



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

FROM VISION TO IMPACT

ANNUAL
REPORT
2024





2024 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, 2024, to December 31st, 2024 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. Each department and initiative within this Ministry significantly impacts the daily lives of everyone in the Cayman 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

- 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.

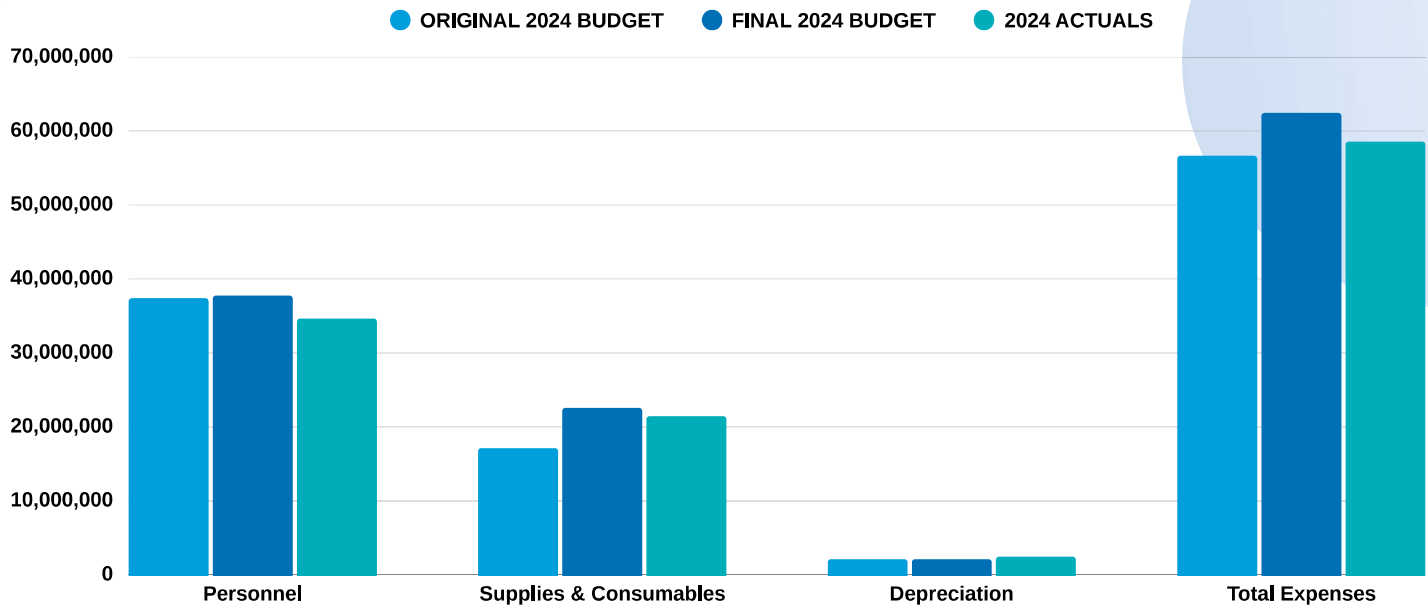


What We Do

- 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 modernization of the agriculture sector.
- Maintain government buildings and civic centers.
- 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.



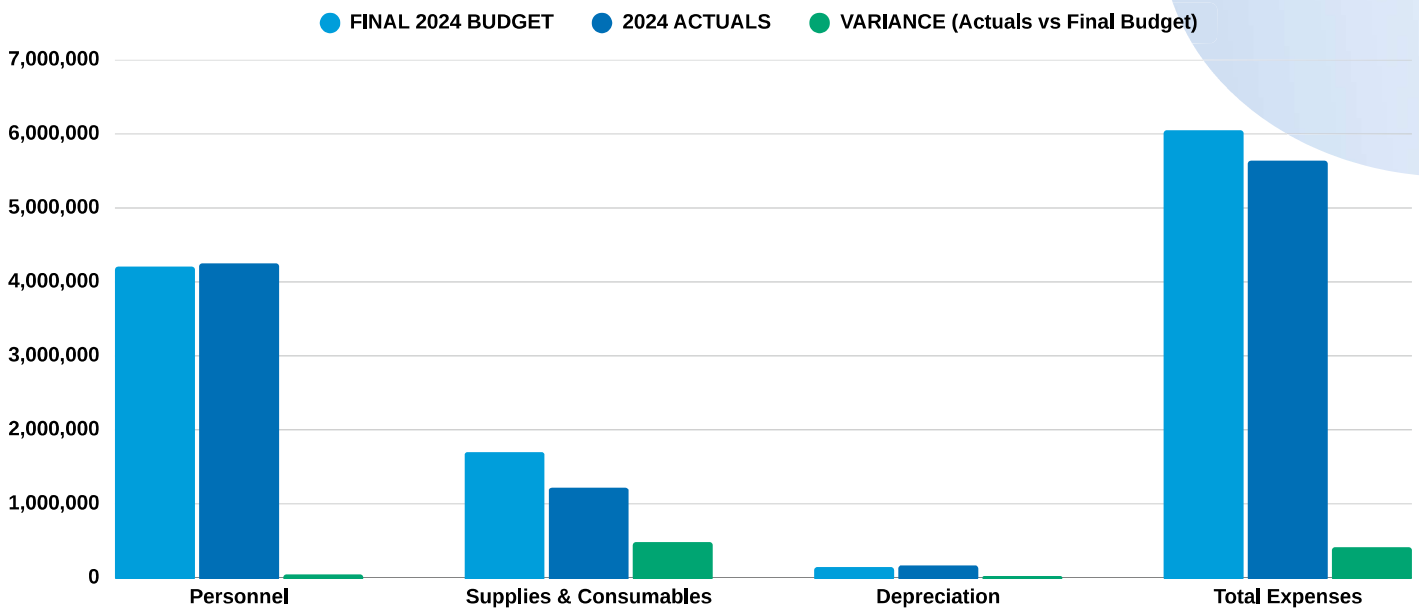
Financials At a Glance Total Ministry





Financials At a Glance

Core Ministry:





2024 Strategic Overview

Strategic Goals for the Ministry of Planning, Agriculture, Housing, Infrastructure, Transport & Development (2024) - These strategic goals for 2024 reflect the Ministry's ongoing commitment to sustainable growth, community empowerment, and economic resilience.

1. Policy Development and Legislative Framework - 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.

2. Digital Transformation and Service Optimization - Leverage technology to optimize processes within public-facing departments, enhancing the efficiency and effectiveness of service delivery to the public.

3. Resilient Infrastructure Development - Ensure the continued development of a resilient national infrastructure to support economic growth, environmental sustainability, and societal needs.

4. Traffic Management and Transportation Solutions - Enhance traffic management and upgrade road networks through both immediate and long-term connectivity projects, addressing current challenges and future demands.

5. Urban Development and Revitalization - Execute urban development strategies to revitalize key areas, enhancing livability, economic vitality, and community well-being.

6. Sustainable Planning and Environmental Stewardship - Review and update the national development plan to facilitate controlled and sustainable development practices, balancing economic growth with environmental conservation and social well-being.

7. Agricultural Support and Food Security - Provide comprehensive support to the farming community to bolster the agricultural sector, promoting food security and nutrition within the Islands.

8. Housing Accessibility and Community Development - Expand access to affordable housing and community development initiatives to enhance living standards and support sustainable residential growth.

9. Workforce Development and Talent Growth - Develop training programs and succession plans aimed at nurturing the professional advancement of Caymanian personnel within the Ministry, fostering local talent and expertise.

10. Operational Efficiency and Capacity Building - Ensure that staff resources, training initiatives, and equipment acquisitions align with industry standards and best practices, optimizing operational capabilities and performance.

11. Transportation Innovation and Mobility Enhancement -

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.



2024 was a transformational year for the Ministry of Planning, Agriculture, Housing, Infrastructure, Transport, and Development. Guided by our vision of “**Empowering Caymanians, Building the Future,**” we achieved significant milestones across key sectors, driving sustainable development, economic resilience, and community well-being. Our commitment to strategic growth, environmental stewardship, and social equity has shaped a future-oriented trajectory for the Cayman Islands, ensuring prosperity and quality of life for all. From advancing agricultural sustainability to enhancing infrastructure and public services, every initiative in 2024 was designed with the goal of building a resilient and prosperous Cayman Islands. Our efforts have not only addressed present challenges but have also strategically positioned our nation for future growth and stability.

The integration of Hydroponic Flex Farming within educational institutions and community initiatives has set a new benchmark for climate-smart agriculture, ensuring year-round productivity and resource efficiency. Our commitment to enhancing local food systems was further strengthened by the **Cayman Islands Nutrition & Food Security Policy**, National Livestock Development Programme, which has significantly improved livestock genetics, ensuring food security and economic resilience. We continued to uphold the highest standards of agricultural safety and quality through the Cayman Islands Poultry Standards and the Poultry Innovation and Training Centre, which have fostered a culture of excellence and skill development within the poultry industry. The implementation of the **Plant Protection Act** has fortified our agricultural biosecurity, safeguarding local crops from invasive pests and diseases while preserving the integrity of our agricultural heritage. These strategic initiatives collectively contribute to a resilient agricultural sector that supports sustainable food security for generations to come.

Infrastructure: Building Resilience and Connectivity for Sustainable Growth

In 2024, we advanced critical infrastructure projects that enhance connectivity, accessibility, and community well-being. Our infrastructure strategy focused on building resilient foundations that support economic growth, environmental sustainability, and social equity.

The East-West Arterial Expansion and the Airport Road Connector significantly improved national connectivity, reducing congestion and enhancing mobility. These projects are part of our broader vision to develop an integrated and sustainable transportation network that supports economic activity and community accessibility.

We have also prioritized the incorporation of green technologies and climate-resilient designs in public infrastructure projects, ensuring that our growth trajectory aligns with environmental stewardship and resource sustainability.



Through the George Town Revitalisation Initiative, we continued to promote urban renewal, enhancing public spaces, cultural attractions, and economic vitality. This initiative is a testament to our commitment to community-centered urban development, fostering vibrant neighborhoods and thriving local economies. Our infrastructure advancements are not merely about physical construction; they are strategic investments in the future resilience and prosperity of the Cayman Islands.

National Development: A Strategic Vision for Balanced Growth

2024 was a pivotal year for national development as we advanced our strategic vision for balanced and sustainable growth. Our approach integrates environmental preservation, cultural heritage, and economic viability to create a holistic framework for community well-being and long-term prosperity. We made significant progress on the National Development Plan, guided by the Central Planning Authority, ensuring that our development strategy reflects the aspirations and needs of Caymanians. By conducting extensive public consultations, we reinforced our commitment to transparency and inclusive governance. Our emphasis on smart city solutions, sustainable urban planning, and green infrastructure ensures that our growth is innovative, adaptable, and resilient. We are not only building for today but also safeguarding the future through strategic, community-driven development.

Road Safety: Protecting Lives Through Strategic Collaboration

2024 was a landmark year for road safety with the continued implementation of the National Road Safety Strategy and the impactful "Pledge 'No More in 2024'" campaign. These initiatives reflect our unwavering commitment to eliminating road fatalities through strategic collaboration, public education, and infrastructure enhancements. Our focus on comprehensive road safety measures, including legislative reforms and advanced traffic management systems, has significantly improved safety standards and road user behavior across the Islands. By fostering cross-government collaboration and community engagement, we have created a culture of accountability and safety on our roads. We remain steadfast in our vision of zero road fatalities, ensuring that our infrastructure and policies prioritize the safety and well-being of all Caymanians.



Public Services: Excellence in Service Delivery and Operational Efficiency

In 2024, we elevated public service delivery to new heights, demonstrating excellence in operational efficiency and customer satisfaction. Our digital transformation initiatives within the Department of Vehicle and Drivers' Licensing (DVDL) and the Department of Vehicle and Equipment Services (DVES) streamlined operations, enhancing service accessibility and user experiences. With a continued focus on modernization and efficiency, we maintained an exceptional 96% customer satisfaction rate, underscoring our commitment to high-quality public services. Our strategic consolidation of transportation services under a unified authority has optimized mobility solutions, ensuring seamless connectivity for both residents and visitors. Our dedication to public service excellence is reflected in our ongoing efforts to enhance operational capabilities, foster innovation, and promote a customer-centric culture within all departments.

Acknowledgments and Commitment to the Future

The achievements of 2024 were made possible by the visionary leadership and unwavering dedication of my esteemed team. I extend my sincere appreciation to Parliamentary Secretary Isaac Rankine and Chief Officer Eric Bush for their exceptional contributions and strategic guidance. I also warmly welcome Parliamentary Secretary McKeeva Bush and am confident that his leadership will further propel our Ministry's vision and goals. As we look forward to 2025, our commitment to Empowering Caymanians and Building the Future remains unwavering. We will continue to champion sustainable development, community empowerment, and economic resilience, ensuring that our strategic initiatives align with the aspirations and needs of our citizens. Together, we are laying the foundations for a vibrant, prosperous, and resilient Cayman Islands that future generations can proudly inherit.

Yours in Service,

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



Message from Eric Bush, Chief Officer for Planning, Agriculture, Housing, Infrastructure, Transport & Development 2024 Annual Report Presentation



2024 was a year of strategic growth and impactful collaboration The Ministry of Planning, Agriculture, Housing, Infrastructure, Transport, and Development advanced key initiatives by leveraging strategic partnerships, enhancing operational efficiency, and embracing innovative solutions. Guided by a vision of resilience and prosperity, the Ministry continued to improve the quality of life for all Caymanians. Progress this year reflects the dedication of our team and the power of effective partnerships. By working closely with stakeholders across government, private sector, and community organisations, we achieved outcomes that drive economic growth, enhance community well-being, and promote environmental sustainability.

Strategic Partnerships: Powering Progress and Innovation Partnerships were central to our achievements in 2024. By collaborating with government entities, private sector leaders, educational institutions, and international agencies, the Ministry amplified its impact and delivered on strategic priorities with greater efficiency. Partnerships with educational institutions advanced Hydroponic Flex Farming, integrating climate-smart practices into school curricula and inspiring future generations of Caymanian farmers. Collaboration with agricultural organisations empowered local farmers through the Cayman Islands Agricultural Land-Use License Policy (CI-ALLP), supporting food security and sustainable growth. Alliances with infrastructure stakeholders propelled projects such as the East-West Arterial Expansion and the George Town Revitalisation Initiative, enhancing connectivity, economic vitality, and community well-being. Strategic ties with public safety agencies contributed to the success of the National Road Safety Strategy and the “Pledge ‘No More in 2024’” campaign, advancing road safety through education, enforcement, and public engagement. 2024 demonstrated the strength of strategic collaboration. These partnerships empowered the Ministry to implement transformative solutions that create long-term value for the Cayman Islands.

