



Ministry of Planning,
Agriculture, Housing,
Infrastructure, Transport
& Development
Cayman Islands Government

CHARTING SUSTAINABLE FUTURES



2023
ANNUAL
REPORT



2023 Annual Report

About this Report

This Annual Report is for the Ministry of Planning, Agriculture, Housing and Infrastructure. It details the Ministry's accomplishments from January 1st, 2023, to December 31st, 2023 comparing them to the objectives outlined in the corresponding budget.

Legal Requirements

The requirement for an Annual Report is prescribed under section 44 of the Public Management and Finance Law (2020 Revision). In particular, Section 44 (2) states: (2) *The report shall – (a) state details of the entity's activities during the year; (b) include a statement reporting all executive financial transactions that the entity administered; (c) include the entity's financial statements for the year; and (d) compare the actual performance shown by the financial statements with the performance proposed in the relevant budget statement.*

As well as fulfilling our statutory obligations, this Annual Report describes how the Ministry has invested public funds for the benefit of the Cayman Islands.

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Who We Are

The Ministry of Planning, Agriculture, Housing, Infrastructure, Transport, and Development now manages an extensive portfolio, encompassing a broad spectrum of responsibilities concerning planning, agriculture, housing, infrastructure, and transportation requirements throughout the Islands.

Departments under the portfolio are as follows:

- Agriculture
- Planning
- Vehicle and Drivers' Licensing
- Vehicle and Equipment Services
- Facilities Management
- Public Works
- Public Transport

Ministerial Projects

- George Town Revitalisation Initiative
- National Community Enhancement (NiCE) Project

Statutory Authorities and Government Entities - ALL SAGC's send their own

- National Roads Authority
- National Housing Development Trust
- OfReg

Board Committees

- Animal Welfare Advisory Committee Builders
- Board Central Planning Authority Development
- Plan Tribunal Electrical Trade Licensing Board
- of Examiners Planning Appeal Tribunal
- Veterinary Board
-
-

The Ministry serves a diverse range of stakeholders, including residents, visitors, and various commercial, private, and public sector entities, both locally and internationally. Its activities are conducted across the three islands of Grand Cayman, Cayman Brac, and Little Cayman.



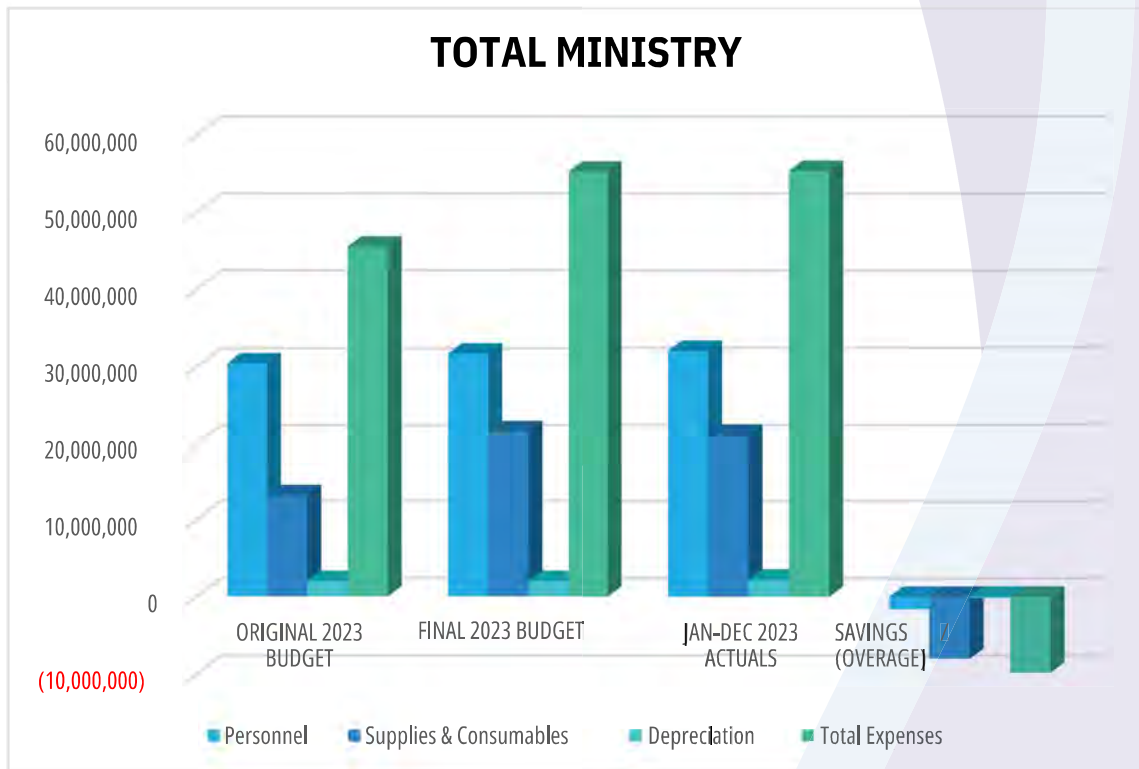
What We Do

- Provide assistance to various Boards as per relevant legislation and delegated authority.
- Manage the provision and upkeep of high-quality road infrastructure across the islands.
- Ensure the availability of quality, affordable housing options.
- Support the expansion and modernisation of the agriculture sector.
- Maintain government buildings and civic centres.
- Ensure the efficient and reliable operation of over 1,200 Government vehicles and equipment.
- Oversee the registration of motor vehicles, maintenance of the register, and issuance of licenses.
- Facilitate and coordinate the review and completion of development plans for Grand Cayman.
- Process development applications promptly and efficiently, ensuring compliance with development and planning laws and regulations.
- Provide professional project management and consulting services for government buildings and other facilities.
- Foster the development of Caymanians through technical, vocational, and educational training programs.
- Coordinate national hurricane preparedness and response efforts.
- Manage the maintenance of facilities such as parks, cemeteries, beach accesses, the Central Business District, and other public open spaces.
- Oversee the Transportation Unit Department to deliver transportation services and solutions to Caymanians and visitors.



At a Glance

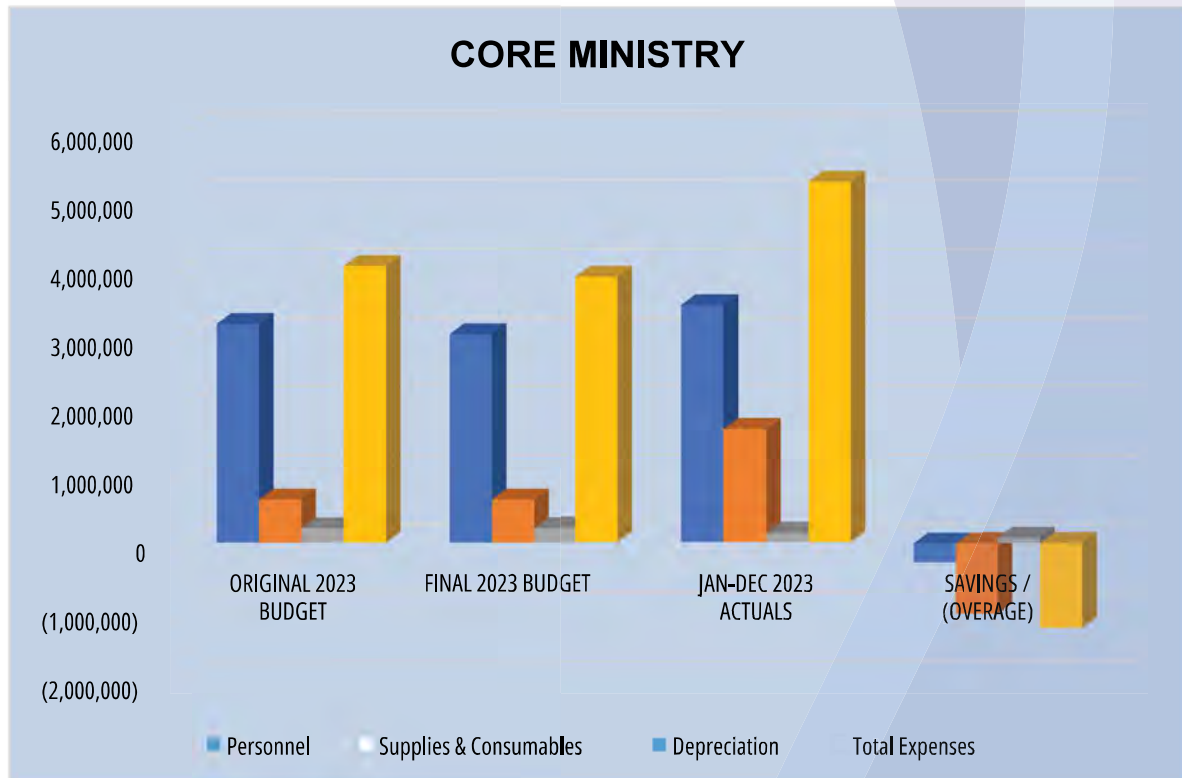
Ministry of Planning





Financial Snapshot

Core Ministry:





2023 Strategic Overview

The key strategic goals for the Ministry of Planning, Agriculture, Housing, and Infrastructure in the 2023 fiscal year were as follows:

- Develop and implement a cohesive, coordinated set of policies across various Ministry subject areas to establish a robust legislative and policy framework aimed at fostering the planning and sustainable growth of the Cayman Islands.
- Leverage technology to optimize processes within public-facing departments, enhancing the efficiency and effectiveness of service delivery to the public.
- Ensure the continued development of a resilient national infrastructure to support economic growth and societal needs.
- Enhance traffic management and upgrade road networks through both immediate and long-term connectivity projects, addressing current challenges and future demands.
- Execute plans to revitalize the George Town metropolitan area, aligning with approved urban development strategies to enhance livability and economic vitality.
- Review and update the national development plan to facilitate controlled and with sustainable development practices, balancing economic growth, environmental conservation and social well-being.
- Provide comprehensive support to the farming community to bolster the agricultural sector, promoting food security and nutrition within the islands.
- Deliver effective facilities management services for the Government Administration Building, ensuring a conducive environment for the administration and financial operations of the government.
- Develop training programs and succession plans aimed at nurturing the professional advancement of Caymanian personnel within the Ministry, fostering local talent and expertise.
- Ensure that staff resources, training initiatives, and equipment acquisitions align with industry standards and best practices, optimizing operational capabilities and performance
- Review and develop the Transportation Unit Department to deliver high-quality transportation services and innovative solutions to both Caymanian residents and visitors, enhancing mobility and connectivity across the Islands.



Message from Honourable, Johany ‘Jay’ Ebanks, Minister for Planning, Agriculture, Housing, Infrastructure, Transport & Development.



As we look back on 2023, our Ministry stands proud of the transformative strides made across key sectors, reinforcing our dedication to the prosperity and well-being of our beloved islands. The year has been marked by notable achievements in agriculture, housing, infrastructure, transportation, and road safety, highlighting our commitment to sustainable development and enhanced community life.

Agricultural Excellence: Nurturing Our Nation's Food Security

Our journey towards agricultural innovation and food security has been remarkable, underpinned by the LEADS action plan. We've seen significant advancements through the High Rock Agro-Park, Cayman Islands Poultry Standards, and the National Livestock Development Programme. The integration of Hydroponic flex farming into our educational institutions, Beacon Farms, and the Department of Agriculture marks a pivotal step toward redefining agricultural practices.

The 2023 Agricultural Show, the first post-pandemic, was a showcase of the resilience and the potential of local agriculture. Significantly contributing to regional attention and fostering international partnerships all aimed at strengthening food security. The implementation of the Plant Protection Act represents our dedication to safeguarding our agricultural heritage and ensuring the biosecurity of our plant resources, a crucial measure for sustaining our agricultural advancements.

Cattle/Goat Breeding Programs: The successful implementation of these programs under the National Livestock Development Programme (NLDP) has enhanced local livestock genetics, with the nucleus cattle herd showing remarkable progress.

Poultry Standards and Innovation:

The establishment of the Cayman Islands Poultry Standards, alongside the inauguration of a Poultry Innovation and Training Centre, has significantly uplifted the poultry sector. These initiatives not only ensure quality and safety but also foster innovation and skill development within the industry.

Agro-Park Developments: The advancements in the High Rock Agro-Park, facilitated by the Cayman Islands Agricultural Land-Use License Policy (CI-ALLP), exemplify our efforts to maximize agricultural productivity and sustainability. This policy has been instrumental in allocating arable land for cultivation, a critical move towards enhancing local production. .



International Collaboration: The agreement with Honduras, establishing a bi-weekly shipping service, is a testament to our commitment to strengthening international partnerships and enhancing food security. This collaboration is pivotal in ensuring a consistent and reliable supply chain for agricultural inputs and outputs

Infrastructure: Building the Backbone of Sustainable Development The expansion of the Linford Pearson Highway, the inauguration of the Bobby Thompson roundabout, and the progression of the East-West Arterial and Airport Road Connector projects exemplify our commitment to improving national infrastructure. These projects are not merely about enhancing road connectivity; they represent a broader vision for a resilient, accessible, and sustainable transportation network that supports economic growth and environmental stewardship. The improvements across our island's roads further our objective to ensure that every community benefits from our infrastructure advancements, ensuring equitable development across all districts.

National Development: A Strategic and Integrated Approach

Our national development strategy encompasses more than physical infrastructure; it is a holistic approach that integrates environmental sustainability, social inclusiveness, and economic viability.

The National Development Plan, guided by the Central Planning Authority, is in its final stages at the end of 2023 and preparing to undergo public consultation in the first half of 2024. This plan is evidence of our forward-thinking approach, aiming to balance development with environmental preservation, cultural heritage, and community well-being. The strategic advancements in our infrastructure and national development efforts are underpinned by a commitment to innovation, sustainability, and resilience. Initiatives such as the integration of green technologies, the adoption of smart city solutions, and the emphasis on community engagement and stakeholder participation are central to our vision for the island's future.

As we reflect on the progress made in 2023, it is evident that our infrastructure and national development projects are more than just physical constructions; they are the building blocks for a sustainable, prosperous, and inclusive Cayman Islands.

We are committed to continuing these efforts, ensuring that our development trajectory aligns with the aspirations and needs of our community, and laying the groundwork for future generations to thrive.

As we advance, the Ministry remains dedicated to this comprehensive and integrated approach to infrastructure and national development, ensuring that our efforts today will lead to a brighter, more resilient tomorrow for the Cayman Islands.



Road Safety: A Collaborative Endeavour The inauguration of our National Road Safety Strategy in November 2023, with its focus on the "Pledge 'No More in 2024'" theme, has established a new benchmark in our commitment to road safety.

This comprehensive strategy, emblematic of cross- government collaboration, aims to eradicate road fatalities through a holistic approach encompassing education, enforcement, and infrastructure improvements. This initiative underscores our dedication to protecting the lives of all road users.

Public Services: Enhancing Efficiency and Service The Department of Vehicle and Drivers' Licensing (DVDL) has exemplified customer service excellence within the Cayman Islands Government, achieving a 96% approval rating.

The Department of Vehicle and Equipment Services (DVES)'s advancement, including the inauguration of an EV-accessible facility, alongside the strategic consolidation efforts toward a unified transportation authority, highlights our proactive approach to improving service delivery and operational efficiency.

Acknowledgments

I extend my sincere gratitude to Parliamentary Secretary Isaac Rankine, and Chief Officer Eric Bush, for their unwavering dedication and leadership.

