

ANNUAL
REPORT
2024 



National Drug Council
Cayman Islands



ABOUT THIS REPORT

This report outlines the National Drug Council's (NDC) performance during the period from January 1st, 2024 to December 31st, 2024 in comparison to that outlined in the organisation's budget for the corresponding period.

The requirement for an Annual Report is prescribed under Section 44 of the Public Management and Finance Act (2020 Revision).

The requirement for an Annual Report is prescribed under Section 52 of the Public Management and Finance Act (2020 Revision) ('PMFA'). Section 52 states:

1. In respect of each financial year, each statutory authority and government company shall prepare an annual report.
2. An annual report shall report the performance of the authority or company and compare it with that proposed in the ownership agreement for that financial year and shall include –
 - a) a summary of the nature and scope of the activities of the authority or company during that financial year;
 - b) a summary of the extent to which the strategic goals and objectives of the authority or company described in the annual ownership agreement were achieved;
 - c) a summary of the extent to which the ownership performance targets set out in the authority's or company's annual ownership agreement for that financial year have been achieved in that financial year;
 - d) for the financial years –
 - i) 2004/5 to 2007/8, unaudited financial statements; or
 - ii) 2008/9 and onwards, audited financial statements, which shall be prepared on a basis consistent with the forecast financial statements in the authority's or company's annual ownership agreement for that financial year and contain the statements and information set out in Schedule 4.

- e) the amount of any equity investment made by the Cabinet in the authority or company during the financial year;
 - f) the amount of any capital withdrawals made by the Cabinet from the authority or company during the financial year;
 - g) the amount of any dividends or profit distributions paid by the authority or company during the financial year;
 - h) the amount of any loans to the authority or company by the Cabinet during the financial year; and
 - i) details of any guarantees relating to the authority or company made by the Cabinet during the financial year.
3. The financial statements referred to in subsection (2)(d) shall be prepared within two months of the end of the financial year.
 - a) The financial statements referred to in subsection (2)(d)(ii) shall be submitted to the Auditor General for auditing, and the Auditor General shall express an opinion within two months of receipt of the financial statements.

As well as fulfilling our statutory obligations, this Annual Report describes how the National Drug Council has utilised public funds for the benefit of the Cayman Islands.

The Nature and Scope of NDC's activities are:

- ◆ Policy & Prevention
- ◆ Surveillance, Research, and Information Dissemination
- ◆ Monitoring and Evaluation

TABLE OF CONTENTS

4. Message from the Chairman of the Board of Directors
6. Message from the Director
8. Who we are
9. What we do
10. Our Mission
12. The Board
14. Our Staff
16. Financial Snapshot
18. Board Excerpt
20. Strategic Overview
22. A Year in Review – 2024
28. Key Achievements and Problem Areas
31. Forward-Looking Initiatives for 2025
35. Research and Information
39. Management Discussion & Analysis of Financial Statements
41. Challenges & Limitations
42. Human Resources Analytics
43. Looking Ahead
44. Maintenance of Capability
71. Risk Management
72. Freedom of Information (FOI)
73. Scrutiny by Parliament and Public

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



I am pleased to present the 2024 Annual Report of the National Drug Council (NDC) as required by Section 52 of the Public Management and Finance Act.

This report details the work delivered by the NDC throughout the year to provide education, research, and advocacy for positive life choices in combating the abuse of alcohol and illicit drugs, especially among our youth.

Twenty-five years ago, the National Drug Council (NDC) embarked on a bold and transformative journey, grounded in the belief that more than an ounce of prevention is worth more than a mountain of cure. From its inception, the NDC has been steadfast in its mission: to nurture the well-being of our community by addressing the preventable harms of alcohol and other drug misuse and embracing the possibility of healing and restoration through effective interventions.

The successes of 2024 exemplify this enduring commitment. Building on the foundations laid in previous years, the NDC achieved significant milestones in prevention, education, and research. Through innovative initiatives such as Healthy Bodies, Healthy Minds and the 14th annual National Drug and Alcohol Facts Month, we engaged youth across the Cayman Islands, equipping them with the tools to make informed, positive life choices. These programmes, alongside over 400 Research Informed Student Education (RISE) sessions, and the pivotal Cayman Islands Student Drug Use Survey for parents and guardians (CISDUS Guardian), reflect on our unwavering dedication of adapting our strategies to meet the changing needs of the community.

Effective prevention programmes are agile, relevant, and adaptive to the community's changing needs. They require visionaries and stalwarts who consistently

place the interests of those we serve at the heart of every decision. In this regard, I am grateful for our Ministry's support and Directorship's unwavering dedication in making the 2024 achievements possible.

The achievements of 2024 also underscore the importance of financial stewardship and strategic oversight. This Annual Report details the ways in which the NDC has prudently utilised its resources to deliver impactful programmes and maintain compliance with statutory requirements for sound financial management. These efforts ensure that the NDC remains a trusted and effective organisation committed to its mandate.

None of this would be possible without the vision and dedication of our NDC staff, Ministry, and community partners. I extend my deepest gratitude to each of you for your tireless commitment to fostering positive outcomes for the people of the Cayman Islands. Together, we are shaping a brighter future—one that is defined by informed choices, strengthened families, and a community resilient against the challenges of substance misuse.

Sincerely,

Ms. Jeana Ebanks
Acting Chairman

MESSAGE FROM THE DIRECTOR



2024 has been a year of remarkable progress and unwavering commitment for the National Drug Council (NDC), as we continue to build on our mission to promote healthy, substance-free lifestyles and informed decision-making within our community.

In its fourth year, our Healthy Bodies, Healthy Minds programme reached new heights, engaging students in a holistic approach that addressed their emotional, intellectual, nutritional, physical, and social needs. The 30 days of virtual activities encouraged youth participation and nurtured their well-being. Similarly, the 14th annual National Drug and Alcohol Facts Month inspired a record number of teens to take part in the Shatter the Myths campaign, challenging common misconceptions about substance use. These initiatives reflect our ongoing dedication to fostering a culture of prevention, grounded in best practices that avert the onset of substance abuse and promote healthy living.

Our Research Informed Student Education (RISE) programme made significant strides in 2024, delivering over 400 sessions across primary, secondary, and tertiary schools. These sessions equipped students with the knowledge and tools to make positive, healthy life choices, furthering our impact in shaping a resilient and informed generation.

This year also marked a milestone in our research efforts. We launched the Cayman Islands Student Drug Use Survey for parents and guardians (CISDUS Guardian), an innovative initiative that explores parental norms, practices, and concerns surrounding youth substance use. This invaluable data will enhance prevention programming tailored to parents, ensuring a collaborative approach to addressing these critical issues. Concurrently, the Cayman Islands Student Drug Use Survey (CISDUS) 2024 completed its 12th cycle, gathering insights from students in Years 7 through 13 across public and private schools in Grand Cayman and

Cayman Brac. This survey, a cornerstone of our data collection efforts, continues to provide the scientific evidence needed to guide school policies and targeted prevention programmes aimed at reducing adolescent drug use and misuse.

None of these achievements would have been possible without the dedication and resilience of our NDC staff, whose commitment ensures that our services remain relevant, accessible, and impactful.

I extend my heartfelt gratitude to our Ministry, Board of Directors, stakeholders, and community partners for their unwavering support. Together, we are fostering meaningful change by empowering young minds, informing decision-makers, raising awareness, and providing the tools necessary for positive choices in the face of substance use challenges.

As we look to the future, I am confident that our data-informed approach and collective efforts will lead to impactful change, paving the way for healthier, brighter communities for generations to come.

Warmest Regards,

Brenda Watson
Director

WHO WE ARE

The National Drug Council (NDC) is an independent statutory body set up under the National Drug Council Act (2010 Revision) to coordinate anti-drug measures in the Cayman Islands.

The National Drug Council's activities include:

- ◆ Advocacy for policy change and development,
- ◆ Prevention & Education
- ◆ To conduct and support research initiatives on issues related to the use, misuse, and abuse of substances,
- ◆ Our mandate is to provide policy advice, prevention and education activities, monitor and evaluate drug prevention, treatment, and rehabilitation efforts.

The nature and scope of activities of the National Drug Council are:



Policy & Prevention

To formulate policies intended to prevent or reduce drug abuse, promote and encourage the implementation of such policies and programmes and advise the Minister on matters of law reform relating to the misuse of drugs.



Surveillance, Research and Information Dissemination

To conduct or support surveys/ research and publish reports or other documentation on drug use and maintain a database of information on issues related to the use, misuse, and abuse of substances in the Islands.



Monitoring & Evaluation

To coordinate the efforts of drug abuse prevention, treatment, and rehabilitation through the monitoring and evaluation of anti-drug programmes that have been implemented within the Cayman Islands.

WHAT WE DO

We fulfil our mandate through:

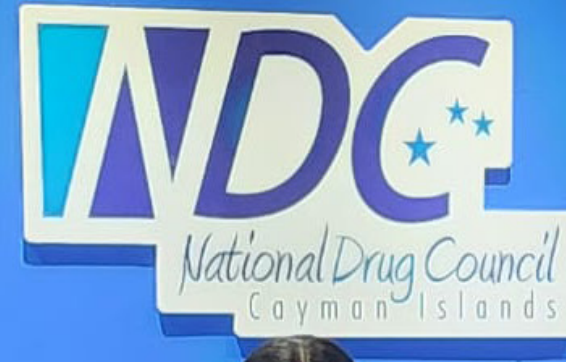
- ◆ Conferences, seminars and meetings related to drug abuse;
- ◆ Studies, reports and other documentation on drug abuse;
- ◆ Information systems and databases on policies, programmes and research on drug abuse;
- ◆ Information on the availability and supply of drugs likely to be abused;
- ◆ Legislation relating to the misuse of drugs.

Our Functions include:

- ◆ To keep under review the situation in the Islands with respect to the abuse of drugs;
- ◆ To conduct research, develop, and maintain a database of information on drug use in the Cayman Islands;
- ◆ To formulate and develop drug prevention and rehabilitation policies and programmes;
- ◆ To advise the Minister on drug prevention and rehabilitation policies and programmes, the licensing and operation of treatment and rehabilitation centres; drug supply control measures, and law reform relating to the misuse of drugs;
- ◆ To educate the public, particularly the young, on the dangers of drug use, and to initiate, sponsor and support conferences, seminars, and meetings related to drug abuse;
- ◆ To promote and support training in the field of Drug Prevention and Rehabilitation;
- ◆ To promote and encourage the establishment of a system to coordinate the treatment and rehabilitation of persons experiencing addiction and the care of persons associated with those experiencing addiction.

OUR MISSION

The Mission of the NDC is to formulate, coordinate, monitor and evaluate the implementation of the National Anti-Drug Strategic Plan ... based on proactive, creative and research-driven strategies in collaboration with public and private sector organisations and in accordance with the provisions of the NDC Act.



THE BOARD (Council Members)



Rev. Dr. Yvette Noble Bloomfield
Member



Ms. Jeana Ebanks
Acting Chairman



Dr. Susanne Neita
Member



Ms. Tamara Ebanks
Chief Officer (Acting)
Ministry of Investment, Innovation
& Social Development, Ex Officio



Mr. Trevor Gibbs
Ministry of Social Development &
Investment
*Designate



Ms. Lyneth Monteith
Chief Officer (Acting)
Ministry of Education, Ex Officio



Ms. Khadijah Chisolm
Member



Dr. Fransico Martinez-Saborido
Member



Mrs. Enola Reid
Member



Mr. Adrian Powell
Ministry of Education
*Designate



Mr. Kenneth Jefferson
Chief Officer & Financial Secretary
Ex Officio



Mrs. Kristin Ebanks
*Financial Secretary Designate



Ms. Kirsten Whitley
Member



Ms. Nellie Pouchie
Chief Officer, Ministry of Health &
Wellness, Ex Officio



Mrs. Natasha Powell
Ministry of Health & Wellness
*Designate



Mr. Kurt Walton
Commissioner of Police Ex-Officio



Mrs. Brenda Watson
Director Ex-Officio

The National Drug Council (NDC) is an independent statutory body set up under the National Drug Council Act (2010 Revision) to coordinate anti-drug measures in the Cayman Islands.

The National Drug Council consists of 11 council members and an office which serves as the secretariat.

