247	48	475	10	1,400	1,136	674	8,616	10,902	10,902	2,286
Transfers	(920)	(942)	(35)	(18)	(284)	(206)	-	(446)	(10)	(312)		(571)	(3,743)	(5,339)	(5,339)	(1,596)
Additions	-	21	-	1	36	-	-	-	-	13	46	288	405	641	319	236
Capitalized from WIP	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposal/ derecognition	-	-	-	-	-	-	-	-	-	(114)		-	(114)	-	-	114
Balance as at 31 Dec 2024	187	756	1,137	192	214	41	48	29	-	987	1,182	391	5,164	6,204	5,882	1,040

Accumulated Depreciation and impairment losses	Land	Plant and equipment	Buildings	Furniture and Other Equipment	Computer Hardware	Office Equipment	Other assets	Infrastructure	Water reticulation	Motor Vehicles	Marine Vessels	Assets under construction or development	Total	Original Budget	Final Budget	Variance (Original vs Actual)
Balance as at 1 Jan 2024	-	975	183	189	384	231	47	382	3	916	875	-	4,185	4,760	4,760	575
Transfers	-	(475)	(6)	(11)	(241)	(202)	-	(362)	(3)	(150)	-	-	(1,450)	(1,778)	(1,778)	(328)
Eliminate on disposal/ derecognition	-	-	-	-	-	-	-	-	-	(114)	-	-	(114)	-	-	114
Depreciation expense	-	38	59	3	26	5	1	2		121	71	-	326	507	507	181
Balance as at 31 Dec 2024	-	538	236	181	169	35	48	22	-	773	946	-	2,947	3,490	3,490	542

NBV Balance as at 31 Dec 2024	187	218	901	11	45	6	-	7	-	214	237	391	2,217	2,714	2,391	497
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**MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 5: Property, plant and equipment (continued)

Assets totalling cost of \$3,859 belonging to Hazard Management and National Weather Services including \$572k of Assets under Construction were transferred out of the Ministry on 1st January 2024.

Assets under Construction or Development

The “Assets under Construction or Development” category had closing balances as at 31 December 2023 that included \$572k relating to the new proposed National Weather Service Headquarters building which is due for completion in early 2026. This balance was transferred to the Cabinet Office on 1 January 2024.

The closing balance for “Assets under Construction or Development” as at 31 December 2024 included a total of \$383k relating to the new Cayman Brac Building for Department of Environment. The Building’s inspection status was updated to show it had passed all inspections in early 2025, and will be transferred out of WIP at this point.

Other Assets

The “Other Assets” category is largely comprised of scientific equipment for research purposes, and includes microscopes, a spectrophotometer, a barometer and an oceanic current tracking drogue.

Note 6: Intangible Assets

Cost	Total	Original Budget	Final Budget	Variance (Original vs Actual)
Balance as at 1 Jan 2023	153	639	639	486
Additions	3	100	100	97
Balance as at 31 Dec 2023	156	739	739	583

Accumulated Amortization and impairment losses	Total	Original Budget	Final Budget	Variance (Original vs Actual)
Balance as at 1 Jan 2023	78	110	110	32
Amortization expense	30	24	24	(6)
Balance as at 31 Dec 2023	108	134	134	26

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
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Note 6: Intangible Assets (continued)

Cost	Total Intangibles	Original Budget	Final Budget	Variance (Original vs Actual)
Balance as at 1 Jan 2024	156	176	176	20
Transfers	(116)	(116)	(116)	-
Additions	2	-	-	(2)
Balance as at 31 Dec 2024	42	60	60	18

Accumulated Amortization and impairment losses	Total Intangibles	Original Budget	Final Budget	Variance (Original vs Actual)
Balance as at 1 Jan 2024	108	102	102	(6)
Transfers	(79)	(73)	(73)	(6)
Amortization Expense	6	6	6	-
Balance as at 31 Dec 2024	35	35	35	-

Net book value as at 31 Dec 2023	48	605	605	557
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Net book value as at 31 Dec 2024	7	25	25	18
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Note 7: Trade payables, accruals and other liabilities