Their contributions have been instrumental in the achievements and progress we have witnessed this year. I welcome Parliamentary Secretary Mr. Mckeeva Bush, and look forward to his further contributions in 2024.

As we look towards the future, let us continue to build on the momentum of 2023, driving further innovation, sustainability, and inclusivity across all sectors. Together, we are laying the groundwork for a resilient, prosperous, and vibrant future for the Cayman Islands.

With sincere appreciation,

Hon. Johany Ebanks, MP. Minister Ministry Planning, Agriculture, Housing, Infrastructure, Transport & Development.



Message from Chief Officer, Eric Bush, JP. Planning, Agriculture, Housing, Infrastructure, Transport & Development.



2023 Annual Report Presentation

I am pleased to present the 2023 Annual Report for the Ministry of Planning, Agriculture, Housing, and Infrastructure, covering the fiscal period from January 1st, 2023, to December 31st, 2023.

This document encapsulates our concerted efforts to achieve the strategic objectives set forth by the Government for the departments and agencies under our stewardship. It further delineates the judicious utilization of financial resources during this period, underscoring our commitment to accountability and the effective management of public funds.

Agricultural Innovation and Food Security: A Strategic Focus

The year 2023 marked a significant stride towards sustainable and innovative agricultural practices, driven by the LEADS action plan. The establishment of the High Rock Agro-Park, facilitated by the Cayman Islands Agricultural Land-Use License Policy (CI-ALLP), and the implementation of transformative cattle/goat breeding programs under the National Livestock Development Programme (NLDP) have significantly bolstered our food security and agricultural resilience. The integration of hydroponic flex farming across educational institutions and the successful establishment of the Cayman Islands Poultry Standards further exemplify our dedication to modernizing agricultural practices and ensuring the sustainability of our agricultural advancements.

Infrastructure and National Development: Engineering a Sustainable Future

Our infrastructure and national development endeavors have been pivotal, with projects such as the expansion of the Linford Pearson Highway and the development of the East-West Arterial and Airport Road Connector projects laying the groundwork for a sustainable transportation network. These initiatives, along with equitable road improvements across the island, embody our comprehensive approach to national development, integrating environmental sustainability, social inclusiveness, and economic viability.

Road Safety and Public Services: Enhancing Quality of Life

The inauguration of the National Road Safety Strategy, with its focus on the "Pledge 'No More in 2024,'" exemplifies our holistic commitment to enhancing road safety through education, enforcement, and infrastructure improvements. The exemplary service delivery and operational efficiency improvements in the Department of Vehicle and Drivers' Licensing (DVDL) and the Department of Vehicle and Equipment Services (DVES) highlight our proactive approach to enhancing public services.



Acknowledgments and Looking Forward

This year's achievements reflect the fervent leadership of Minister Jay Ebanks, and the invaluable contributions of Parliamentary Secretary Isaac Rankine, alongside the recent appointment of Parliamentary Secretary Mr. Mckeeva Bush.

Their guidance and dedication have been pivotal to our progress. As we reflect on the achievements of 2023 and the strategic utilization of financial resources, we are invigorated to continue our mission of building a resilient, prosperous, and vibrant Cayman Islands.

This annual report not only celebrates our accomplishments but also sets the stage for ongoing innovation, sustainability, and inclusivity in our future endeavours.

In dedicated service,

A handwritten signature in cursive script that reads "Eric Bush".

Eric Bush, JP
Chief Officer



Department of Agriculture 2023 Update

In 2023, the Department of Agriculture focused intensively on enhancing the Cayman Islands' agricultural sector and food security. This effort aligned with the Government's strategic objectives, addressing contemporary challenges such as climate change and global food supply threats.

Cayman Islands Food and Nutrition Security Policy

In 2023, the Cayman Islands made significant strides in enhancing national food and nutrition security, marking the completion and commencement of the implementation phase of the Cayman Islands Food and Nutrition Security Policy. Developed in collaboration with the Caribbean Agricultural Research and Development Institute, this policy represents a comprehensive and holistic approach to ensuring that the Cayman Islands becomes a country where food and nutrition security is guaranteed for all its residents.

The policy is structured around several core objectives:

Ensuring the Availability of Food: Increase the supply of affordable, safe, and nutritious food items to meet national requirements consistently.

- **Improving Access to Food:** Ensure that all segments of the population, especially vulnerable groups such as children and the elderly, have access to sufficient, wholesome, and affordable food.
- **Quality and Safety Assurance:** Implement measures to protect the public by ensuring that all food supplies, whether locally produced or imported, meet the highest standards of quality and safety.
- **Nutrition and Public Health Integration:** Enhance nutrition interventions as a critical component of the broader public health framework, aiming to improve overall health outcomes.

Following its approval, the policy has entered the implementation phase, guided by the Ministry and the Department of Agriculture. This phase is characterized by targeted initiatives and programs designed to translate policy objectives into tangible outcomes. These efforts include increasing agricultural production, improving food supply chains, enhancing food safety regulations, and promoting nutrition education among the population.

The implementation of the Cayman Islands Food and Nutrition Security Policy is a milestone achievement for the country. It underscores the Government's commitment to addressing food security as a multi-dimensional issue, encompassing not only the availability and access to food but also its quality, safety, and nutritional value. Through this policy, the Cayman Islands is set on a path toward sustainable food security, ensuring that current and future generations have the resources they need to lead healthy, productive lives



National Egg Strategy

2023 saw the implementation of the Cayman Islands Poultry Standards for layer operations, establishing the first food safety quality standards within the sector. A pilot group of sixteen commercial farmers, producing over sixty percent of the local table egg production, was formed to align with these standards, supported by the Department of Agriculture with the necessary equipment and expert guidance. This initiative aims to enhance egg safety, quality assurance, and consumer confidence.

National Livestock Tracking and Identification System The National Livestock Identification and Tracking System was launched, marking a significant step towards aligning with international standards for farm-to-supply chain traceability. Approximately 580 livestock were tagged, with plans for issuing animal passports to further this initiative.

Livestock Development Plan

The Government allocated \$350,000 to the Cayman Islands Agricultural Society for importing 180 heads of livestock, a part of the broader strategy to enhance local livestock genetics and establish a cattle breeding program tailored to our environmental conditions.

In addition, in 2023, the Ministry imported a nucleus herd of Jamaica Red Poll cattle as part of the cattle breeding programme. We are pleased to report, that the nucleus herd is thriving with two calves already born. The cattle breeding centre in Cayman Brac is also completed and set to begin in early 2024 with the transfer of a stud bull from the Red Poll nucleus herd in Grand Cayman.

Agricultural Sales

Despite challenges, the Department of Agriculture met its output targets in 2023. Sales data indicate a stable demand within the livestock sector, with noticeable trends in feed sales for various animals. Initiatives to improve customer service, such as extending opening hours and introducing card payment options, were successfully implemented.

Crop Production

The Department's nursery produced and sold 186,300 plants, significantly exceeding targets. This surge in sales underscores the community's growth in agriculture and backyard gardening and demand for agricultural products.



Animal and Plant Regulatory Services

Increased inspections and surveillance activities were undertaken in response to threats such as new pests and diseases, with the Department maintaining vigilance to protect local agriculture.

Efforts to expand intra-regional trade resulted in agreements for the importation of specific commodities from Jamaica, enhancing the diversity of available produce.

Animal Health and Husbandry A comprehensive review of the Livestock Genetic Improvement Programme led to strategic recommendations to enhance its effectiveness, including specialized training and logistical improvements.

Agriculture Sector Training

The Department conducted multiple training sessions covering a wide range of topics, from poultry/egg standard, home gardening to agro-processing, demonstrating a commitment to enhancing local capacity and supporting the sector's expansion.

Policy Support Collaborative efforts with the Ministry have been instrumental in developing policies and strategies to bolster the agricultural sector, including the National Egg Strategy and the revision of key legislative frameworks.

As we move forward, the Department of Agriculture remains committed to supporting the agricultural sector's sustainable growth, ensuring food security, and enhancing the quality and safety of local produce for the Cayman Islands.



Department of Planning 2023 Update

In 2023, the Department of Planning continued to enhance its digital service offerings with significant advancements in the CommunityWorks platform, an integral component of the Online Planning System (OPS). This year has seen substantial improvements in system usability, security, and functionality, making it a pivotal year for the Department's digital transformation efforts.

Community Works: Elevating User Experience

Launched as an evolution of the OPS, CommunityWorks has been designed to offer an enriched user experience with an improved visual layout, heightened web page responsiveness, and more interactive features. This upgrade represents the Department's commitment to leveraging technology to streamline the planning process, making it more accessible and user-friendly for customers.

The introduction of Community Works has provided customers with enhanced tools and control options to manage their projects and data more effectively. This initiative is part of a broader strategy to digitize and simplify the planning and permit application processes, allowing for a more efficient and transparent interaction between the public and the Planning Department.

Strengthening System Security and Functionality

With the integration of additional hardware and advanced cybersecurity features, the Department of Planning has significantly bolstered the security framework of its digital platforms. This enhancement not only protects sensitive data but also ensures the integrity and reliability of the system against evolving cyber threats.

As CommunityWorks continues to evolve, the Department plans to introduce further functionalities that will incorporate a wider array of services and functions. These future updates are anticipated to make the system even more intuitive, further reducing the complexity of navigating planning regulations and permit applications. During the year, the Department of Planning launched CommunityWorks, which is an additional component to the Online Planning System (OPS). The OPS allows users to apply for permits online and to track permit-related plan reviews and inspections.



Building Control

In 2023, the Building Control Section continued to exhibit resilience and adaptability, overcoming challenges through meticulous planning and the dedication of its staff. The team sustained its plan review and inspection operations, leveraging remote capabilities to ensure uninterrupted service throughout the year.

Post-Tropical Storm Ian, the Building Control Section played a crucial role in conducting structural damage assessments, thereby facilitating the restoration of services and reinforcing the Department's emergency preparedness and response protocols.

Significant enhancements were made to the onboarding programme, further enriching new hires' understanding of the Department's culture, building codes, regulations, and planning legislation, thereby fortifying the internal knowledge base and operational efficiency.



Plan Cayman – Development Plan Review

The review of the National Development Plan – PlanCayman – made notable progress in 2023. The Central Planning Authority acknowledged the National Planning Framework (NPF) document as acceptable, leading to its formal submission to the Planning Minister for transmission to the Cabinet, marking a significant milestone in the planning and development landscape of the Cayman Islands.

The next milestone, the National Development Plan, planning statement, now in its final stages, soon to be ready for its formal submission to cabinet, once approved, will be scheduled for public consultation within the first half of 2024.

Compliance and Enforcement

The Compliance team engaged in rigorous enforcement activities throughout the year, receiving 236 complaints which were meticulously logged in the Department of Planning's tracking system. A total of 174 code enforcement cases were initiated, with 69 cases being resolved or placed on hold. Additionally, 54 code enforcement case files were escalated to the Office of Director of Public Prosecutions for legal adjudication, reflecting the Department's commitment to upholding planning regulations and standards.

Annual Statistics

The Department processed a significant volume of development activities in 2023, highlighting the ongoing growth and development within the Cayman Islands. Detailed statistics on projects approved, plan reviews, building permits, and inspections will be provided, showcasing the tangible impact of the Department's work on the national development landscape.

Plan Reviews and Building Permits

Plan Reviews:

Approved: 5083 Not Approved: 2931 Total: 8014
Building Permits Issued: 737 @ \$844,760,858



Inspections

The Department conducted 12733 inspections across structural, plumbing, mechanical, and electrical components, ensuring compliance with applicable codes and enhancing the safety and integrity of buildings within the Cayman Islands.

Certificates of Occupancy

Certificates of Occupancy were issued to structures deemed suitable for human occupation, allowing their connection to the power grid. The total number of certificates issued in 2023 stands at 368, demonstrating the Department's role in facilitating the inhabitation and utilization of new and renovated structures.

Sector	Count	Sum of Estimated Cost:
• Apartment	95	\$139,199,831
• Commercial	70	\$ 95,692,438
• Industrial	8	\$ 5,101,416
• Other	20	\$ 1,488,475
• Residential	175	\$ 91,654,600
• GRAND TOTAL	368	\$ 333,136,760

Training for Customers

In 2023, the Department of Planning continued its commitment to customer education, offering training on building code-related matters and providing access to resources for professional development in planning and construction disciplines.

Succession Planning

The Department's focus on building internal capacity saw notable advancements, with staff members securing key positions through open recruitment, reflecting the success of the Department's robust succession planning process.

Training and development opportunities were extended to key personnel, underscoring the Department's investment in its human resources.



Community Engagement and Contributions

The Department of Planning remained active in community engagement initiatives, participating in educational outreach programs and contributing to local charitable causes, thereby reinforcing its commitment to social responsibility and community development. In 2023 the Department of Planning continued, in its 5th year, to support Mimi's Happy Cart by raising CI\$723.00 to purchase gifts for children awaiting treatment at the hospital.

As the Department of Planning looks forward to 2024, it remains dedicated to advancing the planning and development agenda of the Cayman Islands, guided by principles of sustainability, efficiency, and community well-being.



Facilities Management Department

In the year under review, the Facilities Management Department continued to ensure that the Government Administration Building is safe for occupants by maintaining high air quality and a clean environment for all.

The Mission of the facilities Management Department; To provide outstanding facility services built on excellence, expertise, integrity, responsiveness, and high safety standards for all.

Our vision is to be a world-class facilities management service provider that is widely recognized for being reliable and having a safe, exceptional, and innovative environment while striving for a sustainable future.

The Facilities Management continues to ensure that the building is safe for our occupants by maintaining high air quality and a clean working environment for all.

We also aim to ensure that persons with disabilities are fully supported at our facilities, some of our initiatives include;

- Wheelchair-accessible bathroom stalls and basin.
- We offer wheelchair service for anyone in need.
- Our evacuation stair chairs allow for a pleasant user experience; some are motorized to allow persons to be taken up the stairs effortlessly.
- The shuttle service allows persons to be transported between the building and parking lots.
- The GAB is equipped with wheelchair ramps at all main entrances.
- Civic Centres are being upgraded to ensure all have ADA-compliant bathrooms and entrances. In some cases, the stages also have wheelchair accessibility.
- Braille is on the bathroom door signs and the elevator kiosk (GAB).
- We provide ergonomic chairs and workstations.
- We offer contactless entry at barrier gates.
- Disability parking is offered at all our buildings. Further provisions are in place for persons with special circumstances and seniors at the GAB.

Our latest initiative is the installation of automatic door openers for all our bathroom doors and main entry doors. These doors are equipped with contactless sensors for effortless opening.

We have completed major renovations throughout the building; including major testing and servicing of chillers. Following an assessment of providing redundancy for cooling in our data center, we have completed the procurement of a new independent air-cooled unit, which will be used should the geothermal system fail.

Warranty works were conducted at the building's exterior finish, and works have been completed.



We have transitioned to a new ticketing system (Zendesk) for handling emails pointed to the FM Helpdesk.

The procurement of critical booster pumps has been completed and we await the delivery and installation of the same. Refreshing of the GAB front lawn was also completed.

License Plate recognition cameras have been installed which will give all staff members the option to have ease of access to the main parking lot without having to swipe their access cards.

Personnel



Ms. Sarah Orrett received the Chief Officer's Award and Employee of the Month for October 2022 and was nominated and ultimately won Employee of the Year for 2022 which was celebrated at the Award Ceremony at the Kimpton Seafire Resort, Grand Cayman on 1st June 2023.