OUR STAFF



Brenda Watson, Director

The Director of the National Drug Council (NDC) is responsible for providing strategic leadership and overseeing the development and implementation of drug prevention and education programs. This includes managing staff, ensuring alignment with national health objectives, advocating for policy changes, and fostering key partnerships. The Director leads research efforts, ensures programs are data-driven, and manages the NDC's budget and resources. Additionally, the Director represents the NDC in government and community forums, oversees staff development, and serves as the public face of the organisation, engaging with the media and stakeholders to promote prevention efforts. Regular monitoring and reporting ensure program effectiveness and compliance with national and international standards.



Angela Sealey, Programme Support Officer; Certified TIPS Trainer

The Programme Support Officer plays a critical role in supporting the NDC's policy, prevention, education, research, and evaluation initiatives. This position involves liaising with a broad range of government and non-governmental agencies, professionals, and stakeholders. The Programme Support Officer is also responsible for facilitating prevention education and training services to schools, community groups, and businesses, ensuring that key messages on drug prevention reach diverse audiences.



Simon Miller, Prevention Specialist; Certified TIPS Trainer

The Prevention Specialist provides expert policy advice and information related to drug prevention and plays a key role in developing and executing prevention programs and initiatives. This includes delivering presentations, workshops, and training to various sectors of the community and liaising with stakeholder agencies and organisations to reduce the demand for alcohol and other drugs. The Prevention Specialist also supports research activities, assisting in fieldwork, data analysis, and the preparation of reports that inform NDC's ongoing initiatives.



Laila Shim, Research Analyst

The research analyst at NDC is responsible for developing, monitoring, and evaluating research related to substance abuse and prevention. She is responsible for the production of research reports, data collection analysis and reporting, which serves as the foundation for prevention initiatives at the organisation. Additionally, the research analyst contributes to the development of evidence-based public information campaigns, helping to ensure that NDC's strategies are rooted in the latest data and research findings.



Ivan Mclean, Prevention & Information Officer; Certified TIPS Trainer

The Prevention and Information Officer is responsible for implementing comprehensive drug prevention and education programs, ensuring their delivery to various community sectors through presentations, workshops, and training sessions. This role includes providing support to community groups, particularly youth-based programs, to address alcohol, tobacco, and drug-related issues. The Prevention and Information Officer also assists with data collection, analysis, and reporting, while developing evidence-based public information campaigns to raise awareness about substance misuse.



Delisa Hernandez, Prevention & Education Officer; Y2Y Leader

The Prevention and Education Officer is tasked with implementing drug prevention programs and initiatives in schools, community groups, and organizations. This includes delivering training and facilitating prevention education services, as well as assisting in the development and execution of public information campaigns on the dangers of alcohol and drugs. The Prevention and Education Officer also keeps up-to-date with relevant prevention literature, statistical data, and community resources to ensure the effectiveness of prevention programs.

(*demitted office October 2024)

FINANCIAL SNAPSHOT

\$896,154

Revenues

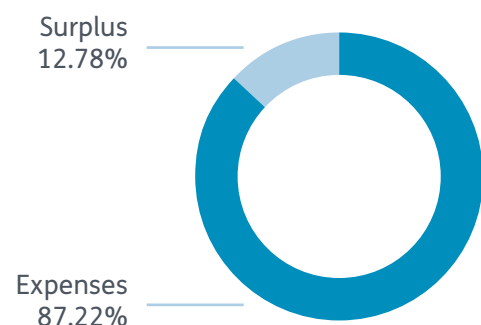
\$781,592

Expenses

\$114,562

Surplus

Total Revenues were \$4 thousand more than the budget anticipated, while Total expenses were \$111 thousand less than budgeted. Increases in Donations and Interest Income largely contributed to the positive variance in income, while savings in Personnel emoluments, Grants and Contributions (special events), and Monitoring and Evaluation largely contributed to the positive variance in expenses.



\$216K

Cash & Cash Equivalents

Cash was \$216K more than budgeted, and this variance is largely related to lower-than-expected staffing levels, the settlement of a portion of the outstanding receivables and higher-than-expected liabilities. These factors, coupled with expenditure savings resulted in a better-than-expected closing cash position.

\$94K

12% of Total Expenses

Personnel Emoluments

Personnel Emoluments ended the year \$94K under budget. While the 2024 budget was based on eight (8) full-time staff, only five (5) were in post at year-end due to staffing changes and delayed recruitment. As a result, actual personnel costs for salaries, pensions, vehicle upkeep, and health insurance were lower than projected. Further, a Cabinet-approved \$2,000 honorarium for each employee partially offset these savings.

\$6K

0.77% of Total Expenses

Travelling and Subsistence

Travelling and Subsistence was under budget by just under \$6K. The budgeted travel mainly related to overseas training for NDC staff, Youth to Youth leaders and participants. This was not executed as planned; however, the NDC anticipates increased travel in 2025 as budgeted staffing levels are met, allowing more opportunities for training while ensuring key positions remain covered.

\$4K

0.5% of Total Expenses

Audit and Accounting Fees

Audit and Accounting Fees were \$4K below budget, as the expansion of outsourced accounting services only took place in August 2024. For most of the financial year, the accounting function was handled internally by the Programme Manager/ Acting Director.

AT A GLANCE (In Thousands)

Financial Performance Measures (\$000's)	2024 Target	2024 Actual
Revenue from Cabinet	862	862
Revenue from Ministries, Portfolios, Statutory Authorities, Government Companies	-	-
Revenue from Others	30	34
Total Revenue	892	896
Operating Expenses	892	782
Operating Surplus/(Deficit)	-	115
Net-Worth (\$000's)	704	833

Cash Performance (\$000's)	2024 Target	2024 Actual
Cash Flows from Operating Activities	-	122,514
Cash Flows from Investing Activities	-	-
Cash Flows from Financing Activities	-	-
Change in cash balances	-	122,514

Financial Performance Ratios	2024 Target	2024 Actual
Current Assets: Current Liabilities	14.27	9.59
Total Assets: Total Liabilities	14.40	9.70

Human Capital Measures	2024 Target	2024 Actual
Total full-Time Equivalent Staff Employed	8	5

Physical Capital Measures	2024 Target	2024 Actual
Value of Total Assets	-	928
Asset replacements: Total Assets	-	-
Book value of Assets: Cost of those assets	-	-
Depreciation: Cash Flow on Asset Purchases	-	-



BOARD EXCERPT

This report provides a comprehensive overview of the NDC’s work throughout the year, showcasing the collective efforts towards preventing the abuse of alcohol and illicit drugs, with a particular focus on youth empowerment. As the NDC highlights 26 years of service to the Cayman Islands, it is an opportune moment to reflect on the journey that has led us to this point and the strides we continue to make in strengthening our organisation, fostering community resilience, and advancing our prevention programmes.

Organisational Strengthening and Leadership Transition

2024 marked a year of significant growth and transition for the NDC, including the appointment of Brenda Watson as the Director. Under her leadership, the NDC has continued its foundational work and initiated a strategic review to enhance the effectiveness and sustainability of our programmes. This leadership change has infused the organisation with renewed energy, focusing on strengthening both internal operations and external relationships.

The NDC has worked diligently to ensure that our programmes remain relevant and responsive to the evolving needs of our community. With this commitment in mind, I am pleased to report that 2024 has been a year of substantial progress, with new initiatives and partnerships propelling us toward achieving our mission.

Prevention and Education

The cornerstone of the NDC’s work has always been prevention, and 2024 has been no exception. The

NDC has expanded its outreach to our youth through innovative initiatives such as Healthy Bodies, Healthy Minds and the 14th annual National Drug and Alcohol Facts Month. These initiatives have been instrumental in providing students across the Cayman Islands with the knowledge and tools to make informed decisions regarding substance misuse. Furthermore, the successful delivery of over 418 Research Informed Student Education (RISE) sessions underscores the NDC’s ongoing commitment to empowering young people with evidence-based knowledge.

One of the most significant highlights of the year was the Cayman Islands Student Drug Use Survey for parents and guardians (CISDUS Guardian), a pivotal research project that continues to provide invaluable insights into student drug use trends. These insights enable the NDC to adapt and refine its prevention strategies. These initiatives and a range of community awareness campaigns reinforce the NDC’s standing as a leader in substance misuse prevention.

Research and Advocacy

In line with its mission, the NDC has continued to prioritise research and advocacy to inform policy and public understanding of substance misuse. Our engagement with local communities through targeted surveys and consultations ensures that we remain attuned to the changing needs of the population.

The continued success of the Cayman Islands Student Drug Use Survey (CISDUS) has played a critical role in shaping our strategic direction. As the NDC moves into 2025, we remain dedicated to utilising data-driven insights to guide our interventions, ensuring that our advocacy remains relevant and impactful.

Financial Stewardship and Strategic Oversight

In line with the NDC’s commitment to financial responsibility, this report outlines how resources were prudently managed in 2024. Effective financial stewardship has allowed the NDC to continue delivering its vital programmes while ensuring compliance with statutory requirements for sound financial

management. Through careful allocation of funds, we have been able to maintain our programme delivery standards and expand our outreach efforts without compromising quality or sustainability.

The NDC is committed to maintaining the highest standards of accountability, ensuring that every dollar spent contributes directly to our mission of preventing substance misuse and promoting healthy lifestyles.

Acknowledgements and Gratitude

The achievements of 2024 would not have been possible without the tireless dedication of the NDC’s staff, the Ministry, and community partners. Their unwavering support, commitment, and collaboration have been crucial to the success of our work. We would like to extend our deepest gratitude to everyone who has contributed to this journey.

Special thanks to the Ministry for its continued support and guidance. We would also like to extend our gratitude to our Board colleagues for their strategic oversight. I also express my appreciation to our community partners for their ongoing collaboration and commitment to addressing the challenges of substance misuse in the Cayman Islands.

Conclusion

As we move forward into 2025, the NDC remains steadfast in its mission to foster a healthier, more resilient community through prevention, education, and advocacy.



STRATEGIC OVERVIEW

The National Drug Council (NDC) continues to uphold its commitment to fostering a community that makes informed, healthy choices through a preventative approach to substance use and misuse. As the primary agency tasked with addressing substance-related health challenges in the Cayman Islands, the NDC's strategy for 2024 emphasised a holistic approach to prevention, leveraging best practices in substance use, addiction, and mental health.

The National Drug Council (NDC) remains dedicated to promoting a community that makes informed and healthy choices regarding substance use and misuse through a preventative approach. As the leading agency responsible for addressing substance-related health issues in the Cayman Islands, the NDC's strategy for 2024 emphasises a holistic approach to prevention, utilising best practices in substance use, addiction, and mental health.

Central to the NDC's efforts is the ongoing development and implementation of evidence-based initiatives to prevent substance use, particularly among youth. In response to global trends and local concerns, the NDC has placed significant emphasis on vaping and its effects on mental health. A key strategic investment involved adopting the Stanford REACH Lab training curriculum for the Research Informed Student

Education (RISE) programme. This curriculum equips students and educators with essential insights to better understand the risks associated with substance use while promoting resilience and well-being.

The NDC advanced research, policy, and legislation initiatives as part of its comprehensive strategy. Working collaboratively with governmental and non-governmental stakeholders, the NDC has laid the groundwork for the proposed 'National Anti-Vaping Campaign,' reinforcing its commitment to addressing emerging health risks in a coordinated manner. This approach ensures that prevention efforts are grounded in sound scientific research and embedded in the broader policy and legislative framework that governs public health and safety.

In 2024, the NDC also initiated the comprehensive update of its Strategic Business Plan (SBP) for 2025-2030. This renewed plan reflects a forward-thinking approach, strategically aligning the NDC's objectives with the community's evolving needs. It aims to streamline operations, enhance coordination across sectors, and expand the reach and impact of prevention initiatives, ensuring a sustained commitment to improving public health outcomes across the Cayman Islands.

KEY ACHIEVEMENTS FOR 2024



Strategic Business Plan Update:

The NDC embarked on the revision of its expired Strategic Business Plan, focusing on creating a framework that facilitates more streamlined, coordinated, and impactful efforts in addressing substance use and its related challenges.



Expansion of the RISE Programme:

The NDC implemented the Stanford REACH Lab curriculum into primary and secondary school settings, significantly enhancing its educational outreach.



Development of a National Anti-Vaping Campaign:

The NDC, in collaboration with key health and educational stakeholders, developed a proposal advocating for a national and collaborative anti-vaping campaign, positioning the NDC at the forefront of policy advocacy regarding youth health and wellness.