Operational Efficiency and Public Service Excellence Operationalexcellencewas a cornerstone ofourapproach. In 2024, the Ministry focused on optimising public service delivery through digital transformation, efficient resource management, and streamlined operations. The Department of Vehicle and Drivers’ Licensing (DVDL) and the Department of Vehicle and Equipment Services (DVES) set new standards for customer service, achieving a 96% satisfaction rate. The strategic consolidation of transportation services under a unified authority improved mobility solutions for residents and visitors. By leveraging technology and data-driven decision-making, the Ministry enhanced efficiency and delivered public services that effectively meet the evolving needs of the community.



Building Resilience and Sustainability 2024 was defined by strategic growth and sustainable development. The Ministry's approach to infrastructure and national development focused on building resilient, inclusive communities while safeguarding environmental sustainability. The East-West Arterial Expansion and Airport Road Connector improved national connectivity, reduced congestion, and supported economic growth. The George Town Revitalisation Initiative continued to promote vibrant urban spaces, cultural engagement, and economic activity. The Ministry's focus on climate-resilient designs and green technologies ensured that infrastructure development aligns with sustainability goals. Community-driven planning also shaped the National Development Plan, ensuring growth that reflects Caymanian values and aspirations. 2024 was about more than construction; it was about building connected, resilient, and inclusive communities.

Agricultural Innovation and Food Security 2024 saw transformative advancements in agriculture, guided by the Cayman Islands Food and Nutrition Security Policy (CIFNSP). The Ministry continued to empower local farmers, enhance food security, and promote sustainable agricultural practices. The Cayman Islands Agricultural Land-Use License Policy (CI-ALLP) expanded opportunities for local farmers, maximising food production through climate-smart agriculture. The National Livestock Development Programme (NLDP) and Cayman Islands Poultry Standards strengthened local food systems, ensuring quality and sustainability. Innovation in Hydroponic Flex Farming continued to redefine sustainable agriculture, promoting resource efficiency and year-round productivity. Legislative advancements, including the Plant Protection Act, safeguarded biosecurity and supported resilient agricultural growth. Strategic partnerships were instrumental in agricultural innovation. Collaborations connected Cayman's agricultural community to global networks. Notably, the partnership with Cayman Cookout introduced local farmers to the international food and hospitality industry, showcasing Caymanian agriculture on a global stage and driving sustainable economic growth. 2024 was a year of agricultural resilience and progress. The Ministry remains committed to cultivating a sustainable agricultural landscape that supports food security, economic prosperity, and global connectivity.

Acknowledgements and Strategic Outlook

2024 was a year of purpose-driven progress, made possible by the dedication of our team and the strength of our strategic partnerships. Special recognition is given to Parliamentary Secretary McKeever Bush for his leadership and invaluable support in advancing our Ministry's goals.

Looking forward to 2025, the Ministry remains committed to strategic leadership, operational excellence, and sustainable growth. Strategic partnerships, innovative solutions, and community empowerment will continue to drive impactful outcomes and enhance the quality of life for all Caymanians.

The 2024 Annual Report reflects our journey of progress and resilience, setting the stage for future growth. The Ministry will continue to build a vibrant, inclusive, and prosperous Cayman Islands.

In dedicated service,

Eric Bush, JP
Chief Officer



Department of Agriculture 2024 Update



In 2024, the Department of Agriculture continued to strengthen the Cayman Islands' agricultural sector through strategic initiatives that enhanced food security, promoted sustainable practices, and fostered agricultural innovation. Aligned with the Government's

strategic objectives, these efforts addressed challenges related to climate change, global food supply uncertainties, and the need for local agricultural resilience.

Cayman Islands Food and Nutrition Security Policy

The Cayman Islands Food and Nutrition Security Policy (CIFNSP) remained central to achieving sustainable food security. This policy, implemented in collaboration with the Caribbean Agricultural Research and Development Institute (CARDI), adopts a comprehensive approach to ensuring food availability, accessibility, quality, and nutrition for all residents.

In 2024, significant progress was made under this policy, focusing on:

- **Food Availability and Access:** Increasing the supply of affordable, safe, and nutritious food, ensuring consistent availability for all, particularly vulnerable groups.
- **Quality and Safety:** Maintaining high standards of food safety and quality for both locally produced and imported goods.
- **Nutrition and Public Health:** Integrating nutrition into the public health framework to improve overall health outcomes.

To achieve these objectives, the Department implemented several key initiatives:

- **National School Garden Programme (NSGP):** Promoted agricultural education and healthy eating among students through hands-on gardening projects.
- **Flex Farm Initiative:** Advanced hydroponic and soil-less farming techniques within schools and community centres, fostering year-round productivity and agricultural literacy.
- **4-H Club Initiative:** Developed leadership and practical agricultural skills among youth, nurturing the next generation of agricultural leaders.
- **Grown in Cayman Initiative:** Supported local branding and marketing of Cayman-grown products, encouraging local consumption and economic growth.

These initiatives reflect the Government's commitment to a multi-dimensional approach to food security, ensuring availability, access, quality, and nutrition for all Caymanians.



National Egg Strategy (NEST)

2024 saw continued progress under the National Egg Strategy (NEST), enhancing local egg production and ensuring food safety and quality. The Cayman Islands Poultry Standards were maintained, promoting best practices and high safety standards among commercial egg producers.

The Poultry Innovation and Training Centre provided technical support, certification, and educational resources, empowering local farmers to adopt innovative practices. These efforts significantly increased local egg output, reducing dependence on imports and strengthening food security.

National Livestock Development Programme (NLDP)

The National Livestock Development Programme (NLDP) continued to play a critical role in enhancing local livestock genetics and supporting sustainable meat production. In 2024, the programme achieved the following:

- **Nucleus Red Poll Herd:** The nucleus herd expanded with continued success in selective breeding, improving cattle genetics and supporting local beef production. The **Cattle Breeding Centre in Cayman Brac** commenced operations, enhancing the local breeding programme's sustainability. **Livestock Identification and**
- **Tracking:** The **National Livestock Identification and Tracking System** was fully operational, aligning with international traceability standards and ensuring food safety and biosecurity.

These initiatives have strengthened local food systems, supported sustainable livestock management, and enhanced food security.

Cayman Islands Agricultural Land-Use License Policy (CI-ALLP)

The CI-ALLP continued to empower local farmers by offering long-term land leases, promoting climate-smart agriculture, and maximising domestic food production. In 2024, additional land leases were granted, increasing the acreage under active cultivation and supporting sustainable agricultural practices. This initiative remains crucial for strengthening local food security, reducing dependency on imports, and promoting economic resilience within the farming community.

Cayman Islands Agricultural Business Information System (CI-ABIS)

CI-ABIS was further enhanced in 2024 to provide real-time agricultural data, including acreage, herd size, production metrics, and market pricing. This platform supports data-driven decision-making for both policymakers and farmers, promoting transparency and effective resource management. Through training programmes, stakeholders were equipped to utilise the platform effectively, empowering them with timely and accurate market insights.

Animal and Plant Health & Biosecurity

2024 marked significant advancements in animal and plant health regulations, aimed at protecting local agriculture and maintaining high food safety standards:



- **Plant Protection Act:** Continued enforcement of the **Plant Protection Act** safeguarded local crops from invasive pests and diseases, ensuring agricultural biosecurity.
- **AHIS Modernisation:** The **Agricultural Health Inspection Services (AHIS)** underwent modernisation, including the integration of the **Caribbean Biosecurity Interception System (CBIS)**, enabling real-time data sharing and enhanced pest surveillance.
- **Veterinary Services:** The **Veterinary Services Division** maintained rigorous health certification, quarantine requirements, and abattoir improvements, supporting livestock production and public health.

These measures ensured the safety of locally produced and imported agricultural products, bolstering consumer confidence and protecting public health.

Strategic Partnerships and Community Engagement The year was also characterised by strategic partnerships that connected Cayman's agricultural community to global networks, driving sustainable economic growth:

- **Cayman Cookout:** Partnering with the **Cayman Cookout**, local farmers were introduced to the international food and hospitality industry, showcasing Caymanian agriculture on a global stage. This collaboration created new market opportunities and promoted local produce to international audiences.
- **Educational Institutions and Community Initiatives:** Collaborations with schools and community organisations continued to promote agricultural literacy, environmental stewardship, and community engagement through initiatives like the **4-H Club** and **National School Garden Programme**.

These partnerships have strengthened community ties, promoted local consumption, and positioned Caymanian agriculture within a global context.

Commitment to Agricultural Resilience and Growth 2024 was a year of strategic advancement and resilience for agriculture in the Cayman Islands. By aligning with Government objectives, implementing innovative programmes, and fostering strategic partnerships, the Department of Agriculture has successfully enhanced local food production, strengthened food security, and promoted sustainable agricultural practices. The Department remains committed to empowering local farmers, safeguarding food security, and fostering sustainable growth for the Cayman Islands' agricultural sector. Through continued collaboration, strategic initiatives, and innovative solutions, the Ministry is building a resilient agricultural landscape that supports economic prosperity and community well-being.



Department of Planning 2024 Update

In 2024, the Department of Planning continued to advance its digital transformation and strategic planning initiatives, enhancing operational efficiency and public engagement. Through the implementation of innovative digital tools, robust compliance measures, and strategic development frameworks, the Department maintained its commitment to sustainable growth, community well-being, and environmental stewardship.

Community Works:

Enhancing Digital Service Delivery Community Works: an integral component of the **Online Planning System (OPS)**, continued to improve user experience and streamline the planning process. This platform enhanced accessibility, transparency, and operational efficiency by allowing users to apply for permits, track plan reviews, and schedule inspections online.

In 2024, the Department achieved the following advancements:

User Experience Enhancements: Improved visual layout, responsive web design, and interactive features enhanced user engagement and satisfaction.

Increased System Security and Functionality: Advanced cybersecurity measures and system upgrades ensured data integrity, confidentiality, and protection against evolving cyber threats.

Expanded Service Offerings: New functionalities were introduced, allowing users to access a wider array of planning and permit services through a unified digital platform. These enhancements reflect the Department's commitment to leveraging technology to create a more efficient and transparent interaction between the public and the planning process.



Building Control: Ensuring Safety and Compliance

In 2024, the Building Control Section maintained its high standards of safety, compliance, and service delivery, ensuring that all development projects adhered to building codes and regulations.

Key achievements include:

Plan Reviews and Building Permits:

Total Plan Reviews Conducted: 8,401

Building Permits Issued: 796

Inspections and Safety Compliance: 13,274

Inspections Conducted: 13,274 across structural, plumbing, mechanical and electrical components ensuring code compliance and safety

Certificates of Occupancy:

Total Certificates Issued: 332

Sector Breakdown:

Apartment: 121 valued at 183,408,000

Commercial: 18 valued at 37,299,000

Industrial: 8 valued at 29,463,000

Residential: 247 valued at 118,300,000



Other: 463 valued at 47,810,000

These achievements underscore the Department's role in safeguarding public safety and ensuring the structural integrity of buildings within the Cayman Islands.

Plan Cayman – National Development Plan Review

Plan Cayman continued to guide strategic growth and sustainable development. The review of the **National Development Plan** progressed significantly, with the completion of the **Planning Statement** and extensive public consultations.

Key milestones in 2024 include:

Draft Planning Statement: Completed and shared for public feedback from **31 May – 6 August 2024**, receiving approximately **2,500 comments**.

Public Consultation and Engagement: Conducted through town halls, virtual meetings, radio interviews, and social media outreach, ensuring transparent and inclusive community participation. **Amendments and Approval Process:** Draft

responses to public comments were reviewed and amended by the **Department of Planning**. The **Central Planning Authority (CPA)** requested **Cabinet's authorisation** for the **Planning Appeals Tribunal** to review objections.

Next Steps: Awaiting Cabinet approval to proceed with the tribunal involvement, with public consultations planned for the first half of 2025.

Plan Cayman reflects the Department's commitment to transparent governance, community-driven planning, and sustainable development that balances growth with environmental stewardship.

Compliance and Enforcement

In 2024, the **Compliance Section** strengthened enforcement activities to ensure adherence to planning regulations and standards, safeguarding the community's safety and well-being.

Key statistics include:

Total Complaints Received: 262

Code Enforcement Cases Initiated: 229

Cases Resolved or On Hold: 101



Cases Referred for Legal Action: 78 escalated to the **Office of Director of Public Prosecutions** for adjudication.

These figures underscore the Department's commitment to maintaining the integrity of the planning process through rigorous compliance and enforcement measures.

Training and Succession Planning

The Department of Planning continued to invest in human capital development to enhance internal capacity and operational efficiency. In 2024, the following initiatives were undertaken:

Training for Customers: Conducted educational sessions on building code-related matters, providing resources for professional development in planning and construction disciplines.

Succession Planning: Advanced internal capacity-building efforts, with staff members securing key positions through open recruitment. Ongoing training and development opportunities were provided to key personnel.

These initiatives reflect the Department's commitment to continuous learning, knowledge transfer, and staff empowerment, ensuring operational sustainability and excellence in service delivery.

Community Engagement and Contributions

Community engagement remained a priority in 2024, reinforcing the Department's role as a community-focused organisation. Key activities included:

Educational Outreach: Participated in community events and educational programmes, promoting public awareness of planning regulations and building safety.

Social Responsibility Initiatives: Continued support for **Mimi's Happy Cart**, raising **CI\$ 550** to purchase gifts for children awaiting treatment at the hospital.

These community-focused initiatives highlight the Department's commitment to social responsibility, community development, and fostering positive community relations.

Commitment to Strategic Planning and Sustainable Development

2024 was a year of strategic progress and sustainable growth for the Department of Planning. By embracing digital transformation, enhancing compliance and enforcement, and fostering community engagement, the Department successfully advanced its strategic objectives.

As the Cayman Islands continue to grow, the Department remains committed to guiding sustainable development, safeguarding community well-being, and ensuring environmental stewardship. Through innovation, strategic partnerships, and transparent governance, the Department of Planning is building a prosperous and resilient future for the Cayman Islands.



2024 Annual Report Update





Facilities Management Department

2024 Annual Report – Facilities Management Department

In 2024, the Facilities Management Department continued to uphold its mission of providing outstanding facility services built on excellence, expertise, integrity, responsiveness, and high safety standards. By maintaining a safe, clean, and efficient environment within the Government Administration Building (GAB) and other public facilities, the Department contributed to the well-being and productivity of all occupants.

Mission and Vision

- **Mission:** To provide outstanding facility services built on excellence, expertise, integrity, responsiveness, and high safety standards.
- **Vision:** To be a world-class facilities management service provider recognised for reliability, safety, innovation, and sustainability.

The Department's strategic focus remains on enhancing safety, operational efficiency, and sustainability while ensuring that public buildings remain accessible, functional, and welcoming for all users.