Following open recruitment, Mr. Craig Maitland was appointed Deputy Director of the Facilities Management Department. Following approval through moratorium for an increase in headcount and the creation of a new role Ms. Leanna Rivers Myles was transferred to the Facilities Management Department.

In addition to her administrative function, Ms. Rivers-Myles currently manages the creation and issuance of Government IDs for the Ministries, departments, and schools amongst others. This process was previously managed by Hazard Management Department by Ms. Rivers-Myles but has since moved to the Facilities Management Department where she continues to manage this process under FMD.

After an open recruitment, Mr. Kemuel King, was appointed as the new Finance Manager within the Facilities Management Department.

A new post was acquired within the Finance Section and following open recruitment, Manlio Conolly, was appointed as Financial Administrator within the Facilities Management Department. Ms. Jasmine Myles transitioned from Facilities Coordinator to Facilities Administrative Supervisor following a job evaluation.

The Deputy Director, Senior Mechanical & Electrical Facilitator, Facilities Administrative Supervisor, and Facilities Superintendent attended The International Facility Management Association (IFMA) World Workplace conference in Colorado where they discovered innovative FM technologies, built valuable relationships, and sharpened their knowledge and essential skills in the field



The Human Resources Manager and Facilities Administrative Supervisor attended the 2023 Society for Human Resources Management Conference in Las Vegas where they gained international HRM exposure and transferable knowledge on strategies and techniques.

The Assistant Building Manager went on training in Phoenix Arizona where he received exposure on Johnson Controls providing him with more exposure to the Building Management System (BMS).

Civic Centers

William Allen McLaughlin (East End) Civic Center

Facilities Management in collaboration with the Min of Youth Sport and Heritage, have introduced historical pieces to the Centre inclusive of images historical persons. Procurement have been completed for a new screen.



Cradock Ebanks (North Side) Civic Center

At the North Side Civic Centre, the sound system has been upgraded and the procurement for a new screen completed. A new Icemaker was installed. Works are on the way for the construction of a new commercial kitchen.

George Town Constitution Hall



Major of renovations at the Constitution Hall have been completed and the Hall is available for rental to the public. The completed works include new flooring, ADA stage and a general facelift.

South Sound Community Center

Renovations are almost complete at the South Sound Civic Center. Works completed to date includes, replacement of windows, electrical upgrade, bathroom upgrade to include one ADA compliant, kitchen upgrade, foaming of the ceiling, ceiling tile replacement, and foaming of the external walls. The installation of the flooring is in progress and a general face lift will begin soon.



James Manoah Bodden (Bodden Town) Civic Center

Minor repairs were carried out at the Bodden Town Civic Center. However, this centre is currently being used as a shelter.



Public Works Department

Capital Development Division

Throughout 2023, the Capital Development Division at the Public Works Department (PWD) has demonstrated exceptional diligence and innovation, successfully overseeing a broad spectrum of infrastructure projects critical to the Cayman Islands' development and well-being. The division's dedicated consultancy team has completed numerous designs and structural assessments, significantly contributing to the strategic enhancement of the nation's infrastructure.

In 2023, the Capital Development Division at the Public Works Department completed several projects throughout the year. The consultancy team completed 40+ designs and over 15 structural assessments.

Highlighted Projects and Achievements

- Department of Vehicle and Equipment Service Facility Phase II: This pivotal project saw the creation of a new garage facility equipped with nineteen service bays designed to service the diverse fleet of the Cayman Islands Government. This expansion has significantly augmented the operational capacity of the department, with the total floor space now standing at 34,025 square feet.
- DVDL West Bay Fit-Out: The unveiling of the new Department of Vehicle and Drivers' Licensing office in West Bay introduced a modern, user-friendly space of 1,300 square feet. This facility now boasts a larger lobby area, increased seating capacity, and enhanced accessibility features for the elderly and persons with disabilities.
- Public Safety/Communication Tower: 2023 saw the completion of a 300 square feet, three-legged lattice communication tower. This infrastructure is crucial for the Department of Public Safety Communications, ensuring robust support for public safety mandates.
- Courts Project: The adaptive reuse of the former Scotiabank building in George Town into temporary quarters for the Grand Court and Court of Appeal exemplifies the department's flexibility and commitment to maintaining essential judicial services.



Significant Projects Complete in 2023

The year was marked by ambitious undertakings aimed at addressing community needs and bolstering public infrastructure:

- Residential Mental Health Facility: The construction of a long-term residential care facility, spanning over 50,000 square feet on 15 acres of land in the Eastern District, is poised for completion. This facility will comprise several cottages and a central building for administration and activities, marking a significant advancement in healthcare infrastructure.
- Bodden Town Church of God Multipurpose Hall: Managed by PWD's project management section, this facility will serve both as a hurricane shelter and a community hall, reflecting PWD's contribution to community resilience and social infrastructure.
- John Gray High School: The completion of general classrooms (Sector 2) and the central hub including the library and ancillary areas (Sector 3) is anticipated, further enhancing educational facilities.
- George Town Fire Station: The extension and renovation works to accommodate new fire appliances and provide additional storage space are underway, with Phase 1 encompassing 1,883 square feet of extension.
- Migrant Facility: Plans for a facility to accommodate approximately 400 migrants underscore PWD's role in addressing emergent social and humanitarian needs.
- PWD Office Renovations: The comprehensive renovation and fit-out of the north wing of the PWD main building are set to modernize the workspace, ensuring a safe and efficient environment for staff.

Hurricane Preparedness and Response

The Public Works Department, with support of the National Roads Authority successfully carried out the 36th consecutive annual hurricane preparedness in early May. This involved the inspection and securing of 122 government buildings and hurricane shelters.

Approximately 167 staff members participated in the activities which took place in Grand Cayman. Their hurricane readiness activities included shuttering key government buildings and shelters, checking and starting standby generators and verifying that cistern water levels were at an acceptable level and state. Once the facilities were shuttered, inspectors also carried out detailed inspections to certify that the buildings are adequately secured.



One of the main exercise's aims is to ensure that Grand Cayman shelters and public facilities are safe and can be secured within six hours in the event of a hurricane/storm threat. The PWD, in collaboration with Hazard Management and the National Roads Authority, executed its annual hurricane preparedness exercise with precision, underscoring the department's readiness to protect and secure public facilities and shelters against storm threats.

Apprenticeship Training Programme

The Ministry, in collaboration with the Public Works Department (PWD), remains steadfast in its commitment to nurturing the potential of young Caymanian men and women through the Apprenticeship Training Programme. This initiative is a cornerstone of our strategy to develop a skilled and capable workforce, ready to contribute to the nation's infrastructural and developmental goals.

The Apprenticeship Training Programme, hosted by PWD's Construction Trades Training Centre, continues to be a beacon of excellence in Technical Vocational, Education, and Training (TVET). Accredited and licensed by the Department of Educational Services, the centre provides comprehensive training across a spectrum of construction and trade disciplines.

In 2023, the programme saw the enrollment of twenty (20) Caymanians as Level I trainees, joining the ranks of twenty-two returning apprentices at Levels 2 and 3. These ambitious individuals pursued proficiency in critical areas such as plumbing, air conditioning, carpentry, refrigeration, electrical installation, and construction management, underscoring the diverse skill sets cultivated through this programme.

A defining moment of the year was the continuation of the skills competition, an initiative designed to highlight the talents of our trainees and foster greater awareness of TVET opportunities within the Cayman Islands. This competition not only showcased the practical abilities of the participants but also emphasized the importance of hands-on skills in driving the country's development forward.

The achievements of our trainees in the competition were as follows:

- Masonry: 1st place - Dalbert Johnson, 2nd Place – Timothy McKenzie
- Carpentry: 1st place - Malik Parchmont, 2nd Place – N/A
- Plumbing: 1st place - Romeo Thomas, 2nd place - Timothy McKenzie
- Electrical Installation: 1st place - Joshua Bent, 2nd place - Caleb Davidson-Ebanks
- Air Conditioning: 1st place - Samuel White; 2nd place - Jharran Greenidge



Additionally, the accolade for the outstanding student of 2023 was awarded to [Name], a testament to the dedication and hard work exhibited by our apprentices.

The Apprenticeship Training Programme's success is a testament to the Public Works Department's dedication to fostering a culture of continuous learning and skill development.

By investing in the education and training of our youth, we are not only enhancing their career prospects but also ensuring the Cayman Islands has a well- equipped workforce to meet the challenges of tomorrow. As we look to the future, the Ministry and PWD are committed to expanding and enriching the Apprenticeship Training Programme, continuing to serve as a foundation for empowering young Caymanians and contributing to the nation's sustainable development.

Recreation, Parks and Cemeteries Section

In 2023, the Recreation, Parks, and Cemeteries Section of the Public Works Department (PWD) continued to play a pivotal role in enhancing the Cayman Islands' community spaces. This year, the section managed and maintained an expansive portfolio of facilities, reflecting our commitment to providing high-quality recreational spaces, accessible parks, and well-kept cemeteries that serve as vital components of our community's fabric.

Key Accomplishments and Initiatives

The section's efforts this year were characterized by a series of maintenance and improvement projects aimed at ensuring the safety, accessibility, and enjoyment of public spaces. Noteworthy accomplishments include:

- **Dock Repairs and Upgrades:** Vital repairs were undertaken at key locations such as Gun Bay, Heritage Field, Coe-Wood, and Lobster Pot docks. These efforts not only returned these facilities to public use but also enhanced their safety and functionality for the community.
- **Facility Revitalization:** An ambitious four-year budget plan was initiated for the revitalization of all facilities within the section's portfolio. This strategic approach aims to systematically upgrade and enhance parks, launching ramps, jetties, beach access points, and public open spaces across the islands.
- **Public Awareness Campaigns:** To address concerns related to activities at beach facilities, the section launched a public awareness campaign. This initiative seeks to foster responsible use of these spaces, ensuring they remain enjoyable and safe for everyone.
- **Partnership with Community Policing Unit:** A partnership was established with the Community Policing Unit, aiming to create a collaborative framework to enhance the safety and security of public spaces. This partnership underscores the importance of community involvement in maintaining and protecting our recreational areas.



- **Employee Recognition Program:** The revamping of the employee recognition and rewards program reflects our dedication to acknowledging the hard work and contributions of the staff responsible for maintaining our public spaces. This program aims to motivate and appreciate the efforts of our team, ensuring the continued excellence in service delivery.

Training and Development Initiatives

In 2023, the Public Works Department (PWD) placed a strong emphasis on the continuous professional development and skill enhancement of its workforce, recognizing the pivotal role of training in fostering a motivated and proficient team. The Department's Human Resource division meticulously curated a comprehensive suite of training and development opportunities, aligning with the strategic goals of the Department and the individual growth aspirations of its staff members.

The array of courses provided to PWD staff throughout the year included, but was not limited to:

- **Leadership and Management, ILM Level 3: Aimed at developing effective leadership and management skills,** this course equipped participants with the tools necessary to lead teams with confidence and strategic insight.
- **OSHA Certification: Focused on occupational safety and health standards,** this certification ensured that staff were well-versed in maintaining a safe work environment, crucial for the department's operational sectors.
- **Contract Negotiation:** This training provided essential skills for negotiating contracts effectively, an invaluable asset in managing the Department's numerous projects and vendor relationships.
- **Human Resource Management:** Designed to enhance the HR competencies of the staff, this course covered various aspects of human resource practices, from recruitment to performance management.
- **Microsoft Excel: Catering to the ubiquitous need for data management and analysis,** this training enhanced staff proficiency in using Excel for efficient data handling and reporting.
- **First Aid/AED/CPR: Essential for ensuring workplace safety,** this training equipped staff with the knowledge and skills to respond to health emergencies, reinforcing the Department's commitment to the well-being of its personnel.
- **Fire Safety: Offering critical insights into fire prevention and response strategies** this training underscored the importance of being prepared for potential fire hazards in the workplace.



These training initiatives were complemented by targeted outreach efforts and participation in community and educational events, such as:

- **Inspire Cayman: Through collaboration with Inspire Cayman, Plans Examiner**

Lakeisha Mason engaged with Caymanian students, providing insights into the Department's work and the significance of technical, vocational education and training (TVET) for career development in planning and construction disciplines.

- **Clifton Hunter High Career Fair:** PWD's active participation in career fairs, including the annual event at Clifton Hunter High School, played a crucial role in educating students about career opportunities within the Department and the broader field of public works and infrastructure development. The commitment to training and development within the Public Works Department in 2023 not only facilitated the personal and professional growth of its staff but also significantly contributed to the Department's operational excellence and service delivery. By investing in the skills and knowledge of its workforce, PWD ensures its continued ability to meet the evolving needs of the Cayman Islands' infrastructure and community well-being.

A cornerstone of the department's success has been its focus on comprehensive training and development programs for staff, enhancing skills across various domains including leadership, management, safety, and technical proficiencies. This emphasis on professional growth and development has fortified the department's capacity to meet the evolving needs of the community and the infrastructure of the Cayman Islands.



Department of Vehicle and Drivers' Licensing 2023 Annual Report Update

In 2023, the Department of Vehicle and Drivers' Licensing (DVDL) sustained its momentum on a transformative agenda aimed at enhancing service delivery and meeting the evolving needs of its clientele. This year has been marked by significant achievements and strategic initiatives that underscore our commitment to excellence in customer service and operational efficiency.

Efficiency of the New West Bay Office

The DVDL's West Bay location at Jacques Scott Market Place has become a cornerstone of the Department's efforts to provide accessible and efficient services to the public. Opened in 2022 by Minister of Planning, Agriculture, Housing, and Infrastructure, Hon. Jay Ebanks, Deputy Governor Franz Manderson, DVDL's Director David Dixon, among other dignitaries, this office represents a significant milestone in DVDL's ongoing transformation.

A notable highlight of the year was Mr. David Dixon, Director of DVDL, receiving the Deputy Governor's award for Employee of the Month in December 2023. This accolade was a testament to the exceptional leadership and dedication demonstrated by Mr. Dixon, significantly contributing to the positive transformation witnessed at the Department.

Deputy Governor Franz Manderson commended the DVDL team for their outstanding level of service transformation, noting that an impressive 96% of the 83 out of 289 customers served at the West Bay Office reported high satisfaction with the customer service provided.