Community Capacity Building:

The NDC expanded its training programmes, providing critical education and skills to teachers, youth leaders, and community providers. This ensured they were equipped to guide young people in making informed decisions about substance use.



Research and Data-Driven Insights:

The NDC prioritised research, ensuring that all prevention initiatives are informed by the latest data, including the 2024 Cayman Islands Student Drug Use Survey (CISDUS) and other key studies, to refine strategies and enhance effectiveness.

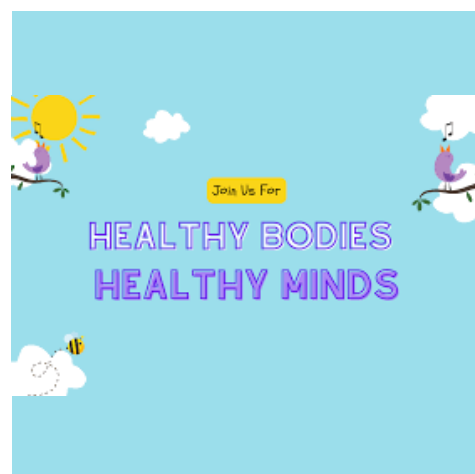
CONCLUSION

2024 has been a pivotal year for the National Drug Council, marked by strategic developments and collaborative efforts that have prepared the organisation to tackle current and emerging substance use challenges. The NDC's approach, which combines education, research, policy, and legislation, ensures it remains a leading force in promoting health, well-being, and informed decision-making across the Cayman Islands. The NDC is well-positioned to continue driving impactful change, supported by its commitment to evidence-based practices and community empowerment.



A YEAR IN REVIEW – 2024

2024 has been a year of remarkable progress for the National Drug Council (NDC), marked by unwavering commitment to our mission of promoting healthy, substance-free lifestyles and empowering our community to make informed decisions. As we reflect on the achievements of this year, it is clear that the NDC has continued to build upon its foundation of evidence-based prevention, innovative programming, and strategic collaborations to drive meaningful change.



Healthy Bodies, Healthy Minds Campaign

In its fourth year, the Healthy Bodies, Healthy Minds programme reached new heights, offering a comprehensive and holistic approach to student well-being. With a focus on emotional, intellectual, nutritional, physical, and social development, the programme's 30 days of virtual activities encouraged youth participation in a variety of interactive, health-promoting challenges. This initiative exemplifies the NDC's commitment to addressing the complex needs of young people and fostering a sense of community well-being, resilience, and empowerment. The success of this year's programme underscores our growing capacity to engage with the youth in meaningful ways, ensuring that they are equipped with the knowledge and skills to lead healthy, substance-free lives.



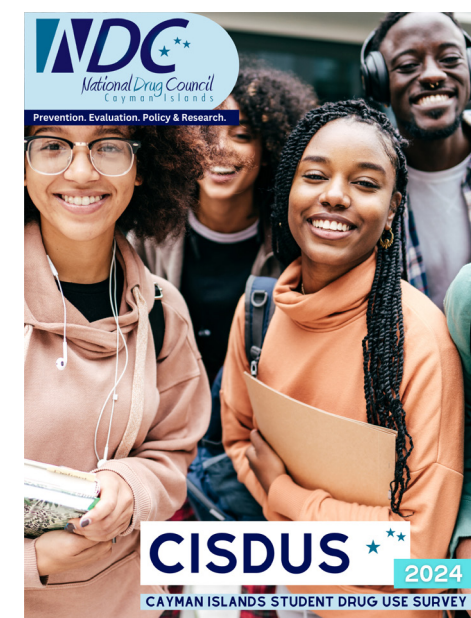
National Drug and Alcohol Facts Month

The 14th annual National Drug and Alcohol Facts Month was a defining moment for our youth-focused campaigns, with a record number of teens participating in the Shatter the Myths campaign. By providing accurate, research-based information, we empowered young people to challenge common misconceptions about e-cigarette and vaping, equipping them to make informed decisions and take action to protect their health. This campaign continues to play a pivotal role in our broader efforts to counter misinformation and build a culture of prevention grounded in scientific evidence.



Research Informed Student Education (RISE)

2024 marked a significant expansion of our Research Informed Student Education (RISE) programme, with over 418 sessions delivered across primary, secondary, and tertiary school levels. Through these sessions, students were provided with critical tools and knowledge to make positive, healthy life choices. By fostering a culture of informed decision-making, RISE contributes to the development of a resilient and well-informed generation of young people. The continued success of this programme highlights the NDC's dedication to evidence-based education, ensuring that young people are not only aware of the risks associated with substance use but also equipped to resist those pressures and make healthier choices.



Cayman Islands Student Drug Use Survey (CISDUS)

Our commitment to research and data-driven prevention efforts took another step forward in 2024 with the launch of the Cayman Islands Student Drug Use Survey for parents and guardians (CISDUS Guardian). This innovative initiative delves into parental norms, practices, and concerns regarding youth substance use, offering valuable insights that will inform the development of more effective prevention programming tailored to parents. In tandem with this, the Cayman Islands Student Drug Use Survey (CISDUS) completed its 12th cycle, gathering critical data from students in Years 7 through 13 across Grand Cayman and Cayman Brac. This data continues to inform both school policies and targeted prevention efforts, ensuring that the NDC's work is rooted in scientific evidence and aligned with the evolving needs of our community.



Staff Dedication and Community Collaboration

The success of the NDC in 2024 is a direct reflection of the staff's dedication and resilience. There is no doubt that we can continue to build on these foundations. Thanks to their efforts, we have reached new milestones in our programming and research, and we are deeply grateful for the ongoing commitment. Additionally, our achievements would not have been possible without the support of our Ministry, Board of Directors, stakeholders, and community partners. Their collaboration continues to enhance the impact of our work.



Looking Ahead

As we look towards 2025 and beyond, we are confident that our strategic focus on prevention, research, and evaluation will pave the way for continued success. The NDC's data-driven approach, coupled with the dedication of our team and partners, will ensure that we remain at the forefront of substance abuse prevention in the Cayman Islands.

Together, we are fostering a healthier, brighter future for generations to come—empowering young people, educating parents, and providing the community with the tools needed to make positive, informed decisions in the face of substance use challenges.

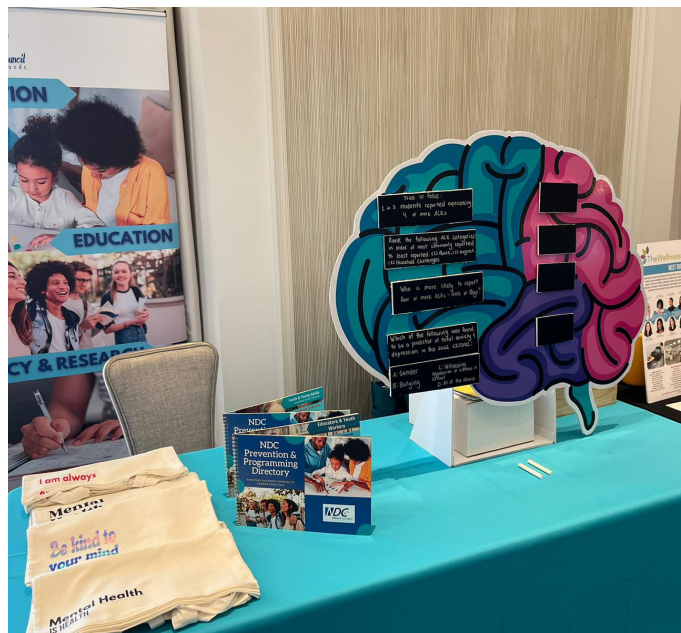


The National Drug Council (NDC) of the Cayman Islands remains steadfast in its mission to prevent substance misuse through evidence-based research, education, and community engagement. The year 2024 was marked by significant initiatives, educational campaigns, and research efforts that reinforced the Council's commitment to promoting public health and safety. This report provides a chronological account of key events and programmes undertaken throughout the year, highlighting the impact and reach of these initiatives.

MARCH

Marks the 14th Annual National Drug & Alcohol Facts Month (NDAFM)

The NDC observed the 14th Annual National Drug & Alcohol Facts Month (NDAFM), an educational initiative designed to debunk myths and disseminate factual information regarding substance use. Various activities and workshops were organized targeting students and educators. This initiative fostered open discussions around e-cigarettes and vaping, equipping individuals with the knowledge to make informed decisions.



FEBRUARY

Cayman Islands Student Drug Use Survey (CISDUS) 2024

The Cayman Islands Student Drug Use Survey (CISDUS) 2024 was conducted as a comprehensive assessment of substance use trends among the youth. The research, which remains one of the most critical components of the NDC's evidence-based approach, was facilitated through an online format. The survey findings are instrumental in shaping policy decisions, guiding programme development, and informing prevention strategies for schools and community stakeholders.



APRIL

Alcohol Awareness Month

In alignment with global observances, the NDC facilitated Alcohol Awareness Month, focusing on themes of recovery and support. Particular emphasis was placed on the role of Alcoholics Anonymous (AA) groups within the Cayman Islands, providing individuals struggling with alcohol dependency a platform for community support. Public awareness campaigns underscored the social and health impacts of alcohol misuse, reinforcing the importance of accessible recovery resources.

SEPTEMBER

Training for Intervention Procedures (TIPS) Concession

The NDC continued its commitment to responsible alcohol service through the Training for Intervention Procedures (TIPS) programme. This year, the Camana Bay Cinema staff completed the TIPS Concession training, equipping them with the necessary skills to identify and prevent alcohol-related harm. This initiative forms a crucial part of the NDC's broader effort to enhance public safety and promote responsible alcohol service practices.



OCTOBER

4th Annual Healthy Bodies, Healthy Minds Campaign

The fourth annual Healthy Body, Healthy Minds campaign was implemented across primary and preschools, reinforcing the importance of holistic well-being. This initiative integrates health education with drug prevention, providing young students with foundational knowledge to make positive life choices. The initiative aims to promote health and wellness among young people.



NOVEMBER–DECEMBER

Arrive Alive 345 Campaign

The year concluded with the Arrive Alive 345 campaign, a longstanding initiative promoting road safety and responsible behaviour during the festive season. This campaign addressed the risks associated with impaired driving, advocating for designated drivers, public transportation, and other harm-reduction strategies. Through strategic partnerships and community outreach, the NDC reinforced its commitment to reducing alcohol-related road traffic incidents and ensuring a safer holiday period for all residents.

CONCLUSION

The NDC's initiatives in 2024 reflect a continued dedication to research-driven prevention, education, and intervention. By addressing drug prevention through multi-faceted programmes, the Council remains a leader in fostering a healthier and more informed society. As the NDC moves forward, it will continue to adapt its strategies to emerging challenges while maintaining a strong foundation of evidence-based practice and community collaboration.

2024 YEAR IN REVIEW
2024 YEAR IN REVIEW

KEY ACHIEVEMENTS AND PROBLEM AREAS

INTRODUCTION

The National Drug Council (NDC) remains steadfast in its commitment to prevention, research, policy, advocacy, and public health initiatives across the Cayman Islands. By employing a strategic approach grounded in evidence-based best practices, the NDC aims to empower individuals and communities to

make informed decisions that promote overall well-being. This report outlines the key strategic highlights for the year 2024 and addresses the challenges and limitations that must be overcome to further strengthen our impact.



STRATEGIC HIGHLIGHTS

Strategic Business Plan Update

The NDC has embarked on a comprehensive update of its expired Strategic Business Plan, ensuring a structured and coordinated approach towards achieving its mandate. This updated framework will provide a clear vision for the next five years, enhancing the effectiveness of substance use prevention and intervention strategies.

Policy & Legislative Support

The NDC has played a pivotal role in shaping public health initiatives by offering policy and legislative support to the Ministry of Health and Wellness (MoHW). Key contributions included;

National Health Strategy - Stakeholder Analysis and Institutional Mapping

In collaboration with MoHW and the Pan American Health Organisation (PAHO), the NDC supported the review of the National Health Policy and Strategic Plan (NHPP) developed in 2012. Through institutional mapping, the NDC identified its responsibilities and influence in executing public health functions and system responses, ensuring the strategic alignment of national health initiatives.