Accessibility and Inclusion Initiatives

The Facilities Management Department is committed to ensuring that all public buildings are accessible to persons with disabilities. In 2024, the Department continued to implement and enhance accessibility features, including:

- **Wheelchair-accessible bathroom stalls and basins.**
- **Wheelchair service** available upon request.
- **Motorised evacuation stair chairs** for ease of movement during emergencies.
- **Shuttle service** providing transport between parking lots and the building.
- **Wheelchair ramps** at all main entrances of the GAB.
- **ADA-compliant bathrooms and entrances** at all Civic Centres.
- **Braille signage** on bathroom doors and elevator kiosks.
- **Ergonomic chairs and workstations** for enhanced user comfort.
- **Contactless entry** at barrier gates for enhanced accessibility.
- **Disability parking** and special provisions for persons with special circumstances and seniors.

In 2024, the **installation of automatic door openers** equipped with contactless sensors was completed, ensuring ease of access to all bathroom doors and main entry points. These initiatives reflect the Department's commitment to creating an inclusive and supportive environment for all occupants.



Operational Efficiency and Facility Enhancements

2024 was marked by significant operational improvements and facility enhancements aimed at maintaining high safety standards and operational efficiency. Key achievements include:

- **Major renovations** throughout the GAB, including extensive testing and servicing of chillers.
- **Redundancy for Data Centre Cooling:** Procurement and installation of a new independent air-cooled unit to ensure uninterrupted data centre operations.
- **Exterior Finishing and Warranty Works:** Completed warranty works on the building's exterior finish, enhancing structural integrity and visual appeal.
- **Transition to Zendesk Ticketing System:** Streamlined communication and issue resolution by implementing **Zendesk** for handling FM Helpdesk requests.
- **Procurement of Booster Pumps:** Completed procurement of critical booster pumps, with installation scheduled for Late 2023.
- **GAB Front Lawn Refurbishment:** Completed landscape enhancements to improve the aesthetic appeal of the facility.
- **License Plate Recognition Cameras:** Installed new cameras enabling automatic access to the main parking lot, eliminating the need for manual swiping of access cards.

These enhancements contributed to a safer, more efficient, and visually appealing working environment, reinforcing the Department's commitment to operational excellence.

Personnel Changes and Capacity Building

2024 was a year of strategic personnel changes and capacity-building initiatives to strengthen the Facilities Management Department's leadership and operational capabilities.

- **New Director Appointment:** **Mr. Charles Mtakati** was appointed as the new **Director of the Department of Facilities Management**, bringing strategic vision and leadership to the role.
- **New Deputy Director Appointment:** Courtney Yates was appointed as the **Deputy Director**, supporting strategic planning and operational oversight.
- **Ongoing Capacity Building:** Staff members participated in professional development opportunities to enhance their knowledge and skills in facilities management, safety standards, and operational efficiency.

These appointments and capacity-building initiatives are strategically aligned with the Department's vision of delivering world-class facility management services.



Civic Centres: Enhancing Community Spaces

2024 saw continued renovations and enhancements to Civic Centres across the Cayman Islands, ensuring safety, comfort, and accessibility for community members.

Key achievements include:

- **William Allen McLaughlin (East End) Civic Centre:** Installation of historical displays in collaboration with the Ministry of Youth, Sport, and Heritage, celebrating Caymanian culture and heritage.
- **Cradock Ebanks (North Side) Civic Centre:** Upgraded sound system, installation of a new ice maker, and procurement of a new screen. Construction of a new commercial kitchen is underway, enhancing community event hosting capabilities.
- **George Town Constitution Hall:** Completed major renovations, including new flooring, an ADA-compliant stage, and a comprehensive facelift. The Hall is now available for public rental.
- **South Sound Community Centre:** Significant renovations completed, including window replacements, electrical upgrades, ADA-compliant bathroom, kitchen upgrade, and ceiling insulation. Flooring installation and general facelift are scheduled for completion by Early 2024 .
- **James Manoaah Bodden (Bodden Town) Civic Centre:** Minor repairs completed; the centre is currently being utilised as a shelter, supporting community resilience during emergency situations.

These enhancements have significantly improved the safety, functionality, and accessibility of community gathering spaces, supporting social cohesion and community engagement.

Community Engagement and Social Responsibility

The Facilities Management Department continued its commitment to community engagement and social responsibility in 2024. Notable initiatives include:

- **Educational Outreach:** Participated in community events, promoting public awareness of safety standards and accessibility initiatives.

These community-focused activities reflect the Department's dedication to fostering positive relationships, promoting community well-being, and contributing to social responsibility.

Commitment to Excellence and Sustainability

2024 was a year of strategic advancement for the Facilities Management Department. By prioritising accessibility, operational efficiency, community engagement, and leadership development, the Department has continued to provide safe, innovative, and sustainable facility management services.

The Department remains committed to:

- **Ensuring safety and accessibility** in all government facilities.
- **Enhancing operational efficiency** through continuous innovation and strategic resource management.
- **Promoting community engagement** and supporting social responsibility initiatives.
- **Building internal capacity** through leadership development and succession planning.

Through strategic initiatives, innovative solutions, and a commitment to excellence, the Facilities Management Department is building a sustainable and inclusive future for the Cayman Islands.





2024 Annual Report – Public Works Department

In 2024, the Public Works Department (PWD) played a pivotal role in enhancing community infrastructure, advancing sustainable development, and supporting public safety and community well-being. Through strategic capital projects, innovative public space development, and robust training programmes, the Department contributed to the Cayman Islands' growth and resilience.

Capital Development Division

The Capital Development Division continued to oversee a diverse portfolio of infrastructure projects essential to national development and public safety. In 2024, the consultancy team successfully completed 33 designs and 25 structural assessments, demonstrating exceptional diligence and technical expertise.

Highlighted Projects and Achievements:

- **Department of Vehicle and Equipment Service Facility Phase II:** Expanded the facility with **nineteen service bays**, enhancing fleet maintenance capabilities. The total floor space now stands at **34,025 square feet**, significantly increasing operational capacity.
- **DVDL West Bay Fit-Out:** Completed the construction of a **1,300-square-foot modern facility** with expanded lobby space, increased seating, and enhanced accessibility features.
- **Public Safety/Communication Tower:** Completed the **300-square-foot, three-legged lattice communication tower**, strengthening public safety communications.
- **Courts Project:** Adapted the **former Scotiabank building** into temporary quarters for the **Grand Court and Court of Appeal**, ensuring continuity of judicial services.

These projects reflect the Department's strategic focus on enhancing public infrastructure, operational capacity, and community resilience.

Community Infrastructure and Public Spaces

2024 marked significant progress in community infrastructure and public space development, aimed at enhancing community engagement, safety, and recreational opportunities.

Public Parks and Open Space Development:

- **Prospect and Bodden Town Upgrades:** Improved recreational amenities, including playground equipment, seating areas, and landscaped open spaces.



- **New Parks Planned:** Development plans for **Northward** and **Kaibo** are underway, designed to provide inclusive community spaces that support social interaction and recreational activities.
- **Old Man Bay Seaside Park:** Nearing completion, this park enhances tourism and community use with scenic views, beach access, and community gathering areas.
- **Other Park Improvements:**
 - **Eddie Sanchez Park:** Upgraded play structures, safety surfacing, and seating areas.
 - **Kaibo Redevelopment:** Enhanced beachfront facilities, including picnic areas and walking paths.
 - **Coe Wood Cabanas:** Refurbished cabanas and picnic shelters, improving accessibility and usability.
 - **Will T Park:** Upgraded recreational equipment, improved landscaping, and enhanced safety features.

Boat Ramps and Public Docks:

- **Upgrades and Enhancements:** Vital repairs and upgrades were completed across **West Bay, East End, North Side, and George Town**, improving safety and usability for boaters and community members.

Civic Centres and Community Engagement:

- **Ongoing Renovations:** Renovations continued at Civic Centres in **South Sound, East End, and North Side**, enhancing safety, accessibility, and community functionality.
- **New Northward Civic Centre:** Construction of the new Civic Centre supports community engagement and provides a multifunctional space for public events.

These infrastructure enhancements reflect the Department's commitment to creating inclusive, safe, and vibrant community spaces that enhance quality of life for all residents.

Significant Projects Completed in 2024

2024 saw the completion of several key infrastructure projects designed to address community needs and enhance public facilities:

- **Residential Mental Health Facility:** Completed construction of a **50,000-square-foot long-term residential care facility** in the **Eastern District**, supporting mental health services and community well-being.
- **Bodden Town Church of God Multipurpose Hall:** Opened as a **dual-purpose facility** serving as a hurricane shelter and community hall, enhancing community resilience and engagement.



- **John Gray High School:** Completed **Sector 2** (general classrooms) and **Sector 3** (central hub, library, and ancillary areas), expanding educational infrastructure.
- **George Town Fire Station:** Finalised **Phase 1**, including **1,883 square feet of extension**, improving emergency response capabilities.
- **Migrant Facility:** Constructed a facility to accommodate **400 migrants**, addressing emergent social and humanitarian needs.
- **PWD Office Renovations:** Completed renovations of the **north wing** of the PWD main building, modernising workspaces to enhance safety and operational efficiency.

These projects reflect the Department's strategic focus on community safety, social infrastructure, and educational growth.

Hurricane Preparedness and Response

In 2024, the **Public Works Department**, in collaboration with the **National Roads Authority**, executed its **37th consecutive annual hurricane preparedness exercise** to safeguard public facilities and shelters.

Key activities included:

- **Inspection and Securing:** Detailed inspections and securing of 122 government buildings and 41 hurricane shelters.
- **Operational Readiness Checks:** Verified standby generators, cistern water levels, and building security.
- **Staff Participation:** Approximately 29 staff members participated, demonstrating commitment to disaster resilience and public safety.

These measures underscore the Department's commitment to emergency preparedness, operational efficiency, and public safety.

Apprenticeship Training Programme

The **Apprenticeship Training Programme** continued to be a cornerstone of the Department's workforce development strategy. The **Construction Trades Training Centre** offered **Technical Vocational, Education, and Training (TVET)** across a spectrum of construction and trade disciplines.

Key achievements in 2024 include:

- **Enrollment and Training:** 11 new Caymanians enrolled as Level I trainees, joining 11 returning apprentices at Levels 2 and 3.
- **Skills Competition:** Continued success of the **skills competition**, showcasing the practical talents of trainees and promoting awareness of TVET opportunities.



Outstanding Student Award: Caleb Davidson-Ebanks was the recipient of Levi Allen Pursuit of Excellence Award **Outstanding Student of 2024** for exceptional dedication and performance.

This programme reflects the Department's commitment to youth empowerment, skill development, and workforce sustainability.

Training and Development Initiatives

In 2024, the Public Works Department invested in professional development through a comprehensive suite of training programmes, including:

- **Leadership and Management (ILM Level 3)**
- **OSHA Certification**
- **Contract Negotiation**
- **Human Resource Management**
- **Microsoft Excel**
- **First Aid/AED/CPR**
- **Fire Safety**

These training initiatives ensured that staff were equipped with essential skills and knowledge to maintain high operational standards and safety.

Commitment to Excellence and Community Engagement

2024 was a year of strategic advancement and community impact for the Public Works Department. By enhancing community infrastructure, advancing workforce development, and fostering community engagement, the Department demonstrated its commitment to sustainable growth, operational excellence, and public safety.

The Public Works Department remains dedicated to:

- **Building community engagement** through public space enhancements and social responsibility initiatives.
- **Ensuring public safety and operational efficiency** in all infrastructure projects.
- **Fostering workforce development** through comprehensive training and succession planning.
- **Driving sustainable growth** by balancing community needs with environmental stewardship.

Through strategic planning, innovative solutions, and collaborative community efforts, the Public Works Department continues to build a resilient, inclusive, and prosperous Cayman Islands.



Department of Vehicle and Drivers' Licensing 2024 Annual Report Update

2024 Annual Report – Department of Vehicle and Drivers' Licensing (DVDL) In 2024, the Department of Vehicle and Drivers' Licensing (DVDL) continued its transformative journey towards enhancing customer service, operational efficiency, and digital accessibility. Through strategic initiatives, legislative reforms, and a commitment to innovation, DVDL maintained its role as a customer-centric, efficient, and modernised government service provider.

Efficiency and Growth at the West Bay Office

The West Bay Office at Jacques Scott Market Place remained a cornerstone of DVDL's commitment to accessibility and efficiency. Since its opening, this location has served as a model for customer-centric service delivery, featuring a spacious lobby, increased seating capacity, and enhanced accessibility features for elderly and disabled patrons.

2024 Highlights:

- **Customer Satisfaction:** Maintained an impressive **96% customer satisfaction rate**, reflecting positive feedback on service quality and efficiency.
- **Operational Efficiency:** Streamlined customer flow management, reducing wait times and enhancing overall user experience.

These initiatives underscore DVDL's strategic focus on improving customer experience and ensuring accessible public services for all residents.

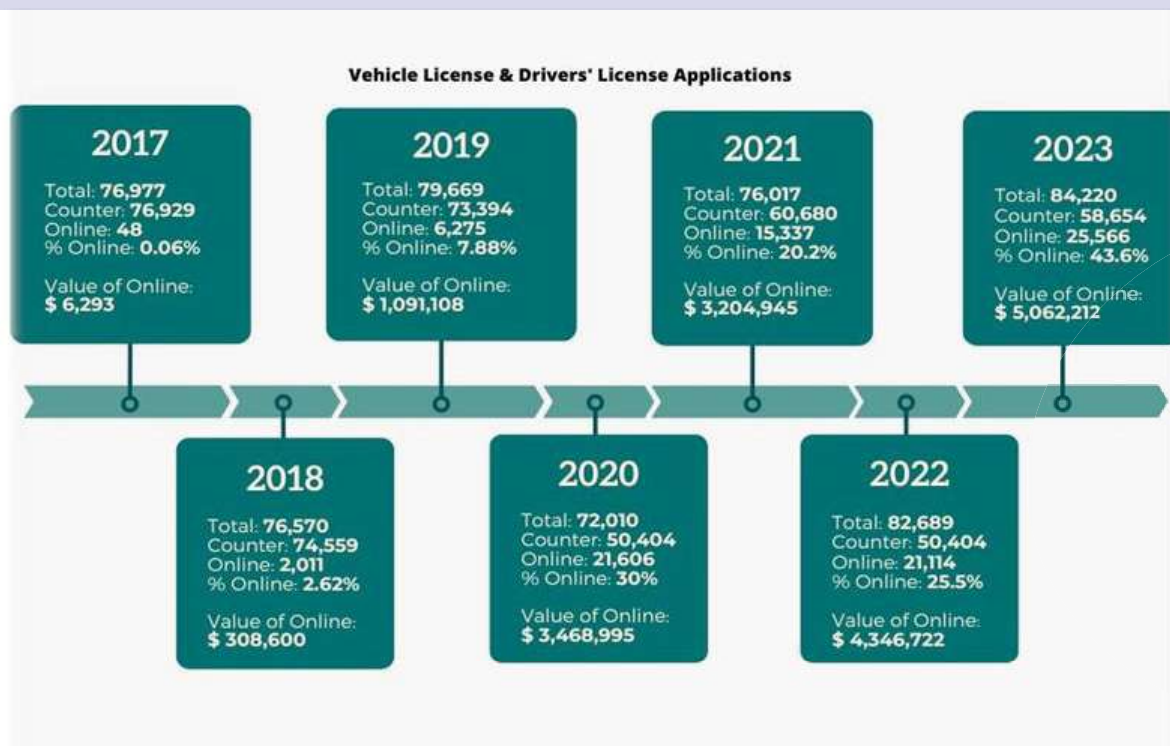
Digital Transformation and Online Services

2024 witnessed significant advancements in DVDL's digital transformation journey, aimed at enhancing operational efficiency and user convenience through innovative online platforms.

