



**Ministry of District
Administration & Lands**
Cayman Islands Government

Annual Report and Financial Statements

(2023 Financial Year)

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Pursuant to Section 44 of the Public Management and Finance Act (2020 Revision), this report provides a comprehensive review of the performance, achievements and financial activities of the MDAL of District Administration and Lands, for the year ended 31 December 2023. The financial statements appended to this report comply with the International Public Sector Accounting Standards and provide explanations for variances between actual and budgeted performance.

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Introduction

Hon. Juliana O'Connor-Connolly, JP, MP

Minister of District Administration and Lands

As we reflect on the year 2023, it is with great pride that I present the annual report of the Ministry of District Administration and Lands (MDAL). This document serves as a testament to our commitment to transparency, accountability, and the relentless pursuit of excellence in serving the people of the Cayman Islands.

Since its inception on 1st July 2021, MDAL has remained steadfast in its mission to provide strategic direction, governance, and support to the diverse range of departments, units, boards, and agencies under its purview. Our core priorities of bolstering governmental operations in Cayman Brac and Little Cayman, optimizing land-related services, and enhancing overall citizen and company experiences have guided our actions throughout the year.

In the realm of financial governance, MDAL has achieved significant milestones. Once again, the Department of Lands and Survey exceeded revenue targets from the collection of CI \$92.67 million in stamp duty revenue (exceeded budget by CI\$14 million), showcasing robust financial performance despite operating below maximum staffing capacity. We take great pride in maintaining good governance practices, as evidenced by the consecutive unqualified audit opinions received from the Office of the Audit General since our inception. While challenges such as inflation and global economic shifts have tested our resilience, prudent financial management has ensured that we operate within budgetary constraints while delivering value for money.

The commitment to enhancing communication between Grand Cayman and the Sister Islands was evident through a significant increase in inter-island trips, totaling over 45 trips, aimed at engaging District Administration staff and the wider Sister

Islands community. Initiatives like in-depth visits by the newly appointed Governor, Her Excellency Jane Owen, quarterly visits by the Senior Leadership Team to Cayman Brac, and investments in talent development highlight our dedication to supporting and empowering our team members across all islands. Additionally, progress continued on establishing a space and program for adult learning and development for individuals with special needs or disabilities in the Sister Islands. By the end of 2023, the center was 95% completed, with senior staff recruitment nearing completion.

Recognising the challenges faced by many Caymanians in realizing the dream of land ownership, our Ministry progressed to the next phase of the East End subdivision affordable land lots program and the Sister Islands Affordable Homes program. The launch and promotion of these programmes aim to allocate 41 affordable land lots and 9 affordable homes to eligible Caymanians. Distribution of these land lots and housing units is scheduled for 2024.

In summary, the year 2023 has been marked by significant accomplishments, despite the challenges posed by a dynamic operating environment. As we move forward, MDAL remains committed to its mandate of serving the people of the Cayman Islands with integrity, innovation, and excellence.

I extend my heartfelt gratitude to all MDAL staff, stakeholders, and partners for their unwavering support and dedication. Together, we will continue to chart a path towards a prosperous and sustainable future for the Cayman Islands.



Executive Summary

Wilbur Welcome

Chief Officer (*Acting*)

It is with great satisfaction that I present the executive summary of the Ministry of District Administration and Lands (MDAL)'s annual report in reflection of the fiscal year 2023. Throughout the year, MDAL has remained steadfast in its commitment to providing strategic direction, governance, and support to the 11 departments, units, boards, and agencies under its jurisdiction. Furthermore, MDAL has demonstrated its commitment to align all outcomes with the strategic broad outcomes and specific actions set by the Cayman Islands Government's Strategic Policy Statement 2024-26. Across departments, notable achievements have been realised. The Core Ministry provided crucial strategic direction and governance, supporting the operations of underlying departments and agencies. Each department and unit have reported key successes in alignment with the strategic objectives and goals set by the core ministry, in collaboration with the underlying heads of departments. To demonstrate the synergies between the CIG's broad outcomes, our strategic objectives and outcomes, this annual report provides highlighted achievements from each section, relative to the strategic objectives set for the year 2023.

Governance

Financially, MDAL has maintained a strong footing, demonstrating prudent fiscal management despite the challenges posed by inflationary pressures and global economic shifts. The ministry successfully operated within the approved budget, leveraging available resources to deliver value for money. Notably, MDAL received consecutive unqualified audit opinions, underscoring its commitment to good governance practices in financial management. MDAL received a clean (unqualified) audit opinion for the fiscal year 2022. HR Connect Folder was created in 2022 and has since been updated on 2023 with all HR Personnel Circulars, updated policies, code of conduct and CIG Core Competencies. Capital Projects completed a total of 19 business cases, and all over \$100K with approval of the Entity Procurement Committee (EPC) and the Public Procurement Committee (PPC) for projects \$250K and over. Efforts in managing capital projects were

effective, with a focus on completing key building projects in the Sister Islands and advancing preliminary activities for future construction projects. The policy-making team prepared a total of 127 Cabinet papers to support the Minister towards understanding the complexities of policy issues, weigh different perspectives, and assess potential outcomes, ultimately aiding in the formulation of effective policies and decisions aligned with government objectives and priorities.

Leadership:

MDAL is a nurturing ministry where numerous opportunities for secondments, acting roles, or additional duties arose due to the multi-faceted nature of the subject areas and the small team complement. High employee engagement scores for 2023, notably 95% for the core ministry, evidenced this. Weekly Senior Leadership collaborative meetings were held, along with monthly Head of Unit/Section collaborative sharing and learning meetings. Monthly staff meetings allowed leaders to interact and engage with the team. Quarterly team-building activities were regular features of the Ministry, mirroring HOD's efforts to build a team culture.

Communication:

With the aim of bridging the gap between the Sister Islands and Grand Cayman, MDAL successfully completed over 45 trips to the Sister Islands. The minimum goal of quarterly visits by the Senior Leadership Team members was met. The Communications function played a pivotal role in enhancing public trust and engagement through targeted communication campaigns and informative communiques, significantly contributing to the successful implementation of key programs, policies, and legislation. Notably, 2024 would see the delivery of the ministry's first major national campaign for the launch of the Shoreline Interactive Map. The uptake in staff meetings and updates of the HR Connect Folder facilitated better internal communications, fostering better engagement and communication among MDAL staff.



(From left-to-right) Water Authority's Deputy Director-Tom van Zanten and Director-Dr. Gelia Frederick van-Genderen, Hon. Juliana O'Connor-Connolly and ACO Wilbur Welcome conduct site visit to inspect infrastructural works.

Talent Development:

MDAL's commitment to staff performance and development remained unwavering. With the creation of key positions such as the Human Resources Manager post and the diligent efforts of the HR unit, operational efficiency was enhanced, fostering a culture of continuous improvement and preserving institutional knowledge through good succession planning. Extraordinary Caymanian employees were appointed to senior leadership roles, with the Senior Leadership team being 85% Caymanian. Key positions were successfully recruited to enhance operational efficiency and compliance with HR legislation. Initiatives to promote staff development, including personal development plans and talent development programs, were also implemented. The Department of District Administration strengthened operational capacity through strategic HR initiatives, including recruitment efforts and engagement with leadership teams in Cayman Brac.

Customer Service:

MDAL integrated customer-centric solutions to provide a positive customer experience to internal and external customers. The Department of Sister Islands Sports continued to support sports development initiatives, contributing to increased community engagement and wellness in the Sister Islands. Updates made to the HR Connect folder streamlined access to essential information for employees, including policies, procedures, and benefits, enhancing efficiency by centralizing documents and ensuring compliance by providing up-to-date

information, reducing risks of non-compliance. Leveraging digital technology and innovation to support efficiency was a key focus. The Lands and Survey updated its website, www.Caymanlandinfo.com, to include 2023 aerial imagery, with 3-dimensional imagery due to be released in Q1, 2024. An online document request system was designed to provide a convenient way for customers to request documents and is due to be launched in 2024. The flagship of customer services efforts was the hosting of the 50th Anniversary Customer Appreciation Event at the Government Administration Building, which saw attendance by hordes of customers, CIG leaders, media, and more.

Sustainability:

With the aim of pursuing the purchase of land to safeguard beach access and create public parks/open spaces, MDAL achieved the purchase of 20 waterfront parcels to safeguard beach access, create public parks, and open spaces, with 20 of these parcels designated as Public Open Space to be transferred to CIG at no cost. At year-end, a total of 861 parcels were owned by The Crown.

In conclusion, the fiscal year 2023 has been marked by significant achievements and milestones across MDAL's various departments. Despite challenges, MDAL remains dedicated to its mandate of fostering sustainable development and enhancing the quality of life for all citizens of the Cayman Islands.

Overview



Purpose

The MDAL of District Administration and Lands (MDAL) was officially formed on 1 July 2021 following the general elections in April 2021. This resulted in the establishment of the core MDAL and the repositioning of four existing Caymans Islands Government (CIG) departments under the MDAL.

The Ministry of District Administration and Lands is a ministerial department with a remit to provide strategic and policy direction, advice, funding and governance to a total of eleven (11) underlying departments, units, boards and agencies. The key priorities of the MDAL are to continue to support and improve the business of the Government in Cayman Brac and Little Cayman (Sister Islands), ensuring the timely and efficient implementation of government policies; enhance services to Cayman Islands citizens and companies in the areas of land registration, surveying, geographic data, valuation, and the management of government facilities.

Departments

- District Administration (DAD)
- Lands and Survey
- Sister Islands Sports (SIS)
- Public Lands Commission
- Core MDAL


Statutory Authorities and Agencies

- Sister Islands Affordable Housing Development Corporation (SIAHDC)
- Water Authority - Cayman


Boards and Committees

- Development Control Board
- Lands Surveyors Board
- Public Lands Commission (PLC)
- Road Assessment Committee
- Sister Islands Planning Appeal Tribunal
- Street Naming and Numbering

Leadership



Hon. Juliana O'Connor-Connolly, JP, MP
Minister




Wilbur Welcome
Chief Officer *(Acting)*

Senior Leadership Team *(Core Ministry)*



Nicola Anderson-Wildman
Deputy Chief Officer *(Acting)* (Apr-Dec),
Chief Financial Officer (Jan-Mar)




Gary Robinson
Chief Financial Officer *(Acting)* (Apr-Dec),
Deputy Chief Financial Officer (Jan-Mar)




Heidi Wallace
Chief Human Resource Officer



Patrice Beersingh
Communications & Information Manager



Clive Baker
Project Manager




Winsome Prendergast
Chief Inspector, Public Lands Inspectorate


Heads of Departments



B.L. Mark Tibbetts
District Commissioner,
Department of District Administration



Uche Obi
Director,
Department of Lands & Survey



Harold Sanford
Head of Sister Islands Sports

Financial Highlights

The Ministry of District Administration and Lands (MDAL) completed its second full year of operations at the end of December 2023, having been formed in July 1, 2021 after the 2021 general elections. In keeping with its vision to create a world class ministry, MDAL continued to build upon the previous year's successes, maintained good governance in financial management and reporting (one of the ministry's key strategic objectives) and utilised the available resources to deliver value for money. This has been a key pillar to the financial success of MDAL thus far, in making a positive difference in the lives we serve.

Milestone in financial governance

The Ministry obtained an unqualified (clean) audit opinion from the Office of the Audit General for each of the three-consecutive period/years since inception. This underscores MDAL's efforts in instituting good governance in the management of its financial affairs. Though the tabling of the supplementary appropriation bill was outside the ambit of MDAL, the auditors highlighted an emphasis of matters relating to the supplementary funding, which was not tabled in Parliament within the statutory timeline. The auditor's opinion was not qualified regarding the emphasis of matter.

Financial Overview

The 2023 fiscal year brought to an end the two-year budget cycle of the Cayman Islands Government (CIG). Although the budget was approved almost two years prior, MDAL managed to operate within the confines of the overall budgeted expenditure, notwithstanding higher than planned levels of inflation that prevailed throughout the year. The global response to stem inflation saw the introduction of unprecedented increases in interest rate, which locally had an impact in limiting the demand for the ministry's third-party revenue generating services, especially, land related transactions.

Financial Performance Highlights

Revenue generated from Lands and Survey fees, exceeded the budgeted target which positively impacted the financial performance. This increase in revenue from fees and other charges was constrained to within 8% above the outturn for 2022 due to the slowing down in demand for land related services.

MDAL continued to deliver on its strategic priorities, notwithstanding operating below its maximum staffing capacity as there were some staff vacancies which were at various stages of being filled during the year. The Ministry acquired a dedicated project management resource during mid-2022 and this assisted in advancing a number of capital projects, especially those that were affected by Covid-19 related and subsequent supply chain delays. Other key roles were filled during the year while MDAL continued its efforts to fill others in the following year.

Personnel related cost was below the final budgeted expenditure (which included the unutilised budget carried forward from 2022). The increase in personnel cost over the actual for 2022 is mostly attributable to the phased recruitment of vacant posts, while the carried forward impact of the CIG awarded COLA (granted from September 2022), increment increases (effective December 2022) as well as a one-off increment paid on 31 December 2023 were made possible from the unrealised cost from vacant posts. The aforementioned unrealised cost is a testament to the tireless support of the team who contributed to the continuity of operations through extra hard work in order to provide temporary cover where posts were vacant.

Supplies and consumables related increases, stemmed mainly from rising inflation, coupled with limited supply, which saw prices for goods and services soaring. However, the cost of supplies and consumables was within budget due to prudent expense management which had a compensatory effect on inflationary movements.

Depreciation expense was below the approved final budgeted amounts as some construction activities continued to be in progress at the end of the year while depreciation on some planned heavy-duty equipment/vehicles were not realised due to supplier-related delays in production.

The table below (figure 1) displays the yearly trend of the financial performance of the Ministry, while the chart in figure 2 shows the absolute movement of the overall cost between 2022 and 2023 financial years.