Enhancing Responsible Alcohol Service

The NDC reinforced its commitment to preventing alcohol misuse through engagement with the Liquor Licensing Board. Initiatives included:

- ◆ **Policy Recommendations:** Providing evidence-based suggestions for regulatory enhancements.
- ◆ **Training Programmes:** Implementing responsible alcohol service training.
- ◆ **Data Analysis:** Evaluating alcohol-related policies and their impact on public health and safety.

Prevention, Programming, Training & Campaign Highlights

The NDC delivered impactful educational initiatives

across diverse community groups, including students, parents, educators, youth workers, and stakeholders. In 2024, the NDC achieved:

- ◆ **418 prevention sessions** covering Research Informed Student Education (RISE), health fairs, workshops, and #aParently Speaking engagements.
- ◆ **14th National Drug and Alcohol Facts Month (NDAFM):** A campaign dispelling substance use myths through activities such as Rhyme & Reason, Art Aware, Wise Up, and Post the Truth.
- ◆ **14th Annual Alcohol Awareness Month Campaign:** Raising awareness on the dangers of alcohol misuse and promoting recovery efforts.

Research & Information, Monitoring & Evaluation

As part of its mandate, the NDC continues to advance research and disseminate critical findings to inform policies and prevention programming. Key research initiatives conducted in 2024 include:

Cayman Islands Student Drug Use Survey (CISDUS) 2024

The twelfth cycle of CISDUS provided invaluable data on adolescent substance use, mental health, and risk behaviours. Conducted in early 2024, this research supports data-driven policy-making and programme development.

Cayman Islands Student Drug Use Survey for parents and guardians (CISDUS Guardian)

This survey assessed parental perceptions of substance use risks and family prevention preparedness. The findings will be instrumental in tailoring family-focused prevention resources.

Monitoring & Evaluation

The NDC remains committed to advising governmental and community stakeholders on evidence-based policies and programmes addressing substance use prevention, treatment, and rehabilitation.

CHALLENGES AND LIMITATIONS

Strategic Business Plan Finalisation and Implementation

The NDC Board is in the process of finalising a five-year Strategic Business Plan, which will serve as the organisation’s guiding framework for coordinated and sustainable prevention strategies.

Policy & Legislative Advocacy

Responsible Service of Alcohol Training (TiPS)

To mitigate alcohol-related harm, the NDC continues to advocate for policy enhancements that promote responsible service of alcohol. Efforts include policy recommendations and expanded training programmes.

E-Cigarette Regulations & National Anti-Vaping Campaign

Recognising the rising concerns surrounding vaping, the NDC is actively advocating for policy interventions to regulate e-cigarettes and launch a national anti-vaping awareness campaign.

Research & Data-Driven Initiatives

To enhance prevention efforts, the NDC will undertake several key research projects:

- ◆ **Cayman Islands Student Drug Use Survey, including Post-Secondary (CISDUS+):** Expanding research to include tertiary education trends.

Challenges & Limitations

Insufficient Funding for Community Impact

Financial constraints continue to hinder the NDC’s ability to implement large-scale prevention initiatives. Limited funding restricts educational outreach, access to prevention materials, and public awareness campaigns.

Lack of a Defined Legislative Framework

The NDC operates within an outdated legislative structure that does not fully support its expanding role. Key areas requiring revision include:

- ◆ Enhanced national data collection mechanisms.
- ◆ Reassessment of the NDC’s legislated functions.
- ◆ Coordination of demand and supply reduction efforts.
- ◆ Licensing of alcohol service personnel through international certification bodies.

Absence of a National Anti-Drug Strategy

The absence of a formalised National Anti-Drug Strategy remains a significant impediment to coordinated substance use prevention and control.

Outdated Legislation

Several key pieces of legislation require urgent revisions:

- ◆ National Drug Council Act 2010 Revision
- ◆ Misuse of Drugs Act 2017
- ◆ Tobacco Act 2008

CONCLUSION

The NDC remains dedicated to enhancing substance use prevention, education, research, and policy advocacy in the Cayman Islands. While significant strides have been made in 2024, addressing the outlined challenges is imperative for the NDC to fully realise its mission. With adequate funding, legislative updates, and the adoption of a National Anti-Drug Strategy, the NDC can further strengthen its impact, fostering healthier and more informed communities across the Islands.



FORWARD-LOOKING INITIATIVES FOR 2025

Introduction As the National Drug Council (NDC) progresses into 2025, it remains steadfast in its commitment to advancing substance use prevention, education, and public health across the Cayman Islands. In alignment with its strategic objectives, the NDC will continue to implement research-driven initiatives, advocate for necessary legislative reforms, and develop evidence-based prevention strategies to safeguard public well-being. This document outlines the key forward-looking initiatives that will guide the NDC’s efforts throughout the upcoming year.



Strengthening Legislative Frameworks for Organisational Growth

To enhance its capacity and ensure long-term sustainability, the NDC will continue to advocate for legislative reforms that align with its evolving role in substance use prevention. Legislative amendments will be pursued to secure sustained funding, strengthen regulatory frameworks, and enhance the NDC's operational capabilities. A particular focus will be placed on revising the National Drug Council Act to reflect contemporary challenges and the need for a more robust national response.



Advancing Research to Inform Prevention Efforts

The NDC recognises the critical role of research in shaping effective prevention strategies. In 2025, it will continue to expand its research initiatives, including:

- ◆ **Cayman Islands Student Drug Use Survey, including Post-Secondary (CISDUS+):** An extended survey that will collect data on substance use trends among tertiary-level students, providing insights that will inform targeted interventions.
- ◆ **Adolescent Nicotine Dependence Survey:** A focused study assessing nicotine dependence among adolescents, particularly in relation to e-cigarette use, to inform the development of effective prevention campaigns and policies.



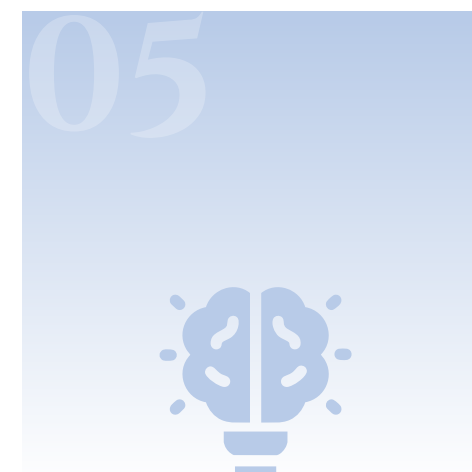
Developing a National Anti-Drug Strategy

A comprehensive, multi-sectoral National Anti-Drug Strategy is essential for coordinating national efforts in substance use prevention and intervention. In 2025, the NDC will actively engage key stakeholders to develop and implement a strategic framework that integrates prevention, treatment, enforcement, and policy reform. This initiative aims to align resources, programmes, and policies to ensure a unified approach to substance misuse reduction.



Enhancing E-Cigarette Regulations and Public Awareness

The increasing prevalence of e-cigarette use among youth necessitates targeted policy and awareness efforts. The NDC will advocate for policy reforms to regulate e-cigarette use and work in collaboration with governmental and non-governmental partners to implement a National Anti-Vaping Campaign. This campaign will aim to educate the public on the health risks associated with vaping and discourage usage, particularly among adolescents.



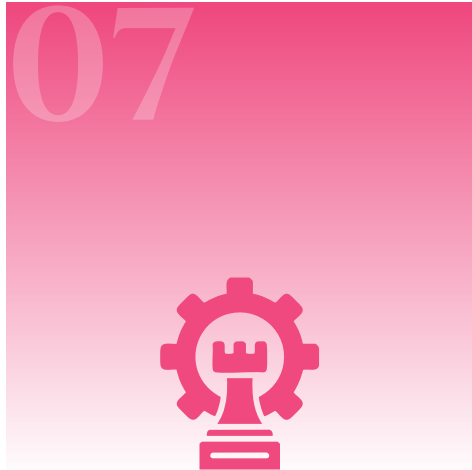
Implementing a Research-Informed Student Education Strategy

To ensure that substance use prevention education is consistently delivered across all educational institutions, the NDC remains committed to advocating for the mandatory implementation of Research-Informed Student Education (RISE) in all schools. This initiative will integrate substance use education into school curricula, equipping students with critical knowledge and decision-making skills to make informed choices regarding substance use.



Strengthening Advocacy for Policy Reforms

Legislative and policy reforms remain a priority for the NDC's strategic agenda. In addition to revising the National Drug Council Act, the NDC will advocate for amendments to the Liquor Licensing Act to enhance regulations concerning alcohol accessibility and consumption, particularly among high-risk populations. Strengthening these legislative frameworks will contribute to a safer and healthier society.



Finalising and Implementing the NDC Strategic Business Plan (2025–2030)

The development of the NDC Strategic Business Plan for 2025–2030 is a significant milestone in the organisation’s evolution. The Policy Committee and Board will continue to refine this plan to ensure alignment with statutory responsibilities and national health priorities. The finalised strategy will provide a structured roadmap for advancing the NDC’s mission over the next five years.



Expanding Organisational Capacity Through Staffing and Recruitment

A well-resourced workforce is crucial to the successful implementation of the NDC’s initiatives. In 2025, the NDC will prioritise the recruitment of additional staff to strengthen its capacity in prevention, education, and research. Expanding the team will enable the NDC to broaden its reach, enhance service delivery, and improve operational efficiency.



RESEARCH AND INFORMATION

The National Drug Council (NDC) remains steadfast in its commitment to fostering research and providing accurate information on substance use and misuse. As an integral part of the NDC’s mandate, research underpins all aspects of our strategy, helping to inform and refine prevention programmes, public

policy, and legislation. In 2024, the NDC prioritised the continuation and expansion of its research efforts, particularly through the administration of the Cayman Islands Student Drug Use Survey (CISDUS), an essential tool for understanding youth substance use and informing public health initiatives.

CAYMAN ISLANDS STUDENT DRUG USE SURVEY (CISDUS): A DECADE OF PROGRESS AND INSIGHT

The 2024 iteration of the CISDUS marks the twelfth cycle of this pivotal research instrument, which has been instrumental in estimating the scale and nature of youth substance use within the Cayman Islands. With a focus on students aged 11 to 18, this survey continues to be a cornerstone of data-driven policymaking and programme development. This year’s survey was the second to be conducted in an online, modular format, reflecting the NDC’s commitment to modernising data collection methods for enhanced accuracy and efficiency.

The primary aim of the CISDUS is to measure the prevalence and characteristics of psychoactive substance use among students, providing insights

into emerging trends and facilitating informed decision-making for both policymakers and prevention specialists. The 2024 survey continues to play a crucial role in shaping youth-targeted drug prevention strategies and fostering a broader understanding of the social, psychological, and environmental factors that influence adolescent substance use.

CONCLUSION

The National Drug Council remains dedicated to its mission of drug prevention and promoting a healthier society. Through legislative advocacy, research-driven initiatives, policy development, and organisational growth, the NDC will continue to implement forward-thinking strategies in 2025. By fostering collaboration, strengthening regulatory frameworks, and expanding its reach, the NDC aims to build a resilient and well-informed community, contributing to the overall well-being of the Cayman Islands.



BACKGROUND AND CONCEPTUAL FRAMEWORK

The global landscape of substance use is continuously evolving, with illicit drug trade and consumption posing significant public health challenges. The 2023 World Drug Report highlights the expansion of illicit drug use worldwide, with considerable implications for mental health and societal well-being. Youth, as a vulnerable population, are particularly at risk, with early experimentation often leading to long-term negative consequences, including the development of substance use disorders.

Adolescence is a critical period for both physical and mental development, during which exposure

to substances can disrupt cognitive functioning and exacerbate emotional vulnerabilities. The NDC recognises the complexity of substance use, acknowledging that factors such as socio-economic status, peer influence, and mental health conditions interact to influence a young person's likelihood of engaging in risky behaviours. Research supports the efficacy of early intervention strategies, particularly those implemented during adolescence, to prevent the initiation of substance use and mitigate its long-term effects.

AIMS AND OBJECTIVES

The 2024 CISDUS survey aimed to achieve the following objectives:

- ◆ To assess trends and patterns of substance use among high school students.
- ◆ To track changes in the prevalence and frequency of substance use over time.
- ◆ To examine the underlying risk and protective factors associated with substance use.
- ◆ To guide the development of prevention programmes, policies, and other strategies to address substance misuse and related harms.