Key Achievements:

- **Insurance Portal Integration:** Launched an enhanced **insurance portal** for real-time updates from motor vehicle insurance companies, facilitating seamless online vehicle license renewals.
- **Expanded Online Services:** Introduced new functionalities, allowing users to:
 - **Book Road and Written Tests Online**
 - **Manage Transfers, Suspensions, and Terminations**
 - **Access Vehicle History and Registration Information**
- **Digital User Experience Improvements:** Improved user interface design and increase system navigation, resulting in a 1.09% increase in online service adoption.

These advancements reflect DVDL's commitment to leveraging technology to simplify licensing processes and enhance public accessibility.



Legislative Reforms and Modernisation

2024 was marked by pivotal legislative reforms designed to modernise traffic regulations, enhance operational effectiveness, and promote road safety.

Key Legislative Reforms:

- **Amendments to the Traffic Act and Regulations:** Facilitated the designation of the **Cayman Islands for driving license exchanges with the United Kingdom and its Crown Dependencies**, enhancing international mobility for Caymanian drivers.
- **Information Exchange with Insurance Industry:** Streamlined data sharing between DVDL and insurance providers, enabling real-time updates of client information and reducing administrative delays.
- **Introduction of Electronic Drivers Licenses and Vehicle Registrations:** Pioneered the digitisation of licensing and registration, including:
 - **Online Vehicle Registrations** for companies and car dealerships.
 - **Electronic Drivers Licenses** with enhanced security features and digital accessibility.
- **Traffic Control Regulations Update:** Aligned road safety measures with the **National Road Safety Strategy**, including updated guidelines for **roundabouts, traffic signs, road markings, and traffic lights**.

These reforms represent a strategic leap towards digitisation, international integration, and enhanced road safety standards.

National Road Safety Strategy

In alignment with the **National Road Safety Strategy**, DVDL continued to promote road safety through public awareness, educational campaigns, and enforcement measures.

2024 Achievements:

- **Public Awareness Campaigns:** Launched the “**Pledge 'No More in 2024'**” initiative, aimed at reducing road fatalities through responsible driving and enhanced road safety education.
- **Legislative Support:** Supported amendments to the **Traffic Act** to strengthen enforcement measures and enhance road safety compliance.
- **Cross-Government Collaboration:** Partnered with the **Royal Cayman Islands Police Service (RCIPS)** and **National Road Safety Council** to ensure cohesive and effective road safety measures.

These initiatives reflect DVDL’s unwavering commitment to protecting lives, promoting responsible driving, and ensuring safer roadways for all.

Strategic Plan 2023–2025

The **DVDL Strategic Plan 2023–2025** remained central to the Department’s transformation into a customer-centric, efficient public service provider. This plan is structured around six strategic pillars:

- **Improve Customer Experience**
- **Employee Engagement**
- **Better Value for Money**
- **Robust & Enabling Legislation**
- **Data, Technology & Innovation**
- **Promotion of Road Safety**

2024 Milestones:

- **Customer Service Enhancements:** Achieved noticeable reductions in processing times through streamlined internal processes and digital service integration.
- **Technology and Innovation:** Advanced the **Vehicle Inspection System (Portal)**, modernising the platform for improved functionality, user experience, and reliability
- **Employee Engagement and Training:** Continued to provide professional development opportunities, fostering a culture of continuous learning and operational excellence.

These strategic initiatives are designed to modernise DVDL’s service delivery and reinforce its role as a leading public service provider in the Cayman Islands.





Training and Development

In 2024, DVDL invested in its human capital, prioritising staff development and operational excellence through targeted training programmes.

Key Initiatives:

- **Professional Development:** Staff participated in a comprehensive suite of training programmes, including:
 - **Customer Service Excellence**
 - **Digital Platform Management**
 - **Traffic Law and Compliance**
- **Leadership Development:** Mid-level and senior managers received leadership training to enhance strategic planning and team management skills.
- **Secondment Opportunities:** Promoted knowledge transfer and skill diversification through strategic secondments within the Ministry and related departments.

These training initiatives reflect DVDL's commitment to building internal capacity, empowering staff, and enhancing operational efficiency.

Customer Appreciation and Community Engagement

2024 marked another successful year of community engagement and customer appreciation initiatives, reinforcing DVDL's role as a community-focused public service provider. Key Highlights:

- **Customer Appreciation Day – 24 May 2024:** Celebrated under the theme “**Old Time Cayman**”, fostering community engagement and gathering valuable customer feedback.
- **Community Outreach and Education:** Continued participation in community events, promoting road safety, licensing education, and public awareness campaigns.

These initiatives underscore DVDL's strategic focus on community engagement, customer satisfaction, and public service excellence.

Commitment to Excellence and Strategic Outlook

2024 was a year of strategic transformation and operational excellence for the Department of Vehicle and Drivers' Licensing. By embracing digital transformation, modernising legislative frameworks, and enhancing customer engagement, DVDL successfully delivered on its strategic objectives.

The Department remains committed to:

- **Providing accessible, efficient, and customer-centric public services**
- **Enhancing operational efficiency through innovative digital solutions**
- **Promoting road safety and compliance through education, legislation, and enforcement.**

Building internal capacity through professional development and strategic leadership.

Through strategic planning, technological innovation, and community engagement, the Department of Vehicle and Drivers' Licensing continues to build a modern, efficient, and customer-focused future for the Cayman Islands.





Department of Vehicle & Equipment Services 2024

2024 Annual Report – Department of Vehicle and Equipment Services (DVES)

Under the strategic guidance of Director Stephen Quinland, the Department of Vehicle and Equipment Services (DVES) continued its transformative journey in 2024, leveraging advanced technology, expanding operational capacity, and enhancing workforce development. By embracing innovation and aligning with national sustainability goals, DVES solidified its role as a critical support unit for government fleet management and public service delivery.

Completion and Impact of the Phase II Redevelopment Project

The Phase II Redevelopment Project significantly enhanced DVES's capacity to service the Cayman Islands Government's diverse fleet. Fully operational, the facility supports simultaneous maintenance and repair of heavy-duty machinery, ensuring minimal downtime and enhanced service reliability.

Key Achievements in 2024:

- **Enhanced Operational Capacity:** Operating across **42,000 square feet** with **19 service bays**, the facility now accommodates a wide range of vehicles and heavy equipment.
- **Caribbean Leadership in Mobile Heavy Lifts:** DVES became the first garage in the Caribbean to implement mobile heavy lifts, consisting of **six stations** with a combined capacity of **110,000 pounds**. This innovation allows any workshop bay to function as a lift bay, optimising service flexibility and efficiency.
- **Reduced Turnaround Times:** The advanced infrastructure contributed to a **30%** reduction in vehicle repair and maintenance times, ensuring uninterrupted government operations.

These enhancements reflect DVES's strategic commitment to operational excellence and technological leadership.

Integration and Expansion

2024 saw continued integration and expansion of DVES's operational capabilities, backed by advanced inventory management and fleet management solutions.

Key Developments:

- **Manager Plus Enterprise System Upgrade:** Transitioned to the Enterprise Asset Management System, enabling real-time reporting, automated maintenance schedules, and comprehensive inventory control.
- **Modern Bin Shelving System:** Streamlined product storage and retrieval, improving inventory management and efficiency in warehouse operations.



- **Enhanced Operational Efficiency:** These upgrades optimised workflow, strengthened asset utilization, improved inventory management and streamlined administrative processes across the department.

The full system rollout is on track for completion by **March 2025**, positioning DVES as a leader in digital transformation and operational efficiency.

Commitment to the National Energy Policy

In alignment with the Cayman Islands' National Energy Policy, DVES advanced sustainable fleet management by expanding electric and hybrid vehicle integration.

Key Initiatives in 2024

- **Hybrid Vehicle Integration:** introduced 12 hybrid vehicles into government fleet, supporting the Cayman Islands' carbon reduction goals, improving fuel efficiency and advancing sustainable transportation initiatives
- **Dedicated Electric/Hybrid Bay:** Ongoing training programs equipped technicians with electric/hybrid vehicles, coupled with specialised technician training.
- **Workforce Upskilling:** expertise in electric/hybrid systems, ensuring readiness for sustainable automotive technology.

These initiatives underscore DVES's commitment to environmental sustainability and energy-efficient transportation solutions.

Workforce Development and Training

2024 was marked by targeted workforce development, ensuring that DVES personnel possess the skills needed to operate advanced technologies and deliver exceptional service.

Key Achievements

- **Heavy Equipment Certification:** Collaborated with Inspire Cayman to certify five technicians as Heavy Equipment Operators, with one technician fully certified by year-end.
- **Specialised Training Programmes:**
 - **Electric/Hybrid Vehicle Technology**
 - **Advanced Inventory and Fleet Management Systems**
 - **Customer Service Excellence**
- **Leadership Development:** Cultivated strategic leadership and operational management skills among mid-level and senior managers.

These initiatives support DVES's strategic focus on operational excellence, talent development, and succession planning.

Strategic Partnerships and Innovation

2024 was a year of strategic partnerships and industry leadership, positioning DVES at the forefront of automotive technology and operational efficiency.



Key Highlights

- **CONEXPO Participation:** Under the strategic guidance of **Director Stephen Quinland**, the DVES Director attended **CONEXPO**, gaining insights into emerging technologies that informed strategic investments and operational enhancements.
- **First in the Caribbean:** Pioneered the implementation of mobile heavy lifts, enhancing service efficiency and positioning DVES as a regional leader in automotive technology.
- **Collaborative Innovation:** Engaged with global equipment manufacturers to integrate cutting-edge solutions, reinforcing operational capacity and service delivery.

These partnerships reflect DVES's strategic approach to innovation and industry leadership.

Community Engagement and Social Responsibility

DVES remained committed to community engagement and workforce development, empowering young Caymanians through educational outreach and mentorship.

Key Initiatives:

- **Apprenticeship and Mentorship Programmes:** Provided hands-on training and mentorship, fostering the next generation of automotive professionals.
- **Educational Outreach:** Promoted sustainable transportation and automotive safety through community events and public awareness campaigns.

These initiatives underscore DVES's dedication to social responsibility and community empowerment.

Looking Forward

Strategic Outlook for 2024/2025 was a year of strategic transformation and innovation for DVES. Guided by **Director Stephen Quinland**, the Department is poised to continue its trajectory of operational excellence, industry leadership, and community impact. **In 2025, DVES is committed to:**

- **Expanding Electric/Hybrid Integration** to support sustainable transportation solutions.
- **Enhancing Digital Transformation** through the full rollout of the **ManagerPlus System**.
- **Driving Workforce Excellence** by investing in training, leadership development, and technical certification.
- **Strengthening Community Engagement** by expanding apprenticeship programmes and promoting environmental stewardship.

Through strategic vision, operational excellence, and community engagement, DVES is building a sustainable and customer-centric future for the Cayman Islands.



George Town Revitalisation Initiative (GTRI)

In 2024, the George Town Revitalisation Initiative (GTRI) continued its transformative journey under the strategic leadership of the **Ministry of Planning, Agriculture, Housing, and Infrastructure**. This year marked a significant progression in efforts to rejuvenate George Town's central business district, fostering a vibrant, pedestrian-friendly urban core that supports economic growth, cultural enrichment, and community well-being.

Completion of Phase 1 and Advancement of Phase 2 Following the successful implementation of Phase 1, which included the pedestrianisation and revitalisation of Cardinal Avenue, GTRI celebrated its completion within the stipulated timeline. This phase introduced:

- **Enhanced Street Aesthetics:** High-quality paving, street furniture, and public art installations, creating a visually appealing urban environment.
- **Mature Landscaping and Green Spaces:** Shaded walkways and public seating areas, enhancing pedestrian comfort and urban biodiversity.
- **Infrastructure Upgrades:** Improved drainage, modern street lighting, and enhanced accessibility features, ensuring safety and convenience for all users.

Building on this momentum, Phase 2 is now underway, aiming to expand revitalisation efforts beyond Cardinal Avenue and further enhance the central business district.

Key Objectives of Phase 2:

- **Streetscaping and Pedestrian Zones:** Expanding pedestrian-friendly areas to encourage foot traffic and support local businesses.
- **Development of Green Spaces:** Introducing new public parks and community gathering areas to promote social interaction and cultural activities.
- **Smart City Technologies:** Implementing smart lighting, digital kiosks, and public Wi-Fi, enhancing connectivity and public services.
- **Mixed-Use Development Support:** Collaborating with private sector stakeholders to stimulate economic growth through residential, commercial, and recreational development.

These initiatives are aligned with GTRI's strategic vision of creating a vibrant, accessible, and sustainable urban centre that reflects the dynamic spirit of the Cayman Islands.

Infrastructure and Connectivity Improvements

2024 saw significant progress in infrastructure and connectivity improvements, aimed at enhancing mobility, safety, and accessibility throughout George Town.

Key Achievements:

- **Integrated Pedestrian Network:** Collaborated with the **National Roads Authority** to introduce new pedestrian crossings, seamlessly connecting the



revitalised areas with George Town's waterfront and surrounding neighbourhoods

- **Enhanced Walkability and Accessibility:** Expanded sidewalks with improved surfacing, curb ramps, and tactile paving, ensuring safe and inclusive access for all users, including the elderly and persons with disabilities.
- **Urban Mobility and Traffic Management:** Introduced traffic-calming measures, strategic loading zones, and improved parking management systems to balance vehicular and pedestrian needs.

These infrastructure enhancements reflect GTRI's commitment to creating a connected and accessible urban environment that supports sustainable mobility and community well-being.

Innovative Public Amenities

2024 marked the introduction of innovative public amenities Implementing smart lighting, digital kiosks, and public urban living and promote community engagement.

Key Innovations:

- **Smart Benches and Public Wi-Fi:** Expanded the installation of **solar-powered** equipped smart benches with charging ports and free public Wi-Fi, promoting digital connectivity and sustainability.
- **Interactive Digital Kiosks:** Deployed interactive kiosks providing wayfinding assistance, local event information, and public service announcements.
- **Public Art Installations and Cultural Spaces:** Collaborated with local artists and cultural organisations to introduce public art installations and cultural spaces, fostering community identity and civic pride.

These amenities demonstrate GTRI's strategic focus on integrating technology, art, and sustainability to create an inclusive and connected urban environment.

Community Engagement and Strategic Partnerships

GTRI's success in 2024 was under pinned by **strategic partnerships** and community engagement initiatives aimed at fostering collaboration, stakeholder alignment, and community ownership.