Capital expenditure in 2023 amounted to approximately \$2.4 million which was a slight downtick to the \$2.6m expended in 2022. This, as final construction on key building projects in the Sister Islands were completed early to mid-2023, while

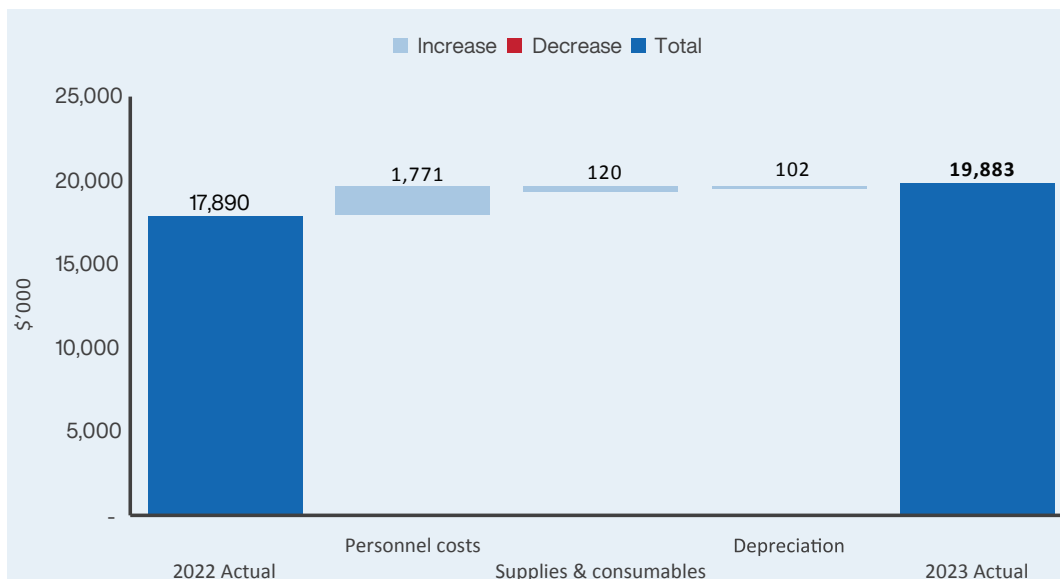
preliminary activities commenced on other construction projects up to Q4, 2023 – a precursor to further works set in motion to ensue in 2024.

As at December 31st, 2023, MDAL continued to have very good liquidity, with sufficient easily convertible-to- cash assets, in order to settle short-term obligations, with a solid cash position and sufficient current assets and limited current liabilities. MDAL also has a very favourable, low gearing debt-to equity ratio, that is, minimal debt in relation to the equity/net worth, due to the strong equity position and minimal liabilities. This also shows that there are no issues around the ministry's financial stability and its ability to continue as a going concern. MDAL is therefore poised to continue operating and cover its commitments for the foreseeable future.

Figure 1 – yearly cost trend

Description	2021 (6 months)	2022 (12 months)	2023 (12 months)	2022/23 \$ Δ	2022/23 % Δ
Personnel	7,082	14,284	16,055	1,771	12%
Supplies & consumables	1,189	2,568	2,688	120	5%
Depreciation	498	1,039	1,141	102	10%
(Gain)/Losses on revaluation	(1)	(1)	(1)	-	0%
Total	8,768	17,890	19,883	1,993	11%

Figure 2 – overall cost movements between financial years 2022 and 2023.

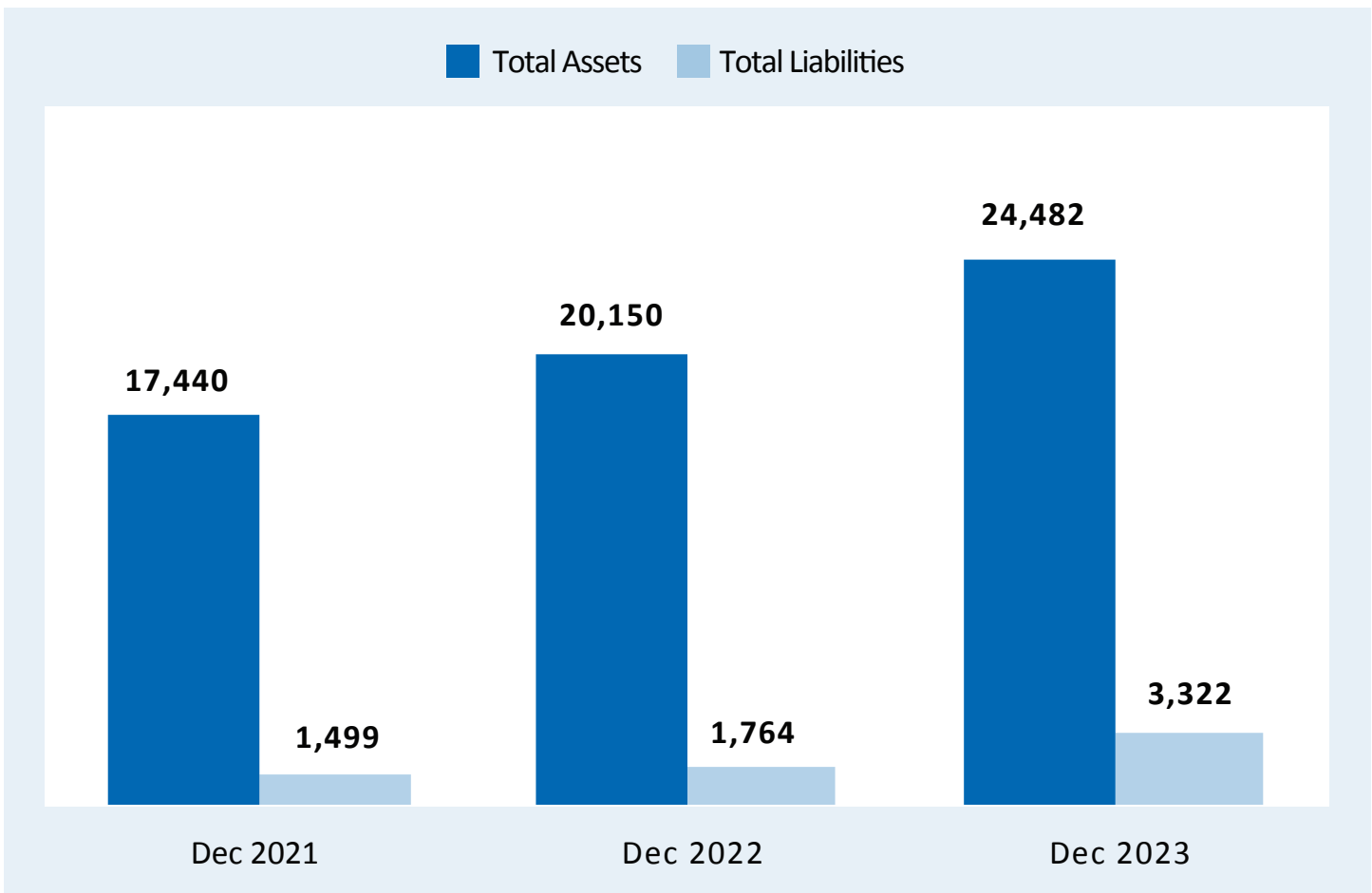


Financial Position highlights and forward looking statement

Figure 3a and 3b – representing the table and chart below, displays the yearly trends of the financial position of MDAL.

CI \$000	Dec 2021	Dec 2022	Dec 2023
Total Assets	17,440	20,150	24,482
Total Liabilities	1,499	1,764	3,322
Total Net worth	15,941	18,386	21,160

Figure 3b



Administration



Human Resources

The Human Resources Unit played a crucial role in managing HR functions within Lands and Survey, overseeing a team of approximately 70 staff. Recognizing the need for expanded HR capacity, a dedicated Human Resources Manager position was established to support the department's operational requirements. This role focused on providing essential support to directors, managers, and supervisors on various HR matters, as well as formalizing processes and procedures to ensure compliance with current HR legislation and policies.

The recruitment for this pivotal role within Lands and Survey was successfully conducted by MDAL, with the position filled on September 1st, 2023. Since then, the incumbent has collaborated closely with MDAL HR to assist Lands and Survey in adopting best HR practices, resulting in improved customer experiences for both internal and external stakeholders. This collaboration has also bolstered HR reporting capabilities and significantly reduced instances of non-compliance, with CIG HR Audit interventions decreasing by approximately 85%.

On 17 May, the MDAL HR team embarked on a trip to Cayman Brac, where they engaged with the District Administration Department's Senior Leadership team and staff across various units. The purpose of this visit was to gain insight into their challenges, appreciate their work, and provide support from the Ministry level. As a result, the team made valuable HR recommendations to department heads, including suggestions for enhancing employee relations, refining job descriptions, and establishing a new position—Safety Officer for the Public Works Department's Asphalt plant. This recommendation stemmed from observations of working conditions and will be implemented through recruitment in June 2024, aiming to mitigate on-the-job risks and reduce Government liability.

Following the trip, the HR team gained a deeper understanding of the Brac staff's work and challenges, paving the way for enhanced partnership and support. Additionally, the HR Connect Folder, established on March 11, 2022, was updated

to ensure accessibility for all MDAL staff. This centralised hub contains updated policies, a code of conduct, and CIG Core Competencies, streamlining access to essential HR resources and information. In addition to this development, the HR Unit successfully delivered the following key outputs:

- Achieved 100% completion of the performance management process and staff check-ins in my-VISTA without the use of paper
- Promoted internships for persons studying in similar areas e.g. management;
- Issued personal development plans (PDP) for staff to implement on 2 May 2023.
 - » By Jan 2024 all staff will have a PDP in place.
- Created and implemented a personal development plan template for staff to map out long-term and short-term career goals, with personal development plans issued for staff to implement on 2 May 2023.
 - » By Jan 2024 all staff will have a PDP in place.
- Invested a total of \$9850.63 in staff training, which comprised of the following:
 - » All (4) Public Lands Inspectors successfully completed the Advanced First Aid & Basic Life Support Certification training, with the American Safety & Health Institute on 20 October 2023, a CI \$553.40 investment
 - » MDAL Finance team attended the (CIIPA) Cayman Islands Institute of Professional Accountants conference held at the Marriott hotel in Grand Cayman on 19 and 20 September. This annual course focused on developments in financial reporting standards in the public sector and provided information on amendments to IPSAS and IFRS. Attendees went away learning how to apply these new standards in real-life situations, a CI \$900.00 investment

» MDAL HR team attended the 2023 (CISRHP) Cayman Islands Society for Human Resources Professional Conference held at the Kimpton hotel on Grand Cayman on the 26 May 2023. This is the largest gathering of HR Professionals in the Cayman Islands where the team had the opportunity to learn, grow and network with HR Professional from both the private and public sector. Renowned international and local speakers presented a series of education and networking sessions, a CI \$1,150.00 investment.



HR Unit visits Cayman Brac Museum. (From left-to-right) Assistant Human Resources Manager-Geron Mignott, Museum Curator-Felicia McFarlane, Chief Human Resources Officer-Heidi Wallace and Operational Human Resources Officer-Yanique Mitchell



Public Lands Inspectorate participate in advanced First Aid & Basic Life Support training

Key Data

Cost Centre/Department	Staff Total
Core Ministry	17
Lands & Survey	73
District Admin	165
SIS	3
PLC	7

Engagement Survey Completion Rates	Response Rate
Core Ministry	95%
Lands & Survey	91%
District Admin	80%
Sister Island Sports	100%

Number of Caymanians Employed within Core MDAL
15

% of Caymanians on Senior Leadership Team
85%

Communications

MDAL employs one full time communications specialist dedicated to driving public trust and engagement in MDAL priorities through audience driven campaigns, strategic content and channels. Communications supports effective policy creation and implementation as evidenced by the following:

- Wrote and produced the 2022 MDAL Annual Report
- Contributed to the development of the Premier’s Budget Address on 8 Dec 2023
- Developed and released over 40 communiques to educate and inform stakeholders (press releases, website stories, statement, speeches, remarks);
- Developed and launch Sister Islands Affordable Housing Development Corporation (SIAHDC) programme including: launch of a below-the-line awareness

campaign, new branding (new logos for SIAHDC, The Woodlands and The Highlands developments) and the launch of a new SIAHDC webpage found at www.gov.ky/SIAH Developed SIAHDC Website www.gov.ky

- Campaign launch of East End Affordable Landlots submissions programme, with giant roadside billboard
- Campaign launch of the second phase of the development Sister Islands Affordable Housing Corporation projects on Cayman Brac. Including official website www.gov.ky/siah, erection of giant roadside billboard reveals of The Woodlands and The Highlands developments and displaying the new branding. Resulting in the receipt of 35 interested applications



DPWD Director-Troy Whorms, Hon. Juliana O'Connor-Connolly and Hon. Isaac Rankine MP for East End at East End Affordable Land lots roadside billboard



Social media post promoting the launch of the SMB beach vendor application process

Capital Projects

Capital projects involve the identification and development of long-term capital and maintenance projects, assessing factors such as condition, priority, and life cycles to inform decision-making. Through rigorous analysis of data and pertinent information, informed budgetary decisions are made, and ongoing projects are strategically managed. In alignment with CIG and MDAL procurement policies and guidance, a dedicated Project Manager takes charge of preparing and overseeing the MDAL's procurement processes for capital projects. This includes the procurement and supervision of design consultants and contractors, encompassing tasks such as tendering and contract preparation. The Project Manager plays a crucial role in verifying and approving documentation for vendor payments, ensuring compliance with established procedures. Oversight of the MDAL's capital projects is maintained to uphold value-for-money principles, with a focus on adherence to contractual timeframes and scope. An essential aspect of the role involves allocating resources and processes to maintain buildings and grounds to a standard that prioritises safety, security, and compliance with relevant building codes and regulations. This encompasses budgeting and allocation of resources to sustain infrastructure integrity. Additionally, the Project Manager is responsible for the preparation and development of business cases and producing comprehensive project schedules for various stages. Collaboratively, these documents support presentations to Caucus to facilitate informed decision-making. Throughout the construction process, diligent monitoring is conducted, encompassing oversight of consultant and contractor contracts to ensure adherence to project parameters and quality standards. This holistic approach ensures the successful execution of capital projects, contributing to the overall objectives of the Core Ministry, and was evidenced by the following key successes:

- Revised Capital payment process successfully implemented
- Revised Central Procurement Office (CPO) Contract modification policy successfully implemented

- New Solicitor General's Office (SGO) Contract review policy successfully implemented
- 19 business cases completed and approved by Entity Procurement Committee (EPC)/Public Procurement Committee (PPC), Strategic Outline Case (SOC) and Outline Business Case (OBC) for the New Cayman Brac High School and Accommodation block approved by Cabinet; SOC for Seven Mile Beach replenishment completed;
- Contract approvals for Architectural Services received for:
 - » Watering Place park
 - » Little Cayman lighthouse
 - » Cayman Brac lighthouse
 - » Sister Islands Affordable Housing developments
 - » Watering Place boat ramp
 - » Conch Point park
 - » Cayman Brac Daycare & ARC store
 - » Adult Daycare
- Construction contracts approved for:
 - Public Bathrooms at Pease Bay Public Beach
 - Boardwalk at Pease Bay Public beach
 - Road infrastructure for East End Affordable lots
 - Mondo track at Cayman Brac Sports Complex



Hon. Juliana O'Connor-Connelly reveals billboard marking The Woodlands along with SIAHDC board members and staff from MDAL, Department of District Administration and PWD.

Performance by Section



District Administration

The Core Ministry

About the Core Ministry

The Core Ministry provides funding, policy direction, oversight as well as administrative support to the District Administration portfolio, in the functions of Finance, Human Resources and Communications. MDAL employs technical personnel dedicated to supporting the District Administration portfolio.