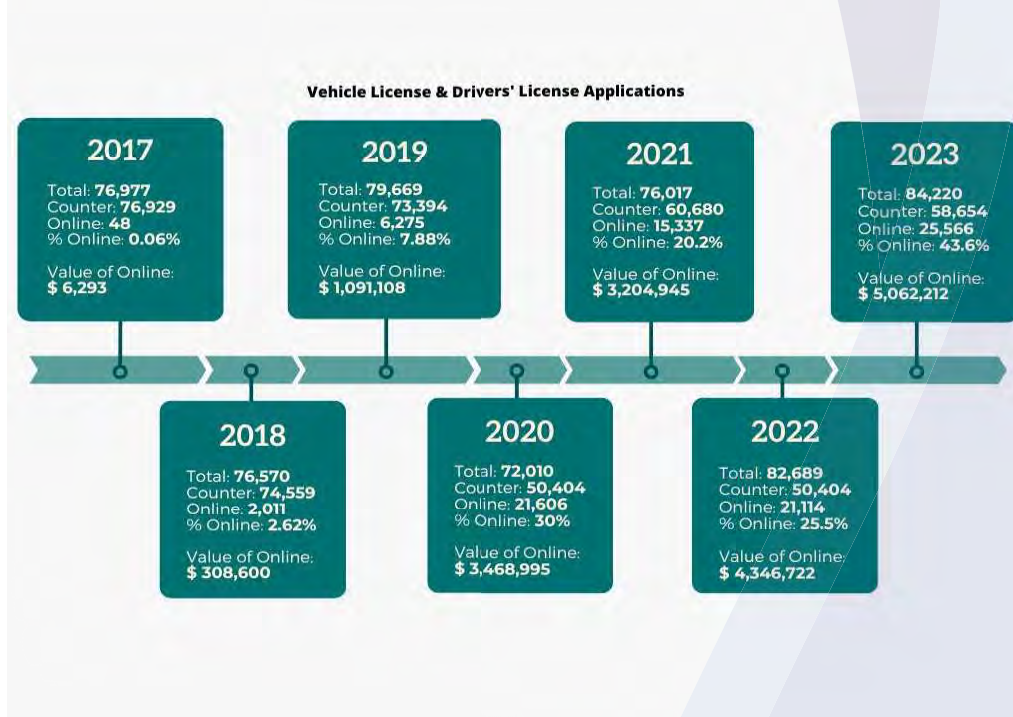




Increased Use of Online Services

2023 witnessed a substantial uptick in the adoption of DVDL's online services, reflecting our drive towards digital transformation. The introduction of the insurance portal for the online renewal of vehicle licenses marks a pivotal step towards integrating real-time updates from motor vehicle insurance companies, facilitating smoother transactions for our users.

Plans to expand the online portal to include bookings for road and written tests, transfers, suspensions, terminations, and several other services are underway, promising a more comprehensive and user-friendly digital experience.



Legislative Reforms on the Horizon

The Department has embarked on a series of legislative reforms designed to modernize traffic regulations and enhance operational effectiveness.

Key amendments for 2023 include:

- Amendments to the Traffic Act and Traffic Regulations: These modifications aim to facilitate the designation of the Cayman Islands for driving license exchanges with the United Kingdom and its Crown Dependencies.



- **Amendment to the Traffic Regulations:** This amendment is intended to streamline the exchange of information with the insurance industry, enabling real-time online updates of client information.
- **Introduction of Electronic Drivers Licences and Vehicle Registrations:** A significant leap towards digitization, these amendments will enable online vehicle registrations, including those for companies and car dealerships, and introduce electronic drivers licenses.
- **Amendment to the Traffic Control Regulations (Road Code):** These changes are designed to support the Traffic Management Panel's recommendations concerning roundabouts, new traffic signs, road markings, and traffic lights, enhancing road safety and compliance.

HR Related Matters–Training & Development

During the course of 2023, a number of staff attended courses as part of their training and development. The Deputy Director was seconded to the Ministry where he acted as Policy Officer, and ultimately transitioned to the Department of Agriculture as Deputy Director (Secondment).

Customer Appreciation Day – 24 May 2023

This is an annual event held in May of each year. The theme of this year was to celebrate “Old Time Cayman.” This affords the department and staff to interact with our customers and to seek their feedback for the new initiatives we are working on. See the photos noted below.





DVDL Strategic Plan 2023 – 2025

Approval of the Strategic Plan was granted by the Ministry. It controls the (6) strategic pillars, namely:

- Improve Customer Experience, Employee Engagement, Better Value for Money, Robust & Enabling Legislation, Data, Technology & Innovation and Promotion of Road Safety.
- Within those pillars, there are (21) strategic initiatives.

The Vehicle Inspection System (Portal) Rewrite

Rewrite of the Inspections portal to identify and flush out any issues, and give the solution a more modern, refreshed, look and feel. The portal is used by DVDL's and the Private Garage Inspectors to manage vehicle inspections.

As we conclude 2023 and look towards the future, the Department of Vehicle and Drivers' Licensing remains dedicated to pursuing excellence in all facets of our operations. Our ongoing initiatives and forthcoming legislative reforms are testament to our unwavering commitment to improving the customer experience and advancing the efficiency of our services for the benefit of the Cayman Islands community



Department of Vehicle and Equipment Services 2023 Annual Report Update

In 2023, the Department of Vehicle and Equipment Services (DVES) continued to build on the successes of its Phase II Redevelopment Project, further enhancing its capabilities and service offerings. This year has been pivotal in realizing the full potential of the new garage facility, which has become instrumental in advancing the efficiency and effectiveness of the Department's operations.

Through the support of our CO Mr. Eric Bush, DVES Director was able to be part of the CIG Contingent which attended the CONEXPO (the largest construction and equipment trade show in North America) in March 2023. That experience led to the Director taking full advantage of the innovative technology on display and is now proud to say DVES is the first garage in the Caribbean to have its mobile heavy lifts installed and operational. DVES now has the capability to turn any workshop bay into a lift bay giving heavy equipment and heavy trucks more versatility and efficiency. The lift system consists of six mobile lift stations with a total combined lifting capacity of 110k pounds.



Completion and Impact of the Phase II Redevelopment Project

The completion of the Phase II Redevelopment Project continues to significantly bolster DVES's capacity to service the Cayman Islands Government's diverse fleet of vehicles and equipment. The facility has proven itself by giving DVES the ability to service multiple types of heavy-duty machinery simultaneously.



No longer something talked about, and now witnessed (see photo below). DVES continues to see remarkable improved turnaround times for vehicle repairs and maintenance, ensuring minimal downtime and enhanced operational stability for essential government services.



Integration and Expansion

Following the successful integration of employees, stores, and fleet services in the two-story administration building inaugurated in Phase I, the Department now operates over a sprawling 42,000 square feet of space. This expansion has not only streamlined DVES's internal processes but also laid the groundwork for the Department to broaden its scope of services. DVES is already in the process of upgrading its fleet management and inventory system.

On the physical inventory side, we will see the installation of a new bin shelving system, this will create efficient bin locations that point out exactly where to stock a product, preventing misplaced or lost items. Staff will be able to save much time during warehouse operations such as: Receiving products from suppliers and transferring products between the warehouses and workshop whilst streamlining the year-end audit. On the fleet management side DVES is seeking to upgrade our ManagerPlus software which offers industry-leading and powerful enterprise asset management, this upgrade would assist DVES fleet management and our customers to get more out of their assets and equipment.

The update will give DVES more and better customizable options such as real-time reporting from the field (which we cannot do currently). DVES would be able to automate its maintenance schedules, manage work orders, monitor inventory levels, report on trends, and review or report on work histories for every asset. DVES would have the ability to send custom notifications to staff and entities when maintenance is due when a work order is completed, and for other time-sensitive events. DVES has completed phase 1 of these two projects with the purchases and now working on installation and integration with completion slated for March 2024.



Commitment to the National Energy Policy

Aligned with the Cayman Islands Government's National Energy Policy, DVES has dedicated a portion of the new garage to electric/hybrid vehicle technology. This initiative encompasses technician training, maintenance, and repair of electric/ hybrid vehicles, signifying a strategic move towards reducing the dependency on fossil fuels and embracing sustainable energy solutions. In 2023 DVES facilitated the purchase and integration of 12 Hybrid vehicles into the fleet.

Workforce Development and Training

The enhanced facility space has provided DVES with the opportunity to expand its training program, emphasizing the Department's commitment to nurturing the next generation of automotive professionals. This year, efforts to provide hands-on experience and training to young Caymanians in the automotive field have been intensified, reflecting a proactive approach to workforce development and skill cultivation within the community. DVES has partnered with Inspire Cayman to certify five technicians from the heavy equipment section to be certified heavy equipment operators. To date four technicians have passed phase 1 of the Heavy Equipment Certification Course with 1 technician fully certified so far.

Looking Forward

As DVES looks toward the future, the Department remains dedicated to leveraging its enhanced capabilities and infrastructure to deliver superior service to the Cayman Islands Government and its agencies. The focus on electric/ hybrid vehicle technology and the expansion of training programs for young Caymanians are just the beginning of DVES's journey toward innovation, sustainability, and excellence in public service.

The achievements of 2023 are a testament to the hard work and dedication of the DVES team, and we are poised to continue this trajectory of progress, meeting the challenges and opportunities of tomorrow with confidence and commitment.



George Town Revitalisation Initiative 2023 Annual Report Update

The George Town Revitalisation Initiative (GTRI) has continued to evolve and expand throughout 2023, under the stewardship of the Ministry of Planning, Agriculture, Housing, and Infrastructure. This year marked a significant progression in our efforts to breathe new life into George Town's central business district, making substantial strides toward creating a more vibrant, pedestrian-friendly urban core.

Completion of Phase 1 and Advancement of Phase 2

Following the successful implementation of Phase 1, which included the pedestrianization and revitalization of Cardinal Avenue, GTRI proudly achieved its completion within the stipulated timeline. This phase brought about a transformative change to the area, introducing enhanced street aesthetics, mature landscaping, and upgraded infrastructure, thereby setting a new standard for urban renewal within the Cayman Islands.

Building on the momentum of Phase 1, Phase 2 is now underway. This subsequent phase aims to extend the revitalization efforts beyond Cardinal Avenue, focusing on further streetscaping, infrastructure enhancements, and the creation of additional pedestrian zones within the central business district. Specific projects under Phase 2 include the expansion of pedestrian-friendly zones, further development of green spaces, and the introduction of smart city technologies to improve public services and connectivity. All while diligently working with key stakeholders, both internal and external to government on key strategic objectives set out by the GTRI plans.

Infrastructure and Connectivity Improvements

A key component of GTRI's ongoing efforts has been the emphasis on improving infrastructure and connectivity. In collaboration with the National Roads Authority, new pedestrian crossings were introduced, seamlessly integrating the revitalized areas with George Town's waterfront and surrounding neighborhoods. This initiative not only enhances pedestrian safety but also promotes walkability and access throughout the central business district.



Innovative Public Amenities

The introduction of free public Wi-Fi via solar-powered smart benches has been a hallmark innovation of the revitalization effort, offering residents and visitors alike convenient access to digital services while promoting sustainable technologies. This forward-thinking approach to public amenities underscores the initiative's commitment to creating an inclusive, connected, and environmentally conscious urban environment.

Future Directions

With Phase 1 completed and Phase 2 well underway, GTRI is poised to continue its transformative impact on George Town, with further enhancements planned to enrich the urban landscape, support economic activity, and improve the quality of life for the community. The initiative remains committed to its vision of revitalizing George Town into a lively, engaging, and sustainable urban center that reflects the dynamic spirit of the Cayman Islands.

As we look to the future, the George Town Revitalisation Initiative is set to introduce more innovations and improvements, driving forward the economic, social, and cultural revitalization of the capital. The continued success of GTRI stands as a testament to the collaborative efforts of government departments, local businesses, and the community, all working together towards a shared vision for George Town.



National Community Enhancement (NiCE) Project 2023 Annual Report Update

The National Community Enhancement (NiCE) Project, an integral initiative managed by the Public Works Department, once again demonstrated its vital role in community development and environmental enhancement during its winter session, which ran from November to December 2023.

This year, the NiCE Project saw the participation of over 590 Caymanians and spouses of Caymanians, who engaged in a variety of essential community service tasks across the districts. These activities were geared towards improving the local environment and assisting in public maintenance efforts, showcasing the community's commitment to the beautification and upkeep of the Cayman Islands.

Participant Engagement and District Contributions

The 2023 NiCE Project maintained a balanced participation of females and males, contributing to the efforts. The breakdown of participants by district was as follows:

District	% by district
Bodden Town	15%
East End	8%
George Town	32%
North Side	13%
West Bay	32%

Participants lent their support to numerous government departments and public authorities, including the Facilities Management Department, the Agricultural Society, the Mosquito Research and Control Unit, the National Roads Authority, the Public Works Department, and the Department of Environmental Health. The collective effort of these volunteers played a crucial role in enhancing public spaces and supporting environmental conservation efforts.

Skills Development and Community Impact

A significant aspect of the NiCE Project is the upskilling of participants in the use of various handheld tools, which enables them to effectively clear beach accesses, clean and landscape beaches and cemeteries, support solid waste management, and assist elderly residents in maintaining their surroundings. This training not only contributes to the immediate goals of the NiCE Project but also equips participants with valuable skills that can be applied in future employment opportunities.



Future Directions

Building on the success of the 2023 winter session, there are plans to extend the NiCE Project for an additional two weeks in early 2024. This extension is anticipated to further amplify the project's impact on the community and the environment, offering more Caymanians the opportunity to contribute to and benefit from this important initiative.

As we reflect on the achievements of the NiCE Project in 2023, it is clear that this initiative continues to play a pivotal role in fostering community spirit, enhancing the local environment, and providing valuable employment and training opportunities to residents of the Cayman Islands.



Ministry Administration 2023 Annual Report Update

In 2023, the Ministry's administration team continued to serve as the foundational backbone supporting the wide array of activities, initiatives, and outcomes highlighted throughout this annual report. With a steadfast commitment to excellence and efficiency, the team has played a pivotal role in enabling the Ministry to achieve its strategic objectives and deliver on its mandate to the people of the Cayman Islands.

Core Functions and Achievements

The administration team's work this year has spanned several critical areas, including talent management, financial reporting, administration and management, legislative planning, research, policy development, strategic planning, governance, and ministerial servicing. These efforts have collectively contributed to the creation of sound policies, the enactment of clear legislation, the facilitation of informed decision-making, and the prudent management of resources.

Talent Management and Organizational Development

A key focus has been on talent management, where the Ministry has endeavoured to attract, develop, and retain high-caliber professionals capable of driving forward the Ministry's goals. Initiatives aimed at professional development, employee engagement, and succession planning have been instrumental in building a resilient and dynamic workforce poised to meet current and future challenges.

Enhanced Financial Reporting and Management

The administration team has also made significant strides in enhancing financial reporting and management practices. By implementing more efficient processes and leveraging technology, the team has ensured greater accuracy, transparency, and accountability in the management of the Ministry's financial resources.

Legislative Planning and Policy Development

In the realm of legislative planning and policy development, the Ministry has undertaken comprehensive research and analysis to support the development of legislation and policies that address the needs and aspirations of the Cayman Islands community. These efforts have been crucial in shaping a legislative framework that supports sustainable development, environmental stewardship, and social well-being.



Strategic Planning and Governance

Strategic planning and governance have been another area of focus, with the administration team working diligently to align the Ministry's strategic objectives with national priorities and global best practices. Through effective governance and oversight, the team has ensured that the Ministry's initiatives are executed with integrity, transparency, and accountability.

Looking Forward

As we look ahead to 2024, the Ministry's administration team is committed to continuing its support for the Ministry's wide-ranging initiatives, driving operational excellence, and contributing to the achievement of the Cayman Islands' strategic goals. The team's dedication to supporting sound policies, clear legislation, informed decision-making and prudent resource management will remain paramount as we navigate the opportunities and challenges of the future.



Eric Bush, Chief Officer



**Andrea Fa'amoe,
Deputy Chief Officer**



**Tristan Hydes,
Deputy Chief Officer**



**Leyda Nicholson-Makasare,
Deputy Chief Officer**



Human Resources 2023 Annual Report Update

In alignment with the Deputy Governor's 5-Year Strategic Plan for cultivating a world-class civil service, the Ministry's Human Resources Department has continued to implement strategies aimed at attracting, training, developing, and retaining a diverse and highly productive workforce. These strategies ensure business continuity through robust succession planning, talent management, and employee engagement, even as we navigate the ongoing challenges presented by the global context.