Key Initiatives:

- **Stakeholder Collaboration:** Engaged with local businesses, property owners, and community organisations to ensure inclusive decision-making and shared ownership of the revitalisation efforts.
- **Public Consultations and Community Feedback:** Conducted town hall meetings, virtual forums, and public surveys to gather community input, ensuring that the revitalisation plans reflect the needs and aspirations of George Town residents.



- **Partnerships with Private Sector and NGOs:** Collaborated with the private sector for commercial revitalisation, and with **non-governmental organisations** to promote cultural activities and social inclusivity.

These collaborative efforts reflect GTRI's commitment to community-centric urban development and strategic stakeholder engagement.

Economic Growth and Cultural Revitalisation

2024 saw significant progress in economic growth and cultural revitalisation, aimed at transforming George Town to a thriving business hub and cultural destination.

Key Achievements:

- **Commercial Revitalisation:** Supported local businesses through storefront through storefront enhancements, strategic marketing campaigns, and incentives for new business establishments.
- **Cultural Heritage and Tourism Promotion:** Preserved historical architecture while integrating modern amenities, promoting cultural tourism and enhancing the visitor experience.
- **Increased Footfall and Economic Activity:** Continued revitalisation efforts contributed to increased pedestrian activity, greater public engagement and ongoing commercial investment within the revitalised areas, reflecting positive community feedback and supporting economic growth.

These initiatives underscore GTRI's strategic focus on economic development, cultural preservation, and enhancing the quality of life for residents and visitors.

Future Directions and Strategic Outlook

With Phase 1 completed and Phase 2 & 3 near completion, GTRI is poised to continue its transformative impact on George Town, with further enhancements planned to enrich **the urban landscape, stimulate economic activity, and improve community well-being.**

Strategic Priorities for 2025:

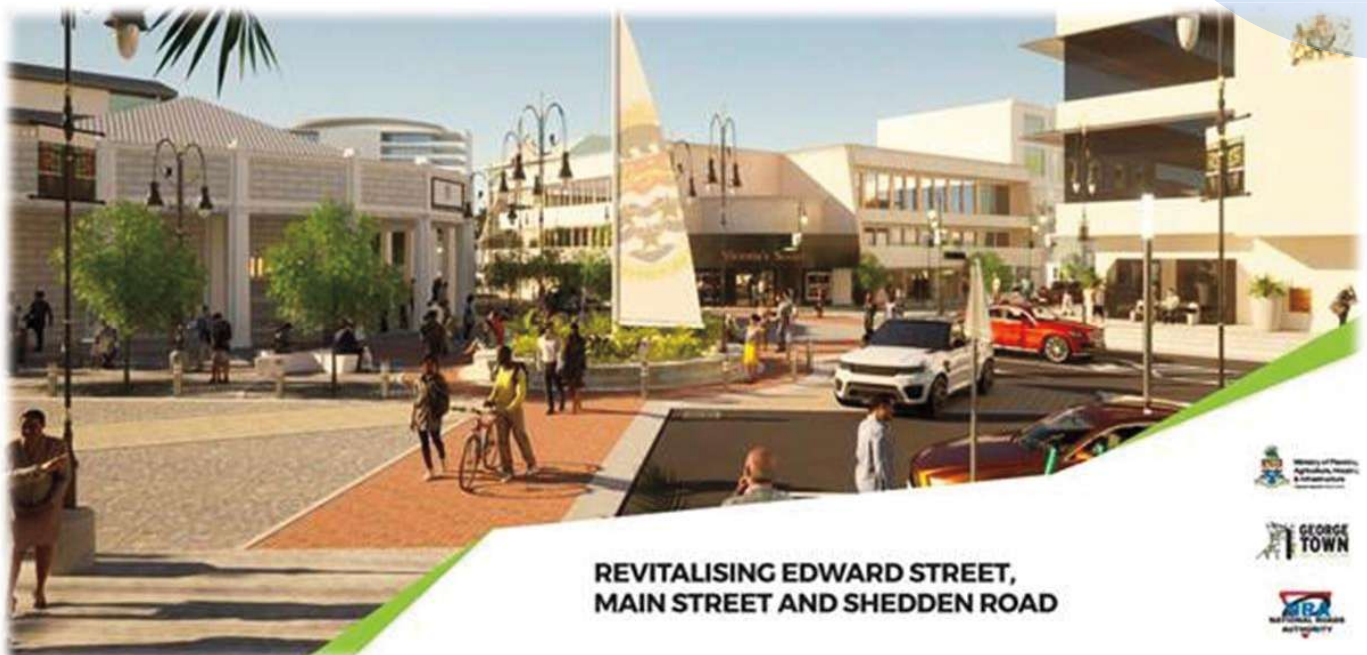
- **Completion of Phase 2:** Continued focus on streetscaping, green spaces, and smart city infrastructure to enhance urban connectivity and sustainability.
- **Phase 3:** Expansion of the revitalisation area to **EDWARDS ST, MAIN ST & SHEDDEN ROAD**, with a strategic focus on mixed-use development and cultural integration.
- **Economic Diversification and Tourism Growth:** Continued collaboration with the private sector to stimulate commercial activity, cultural tourism, and economic diversification.
- **Sustainability and Climate Resilience:** Integration of climate-resilient infrastructure, renewable energy solutions, and green building practices to promote environmental sustainability.

GTRI remains committed to its vision of revitalising George Town into a lively, engaging, and sustainable urban centre that reflects the dynamic spirit of the Cayman



Islands. Through strategic planning, community collaboration, and innovative solutions, GTRI continues to build a prosperous and vibrant future for the heart of the Cayman Islands.

NOW OPEN



**REVITALISING EDWARD STREET,
MAIN STREET AND SHEDDEN ROAD**





National Community Enhancement (NiCE) Project 2024 Annual Report Update

In 2024, the **National Community Enhancement (NiCE) Project** continued to play a vital role in community development and environmental enhancement across the Cayman Islands. Managed by the **Public Works Department**, the NiCE Project upheld its mission of fostering community spirit, enhancing public spaces, and providing employment and skill development opportunities for Caymanians.

Winter Session Overview and Participant Engagement

The 2024 NiCE Project's Winter Session held from 9th - 20th December, demonstrated remarkable community participation and impact, with a total of 323 participants contributing to public maintenance and environmental enhancement efforts across all districts

Key Highlights:

- **Balanced Participation:** Maintained an equal balance of participation between men and women, reflecting the inclusive nature of the programme.
- **Community Contributions:** Participants engaged in essential community service tasks, including:
 - **Beach Access Clearing and Landscaping:** Ensuring clean and accessible beach areas.
 - **Cemetery Maintenance:** Maintaining and beautifying cemeteries, preserving cultural heritage and community pride.
 - **Public Space Enhancement:** Supporting solid waste management and public facility maintenance.
 - **Elderly Assistance:** Assisting senior residents in maintaining their yards and surroundings, fostering community solidarity and support.

Participants worked alongside multiple government departments and public authorities, including the:

- **Facilities Management Department**
- **Agricultural Society**
- **Mosquito Research and Control Unit**
- **National Roads Authority**
- **Public Works Department**
- **Department of Environmental Health**

These collaborative efforts significantly contributed to the beautification and upkeep of public spaces, highlighting the community's commitment to environmental stewardship and public service.

Skills Development and Community Impact

One of the defining features of the NiCE Project is its commitment to skills development and community empowerment. In 2024, participants received hands-on training and upskilling opportunities, enhancing their employability and contributing to community resilience.

Key Achievements in 2024:

• Hands-on Training and Skill Development:

- **Tool Proficiency:** Participants received training in the use of various handheld tools, equipping them with practical skills for landscaping, cleaning, and maintenance tasks.
- **Occupational Safety and Environmental Awareness:** Emphasised safe working practices and environmental conservation, fostering responsible community engagement.

• Employment Opportunities and Career Advancement:

- The skills acquired through the NiCE Project enhanced participants' employability and provided pathways to future job opportunities in public maintenance, landscaping, and environmental conservation.
- Many participants reported increased confidence and motivation to pursue long-term employment, reflecting the programme's positive social impact.

These skills development initiatives not only contributed to the immediate goals of the NiCE Project but also empowered participants with valuable competencies that can be applied in future employment settings.

District Contributions and Community Collaboration

The 2024 NiCE Project demonstrated strong community collaboration and stakeholder engagement, fostering a spirit of unity and shared responsibility.

Key District Contributions:

- **George Town and West Bay:** Focused on public beach cleaning, landscaping, and community beautification projects.
- **Bodden Town and East End:** Assisted in cemetery maintenance, solid waste management, and public facility upkeep.
- **North Side and Cayman Brac:** Concentrated on beach access clearing, environmental conservation, and support for elderly residents.

Stakeholder Engagement and Collaboration

- The project was conducted in partnership with government departments and public authorities, ensuring seamless coordination and resource optimisation.
- **Public Feedback and Community Participation:** Community members provided positive feedback on the enhanced public spaces, reflecting high satisfaction and support for the NiCE Project's initiatives.



These community-driven efforts underscore the NiCE Project's commitment to fostering community pride, enhancing environmental stewardship, and promoting social cohesion.

Future Directions and Strategic Outlook

Building on the success of the 2024 Winter Session, the NiCE Project is poised to expand its impact in 2025 with strategic enhancements and programme expansions.

Key Strategic Priorities for 2025:

- **Programme Expansion and Duration:** Plans are underway to extend the NiCE Project for an additional two weeks in early 2025, offering more Caymanians the opportunity to participate and contribute to community development.
- **Enhanced Training and Skill Development:**
 - Introducing advanced skills training in environmental conservation, landscaping, and public maintenance.
 - Collaborating with technical training institutes to provide certification programmes, enhancing participants' employability and career advancement opportunities
- **Community Partnerships and Stakeholder Engagement:**
 - Expanding collaborations with public authorities, non-governmental organisations, and private sector partners to diversify project scope and community impact.
 - Enhancing public awareness campaigns to encourage community participation and support.
- **Environmental Sustainability and Digital Integration:**
 - Incorporating sustainable practices in public maintenance and landscaping activities.
 - Leveraging digital tools and platforms for community engagement, public feedback collection, and project monitoring.

The NiCE Project remains committed to its mission of fostering community spirit, enhancing public spaces, and providing valuable employment and training opportunities. As the programme continues to evolve, it aims to make a lasting impact on the social, economic, and environmental well-being of the Cayman Islands.

Through strategic expansion, community collaboration, and innovative solutions, the National Community Enhancement (NiCE) Project is building a resilient, vibrant, and sustainable future for the Cayman Islands.



Ministry Administration 2024 Annual Report

In 2024, the Ministry's administration team continued to serve as the strategic backbone throughout this annual report. Committed to operational excellence, transparency, and accountability, the team played a pivotal role in enabling the Ministry to achieve its strategic objectives and fulfil its mandate to the people of the Cayman Islands.

Core Functions and Achievements

The administration team's contributions in 2024 encompassed several critical areas, including talent management, financial reporting, administration and management, legislative planning, policy development, strategic planning, governance, ministerial servicing, policies, the enactment of clear legislation, informed decision-making, and the prudent management of resources.

Key Achievements in 2024:

- **Talent Management and Organisational Development:**

- **Professional Development and Succession Planning:** Implemented leadership development programmes, training workshops, and mentorship opportunities to build internal capacity and ensure effective succession planning.
- **Employee Engagement and Retention:** Launched employee engagement surveys and wellness initiatives to foster a positive workplace culture, enhancing staff morale and retention rates.
- **Caymanian Empowerment:** Continued focus on recruiting and promoting Caymanians into leadership roles, reflecting the Ministry's commitment to local talent development.

- **Enhanced Financial Reporting and Management:**

- **Transparency and Accountability:** Strengthened financial reporting systems by integrating advanced financial management software, ensuring greater accuracy, transparency, and accountability in financial operations.

- **Budget Optimisation and Resource Allocation:**

- Improved budgetary processes and resource allocation mechanisms to optimise spending and enhance operational efficiency.

- **Audit and Compliance:**

- Maintained high standards of compliance with government regulations and conducted regular internal audits to safeguard financial integrity.



Legislative Planning and Policy Development:

- **Comprehensive Research and Analysis:** Supported the development of impactful legislation and policies through detailed research, data analysis, and stakeholder consultations.
- **Legislative Drafting and Review:** Collaborated with legal experts to draft, review, and refine legislation, ensuring alignment with national priorities and community needs.
- **Policy Implementation and Evaluation:** Facilitated the implementation and evaluation of new policies, ensuring effective execution and measurable outcomes.

Alignment with National Priorities:

- **Strategic Planning and Governance:** Aligned the Ministry's strategic objectives with national priorities and global best practices, ensuring relevance and strategic impact.
- **Effective Governance and Oversight:** Strengthened governance frameworks, enhancing oversight, risk management, and decision-making processes.
- **Performance Monitoring and Reporting:** Implemented robust performance monitoring and reporting mechanisms, ensuring transparency and accountability in achieving strategic goals.

Digital Transformation and Operational Efficiency

In 2024, the administration team prioritised digital transformation to enhance operational efficiency and service delivery.

Key Initiatives:

- **Digital Integration and Automation:** Introduced advanced digital tools and automation solutions to streamline administrative workflows, reducing processing times and enhancing service efficiency.
- **Data Security and Cybersecurity Enhancements:** Strengthened data security protocols and cybersecurity measures to protect sensitive information and ensure data integrity.
- **Digital Communication and Collaboration Platforms:** Adopted collaborative platforms and digital communication tools, facilitating seamless communication and collaboration across departments.



These digital transformation initiatives contributed to enhanced productivity, operational agility, and improved stakeholder engagement.

Governance, Risk, and Compliance

Governance, risk management, and compliance remained central to the administration team's strategic focus in 2024.

Key Achievements:

- **Governance and Oversight:** Strengthened governance structures, ensuring transparent decision-making, ethical leadership, and accountability across all initiatives.
- **Risk Management Frameworks:** Implemented comprehensive risk management frameworks to identify, assess, and mitigate potential risks to operational continuity and strategic goals.
- **Regulatory Compliance and Audit Integrity:** Maintained high compliance standards with government regulations, ensuring audit integrity and regulatory adherence.

These efforts reinforced the Ministry's commitment to ethical governance, operational resilience, and public trust.

Looking Forward:

Strategic Outlook for 2025

As the Ministry looks ahead to 2025, the administration team remains dedicated to driving operational excellence, strategic alignment, and sustainable growth.

Strategic Priorities for 2025:

- **Talent Management and Leadership Development:**
 - o Expanding leadership development programmes and succession planning to nurture future leaders and enhance internal capacity.
 - o Continuing to prioritise the recruitment and development of Caymanian talent to ensure local empowerment and community engagement.
- **Digital Transformation and Innovation:**
 - o Advancing digital transformation initiatives by integrating artificial intelligence, automation, and data analytics for enhanced operational efficiency and decision-making.
 - o Implementing digital platforms to enhance stakeholder engagement and public service delivery.
- **Enhanced Financial Management and Transparency:**
 - o Strengthening financial management practices, including advanced budgeting, forecasting, and reporting systems.
 - o Continuing to uphold high standards of transparency, accountability, and compliance in financial operations.