FINDINGS AND RECOMMENDATIONS

The findings from the 2024 CISDUS survey underscore the ongoing challenges of youth substance use, while also highlighting areas where targeted interventions may be most effective. Based on the survey results, several key recommendations have been proposed to address substance use and mental health issues among young people:



Parental Engagement in Prevention Efforts:

The survey highlights the significant role parents play in preventing substance use. Prevention strategies should focus on strengthening parental involvement through education, fostering communication about substance use, and emphasising the importance of clear rules and expectations.



E-cigarette and Vaping Interventions:

The narrowing gap between vaping and alcohol consumption among youth presents a concerning trend. The survey findings indicate an urgent need for comprehensive policy and legislative measures to reduce access to e-cigarettes and other nicotine products. This includes banning the sale of such products to minors, regulating flavoured products, and curbing targeted advertising on social media platforms.



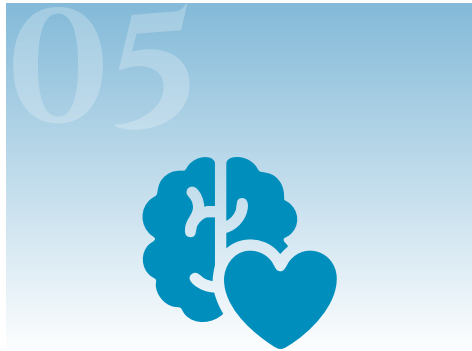
Primary School Prevention:

The data reveals that the age of first substance use often occurs before the age of 13, suggesting the need for preventive measures to begin before adolescence. Early prevention interventions, particularly in primary schools, could play a pivotal role in delaying the onset of substance use and promoting healthier choices.



Harm Reduction Strategies for Upper Grades:

For students in higher grades (Years 9–13), harm reduction-focused programmes are essential. These students show higher levels of substance use and mental health challenges, necessitating a more nuanced approach that incorporates both prevention and intervention strategies.



Mental Health Support:

Alarming, the survey data indicates high rates of self-harm and suicidal ideation among students. A comprehensive approach to mental health, including training for school staff, enhanced mental health screening, and greater access to support services, is crucial in addressing these concerns and improving overall student well-being.

MANAGEMENT DISCUSSION & ANALYSIS OF FINANCIAL STATEMENTS

The Council collected revenues of \$896,154 for 2024 (2023: \$743,034), representing a 21% year-over-year increase. This increase was primarily driven by an increase in the value of Outputs sold to the Government, which increased from \$714,855 in 2023 to \$862,441 in 2024.

Revenue of \$33,713 earned from sponsorships and donations exceeded both the budgeted expectations (\$30,000) and 2023 actuals (\$28,179). This demonstrates the strong community connection between the Council’s work and the corporate community.

Operating expenditures were \$781,592, representing a 12% savings when compared to the 2024 budget of \$892,441. Areas of significant budget underspends included Personnel Emoluments (underspent by \$94,485), Travelling & Subsistence (underspent by \$5,812), and Audit & Accounting Fees (underspent by \$4,410).

The 2024 expenditure results showed a 7% increase when compared to 2023 (\$731,084). Notable increases compared to 2023 included Audit & Accounting Fees of \$60,392 (2023: 35,000), Operating maintenance of \$23,786 (2023: 10,386), and Prevention, survey, monitoring and evaluation of \$23,019 (2023: 9,922).

The operating surplus of \$114,562 (2023: \$11,950) provides a strategic opportunity for reinvestment into service delivery, systems modernization, and capacity development. Outputs delivered under government funding remained consistent with expectations, with all core service areas maintained while prudently managing expenditures.

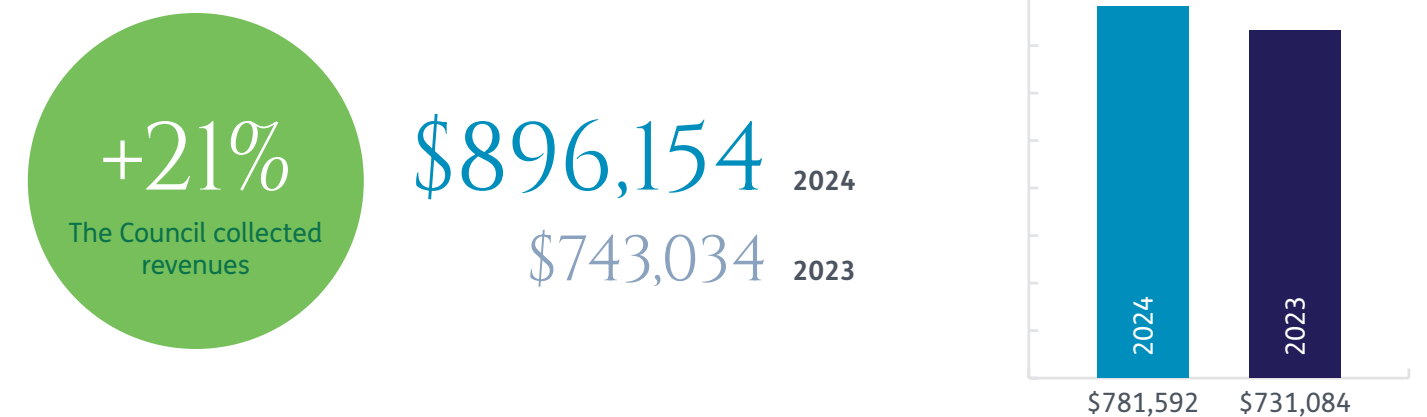
The entity’s financial position at year-end remained strong with total assets amounting to \$928,387 (up from \$779,058 in 2023), cash and cash equivalents of \$722,461 (up from \$599,948), and total liabilities of \$95,669 (up from \$60,903), primarily due to accruals and deferred government obligations.

CONCLUSION

The NDC’s research initiatives, particularly through the CISDUS survey, remain central to the development of effective drug prevention strategies and the promotion of public health. The insights gained from the 2024 survey provide valuable guidance for shaping future policies and interventions, ensuring that the response to youth substance use remains grounded in evidence-based practices. By continuing to prioritise research, the NDC aims to enhance the impact of its prevention efforts and contribute to the creation of a healthier, substance-free environment for the youth of the Cayman Islands.



Total Expenses



A total of \$122,514 in net cash was generated from operations, with no capital investments made during the year. This allowed for cash reserves to grow, enhancing liquidity and risk protection.

The 2024 fiscal year reflects a continued commitment to strong financial stewardship, operational

accountability, and strategic alignment with the National Drug Council’s mandate. The entity delivered its services within budget while improving financial sustainability, resulting in a net operating surplus of \$114,562.

Expenses	2024	2023
Personnel Emoluments	536,742	538,743
Rent	66,000	66,000
Audit & Accounting Fees	60,392	35,000
Operating Maintenance	23,786	10,386
Prevention, Surveys, Monitoring and Evaluation	23,019	9,922
Grant & Contributions – Special Events	19,681	24,466
Utilities	16,187	14,724
Advertising & Promotion	10,152	1,347
Other Expenses	25,633	30,496
Total Expenses	781,592	731,084

CHALLENGES & LIMITATIONS

The NDC continues to face the same challenges and limitations as in previous years, which include:

1. Funding Current funding is not sufficient for the impact that needs to be made in our communities, especially when it relates to education, prevention materials, and promotion.
2. The lack of an effective and defined legislative framework that provides the NDC with the ability to function successfully. Current legislation does not support the NDC’s activities or reflect the advancement of the organisation’s oversight role for demand and supply reduction efforts in the Cayman Islands.
 - a) Areas to address in the legislation to improve the functioning of the organisation include, but are not limited to:
 - i) Facilitate the collection of national data.
 - ii) Reassess the functions as dictated in the Act.
 - iii) Provide for the coordination of DEMAND and SUPPLY reduction efforts in the Cayman Islands.
 - iv) Require for the collection, analysis, and reporting of data from a National Drug Information Network (CAYDIN).
 - v) Advocate for the amending of the liquor licensing law to mandate that all individuals involved in the sales, service, and distribution of alcohol complete certified alcohol sales and service training, ensuring responsive practices across the industry.


3. The absence of a National Anti-Drug Strategy (a guiding strategy at a national level) to direct the efforts of drug control efforts both for supply and demand reduction.

- vi) Address related ill effects of substance use, misuse, and abuse which would include crime.

4. Dated legislation in the following areas which need urgent attention and further development as follows:

- a) National Drug Council Act (2010 Revision)
- b) Misuse of Drugs Act (2017 Revision) – This area of legislation is not currently up to date as the schedules for substances have not been updated in several years and should be brought up to standard.
- c) Precursor Legislation – Does not exist in the Cayman Islands and in light of recent findings of synthetic marijuana by law enforcement, this area needs immediate consideration.
- d) The Tobacco Act of 2008 – Add to the legislative agenda to address the lack of provisions regarding e-cigarettes and synthetic nicotine in the current law.

REPORTS TABLED OR FILED BY STATUTORY DEADLINES

	Annual Report 2021
	Annual Report 2022

HUMAN RESOURCES ANALYTICS

In 2024, there were a total of 6 positions filled with 3 vacancies, for a total of 8 positions as per the budget. Our workforce at-a-glance is below:

Budgeted Posts	Number of Positions	Filled/ Vacant	Nationality	Gender
Director	1	Filled	Caymanian	Female
Programme Manager	1	Vacant	-	-
Prevention Specialist	1	Filled	Caymanian	Male
Programme Support Officer	1	Filled	Caymanian	Female
Research Analyst	1	Filled	Caymanian	Female
Prevention & Information Officer	1	Filled	Caymanian	Male
Prevention & Education Officer	1	Vacant	-	-
Prevention & Education Facilitator	1	Vacant	-	-

LOOKING AHEAD

As we reflect on the past year, we are reminded of the invaluable role research plays in guiding our efforts at the National Drug Council (NDC). The data collected through CISDUS serves as the cornerstone of our data-driven approach to drug prevention, shaping the development of policies, programs, education sessions, training workshops, campaigns, and other anti-drug strategies offered by the NDC

In 2024, the Cayman Islands Student Drug Use Survey (CISDUS) continued to provide us with essential insights into the prevalence, patterns, and trends of substance use among students in the Cayman Islands. This data has been instrumental in identifying emerging issues and prioritising areas of intervention to effectively address the needs of our youth population. From classroom education sessions to community-wide awareness campaigns, every aspect of our drug prevention efforts has been informed by the latest CISDUS findings.

Recognising the need to expand our scope of research beyond the Cayman Islands Student Drug Use Survey (CISDUS), we aim to gather data from post-secondary students and parents/guardians. This expansion will provide us with a more comprehensive understanding of substance abuse trends and allow us to tailor our prevention strategies to meet the needs of older youth and families.

In 2025, we will strive to strengthen our partnerships with schools, colleges, universities, and other key stakeholders to maximise the reach and impact of CISDUS. By working collaboratively, we plan to expand our data collection efforts, enhance the quality of our research, and develop a curriculum to address the evolving needs of our youth population.

The NDC intends to continue to advocate for changes to the following areas of legislation (or further development of policies in these areas):

National Drug Council Act

Liquor Licensing Act

Misuse of Drugs Act

Tobacco Act

Intoxicating Liquor Advertisement Act

MAINTENANCE OF CAPABILITY

National Drug Council
Audited Financial Statements
Year ended 31 December 2024

National Drug Council
STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Contents	Page
Statement of Responsibility for the Financial Statements	1
Independent Auditors' Report to the Auditor General	2-3
Statement of Financial Position	4
Statement of Financial Performance	5
Statement of Changes in Equity	6
Statement of Cash Flows	7
Notes to the Financial Statements	8-24

These financial statements have been prepared by the National Drug Council in accordance with the provisions of Section 22(1) of the *National Drug Council Act (2010 Revision)* and of the *Public Management and Finance Act (2020 Revision)*. The financial statements comply with generally accepted accounting practices as defined in International Public Sector Accounting Standards and International Accounting Standards.

We accept responsibility for the accuracy and integrity of the information in these financial statements and their compliance with the *National Drug Council Act (2010 Revision)* and the *Public Management and Finance Act (2020 Revision)*.

As Acting Chairperson and Director, we are responsible for establishing and maintaining a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorized by Acts and properly record the financial transactions of the National Drug Council.