Prior Year CI\$'000	Description	Current Year CI\$'000	Original Budget CI \$'000	Final Budget CI\$'000	Variance CI\$'000
366	Trade payables	32	65	65	33
56	Payroll deductions	1	-	-	(1)
766	Accruals and other liabilities	550	1,513	1,513	963
21	Core government trade with other public entities	9	-	-	(9)
(28)	Other	6	5	5	(1)
1,181	Total trade payables, accruals and other liabilities	598	1,583	1,583	985

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

Note 8: Employee entitlements

Prior Year CI\$'000	Details	Current Year CI\$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
	<i>Employee entitlements are represented by:</i>				
115	Annual leave	130	30	30	(100)
-	Retirement and long service leave	-	201	201	201
5	Other	11	56	56	45
120	Total employee entitlements	141	287	287	146

The annual leave, retirement and long-service leave and other employee entitlements are calculated based on current salary paid to those employees who are eligible for this benefit.

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
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Note 9: Surplus Payable

As at 31 December 2024, the Ministry had surplus payable in the amount of \$2.5M (2023: \$1.65M). The surplus payable balance includes the 2024, 2023 and the 2022 surpluses and prior year adjustments. The Ministry's original 2024 budget was to break even therefore no surplus was budgeted for 2024. In accordance with the requirements of section 39 (3) of aforementioned Act, the Ministry is required to repay the surplus generated to the Ministry of Finance and Economic Development.

Note 10: Sales of goods and services

Prior Year	Description	Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
CI\$'000		CI\$'000	CI\$'000	CI\$'000	CI\$'000
16,462	Outputs to Cabinet	10,203	10,451	10,202	248
629	Donations and grants	784	-	-	(748)
17,091	Total sale of goods and services	10,987	10,451	10,202	(536)

Outputs to Cabinet

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

Donations and Grants

Donations and grants relate were received from third party grantors. \$483k relates to grants from RESEMBID and \$301k relates to various grants received by Department of Environment for projects to protect the environment.

Note 11: Personnel costs

Prior Year	Description	Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
CI\$'000		CI\$'000	CI\$'000	CI\$'000	CI\$'000
6,227	Salaries, wages and allowances	4,386	5,030	4,384	644
1,348	Healthcare	968	1,268	1,268	300
327	Pension	228	259	259	31
(14)	Leave and comptime	43	-	-	(43)
28	Other personnel related costs	46	14	14	(32)
7,916	Total Personnel Cost	5,671	6,571	5,925	900

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
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Note 12: Supplies and consumables

Prior Year CI\$'000	Description	Current Year CI\$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance (Original vs Actual) CI\$'000
309	Supplies and materials	192	199	199	7
6,077	Purchase of services	3,328	2,322	2,718	(1,006)
146	Utilities	54	56	56	2
109	Leases	53	28	28	(25)
226	Travel and subsistence	114	92	92	(22)
138	Recruitment & training	45	50	50	5
117	Interdepartmental expenses	104	95	95	(9)
282	Other	47	374	375	328
7,404	Total Supplies & Consumables	3,937	3,216	3,613	(720)

Supplies and consumables included work with a number of private entities rendering expert professional services (mainly financial and legal) in which the Ministry incurred related expenditure through purchase of services. The largest expenses in these services related to the Regen Project. There is also a significant amount of professional fees expenditure (\$804k) relating to the Green Iguana Control project managed by the Department of Environment.

Note 13: Legal Fees

Prior Year CI\$'000	Description	Current Year CI\$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance (Original vs Actual) CI\$'000
144	Legal Fees	220	150	150	(70)
144	Total Supplies & Consumables	220	150	150	(70)

Note 14: Revenue from Non-Exchange Transactions

During the year ended 31 December 2024, the Ministry received services in-kind in the form of accommodation in the central government building, computer repairs and software maintenance by the computer services department. The fair value of these services cannot be determined and therefore no expense has been recognized in these financial statements.

Note 15: Related party and key management personnel disclosures

Related party disclosure

The Ministry is a wholly owned entity of the Government from which it derives a major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the twelve (12) months ended 31 December 2024 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Key management personnel

There are five (5) members of staff at the senior management level as at 31 December 2024 (2023: 8). One of these individuals is shared with another government entity. The cost and benefits related to these shared services are included in the table below. No loans were granted to key management personnel or their close relatives during the fiscal year.