- **Policy Development and Legislative Advancements:**
 - o Facilitating the development of impactful legislation and policies aligned with national priorities and community needs.
 - o Enhancing public consultation and stakeholder engagement processes to ensure inclusive policy-making.
- **Strategic Governance and Risk Management:**
 - o Continuing to enhance governance frameworks, risk management, and compliance systems to ensure operational resilience and strategic impact.

The Ministry's administration team remains committed to supporting sound policies, clear legislation, informed decision-making, and prudent resource management. As the Ministry navigates the opportunities and challenges of the future, the administration team will continue to play a pivotal role in driving operational excellence, strategic growth, and community well-being.

Through strategic vision, operational agility, and ethical governance, the Ministry's administration team continues to build a resilient, prosperous, and sustainable future for the Cayman Islands.



Human Resources

2024 Annual Report – Human Resources

In 2024, the Ministry's Human Resources Department continued to play a pivotal role in building a world-class civil service, aligned with the **Deputy Governor's 5-Year Strategic Plan**. By attracting, developing, and retaining a diverse and high-performing workforce, the HR Department ensured business continuity and operational excellence through strategic talent management, robust succession planning, and enhanced employee engagement.

Adaptation and Support

Throughout 2024, the Human Resources Department demonstrated agility and resilience in adapting to the evolving needs of employees, providing them with timely resources, relevant information, and comprehensive support.

Key Achievements:

- **Flexible Work Arrangements:** Implemented hybrid work models and flexible scheduling to accommodate diverse employee needs while maintaining productivity and work-life balance.
- **Mental Health and Wellness Initiatives:** Launched wellness programmes, including mental health support, stress management workshops, and wellness challenges to promote a healthy and supportive work environment.
- **Enhanced Communication Channels:** Introduced digital communication tools and platforms, ensuring seamless information flow and employee connectivity across remote and in-office teams.

This adaptive approach was instrumental in maintaining workforce productivity, morale, and engagement during times of change.



Training and Development Achievements

2024 was marked by strategic investments in training and development, reinforcing the Ministry's commitment to continuous learning and professional growth.

Key Initiatives and Achievements:

- **Professional Development and Learning Opportunities:**
 - o **Financial Support and Encouragement:** Continued to provide financial support for employees pursuing professional development and educational opportunities aligned with their career goals and the Ministry's strategic objectives.
 - o **Customised Learning Paths:** Tailored training programmes were developed to enhance leadership skills, technical competencies, and cross-functional knowledge.
- **Leadership Development and Succession Planning:**
 - o Implemented leadership training programmes aimed at preparing high-potential employees for future leadership roles, ensuring strategic succession planning.
 - o Expanded mentorship programmes to foster knowledge transfer, career guidance, and personal growth.
- **Employee Engagement and Retention:**
 - o Launched engagement surveys and feedback mechanisms, actively incorporating employee feedback into policy enhancements and workplace improvements.
 - o Introduced rewards and recognition programmes to celebrate employee achievements and promote a positive workplace culture.

These initiatives reflect the Department's strategic focus on fostering a culture of continuous learning, professional growth, and employee engagement.

Departmental Highlights

2024 was characterised by key departmental advancements and training initiatives that underscored the Ministry's commitment to talent development and operational excellence.

- **Department of Agriculture:**
 - o **Agricultural Inspectors** participated in advanced courses on **Plant Quarantine Practices and Principles**, enhancing their capabilities in safeguarding the islands' agricultural sector.
 - o **Training in Sustainable Agriculture and Food Security** was conducted to align with the Ministry's strategic focus on sustainable development and food security.
- **Facilities Management Department:**
 - o **Internal Promotions and Talent Mobility:** Promoted several Caymanian staff members internally, continuing to build the team's managerial capacity and operational efficiency.



- o **Technical Training and Expertise Development:**

- **Senior Mechanical and Electrical Facilitator** attended the **Johnson Controls Training Institute** in Florida, gaining advanced technical skills in building management systems. **Deputy Director** completed training on the **Genetec platform** in Mexico, enhancing the Department's expertise in integrated security systems and operational safety.

- o **Cross-Departmental Learning and Secondment Opportunities:**

Facilitated cross-departmental learning and secondment opportunities, fostering knowledge sharing, professional development and broader organisational collaboration.

These departmental initiatives reflect the Ministry's strategic focus on capacity building, technical excellence, and leadership development.

Employee Recognition and Achievements

2024 was a year of exceptional achievements and recognition across the Ministry of Planning, Agriculture, Housing, Infrastructure, Transport and Development (PAHITD), reflecting the dedication, professionalism and commitment of our workforce in delivering strategic priorities and enhancing public service delivery for the people of the Cayman Islands.

Key Recognitions:

- **Chief Officer's Choice Award:**

- o The Ministry proudly recognised Andrea Fa'amoe as the recipient of the Chief Officer's Choice Award for June 2024. Andrea was acknowledged for her outstanding commitment to public service, leadership, professionalism and significant contributions to the Ministry's objectives. Her dedication continues to exemplify the values and standards of excellence upheld throughout the Ministry

- **Employee of the Year Award:**

- o **Martha Connolly** was honoured as the **Employee of the Year for 2024**, reflecting outstanding contributions to strategic initiatives and public service excellence.

- **Departmental Recognition and Team Achievements:**

- o **DVDL Customer Service Excellence:** Achieved a **96% customer satisfaction rating**, setting a benchmark for customer service excellence within the civil service.
- o **Facilities Management Team** was recognised for exceptional operational efficiency and innovative facility management practices.

These recognitions reflect the Ministry's commitment to celebrating excellence, fostering a culture of appreciation, and promoting employee engagement.

Human Capital Strategy and Workforce Empowerment

In 2024, the **Human Resources Department** implemented strategic initiatives to empower the workforce, promote diversity and inclusion, and enhance organisational culture.

Key Initiatives:

- **Diversity, Equity, and Inclusion (DEI) Strategy:**
 - o Launched the **DEI Strategy** aimed at promoting an inclusive workplace culture that values diversity, equity, and inclusion.
 - o Implemented DEI training programmes, awareness campaigns, and inclusive recruitment practices.
- **Employee Wellness and Mental Health Support:**
 - o Expanded wellness programmes, including mental health counselling, stress management workshops, and employee assistance programmes.
 - o Introduced wellness challenges, team-building activities, and flexible work arrangements to enhance employee well-being.
- **Workforce Engagement and Collaboration:**
 - o Promoted a collaborative workplace culture through team-building initiatives, community engagement activities, and social events.
 - o Launched the **Employee Engagement Platform**, enhancing communication, feedback collection, and employee connectivity.

These strategic initiatives reflect the Ministry's commitment to fostering an inclusive, supportive, and high-performing organisational culture.

Looking Forward: Strategic Outlook for 2025

As the Ministry looks ahead to 2025, the Human Resources Department remains dedicated to supporting the strategic growth and operational excellence of the Ministry.

Strategic Priorities for 2025:

- **Talent Management and Succession Planning:**
 - o Expanding leadership development programmes and succession planning initiatives to prepare future leaders and enhance internal capacity.
 - o Continuing to prioritise the recruitment and development of Caymanian talent to ensure local empowerment and community engagement.
- **Digital Transformation and HR Innovation:**
 - o Implementing advanced HR management systems for digital onboarding, performance management, and employee engagement.
 - o Leveraging data analytics and AI-driven insights for strategic workforce planning and decision-making.
- **Learning and Development Expansion:**
 - o Introducing competency-based training programmes, certification courses, and leadership coaching.
 - o Expanding professional development opportunities through strategic partnerships with educational institutions and industry experts.



- **Employee Well-being and Engagement:**

- o Enhancing employee well-being programmes, including mental health support, wellness challenges, and work-life balance initiatives.
- o Launching enhanced rewards and recognition programmes to celebrate employee achievements and promote a positive workplace culture.

The Human Resources Department remains committed to building a high-performing, motivated, and engaged workforce, ensuring that the Ministry continues to meet its strategic objectives and deliver exceptional public service.

Through strategic vision, talent empowerment, and operational agility, the Human Resources Department continues to build a resilient, inclusive, and world-class civil service for the Cayman Islands.



GOVERNMENT OF THE CAYMAN ISLANDS

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

FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 DECEMBER 2024

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

Financial Statements for the year ended 31 December 2024

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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 judgements 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 2024;
- (b) Fairly reflect the financial position as at 31 December 2024 and performance for the financial year ended 31 December 2024;
- (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.

Andrea Fa'amoe
Acting Chief Officer
Date:

Carrol A. Cooper
Chief Financial Officer
Date: 1 May 2026



Auditor General Report



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AUDITOR GENERAL'S REPORT

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

Opinion

I have audited the financial statements of the Ministry of Planning, Agriculture, Housing, Infrastructure, Transport and Development (the "Ministry"), which comprise the statement of financial position as at 31 December 2024 and the statement of financial performance, statement of changes in net assets/ equity and cash flow statement for the year ended 31 December 2024, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 9 to 44.

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

Basis for Opinion

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

Emphasis of Matter

As outlined in note 25 of the financial statements, the Cabinet authorised one supplementary appropriation for the Ministry under section 11(5) of the Public Management and Finance Act (PMFA), increasing its 2024 operating budget by \$450 thousand. Additionally, the Cabinet authorised supplementary funding of \$5.4 million for the Ministry for exceptional circumstances in accordance with section 12(1) of the Public Management and Finance Act (2020 Revision) ("PMFA"). A supplementary appropriations bill for the funding was not introduced in Parliament by 31 March 2025 as required by section 11(6) and section 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 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 Report

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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



Patrick O. Smith CPA, CFE
Auditor General

1 May 2026
Cayman Islands



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

Statement of Financial Position

As at 31 December 2024

Prior Year Actual (\$'000)		Note	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024(\$'000)	Variance (Orig. vs Actual) (\$'000)
	Current Assets					
3,382	Cash and cash equivalents	3	16,885	13,419	- 13,419	(3,466)
16,254	Trade receivables	4	7,140	7,543	7,543	403
4,405	Other receivables	4	646	1,707	1,707	1,061
2,603	Inventories	5	2,449	2,449	2,919	470
174	Prepayments	5b	188	207	207	19
26,817	Total Current Assets		27,308	25,795	25,795	(1,514)
	Non-Current Assets					
-	Trade receivables	4	-	154	154 2	154
26	Intangible assets	7	299	2	27,097	(297)
25,784	Property, plant and equipment	6	24,818	27,097	27,097	2,279
25,808	Total Non-Current Assets		25,117	27,253	27,253	2,136
52,623	Total Assets		52,425	53,049	53,049	624
	Current Liabilities					
587	Trade payables	8	1,639	287	287	(1,351)
4,454	Other payables and accruals	8	2,575	1,327	1,327	(1,247)
375	Unearned revenue	9	165	2,243	2,243	2,078
649	Employee entitlements	10	657	336	336	(321)
765	Repayment of surplus	11	937	2,041	2,041	1,104
6,831	Total Current Liabilities		5,973	6,235	6,235	263
6,831	Total Liabilities		4,044	6,235	6,235	2,192
45,797	Net Assets		46,452	46,813	46,813	361
	NET ASSETS/EQUITY					
38,593	Contributed capital		39,190	39,843	39,843	653
9,295	Revaluation reserve		9,295	9,295	9,295	-
(2,091)	Accumulated surpluses/(deficits)		(2,033)	(2,325)	(2,325)	(361)
45,797	Total Net Assets/Equity		46,452	46,813	46,813	316

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

Statement of Financial Performance

For the year ended 31 December 2024

Prior Year Actual (\$'000)		Note	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Revenue					
55,745	Sale of goods and services	13	58,727	56,643	62,446	(2,084)
-	Investment revenue		14	-	-	(14)
55,745	Total Revenue		58,741	56,643	62,446	(2,098)
	Expenses					
32,460	Personnel costs	14	34,656	37,294	36,952	2,639
21,885	Supplies and consumables	15	21,106	17,105	22,437	(4,000)
2,147	Depreciation & amortisation	6&7	2,472	2,232	2,232	(240)
321	Litigation costs	15b	360	10	823	(350)
16	Other gains and losses	16	(24)	2	2	26
56,829	Total Expenses		58,569	56,643	62,446	(1,926)
(1,084)	Surplus / (Deficit) for the year		172	-	-	(172)

The accounting policies and notes on pages 9-46 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 2024

	Contributed Capital (\$'000)	Revaluation Reserve (\$'000)	Accumulated Surplus/ (deficits) (\$'000)	Total (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
Balance at 31 December 2022 brought forward	34,297	9,295	(1,007)	42,585	36,013	36,013	(6,572)
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 of 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 ended December 2023			(1,084)	(1,084)	-	-	1,084
Total recognised revenues and expenses for the year	4,296	-	(2,091)	45,797	38,001	38,001	(7,796)
Balance at 31 December 2023 brought forward	38,593	9,295	(2,091)	45,797	38,001	38,001	(7,796)
Balance at 31 December 2023 brought forward	38,593	9,295	(2,091)	45,797	42,863	42,863	(2,934)
Prior Year Adjustments							
Prior Year Adjustments	-	-	58	58	-	-	(58)
Restated balance 31 December 2023	38,593	9,295	(2,033)	45,855	42,863	42,863	(2,992)
Changes in net worth for year ending December 2024							
Transfer of departments	(7)	-	-	(7)			7
Equity Investment from Cabinet	604	-	-	604	3,951	3,951	3,347
Surplus Payable to Cabinet	-	-	(172)	(172)	-	-	172
Net revenue / expenses recognised directly in net worth	597	-	(172)	425	3,5951	3,951	3,526
Surplus for the year ending December 2024	-		172	172	-	-	(172)
Total recognised revenues and expenses for the year	597	-	-	597	-	3,951	3,354
Balance at 31 December 2024 carried forward	39,190	9,295	(2,033)	46,452	42,863	46,813	361

The accounting policies and notes on pages 9-46 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 2024

Prior Year Actual (\$'000)			Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	CASH FLOWS USED IN/FROM OPERATING ACTIVITIES					
	<i>Receipts</i>					
37,214	Outputs to Cabinet		57,216	47,658	47,658	(9,559)
3,944	Outputs to other government agencies		2,449	2,218	2,218	(231)
7,768	Sale of goods and services - third party		9,309	6,692	6,692	(2,617)
-	Other receipts		-	76	76	76
	<i>Payments</i>					
(31,424)	Personnel costs		(34,933)	(37,294)	(37,294)	(2,362)
(21,876)	Supplies and consumables		(22,780)	(17,105)	(17,105)	5,674
-	Other payments		-	3	3	3
(4,375)	Net cash flows from operating activities		11,262	2,247	2,247	(9,015)
	CASH FLOWS USED IN INVESTING ACTIVITIES					
(2,185)	Purchase of property, plant and equipment		(1,892)	(3,951)	(3,951)	(2,059)
(2,185)	Net cash flows used in investing activities		(1,892)	(3,951)	(3,951)	(2,059)
	CASH FLOWS FROM / (USED IN) FINANCING ACTIVITIES					
2,879	Equity Investment from Org 40		4,133	3,951	3,951	(182)
2,879	Net cash flows from financing activities		4,133	3,951	3,951	(182)
(3,681)	Net decrease/increase in cash and cash equivalents		13,503	2,247	2,247	(11,257)
7,063	Cash and cash equivalents at beginning of year		3,382	11,173	11,173	7,791
3,382	Cash and cash equivalents at end of year	3	16,885	13,419	13,419	(3,466)

The accounting policies and notes on pages 9-44 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 2024

Note 1: Description and Principal Activities

The Ministry of Planning, Agriculture, Housing & Infrastructure (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. Following the General Elections in April 2021, the Ministry was restructured effective 1 July 2021,

now

Ministry of Planning, Agriculture, Housing and Infrastructure and comprises the following departments: Ministry Administration, Agriculture, Planning, Vehicle and Drivers’ Licensing, Public Works, Vehicle and Equipment Services, and Facilities Management.