Adaptation and Support

Throughout 2023, the Human Resources Department adapted its operations to meet the evolving needs of its employees, providing them with timely and relevant information, resources, and support. This adaptive approach has been critical in maintaining workforce productivity and morale during times of change.

Training and Development Achievements

The Ministry has steadfastly focused on creating an environment that prioritizes training and development as essential for sustained growth. To this end, the Department has championed efforts to encourage and financially support employees in pursuing training and learning opportunities that align with their professional development goals and the strategic needs of the Ministry.

Employees were encouraged to seek out professional development opportunities that would enhance their roles and contribute to the Ministry's objectives. This initiative saw several employees completing courses and training programs of their choice, reflecting the Department's commitment to fostering a culture of continuous learning and improvement.

Departmental Highlights

Department of Agriculture: Agricultural Inspectors participated in an online course on Plant Quarantine Practice and Principles offered by the University of the West Indies, enhancing their capabilities in safeguarding the islands' agricultural sector.

Facilities Management Department: Key personnel advancements and training initiatives underscored the Department's commitment to professional growth and operational excellence:



A number of Caymanian staff were promoted internally, continuing to build the team's managerial capacity. Senior Mechanical and Electrical Facilitator undertook training at the Johnson Controls Training Institute in Florida, along with the Deputy Director focus on the newly installed Genetec platform in Mexico, highlighted the Department's investment in technical expertise. Secondment opportunities for four staff members facilitated cross-departmental learning and development.

Employee Recognition

The year 2023 has been notable for the exceptional achievements and recognitions within the Ministry, highlighting the remarkable contributions of our workforce towards fulfilling our mission and objectives. Among these recognitions, a standout achievement was Mr. David Dixon, Director of the Department of Vehicle and Drivers' Licensing (DVDL), being honored with the Deputy Governor's Award as the Employee of the Month for December 2023.

Mr. Dixon has been a dedicated and distinguished member of the civil service, whose leadership has been instrumental in the transformation and success of the DVDL. Under his guidance, the Department has set a new benchmark for customer service within the civil service, achieving an impressive customer satisfaction rating of 96%. This accolade not only recognizes Mr. Dixon's commitment to talent development within his department but also his role in driving significant improvements in service delivery that have positively impacted the public.

Looking Forward

As we celebrate these accomplishments, we are reminded of the vital role that each member of our team plays in advancing the goals of the Ministry and contributing to the development of a world-class civil service. The Human Resources Department remains committed to supporting our workforce's growth and development, ensuring that we continue to meet the challenges and opportunities of the future with a skilled, motivated, and engaged team.



GOVERNMENT OF THE CAYMAN ISLANDS

**MINISTRY OF PLANNING, AGRICULTURE,
HOUSING, INFRASTRUCTURE,
TRANSPORT & DEVELOPMENT**

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Financial Statements for the year ended 31 December 2023

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MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the Ministry of Planning, Agriculture, Housing, Infrastructure, Transport & Development (the "Ministry") in accordance with the provisions of the *Public Management and Finance Act (2020 Revision)*.

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

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

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

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

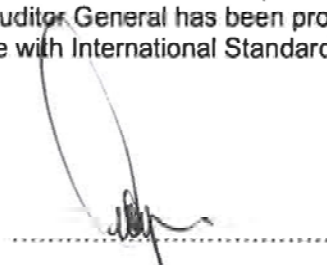
- (a) Completely and reliably reflect the financial transactions of the Ministry for the financial year ended 31 December 2023;
- (b) Fairly reflect the financial position as at 31 December 2023 and performance for the financial year ended 31 December 2023;
- (c) Comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. Where guidance is not available, the financial statements comply with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board.

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



Eric Bush
Chief Officer

Date: 27/08/25



Carrol A. Cooper
Chief Financial Officer

Date: 27/08/2025

AUDITOR GENERAL'S REPORT

To the Members of Parliament and the Chief Officer of the Ministry of Planning, Agriculture, Housing, Infrastructure, Transport & Development

Opinion

I have audited the financial statements of the Ministry of Planning, Agriculture, Housing, Infrastructure, Transport & Development (the "Ministry"), which comprise the statement of financial position as at 31 December 2023 and the statement of financial performance, statement of changes in net assets/ equity and cash flow statement for the year ended 31 December 2023, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 8 to 45.

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

Basis for Opinion

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

Emphasis of Matter

As outlined in Note 25 of the financial statements, the Cabinet authorised supplementary appropriations for the Ministry under Section 11(5) of the Public Management and Finance Act (2020 Revision) (PMFA) increasing its 2023 operating budget by \$8.2 million. Cabinet also authorised supplementary appropriations for the Ministry under section 12 of the PMFA, increasing its 2023 operating budget by \$1 million. A supplementary appropriation bill for the additional funding was not introduced in Parliament by 31st March 2024 as required by sections 11 (6) and 12 (3) of the PMFA.

My opinion is not qualified with respect to this matter.

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

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

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

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

AUDITOR GENERAL'S REPORT (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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



Angela Cullen, CPFA
Acting Auditor General

29 August 2025
Cayman Islands

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Statement of Financial Position

As at 31 December 2023

Actual 2022 Restated (\$'000)		Note	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Current Assets					
7,063	Cash and cash equivalents	3	3,382	10,897	10,897	7,515
-	Term deposits		-	5,233	5,233	5,233
9,640	Trade receivables	4	16,254	7,849	7,849	(8,405)
4,161	Other receivables	4	4,405	4,783	4,783	377
2,435	Inventories	5	2,603	2,358	2,358	(245)
182	Prepayments	5b	174	2,542	2,542	2,368
23,481	Total Current Assets		26,817	33,660	33,660	6,843
	Non-Current Assets					
-	Trade receivables	4	-	160	160	160
34	Intangible assets	7	26	1,130	1,130	1,104
25,178	Property, plant and equipment	6	25,784	17,674	17,674	(8,108)
25,211	Total Non-Current Assets		25,808	18,965	18,965	(6,844)
48,691	Total Assets		52,626	52,625	52,625	(1)
	Current Liabilities					
448	Trade payables	8	587	410	410	(177)
3,466	Other payables and accruals	8	4,454	3,144	3,144	(1,310)
894	Unearned revenue	9	375	909	909	534
534	Employee entitlements	10	649	662	662	13
765	Repayment of surplus	11	765	9,499	9,499	8,734
6,107	Total Current Liabilities		6,831	14,624	14,624	7,793
6,107	Total Liabilities		6,831	14,624	14,624	7,793
42,585	Net Assets		45,797	38,001	38,001	(7,796)
	NET ASSETS/EQUITY					
34,297	Contributed capital		38,593	28,202	28,202	(10,391)
9,295	Revaluation reserve		9,295	10,129	10,129	833
(1,007)	Accumulated surpluses/(deficits)		(2,091)	(330)	(330)	1,762
42,585	Total Net Assets/Equity		45,797	38,001	38,001	(7,796)

The accounting policies and notes on pages 8-45 form an integral part of these financial statements.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Statement of Financial Performance

For the year ended 31 December 2023

Actual 2022 Restated (\$'000)		Note	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Revenue					
47,141	Sale of goods and services	13	55,745	45,443	56,951	(10,302)
22	Investment revenue		-	-	-	-
1	Other revenue		-	-	-	-
47,164	Total Revenue		55,745	45,443	56,951	(10,302)
	Expenses					
27,353	Personnel costs	14	32,460	30,381	33,476	(2,079)
18,468	Supplies and consumables	15	21,885	13,082	21,345	(8,803)
2,103	Depreciation & amortization	6&7	2,147	1,979	1,979	(168)
-	Litigation costs	15b	321	-	150	(321)
-	Other gains and losses	16	16	2	2	(14)
76	Irregular expenditure		-	-	-	-
48,000	Total Expenses		56,829	45,443	56,951	(11,386)
(836)	Deficit for the year		(1,084)	-	-	1,084

The accounting policies and notes on pages 8-45 form an integral part of these financial statements.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Statement of Changes in Net Asset/Equity

For the year ended 31 December 2023

	Contributed Capital (\$'000)	Revaluation Reserve (\$'000)	Accumulated Surplus/ (deficits) (\$'000)	Total (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
Balance 31 December 2021	31,491	9,295	594	41,380	31,925	31,925	(8,860)
Changes in net worth for 2022							
Transfer of departments	(72)	-	-	(72)	-	-	72
Equity Investment from Cabinet	2,879	-	-	2,879	4,088	4,088	1,209
Surplus payable to Cabinet	-	-	(765)	(765)	-	-	765
Net revenue / expenses recognised directly in net worth	2,807	-	(765)	2,042	4,088	4,088	2,046
Deficit for the year			(836)	(836)	-	-	836
Total recognised revenues and expenses for the year	2,807	-	(1,601)	1,206	4,088	4,088	2,882
Balance at 31 December 2022 carried forward	34,297	9,295	(1,007)	42,585	36,013	36,013	(6,572)
	Contributed Capital	Revaluation Reserve	Accumulated Deficits	Total	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual)
Balance 31 December 2022	34,297	9,295	(1,007)	42,585	36,013	36,013	(6,572)
Changes in net worth for 2023							
Transfer of departments	64	-	-	64	-	-	(64)
Transfer from Exec Org	101	-	-	101	-	-	(101)
Equity Investment from Cabinet	4,131	-	-	4,131	1,988	1,988	(2,143)
Net revenue / expenses recognised directly in net worth	4,296	-	-	4,296	1,988	1,988	(2,308)
Deficit for the year	-	-	(1,084)	(1,084)	-	-	1,084
Total recognised revenues and expenses for the year	4,296	-	(1,084)	3,212	1,988	1,988	(1,224)
Balance at 31 December 2023 carried forward	38,593	9,295	(2,091)	45,797	38,001	38,001	(7,796)

The accounting policies and notes on pages 8-45 form an integral part of these financial statements.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Cash Flow Statement

For the year ended 31 December 2023

Prior Year Actual (\$'000)			Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	CASH FLOWS (USED IN) FROM OPERATING ACTIVITIES					
	<i>Receipts</i>					
35,568	Outputs to Cabinet		37,214	36,759	36,759	(455)
3,717	Outputs to other government agencies		3,944	1,608	1,608	(2,336)
6,532	Sale of goods and services - third party		7,768	7,041	7,041	(727)
24	Interest received		-	-	-	-
-	Other receipts		-	35	35	35
	<i>Payments</i>					
(27,399)	Personnel costs		(31,424)	(30,381)	(30,381)	1,044
(19,095)	Supplies and consumables		(21,876)	(13,082)	(13,082)	8,794
-	Other payments		-	(2)	(2)	(2)
(653)	Net cash flows (used in) from operating activities		(4,375)	1,979	1,979	6,354
	CASH FLOWS USED IN INVESTING ACTIVITIES					
(2,771)	Purchase of property, plant and equipment		(2,185)	(1,988)	(1,988)	197
(2,771)	Net cash flows used in investing activities		(2,185)	(1,988)	(1,988)	197
	CASH FLOWS FROM / (USED IN) FINANCING ACTIVITIES					
6,529	Equity Investment from Org 40		2,879	1,988	1,988	(891)
(7,458)	Repayment of Surplus to Org 40		-	-	-	-
(929)	Net cash flows from (Used in) financing activities		2,879	1,988	1,988	(891)
(4,352)	Net (decrease)/increase in cash and cash equivalents		(3,681)	1,979	1,979	5,660
11,415	Cash and cash equivalents at beginning of year		7,063	14,150	14,150	7,088
7,063	Cash and cash equivalents at end of year	3	3,382	16,129	16,129	12,747

The accounting policies and notes on pages 8-45 form an integral part of these financial statements.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 1: Description and Principal Activities

The Ministry of Planning, Agriculture, Housing, Infrastructure, Transport & Development (the “Ministry”) is a Government owned entity as defined by the *Public Management and Finance Act (2020 Revision)* and it is domiciled in the Cayman Islands.

The Ministry funds, develops and monitors the implementation of policy, legislation and services in the areas of planning, agriculture, housing, infrastructure and management of crown estates and public buildings.

In April 2023, Transport and Development were added to the Ministry.

Note 2: Significant Accounting Policies

These financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) issued by the International Federation of Accountants and its International Public Sector Accounting Standards Board using the accrual basis of accounting. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used.

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

(a) Basis of Preparation

The financial statements are presented in Cayman Islands dollars and are prepared on the accrual basis of accounting, unless otherwise stated. The measurement basis applied to these financial statements is the historical cost basis (Buildings are stated at fair value). All numbers in these financial statements are rounded to the nearest thousand.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 2: Significant Accounting Policies (continued)

New and revised accounting standards issued and applicable

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

In accordance with the transitional provisions in IPSAS 41, corresponding information for the 31 December 2022 period has not been restated. Adjustments arising from adopting IPSAS 41 are recognised in opening equity at 1 January 2023 (the date of initial application).

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

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

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

The table below outlines the classification and carrying amounts of financial assets and liabilities under IPSAS 41 and IPSAS 29 on the date of initial application of IPSAS 41.

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

IPSAS 41 has had an immaterial impact on the Ministry's measurement and recognition of financial instruments, as financial assets that were recognised as loans and receivables are now recognised as amortised cost.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 2: Significant Accounting Policies (continued)

IPSAS 42, Social Benefits (effective for period beginning on or after 1 January 2023) defines social benefits and determines when expenses and liabilities for social benefits are recognized and how they are measured. During the financial year it was assessed that IPSAS 42, Social Benefits does not have any significant impact on the Ministry's financial statements.

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

IPSAS 43, Leases was issued in January 2022 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. Inter alia, IPSAS 43 requires lessees to measure and account for the right-of-use asset and the lease liability; exemptions apply to short-term leases what will continue to be accounted for in the same manner that operating leases are accounted for under IPSAS 13. It is anticipated that IPSAS 43 will have a significant impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

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

IPSAS 45, Property, Plant, and Equipment (Issued in May 2023 and effective for periods beginning on or after 1 January 2025) replaces IPSAS 17, Property, Plant, and Equipment by adding current operational value as a measurement basis in the updated current value model for assets within its scope, identifying the characteristics of heritage and infrastructure assets, and adding new guidance on how these important types of public sector assets should be recognised and measured. It is anticipated that IPSAS 45 will not have a significant impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

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

IPSAS 47, Revenue (issued in May 2023 and effective for periods beginning on or after 1 January 2026) replaces IPSAS 9, Revenue from Exchange Transactions, IPSAS 11, Construction Contracts, and IPSAS 23, Revenue from Non-Exchange Transactions and is a single source for revenue accounting guidance in the public sector, which presents two accounting models based on the existence of a binding arrangement. It is anticipated that IPSAS 47 will not have a significant impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 2: Significant Accounting Policies (continued)

IPSAS 48, Transfer Expenses (issued in May 2023 and effective for periods beginning on or after 1 January 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 Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

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

IPSAS 50, Exploration for and Evaluation of Mineral Resources, provides guidance related to the costs incurred for exploration for, and evaluation of, mineral resources, as well as the costs of determining the technical feasibility and commercial viability of extracting the mineral resources. Amendments to IPSAS 12, Stripping Costs in the Production Phase of a Surface Mine, provides interpretive guidance on accounting for waste removal costs that are incurred in surface mining activities during the production phase of the mine. IPSAS 50 and Amendments to IPSAS 12 were issued in November 2024 and effective for periods beginning on or after January 1, 2027. It is anticipated that IPSAS 50 and IPSAS 12 amendments will not have an impact on the Ministry's financial statements.