Key Successes

1. Delivery of capital projects that provide for the future well-being and prosperity of the Sister Islands community
2. Continued to bridge the communication gap between the Sister Islands and Grand Cayman, to build relationships and trust with staff on the Sister Islands.
 - a. Members of MDAL's Senior Leadership Team, along with various Heads of Departments completed over 45 flights/trips between the Sister Islands and Grand Cayman, including but not limited to: The Acting Chief Officer, Acting Deputy Chief Officer, District



H.E. Jane Owen is joined by Minister O'Connor-Connolly and DAD District Commissioner Mark Tibbets for a tour to Cayman Brac's police station and Health City offices.

Commissioner, Deputy District Commissioner, Communications Manager, Director and Deputy Director Lands and Survey to engage in various meetings, events and site visits all in relation to key strategic projects. MDAL's Senior Leadership team members visited Sister Islands quarterly

- b. The Human Resource's Team conducted an in-depth familiarisation visit to Cayman Brac to engage with the leadership and staff of District Administration.
- c. Minister Juliana O'Connor-Connolly hosted the newly appointed Governor, H.E. Jane Owen in the Sister Islands on 2 familiarisation tours, on 29 April and 9 November 2023 with the purpose of immersing in the island's unique culture, local and heritage, in promoting cultural and operational understanding



DA Project Manager-Mark Schofield guides MDAL's DCO Nicola Anderson-Wildman and ACFO-Gary Robinson on a site visit to the Lighthouse on the Bluff, Cayman Brac

The Department of District Administration

About the Department

The Department of District Administration is the main government office within Cayman Brac and Little Cayman (Sister Islands). The general nature of the department's activities is to administer and support the government business in the Sister Islands, ensuring the timely and efficient implementation of governmental policies. District Administration's customers include the general public (resident and non-resident in the Sister Islands) as well as other governmental departments and agencies. The District Administration headquarters are at the Government Administration Building located at 19 Kirkconnell Street, Stake Bay, Cayman Brac. Other operational offices are located across various locations on Cayman Brac and Little Cayman.

Scope of Activities

The sections that fall under the remit of District Administration include:

- Cayman Brac Day Care Centre
- District Commissioner's Office
- District Office (Little Cayman)
- Facilities Management
- Finance & Treasury
- Heritage House
- Human Resources
- IT Services
- Marketing & Promotions
- Cayman Brac Museum
- Public Works
- Vehicle Inspection and Licensing
- The Department provides the following services in the Sister Islands:
 - General administration
 - Policy formulation, coordination and implementation
 - Public Works implementation and management
 - Facility management

- Disaster management
- Treasury services
- Vehicle and licensing services
- Coordination of VIP Visits
- Hosting of ceremonial and social functions of national importance
- Administration of the museum, cultural and heritage awareness services
- Provide pre-school and childcare services
- Marketing and promotions services
- IT services
- Passport services
- Cemetery vault management
- Respond to the needs of other Government (client) departments and agencies

Summary

The Department of District Administration (DAD) strives to make the lives of the residents of the Sister Islands better by providing a wide range of Government services, from road paving to children's day care services to vehicle inspections, within its core department. The DAD, along with the MDAL, manages a number of capital projects for the benefit of the people of the Sister Islands. The DAD manages the Sister Islands Beaches and Community Clean-up Programme (TP86) which not only ensures that the Sister Islands remain in a clean,



Her Excellency Jane Owen (front left) tours Cayman Brac, guided by Hon. Juliana O'Connor-Connolly (front centre) and District Commissioner B.L. Mark Tibbetts (front right), and standing at the District Administration main office and some of its staff.

presentable and upkept state for tourists and residents alike, it also provides employment opportunities for those who find it difficult to secure full-time employment on the Sister Islands where opportunities are not as vast as that of Grand Cayman. In addition, the DAD manages the Sister Islands Home Repairs Programme (TP66) which provides hurricane shutters and necessary home repairs for qualifying applicants, mainly being the elderly and otherwise incapacitated residents to ensure their homes are safe and sanitary. Further, to assist with the safety of residents across the Sister Islands, the District Commissioner chairs the Sister Islands Emergency Committee (SIEC) which manages the DAD Continuity of Operations Plan and coordinates logistics during times of storm threats and natural disasters. The Public Works Section within the DAD, in addition to its wide range of services, also provides ongoing public drainage clearing across the Sister Islands, to ensure the safety of residents during times of severe weather.

Key Successes

- Cayman Brac Daycare Centre achieved a score “Good Early Years Centre” by the Office of Education Standards (OES) for February 2023 Cycle 2. Good is the second highest performance rating that a school can achieve in an OES inspection.
- Ensured adequate technology availability and personnel by completing the delivery of separate “Happy or Not” kiosks for services not falling under District Administration

- Under a project goal to procure a new Facilities Management and Public Works work order system, which provides data to be used by Finance, the following was successfully delivered in 2023, with additional work to continue in 2024.
 - » Formed a steering committee
 - » Commenced investigate works
 - » Completed charter document
 - » Completed system sample testing completed
- Completed a number of new hires confirmed, including a new highly skilled Mechanical Superintendent for Public Works.
- Reviewed and revised existing financial review and approval processes
- Information Technology Services team underwent Job Description updates and evaluations which resulted in staff promotions.
- Completed job description updates and evaluations for Janitorial and Public Works Sections in advance of the payroll migration to monthly payments, in order to ensure correct monthly scale was being used.
- 19 home repairs underway in Cayman Brac for Sister Islands Home Repairs Assistance Programme



Front exterior view of the Civil Service Learning and Recreational Facility in Cayman Brac)



Cayman Brac Daycare students perform "This Little Light of Mine" under the direction of Kimberly Katherine Tatum-Aguirre

- Cleaned and maintained 60.53 miles of road shoulders, parks, gardens, beaches, government facilities and cemeteries across CYB & LCM; included the clearing of various Government properties (by hand) including the new Layman E Scott High School site on the Bluff.
- Completed Bight cottage renovation, which now houses a new Lands & Survey Department office, and shared with the office of the Sister Islands Affordable Housing Development Corporation (now open to the public)
- Completed duplex cottage renovation for the Spot Bay Community Centre to be utilised as a public space (opening in 2024)
- Completed cottage renovation for the Civil Service Learning & Recreational Facility (Now open to Civil Servants)
- Completed cottage renovation for Creek Community Centre with parking lot design works are underway, due to open to the public in Q1 2024
- Completed Cayman Brac Adult Training Centre cottage renovations with BCU permit pending (due to open in 2024)
- Built cemetery vaults across all cemeteries in Cayman Brac according to demand
- Completed the following road preparation and paving:
 - » Widening & paving of road west of Lewin Dr (bluff) to prepare for new ramp
 - » Widening & preparing of Greenhill Road
 - » Preparing & paving of Lemmie's Farm Road (to connect to Booby Bird Dr)
 - » Continued preparing & paving of another section of Booby Bird Dr
 - » Preparing & paving of Simmon's Estate Road
 - » Preparing & paving of entry road to Bight Cottage East
 - » Preparing & paving of entry road to SIAH Spot Bay Bluff site
 - » Preparing of entry roads into SIAH Sunshine Drive site
 - » Preparing & paving of District Administration Annex Buildings parking lot



Paved section of "Lemmie's Farm Road".

Sister Islands Sports



Cayman Brac FC Girls U-17 team photo

About the Unit

Sister Islands Sports promotes a lifelong enjoyment of sports in the Sister Islands, and conducts, facilitates and delivers programmes with an aim to improve the health, well-being, technical skills and fitness of youth and adults at novice to elite levels. Sister Islands residents are provided with the opportunity to learn the fundamentals of sports through the provision of sports coaching and instructing primarily in the six focus sports of Basketball, Cricket, Football, Netball, Track and Field and Swimming. The unit employs three full time staff—a Head of Department, sports instructor, swimming instructor and one part-time swimming coach. Staff head offices are located at the Cayman Brac Sports Complex.

Scope of Activities

The unit provides the following services in the Sister Islands:

- Allocate capital resources
- Provide financial support
- Provide infrastructural support
- Provide technical advice and support to the Ministry of District Administration and Lands, sporting associations and schools
- Work alongside international agencies and management teams to enhance best practices and identify growth opportunities.

The unit develops, facilitates and manages the following programmes in the Sister Islands:

- Community sports programmes:
 - » Development programmes for as early as age one, up to adult ages;
- National programmes:
 - » Preparation of elite athletes for regional/international sports competition;
- After-school programmes:
 - » Recreational events to enhance students' sport-specific skills and fitness needs;
- School sessions:
 - » Assistance with coaching sessions provided in compliance with the Ministry of Education's national curriculum;
- Sports workshops:
 - » Development of technical skills of volunteers in various sports organizations to enhance the quality of coaching throughout the Sister Islands;
- Recreational leagues and events:
 - » Organised to encourage physical activities for corporations and students. For students this is done by fostering school competitions, interaction amongst students and opportunities to apply skills.

Summary

Throughout the year 2023, SIS actively engaged with various stakeholders, providing technical guidance and support to entities such as MDAL, DAD, educational institutions, including all schools and the Cayman Day Care Centre, as well as non-profit organizations like the Lions Club and the Cadet Corps. Furthermore, SIS collaborated closely with sporting agencies such as the Cayman Islands Football Association (CIFA), the Cayman Islands Volleyball Federation (CIVF), the Cayman Islands Netball Association (CINA), the Cayman Islands Cricket Association (CICA), and the Cayman Islands Amateur Swimming Association (CIASA), enhancing the delivery of leagues, tournaments, meets, and National Team Training sessions to better serve athletes and teams from Cayman Brac. A key focus for SIS during the reporting period was the continued implementation of the Long-Term Athlete Development (LTAD) model within sports programs and physical education in public schools. This strategic approach aims to nurture talent and promote sustainable athletic development over the long term. Moreover, SIS remained dedicated to fostering educational opportunities for interns, staff, and students, providing guidance and support to maintain Child Protection Certification and facilitating academic pursuits, both locally at the University College of the Cayman Islands (UCCI) and abroad. Notably, Sports Instructor Lenworth Duhaney exemplified SIS's commitment to academic excellence by earning a Master's Degree in Sports Management and Leadership from the University of the West Indies. In alignment with its broader goals of promoting diversity and gender equality, SIS actively collaborated with the community to encourage increased female participation across various sports programs. As a result, significant strides were made in enhancing gender equality, with notable increases observed in female participation in Football, Netball, and Track & Field events. SIS's multifaceted efforts in 2023 underscore its pivotal role in advancing sports development, education, and inclusivity within the Sister Islands community, contributing to a healthier, more vibrant society for all residents.

Key Successes

- Hosted (3) more Sprint Swim Meets in Cayman Brac between February – June 2023
- Increased the programmes offerings to the general public by adding a competitive swimming programme and more adult learn-to-swim lessons
- Managed the recruitment, training and scheduling of Community Coaches across various sports programmes
- Distributed a monthly sports calendar via social media, Schools, SASI, DA, and other agencies
- Completed presentations for Royal Cayman Islands Police (RCIPS), CINA Technical Director, Fellowship of Christian Athletes, CIVF Technical Director, Taekwondo Grand Master, and Boxing Technical Director, all to improve communication and increase the value placed on sport, recreation and physical well-being
- Under the Cayman Islands Netball Association Girls U16 & U-18 National Teams programme, Two U16 & two U18 girls represented the Cayman Islands at the Caribbean Youth Netball Tournament
- Under the Cayman Islands Amateur Swimming Association National Team programme, Aidan van der Tour of Cayman Brac represented the Cayman Islands at the 2023 CARIFTA Swimming Championships



Brac Primary Schools Track & Field Team

Lands



Hon. Juliana O'Connor-Connolly, Hon. Dwayne Seymour along with MDAL and PWD staff reveal the Pease Bay Public Beach project roadside billboard.

Core Ministry

About the Core Ministry

Ministry of District Administration and Lands provides funding, policy direction, oversight as well as administrative support to the Lands portfolio, in the functions of Finance, Human Resources and Communications. MDAL employs technical personnel dedicated to supporting the Lands portfolio. The Senior Policy Advisor and Policy Advisor for Lands provides administrative, research, and strategic support to ensure effective implementation of projects, policies, programmes, legislation and other relevant initiatives for the Lands and Survey Department and the Public Lands Commission

Key Successes

- Drafted and received approval for Seven Mile Beach Vendor policy in collaboration with the Public Lands Commission and Inspectorate

- Drafted policy for the East End Affordable land lots programme with research and work done on the criteria for the programme, for finalisation in early 2024. Policy is 85% completed
- Commenced subdivision of East End Affordable land lots, supporting the distribution of 41 affordable land lots. Achieved the surveying and approval to perform significant clearing. The procurement of the road paving was complete, and works will commence in early 2024
- Launched the Pease Bay Public Beach project including receiving approval by the PPC for the development of seaside and pondside lot works
- Consulted and prepared a draft amendment bill for mortgage and foreclosure reform
- Consulted and prepared a draft amendment bill for Residential Tenancy Act to provide enhancement and creation of regulations
- Conducted an interval review of the shortcomings of the registered framework of the Land Surveyors Act and Regulations
- Prepared draft amendment bill for Roads (Naming and Numbering) Act and Regulations
- Prepared draft amendment bill for Lands Acquisition Act
- As of 31 December 2023, the Cayman Islands Government owned 861 lands parcels. 36 land parcels, comprising raw land as well as land with structures. Notably the new acquisitions include 16 parcels that are beach front property and 4 parcels with waterbody frontage.

Property Purchases

The Cayman Islands Government, through the Crown, acquired 36 parcels in 2023 financial year comprising raw land and land with structures, and included 16 parcels that are beach front property and an additional 4 parcels with waterbody frontage.

The Department of Lands and Survey



Premier and Minister for Lands, Hon. Juliana O'Connor-Connolly joins Ministry and Department Lands team members to pose in front of the new Cayman Brac Lands and Survey location shared with Sister Islands Affordable Housing Development office. Premier (front/centre), Acting Chief Officer, Wilbur Welcome (left of Premier) and Lands and Survey Director, Uche Obi, (right of Premier) along with Lands and Survey Department staff from Grand Cayman and Cayman Brac

About the Department

The Department of Lands and Survey (Lands & Survey) is the operational arm of MDAL responsible for Lands and employs a wide range of responsibilities in relation to the development, facilitation, management and maintenance of the national land administration system. This also includes the development and management of the national infrastructure for geospatial data to support innovation and national development. Within the department are four key service areas, they are Registry, Survey, National Geographic Information Systems (NGIS) and Valuation and Estates Office (VEO).

The Registrar of Lands, is responsible for the maintenance of the Land Register and Registry Map, both of which are governed by the Registered Land Act, Registered Land Rules, and Registered Land Regulations. The Survey section regulates the land surveying practice and is the authority for the preparation and publication of the official maps of the Cayman Islands. The National Geographic Information Systems (NGIS) is responsible for developing new and innovative methods for delivering the department's GIS and data services to government and the private sector. The Valuation & Estates Office (VEO) provides a comprehensive range of professional valuation and real estate services to Government.