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.

Reporting Period

The reporting period is the year ended 31 December 2024.



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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

New and revised accounting standards issued that are not yet effective for the financial year beginning 1 January 2024 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 that 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, by separately disclosing short-term lease and long-term lease liability.

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 is currently being assessed.

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 is currently being assessed.

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

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 is currently being assessed.

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

IPSAS 48, Transfer Expenses (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.

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

Changes in Accounting Policies

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

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 2024 are as presented in the 2024-2025 Budget Statements and were approved by Parliament. The budget was prepared based on the accrual accounting concept and the going concern basis.

(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).

Cabinet revenue is recognized at the monthly cost to produce the outputs agreed in the Annual Budget Statement for 2024. Other revenues are recognized at the fair value of services provided. Revenue earned but not yet received at year end is recorded as a receivable.

(e) Expenses

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

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

(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 in 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.

(h) Prepayments

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

(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 weighted average 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 measured at the lower of cost and net realizable value. Cost is determined using the first-in first-out (FIFO) method.

The Ministry holds biological assets for breeding purposes and are valued based on fair value less cost to sell in keeping with IPSAS 27.

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

(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 assets carrying amount.

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.

Asset Type

Estimated Useful life

• 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 2024

Note 2: Significant Accounting Policies (continued)

Impairment

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the year end. Assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable 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 2024

Note 2: Significant Accounting Policies (continued)

(l) Financial Instruments (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 year 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) Financial Instruments

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

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.

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

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.

(p) 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 2024

Note 2: Significant Accounting Policies (continued)

(q) 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.

(r) 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.

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 3: Cash and Cash Equivalents

The Ministry's cash and cash equivalents as at the end of the twelve months was \$16.9 million, which was 26% above the budget. This includes \$6 million which the Ministry placed on the Ministry of Finance's Treasury Deposits. The deposit is for ninety days and was allowed to roll-over.

Although cash and cash equivalents at 31 December 2024 are subject to the expected credit loss requirements of IPSAS 41, no allowance has been recognised as the estimated allowance is negligible due to the high credit quality of the counterparty banks.

Prior Year Actual	Description	Foreign Currency	Exchange Rate	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
11	Cash on hand (IRIS Confirmation Account/Petty Cash)			11	10	10	(1)
78	Cash in transit (IRIS Remittance Account)			52	135	135	83
1,684	CI\$ Operational Current Account held at Royal Bank of Canada			10,280	9,285	9,285	(995)
617	US\$ Operational Current Account held at Royal Bank of Canada	647	0.8375	542	379	379	(162)
992	Payroll Current Account held at Royal Bank of Canada			-	3,610	3,610	3,610
-	Internal Treasury Deposits			6,000	-	-	(6,000)
3,382	TOTAL			16,885	13,419	13,419	(3,466)

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 4: Trade and Other Receivables

Trade receivables

Trade receivables as at the end of the year were \$402 thousand below the budget. At the end of the year, the Ministry had only one month (December 2024) of Cabinet revenue outstanding.

Trade receivables are amounts due from customers for items sold or services performed in the ordinary course of business. Trade receivables and other receivables comprised 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 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
898	Sale of goods and services	489	4,374	4,374	3,885
16,741	Outputs to Cabinet	6,867	4,866	4,866	(2,001)
17,639	Total trade receivables	7,356	9,240	9,240	1,884
(1,385)	Less: expected credit losses	(216)	(1,544)	(1,544)	(1,328)
16,254	Net trade receivables - (due in one year)	7,140	7,697	7,697	556

Prior Year Actual (\$'000)		Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Current				
12,338	Past due 1-30 days	6,863	7,350	7,350	487
3,916	Past due 31-60 days	53	-	-	(53)
-	Past due 61-90 days	8	-	-	(8)
-	Past due 90 and above	216	192	192	(24)
	Non-Current	7,140	7,543	7,543	402
-	Past due 1 year and above	-	154	154	154
16,254	Total	7,140	7,697	7,697	556

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 4: Trade and Other Receivables (continued)

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

Descriptio n	2023 (\$'000)	2024 (\$'000)
Allowanceforcredit losses as at 1 January	(1,342)	(1,385)
Revision inloss allowance made during the year	(1,214)	107
Receivableswritten off during the year	1,171	1,062
Balance at31December	(1,385)	(216)

As at 31 December 2024, ECL resulting from full provisioning for balances over 90 days past due amounted to \$216 thousand (2023: \$1,385 thousand).

There have been no changes during the reporting year 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 2024

Note 4: Trade and Other Receivables (continued)

Other receivables

Other receivables amounted to just \$646 thousand, which is largely the amount outstanding from Cabinet for Equity Injection (EI) in respect to the acquisition of fixed assets.

Prior Year Actual (\$'000)	Other Receivables	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
-	Advances (salary, Official Travel, etc.)	(11)	17	17	27
10	Dishonoured cheques	13	7	7	(5)
-	Interest receivable	14	-	-	(14)
42	Inter-entity Due from	-	-	-	-
5,115	Other	1,483	1,683	1,683	200
5,167	Total other receivables	1,499	1,707	1,707	208
(762)		(854)			896
4,405		646			1,061

Prior Year Actual (\$'000)	Less: allowance for expected credit losses	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Net other receivables		1,707	-	
	Current			1,707	
90	Past due 1-30 days	631	1,707	1,707	1,076
16	Past due 31-60 days	14	-	-	(14)
11	Past due 61-90 days	-	-	-	-
4,289	Past due 90 and above	-	-	-	-
4,405	Total	646	1,707	1,707	1,061

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 has been estimated to be negligible. These have a low risk of default due to the Cayman Islands Government's high credit rating, and absence of historical losses on amounts due.

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

Notes to the Financial Statements

For the year ended 31 December 2024

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	2023 (\$'000)	2024 (\$'000)
Allowance for credit losses as at 1 January	(659)	(762)
Revision in loss allowance made during the year	(103)	(92)
Balance at 31 December	(762)	(854)

As at 31 December 2024, ECL resulting from full provisioning for balances over 90 days past due amounted to \$854 thousand (2023: \$762 thousand). Specific ECL for provisioning amounted to \$62 thousand (2023: 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 2024

Note 5: Inventories

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
2,555	Inventory held for use in the provision of goods and services	2,377	2,919	2,919	542
47	Biological asset	72	-	-	(72)
2,603	Total	2,449	2,919	2,919	470

Inventory held at the end of the financial year was \$470 thousand less than budgeted. The balance of \$2.4 million included \$772 thousand for the Department of Vehicle and Equipment Services with respect to spare parts and fuel at the end of the financial year. The balance also included \$467 thousand held by the Department of Agriculture for agricultural supplies, \$427 thousand in spare parts held by Facilities Management, and \$530 thousand for licence plates held by the Department of Vehicle Licensing.

The biological assets represent cattle held by the Department of Agriculture for breeding purposes, which was valued \$72 thousand at the end of the financial year. See reconciliation below:

	No.	Fair value less cost (@ ~60% of live weight)	(\$'000)
Heifers/cows (Red Poll cow)	19	2	35
Mature Red Poll bulls	3	4	12
1 female calf @ - one week old	1	0.10	0.10
Balance at 1 January 2024			47
Deaths - Heifers/cows (Red Poll cow)	2		43
New born:			
Red Poll Bull at 1 year 1 month.	1	1,551	2
Red Poll Female calves at 6 months	5	786	4
Male calves at ~6 months	8	808	6
			12
Gain on value based on fair value:			
Heifers/cows (Red Poll cow)	17	.7	12
Mature Red Poll bulls	3	1	3
Red Poll Heifer at 1 year old	1	1	1
Balance at 31 December 2024			72



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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 5b: Prepayments

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
174	Accrued Prepayments	188	207	207	19
174	Total	188	207	207	19

Prepayments as at the end of 2024 was \$188 thousand, resulting in a budget variance of only \$19 thousand. Prepayments included payments for various software licences, including the vehicle registration system and various services contracts.

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

Notes to the Financial Statements

For the year ended 31 December 2024

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 2023	Final Budget 2023	Variance (Orig vs Actual)
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	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)	-	-	(1024)	-	-	1,024
Adjustment	-	-	-	-	3	-	-	-	4	7	-	-	(7)
Transfer out	-	-	-	-	-	-	-	-	(117)	(117)	-	-	117
Transfer in	-	-	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)

	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 2024	Final Budget 2024	Variance (Orig vs Actual)
Balance as at 1 January 2024	2,211	25,275	352	1,214	685	164	5,780	21	1,551	37,255	34,584	34,584	(2,673)
Additions	49	94	25	99	45	-	889	-	630	1,828	3,951	3,951	2,123
Disposals and Derecognition	(2)	-	-	(71)	(13)	-	(475)	-	-	(562)	-	-	562
Adjustment	-	-	-	-	(3)	-	-	-	(52)	(55)	-	-	55
Transfers relating to construction in progress	29	543	109	30	7	-	97	-	(1,157)	(343)	-	-	343
Balance as at 31 December 2024	2,287	25,912	486	1,272	720	164	6,289	21	971	38,123	41,237	41,237	3,116



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

Notes to the Financial Statements

For the year ended 31 December 2024

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 2023	Final Budget 2023	Variance (Orig vs Actual)
Balance as at 1 January 2023	1,083	2,617	188	1,028	547	187	4,439	20	-	10,109	10,109	10,109	-
Transferin	-	-	42	21	25	-	80	-	-	168	-	-	(168)
Adjustment	1	1,499	-	-	-	-	104	-	-	105	-	-	(105)
Depreciation Expense	149	-	24	106	60	2	274	-	-	2,115	1,845	1,845	(270)
Eliminate on Disposal or Derecognition	(162)	-	(134)	(207)	(107)	(40)	(374)	-	-	(1,023)	-	-	1,023
Balance as at 31 December 2023	1,069	4,116	120	949	525	148	4,522	20	-	11,473	11,954	11,954	(481)

	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 2024	Final Budget 2024	Variance (Orig vs Actual)
Balance as at 1 January 2024	1,069	4,116	120	949	525	148	4,522	20	-	11,473	11,954	11,954	(481)
Transferin	-	-	-	2	-	-	41	-	-	44	-	-	(44)
Adjustment	-	1,551	-	-	-	-	(38)	-	-	(38)	-	-	38
Depreciation Expense	170	-	37	151	61	2	415	-	-	2,387	2,186	2,186	(201)
Eliminate on Disposal or Derecognition	(2)	-	-	(71)	(13)	-	(475)	-	-	(561)	-	-	561
Balance as at 31 December 2024	1,240	5,669	158	1,031	572	150	4,502	20	-	13,307	14,140	14,140	834

Net Book value 31 December 2023	1,139	21,159	231	266	160	15	1,257	1	1,550	25,784	25,332	25,332	(447)
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Net Book value 31 December 2024	1,047	20,244	328	242	148	14	1,823	1	971	24,818	27,097	27,097	2,279
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MINISTRY OF PLANNING, AGRICULTURE, HOUSING, INFRASTRUCTURE, TRANSPORT & DEVELOPMENT

Notes to the Financial Statements

For the year ended 31 December 2024

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 2024

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 2024

Note 7: Intangible Assets

Intangible Assets: cost	Computer Software	Total	Original Budget 2023	Final Budget 2023	Variance (Orig. vs Actual)
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
	Computer Software	Total	Original Budget 2024	Final Budget 2024	Variance (Orig. vs Actual)
Balance as at 1 January 2024	1,110	1,110	1,111	1,111	1
Additions	11	11	-	-	(11)
Transfer related to construction in progress	343	343			(343)
Balance as at 31 December 2024	1,464	1,464	1,111	1,111	(353)

Accumulated Depreciation and impairment losses	Computer Software	Total	Original Budget 2023	Final Budget 2023	Variance (Orig. vs Actual)
Balance as at 1 January 2023	1,034	1,034	995	995	(37)
Transfers	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
	Computer Software	Total	Original Budget 2024	Final Budget 2024	Variance (Orig. vs Actual)
Balance as at 1 January 2024	1,084	1,084	1,062	1,062	(21)
Transfer in (reorganization)	(3)	(3)	-	-	3
Amortisation Expense	84	84	46	46	(38)
Balance as at 31 December 2024	1,165	1,165	1,108	1,108	(57)
Net Book value 31 December 2023	26	26	1,130	1,130	1,104
Net Book value 31 December 2024	299	299	2	2	(297)

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 8: Trade Payables, Other Payables and Accruals

Prior Year Actual (\$'000)		Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
348	Creditors	1,550	287	287	(1,263)
239	Creditors Ministries/Portfolios	88	-	-	(88)
587	Sub-total	1,639	287	287	(1,351)
3	Payroll deductions	-	12	12	12
4,386	Accrued expenses	2,557	750	750	(1,807)
56	Inter-entity due to	14	120	120	106
8	Other payables	3	445	445	442
4,454	Sub-total	2,575	1,327	1,327	(1,247)
5,041	Total trade payables other payables and accruals	4,213	1,614	1,614	(2,599)

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

Trade creditors included \$1.1 million being held for executive planning fees. Once these planning revenues are recognized, the funds will be transferred to the executive org.

Accrued expenses as at 31 December 2024 exceeded the budget by \$1.8 million and included \$221 thousand in settlement cases.

Note 9: Unearned Revenues

Prior Year Actual (\$'000)	Details	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
375	Other unearned revenue	165	2,243	2,243	2,078
375	Total unearned revenue	165	2,243	2,243	2,078

Unearned revenue at the end of the year mainly included deposits held by the Department of Planning for planning fees. The budget was higher than the actual amount held by \$2.1 million, as in the past, significant deposits were generally held by the Department of Planning. The amounts being held have now reduced in line with the completion of those projects. However, unearned revenue included amounts relating to future executive revenue.