As Acting Chairperson and Director, we are responsible for the preparation of the National Drug Council financial statements and the judgments made therein.

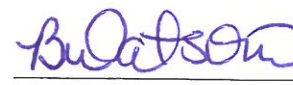
The financial statements fairly present the statement of financial position as at 31 December 2024, statement of financial performance, statement of changes in equity and statement of cash flows of the National Drug Council for the year ended 31 December 2024.

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

- a) completely and reliably reflect the financial transactions of the National Drug Council 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 the International Accounting Standards Board under the responsibility of the International Federation of Accountants.

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


Ms. Jearia Ebanks
Acting Chairperson


Mrs. Brenda Watson
Director

Date: 8 April, 2025

Date: 8 April, 2025

AUDITOR GENERAL'S REPORT

To the Board of Directors of the National Drug Council

Opinion

I have audited the financial statements of the National Drug Council (the "Council"), which comprise the statement of financial position as at 31 December 2024 and the statement of financial performance, statement of changes in equity and statement of cash flows 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 8 to 24.

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

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

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

In preparing the financial statements, management is responsible for assessing the Council'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 Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council'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 Council'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 Council'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 Council 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 Smith, CPA, CFE
Acting Auditor General


8 April 2025
Cayman Islands

National Drug Council
STATEMENT OF FINANCIAL POSITION
As at 31 December 2024
(Stated in Cayman Islands Dollars)

ASSETS	Notes	2024	2023
Current Assets		\$	\$
Cash and cash equivalents	2(e)	722,461	599,948
Accounts receivable and prepaid expenses	4	195,216	164,858
Total Current Assets		<u>917,677</u>	<u>764,806</u>
Non-Current Assets			
Security deposit		5,500	5,500
Fixed assets	2(f), 3	5,209	8,753
Total Non-Current Assets		<u>10,709</u>	<u>14,253</u>
Total Assets		<u>928,387</u>	<u>779,058</u>
LIABILITIES AND EQUITY			
Current Liabilities			
Accounts payable	13	38,066	25,053
Accrued audit fees	15	15,233	20,313
Donor restricted funds		-	2,000
Funds due to Government	6	30,576	-
Accrued payroll liabilities	5	11,794	13,538
Total Current Liabilities		<u>95,669</u>	<u>60,903</u>
EQUITY			
Accumulated surplus		832,718	718,156
Total Liabilities and Equity		<u>928,387</u>	<u>779,058</u>


Ms. Jeana Ebanks
Acting Chairperson

Date: 8 April, 2025


Mrs. Brenda Watson
Director

Date: 8 April, 2025

The accompanying notes on pages 8-24 form an integral part of these financial statements.

National Drug Council
STATEMENT OF FINANCIAL PERFORMANCE
For the year ended 31 December 2024
(Stated in Cayman Islands Dollars)

	Notes	2024	2023
Revenues		\$	\$
Outputs to Government	6	862,441	714,855
Other income	7	33,713	28,179
Total revenues		<u>896,154</u>	<u>743,034</u>
Expenses			
Personnel emoluments	8	536,742	538,743
Rent	9	66,000	66,000
Audit and accounting fees	11	60,392	35,000
Utilities	12	16,187	14,724
Surveys and other public information projects		4,566	2,674
Supplies and materials		4,117	4,841
Traveling and subsistence		2,378	2,932
Grants and contributions – special events	14	19,681	24,466
Operating maintenance	10	23,786	10,386
Youth development		1,614	2,303
Prevention, surveys, monitoring and evaluation		23,019	9,922
Monitoring and evaluation		-	4,990
Computer services		9,415	9,068
Advertising and promotion		10,152	1,347
Depreciation	3	3,543	3,688
Total expenses		<u>781,592</u>	<u>731,084</u>
Surplus for the year		<u>114,562</u>	<u>11,950</u>

The accompanying notes on pages 8-24 form an integral part of these financial statements.

National Drug Council
STATEMENT OF CHANGES IN EQUITY
For the year ended 31 December 2024
(Stated in Cayman Islands Dollars)

	Note	Accumulated Surplus \$	Total Equity \$
Balance as at 31 December 2022		706,206	706,206
Surplus for the year	19	11,950	11,950
Balance as at 31 December 2023	19	718,156	718,156
Surplus for the year		114,562	114,562
Balance as at 31 December 2024		832,718	832,718

The accompanying notes on pages 8-24 form an integral part of these financial statements.

National Drug Council
STATEMENT OF CASH FLOWS
For the year ended 31 December 2024
(Stated in Cayman Islands Dollars)

	Notes	2024 \$	2023 \$
Operating Activities			
Surplus retained for the year		114,562	11,950
Adjustment for non-cash transactions:			
Depreciation Expense	3	3,543	3,688
		<u>118,106</u>	<u>15,637</u>
Adjustments to reconcile net surplus from operations to net cash provided by operating activities:			
Decrease/(increase) in accounts receivables and prepaid expenses		(30,358)	75,532
Increase/(decrease) in accounts payable		13,014	22,125
Increase/(decrease) in accrued accounting fees		-	(14,000)
Increase/(decrease) in accrued payroll liabilities		(1,744)	(1,372)
Increase/(decrease) in donor-restricted funds		(2,000)	2,000
increase/(decrease) in funds due to Government		30,576	-
Increase/(decrease) in accrued audit fees		(5,080)	313
Net cash provided by operating activities		<u>122,514</u>	<u>100,235</u>
Investing Activities			
Purchase of fixed assets	3	-	(8,867)
Net cash used in investing activities		<u>-</u>	<u>(8,867)</u>
Net change in cash and cash equivalents		<u>122,514</u>	<u>91,368</u>
Cash and cash equivalents, beginning of year		599,948	508,580
Cash and cash equivalents, end of year		722,461	599,948

The accompanying notes on pages 8-24 form an integral part of these financial statements.

1. Organization

The National Drug Council (the “NDC” or “Council”) became a Statutory Authority in the Cayman Islands with the passage of the National Drug Council Act, 1997 and began operations on 1 January 1998. Its functions are diverse and include primary responsibility for the development, implementation, and delivery of substance abuse prevention activities; the design and administration of survey and research initiatives as it relates to substance abuse and misuse in our communities; and the facilitation of monitoring and evaluation activities throughout programmes.

The NDC continuously monitors situations relating to substance misuse and abuse in the Cayman Islands, with the aim of formulating drug prevention, treatment, and rehabilitation policies and programmes. This monitoring occurs via ongoing research and the maintenance of data collected via stakeholders. The NDC operated under the Ministry of Health and Wellness for the first ten months for the year ended 31 December 2024, and the Ministry of Youth, Sports, Culture and Heritage for the final two. During the year, the NDC satisfied its mandates and obligations as agreed in the Purchase and Ownership Agreements. As at 31 December 2024, the NDC had five (5) full-time employees (2023: 7 employees).

2. Significant accounting policies

a) Statement of Compliance

In conformity with the Public Management & Finance Act (2020 Revision), the financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) using the accrual basis of accounting. Where there is currently no IPSAS, other authoritative pronouncements such as International Financial Reporting Standards applicable to the public sector have been used.

b) Basis of Preparation

The measurement base applied is historical cost. There are no known accounting standards that have been adopted by the IPSAS Board for use in future years that will have a significant impact on these financial statements other than enhanced disclosures.

These financial statements have been prepared on a going concern basis and the accounting policies set out below have been applied consistently to all years presented. The financial statements are presented in Cayman Islands dollars which is the functional currency of the NDC.

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

IPSAS 43, Leases was issued in January 2022 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. IPSAS 43 outline the principles for the recognition, measurement, presentation, and disclosure of leases. The NDC does not expect IPSAS 43 to significantly impact operations.

IPSAS 44, Non-Current Assets Held for Sale and Discontinued Operations was issued in May 2022 with an effective date of January 1st, 2025. IPSAS 44 is not anticipated to impact the Council's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 45, Property, Plant and Equipment was issued in May 2023 with an effective date of January 1st, 2025, and replaces IPSAS 17. It clarifies the recognition and measurement of infrastructure and heritage assets that are Property, Plant, and Equipment. IPSAS 45 is not anticipated to impact the Council's financial statements.

2. Significant accounting policies cont'd

IPSAS 46, Measurement (issued in May 2023 and effective for periods beginning on or after January 1, 2025) provides new guidance in a single standard addressing how commonly used measurement bases should be applied in practice. IPSAS 46 is expected to have a minimal impact and will be further assessed in 2025.

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

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

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

IPSAS 50, Exploration for and Evaluation of Mineral Resources, was issued in November 2024 and will be effective for periods after January 1st, 2027. It provides guidance on accounting for exploration and evaluation expenditures, including the recognition of exploration and evaluation assets. This standard is not expected to impact the NDC's financial statements.

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

New and revised accounting standards were issued that became effective for the financial year beginning 1 January 2024

The Council did not adopt any new accounting standards for the financial year started January 1st, 2024.

c) Use of Estimates

The preparation of financial statements in accordance with IPSAS requires management to make 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 experience and various other factors that are considered reasonable under the circumstances. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

d) Credit Risk

Credit risk is the risk that the counterparty to a transaction with the Council will fail to discharge its obligations, causing the Council to incur a financial loss. Financial assets that potentially subject the Council to credit risk consist of Cash and Cash Equivalents, short-term investments, trade receivables, and other receivables.

2. Significant accounting policies cont'd

The Council manages its Credit risk by transacting only with creditworthy counterparties. Generally, the Council does not require collateral. Ongoing credit risk is managed through a review of aging analysis. Maximum exposures to credit risk as at year end are the carrying value of financial assets in the statement of financial position.

ECLs are calculated on a lifetime basis for Trade Receivables. The credit risk on cash and cash equivalents and short-term investments is limited. The Council's main bank is Bank of Butterfield (BoB) which is a Class A local bank regulated by the Cayman Islands Monetary Authority.

e) Cash and cash equivalents

Cash and cash equivalents include amounts due from the Council's banking institution on demand and interest-bearing deposits with an original maturity of three months or less. All cash and cash equivalents are held with a Class A bank in the Cayman Islands.

Although cash and cash equivalents 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) Fixed Assets

Fixed assets are stated at historical cost less accumulated depreciation. Certain assets are donated and are recognised at their fair value at the time of receipt. Depreciation is calculated on a straight-line basis at the rates stipulated below based on the opening cost over the estimated useful lives of the purchased or donated assets as follows:

	Purchased Assets Useful Lives
Office equipment	3 years
Office furniture	6 years
Computer equipment	3 years
Computer software	3 years
Leasehold improvement	3 years

Disposals

Gains and losses on disposal of fixed assets are determined by comparing the sale proceeds with the carrying amount of the asset. Gains and losses on disposals during the year are included in the Statement of Financial Performance.

Impairment

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the year end. Assets subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amounts.

2. Significant accounting policies cont'd

The recoverable amount is the higher of the asset's fair value less costs to sell and its value for use in service.

g) Deferred grant funds and income

Donation and grant income received for specific projects are initially recorded as a liability (per IPSAS 23), called donor-restricted funds. Subsequently, the related amounts are credited to income in years in which corresponding expenses on such projects are incurred.

h) Outputs to Government

The Cayman Islands Government (the "Government") has agreed to purchase certain outputs from the NDC. These outputs include public education and information campaigns, research and statistics, policy advice and Act reform. Output revenue is recognized as income when earned. Output revenue is recognized as income when earned based on the delivery of these outputs at the fixed agreed rates in the purchase agreement. As the NDC has no other significant source of funding for its operational expenses, its ability to continue as a going concern is contingent on this continued support from the Government.

i) Donations (Non-exchange)

The Council receives various funds from local entities. The Council designated these non-exchange transactions as donations defined under IPSAS 23 – Revenue from Non-Exchange Transactions.

j) Financial Instruments

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

Classification

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

A financial liability is a contractual obligation to deliver cash or another financial instrument or to exchange financial instruments with another enterprise under potentially unfavourable conditions. Financial liabilities comprise accounts payable, accrued audit and accounting fees, and accrued payroll liabilities.

Recognition

The Council recognises financial assets and financial liabilities on the date it becomes a party to the contractual provisions of the instrument.

Measurement

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.