Prior Year CI\$'000	Description	Current Year CI\$'000
987	Salaries & other short term employee benefits	632
987	Total Remuneration	632

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
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Note 16: Explanation of major variances against budget

The Ministry's performance is compared between actual balances as at December 31, 2024 and the original budget for the financial year. These variances are explained below.

Additionally, it is noted that the original budget for the financial year was increased and the variance between the original budget and final budget is explained below.

Variance between original budget and actual performance

The original budget for the fiscal year ending December 31, 2024 was CI\$10.5M. for both expenses and revenue.

The "Final Budget" within this document has been updated to reflect an increase to Outputs relating to supplies and consumables under the Ministry. The change was approved by the Cabinet but was not tabled in Parliament through a Supplementary Appropriation Bill before 31 March 2025.

The "Final Budget" has also been updated to reflect the unused budget which is being carried forward into 2025, this is detailed further in Note 24.

Statement of financial performance

Sales of goods and services

The majority of sales of goods and services is revenue from Outputs delivered to the Cabinet (\$10.1M). This represented the majority of the revenue earned by the Ministry. Overall sales of goods and services was lower than the original budget as the Cabinet revenue drawn down for the financial year was lower than budget for 2024 due to delayed recruitment therefore savings in personnel costs. There will be a portion of the 2024 budget for Cabinet Revenue carried forward to 2025 which is detailed further in Note 24.

Donations

Donated revenue is unbudgeted as there is no certainty as to when or whether grant applications will be successful, therefore the variance of \$784k over original budget for donations is equal to the amount of donation revenue recognised in year.

Personnel Costs

For the year ended December 2024, the Ministry recorded total personnel costs of \$5.7M. This figure was \$900k (13.6%) lower than the original budget of \$6.6M. While there were savings across the Ministry from a number of unfilled positions; these savings were partially offset by an overall increase in personnel costs resulting from an honorarium of \$2k per employee which was awarded to civil servants in December 2024 which was not previously budgeted for in the 2024-2025 Budget.

Supplies and Consumables

During the year, the Ministry had higher supplies and consumables expenditure when compared to the original budget. The net difference between the original budget and the actual spend in year for this category of accounts was (\$720k). This variance related to professional fees for the ReGen Project as at 31 December 2024 as the project was expected to conclude the negotiation phase in early 2024. However, the negotiation phase of the project is still on going as at 31 December 2024 and as such professional consultancy fees have continued to be incurred throughout the course of the year. The total expenses for professional fees relating to the ReGen project in 2024 were \$1.1M. Additional budget was approved for these expenses and is detailed in Note 24.

There was also higher than budgeted spend in the area of professional fees relating to the Green Iguana Control project managed by the Department of Environment as the service provided is heavily based on the the iguana population which is difficult to estimate with any certainty.

The remainder of the variance against original budget for supplies and consumables results from expenditure relating to grants.

**MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
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Note 16: Explanation of major variances against budget (continued)

Legal Fees

During the year, the Ministry had higher expenditure on legal fees when compared to the original budget. The net difference between the original budget and the actual spend in year for this category of accounts was (\$70k). This was due to ongoing litigation during the year on several cases with the National Conservation Council.

Depreciation

Depreciation in year was \$334k which is lower than budget by \$180k, or 35%. The majority of this is relates to delays with the procurement of vehicles, boats and other medium sized items. The optimal timing for completion of the procurement for these items is expected in 2025.

Statement of financial position

Trade receivables

The actual trade receivables balance (due in one year) at 31 December 2024 was \$165k. These funds largely relate to uncollected receivables due from Outputs to Cabinet and other government agencies. This amount was lower than the budget as the Ministry budgeted for trade receivables for approximately 2 month of Cabinet Funding.

An allowance for credit losses was made for doubtful debt amounting to \$23k based on the adoption of the IPSAS 41 Expected Credit Loss Model.

Other receivables

Other receivables were \$469k. These balances largely consist of amounts owed from the Executive Ministry of Sustainability of Climate Resiliency. The majority of these monies were collected within the first quarter of the 2025 fiscal year.