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 10: Employee Entitlements

Prior Year Actual (\$'000)		Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
49	Comp time	67	3	3	(64)
531	Annual leave accrual	479	487	487	8
21	Accrued salaries	62	-	-	(62)
49	Pension	49	(154)	(154)	(203)
649	Total current portion	657	336	336	(321)
649	Total employee entitlements	657	336	336	(321)

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

The Ministry had surplus payable of \$937 thousand at the end of the financial year.

Note 12: Revenue from Non-Exchange Transactions

During the twelve months ended 31 December 2024, 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 twelve months ended 31 December 2024 (2023: \$nil).

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 13: Sales of Goods & Services

Prior Year Actual (\$'000)	Revenue type	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
45,173	Outputs to Cabinet	48,146	47,658	53,461	(488)
2,223	Outputs to other government agencies	2,210	2,218	2,218	8
3,992	Fees and charges	4,101	4,210	4,210	109
2,829	General sales	3,024	2,437	2,437	(587)
27	Rentals	85	45	45	(40)
1,501	Other	1,161	76	76	(1,085)
55,745	Total sales of goods and services	58,727	56,643	62,446	(2,084)

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 2024 financial year, Cabinet revenue was \$488 thousand more than the original budget. However, the Ministry ended the year within its Final Budget, which included \$2.3 million in supplementary funding for agricultural supplies.

For the twelve months ended 31 December 2024, Cabinet provided 82% of the Ministry's funding, while 14% was generated from trading with the public and the remaining 4% from inter-government trading.

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 14: Personnel costs

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
23,974	Salaries, wages and allowances	26,333	27,257	26,915	924
6,425	Health care	6,975	8,247	8,247	1,272
1,195	Pension	1,300	1,462	1,462	162
82	Leave	(27)	206	206	233
650	Severance pay	-	-	-	-
135	Other personnel related costs	75	122	122	47
32,460	Total Personnel Costs	34,656	37,294	36,952	2,639

For the year ended 31 December 2024, personnel costs were below budget amount by \$2.6 million. This was mainly due to unfilled budgeted vacant posts existing during the course of the year, as well as health care costs budgeted at a higher risk profile than actual.

Note 15: Supplies and consumables

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
10,502	Supplies and materials	10,226	8,846	11,603	(1,380)
5,964	Purchase of services	6,488	4,471	6,791	(2,017)
268	Lease of property and equipment	285	284	284	(1)
2,619	Utilities	2,580	2,432	2,687	(148)
172	Interdepartmental expenses	194	198	198	4
295	Travel and subsistence	461	215	215	(246)
401	Recruitment and training	387	408	408	22
1,662	Other	485	252	252	(234)
21,885	Total Supplies & consumables	21,106	17,105	22,437	(4,000)

For the year ended 31 December 2024, the Ministry spent \$4.0 million or 23% more than the budget in respect to supplies and consumables. Agriculture supplies and NICE Programme accounted for \$2.9 million of this variance. The balance of the variance is attributable to utilities, security services, travel and software services. However, the Ministry was well within the Final Budget, which included supplementary funding of \$2.3 million for agricultural supplies and \$1.1 million for the NICE Programme.

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 15b: Legal Fees

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
321	Legal Fees	360	10	823	(350)
321	Total Litigation cost	360	10	823	(350)

The Attorney General's Office provides litigation services to the Ministry. However, during the year ended 31 December 2024, the use of legal services from outside of the Government was authorised by the Attorney General's Office. The costs of these services were \$360 thousand and relates to a legal case undertaken by the Planning Department. A supplementary budget of \$813 thousand was received for this purpose.

Note 16: (Gains) /Losses

Prior Year Actual (\$'000)		Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
1	Net (gain) / loss on disposal of property, plant and equipment	(39)	-	-	39
-	(Gain)/Loss on Derecognition of Assets	12	-	-	(12)
15	Net (gain)/loss on foreign exchange transactions	3	2	2	(1)
16	Total gains/ (losses)	(24)	2	2	26

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

Notes to the Financial Statements

For the year ended 31 December 2024

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, are defined as the chief officer and deputies, the chief HR officer, the 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.

The below represents remuneration to the Ministry's key management personnel.

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024	Variance (Orig. vs Actual) (\$'000)
4,632	Salaries & other short-term employee benefits	4,751	4,550	4,550	201
650	Severance benefits	-	-	-	-
5,282	Total	4,751	4,550	4,550	201

Number of key management personnel as at 31 December 2024: 32 (2023: 32).

There were no loans granted to key management personnel or their close relatives during the year (2023: \$nil).



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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 18: Segment Reporting

	Public Transport Unit		Agriculture		Planning		Facilities Management		Public Works		Vehicle & Drivers' Licensing		Vehicle & Equipment Services		Ministry Administration		CONSOLIDATED	
	Jan-April-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024
	\$'000		\$'000		\$'000		\$'000		\$'000		\$'000		\$'000		\$'000		\$'000	
Revenue																		
Outputs from Cabinet	575	977	9,820	10,389	5,091	5,508	5,333	5,505	13,849	13,969	1,950	1,881	4,241	4,28	4,314	5,631	45,172	48,146
Outputs - Other gov't agencies		0	18	75	1	(219)	211	283	121	106		0	1,872	6		14	2,223	2,259
Other revenue	9	15	3,003	3,099	504	856	21	75	816	883	3,368	3,400	179	2,000	448	9	8,348	8,337
Total Revenue	583	993	12,841	13,563	5,596	6,145	5,565	5,863	14,786	14,958	5,318	5,281	6,292	6,286	4,762	5,654	55,744	58,741
Expenses																		
Personnel	537	819	5,397	5,362	4,333	4,788	1,279	1,571	11,573	11,783	3,361	3,551	2,538	2,530	3,442	4,251	32,460	34,656
Supplies & Consumables	109	149	6,860	7,385	1,253	1,249	4,301	4,264	2,733	2,622	1,610	1,358	3,270	3,198	914	1,216	21,050	21,441
Depreciation	19	25	616	654	67	108	54	27	427	553	348	434	484	503	132	169	2,147	2,472
Debt write off			191				61		101						819		1,172	-
Total Expenses	665	993	13,064	13,400	5,653	6,145	5,695	5,863	14,834	14,958	5,318	5,343	6,292	6,232	5,307	5,636	56,829	58,569
Surplus/(Deficit) from Operating Activities	(82)	-	(223)	162	(57)	0	(130)	-	(48)	0	0	(62)	0	54	(545)	19	(1,085)	172
Assets																		
Current Assets	3	107	4,409	3,406	1,847	935	2,124	938	5,120	2,008	1,583	697	2,677	1,893	8,702	17,324	26,499	27,308
Fixed Assets	7	20	5,763	5,342	210	271	45	29	5,127	5,909	3,125	2,627	10,000	9,582	1,493	1,334	25,808	25,114
Total Assets	10	127	10,172	8,749	2,057	1,206	2,169	967	10,247	7,917	4,708	3,324	12,677	11,475	10,195	18,658	52,307	52,422
Liabilities																		
Current Liabilities	(32)	(31)	(1,280)	(1,062)	(1,463)	(1,649)	(573)	(482)	(1,288)	(697)	(359)	(163)	(115)	(343)	(1,721)	(1,546)	(6,831)	(5,973)
Total Liabilities	(32)	(31)	(1,280)	(1,062)	(1,463)	(1,649)	(573)	(482)	(1,288)	(697)	(359)	(163)	(115)	(343)	(1,721)	(1,546)	(6,831)	(5,973)

The Ministry's segments for the financial year ended 31 December 2024 were based on services provided by the Department of Agriculture, Department of Planning, Facilities Management, Public Works, Department of Vehicle & Drivers' Licensing, Department of Vehicle & Equipment Services, Public Transport Unit, and the Ministry Administration.

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 20: Financial Instruments Risks

Credit risk

At 31 December 2024, the Ministry held various sums in financial instruments represented by cash and cash equivalents with 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 and 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 expose the Ministry to credit risk include 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 the 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 the trade receivables note for more information on credit risk disclosures for ECL on Trade Receivables.

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Notes to the Financial Statements

For the year ended 31 December 2024

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 Canada (RBC), which has an S&P Global Ratings of AA-.

Currency and interest rate risk

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

Liquidity risk

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

All of the Ministry's 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 2024 (2023: \$nil).

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 obligations as they become due is low and that the Ministry will continue as a going concern for the foreseeable future.

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 24: Budget Period

The government operates a budget period of appropriation covering two financial years. Under section 9(5), of the 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 2024 and 2025 financial years.

During 2024, there were no budget brought forward from 2025. However, the unused appropriation of \$4.7 million at the end of 2024 will be carried over to 2025.

Details are provided below:

Appropriation Group	Balance on 2024 Appropriation (\$'000)
PAH 1- Advice and Support to the Minister	530
PAH 10-Management of Government Properties	383
PAH 11-Procurement and Maintenance of Government Fleet	441
PAH 14-Management of Planning Applications	953
PAH 16 - Licensing of Drivers and Vehicles	96
PAH 24 - Agriculture Support and Regulatory Services	1,974
PAH 26 -Public Transport Services	67
PAH 27 - Facilities Management (GAB)	275
TOTAL carried forward to 2025	4,719



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Notes to the Financial Statements

For the year ended 31 December 2024

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).

Description	Operating Budget (\$'000)
Original budget	56,643
Section 11(5)	450
Section 12	5,353
Final Budget	62,446

The section 11(5) approval was granted for \$450 thousand to support the NICE Programme held in January 2024.

Additionally, the Agriculture Department received a section 12 approval of \$2.4m to address the rising costs of agricultural supplies.

Details are provided below:

Section 11(5)

Appropriation	Description	(\$'000)
PAH 10 - Management of Government Properties	NICE funding 8-19th April	450
		450

Section 12

Appropriation	Description	(\$'000)
PAH 1- Advice and Support to the Minister	Future of Public Transport (consultancy)	300
PAH 24 - Agriculture Support and Regulatory Services	Agricultural Supplies	2,362
PAH 11-Procurement and Maintenance of Government Fleet	Fuel - \$200k and maintenance - \$74k	274
PAH 14-Management of Planning Applications	Legal expenses (CPA vs NCC)	713
PAH 10-Management of Government Properties	Maintenance needs for RPCU (PWD)	357
PAH 16 - Licensing of Drivers and Vehicles	Software license fees-\$198k, License plates-\$115k	313
PAH 1- Advice and Support to the Minister	HR Review consultancy	250
PAH 27 - Facilities Management (GAB)	Maintenance, utilities, janitorial, paper	784
		5,353

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

Notes to the Financial Statements

For the year ended 31 December 2024

Note 26: Explanation of Budget Variances

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

	Actual (\$'000)	Budget (\$'000)	Variances (\$'000)	Var. (%)	Explanation 2024
Statement of Financial Performance					
Sale of goods and services	58,741	56,643	2,098	4%	Increased Cabinet revenue to cover NICE Programme, agricultural supplies, utilities and legal fees.
Personnel costs	34,656	37,294	2,639	7%	This variance is primarily due to vacant positions, with 32% of it attributed to unfilled posts in the Agriculture Department.
Supplies and consumables	21,106	17,105	(4,000)	-23%	This was largely due to the high demand for agricultural supplies, legal expenses and utilities. In addition, net bad debts of \$984k were written-off.
Depreciation & Amortisation	2,472	2,232	(240)	-11%	Largely due to the increased depreciation of buildings resulting from increased valuation costs.
Litigation costs	360	10	(350)	-3,500%	The Planning Department incurred unbudgeted costs for external legal services. However, the department received supplementary funding of \$813 thousand to cover these expenses.

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Notes to the Financial Statements

For the year ended 31 December 2024

Note 26: Explanation of Budget Variances (continued)

	Actual (\$'000)	Budget (\$'000)	Variances (\$'000)	Var. (%)	
Statement of Financial Position					
Cash and cash equivalents	16,885	13,419	(3,466)	-26%	During 2024, the Ministry invested \$6 million in Treasury Deposits.
Trade receivables	7,140	7,543	402	5%	The Ministry had only one month of Cabinet revenue outstanding at year-end.
Other receivables	646	1,707	1,061	62%	Other receivables were mainly outstanding from Cabinet for Equity Injection (EI) in respect to the acquisition of fixed assets, which were received in 2024.
Inventories	2,449	2,919	470	16%	Inventories were only \$200 thousand lower than the previous year. The DOA was restricted with purchases towards the end of the year.
Prepayments	188	207	19	9%	This included payments in relation to the vehicle registration system and other service contracts.
Intangible Assets	299	2	(297)	- 14,850%	The DVES inventory software and DVDL software were transferred out from 2023 WIP.
Property, plant and equipment	24,815	27,097	2,283	8%	The capital projects for DVDL and AGR \$2.9 million were unable to move forward. DVDL's due to staffing challenges, and the AGR project is now at the design consultancy stage.
Trade payables	1,639	287	(1,351)	-471%	This represents unpaid invoices received towards the end of the year and too late to have been paid.
Other payables and accruals	2,575	1,327	(1,247)	-94%	This included liabilities for which invoices were not received on time to be booked and paid.
Unearned revenue	165	2,243	2,078	93%	The PWD has modified its approach to managing SLAs, which resulted in the high levels of unearned revenue normally carried. In addition, less deposits were being held for planning fees compared to the past.
Surplus Payable	937	2,041	1,104	54%	Surplus being carried from the prior year.
Cash Flow Statement					
Cash from Operating Activities	11,262	2,247	(9,015)	-401%	September to December 2023 Cabinet revenue was collected in the first quarter of 2024
Cash from Investing Activities	(1,892)	(3,951)	(2,059)	52%	The capital projects for DVDL and AGR were unable to move forward. DVDL's due to staffing challenges and the AGR project is now at the design consultancy stage.
Cash from Financing Activities	4,133	3,951	(182)	-5%	Actual represents the 2023 Equity investment collected.

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Notes to the Financial Statements

For the year ended 31 December 2024

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				
1,327	Property, plant and equipment	412	-	-	412
1,327	Total Capital Commitments	412	-	-	412
	Operating Commitments				
483	Other operating commitments	485	95	-	580
148	Lease Commitments	221	331	-	552
631	Total Operating Commitments	706	426	-	1,132
1,958	Total Commitments	1,118	426	-	1,544

Capital Commitments

The Ministry had capital commitments at the end of the 2024 fiscal year in respect to purchase of vehicles, conference room facilities and standby generator.

Operating Commitments

The main component of the Ministry's operating commitment relates to contractual arrangements services, various software and leases.

Note 28: Subsequent Events

The Government implemented a 5% COLA effective 1 January 2025.

Following the General Elections in April 2025, the Ministry was restructured to include the Department of Lands and Survey, and the Public Lands Commission. The Ministry was renamed "the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure".

Management is not aware of any other events after the reporting date which will have an impact on the financial statements at 31 December 2024.

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



Legal Framework (Cont'd)

- 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.



Internal and External Audit Updates

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

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