Scope of Activities

The sections that fall under the remit of Lands & Survey include:

- Administration and Finance
- Lands Satellite Office (Cayman Brac)
- Registry
- Survey
- National Geographic Information Systems (NGIS)
- Valuation and Estates Office (VEO)

The department provides the following section services:

- Records all property title records
- Coordinates deployment of geospatial solutions and provides application development, cartographic mapping and database management services.
- Carries out all Government survey work and regulates surveying practice on the islands
- Deals with land valuation, stamp duty, and the acquisition and management of land and buildings on behalf of government
- Provides administrative and finance support to all departmental operations
- Operate a satellite office at Stake Bay on Cayman Brac

Summary

The year 2023 emerged as a pivotal year for the department, characterised by a series of triumphant commemorative events in celebration of its 50th Anniversary. Established in 1972, Lands and Survey originally intended to commemorate its 50th anniversary in 2022. However, due to setbacks stemming from the COVID-19 pandemic and internal adjustments, the celebration was rescheduled to 2023.

To engage with the public and enhance transparency, a series of town hall meetings were held across the districts, offering insights into the department's operations and services. As a token of appreciation for its anniversary and to ensure updated data, Cabinet approved a temporary waiver of the \$50 fee for rectifying land registers for 90 calendar days, effective from May 2nd to July 30th, 2023. Landowners were encouraged to update their register information during this period at no cost.

In celebration of the milestone, a "Customer's Appreciation Event" was organised on August 31st. The Government Administration Building's main lobby buzzed with information booths, live demonstrations, refreshments, giveaways, live music, and vibrant decorations. The event, attended by various CIG senior leaders and hundreds of members of the public, showcased the department's achievements over the past 50 years.

The year's festivities culminated in a grand 50th Anniversary gala, where several staff members were honored for their exceptional contributions. Throughout, Lands and Survey remained steadfast in its commitment to providing an efficient, reliable, and trustworthy land administration system to the Cayman Islands.

A robust land administration system is essential for facilitating property transactions, enforcing land rights, and supporting economic development, benefiting both individuals and businesses and fostering a stable community. Moreover, the department's role in generating CI\$93.9 million in Coercive Revenue is vital for the government's financial stability, supporting various initiatives, essential services, and infrastructure maintenance, thereby contributing to the community's overall well-being.

Highlighting the year was talent development, with several staff members serving in acting senior roles as part of the succession planning policy. This initiative led to the appointment of Caymanians to key positions, including Darren Kelly as Chief Surveyor, Regina Ebanks as Deputy Registrar of Lands, and Ruth Watson as Chief Valuation Officer.

Key Successes

- Collected CI\$92.67 million in stamp duty revenue (exceeded budget by CI\$14 million). Entity revenue collected was CI\$1.6 million which exceeded budget by CI\$0.4 million.
- 128 valuations completed (exceeded budget by 98) and 37 properties acquired (exceeded budget by 7).
- 66 surveys conducted (exceeded budget by 31) and 295 survey plans authenticated and boundary plans approved (exceeded budget by 70)
- 16,159 documents examined for registration, 1,163 new registers/parcels created (exceeded budget by 263)



GIS Trainee-Givanni Dixon conducted live demonstrations of online map requests at Customer Appreciation Event).

- 195 new subscribers to Caymanlandinfo.ky (exceeded budget by 95)
- 1,333 maps produced (exceeded budget by 133) and 659 street and building numbers processed (exceeded budget by 359)
- 5 staff completed ILM Courses including ILM3, ILM5 & ILM 7
- Several staff members recognised and rewarded for their performance at the 50th Anniversary Gala
- Provided weekly emails on operational updates sent by the Director to all staff

- Acquired 10 new hires to the department. The roles filled were: Human Resources Manager, Finance Manager, 2 Valuation Officers, Senior Geomatican, 3 Land Surveyors, CAD QA Assistant, Senior GIS Programmer, Senior GIS Analyst, 3 GIS Programmers and GIS Analyst
- As part of the 50th anniversary celebration, town hall meetings were held in each district in Grand Cayman and the Brac.
- Undertook a review of the paper-Report on Adverse Possession prepared for Law Reform Commission, to critically evaluate whether to keep the concept of adverse possession to fully registered land registry system
- Completed monthly workshops on the review of the strategic plan facilitated by Mr Winston Sutherland. The workshops assisted with training key senior staff on preparing a strategic plan etc

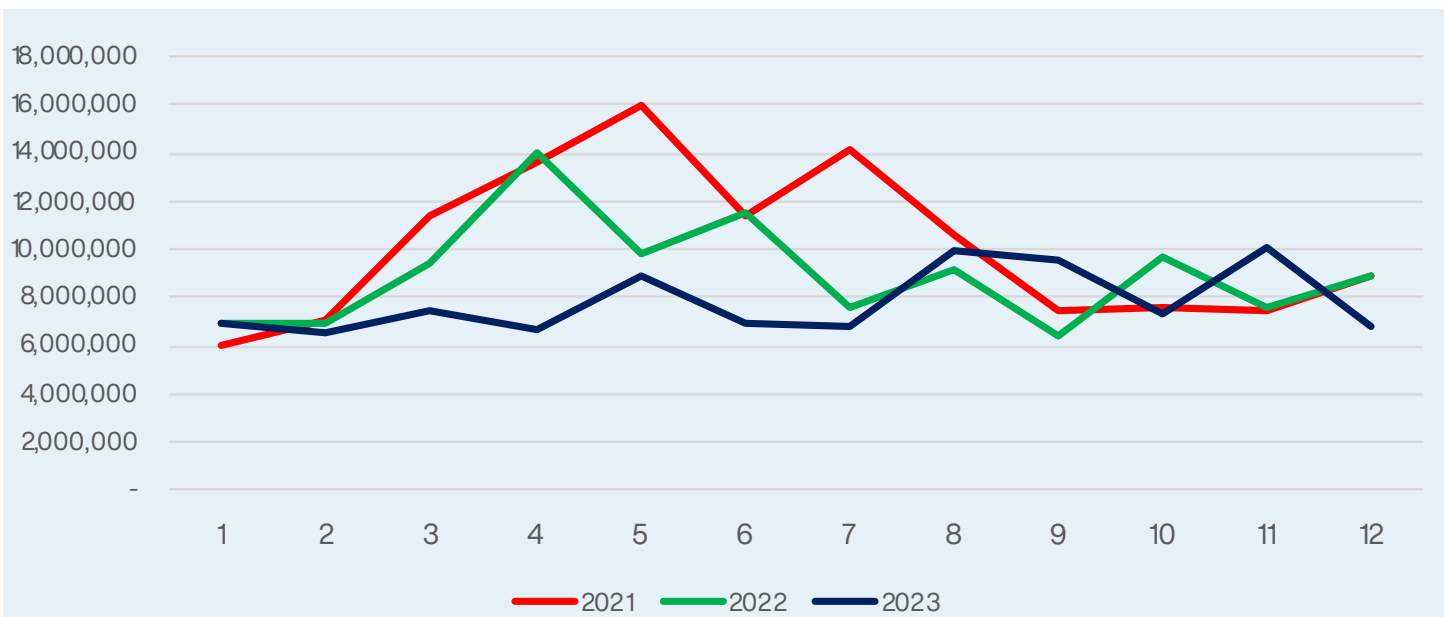


LSD customer counter at GAB during 50th Anniversary celebration and Customer Appreciation event.

Stamp duty revenue collection (2021 - 2023)

Year	Amount
2021	121,902,677
2022	107,974,453
2023	92,671,811

Monthly Stamp Duty revenue chart (2021-2023)



- Designed online forms to facilitate moving to a paperless environment
- Online credit/debit payments now possible in Grand Cayman and Cayman Brac offices.
- 2023 Aerial photographs updated and completed project at a cost of CI\$100,000 which was significantly under budget and delivered on time. Due to be released in January 2024
- Online document request system designed and due to be launched in 2024
- Provided comments on draft bill to amend the Registered Land Act to facilitate E-conveyancing
- Facilitated the purchase of 20 waterfront parcels by MDAL to safeguard beach access and create public parks, and open spaces, with 20 parcels designated as Public Open Space to be transferred to CIG at no cost
- Provided guidance notes on reading a register
- Produced infomercials on Section 18 Notices, property searches and rectifications of names and addresses
- Created a LinkedIn page for the department which has 97 followers
- 171 new subscribers which exceeded budget by 109
- Enhancement of the security of caymanlandinfo.ky which eliminated the risk of cyber-attacks



Deputy Premier and Minister for Lands, Hon. Juliana O'Connor-Connolly (center) attending a Customer Appreciation event in celebration of LSD 50th Celebration. Seen here with (L to R) Chief Surveyor-Darren Kelly, Director-Uche Obi, Acting Chief Officer for Lands-Wilbur Welcome and GIS Programmer-Houdini Sutherland

Cabinet Papers



Cabinet Papers

The policy making team prepared a total of 127 papers to support the Minister responsible for District Administration and Lands, towards making informed decisions. These papers were submitted to the Cabinet by the Minister, to seek consensus on the introduction to new legislation and to release consultation documents/reports. The following report details the papers that were prepared and agreed upon by the Cabinet:

#	Titles	Portfolio	Details	Reference
1	Grant of Easement over Crown Land Block 66A Parcel 1 37 & 79 Near High Rock Dr EE	Lands	Easement over crown land to facilitate private access to land locked farm land in EE	CP 893_23
2	Approval for the Issuance of Drafting Instructions to amend the Land Acquisitions Act 1995	Lands	Drafting instructions to amend the Land Acquisitions Act (modernisation)	CP 906_23
3	Public Road Declaration Bluff West Bay Road Extension & Ramp Cayman Brac Section 5 Roads Act (2005 Revision)	Lands	Gazettal of a new public road in Cayman Brac	CP 896_23
4	Close and Transfer of existing Public Rd and subsequent donation of replacement New Rd Parcel 95B129 & 128REM1	Lands	Close old public road, reserve and transfer of a new public road	CP 913_23
5	Proposed Disposal of Crown Land Block 59B67 _ Frank Sound	Lands	Request by member of the public to purchase Crown land declined	CP 871_22
6	S 11 5 Purchase of Land Prospect Red Bay Block 25B Parcel 8	Lands	Transfer of funds to purchase land - Mariners Cove	CP 873_22
7	Land for Public Purposes	Lands	Transfer of LPP properties to the crown	CN 110_23
8	Randyke Gardens Septic Issue	Lands	Noting wastewater treatment issue at Randyke Gardens	CN 111_23
9	Lease of Commercial Premises for WB Multi Purpose Center Block 1C Parcel 80	Lands	Lease for Museum - West Bay	CP 914_23
10	Disposal of Crown Land Block 14D Parcel 432 Smith Rd GT	Lands	Request by member of the public to purchase Crown land declined	CP 916_23
11	Lease of Warehouse Premises for Customs & Border control Block 19E Parcel 133 pt	Lands	Lease of premises for CBC	CP 917_23
12	Lease Renewals of Warehouse Storage Dept of Planning & General Registry 19E27 PT	Lands	Lease renewal of storage spcae for Dept of Planning & General Registry	CP 918_23
13	Approval of the Tabling of the MDAL 2021 Annual Report & Financial Statement in Parliament	Ministry	2021 MDAL Annual Report tabling	CP 919_23
14	S 11 5 Purchase of Land GT Block 14CJ Parcel 123 and Sect11_5 Approval	Lands	Transfer of funds to purchase land - Cayman Islands Central Park	CP 938_23
15	Peppercorn Lease to Acts of Random Kindness Former WB Health Ctr 4E788	Lands	Peppercorn Lease to NPO - Acts of Random Kindness - WB	CP 939_23
16	Approval of the Cayman Is Public Lands Commission's SM Public Beach Park Vendor Policy	Lands	Approval of SMPBP vendor policy - Seven Mile Public Beach Policy	CP 940_23
17	Approval to Increase the Remuneration of Board of Directors Water Authority Cayman	Ministry	Increase Water Authority board remuneration	CP 941_23

#	Titles	Portfolio	Details	Reference
18	Cost of Living Award to the Employees of the Utility Regulation & Competition Office	N/A	COLA announcement by Cabinet - Utility Regulation & Competition Employees	CP 946_23
19	Purchase of Land Cayman Brac 111A69pt and 111E223	Lands	Cayman Brac land purchase	CP 948_23
20	Request for Section 11 Transfer to Ministry of DAL find Post	Ministry	Funding for new posts in Ministry of DAL - Minister's PA and Project Manager	CP 961_23
21	Water Authority _ Board Resignation and New Appointment	Ministry	Water Authority - New board appointments	CP 970_23
22	S 11 5 Purchase of Land EE Block 72B Parcel 251 and Section 11(5) increase	Lands	Land purchase in East End	CP 971_23
23	License Right of Access over Crown Land OPY_80	Lands	Right of access over crown land	CP 972_23
24	Lease of Office Premises Anderson Sq. CBC_14BH138pt	Lands	Lease for CBC offices	CP 974_23
25	Lease Renewal of Warehouse Storage Gen Registry 19E27pt	Lands	Lease renewal for warehouse storage for General Registry	CP 973_23
26	Lease of Warehouse Premises for MOE 19E133 PT	Lands	Lease renewal of warehouse space for MoE	CP 975_23
27	Drafting Instructions to Amend the Residential Tenancies Act 2009 and create Regs	Ministry	Drafting instructions to amend the Residential Tenancy Act (modernisation)	CP 994_23
28	Issuance of drafting instructions to amend the Public Lands Act	Ministry	Drafting instructions to amend the Public Lands Act (Commission Composition)	CP 995_23
29	Water Authority _ Board Appointments Termination and Retroactive Remuneration	Ministry	Water Authority - New board appointments	CP 996_23
30	Purchase of Land Cayman Brac S 97C33	Lands	Purchase of land in Cayman Brac	CP 997_23
31	Waiver of Register Rectification Fees for 50 Days in Celebration of L&S 50th Anniversary	Ministry	Waiver of land register rectification fee in celebration of 50 year anniversary	CP 998_23
32	Transfer of Lands designated for public purposes to the Crown GTE, BTE and BTE Parcels 20E 276 38B 465 38B 469 37E 229 & 38C 117	Lands	Transfer of LPP properties to the crown - GT and BT	CP 1001_23
33	Transfer of Road Parcel to the Crown WB Road Parcels Block 5C Parcel 277	Lands	Transfer of road parcel to the Crown - WB Road	CP 1002_23
34	Transfer of Four Road Parcels to the Crown Cayman Brac & Little Cayman	Lands	Transfer of road parcel to the Crown - Brac and Little Cayman	CP 1003_23
35	Water Authority _ Board Appointments Termination and Retroactive Remuneration (pt2)	Ministry	Water Authority - New board appointments	CP 996_23
36	Lease Renewal of Warehouse Premises for Hazard Management CI 20B72 pt	Lands	lease renewal warehouse storage for HMCI	CP 999_23
37	Approval of the Cayman Is PLC SMB Park Vendor Policy	Ministry	Approval of SMPBP vendor policy	CP 1027_23
38	S 11 5 Purchase of Land North Side Block 49B Parcels 234 235 and 236	Lands	Transfer funds to purchase land in North Side	CP 1017_23
39	Approval for the Public Lands (Amendment of Schedule) Regulations 2023	Ministry	Remove requirement for PLC to approve Crown construction on Crown land	CP 1042_23
40	Transfer of Lands Designated for Public purposes to the Crown Spotts Parcels Block 25C 276 & 25C300	Lands	Transfer of LPP properties to the crown - Spotts	CP 1043_23
41	Transfer of Lands Designated for Public Purposes to the Crown BT Parcels Block 28C183 372 367 296 382 352 28D275 32D239 218 216 32D213	Lands	Transfer of LPP properties to the crown - BT	CP 1044_23