2. Significant accounting policies cont'd

This classification is based on the business model for managing financial instruments, and whether the payments are solely payments of principal or interest on the principal amount outstanding. The Council assessed the business model for holding financial assets at the date of initial application. It determined that these are held to collect contractual cash flows that are solely payments of principal and interest. Therefore, financial assets are subsequently measured at amortised cost. Financial liabilities are subsequently measured at amortised cost. Cash and cash equivalents, short-term investments, trade receivables and payables are recorded at amortized cost using the effective interest method less any impairment.

De-recognition

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

k) Foreign Currency Translation

Revenue and expense transactions involving currencies other than Cayman Islands dollars are translated to Cayman Islands dollars at the exchange rates ruling at the time of those transactions. Assets and liabilities included in these financial statements are translated to Cayman Islands dollars at the rates of exchange prevailing at the statement of financial position date. Financial gains and losses arising on translation are included in the statement of financial performance.

l) Budget amounts

The original budget amounts for the financial year are as presented in the 2024-25 Ownership Agreement and approved by the Parliament on 15th December 2023. Where the budget is presented in a format different from the financial statements, a statement of comparison of budget and actual amounts is included in the financial statements; see note 19. There were no changes to the Council's originally approved 2024-2025 budget.

The appropriations cover a budget period of two financial years. The 2024-2025 Ownership Agreement covers the two financial years commencing 1 January 2024 to 31 December 2025. During the two-year period, funds can be transferred between the financial years. Unused appropriations from the 2024 budget can be carried over to 2025 to increase budgeted amounts. The 2024-2025 appropriations will lapse at the end of the budget year ending 31 December 2025. Any surplus at the end of the budget year is repayable to Parliament.

m) Expenses

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

n) Operating leases

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

o) Trade 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 balances due from other Government entities, including Output Receivables and balances due from third parties.

2. Significant accounting policies cont'd

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 Council performed a 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 Council, 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 and absence of historical losses on amounts due.

The Council considers related party receivables to be recoverable; however, a full provision for ECL is applied to receivables over 90 days past due because experience has indicated that these receivables are generally not recoverable.

p) Prepayments

The portion of expenditures paid in advance of receiving services has been recognised as a prepayment.

q) Employee Benefits

Employees are entitled to salaries and wages, annual leave, time in lieu, and other similar benefits which 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 Council employees are paid to an agreed Pension Fund provider. The Council makes 5% contributions on behalf of the employees to the designated fund, and employees contribute 5% from their salaries to the funds as well.

The Council pays for its employees' health insurance coverage. Employees do not contribute to their health coverage except for any dependents covered under the plan.

r) Contingent Liabilities and Assets (including guarantees)

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

National Drug Council
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 December 2024

3. Fixed Assets

	Office Equipment	Office Furniture	Computer Equipment	Computer Software	Lease Improvements	Total
	\$	\$	\$	\$	\$	\$
Balance at 31 Dec 2022	42,469	40,993	49,098	19,139	26,440	178,140
Additions during year	6,367	2,500	-	-	-	8,867
Balance at 31 Dec 2023	48,836	43,493	49,098	19,139	26,440	187,007
Additions during year	-	-	-	-	-	-
Balance at 31 Dec 2024	48,836	43,493	49,098	19,139	26,440	187,007
Accumulated depreciation:						
Balance at 31 Dec 2022	42,469	38,126	48,863	19,139	25,969	174,567
Depreciation for year	1,769	1,317	132	-	471	3,688
Balance at 31 Dec 2023	44,238	39,443	48,994	19,139	26,440	178,254
Depreciation for year	2,122	1,317	104	-	-	3,543
Balance at 31 Dec 2024	46,360	40,760	49,098	19,139	26,440	181,798
NBV at 31 Dec 2023	4,599	4,050	104	-	-	8,753
NBV at 31 Dec 2024	2,476	2,733	-	-	-	5,209

4. Accounts receivable & prepaid expenses

	2024	2023
	\$	\$
Cabinet Funds receivable	158,531	115,937
Donation receivable	24,580	24,580
Prepaid expenses	11,825	24,341
Interest receivable	280	-
	<u>195,216</u>	<u>164,858</u>

Cabinet Funds receivable are for Outputs supplied to the Ministry for which funds had not been received at 31 December 2024.

Cabinet Funds and Donation Receivable Maturity Profile	2024	2023
	\$	\$
Current	-	-
1-30 days	12,290	12,290
Past due 31-60 days	79,746	53,796
Past due 61-90 days	91,074	74,416
Past due 90 days and above	1	14
	<u>183,111</u>	<u>140,517</u>

National Drug Council
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 December 2024

5. Accrued payroll liabilities

	2024	2023
	\$	\$
Accrued vacation	4,590	6,960
Accrued other payroll liabilities	7,146	6,578
Accrued pension	58	-
	<u>11,794</u>	<u>13,538</u>

6. Outputs to Government

	2024	2023
	\$	\$
Outputs to Government	862,441	714,855
	<u>862,441</u>	<u>714,855</u>

NDC's Outputs are supplied to the Ministry of Health and Wellness during the normal course of business. The Outputs covers all expected expenses for the year which is based on projected activity and time spent on the Council's efforts. It includes the office, programme supplies, and human resource costs.

In 2024, the NDC received \$30,576 for additional Outputs it produced in 2023. However, the NDC is limited by the Appropriation Act in terms of the value of Outputs it can sell to Cabinet during the 2023 financial year. The additional payment received was therefore held as unearned revenue and is repayable to the Government.

7. Other income

	2024	2023
	\$	\$
Donations	28,075	27,080
Interest Income	5,268	-
Boardroom rental	80	143
Fundraising	290	956
	<u>33,713</u>	<u>28,180</u>

National Drug Council
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 December 2024

8. Personnel emoluments

	2024	2023
	\$	\$
Salaries & wages	428,209	429,615
Medical insurance	84,041	79,085
Pension	19,386	20,564
Motor car allowance	6,925	7,900
Movement in annual leave provision	(2,370)	1,080
Staff Uniforms	788	251
Movement in accrued time-in-lieu	(237)	248
	536,742	538,743

Staff may perform duties beyond their normal working hours during the ordinary course of business. Employees who accumulate any such time can recover it in the subsequent year when they are not busy. The policy of the NDC is that a maximum of 37.5 hours (5 days) can be taken over to the following year. These must be used within the first quarter of the following year if it is suitable to the NDC, or it will be written off. The movement in the 2024 accrued time-in-lieu reflects the change in hours brought forward from 2023 and those accrued at the 2024 financial year end.

9. Rent

On 4 April 2020, the NDC signed a new five-year agreement with International Logistics and Consulting LLC (c/o Meri Tarlova) for the premises at Caymanian Village. The agreement maintains a rate of \$5,500 per month for each of the five years, covering the period from 30 April 2020 to 30 April 2025.

Rental expenses incurred in 2024 amounted to \$66,000 (2023: \$66,000) and were paid to Meri Tarlova. Therefore, future commitments for the remaining 4 months total \$22,000.

10. Operating maintenance

The Council incurs various operating costs in its ordinary course of business. These include indirect expenses that support the work of the Council in delivering its programme activities. For 2024, these costs included:

	2024	2023
	\$	\$
Software subscription	7,635	2,759
Janitorial services	1,938	1,834
Website maintenance	2,882	1,251
Bank charges	1,041	843
Security services	850	567
Other expenses	6,135	1,716
Staff Appreciation	390	977
Shipping/freight	632	116
Government Insurance	2,282	323
	23,786	10,386

National Drug Council
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 December 2024

11. Audit & Accounting fees

The statutory audit for 2024 is \$35,400 as specified by the Office of the Auditor General (2023: 35,000). The Council outsourced its accounting and financial management functions in 2024. Fees paid for this service amounted to \$24,992 (2023: nil).

12. Utilities

	2024	2023
	\$	\$
Electricity	7,540	7,043
Telephone	8,095	7,232
Water	552	449
	16,187	14,724

13. Accounts Payable

The Council receives goods and services on credit during the normal course of business. All vendor accounts are satisfactorily serviced within the credit period the vendor allows. The material outstanding vendor balances at the close of the financial year were some \$18,628 relating to the statutory audit (the payment of which is due in the 2025 financial year); \$16,000 relating to the rental of busses to safely transport persons on New Year's Eve as part of the arrive alive campaign.

14. Grants & Contributions – Special events

A portion of the funding received from public contributions through donations was used to support the following special events:

	2024	2023
	\$	\$
Arrive Alive 345 Campaign	19,281	24,466
Volunteer stipend	400	-
	19,681	24,466

15. Accrued audit fees

The Council's statutory annual audit is normally completed between March and April of each year; however, the cost to complete the audit is recognized and accrued in the financial year that will be reviewed. As at December 31st, 2024, \$15,233 was accrued as audit fees relating to fiscal year 2024 (2023: \$20,313).

16. Related parties

The NDC is a statutory body of the Cayman Islands Government. The Council is economically dependent on the Government for the purchase of its services under a Purchase Agreement with the Ministry of Health & Wellness. For the year ended 31 December 2024, the Council billed \$862,441 to the Government for services sold (2023: \$714,855). Of the billed amount, \$158,531 remained outstanding as at 31 December 2024 (2023: \$115,937). This amount is included in Accounts Receivable and Prepaid Expenses in the Statement of Financial Position. The NDC also held \$30,576 at the financial year end as funds overpaid by the Government for 2023 Output services. This amount is shown as Funds due to Government in the Statement of Financial Position.

The Auditor General is statutorily responsible for auditing the National Drug Council's financial statements. The fee for 2024 was \$35,400 (2023:\$35,000).

Key Management Personnel

The pension and health insurance benefits provided to key management personnel are the same as those provided to all employees. Following the resignation of the Director, effective 30 September 2019, the Programme Manager assumed the role in an acting capacity, effective 1 October 2019. The Programme Manager was confirmed as the new Director effective September 1st, 2024. Total key management personnel remuneration and other benefits amounted to \$137,524 (2023: \$125,273) which includes salary, allowances, pension, honorarium, a payout for accrued leave, and health insurance.

Governing Council members

The NDC governing council currently has 11 members. No stipend is paid to members (2023: Nil).

Dividend Payments

Pursuant to Section 16 of the Public Management and Finance Act (2020 Revision), Section 39(3) of the Public Authorities Act (2020 Revision), and section 19 of the Policy for the Payment of Annual Dividends by Statutory Authorities and Government Companies, taken together, the NDC is exempt from delivering dividend payments as the NDC met the prescribed criteria set out in section 19 (a) of Policy 1 of 2019 (The operations of the Council is not self-sustainable, it relies on Government subsidies and charitable donations).

17. Financial instrument risks

The Council is exposed to various financial risks including credit risk, exchange rate risk and liquidity risk. The Council's risk management policies are designed to identify and manage these risks, to set appropriate risk limits and controls, and to monitor the risks and adhere to limits by means of up to date and reliable information systems. These risks are managed within the parameters established by the Financial Regulations (2022 Revision).

Credit risks

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

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

17. Financial Instrument risks cont'd

The Council is also exposed to a significant concentration of credit risk in relation to receivables transactions, most of which was due from the Cayman Islands Government. No credit limits have been established. As at 31 December 2024, no provision for doubtful debts (2023: Nil) has been made on these receivables as management considers these debts to be recoverable in full.

The carrying amount of financial assets recorded in the financial statements represents the Council's maximum exposure to credit risk. Debtors are not required to provide collateral.

Exchange rate risk

The Council does not have significant exposure to currency exchange rate risk as the Cayman Islands dollar is pegged to the United States Dollar.

Liquidity risk

Liquidity risk is the risk that the Council is unable to meet its payment obligations associated with its financial liabilities when they are due.

The Council maintains sufficient cash balances held in bank accounts which enables the entity to meet its payment obligations as they are due.

18. Other Disclosures

Suspected Fraud

During the year 2011/12, management became aware of suspicious activity relating to its cash balances. Specifically, approximately CI\$5,500 was misappropriated from its bank accounts. A further unquantified amount was misappropriated through fraudulent time booking leading to wage overpayment to a former employee. The matter is under investigation and management awaits its conclusion. During the year ended 31 December 2024 the Council has not been provided with an update on the matter.