Changes in Accounting Policies

When presentation or classification of items in the financial statements is amended or accounting policies are changed, corresponding figures are restated to ensure consistency with the current period unless it is impracticable to do so. The 2023 figures are not directly comparable to the 2022 figures because of the transfer of the Transport and Development departments effective April 2023

The financial statements show comparison of actual amounts with amounts in the original and final budget. Explanations of material differences between original budget and actual amounts are provided as required by IPSAS 24.

(b) Budget Amounts

The original budget amounts for the financial year ended 31 December 2023 are as presented in the 2023 Budget Statement and were approved by Parliament in November 2021. The budget was prepared based on the accrual accounting concept and the going concern basis.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 2: Significant Accounting Policies (continued)

(c) Judgments and Estimates

The preparation of financial statements in conformity with IPSAS requires judgments, estimates, and assumptions affecting the application of policies and reported amounts of assets and liabilities, revenues and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

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

Changes in Accounting Estimates

IPSAS 3 requires disclosure of any changes in accounting estimates and the nature, amount and the financial effect on present, past and/or future period. There were no changes in accounting estimates.

(d) Revenue

Revenue is recognized in the accounting period in which it is earned. Revenue received but not yet earned at the end of the reporting period is recognized as a liability (unearned revenue). Trade and other receivables represent earned but not received at year end.

Cabinet revenue is recognized at the monthly cost to produce the outputs agreed in the Annual Budget Statement for 2023. Other revenues are recognized at the fair value of services provided.

(e) Expenses

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

(f) Operating Leases

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

(g) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held on call with banks, other short-term, highly liquid investments with original maturities of three months or less which are subject to an insignificant risk of changes in value. Cash and cash equivalents at 31 December 2023 are subject to any expected credit loss requirements of IPSAS 41.

(h) Prepayments

The portion of recognized expenditure paid in advance of receiving services has been recognized as a prepayment.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 2: Significant Accounting Policies (continued)

(i) Inventories

Inventories held for distribution, or consumption in the provision of services, that are not issued on a commercial basis are measured at the lower of cost and net realizable value using a first-in first-out (FIFO) basis. Where inventories are acquired at no cost, or for nominal consideration, the amount reported is the current replacement cost at the date of acquisition.

The amount reported for inventory held for distribution reflects management's estimates for obsolescence or other impairments.

Inventories held for sale or use in the production of goods and services on a commercial basis are valued at the lower of cost and net realizable value using the FIFO method.

Commencing in 2023, the Ministry holds biological assets for breeding purposes and are valued based on current market value, at sixty percent (60%) of live weight.

(j) Property, Plant and Equipment

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

In accordance with IPSAS 17, when buildings are revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset.

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

<u>Asset Type</u>	<u>Estimated Useful life</u>
• Buildings	40 – 60 years
• Building fit-out (when accounted for separately)	5 – 25 years
• Motor vehicles	4 – 12 years
• Furniture and fittings	3 – 20 years
• Computer equipment and software	3 – 10 years
• Office equipment	3 – 20 years
• Other plant and equipment	5 – 25 years
• Other assets	3 – 25 years

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 2: Significant Accounting Policies (continued)

(j) Property, Plant and Equipment (continued)

Impairment

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

Assets under construction or development

Assets under construction or development are carried at cost, less any recognised impairment loss. Such assets are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Depreciation of these assets (on the same basis as the asset category) commences when the assets are ready for their intended use.

Disposals

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

(k) Intangible Assets

Intangible assets are recognised initially at cost if acquired separately, and at fair value if acquired in a non-exchange transaction. After initial recognition, intangible assets are carried at cost less any accumulated amortization and impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized, and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred. The useful life of intangible assets is assessed as either finite or indefinite.

If an intangible asset has a finite life, it is amortized over its useful life, which ranges from 4 to 10 years for software.

Intangible assets with a finite useful life are evaluated for impairment when there is an indication that the asset may be impaired. Any gains or losses resulting from the derecognition of an intangible asset are recognized in the surplus or deficit when the asset is derecognized, which is measured as the difference between the net disposal proceeds and the carrying amount of the asset.

In contrast, an intangible asset with an indefinite useful life is not amortized and its useful life is reviewed each reporting period to determine whether events and circumstances continue to support an indefinite useful life assessment for that asset.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 2: Significant Accounting Policies (continued)

(I) Financial Instruments

Financial assets and financial liabilities are recognised in the Ministry's statement of financial position when the Ministry becomes a party to the contractual provisions of the instrument. The Ministry is party to financial instruments as part of its normal operations.

Classification

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

A financial liability is any liability that is a contractual obligation to deliver cash or another financial instrument or to exchange financial instruments with another enterprise under conditions that are potentially unfavorable. Financial liabilities comprise of trade payables, other payables and accruals and repayment of surplus.

Initial Recognition

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

Subsequent measurement and classification

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

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

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

De-recognition

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 2: Significant Accounting Policies (continued)

(m) Contingent Liabilities and Assets (including guarantees)

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

(n) Foreign Currency

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

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

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

(o) Employee Entitlements

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

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

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 2: Significant Accounting Policies (continued)

(p) Revenue from Non-Exchange Transactions

The Ministry receives various services from other government entities for which payment is made by the Cayman Islands Government. These services include but are not limited to accommodation in the central government building, human resources management by the Portfolio of the Civil Service, and the Computer Services Department. The Ministry has designated these non-exchange transactions as services in-kind as defined under **IPSAS 23- Revenue from non-exchange Transactions**. When fair values of such services can be reliably estimated then the non-exchange transaction is recorded as an expense and an equal amount is recorded in other income as a service in-kind. Where services in-kind offered are directly related to construction or acquisition of an item of property, plant and equipment, such service in-kind is recognized in the cost of property, plant and equipment.

(q) Accounts Payable and Accrued Liabilities

Accounts payable are financial liabilities for goods or services that have been received by the Ministry and invoiced but for which payment have not yet been made.

Accrued liabilities are financial liabilities for goods or services that have been received by the Ministry and which have neither been paid for nor invoiced to the Ministry.

Accounts payable and accrued liabilities are recognised at cost as the effect of discounting is considered immaterial.

(r) Unearned Revenue

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 3: Cash and Cash Equivalents

The Ministry's cash and cash equivalents as at the end of the year was 70% (or \$7.5m) below the budget. This was mainly due to outstanding Cabinet revenues for November and December 2023, which have been received in 2024.

Although cash and cash equivalents at 31 December 2023 are subject to the expected credit loss requirements of IPSAS 41, no allowance has been recognised as the estimated allowance is negligible due to the high credit quality of the counterparty banks.

Prior Year Actual	Description	Foreign Currency	Exchange Rate	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
10	Cash on hand (IRIS Confirmation Account/Petty Cash)			11	9	9	(1)
100	Cash in transit (IRIS Remittance Account)			78	70	70	(8)
4,258	CIS Operational Current Account held at Royal Bank of Canada			1,684	8,819	8,819	7,135
289	US\$ Operational Current Account held at Royal Bank of Canada	737	0.8375	617	396	396	(220)
2,406	Payroll Current Account held at Royal Bank of Canada			992	1,601	1,601	609
7,063	TOTAL			3,382	10,897	10,897	7,515

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 4: Trade and Other Receivables

Trade receivables

Trade receivables as at the end of the year were \$8 million above the budget. However, this was largely due to outstanding Cabinet revenue which was not received in 2024. Receivables from other government entities amounting to \$1.1 million was written-off. Receivables are written off when there is no reasonable expectation of recovery. However, these balances mainly relate to departments that were transferred out of the Ministry.

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

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

Prior Year Actual (\$'000)	Trade Receivables	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
2,200	Sale of goods and services	898	1,905	1,905	1,007
8,782	Outputs to Cabinet	16,741	7,647	7,647	(9,094)
10,982	Total trade receivables	17,639	9,552	9,552	(8,087)
(1,342)	Less: expected credit losses	(1,385)	(1,544)	(1,544)	159
9,640	Net trade receivables - (due in one year)	16,254	8,009	8,009	(7,928)

Prior Year Actual (\$'000)		Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Current				
8,120	Past due 1-30 days	12,338	7,648	7,648	(4,690)
25	Past due 31-60 days	3,916	-	-	(3,916)
38	Past due 61-90 days	-	-	-	-
1,457	Past due 90 and above		200	200	200
	Non-Current				
-	Past due 1 year and above	-	160	160	160
9,640	Total	16,254	8,009	8,009	(8,246)

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 4: Trade and Other Receivables (continued)

The movement in the allowance for credit losses is as follows:

Description	2022 (\$'000)	2023 (\$'000)
Allowance for credit losses as at 1 January	(1,181)	(1,342)
Revision in loss allowance made during the year	(161)	(1,214)
Receivables written off during the year	-	1,171
Balance at 31 December	(1,342)	(1,385)

As at 31 December 2023, ECL resulting from full provisioning for balances over 90 days past due amounted to \$1,385 thousand (2022: \$1,342 thousand).

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 4: Trade and Other Receivables (continued)

Other receivables

Other receivables of \$4.4 million includes \$4.1 million outstanding from Cabinet for Equity Injection (EI) in respect to the acquisition of fixed assets. In addition, it includes \$825 thousand in receivables for the Department of Agriculture.

Actual 2022 Restated (\$'000)	Other Receivables	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
12	Advances (salary, Official Travel, etc.)	-	9	9	9
9	Dishonoured cheques	10	19	19	9
(13)	Interest receivable	-	-	-	-
42	Inter-entity Due from	42	2,508	2,508	2,466
5,770	Other	5,115	2,238	2,238	(2,877)
4,820	Total other receivables	5,167	4,783	4,783	(384)
(659)	Less: expected credit loss	(762)	-	-	(762)
4,161	Net other receivables	4,405	4,783	4,783	378

Actual 2022 Restated (\$'000)		Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Current				
424	Past due 1-30 days	90	4,783	4,783	4,693
2,879	Past due 31-60 days	16	-	-	(16)
2	Past due 61-90 days	11	-	-	(11)
856	Past due 90 and above	4,289	-	-	(4,289)
4,161	Total	4,405	4,783	4,783	377

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

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

credit rating, absence of historical losses on amounts due. The Ministry believes that the amounts outstanding on related party receivables are recoverable.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 4: Trade and Other Receivables (continued)

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

The movement in the allowance for credit losses is as follows:

Description	2022 (\$'000)	2023 (\$'000)
Allowance for credit losses as at 1 January	(711)	(659)
Revision in loss allowance made during the year	52	(103)
Balance at 31 December	(659)	(762)

As at 31 December 2023, ECL resulting from full provisioning for balances over 90 days past due amounted to \$700 thousand (2022: \$659 thousand). Specific ECL for provisioning amounted to \$62 thousand (2022: 0).

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 5: Inventories

Actual 2022 Restated (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
2,435	Inventory held for use in the provision of goods and services	2,555	2,358	2,358	(198)
-	Biological asset	47	-	-	(47)
2,435	Total	2,603	2,358	2,358	(245)

Inventory held at the end of the financial year was only \$245 thousand more than budgeted. The inventories held for the provision of goods and services (\$2.555 million) included \$784 thousand for the Department of Vehicle and Equipment Services in respect to spare parts and fuel at the end of the financial year. The balance also included \$659 thousand held by the Department of Agriculture in respect to agricultural supplies, \$433 thousand in spare parts held by Facilities Management, and \$654 thousand for licence plates held by the Department of Vehicle Licensing.

The biological asset represents twenty-two (22) cattle (bearer biological assets) bought in July 2023 for breeding purposes, valued \$47 thousand at the end of the financial year, and one (1) one-week old female calf (consumable biological asset) valued \$100. As the assets were acquired during the reporting period and no fair value changes occurred post-acquisition, no gain or loss from changes in fair value less costs to sell was recognized during the year.

Note 5b: Prepayments

Actual 2022 Restated (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
182	Accrued Prepayments	174	2,542	2,542	2,368
182	Total	174	2,542	2,542	2,368

Prepayments as at the end of 2023 were \$174 thousand, resulting in a significant budget variance of \$2.4 million. The initial budget was based on the levels of prepayments previously held by the departments of Computer Services and E-Government which were transferred out of the Ministry on 1 July 2021. It should be noted that the budget cycle covers 2022 to 2023.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 6: Property, Plant & Equipment

Cost	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total	Original Budget 2022	Final Budget 2022	Variance
Balance as at 1 January 2022	1,864	17,797	311	1,103	634	187	4,797	21	5,707	32,421	29,508	29,508	(2,913)
Additions	147	354	63	40	46	-	186	-	2,126	2,963	3,588	3,588	625
Disposals and Derecognition	-	-	(39)	-	-	-	-	-	-	(39)	-	-	39
Adjustment	-	-	-	-	-	-	-	-	(49)	(49)	-	-	49
Other asset transfers	21	1	-	15	-	-	585	-	(640)	(18)	-	-	18
Transfer out	111	6,505	-	-	-	-	-	-	(6,616)	-	-	-	-
Transfer in	-	-	-	5	-	-	-	-	-	5	-	-	(5)
Balance as at 31 December 2022	2,143	24,657	335	1,163	680	187	5,568	21	528	35,283	33,096	33,096	(2,187)

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total	Original Budget 2023	Final Budget 2023	Variance
Balance as at 1 January 2023	2,143	24,657	335	1,163	680	187	5,568	21	528	35,283	33,096	33,096	(2,187)
Additions to WIP/Assets under Construction	230	618	111	229	85	17	476	-	1,135	2,901	1,488	1,488	(1,413)
Disposals and Derecognition	(162)	-	(135)	(207)	(107)	(40)	(373)	-	-	(1,024)	-	-	1,024
Adjustment	-	-	-	-	3	-	-	-	4	7	-	-	(7)
Transfers relating to construction in progress	-	-	-	-	-	-	-	-	(117)	(117)	-	-	117
Transfers (inter-ministry)	-	-	42	29	25	-	111	-	-	207	-	-	(207)
Balance as at 31 December 2023	2,211	25,275	352	1,214	685	164	5,780	21	1,551	37,255	34,584	34,584	(2,673)

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 6: Property, Plant & Equipment (cont'd)

Accumulated Depreciation and impairment losses	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total	Original Budget 2021	Final Budget 2022	Variance
Balance as at 1 January 2022	934	1,264	212	906	490	187	4,162	20	-	8,175	13,168	13,168	4,993
Transfer in	-	-	-	3	-	-	-	-	-	3	-	-	(3)
Depreciation Expense	149	1,353	15	119	57	-	277	-	-	1,970	1,880	1,880	(90)
Eliminate on Disposal or Derecognition	-	-	(38)	-	-	-	-	-	-	(38)	-	-	38
Balance as at 31 December 2022	1,083	2,617	188	1,028	547	187	4,439	20	-	10,109	15,048	15,048	4,938

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total	Original Budget 2022	Final Budget 2022	Variance
Balance as at 1 January 2023	1,083	2,617	188	1,028	547	187	4,439	20	-	10,109	15,048	15,048	4,938
Transfer in	-	-	42	21	25	-	80	-	-	168	-	-	(168)
Adjustment re valuation	1	1	-	-	-	-	104	-	-	105	-	-	(105)
Depreciation Expense	149	1,499	24	106	60	2	274	-	-	2,115	1,861	1,861	(252)
Eliminate on Disposal or Derecognition	(162)	-	(134)	(207)	(107)	(40)	(374)	-	-	(1,023)	-	-	1,061
Balance as at 31 December 2023	1,069	4,116	120	949	525	148	4,522	20	-	11,473	16,909	16,909	5,441

Net Book value 31 December 2022	1,060	22,041	148	135	132	-	1,128	1	527	25,178	18,047	18,047	(7,124)
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Net Book value 31 December 2023	1,139	21,159	231	266	160	15	1,257	1	1,550	25,783	17,674	17,674	(8,108)
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MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 6: Property, Plant & Equipment (continued)

Valuation methods

The valuations of the Ministry's buildings have been prepared in accordance with IPSAS, Royal Institute of Chartered Surveyors (RICS) Red Book, 2021 Valuation Standards references with the International Valuation Standards, and the guidance notes provided by the RICS. Particular regard should be paid to the following definitions and methodology having been adopted in the assessment of value:

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 6: Property, Plant & Equipment (continued)

Valuation assumptions

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

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

Where an asset has been valued by Depreciated Replacement Cost (DRC) it is subject to the prospect and viability of the asset continuing to be used for the existing use.