#	Titles	Portfolio	Details	Reference
42	Transfer of Lands Designated for Public Purposes to the Crown WB GT Parcels 9A857 4B451 & 13D304	Lands	Transfer of LPP properties to the crown - WB & GT	CP 1045_23
43	Transfer of Lands Designated for Public Purposes to Crown WB GT and BT Parcels 1D593 1D680 1D704 14D98H47 25C413 25C421 27E 139H66 32B458 27D470 27C766 27E167 27D228 38B599 28B294	Lands	Transfer of LPP properties to the crown - WB, GT & BT	CP 1046_23
44	Transfer of Road Parcel to the Crown Cayman Brac Road Parcel Block 112A156	Lands	Transfer of road parcel to the Crown - Cayman Brac	CP 1047_23
45	Close and Transfer of Existing Public Rd and Subsequent Donation of Replacement New Road Parcel 95B129 & 128REM1	Lands	Close old public road, reserve and transfer of a new public road	CP 1048_23
46	Update on Waiver of Register Rectification Fees for 50 Days in Celebration of L&S 50th Anniversary	Ministry	Update on waiver uptake - L&S 50th Anniversary waiver of fees	CP 1049_23
47	Waiver of Stamp Duty on the Purchase of Block 72B Parcel 251	Lands	Stamp Duty waiver request on land purchase	CP 1050_23
48	Purchase of Land Using the Environmental Protection Fund Block 44B Parcel 399	Lands	Land purchase in Bodden town	CP 1060_23
49	Lease Renewal _ Part 2nd Flo Sussex House Immigration Dept _ PP Office 14CJ99	Lands	Lease renewal for Immigration Dept. Passport office	CP 1080_23
50	Short Term Residential Lease for Dept of Enviro 10E20H2	Lands	Lease renewal for Dept of Environment	CP 1082_23
51	Transfer of Lands designated for public use to the Crown WBN 4C537	Lands	Transfer of LPP properties to the crown - WBN	CP 1083_23
52	Disposal of Crown Land 4E44 WB	Lands	Request by member of the public to purchase Crown land declined	CP 1084_23
53	Approval of the Public Lands (Amend and Validation) Bill 2023	Ministry	Amend Public Lands Bill - composition of the Commission	CP 1085_23
54	Purchase of Block 48C Parcels 123 and 124	Lands	Land purchase	CP 1078_23
55	Purchase of Block 59A Parcel 269	Lands	Land purchase	CP 1079_23
56	Lease to Former Owner Everick McFarlane Block 72B Parcel 251	Lands	Lease renewal	CP 1081_23
57	Funding needs for TP86 Sis Is Beaches and Community Clean-up Program	Ministry	Increase of funding for road crew in CYB	CP 1094_23
58	Transfer of Road Parcels to the Crown WB & BT Road Parcels _ Block 1D Par 582 649 705 & 23B305 & 306	Lands	Transfer of road parcel to the Crown WB & BT	CP 1095_23
59	Lease of Crown Property Retail unit at Wreck of the Ten Sail 75A130	Lands	Lease of Crown Property - Retail unit	CP 1000_23
60	Proposed Boundary Straightening and Land Swap	Lands	Boundary straightening between Crown and adjoining land owner	CP 1100_23
61	Waiver of Planning Requirement for the Construction of Public Restrooms	Ministry	Waiver of planning approval for public restroom	CP 1101_23
62	Funding needs for TP86 Sis Is Beaches and Community Clean-up Program_ Amendment	Ministry	Increase of funding for road crew in CYB	CP 1094_23
63	Proposed Disposal of Crown Land Block 27C Parcel 435 _ Gas Station at NewLands Launching Ramp	Lands	Request by member of the public to purchase Crown land declined	CP 1096_23

#	Titles	Portfolio	Details	Reference
64	Proposed Disposal of Crown Land Block 59B Parcel 67 - Frank Sound_ Amendment	Lands	Request by member of the public to purchase Crown land declined	CP 1097_23
65	Proposed Disposal of Crown Land Block 14D Parcel 351_ Pond Of Anthony Drive GT	Lands	Request by member of the public to purchase Crown land declined	CP 1098_23
66	Tenancy Renewal Cadet Corps Cayman Brac Block 111E Parcel 82	Lands	lease renewal - Cadet Corps Cayman Brac	CP 1099_23
67	Waiver of Planning Requirements for the Construction of Public Restrooms - Amendment	Ministry	Waiver of planning requirements approval for public restroom constructions- amendment	CP 1101_23
68	Long Lease of Land Block 13EH	Lands	Min of T&P request approval for the Crown to lease vacant waterfront land in GT	CP 1125_23
69	Proposed Purchase of Block 25B Parcel 493	Lands	Proposed property purchase - declined by Cabinet	CP 1126_23
70	Development Control Board Appointments	Ministry	Appointments to the Development Control Board	CP 1132_23
71	Claim to Ownership of Crown Land Prospect Block 25B Parcel 430 M Ramos	Ministry	Approval to claim of ownership of Crown land - prospect	CP 1124_23
72	Appointment to the Assessment Committee Roads Act (2005)	Ministry	Appointment of members to the Roads Act Committee	CP 1165_23
73	Water Authority - Board Appointment	Ministry	Water Authority board appointments	CP 1164_23
74	Lease of Offices - Part 3rd Fl Eden House for Sunrise Adult Training Center	Lands	Lease of offices - Sunrise Adult Training	CP 1163_23
75	Agriculture Land Sub-Division & Public Right Of Way Block 66A Parcel 4 & 5	Lands	Public right of way over crown land	CP 1162_23
76	Purchase of Land Cayman Brac Block 99B Parcel 108 & Section 11(5) Transfer	Lands	Purchase of land in Cayman Brac	CP 1161_23
77	Satellite Car Park for WORC - Lease Renewal GT Block 14CF Parcel 75	Lands	Lease renewal - WORC car parking lot	CP 1163_23
78	No Interest in the Purchase of Block 71A Parcel 188	Lands	Request by member of the public to purchase Crown land declined	CP 1160_23
79	No Interest in the Purchase of 80A Parcel 166	Lands	Request by member of the public to purchase Crown land declined	CP 1159_23
80	Purchase of Land North Side 57E27 & Section 11(5) Transfer of Appropriations	Lands	Purchase of land in north side	Cp 1179_23
81	Surrender and Renewal of Lease Community Integration HUB the 131 Center Maclendon Dr	Lands	Lease renewal - Community Integration HUB	CP 1180_23
82	Appointment of Members to the Public Lands Commission	Ministry	Appointment of members to the Public Lands Commission	CP 1209_23
83	Automatic Weather Station Installations at 5 Crown Lands Locations	Ministry	weather station installations	CN 140_23
84	Public Road Declaration Billy's Crescent, Little Cayman Section 5 Roads Act (2004)	Ministry	Public road declaration	CP1181_23
85	Purchase of Land North Side 57E27 Section 11(5) Transfer of Appropriations with Replacement	Lands	Purchase of land in North Side	CP 1179_23
86	Transfer of Land from Sister is Affordable Housing Development Corp to the Crown	Lands	Transfer of land to the Crown for development of affordable homes	CP 1211_23
87	Application to Modify Public Rights of Way Cayman Shores Develop Ltd Royal Palms Coral Beach Update	Ministry	Update Cabinet on Cayman Shores negotiation	CN 144_23

#	Titles	Portfolio	Details	Reference
88	Sublease Renewal RCIPS Air Service Unit Island Air Hanger Block 20C Parcel 78 pt.	Lands	Lease renewal - RCIPS Air Service	CP 1203_23
89	Lease Renewal of Offices Cayman Center, Owen Roberts Dr WORC Block 20B Parcel 118 pt.	Lands	Lease renewal - WORC office space	CP 1202_23
90	Lease Renewal of Warehouse Storage Premises for the MoE Barcadere Warehouse Park GT Block 20C Parcel 148 PT	Lands	Lease renewal - warehouse storage for MoE	CP 1201_23
91	Lease Renewal of Offices - Part 5th Fl Anderson Sq. Office of the Ombudsman Block 14BH Parcel 138PT	Lands	Lease renewal - Office of the Ombudsman	CP 1210_23
92	Appointment of Members to the Public Lands Commission	Ministry	Appointment of members to the Public Lands Commission	CP 1240_23
93	Section 11 (5) Purchase of Land - North Side Block 49B Parcel 110	Lands	Purchase of land in North Side	CP 1251_23
94	Lease of Former JN Building 29 Elgin Ave GT Block 14BH parcel 5 for GT Police Station	Lands	Lease of office for RCIPS	CP 1258_23
95	Swap of Crown Land to NHDT to Construct Affordable Homes	Lands	Land swap with NHDT to construct Affordable homes	CP 1279_23
96	Development Control Board - Board Appointment - Executive Secretary	Ministry	Appointments to the Development Control Board	CP 1278_23
97	Crown Tenants Exercising the Right to a New Lease -Magnum Jewelers Ltd former Craft Market Site GT Block OPY Par 108	Lands	Crown Lease renewal - Magnum Jewelers Ltd	CP 1265_23
98	Requests to Finance Committee for Appropriation changes sought under Section 12 of the Public Mang and Finance Act 2020 Rev	Ministry	Request to Finance Committee for Section 12 increase	CP 1286-23
99	Proposed Disposal of Crown Land Block 25B Parcel 470 - Prospect Rd Bay	Lands	Approved disposal of crown land - Prospect Rd	CP 1280_23
100	#6 and #14 Grape Tree Condos WB Beach South, Block 13B Parcels 103H6 and 103 H16 Proposed Disposal & Payments of Strata Fees	Lands	Approved listing of crown properties - WB Rd	CP 1304_23
101	Transfer of Road Parcel to the Crown Grand Cayman Road Parcel 141	Lands	Transfer of road parcel to the Crown	CP 1303_23
102	Relocation of Internal Audit & Education Standards Lease of Shared Office Premises, One Capital Place Block 14CJ Parcel 180	Lands	Lease for Internal Audit & Education Standards shared office space	CP 1302_23
103	Purchase of Land using the Environmental Protection Fund Block 48B parcel 3	Lands	Land purchase - Environmental protection funding	CP 1300_23
104	Purchase of Land Cayman Brac Block 106E Parcel 131	Lands	Land purchase - Cayman Brac	CP 1299_23
105	Purchase of Land Cayman Brac Block 106E Parcel 42	Lands	Land purchase - Cayman Brac	CP 1298_23
106	Purchase of Land Little Cayman - Block 87A Parcel 34	Lands	Land purchase - Little Cayman	CP 1297_23
107	Purchase of Land Little Cayman - Block 86A Parcel 77	Lands	Land purchase - Little Cayman	CP 1295_23
108	Land Exchange The Crown and the CI Airports Authority Block 66A Parcel 1 (PT) Block 14E Parcel 206	Lands	Land Exchange - The Crown and the CI Airports Authority	CP 1293_23
109	Lease Renewals of Warehouse Storage Dept of Tourism and Treasury Dept Block 19E Par 27 (pt.)	Lands	Lease Renewals of Warehouse Storage Dept of Tourism and Treasury Dept.	CP 1301_23
110	Purchase of Block 57E Parcels 224 Utilising EPF	Lands	Land purchase using Environmental Protection funding	CP 1294_23

#	Titles	Portfolio	Details	Reference
111	Purchase of Land GT Block 14CJ Parcels 25 and Section 11(5) approval	Lands	Land purchase - GT	CP 1325_23
112	Grant of Easement over Crown Land Block 70A Parcel 7 near Colliers Wilderness DR EE	Lands	Grant of easement over Crown land - Colliers Wilderness Dr EE	CP 1340_23
113	Re-appointment and New Appointment of Members to the Public Lands Commission	Ministry	Appointment of members to the Public Lands Commission	CP 1331_23
114	Request for Section 11(5) Transfer of Appropriations within the Min of DAL	Ministry	Transfer of funding within the Ministry	CP 1337_23
115	Lease of Office - Clifton House, Fort Street Block OPY Parcel 188 for Dept of Counselling Services	Lands	Lease of Office - Clifton House for Dept of Counselling Services	CP 1338_23
116	Sister Islands Affordable Housing Development Corp - Board Appointments	Ministry	Sister Island Affordable Housing Development board appointments	CP 1341_23
117	Purchase of Lands Cayman Brac Block 112A Parcel 29 and Section 11(5) Approval	Lands	Purchase of land Cayman Brac	CP 1343_23
118	Lease of Warehouse Premises for Work Force Opportunities and Residency Cayman (WORC) Block 20C Parcel 148 (PT)	Lands	Lease of Warehouse Premises for WORC	CP 1339_23
119	Purchase of Land Cayman Brac Block 95B Parcel 271 and Section 11(5) Approval	Lands	Purchase of land - Cayman Brac	CP 14_23
120	Waiver of Planning requirements for the construction of a Public Parking Lot for the Creek Community Center	Ministry	Waiver of planning approval for Creek Community Centre parking lot	CP 43_23
121	Approval of the Tabling of the Ministry of District Admin and Lands 2022 Annual Report and Financial Statements in Parliament	Ministry	Tabling of the 2022 Ministry of DAL annual report	CP 45_23
122	Lease Renewal of Warehouse Premises for Protocol Office Block 20C Parcel 148 pt.	Lands	Lease renewal of warehouse premises for Protocol Office	CP 46_23
123	Purchase of Block 44B Parcel 15 using EA land for Conservation	Lands	Land purchase for conservation	CP 47_23
124	Purchase of Land - Little Cayman - Block 91A Parcel 107	Lands	Land purchase - Little Cayman	CP 48_23
125	Approval of the Tabling of the Water Authority 2022 Annual Report and Audited Financial Statements in Parliament (PT)	Lands	Tabling 2022 Water Authority annual report	CP 44_23
126	Assignment of Crown Land for the Development of the Cayman Islands Aquatic Center	Lands	Assignment of Crown land for aquatic centre	CP 65_23
127	Purchase of Block 44B Parcel 15 using EA land for Conservation - amended	Lands	Assignment of Crown land for aquatic centre	CP 47_23

#	Tabling of Cabinet papers for Parliament	
	Description	Date Submitted to Parliament
1	Sister Islands Affordable Housing Development Corporation Annual Report 2021	03-Jan-23
2	The Ministry of District Administration and Lands' 2021 Annual Report and Financial Statements	06-Jun-23

Appendix 1

Audited Financial Statements





GOVERNMENT OF THE CAYMAN ISLANDS

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

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

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**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS
31 December 2023**

These financial statements have been prepared by the Ministry of District Administration and Lands 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 Acting 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 law, and properly record the financial transactions of the Ministry of District Administration and Lands.