19. Statement of comparison of budget and actual amounts

For the year ended 31 December 2024

	Variance Notes	2024 Actual	2024 Budget	Variance
Revenues		\$	\$	\$
Outputs to Government		862,441	862,441	-
Other Income	a	33,713	30,000	3,713
Total revenues		<u>896,154</u>	<u>892,441</u>	<u>3,713</u>
Expenses				
Personnel emoluments	b	536,742	631,227	(94,485)
Rent		66,000	66,000	-
Prevention, surveys, monitoring and evaluation	c	23,019	24,700	(1,681)
Travelling and subsistence	d	2,378	8,190	(5,812)
Audit and accounting fees	e	60,392	64,802	(4,410)
Utilities	f	16,187	17,600	(1,413)
Computer services	g	9,415	8,976	(439)
Operating maintenance	h	23,786	25,523	(1,737)
Youth development	i	1,614	1,731	(118)
Advertising & promotion	j	10,152	10,893	(741)
Surveys and other public information projects		4,566	4,899	(333)
Depreciation	k	3,543	2,364	1,179
Supplies & materials	l	4,117	4,418	(301)
Grants & contributions – special events	m	19,681	21,118	(1,437)
Total expenses		<u>781,592</u>	<u>892,441</u>	<u>(110,849)</u>
Net surplus/(deficit) for the year	n	<u>114,562</u>	<u>-</u>	<u>114,562</u>

19. Statement of comparison of budget and actual amounts cont'd

	Variance Notes	2024 Actual \$	2024 Budget \$	Variance \$
ASSETS				
Current assets				
Cash and cash equivalents	o	722,461	506,340	216,121
Accounts receivables	p	183,391	233,733	(50,342)
Prepaid expenses	p	11,825	11,000	825
Total Current Assets		<u>917,677</u>	<u>751,073</u>	<u>166,604</u>
Non-Current Assets				
Security deposit		5,500	-	5,500
Fixed assets	q	5,209	6,023	(814)
Total Non-Current Assets		<u>10,709</u>	<u>6,023</u>	<u>4,686</u>
Total assets		<u>928,387</u>	<u>757,096</u>	<u>171,291</u>
LIABILITIES AND EQUITY				
Current liabilities				
Accounts payable	r	38,066	30,000	8,066
Funds due to Government	u	30,576	-	30,576
Accrued audit Fees	s	15,233	-	15,233
Accrued other payroll liabilities	t	11,794	22,600	(10,806)
Total Current Liabilities		<u>95,669</u>	<u>52,600</u>	<u>43,069</u>
EQUITY				
Accumulated surplus		832,718	704,496	128,222
Total Liabilities and Equity		<u>928,387</u>	<u>757,096</u>	<u>171,291</u>

National Drug Council
 NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
 For the year ended 31 December 2024

19. Statement of comparison of budget and actual amounts cont'd

Statement of Cash Flows	2024	2024	
	Actual	Budget	Variance
	\$	\$	\$
Net cash (used in)/provided by operations	122,514	-	122,514
Investing activity			
Purchase of fixed assets	-	-	-
Net cash (used in) investing activities	-	-	-
Net change in cash and cash equivalents:			
Cash and cash equivalents, beginning of year	599,948	506,340	93,608
Net Change in Cash and cash equivalents	122,514	-	122,514
Cash and cash equivalents, end of year	<u>722,461</u>	<u>506,340</u>	<u>216,122</u>

- a. Other Income (over by \$3,713): Donations are budgeted on a contingency basis and actual amounts could vary in any given year. Actual donations were slightly higher than budget for 2024.
- b. Personnel emoluments (under by \$94,485): The 2024 budget was prepared with the expectation of eight (8) employees in post during the year. However, due to changes in the staffing levels during the current financial year, the Council had five (5) full-time employees at the close of the year. This resulted in lower than-budgeted personnel costs for salaries, pensions, motor car upkeep, and health insurance payments. These savings were partially offset by an honorarium payment of \$2,000 per staff approved by the Cabinet for payment to each employee.
- c. Prevention, surveys, monitoring and evaluation and other public information projects (under by \$1,681): Most of the variance represents the use of technology as a more efficient way of delivering this programme. Shifting certain processes online required fewer resources to facilitate the administration, final analysis and reporting.
- d. Travelling and Subsistence (under by \$5,812): The budgeted travel mainly related to overseas training for NDC staff, Youth to Youth leaders and participants. This was not executed as planned; however, the Council expects increased travel in 2025 as budgeted staff levels are reached and there is more opportunity for staff to undertake training while keeping key positions covered.
- e. Audit and Accounting Fees (under by \$4,410): The level of accounting services outsourced was only expanded in August of 2024. The Programme Manager/Acting Director carried out the accounting function for most of the financial year.

19. Statement of comparison of budget and actual amounts cont'd

- f. Utilities (under by \$1,413): Electricity is a significant part of the utilities expense category. The cost of electricity is difficult to predict as it is affected by temperature, the price of oil, and other factors. Management also makes conservation efforts by ensuring the temperature within the office is kept at an appropriate level and water consumption is minimal.
- g. Computer Services (over by \$439): The variance stems from lower than expected demand for services during the financial year.
- h. Operating Maintenance (under by \$1,737): The Council had a relatively positive year in the area of maintenance costs with fewer request for services than originally anticipated.
- i. Youth Development (under by \$118): This variance is immaterial.
- j. Advertising & Promotion (under by \$741): The costs in this area relates to print media for educational and informational space acquired in the Cayman Parent Magazine and costs associated with banners and display at the Alex Panton symposium. It also included display adverts for recruitment. The latter activity was lower than originally budgeted.
- k. Depreciation (over by \$1,179): The Council benefited from donated assets by a corporate sponsor in 2023. The acquisitions was not expected when the budget was prepared.
- l. Supplies and materials (under by \$301): Variance is related to the inclusion of an online platform for resources which contributed to the reduced spend.
- m. Grants and Contributions (under by \$1,437): Variance relates mainly to the Arrive Alive 345 Campaign which includes the costs of the annual Designated Driver and Purple Ribbon Bus operations in 2024. Funds are received outside of budgeted government funding and are acquired specifically through private and corporate sector contributions based on the actual cost associated with the annual campaign and requisite prevention programming. This is one of the Councils' initiatives to promote road safety. Actual costs incurred for 2024 were lower than budgeted.
- n. Surplus (over by \$114,562): the budget assumed a break-even position. Therefore, the surplus stems from the Council billing and recognizing its full appropriation for 2024, donation and fundraising income largely inline with expectations and prudent financial management resulting in savings as described in the analysis above.
- o. Cash and Cash equivalents (over by \$216,121): The variance is related to lower-than-expected staffing levels, the settlement of a portion of the outstanding receivables, and higher-than-expected liabilities. These factors, coupled with expenditure savings, resulted in a better-than-expected closing cash position.
- p. Accounts Receivables and Prepaid Expenses (under by \$50,342): The variance results from the timely settlement of output billings by the Ministry of Health & Wellness.

19. Statement of comparison of budget and actual amounts cont'd

- q. Fixed Assets (under by \$814): The variance relates to higher depreciation recorded against existing assets.
- r. Accounts Payable (over by \$8,066): Some \$18,628 of the outstanding amount relates to the statutory audit (the payment of which is due in the 2025 financial year); \$16,000 related to the rental of busses to safely transport persons on New Year's Eve as part of the arrive alive campaign. The Council settles its vendor obligations in a timely manner and in accordance with the terms agreed upon.
- s. Accrued Audit Fees (over by \$15,233): This was budgeted in the Accounts Payable line for 2024.
- t. Accrued other payroll liabilities (under by \$10,806): The Council has made a conscious effort to reduce the level of accrued leave and time off in lieu owed to staff at the end of the financial year. this lower than budget result reflects those efforts.
- u. Funds due to Government over by \$30,576, this was an overpayment by the Ministry on the 2023 Output funding. This was not anticipated when the budget was prepared.

20. Compliance with the Public Authorities Act, (2020 Revision)

The Council is required to comply with the Public Authorities Act, (2020 Revision, the "PAA"). Amongst other matters, Section 39 (2) of the PAA requires that where a public authority has surplus cash reserves for a period of more than ninety days, the surplus shall be paid to core government unless otherwise directed by Cabinet, after written consultation with the Board.

Section 39 (3) of the PAA also requires that a public authority pay dividends in accordance with the formulae established by the Minister of Finance and Economic Development (the "Ministry") after written consultation with the Board, unless otherwise directed by Cabinet.

The Council will not be required to pay a dividend out of its surplus as at 31 December 2024 because its operations are not self-sustaining. Going forward, the Council may be required to pay a dividend in accordance with Government's policy for the payment of annual dividends unless the Council continues to satisfy the exemption criteria noted under the policy.

PAA 36: Section 36(1) of the PAA requires public authorities to pay an annual capital charge for the use of equity invested by the Government in the authority. The capital charge is set by the Minister of Finance after consultation with a public authority's Board. There is no capital charge payable for 2024.

(2023: Nil) because the rate for the 2023 and 2024 financial years was set at 0%. Going forward, the Council may be required to pay a capital charge in accordance with the PAA.

21. Subsequent Events

The Council currently occupies Units 17 & 18 at the Caymanian Village under a lease that will expire on April 30th, 2025. The Board approved management's recommendation to enter a new five-year lease at its March 27th, 2025 meeting. The new lease will commence on May 1st, 2025 at a monthly rent of \$7,000 (previously \$5,500). Management sent the lease to the Landlord on April 1st, 2025 for full execution and is awaiting a response.

In preparing these financial statements, management has evaluated and disclosed all material subsequent events up to 8 April 2025 which is the date that the financial statements were available to be issued.

RISK MANAGEMENT

Key risks faced by the National Drug Council	Impact	Actions taken to Mitigate risks	The Financial value of risks
Key risks for the NDC are those which are organisational in nature and include: <ul style="list-style-type: none"> a) working outside of the necessary framework required for strategically addressing the issues related to alcohol, tobacco and other drugs, b) limited personnel for the needs of the community c) inability to achieve outcomes or targets and delivery of services. 		To address risks in item 1., the NDC relies on volunteers, constantly reviews its programming delivery to ensure areas of priority are addressed and works closely with stakeholders. The NDC continues to advocate for an update to the governing legislation and for the implementation of a National Anti-Drug Strategy to address supply and demand control for the Cayman Islands.	N/A
Compliance risk for reporting as required by stakeholders and CIG. <ul style="list-style-type: none"> a) Lack of segregation of duties. 		To address risks in item 2., With limited staffing and vacancy, the Director, and administrative and financial positions there are limited opportunities for segregation, and as such the NDC relies on external accounting services to ensure sound financial management.	N/A

FREEDOM OF INFORMATION (FOI)

Note summary FOI requests and timeliness of response.

APPLICATION DETAILS	NUMBER
Total Applications Received	0
Total Applications Open	0
Total Applications Closed	0
Applications for Personal Information (Applicant's own)	0
Application for General Information	
TIMELINE DETAILS	NUMBER
Request Information (Decision made within 30 days)	
Request Information) Decisions made later than 30 days and no extension taken under section 7 (4)	
Request Information (Decision extended under section 7 (4)	0
Request Information (Decision extended under section 7 (4) but responded to later than 60 days.	0
Internal Review (Decision made within 30 days)	0
Internal Review (Decision made later than 30 days)	0
FEES	
Fees levied under \$10000	0
Fees levied \$101 - \$500	
Fees levied \$501 — 1,000	0
Fees levied over \$1,000	0
Fees excused	0
AMENDMENTS AND ANNOTATIONS	
Request for Amendment or Annotation under section (28)	0
Number Amended	0
Number Annotated	0
INTERNAL REVIEWS	
Number of Requests for Internal Review	0
Number of Internal reviews Appealed	0

SCRUTINY BY PARLIAMENT AND PUBLIC

This section describes Parliamentary Questions and how they were dealt with. It includes all entities and SAGCs under the remit of the Ministry of Health & Wellness.

- ◆ To our knowledge, no aspect of the NDC was discussed by Parliament.

Public Accounts Committee (PAC)

This section describes issues monitored by the Public Accounts Committee and what actions were taken. It includes all entities and SAGCs under the remit of the Ministry of Health & Wellness.

- ◆ To our knowledge, no aspect of the NDC was discussed by Parliament.

Finance Committee

This section describes issues monitored by the Finance Committee and what actions were taken. It includes all entities and SAGCs under the remit of the Ministry of Health & Wellness.

- ◆ To our knowledge, no aspect of the NDC was discussed by Parliament.



ANNUAL
REPORT
2024

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