These valuations do not take into account any form of selling or purchase costs, tax (including Stamp Duty), inflation or finance costs. In Cayman, there is no tax on property except for Stamp Duty which is ordinarily required to be paid by a purchaser.

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

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

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

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

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

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

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 7: Intangible Assets

Intangible Assets: cost	<i>Computer Software</i>	<i>Total</i>	<i>Original Budget 2022</i>	<i>Final Budget 2022</i>	<i>Variance (Orig. vs Actual)</i>
Balance as at 1 January 2022	1,054	1,054	1,243	1,243	189
Additions	14	14	500	500	486
Balance as at 31 December 2022	1,068	1,068	1,743	1,743	675
	<i>Computer Software</i>	<i>Total</i>	<i>Original Budget 2022</i>	<i>Final Budget 2022</i>	<i>Variance (Orig. vs Actual)</i>
Balance as at 1 January 2023	1,068	1,068	1,743	1,743	675
Additions	43	43	500	500	457
Disposals and Derecognition	(1)	(1)	-	-	1
Balance as at 31 December 2023	1,110	1,110	2,243	2,243	1,133

Accumulated Depreciation and impairment losses	<i>Computer Software</i>	<i>Total</i>	<i>Original Budget 2022</i>	<i>Final Budget 2022</i>	<i>Variance (Orig. vs Actual)</i>
Balance as at 1 January 2022	895	895	868	868	(27)
Transfers	5	5	-	-	(5)
Amortisation Expense	134	134	128	128	(6)
Balance as at 31 December 2022	1,034	1,034	995	995	(38)
	<i>Computer Software</i>	<i>Total</i>	<i>Original Budget 2022</i>	<i>Final Budget 2022</i>	<i>Variance (Orig. vs Actual)</i>
Balance as at 1 January 2023	1,034	1,034	995	995	(37)
Transfer in(reorganization)	22	22	-	-	(22)
Amortisation Expense	29	29	117	117	88
Disposals and Derecognition	(1)	(1)			1
Balance as at 31 December 2023	1,084	1,084	1,112	1,112	28
Net Book value 31 December 2022	34	34	748	748	710
Net Book value 31 December 2023	26	26	1,130	1,130	1,104

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 8: Trade Payables, Other Payables & Accruals

Actual 2022 Restated (\$'000)		Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
402	Creditors	348	410	410	62
46	Creditors Ministries/Portfolios	239	-	-	(239)
448	Sub-total	587	410	410	(177)
10	Payroll Deductions	3	4	4	1
2,955	Accrued Expenses	4,386	2,190	2,190	(2,196)
56	Inter-entity due to	56	515	515	459
444	Other payables	8	434	434	(426)
3,466	Sub-total	4,454	3,144	3,144	(2,162)
3,914	Total trade payables other payables and accruals	5,041	3,553	3,553	(2,339)

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

Both trade creditors and accrued expenses as at 31 December 2023 exceeded the budgeted amounts due to late submission of invoices that could not be paid before the end of the year. These included, CINICO premiums \$797k, planning revenues to be transferred to Exec org \$585k, NICE project \$153k.

Note 9: Unearned Revenues

Actual 2022 Restated (\$'000)	Details	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
-	Revenue deposits	-	4	4	4
894	Other unearned revenue	375	905	905	530
894	Total unearned revenue	375	909	909	534

Unearned revenue at the end of the year included \$375 thousand, being deposits held by the Department of Planning in respect to planning fees. The balance was held by the PWD in respect to various major projects.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 10: Employee Entitlements

Actual 2022 Restated (\$'000)		Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
9	Comp time	49	3	3	(46)
489	Annual leave accrual	531	685	685	154
-	Accrued salaries	21	-	-	(21)
35	Pension	49	(26)	(26)	(75)
534	Total current portion	649	662	662	13
534	Total employee entitlements	649	662	662	13

Annual leave entitlements are calculated on current salary, pay scale, and years of service in accordance with the *Public Service Management Act (2020 Revision)* and the accompanying Regulations.

Note 11: Surplus Payable

There was no surplus payable at the end of the financial year. However, there was surplus payable of \$765 thousand brought forward from prior period.

Note 12: Revenue from Non-Exchange Transactions

During the year ended 31 December 2023, the Ministry received services in-kind in the form of accommodation in the central government building, human resources management by the Portfolio of the Civil Service and the Computer Services Department. The fair value of these services cannot be determined and therefore no expense has been recognised in these financial statements for the year ended 31 December 2023 (2022: \$nil).

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2023

Note 13: Sales of Goods & Services

Actual 2022 Restated (\$'000)	Revenue type	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
37,442	Outputs to Cabinet	45,173	36,759	48,267	(8,414)
2354	Outputs to other government agencies	2,223	1,608	1,608	(615)
3,817	Fees and charges	3,992	4,052	4,052	60
3,113	General sales	2,829	2,944	2,944	115
36	Rentals	27	45	45	18
379	Other	1,501	35	35	(1,466)
47,141	Total sales of goods and services	55,745	45,443	56,951	(10,302)

Outputs to Cabinet comprise goods delivered to and services performed on behalf of the Cayman Islands' Government. Cabinet revenues are drawn down based on the entity costs incurred.

Outputs to other government agencies comprise trade between the Ministry and other government bodies. These are arm length transactions governed by Service Level Agreements (SLAs) between the contracting parties.

Fees and charges, general sales, rentals and others include administrative fees and user charges levied on the public for the delivery of government services. Certain respective rates and fee structures are gazetted and governed by the relevant revenue acts and regulations.

The Ministry, on a monthly basis, bills Cabinet for the cost to produce and deliver the agreed outputs. For the 2023 financial year, Cabinet revenue was \$7.8 million more than the original budget. This included additional Cabinet revenue to cover expenditure in respect to the NICE Programme, agricultural supplies and utilities.

For the twelve months ended 31 December 2023, Cabinet provided 81% of the Ministry's funding, while 15% was generated from trading with the public and the remaining 4% from inter-government trading.

MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

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Note 14: Personnel costs

Actual 2022 Restated (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
20,534	Salaries, wages and allowances	23,974	22,062	25,157	(1,913)
5,662	Health care	6,425	6,802	6,802	377
1,040	Pension	1,195	1,181	1,181	(14)
1	Leave	82	208	208	126
-	Severance pay	650	-	-	(650)
117	Other personnel related costs	135	128	128	(7)
27,353	Total Personnel Costs	32,460	30,381	33,476	(2,079)

For the year ended 31 December 2023, personnel costs were above the budgeted amount by \$2 million. This was partly due to severance payment of \$650 thousand as well as one-off honorarium of \$575 thousand paid to employees.

Note 15: Supplies and consumables

Actual 2022 Restated (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
9,778	Supplies and Materials	10,502	5,751	12,588	(4,751)
5,265	Purchase of services	5,964	4,499	5,388	(1,465)
237	Lease of Property and Equipment	268	234	234	(34)
2,440	Utilities	2,619	1,849	2,377	(770)
162	Interdepartmental expenses	172	150	150	(22)
150	Travel and Subsistence	295	56	56	(239)
253	Recruitment and Training	401	354	354	(46)
183	Other	1,662	188	197	(1,474)
18,468	Total Supplies & consumables	21,885	13,082	21,345	(8,803)

For the year ended 31 December 2023, the Ministry spent \$8.8 million or 64% more than the budget in respect to supplies and consumables. This was largely due to the high demand for agricultural supplies as well as increased costs resulting from the issues associated with the global supply chain. In addition, net bad debts of \$1.1 million were written-off.

Other supplies and consumables include \$195 thousand in respect to liability associated with Judicial Review proceedings for the CPA.

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Notes to the Financial Statements

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Note 15b: Legal Fees

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
-	Legal Fees	321	-	150	(321)
-	Total Litigation cost	321	-	150	(321)

The Attorney General's Office provides litigation services to the Ministry. However, during the year ended 31 December 2023, the use of legal services from outside of the Government was authorised by the Attorney General's Office. The costs of these services were \$321 thousand and relates to legal case undertaken by the Planning Department. Supplementary budget of \$150 thousand was received for this purpose.

Note 16: (Gains) /losses

Prior Year Actual (\$'000)		Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023 (\$'000)	Variance (Orig. vs Actual) (\$'000)
-	Net (gain) / loss on disposal of property, plant and equipment	1	-	-	(1)
-	Net (gain)/loss on foreign exchange transactions	15	2	2	(13)
-	Total gains/ (losses)	16	2	2	(13)

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Note 17: Related party and key management personnel disclosures

The Ministry is a wholly owned entity of the government from which it derives its major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis.

While the ministries and portfolios do not settle the cost of the services directly with the Ministry, the Cabinet compensates the Ministry for the provision of these services to government departments under the agreed purchase agreements. These transactions are consistent with normal operating relationships between entities under common control and are being disclosed in compliance with the requirements of IPSAS.

Key management personnel, for the purposes of this disclosure, is defined as chief officer and deputies, chief HR officer, chief financial officer, heads of department, deputies and finance managers. The summary of the remuneration paid to the key management personnel is as outlined below.

The Ministry maintains a register of interest for all employees which is updated annually.

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2023 (\$'000)	Final Budget 2023	Variance (Orig. vs Actual) (\$'000)
4,119	Salaries & other short-term employee benefits	4,597	4,150	4,150	(447)
32	Legal fees	-	-	-	-
-	Severance benefits	650	-	-	(650)
4,151	Total	5,247	4,150	4,150	(1,097)

Number of key management personnel as at 31 December 2023: 34 (2022: 32).

There were no loans granted to key management personnel or their close relatives during the year (2022: \$nil). However, severance pay of \$650 thousand was paid to a member of key management personnel.

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Note 18: Segment Reporting

	Public Transport Unit		Agriculture		Planning		Facilities Management		Public Works		Vehicle & Drivers' Licensing		Vehicle & Equipment Services		Ministry Administration		CONSOLIDATED	
	Jan-Dec2022	Dec2023	Jan-Dec2022	Dec2023	Jan-Dec2022	Dec2023	Jan-Dec2022	Dec2023	Jan-Dec2022	Dec2023	Jan-Dec2022	Dec2023	Jan-Dec2022	Dec2023	Jan-Dec2022	Dec2023	Jan-Dec2022	Dec2023
	\$'000		\$'000		\$'000		\$'000		\$'000		\$'000		\$'000		\$'000		\$'000	
Revenue																		
Outputs from Cabinet	575		8,013	9,820	4,250	5,091	4,980	5,333	12,402	13,849	1,304	1,950	3,362	4,241	3,131	4,314	37,442	45,172
Outputs - Other gov't agencies			69	18	-	1	273	211	486	121	-	3,368	1,125	1,872	22	448	1,975	2,223
Other revenue	9		3,097	3,003	471	504	38	38	41	816	3,276	3,568	804	179	-	448	7,727	8,348
Total Revenue	-	583	11,179	12,841	4,721	5,596	5,291	5,565	12,929	14,786	4,580	5,318	5,291	6,292	3,153	4,762	47,144	55,744
Expenses																		
Personnel	537		4,231	5,397	3,830	4,333	993	1,279	10,358	11,573	2,930	3,361	2,448	2,538	2,563	3,442	27,353	32,460
Supplies & Consumables	109		6,184	6,860	819	1,253	4,261	4,301	2,400	2,733	1,458	1,610	2,674	3,270	632	914	18,448	21,050
Depreciation	19		557	616	87	67	40	54	500	427	400	348	388	484	131	132	2,103	2,147
Debt write off			76	191	-	-	-	61	-	101	-	-	-	-	-	819	76	1,172
Total Expenses	665	11,048	13,064	13,064	4,736	5,653	5,294	5,695	13,258	14,834	4,788	5,319	5,510	6,292	3,346	5,307	47,980	56,829
Surplus/(Deficit) from Operating Activities	-	(82)	131	(223)	(15)	(57)	(3)	(130)	(329)	(48)	(208)	(1)	(219)	0	(193)	(545)	(836)	(1,085)
Assets																		
Current Assets	37		3,269	4,409	824	1,847	1,338	2,243	3,386	5,250	1,558	1,563	1,795	2,791	11,310	8,675	23,480	26,815
Fixed Assets	45		5,343	5,763	125	210	62	45	4,755	5,127	3,156	3,125	10,232	10,000	1,500	1,495	25,173	25,810
Intangible Assets			2		-	-	7	7	3		26		-	-	-	-	38	-
Total Assets	-	81	8,614	10,172	949	2,057	1,407	2,288	8,144	10,377	4,740	4,688	12,027	12,791	12,810	10,170	48,691	52,625
Liabilities																		
Current Liabilities	(32)		(890)	(1,280)	(1,152)	(1,463)	(504)	(573)	(1,248)	(1,288)	(651)	(359)	(569)	(115)	(1,093)	(1,721)	(6,107)	(6,831)
Total Liabilities	-	(32)	(890)	(1,280)	(1,152)	(1,463)	(504)	(573)	(1,248)	(1,288)	(651)	(359)	(569)	(115)	(1,093)	(1,721)	(6,107)	(6,831)

The Ministry's segments for the financial year ended 31 December 2023 were based on services provided by the Department of Agriculture, Planning, Facilities Management, Public Works, Department of Vehicle & Drivers' Licensing; Department of Vehicle & Equipment Services, Public Transport Unit (effective 1 April 2023), and the Ministry Administration.

Note: Bad debts of \$1.171 million were written-off in the year: Lands & Survey \$525k; Computer Services \$163k; PWD \$283k & FMD \$220k. This was off-set by reduction in provision for doubtful debts in the amount of \$1.214 million.

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Note 19: Subsequent Events

The following subsequent events were noted: Cost of Living Adjustment in 2024 and 2025 increasing annual personnel cost by over \$1 million; post-election reorganization, which includes the transfer of Lands and Survey Department, Cayman Islands Port Authority and the Cayman Islands Airport Authority to the Ministry with effect from July 2025.

A case was filed by the National Conservation Council against decisions made by the Central Planning Authority in February, March and April 2024. In April 2025, a Cost Certificate of \$191 thousand was awarded against the Central Planning Authority in a Judicial Review with the National Conservation Council. The legal fees incurred by the Ministry associated with this case amounted to \$216.8 thousand. This is a non-adjusting event for which settlement was made in 2025.

In January 2025, the Ministry of Finance and Economic Development directed all government ministries/portfolios to write-off all CIG-related party receivables up to 2021. These write-offs were effected in the 2024 accounts.