As Acting Chief Officer and Acting Chief Financial Officer we are responsible for the preparation of the Ministry of District Administration and Lands financial statements, representation and judgements made in these statements.

The financial statements fairly present the financial position, financial performance and cash flows of the Ministry of District Administration and Lands for the year ended 31 December 2023.

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

- (a) completely and reliably reflect the financial transactions of Ministry of District Administration and Lands for the year ended 31 December 2023;
- (b) fairly reflect the financial position as at 31 December 2023 and financial performance for the year ended 31 December 2023; and
- (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 additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used.

The Office of the Auditor General conducts an independent audit and expresses an opinion on the accompanying financial statements. 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.

A handwritten signature in black ink, appearing to read "Wilbur Welcome".

Wilbur Welcome
Acting Chief Officer

April 30, 2024

A handwritten signature in black ink, appearing to read "Gary Robinson".

Gary Robinson
Acting Chief Financial Officer

April 30, 2024

AUDITOR GENERAL'S REPORT

To the Members of Parliament and the Chief Officer of the Ministry of District Administration and Lands.

Opinion

I have audited the financial statements of the Ministry of District Administration and Lands (the "Ministry"), which comprise the statement of financial position as at 31 December 2023 and the statement of financial performance, statement of changes in net worth and cash flow statement for the year period ended 31 December 2023, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 10 to 37.

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

Basis for Opinion

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

Emphasis of Matter

As outlined in note 1b of the financial statements, the Cabinet authorised two supplementary appropriations for the Ministry under section 11(5) of the Public Management and Finance Act (2020 Revision) ("PMFA"), increasing its 2023 operating budget by \$557,000. A supplementary Appropriations Bill for the additional funding was not introduced in Parliament by 31 March 2024 as required by section 11(6) of the PMFA.

My opinion is not qualified with respect to this matter.

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

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

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

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

AUDITOR GENERAL'S REPORT (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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



Sue Winspear, CPFA
Auditor General

30 April 2024
Cayman Islands

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2023
Expressed in Cayman Islands Dollars

Prior Year Actual \$'000		Note	Actual \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Final Budget vs Actual) \$'000
Current Assets						
1,303	Cash and cash equivalents	2	3,526	2,751	2,751	(775)
3,435	Trade Receivables	3	4,025	2,210	2,210	(1,815)
104	Other Receivables	3	-	-	-	-
395	Inventories	4	378	350	350	(28)
1,246	Prepayments	5	532	69	69	(463)
6,483	Total Current Assets		8,461	5,380	5,380	(3,081)
Non-Current Assets						
35	Intangible Assets	6a	29	91	91	62
13,632	Property, plant and equipment	6	15,992	17,109	17,697	1,705
13,667	Total Non-Current Assets		16,021	17,200	17,788	1,767
20,150	Total Assets		24,482	22,580	23,168	(1,314)
Current Liabilities						
174	Trade Payables	7	268	20	20	(248)
755	Other payables and accruals	7	2,196	182	182	(2,014)
486	Unearned revenue	8	493	370	370	(123)
338	Employee entitlements	9	354	539	539	185
11	Repayment of surplus		11	-	-	(11)
1,764	Total Current Liabilities		3,322	1,111	1,111	(2,211)
1,764	Total Liabilities		3,322	1,111	1,111	(2,211)
18,386	Net Assets		21,160	21,469	22,057	897
Equity						
7,683	Contributed Capital		10,457	21,469	22,057	11,600
10,703	Revaluation reserve		10,703	-	-	(10,703)
-	(Deficit)/ Surplus for the year		-	-	-	-
-	Accumulated Surplus		-	-	-	-
18,386	Total Net Worth		21,160	21,469	22,057	897

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

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 DECEMBER 2023**

Expressed in Cayman Islands Dollars

Prior Year Actual \$'000		Note	Actual \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Final Budget vs Actual) \$'000
17,901	Sales of goods & services	10	19,883	21,244	23,749	3,866
17,901	Total Revenue		19,883	21,244	23,749	3,866
Expenses						
14,284	Personnel costs	11	16,055	17,304	18,633	2,578
2,568	Supplies and consumables	12	2,684	2,471	3,584	900
1,039	Depreciation & amortization	6,6b	1,141	1,469	1,532	391
17,891	Total Operating Expenses		19,880	21,244	23,749	3,869
Other Gains and Losses						
(1)	Loss on foreign exchange transactions	13	(1)	-	-	1
-	Litigation costs		4	-	-	(4)
17,890	Total Expenses		19,883	21,244	23,749	3,866
11	Surplus for the year		-	-	-	-

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

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 31 DECEMBER 2023
Expressed in Cayman Islands Dollars

Note	Contributed Capital \$'000	Revaluation Reserve \$'000	Accumulated Surplus/ (deficits) \$'000	Total Net worth \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Final Budget vs Actual) \$'000
Balance at 1 Jan 2022	5,239	10,703	-	15,942	14,044	14,044	(1,898)
Changes in net worth for 2022							
Equity Investment from Cabinet	2,444	-	-	2,444	4,067	6,565	4,121
Net revenue / expenses recognised directly in net worth	2,444	-	-	2,444	4,067	6,565	4,121
Surplus for the period 2022	-	-	11	11	-	-	(11)
Repayment of Surplus	-	-	(11)	(11)	-	-	11
Total recognised revenues and expenses for the period	2,444	-	-	2,444	4,067	6,565	4,121
Balance at 31 December 2022	7,683	10,703	-	18,386	18,111	20,609	2,223
Balance at 31 December 2022	7,683	10,703	-	18,386	18,111	20,609	2,223
Changes in net worth for 2023							
Equity Investment from Cabinet	2,774	-	-	2,774	3,358	1,448	(1,326)
Net revenue / expenses recognised directly in net worth	2,774	-	-	2,774	3,358	1,448	(1,326)
Surplus for the year 2023	-	-	-	-	-	-	-
Repayment of Surplus	-	-	-	-	-	-	-
Total recognised revenues and expenses for the year	2,774	-	-	2,774	3,358	1,448	(1,326)
Balance at 31 December 2023	10,457	10,703	-	21,160	21,469	22,057	897

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

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2023**

Expressed in Cayman Islands Dollars

Prior Year Actual \$'000	Note	Actual \$'000	Original Budget \$'000	Final Budget CI \$'000	Variance (Final Budget vs Actual) \$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts					
16,468	Outputs to Cabinet	18,949	19,528	22,033	3,084
314	Sale of goods and services - third party	1,803	1,287	1,287	(516)
6	Other receipts	96	162	162	66
Payments					
(14,283)	Personnel costs	(16,038)	(17,304)	(18,633)	(2,595)
(2,088)	Supplies and consumables	(1,450)	(2,471)	(3,647)	(2,197)
(10)	Other payments	(21)	-	-	21
-	Financing/interest expense	-	-	-	-
407	Net cash flows provided by/(used in) operating activities	3,339	1,202	1,202	(2,137)
CASH FLOWS FROM INVESTING ACTIVITIES					
(2,594)	Purchase of property, plant and equipment	(2,425)	(3,359)	(5,570)	(3,145)
(2,594)	Net cash flows used in investing activities	(2,425)	(3,359)	(5,570)	(3,145)
CASH FLOWS FROM FINANCING ACTIVITIES					
2,097	Equity Investment Cabinet	1,310	3,359	5,570	4,260
500	Equity Investment -Other Ministries	-	-	-	-
2,597	Net cash flows provided by financing activities	1,310	3,359	5,570	4,260
410	Net increase/(decrease) in cash and cash equivalents	2,223	1,202	1,202	(1,021)
893	Cash and cash equivalents at beginning of year	1,303	1,549	1,549	246
1,303	Cash and cash equivalents at the end of the year	3,526	2,751	2,751	(775)

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

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Description and principal activities

The Ministry of District Administration and Lands, (hereafter referred to as the “Ministry”) is a Government owned entity as defined by section 2 of the Public Management and Finance Act (2020 Revision) and it is domiciled in the Cayman Islands.

Its principal activities and operations include all activities carried out in relation to outputs purchased by the Minister for the departments in the Ministry of District Administration and Lands as defined in the Plan and Estimates for the Government of Cayman Islands.

Effective July 1, 2021, following the April 2021 elections, the Ministry of District Administration and Lands was formed with responsibility for the Core Ministry Administration, District Administration Department (which was previously under purview of the former Ministry of District Administration, Tourism and Transport) as well as the following departments and units that were transferred from the Ministry of Education, Youth, Sports, Agriculture and Lands: Lands and Survey, Public Lands Commission Unit and Sister Islands Sports. The initial staff complement of the new Ministry largely comprised personnel that were transferred from the former Ministries along with the aforementioned departments.

Note 1: Significant Accounting Policies

These financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) issued by the International Federation of Accountants and its International Public Sector Accounting Standards Board 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.

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

Certain new accounting standards have been published that are not mandatory for the 31 December 2023 reporting period and have not been early adopted by the Ministry. The Ministry's assessments of the impact of these new standards are set out below.

IPSAS 43 Leases issued in January 2022, amended the scope of IPSAS 16 by defining investment property to include both owned investment property and property held by a lessee as a right-of-use asset. IPSAS 43 introduces a right-of-use model that replaces the risks and rewards incidental to ownership model in IPSAS 13, Leases. For lessors, IPSAS 43 substantially carries forward the risks and rewards incidental to ownership model in IPSAS 13. IPSAS 43 has an effective date of January 1, 2025. Earlier application is permitted in certain circumstances.

IPSAS 43's impact on the Ministry's financial statements will be assessed more fully closer to the effective date of adoption.

IPSAS 44, Non-current Assets Held for Sale and Discontinued Operations was issued in May 2022. An entity shall apply this amendment for annual financial statements covering periods beginning on or after January 1, 2025. Earlier application is permitted. If an entity applies the amendments for a period beginning before January 1, 2025, it shall disclose that fact and apply IPSAS 44 at the same time

IPSAS 44 specifies the accounting for assets held for sale and the presentation and disclosure of discontinued operations. It requires assets that meet the criteria to be classified as held for sale to be:

- Measured at the lower of carrying amount and fair value less costs to sell and depreciation on such assets to cease; and
- Presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance.

It is anticipated that IPSAS 44 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.

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 1: Significant Accounting Policies (continued)

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

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

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

IPSAS 48, Transfer Expenses (issued in May 2023 and effective for periods beginning on or after January 1, 2026) provides accounting requirements for transfer expenses, and presents two accounting models based on the existence of a binding arrangement. It is anticipated that IPSAS 48 will not have an impact on the 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 January 1, 2026) provides a principle-based approach to accounting for retirement benefit plans offering a completed view of their financial activities, assets, and obligations and establishes comprehensive accounting and reporting requirements for the financial statements of retirement benefit plans. It is anticipated that IPSAS 49 will not have an impact on the Ministry's financial statements.

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

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 1: Significant Accounting Policies (continued)

(a) Statement of Compliance and Basis of Preparation

The financial statements of the Ministry have been prepared on an accrual basis in accordance with International Public Sector Accounting Standards (IPSAS). The financial statements are presented in Cayman Islands dollars, which is the functional and reporting currency of the Ministry. Except where noted, all values in these financial statements are rounded to the nearest thousand (\$000). The accounting policies have been consistently applied to all the years presented. The financial statements have been prepared on the basis of historical cost, unless stated otherwise. The cash flow statement is prepared using the direct method.

Reporting Period

The financial statements are prepared for the one year period from 1 January 2023 to 31 December 2023.

Changes in Accounting Policies

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

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

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

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

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

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

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

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 1: Significant Accounting Policies (continued)

Adoption of IPSAS 41 Financial Instruments (cont'd)

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

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

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

(b) Budget Amounts

Original Budget

The original budget represents the approved budget of the Parliament of the Cayman Islands for the fiscal period January – December 2023.

Final Budget

The final budget is the original budget adjusted for amounts approved under Section 9(5) and Section 11(5) of the Public Management and Finance Act (2020 Revision) and also the carried forward of unutilized funds from the prior year budget to facilitate the implementation of the projects in the current year as permitted under Section 9(5). These changes are as follows:

Description	Operating Expenditure	Capital Expenditure
	\$'000	\$'000
2022 Original Budget	21,244	3,359
Section 11(5)	557	(1,910)
Section 9(5) brought forward to 2022 by output	(500)	-
Budget carried forward from 2022	2,448	4,121
Final Budget	23,749	5,570

The final operating budget includes an increase in operating expenses under sections 11 (5) of the Public Management and Finance Act (2020 Revision) of \$557 thousand and offset by a decrease of \$500 thousand under section 9 (5) which brought forward funds to the 2022 budget to support the strategic goals of the Ministry. These operating cost adjustments facilitated personnel recruitment and the continuation of the document digitization project for the Lands & Survey Department.

The prior year Financial Statements reflected an unutilized budgeted expenditure of \$2,509,000 however the Ministry carried forward to 2023 \$2,448,000 to supplement the 2023 original budget. The Ministry also reallocated within the same Appropriation \$185 thousand from depreciation and amortization to fund unbudgeted increases mainly in relation to public relations and sensitization activities and maintenance related supplies and

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 1: Significant Accounting Policies (continued)

(b) Budget Amounts (continued)

Final Budget (continued)

consumables. These budget reallocation adjustments did not require a supplementary appropriation as the reallocations were made within the same Appropriations.

The impact of the supplementary appropriation, budget carried forward and reallocations within the same Appropriation on operating expenses is as follows:

	Original Budget \$'000	Section 11(5) \$'000	Section 9(5) \$'000	2022 carried forward \$'000	Approved Reallocations \$'000	Final Budget \$'000
Personnel costs	17,304	177	(500)	1,641	11	18,633
Supplies and consumables	2,471	380	-	576	157	3,584
Depreciation & amortization	1,469	-	-	231	(168)	1,532
	21,244	557	(500)	2,448	-	23,749

The final capital budget includes supplementary Appropriations of \$1.9 million approved under sections 11 (5) of the Public Management and Finance Act (2020 Revision) to partially facilitate the aforementioned operating expenses and land acquisitions. The ratification of the approved Finance Committee appropriation changes is pending final Parliamentary tabling and approval. This is outside of the Ministry's ambit.

(c) Judgments and Estimates

The preparation of financial statements in conformity with IPSAS requires management to make judgments, estimates, and assumptions affecting the application of policies and reported amounts of assets and liabilities, revenue and expenses. The estimates and associated assumptions are based on 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.