Cash and cash equivalents

The actual cash balances at 31 December 2024 were \$5M; which was \$4.7M higher than the original budget. The main reason for this difference is that cash balance fluctuates depending on the timing of revenue and payments. Cash is heavily impacted by receipt of Cabinet Revenue also as at 31 December 2024 the surpluses for 2022 and 2023 had not been paid over to Cabinet.

The recorded balance is based on the use of cash over the course of the reporting period during the conducting of normal business activities. The cash balance at 31 December 2024 includes \$267k of unearned revenue attributed to the various grants under the Department of Environment (see Note 20).

Property, plant and equipment

The property, plant and equipment balance as at 31 December 2024 is \$2.2M against an original budget of \$2.7M. The majority of this is relates to delays with the procurement of vehicles, boats and other medium sized items. The optimal timing for completion of the procurement for these items is expected in 2025.

**MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
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Note 16: Explanation of major variances against budget (continued)

Accruals and other liabilities

Accruals and other payables was \$598k at 31 December 2024. These relate largely to professional fees for the ReGen project. The professional fees are specifically in relation to legal and financial advice in order to progress the project to the financial close stage. The accruals are for services delivered but the vendors had not billed for the full year of 2024 in advance of year end.

Unearned Revenue

The Ministry has \$267k of unearned revenue which represents grant funds received for which the grant conditions have not yet been satisfied. The revenue is not recognised until the conditions are met. Grants have been applied for and awarded over the course of the budget period. The unearned revenue is lower than the budget of \$559k as it is very difficult to estimate the unearned revenue and revenue can only be recognised once it has been earned.

Employee entitlements

The employee entitlement balance as at December 31, 2024 was \$141k. This resulted from accrued leave owed to staff, as well as the accrued pension attributed to these balances. The balance at the financial year end was \$146k lower than the original budget amount of \$287K. The variance is mainly due to better managed leave during the 2024 financial year.

Surplus payable

The surplus payable as at 31 December 2024 was \$2.5M. This was higher than the budget by the same amount as the Ministry does not budget for a surplus or any change in the surplus payable. The accumulated surplus payable relating to the prior years were not paid back to Cabinet (org 40) during the 2024 fiscal year. The surplus will be paid back to Cabinet in early 2025.

Cash Flow Statement

Cash and cash equivalents at at 31 December 2024, was \$5M which represents an increase in cash and cash equivalents compared to the beginning of the year of \$2.1M. The budgeted change was for a decrease of \$371k, the main reason for this difference is that cash balance fluctuates depending on timing of revenue and payments. Cash was heavily impacted because the surpluses for 2022 and 2023 had not been paid over to Cabinet as at 31 December 2024.

Net Assets

The variance in net assets is largely due to cash and cash equivalents and the surplus payable. See the explanations above under cash and cash equivalents and surplus payable.

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
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Note 17: Financial instrument risks

Credit risk

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

Credit risk is the risk that the counter party to a transaction with the Ministry will fail to discharge its obligations, causing the Ministry to incur a financial loss. The Ministry is exposed to credit risk through the normal trade credit cycle and advances to third parties.

Financial assets that potentially subject the Ministry to credit risk consist of cash and cash equivalents, trade receivables, and other receivables.

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

Expected credit losses (ECL)

ECLs are calculated on a lifetime basis for trade receivables. Please see trade receivables note 3 for more information on credit risk disclosures for ECL on trade receivables.

Concentrations of credit risk

The Ministry does not have any significant credit risk exposure. The credit risk on cash and cash equivalents and short-term investments is limited. The Ministry's main bank is Royal Bank of the Caribbean (RBC) which has a S&P Global Ratings of AA-.

Currency and interest rate risk

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

Liquidity risk

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

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
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Note 18: Segment reporting

Segments and respective functions reported on within the Ministry are highlighted below:

	Ministry Sustainability & Climate Resiliency - Policy Advice and Support		Department of Environment		Hazard Management		Weather Services		Grand Totals	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Revenue	6,592	4,241	6,673	6,746	1,599	-	2,239	-	17,103	11,007
<i>Cabinet Revenue</i>	6,319	3,756	6,306	6,444	1,599	-	2,239	-	16,462	10,203
<i>Third Party Revenue</i>	274	485	368	302	-	-	-	-	642	804
Expenses	6,201	3,664	6,199	6,479	1,584	-	1,968	-	15,952	10,162
<i>Personnel Costs</i>	1,510	1,708	3,856	3,963	1,043	-	1,507	-	7,916	5,671
<i>Supplies and Consumables</i>	4,680	1,941	2,062	2,196	413	-	392	-	7,548	4,157
<i>Depreciation</i>	11	14	280	319	128	-	69	-	488	334
Surplus	392	578	474	267	14	-	271	-	1,151	845
Assets	5,665	5,084	2,712	2,936	612	-	2,010	-	10,999	8,020
<i>Non-current Assets</i>	1,356	-	2,039	2,224	308	-	779	-	4,479	2,224
<i>Current Assets</i>	4,308	5,084	676	712	305	-	1,231	-	6,520	5,796
	(2,485)	(2,623)	(526)	(886)	(39)	-	(234)	-	(3,284)	(3,509)
<i>Liabilities</i>	(2,485)	(2,623)	(526)	(886)	(39)	-	(234)	-	(3,284)	(3,509)

Policy Advice and Support – Ministry of Sustainability & Climate Resiliency Administration

- To promote sustainability across all Ministries, Departments, Units and Sections in Government;
- To promote and encourage the sustainable use of our natural resources and the preservation of our natural environment
- To support investment in renewable energy
- To conduct public education initiatives and develop incentives to encourage residents to be energy efficient
- To increase public education and awareness of the impacts of climate change on the Cayman Islands

Environment – Department of Environment

- To increase protection of marine and terrestrial habitats
- To continue to address the threat of alien invasive species,
- To facilitate the continued, comprehensive implementation of the National Conservation Act
- To assist in the development of national climate change and sustainability strategies.

MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY
NOTES TO THE FINANCIAL STATEMENTS
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Note 19: Provisions and contingent liabilities

Provisions are recognized in the financial statement in relation to pending litigations against the Ministry. At 31 December 2024, no provisions have been recognized in the financial statements.

Note 20: Unearned Revenue

Prior Year CI\$'000	Description	Current Year CI\$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance (Original vs Actual) CI\$'000
331	Other deposits held	267	559	559	292
331	Total Supplies & Consumables	267	559	559	292

European Union funding from Expertise France for the Caribbean OCTs Resilience, Sustainable Energy and Marine Biodiversity Programme (RESEMBID) Project

On 10 October 2022, the Ministry of Sustainability and Climate Resiliency was awarded a grant monies from Expertise France for the Caribbean OCTs Resilience, Sustainable Energy and Marine Biodiversity Programme (RESEMBID) Project. The amount of the European Union funding was EUR 1,216,864. The project has two components, the Residential Building Efficiency Programme (EUR 878,300), and the Public Sector Building Energy Efficiency Programme (EUR 338,564). The award was intended to fund activity to undertake a pilot project to increase energy efficiency measures in residential and public sector buildings.

At 31 December 2023 a balance of \$253k was held as unearned revenue in relation to this grant. During 2024, the Ministry received cash of \$147k and recorded a receivable of \$110k. During the 12-month period ended 31 December 2024, \$577k of this grant had been spent. The balance of funds received, being \$27k, was held as unearned revenue.

The project was initially expected to last 15 months, finishing in April 2024, however Expertise France have now extended the project time frame by an additional year and it concluded on 10 April 2025.

The other portion of unearned revenue represents other conditional grants.

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Note 21: Other Commitments

In April 2021 the Ministry entered into one multi - year contract for project management services for control of invasive species (management of the green iguana culling programme). The contract expired in December 2023, with an option to extend for up to a further two years. On expiry, the contract was renewed for a further year which expired on 31 December 2024 and further renewed for another year of with expiration date of 31 December 2025. The estimated costs of the project management contract for 2025 is \$750k, however overall costs are demand based and will vary based on iguana culling activity.

Other Commitments	Current Year CI\$'000
Payable within one year	750
Total Other Commitments	750

Note 22: Lease Commitments

Lease Commitments	Current Year CI\$'000
Payable within one year	13
Payable within one to five years	2
Total Lease Commitments	15

The Ministry has a small number of short-term leases, the majority of which are rolling one year leases. There is one three year lease due to end in February 2026.