Note 20: Financial Instruments Risks

Credit risk

At 31 December 2023, the Ministry held various sums in financial instruments represented by cash and cash equivalents at one financial institution in the Cayman Islands. The Ministry is a party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash & cash equivalents, short-term deposits, trade receivables, and accounts payable. The Ministry seeks to minimise exposure from financial instruments and does not enter into speculative financial instrument transactions.

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

Financial assets that potentially subject the Ministry to credit risk consist of Cash and Cash Equivalents, term deposits, trade receivables, and other receivables.

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

Ongoing credit risk is managed through review of ageing analysis, together with credit limits per customer.

Maximum exposures to credit risk as at year end are the carrying value of financial assets in the statement of financial position.

Expected credit losses (ECL)

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

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Notes to the Financial Statements

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Note 20: Financial Instruments Risks (continued)

Concentrations of credit risk

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

Currency and interest rate risk

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

Liquidity risk

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

All of the Ministry financial liabilities (creditors and payables) will be settled in less than twelve months from the date of these financial statements.

Note 21: Contingent Liabilities and Assets

The Ministry had no contingent assets and liabilities as at 31 December 2023 (2022: \$nil).

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Note 22: Prior-year Adjustments

The prior year actuals have been restated to include financial transactions that amounted to \$1.0 million with a net deficit impact of \$836 thousand. These were either omitted from the 2022 accounts or have been subsequently amended. This includes \$280 thousand unrecorded liabilities relating to agricultural supplies, unearned revenue of \$79 thousand and personnel cost of \$350 thousand pertaining to the Major Projects Office (MPO). These costs were originally booked to the unearned revenue account and relates to Service Level Agreements between the PWD and a number of ministries. The MPO is staffed and managed by the PWD, and associated personnel cost recovered from the various ministries utilising the services. In addition, \$286 thousand relates to correction of over-accrued revenues associated with the MPO.

The effects of these transactions on the financial statements are shown below:

Prior Year Restatement

	2022 Restated (\$'000)	2022 As Previously Reported (\$'000)	Adjustment Required (\$'000)
Statement of Financial Position			
Other receivables	4,161	4,460	(299)
Other payables and accruals	3,466	2,837	(629)
Unearned revenue	894	815	(79)
Net (Deficit)/Surplus	(836)	171	(1,007)
Statement of Financial Performance			
Sale of goods and services	47,141	47,520	(379)
Personnel cost	27,353	27,003	(350)
Supplies and consumables	18,468	18,190	(278)
Net (Deficit)/Surplus	(836)	171	(1,007)

Note 23: Going Concern

On the basis of management assessment and forecasts, management believes that the risk that the Ministry would not be able to meet its obligation as they become due is low and that the Ministry will continue as going concern for the foreseeable future.

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Note 24: Budget Period

The government operates a budget period of appropriation covering two financial years. Under section 9(5), Public Management and Finance Act (2020 Revision), an appropriation lapses at the end of the budget period, meaning at the end of the two-year budget cycle.

Accordingly, under section 9(5) of the said Act, funds can be brought forward from the second year of the budget period to supplement the approved budget of the first year in that same budget period. The funds so transferred are added to the original budget of the first year to form the revised budget for that year. As a consequence, the budget allocation of the second year will be equally reduced by the amounts brought forward to the first year of the budget period.

Conversely, unused budget at the end of the first year can be carried forward to the second year, where required to execute agreed outputs for the Cabinet. Such amounts are added to the budget of the second year to form the revised budget for that year.

The current budget period covers 2022 and 2023.

During 2022, a total of \$2.5m was brought forward from 2023. These section 9(5) approvals included \$1.8m to cover agricultural supplies, \$173k to fund issuance of licence plates for DVDL, \$309 thousand and \$83 thousand for additional staffing for Planning and PWD respectively, and \$88k for PWD's Apprenticeship Programme.

Details are provided below:

Appropriation	Description	(\$'000)
PAH 16 - Licensing of Drivers and Vehicles	Supplies & consumables	(173)
PAH 23 - Apprenticeship Program	Personnel cost \$83k; supplies & consumables \$88k	(171)
PAH 14 - Management of Planning Applications	Personnel cost	(309)
PAH 24 - Agriculture Support and Regulatory Services	Supplies & consumables	(1,846)

(2,499)

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Notes to the Financial Statements

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Note 24: Budget Period (continued)

However, at the end of 2022, the unused appropriations of \$4.2 million in respect to the 2022 final budget were carried forward to the 2023 financial year as provided under section 9(5) of the Act (see details below).

Appropriation	Description	(\$'000)
PAH 1 - Advice and Support to the Minister of Planning, Lands, Agriculture, Housing & Infrastructure	Personnel cost	587
PAH 10 - Management of Government Properties	Personnel \$542k; supplies & consumables \$268	811
PAH 11 - Procurement and Maintenance of Government Fleet	Supplies & consumables	485
PAH 13 - Provision of Planning Services	Personnel cost	31
PAH 14 - Management of Planning Applications	Personnel cost	221
PAH 2 - Emergency Response Services	Supplies & consumables	30
PAH 23 - Apprenticeship Program	Supplies & consumables	596
PAH 24 - Agriculture Support and Regulatory Services	Personnel \$435k; supplies & consumables \$414	849
PAH 4 - Management of Public Recreational Facilities and Cemeteries	Supplies & consumables	240
PAH 27 – Facilities Management (GAB)	Personnel cost	401
		<u>4,251</u>

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Note 25: Changes to the Budget

The changes between the original and final budget are a result of supplementary approvals under sections 9(5), 11(5) and 12 of the Public Management and Finance Act (2020 Revision). However, the supplementary appropriation bill for the section 11(5) funding was not tabled in Parliament by 31 March 2025 as required by section 11(6) of the Public Management and Finance Act (2020 Revision).

Description	Operating Budget (\$'000)
Original budget	45,443
Section 9(5) - Carried Forward to 2022	(2,499)
Section 9(5) - Brought Forward from 2022	4,251
Transfer of PTU to the Ministry	575
Section 11(5)	8,181
Section 12	1,000
Final Budget	56,951

The section 11(5) approvals included \$5.5 million for agricultural supplies, \$1.1 million for the NICE Programme hosted in January and December and \$438 thousand to establish the Contact Centre in the Facilities Management Department which was later cancelled.

The Vehicle Licensing Department received a section 12 approval of \$1 million to cover the increasing cost of license plates and software license for the vehicle registration system.

The Public Transportation Unit was transferred to the Ministry from the Ministry of Tourism effective April 2023, and accordingly, the balance on the budget of \$575 thousand was transferred.

Details are provided below:

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For the year ended 31 December 2023

Note 25: Changes to the Budget (continued)

Section 11(5)

Appropriation	Description	(\$'000)
PAH 4 Management of Public Recreational Facilities and Cemeteries	NICE Programme Jan 11-26, 2023	550
PAH 24 Agricultural Support & Regulatory Services	Increased allocation for agricultural supplies	5,500
PAH 10 Management of Government Properties	To establish Contact Centre within Facilities Management	438
PAH 14 - Management of Planning Applications	Additional staff for Planning	300
PAH 10 - Management of Government Properties	Transferred to Planning to cover additional staffing needs	(300)
PAH 14 - Management of Planning Applications	Additional staff	300
PAH 16 - Licensing of Drivers and Vehicles	Additional staff	250
PAH 16 - Licensing of Drivers and Vehicles	License plates	150
PAH 10 Management of Government Properties	Utilities/security	393
PAH 4 Management of Public Recreational Facilities and Cemeteries	NICE Programme Dec 4-15, 2023	600
PAH 1 Advice & Support to Planning, Agriculture, Housing & Infrastructure	Transferred to Planning to cover legal fees	(150)
PAH 14 - Management of Planning Applications	Increased allocation to cover legal fees	150
		8,181

Section 12

Appropriation	Description	(\$'000)
PAH 16 - Licensing of Drivers and Vehicles	License plates and software license	1,000

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Notes to the Financial Statements

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Note 26: Explanation of Budget Variances

Explanations for major variances – actual performance vs. original budget are as follows:

	Actual (\$'000)	Original Budget (\$'000)	Variances (\$'000)	Var. (%)	Explanation
Statement of Financial Performance					
Sale of goods and services	55,745	45,443	10,302	23%	Cabinet revenue was \$7.8m more than the original budget. This included additional Cabinet revenue to cover expenditure in respect to the NICE Programme, agricultural supplies and utilities.
Personnel costs	32,460	30,381	(2,079)	-7%	Personnel costs were above the budgeted amount by \$2.1 million. This was partly due to severance payment of \$650 thousand as well as one-off honorarium of \$575 thousand paid to employees. In addition, the MPO accounted for another \$450 thousand which was not budgeted but recovered and matched against revenues.
Supplies and consumables	21,885	13,082	(8,803)	-67%	This was largely due to the high demand for agricultural supplies as well as increased costs resulting from the issues associated with the global supply chain. In addition, net bad debts of \$1.171m were written-off. However, the Ministry was within the Final Budget which included \$3.7 million in supplementary for agricultural supplies.
Depreciation & Amortisation	2,147	1,979	(168)	-9%	Largely due to increased depreciation of buildings resulting from increased valuation cost.
Litigation costs	321	-	(76)		Cost of external legal services required by the Planning Department which were unbudgeted. However, the department received supplementary funding of \$150 thousand for this purpose.

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Note 26: Explanation of Budget Variances (continued)

	Actual (\$'000)	Budget (\$'000)	Variances (\$'000)	Var. (%)	Explanation
Statement of Financial Position					
Cash and cash equivalents	3,382	10,897	7,515	69%	This was mainly due to outstanding Cabinet revenues for November and December 2022, which have been received in 2023.
Trade receivables	16,254	7,849	(8,405)	-107%	Variance due to outstanding Cabinet revenue as at the end of the year.
Other receivables	4,405	4,783	369	8%	Other receivables include \$4.1 million outstanding from Cabinet for Equity Injection (EI) in respect to the acquisition of fixed assets which was received in 2023.
Inventories	2,603	2,358	(245)	-10%	Inventories were held mainly by DVES, DVDL, FMD and DOA. However, the inventories held by the DOA increased by \$348 thousand over the previous year.
Prepayments	174	2,542	2,368	93%	The departments with large prepayments (CSD & Egov) were transferred out of the ministry in 2021. The 2022/2023 budget was predicated on the previous ministry structure.
Intangible Assets	26	1,130	1,104	98%	The departments with significant intangible assets (CSD & Egov) were transferred out of the ministry in 2021. The 2022/2023 budget was predicated on the previous ministry structure.
Property, plant and equipment	25,782	17,674	(8,108)	-46%	The 2023 budget is not reflective of the current ministry structure. Buildings and leasehold improvements account for 81% of the Ministry's PPE.
Trade payables	587	410	(177)	-43%	Liability for Judicial Review proceedings for the CPA - \$195k.
Other payables and accruals	4,454	3,144	(1,310)	-42%	Accruals were higher than budgeted due to late transactions for which invoices were not yet received. These largely included liabilities in relation to agricultural supplies.
Unearned revenue	375	909	534	59%	This represents deposits held by the Planning Department in respect to building permits.
Employee entitlements	649	662	13	2%	Variance is immaterial
Surplus Payable	765	9,499	8,734	92%	Inappropriately budgeted.
Cash Flow Statement					
Cash from Operating Activities	(4,375)	1,979	6,354	321%	Actual operating activities varied from the budget due to timing of cash outflows not in line with budget.
Cash from Investing Activities	(2,185)	(1,988)	197	-10%	Actual investing activities varied from the budget in terms of the timing of the investments.
Cash from Financing Activities	2,879	1,988	(891)	-45%	Actual financing activities varied from the budget in terms of the timing of the investments.

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Note 27: Commitments

Prior year Actual \$'000	Type	One year or less \$'000	One to five Years \$'000	Over five Years \$'000	Total \$'000
	Capital Commitments				
-	Property, plant and equipment	1,327	-	-	1,327
-	Total Capital Commitments	1,327	-	-	1,327
	Operating Commitments				
180	Other operating commitments	483	90	-	573
94	Lease Commitments	148	111	-	259
274	Total Operating Commitments	631	201	-	832
274	Total Commitments	1,958	201	-	2,159

Capital Commitments

The Ministry had capital commitments of \$1.327 million in respect to purchase of vehicles, trailer and excavator for which purchase orders were issued just before the end of 2023.

Operating Commitments

The Ministry had operating commitments relating to leases, online systems, janitorial services, security services.



Legal Framework

The specific laws and regulations which govern the departments and authorities under the Ministry of Planning, Agriculture, Housing and Infrastructure are:

- Public Management and Finance Act
- Public Service Management Act
- Public Management and Finance Act
- Trade & Business Licensing Act
- Local Companies (Control) Act
- Second-hand Dealers Act
- Liquor Licensing Act
- The Film Exhibition Control Act
- Special Economic Zone Act
- The Development and Planning Regulations
- The Development and Planning Act
- Building Code Regulations
- Building Code (Amendment) Regulations
- Electricity Act
- Electricity (Amendment) Act
- Electricity Regulations
- Standard Building Code (SBCCI)
- Builders Act
- The Builders Regulations
- Freedom of Information Act
- Freedom of Information (General) Regulations
- Freedom of Information (Information Commissioner) Regulations
- Public Management and Finance Act
- Public Service Management Act
- Public Management and Finance Act
- Public Service Management Act
- The International Traffic (International Circulations) Regulations
- The Plant Protection Act 2023
- The Traffic Amendment Bill 2020
- The Traffic (Categorization and Grouping) Regulations
- The Traffic (Disable Person) (Badges for Motor) Regulations
- The Traffic (Driving Instruction) Regulations
- The Traffic (Public Passenger) Regulations
- The Traffic (Public Transport Appeals Tribunal) Regulations
- The Traffic (Seat Belts) Regulations
- The Traffic (Speed Limit on Cayman Brac) Regulations



- The Traffic Control Regulations
- The Traffic Act
- The Traffic Regulations
- The Traffic Ticket Regulations
- The Traffic Act
- The Motor Vehicle Insurance (Third Party Risks) Act
- Public Management and Finance Act
- Public Service Management Act
- Public Management and Finance Act
- Public Service Management Act
- Freedom of Information Act
- Information & Communications Technology Act
- EU General Data Protection Regulation
- Data Protection Act
- Builders (Amendment) Bill, 2019 and the
- Trade and Business Licensing (Amendment) Bill, 2019.



Facilities Management

Government Administration Building
133 Elgin Avenue
P.O. Box 107, Grand Cayman KY 1-1900
Email: fm.helpdesk@gov.ky

Public Works Department

P.O.Box 10505 Grand Cayman KY1-1005
Tel: (345) 949-2547 Maintenance: (345)244-4838
Email: PWDHelpDesk@gov.ky



Internal and External Audit Updates

The Ministry is compliant and has submitted and met all relevant legislative deadlines

Ministry of Planning, Agriculture, Housing, Infrastructure, Transport & Development Contact Information

Administration – Ministry

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Email: ministry.pahi@gov.ky

Department of Agriculture

181 Lottery Road, Lower Valley Bodden Town Grand Cayman
Tel: (345) 947-3090;
Livestock medical emergencies - (345) 916-2218

Department of Planning

PO Box 113 Grand Cayman KY1-9000
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Department of Vehicle and Drivers' Licensing

P.O. Box 1165, Grand Cayman KY1-1102
Tel: (345) 945-8344; 945-8345
Email: dvdL.helpdesk@gov.ky Website: www.dvdL.gov.ky

Department of Vehicle and Equipment Services

P.O.Box 1558 Grand Cayman KY1-1110 Cayman Islands
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