(d) Changes in Accounting Estimates

There were no material changes in accounting estimates as defined by IPSAS 3.

(e) Revenue

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

The Ministry derives its revenue through the provision of services to Cabinet, to other agencies in government and to third parties. Revenue is recognised at fair value of services provided. Revenue earned but not received at year end is recognized as receivable.

f) Expenses

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

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

Note 1: Significant Accounting Policies (continued)

(g) Operating leases

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

(h) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash in-transit and bank accounts with a maturity of no more than three months from the date of acquisition.

(i) Prepayments

The portion of recognised expenditure paid in advance of receiving services has been recognised as a prepayment in these financial statements.

(j) 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, using the first-in-first-out method, and net realisable value. 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 to be used in the production of goods and services reflects management's estimates for obsolescence or other impairments. Inventories held for sale or use in the production of goods and services on a commercial basis are valued at the lower of cost and net realisable value. The write-down from cost to current replacement cost or net realisable value is recognised in the statement of financial performance in the period when the write-down occurs.

(k) Property, Plant and Equipment

Property, Plant and equipment are stated at historical cost upon initial recognition less accumulated depreciation and impairment losses. Where an asset is acquired for nil or nominal consideration, the asset is recognised 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.

Buildings are subsequently stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and impairment loss. Revaluations are performed with sufficient regularity such that the carrying amounts do not differ materially for those that would be determined using fair values at the end of each reporting year.

Revaluation increases arising on the revaluation of such assets are recognised in the Statement of Changes in Net Worth (equity), except to the extent that it reverses a revaluation decrease for the same class of asset previously in surplus or deficit in the Statement of Financial Performance, in which case the increase is credited to the surplus or deficit to the extent of the decrease previously expensed. A decrease in the carrying amount arising on the revaluation of such assets is recognised in surplus and deficit to the extent that it exceeds the balance, if any, held in the revaluation reserve relating to previous revaluation of that class of asset.

In accordance with IPSAS 17, when an item of Property, Plant & Equipment is revalued any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset.

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.

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 1: Significant Accounting Policies (continued)

(k) Property, Plant and Equipment (continued)

Depreciation is expensed on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant and equipment (other than land); less any estimated residual value, over its estimated useful life. Leasehold improvements are depreciated either over the unexpired period of the lease or the estimated useful lives of the improvements, whichever is shorter.

<u>Asset Type</u>	<u>Estimated Useful life</u>
• Buildings and structures	10 – 60 years
• Building fit-out (when accounted for separately)	5 – 25 years
• Leasehold Improvement	unexpired period or useful life
• Computer equipment	3 – 10 years
• Developed software	4 – 10 years
• Office equipment and furniture	3 – 25 years
• Motor vehicles	3 – 20 years
• Cleaning, refuse and recycling equipment	3 – 15 years
• Construction and other equipment	3 – 25 years
• Telecommunications	5 – 50 years
• Other equipment	5 – 20 years

(k) (i) 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 arising with each financial year are included in the Statement of Financial Performance.

(k) (ii) Intangible Assets

Intangible assets acquired separately are initially recognised at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated 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 the intangible assets is assessed as either finite or indefinite.

An intangible asset with a finite life is amortized over its useful life:

<u>Asset Type</u>	<u>Estimated Useful life</u>
Software	4 – 10 years

Intangible assets with a finite useful life are assessed for impairment whenever there is an indication that the asset may be impaired. Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the surplus or deficit when the asset is derecognised.

An intangible asset with an indefinite useful life is not amortised. 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 DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 1: Significant Accounting Policies (continued)

(l) Employee Benefits

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

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

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

(m) 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 these financial instruments as part of its normal operations.

Classification

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

Initial recognition

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

Subsequent measurement and classification

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

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

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 1: Significant Accounting Policies (continued)

(m) Financial Instruments (continued)

Subsequent measurement and classification (continued)

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

Impairment

See notes 2 and 3 for the accounting policy in relation to the accounting policies for impairment of Cash and cash equivalents and Trade receivables respectively.

Derecognition

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.

(n) Contingent Liabilities and Assets (including guarantees)

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

(o) Foreign Currency

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

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

- Foreign currency monetary items are 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.

(p) Revenue from Non-Exchange Transactions

The Ministry receives various services from other government entities for which payment is made by the Cayman Islands Government. These services include but are not limited to computer repairs and software maintenance by the Computer Services Department, human resources management by the Portfolio of the Civil Service and office space from the Ministry of Planning, Lands, Agriculture, Housing & Infrastructure. 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 a fixed asset, such service in-kind is recognised in the cost of the fixed asset.

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 1: Significant Accounting Policies (continued)

(q) Corresponding Figures

Corresponding figures are restated to ensure consistency with the current year unless it is impracticable to do so. In the year, no restatement to corresponding figures covering the prior year ended 31 December 2022 was made.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

Note 2: Cash and cash equivalents

Cash and cash equivalents include cash on hand and bank accounts in the name of the Ministry maintained at Royal Bank of Canada and Cayman National Bank. No restricted cash balances were held by the Ministry as at 31 December 2023. The District Administration Department acts as an intermediary for collecting and remitting of fees on behalf of other government departments in Cayman Brac. Although cash and cash equivalents at 31 December 2023 are subject to the expected credit loss requirements of IPSAS 41, no allowance has been recognised as the estimated allowance is negligible due to the high credit quality of the counterparty banks.

The Foreign Currency Exchange rate used to convert USD as at the year-end was \$0.83.

Prior Year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
\$'000		\$'000	\$'000	\$'000	\$'000
2	Cash on hand	2	3	3	1
1	Cash in Transit – KYD	-	-	-	-
1,125	CI\$ Operational Account	3,379	2,719	2,719	(660)
50	US\$ Operational Account	80	-	-	(80)
125	Payroll Account	65	30	30	(35)
1,303	Cash and cash equivalents	3,526	2,751	2,751	(775)
-	Overdrafts	-	-	-	-
1,303	Total Cash and cash equivalents	3,526	2,751	2,751	(775)

Note 3: Trade receivables and other receivables

Trade receivables are amounts due from customers for items sold or services performed in the ordinary course of business. Trade receivables and other receivables comprise of balances due from other Government entities, including Output Receivables and balances due from third parties. The simplified approach to providing for expected credit losses, as prescribed by IPSAS 41, is applied to trade and other receivables. The simplified approach involves making a provision equal to lifetime expected credit losses.

Prior Year Actual	Trade Receivables	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
\$'000		\$'000	\$'000	\$'000	\$'000
197	Sale of goods and services	314	300	300	(14)
3,314	Outputs to Cabinet	3,800	1,910	1,910	(1,890)
3,511	Total Trade receivables	4,114	2,210	2,210	(1,904)
(76)	Less: expected credit losses	(89)	-	-	89
3,435	Net Trade receivables - (due in one year)	4,025	2,210	2,210	(1,815)

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 3: Trade receivables and other receivables (continued)

Prior Year Actual	Other Receivables	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
\$'000		\$'000	\$'000	\$'000	\$'000
104	Other	-	-	-	-
104	Net Total Other Receivables	-	-	-	-

Maturity Profile of Trade Receivables and Other Receivables

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 assessed over the immediate prior year, being the first full year of of the Ministry coming into existence. Using the historical ageing as at December 31, 2022, the ECL for each ageing bucket was determined by the uncollected balance (after assessing the subsequent collection performance) as at the subsequent 365-day period ended December 31, 2023 as a percentage of the balance in each ageing bucket as at December 31, 2022. The historical loss rates are then adjusted for current and forward-looking information on macroeconomic factors affecting the Ministry's customers. Given the short period of credit risk exposure, the impact of macroeconomic factors is not considered significant.

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

The Ministry recognised ECL of 94% for receivables over 365 days past due based on historical experience which has indicated that these receivables are substantially not recoverable. Receivables are written off and or fully provided for when there is no reasonable expectation of recovery. Otherwise, the Ministry will continue the recovery efforts for all over due debts.

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 3: Trade receivables and other receivables (continued)

The allowance for credit losses at 31 December 2023 and 1 January 2023 were determined as follows:

31 December 2023	Current	Receivable days past due						Individual Provisioning	Total
		1 to 30 days	31 to 90 days	91 to 180 days	181 to 365 days	More than 365 days			
Expected credit loss rate	0%	0%	6%	1%	20%	94%	-	2%	
Gross carrying amount (\$000)	3,865	-	64	75	30	80	-	4,114	
Lifetime expected credit loss (\$000)	3	-	4	1	6	75	-	89	

1 January 2023	Current	Receivable days past due						Individual Provisioning	Total
		1 to 30 days	31 to 90 days	91 to 180 days	181 to 365 days	More than 365 days			
Expected credit loss rate	0%	56%	100%	13%	0%	0%	-	3%	
Gross carrying amount (\$000)	3,447	9	2	39	57	61	-	3,615	
Lifetime expected credit loss (\$000)	3	5	2	5	-	-	76	91	

Movements in the allowance for credit losses are as follows:

Prior Year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
\$'000		\$'000	\$'000	\$'000	\$'000
-	Allowance for credit losses as at 1 January 2023 calculated under IPSA 29 IPSAS 41 expected credit loss adjustment – through opening accumulated surplus/deficit	(76)	-	-	76
(76)	Opening allowance for credit losses as at 1 January 2023	(15)	-	-	15
-	Revision in loss allowance made during the year	(91)	-	-	91
-	Receivables written off during the year	2	-	-	(2)
-		-	-	-	-
(76)	Provision for Doubtful Debts	(89)	-	-	89

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 4: Inventories

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
\$'000		\$'000	\$'000	\$'000	\$'000
395	Inventory held for use in the provision of goods and services	378	350	350	(28)
395	Total	378	350	350	(28)

Inventory materially comprises spare parts used in the maintenance of buildings, motor vehicles and other plant and equipment. As at 31 December 2023 inventory was held at a net realizable value of \$378 thousand (2022: \$395 thousand).

Note 5: Prepayments

Prepayments consists mainly of minor construction related contractual advances, rent, subscriptions and supplies.

Prior Year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
\$'000		\$'000	\$'000	\$'000	\$'000
1,246	Accrued Prepayments	532	69	69	(463)
1,246	Total Prepayments	532	69	69	(463)

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 6: Property, plant and equipment

Cost or valuation

	Other Plant & equipment \$'000	Buildings \$'000	Furniture & Fittings \$'000	Computer Hardware \$'000	Office Equipment \$'000	Leasehold Improvements \$'000	Other Assets \$'000	Infrastructure \$'000	Motor Vehicles \$'000	Aircrafts Equipment \$'000	Assets Under Construction or development \$'000	Total \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Final vs Actual) \$'000
Balance as at 1 January															
2022	1,163	11,139	131	1,259	110	-	336	24	4,758	36	1,329	20,285	21,159	21,159	874
Additions	100	289	-	106	12	-	-	-	170	-	555	1,232	4,017	6,515	5,283
Adjustments	-	-	-	-	-	-	-	-	-	-	(2)	(2)	-	-	2
Disposal/ Derecognition	(141)	-	-	(35)	(7)	-	(186)	-	-	-	-	(369)	-	-	369
Transfers (other)	-	12	-	-	-	-	-	-	-	-	(12)	-	-	-	-
Balance as at 31 December															
2022	1,122	11,440	131	1,330	115	-	150	24	4,928	36	1,870	21,146	25,176	27,674	6,528
	Other Plant & equipment \$'000	Buildings \$'000	Furniture & Fittings \$'000	Computer Hardware \$'000	Office Equipment \$'000	Leasehold Improvements \$'000	Other assets \$'000	Infrastructure \$'000	Motor Vehicles \$'000	Aircrafts Equipment \$'000	Assets under construction or development \$'000	Total \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Final vs Actual) \$'000
Balance as at 1 January															
2023	1,122	11,440	131	1,330	115	-	150	24	4,928	36	1,870	21,146	25,176	27,674	6,528
Additions	201	379	34	270	35	6	105	-	539	-	1,912	3,481	3,349	5,560	2,080
Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	(4,121)	(4,121)
Disposal/ Derecognition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers (other)	4	1,678	-	18	1	-	-	-	68	-	(1,769)	-	-	-	-
Balance as at 31 December															
2023	1,327	13,497	165	1,618	151	6	255	24	5,535	36	2,013	24,627	28,525	29,113	4,487

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 6: Property, plant and equipment (continued)

Accumulated depreciation and impairment

	Plant and equipment \$'000	Buildings \$'000	Furniture & Fittings \$'000	Computer Hardware \$'000	Office Equipment \$'000	Leasehold Improvements \$'000	Other assets \$'000	Infrastructure \$'000	Motor Vehicles \$'000	Aircrafts Equipment \$'000	Assets under construction or development \$'000	Total \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Final vs Actual) \$'000
Balance as at 1 January 2022	984	593	66	1,193	80	-	306	13	3,620	6	-	6,861	8,769	8,769	1,908
Disposal/ Derecognition	(141)	-	-	(35)	(7)	-	(186)	-	-	-	-	(369)	1,228	1,228	1,597
Depreciation Expense	65	606	10	44	11	-	30	2	253	1	-	1,022	-	-	(1,022)
Balance as at 31 December 2022	908	1,199	76	1,202	84	-	150	15	3,873	7	-	7,514	9,997	9,997	2,483
Balance as at 1 January 2023	908	1,199	76	1,202	84	-	150	15	3,873	7	-	7,514	9,997	9,997	2,483
Disposal/ Derecognition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense	70	645	13	97	13	1	4	2	275	1	-	1,121	1,419	1,455	335
Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	(36)	(36)
Balance as at 31 December 2023	978	1,844	89	1,299	97	1	154	17	4,148	8	-	8,635	11,416	11,416	2,782

Net Book value

Net Book value 31 December 2022	214	10,241	55	128	31	-	-	9	1,055	29	1,870	13,632	15,179	17,677	(4,045)
Net Book value 31 December 2023	349	11,653	76	319	54	5	101	7	1,387	28	2,013	15,992	17,109	17,697	(1,705)

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 6: Property, Plant and Equipment (continued)

Properties (buildings and structures) were revalued as at 1 January 2021 by in house professionals in collaboration with contracted independent evaluators and are stated at revalued amounts less accumulated depreciation.

The valuation of the Ministry's buildings has been prepared in accordance with IPSAS, Royal Institute of Chartered Surveyor (RICS) Red Book Valuation standards references with the International Valuation Standards, and the guidance notes provided by the RICS. All the Ministry's buildings were valued at 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."

Properties, such as the Government Administration buildings and the Public Works Depots in the Sister Islands, are considered specialized assets defined as those for which no market exists for the current use and were 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." Plant and machinery have only been included in the valuation of building assets where these forms an integral part of the fabric of the building (e.g. lifts or air conditioning equipment) or where it performs a task crucial to the continuation of the existing use (e.g. swimming pools). Unless specifically stated otherwise, it is assumed that such items are reflected in the building cost.