There are no capital commitments

Note 23: Events occurring after reporting date (31 December 2024)

On 1 January 2025, the Gender Affairs Unit was transferred to the Ministry of Youth, Sports and Heritage as a result of a machinery of government change. At the same time, three departments, Department of Environmental Health, Department of Counselling Services and the Ponciana Rehabilitation Centre were transferred into the Ministry of Sustainability and Climate Resiliency from the Ministry of Health and Wellness. This event has no impact on the 2024 financial statements. Management is not aware of any other occurrences subsequent to the reporting date which will have an impact on the financial statements at 31 December 2024.

The Regen project was terminated in 2024. Since 2022, this project is an Executive project and accounted for under the Ministry of Sustainability and Climate Resiliency. The termination settlement was agreed in early 2025, and these costs are also accounted for under the Executive with no impact on the Ministry of Sustainability and Climate Resiliency at the entity level.

Note 24: Multi Year budget

The government operates a two-year budget appropriation cycle. Under Section 9(5) of the Public Management and Finance Act (2020 Revision), unused budget in the first year can be moved forward and used in the execution of the deliverables in the second year, in addition to the approved budget of the second year. The transferred budget is added to the budget allocation of the second year to form the new original budget for that year.

During 2024, Cabinet approved an increase in funding in the amount \$231k by way of Section 11(5) and 11(6) of the Public Management and Finance Act (2020 Revision) in order to cover various planned expenditure in 2024 (See Note 25).

A Section 9(5) was also approved by Cabinet during 2024, which allows for funds to be brought forward from the second year to form the final budget for that year. An amount \$750k was approved to be transferred to 2024 from 2025 approved budget in order to cover professional fees related to the REGEN Project.

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Note 25: Changes to the Budget

At the end of the fiscal year 2024, \$1.23M in unused operating expense budget was carried forward to 2025 (See Note 26). The final operating budget for 2024 was therefore adjusted from an original operating budget of \$10.4M to a final operating budget of \$10.2M, and the final capital budget for 2024 was therefore adjusted from an original capital budget of \$641k to a final capital budget of \$319k.

The final budget is adjusted for amounts approved under Section 9(5) and Sections 11(5) and 11(6) of the Public Management and Finance Act (2020 Revision).

Description	Operating Expenditure \$'000	Capital Expenditure \$'000
2024 Original Budget	10,451	641
Sections 11(5) and 11(6)	231	-
Section 9(5) transfer from 2025 Budget	750	-
Section 9(5) Budget carryforward	(1,230)	(322)
Final Budget	10,202	319

Note 26: Carry Forward FY 2024 Budget

At the end of the financial period ending 31 December 2024, the Ministry had total unspent operational budget of \$1.2M and total unspent capital funding of \$322 thousand. In accordance with the Public Management and Finance Act (2020 revision), the Ministry is intending to carry forward \$1.2M in operational budget and \$322 in capital budget.

APPROPRIATION	Actual FY2024	Original Budget	Final Budget	Carry Fwd To FY2025	Explanation
	'000	'000	'000	'000	
SCR 1 – Policy Advice to the Minister on the Development and Coordination of Sustainability and Climate Resiliency Initiatives	3,757	4,069	3,757	1,130	This relates to recruitment planned in 2024, and communications campaigns, wildlife underpass and an office fitout. There have been delays with commencement of these projects. It is anticipated that this work will be carried out in 2025.
Total	3,757	4,069	3,757	1,130	
SCR 3 - Environmental Services and Research	6,445	6,382	6,445	100	This relates to professional fees for the consultant on the beach renourishment solution planned in 2024. As there have been some delays, this funding will be used in 2025 for this work to be carried out.
Total	6,445	6,382	6,445	100	

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Note 26: Carry Forward FY 2024 Budget (continued)

APPROPRIATION	Actual FY2024	Original Budget	Final Budget	Carry Fwd FY2024	Explanation
	'000	'000	'000	'000	
EQUITY INJECTION (CAPITAL)					
Equity Injection - EI 84	319	641	319	322	The majority of this is relates to vehicles, boats and other medium sized items. The optimal timing for completion of the procurement for these items is expected in 2025.
Total	319	641	319	322	

Note 27: Going Concern

Based on management assessment and forecasts, management believes the risk that the Ministry would not be able to meet its obligations as they become due are low.