Annual impairments review resulted in no adjustment for impairment in the Statement of Financial Performance.

Transfers (other) in the property, plant and equipment movement schedule represents the reclassification of assets previously under constructions to other classes of assets when ready for use.

Additions to property, plant and equipment, during the year materially comprised the cost of outfitting buildings that are under construction as well as the acquisition of new motor vehicles. These additions were funded from Equity Investment from Cabinet.

Major Assets under construction and/ or development projects

Included in assets under construction and/or development is infrastructure cost of approximately \$1.4 million relating to the phased construction of accommodation facilities in Cayman Brac.

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 6: Property, Plant and Equipment (continued)

Property, plant and equipment revaluation reserve

Property, plant and equipment include accumulated revaluation reserve pursuant to previous revaluation exercises up to January 1, 2021 of \$10.7m

Note 6a: Intangible Assets

Cost

	Computer Software	Original Budget	Final Budget	Var (Final vs Actual)
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January 2022	142	230	230	88
Adjustments	2	-	-	(2)
Additions	7	50	50	43
Balance as at 31 December 2022	151	280	280	129

	Computer Software	Original Budget	Final Budget	Variance (Final vs Actual)
Balance as at 1 January 2023	151	280	280	129
Adjustments	-	-	-	-
Additions	14	10	10	(4)
Balance as at 31 December 2023	165	290	290	125

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 6a: Intangible Assets (continued)

Accumulated Amortization:

	Computer Software	Original Budget	Final Budget	Variance (Final vs Actual)
Balance as at 1 January 2022	100	106	106	6
Amortization Expense	16	43	43	27
Balance as at 31 December 2022	116	149	149	33

	Computer Software	Original Budget	Final Budget	Variance (Final vs Actual)
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January 2023	116	149	149	33
Adjustment	-	-	(26)	(26)
Amortization Expense	20	50	76	56
Balance as at 31 December 2023	136	199	199	63

Net Book value 31 December 2022	35	131	131	96
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Net Book value 31 December 2023	29	91	91	62
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**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 7: Trade payables, other payables and accruals

Trade and other payables are non-interest bearing and are payable within 30-day terms

Prior Year Actual \$'000	Description	Actual Current Year \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Final Budget vs Actual) \$'000
118	Creditors	204	20	20	(184)
56	Creditors other government agencies	64	-	-	(64)
174	Trade Payables	268	20	20	(248)
1	Payroll Deductions	3	2	2	(1)
60	Other payables	37	12	12	(25)
694	Accrued Expenses	2,134	168	168	(1,966)
-	Accrued Expenses Ministries/Portfolios	22	-	-	(22)
755	Other Payables and Accruals	2,196	182	182	(2,014)
929	Total Trade Payables, Other Payables and Accruals	2,464	202	202	(2,262)

Note 8: Unearned Revenue

Unearned Revenue comprises web subscription fees held by the department of Lands and Survey.

Prior Year Actual \$'000	Description	Actual Current Year \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Final Budget vs Actual) \$'000
486	Deposit for Web subscription Fees	493	370	370	(123)
486		493	370	370	(123)

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 9: Employee Entitlements

The annual leave entitlements are calculated based on current salary paid to those employees who are eligible for this benefit.

Prior Year Actual \$'000	Description	Actual Current Year \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Final Budget vs Actual) \$'000
	Employee entitlements are represented by:				
166	Annual leave	224	494	494	270
63	Salaries and wages	13	-	-	(13)
109	Pension	117	45	45	(72)
338	Total employee entitlements	354	539	539	185

Note 10: Sale of Good and Services

Prior Year Actual \$'000	Description	Actual Current Year \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Final Budget vs Actual) \$'000
16,185	Outputs to Cabinet ¹	18,035	19,795	22,301	4,266
1,502	Fees and charges ²	1,527	1,206	1,206	(321)
64	Rentals	171	86	86	(85)
-	General sales	30	-	-	(30)
150	Other	120	157	156	36
17,901	Total Sale of Goods & Services	19,883	21,244	23,749	3,866

¹ Outputs to Cabinet comprise of goods delivered to and services performed on behalf of the Cayman Islands Government in accordance with the Plan and Estimates for the year ended 31 December 2023.

² Fees & charges and Other Goods & Services included administrative fees and user charge levied on the public for the delivery of government services. Certain respective rates and fees structures are gazetted and governed by the relevant revenue laws and regulations.

The Ministry continued the granting of concession with respect to waiving day care fees relating to access to the District Administration's day-care centre, which came into effect on January 1, 2019. Passport fees for residents aged 65 years and over are provided at no cost.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
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Note 11: Personnel costs

Prior Year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
\$'000		\$'000	\$'000	\$'000	\$'000
10,706	Salaries, wages and allowances	11,961	12,461	13,311	1,350
2,973	Health care	3,282	4,092	4,445	1,163
571	Pension	632	693	773	141
(30)	Movement in Annual Leave	55	-	32	(23)
65	Other Personnel related costs	125	58	72	(53)
14,284	Total Personnel Cost	16,055	17,304	18,633	2,578

Note 12: Supplies and consumables

Prior Year Actual	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
\$'000		\$'000	\$'000	\$'000	\$'000
225	Supplies and Materials	311	326	403	93
1,442	Purchase of services	1,517	1,316	2,133	616
34	Lease and Rent of Property and Sites	34	34	34	-
601	Utilities	606	460	507	(99)
84	Travel and Subsistence	87	136	201	114
78	Interdepartmental expenses	85	92	105	20
21	Recruitment & Training	28	78	159	132
83	Other	17	29	41	24
2,568	Total Supplies & Consumables	2,684	2,471	3,584	900

Note 13: (Gains) / Losses

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
\$'000		\$'000	\$'000	\$'000	\$'000
(1)	Net (gain) / loss on foreign exchange Transactions	(1)	-	-	1
(1)	Total (gain)/ losses	(1)	-	-	1

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 14: Contingent liabilities and assets

In relation to legal matters, estimates are developed by the Office of the Attorney General who is charged under the Constitution with the handling of the defence in these matters, using the current facts and known circumstances. The factors considered in developing the legal provisions include the merits and jurisdiction of the litigation, the nature and number of other similar current and past litigation cases, the nature of the subject matter of the litigation, the likelihood of settlement and current state of settlement discussions, if any.

The Ministry is routinely engaged in litigation arising in the ordinary course of its business. It does not believe that any such litigation will individually or in aggregate, have a material adverse financial effect on the Ministry. It is Government's policy to rigorously assert its position in such cases. Should the Government be unsuccessful in these matters, it does not expect the outcome to materially affect the results of operations or financial position. The Ministry does not have any probable contingent liabilities at the time of reporting.

Note 15: Commitments

Type	One Year or Less CI\$000	One to Five Years CI\$000	Over Five Years CI\$000	31 December 2023 CI\$000
Capital Commitments				
Property Plant and equipment	441	-	-	441
Total Capital Commitment	441	-	-	441
Operating Commitments				
<i>Other Non-Cancellable Leases</i>				
Premises Lease	36	44	-	80
Total Operating Commitment	36	44		80
Total Commitments	477	44		521

Capital Commitments

In the 2023 fiscal year, capital commitments mainly comprised contracted works remaining on buildings being constructed in the Sister Islands as well as commitments to purchase heavy duty vehicles. These arrangements are expected to be settled within 2024.

Operating Commitments

The Ministry currently has a short-term lease for premises it occupies in George Town. This lease is up for renewal within 1-5 years. The amounts disclosed above are future commitments are based on the current rental rates and the remaining lease period.

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 16: Explanation of major Expense variances against the final budget

Explanations for major variances for the Ministry performance against the final budget are as follows:

Statement of financial performance

Revenue from the sales of goods and services and related Expenses:

Revenue from the sales of goods and services and expenses were \$3,866 thousand below the budget due to the combined effect of Ouptuts from Cabinet and Fees and Charges as follows:

Outputs to Cabinet

Revenue from Cabinet was \$4.3 million under the budget. This included \$2.5 million in unutilized funding carried forward from 2022 along with lower than budgeted expenditure in 2023, mainly driven by delays in recruitment and also the knock-on effect of covid-19 related supply chain delays in 2022. These two factors primarily affected, respectively, personnel costs and supplies and consumables expense groups.

Fees and Charges

Fees and charges were \$321 thousand above the budget. This was mainly attributed to web receipts from services offered by the Lands & Survey department, which experienced an upswing in demand for online services due to moderately increased activity in the real estate/construction markets.

Personnel Costs

Personnel costs were \$2.6 million below the final budget (which included the 2022 budget carried forward amount of \$1.6 million) primarily due to the net effect of savings from vacant posts of which some were filled on a phased basis and others were at different stages of being filled during the year.

Supplies and Consumables

Supplies and consumables were \$900 thousand below the final budget (which included \$576 thousand carried forward from the 2022 budget) due to the timing of procuring LSD's digitization project as the budgeted allocation became available in the last quarter of 2023. The lower than budgeted performance was marginally offset by higher cost of utilities and maintenance expenses.

Depreciation

Depreciation was below the final budget (which included \$231 thousand budget carried forward from 2022) by \$391 thousand, which primarily resulted from the delay in the completion of capital projects and purchases.

Statements of financial position and cash flow

Cash and cash equivalents

Cash and cash equivalents were \$775 thousand more than the budget mainly due to capital and operational related invoices (included in Other payables and accruals) that were received late in the year and therefore were not paid after year, delay in the implementation of capital projects/acquisitions and offset by minor timing differences in the receipt of output funding (included in trade receivables).

Trade and other receivables

The actual year-end trade receivables were \$1.82 million over the budget mainly due to the timing of receipt of Cabinet receivables mostly settled within 1-2 months post year-end.

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
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Note 16: Explanation of major Expense variances against the final budget (Continued)

Statements of financial position and cash flow (continued)

Prepayments

Prepayments were \$463 thousand over the the budget due largely to capital purchases that were earmarked for fulfilment after year-end.

Property, Plant and Equipment, Contributed Capital and Revaluation Reserve

Property, plant and equipment was \$1.7 million below the budget due to unavoidable delays in the implementation of capital projects and purchases. The final budget includes supplementary funding allocated in 2022 to facilitate infrastructure works in the Sister Islands, which were in progress as at December 31, 2023.

The budget for Revaluation reserve was included in the budget under the caption Contributed Capital which substantially explains the actual vs budgeted variances for Contributed Capital and Revaluation reserve.

Trade and Other Payables

Trade and other payables were \$248 thousand and \$2.0 million, respectively above budget due to the late receipt of invoices including invoices pertaining to major capital works which were paid subsequent to year end.

Unearned Revenue

This was \$123 thousand less than budgeted as payments relating to a small number of high value annual web-related invoices which were raised in the latter part of 2023 were not received as at December 31, 2023. The earned portion of these invoices are reflected in trade receivables.

Employee entitlements

The captioned accrual was below the budget by \$185 thousand mainly on account of the balance of vacation leave (earned but not taken) which was less than budgeted. Staff members were encouraged to take vacation leave earned before the end of the year, save for a minimal number of days which were approved to be carried forward to the next year.

Note 16a: Biennial Budget

Section 9(5) of the Public Management and Finance Act (2020 Revision), allows for any unused portions of the biennial budget for the first year to be carried forward to the following year for the same particular item or budget line. The Ministry had approximately \$2.4 million in total operating budget which was carried forward from 2022 for utilization in 2023. However, with 2023 being the final year of the two-year budget cycle, the remaining unutilized funding will not be carried forward to 2023.

Note 17: Related party and key management personnel disclosures

The Ministry is a wholly owned entity of the government from which it derives a major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 31 December 2023 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 17: Related party and key management personnel disclosures (continued)

Key management personnel

Key management personnel salaries and other short-term employment benefits paid by this Ministry are summarised below.

Prior Year (Gross) CI\$'000	Description	Current Year (Gross) CI\$'000
890	Salaries & other short term employee benefits	941
890	Total Remuneration	941
6	Number of Key Management Personnel	6

During the financial year, the Ministry had no material transactions which are considered a related party to key management personnel other than the salaries and other short-term employment benefits below.

Note 18: Financial instrument risks

The Ministry is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Credit risk

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. In the normal course of its business the Ministry is subject to credit risk from cash held with its bankers, Royal Bank of Canada (Cayman Islands) and Cayman National Bank (Sister Islands) and debtors other than the Cabinet. The Ministry does not have significant concentrations of credit risk for its other financial instruments.

The average credit period on sales is 30 days. The Ministry manage its credit risk by transacting only with credit worthy customers. Generally, the Ministry does not require collateral. Ongoing credit risk is managed through review of ageing analysis, together with credit restrictions being instituted for customers with long overdue invoices. Maximum exposures to credit risk as at year end are the carrying value of financial assets in the statement of financial position.

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

The credit risk on cash and cash equivalents and short-term investments is limited. The Ministry's main bank is Royal Bank of the Caribbean (RBC) which has a S&P Global Ratings of AA-.

Currency and interest rate risk

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

Liquidity risk

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

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 18: Financial instrument risks (continued)

Liquidity risk (cont'd)

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

Note 19: Segment reporting

The Ministry uses segment reporting to identify allocated resources to the operating segments and assesses their performance. The reportable segments are identified, and the disclosures selected, in line with the internal financial reporting system and based on the Cayman Islands Government's accounting policies.

The Ministry segment report is prepared on the basis of two major areas: Ministry Administration and Lands and District Administration and Sister Islands Sports. Core activities that are not undertaken under any other segment are reported under

Ministry Administration and include general oversight and policy direction of the Ministry. Operations in Lands include the operations and policy execution in this area. The District Administration department administers the business of the Cayman Islands Government in Cayman Brac and Little Cayman. Operations in Sister Islands Sports relate to the provision of sporting activities in Cayman Brac and Little Cayman.

In 000s (Thousands)	Ministry Administration & Lands		District Administration & S.I. Sports		Consolidated	
	2022	2023	2022	2023	2022	2023
Revenue						
Outputs from Cabinet	5,680	6,808	10,506	11,227	16,186	18,035
Other revenue	1,559	1,652	156	196	1,715	1,848
Total Revenue	7,239	8,460	10,662	11,423	17,901	19,883
Expenses						
Salaries and Wages	6,307	7,669	7,977	8,388	14,284	16,055
Other expenses	921	791	2,685	3,037	3,606	3,828
Total Expenses	7,228	8,460	10,662	11,423	17,890	19,883
Surplus from Operating Activities	11	-	-	-	11	-
Assets						
Current Assets	3,278	5,706	3,205	2,755	6,483	8,461
Fixed Assets	569	2,232	13,098	13,789	13,667	16,021
Total Assets	3,847	7,938	16,303	16,544	20,150	24,482
Liabilities						
Current Liabilities	940	2,351	824	971	1,764	3,322
Total Liabilities	940	2,351	824	971	1,764	3,322
Capital	2,907	5,587	15,479	15,573	18,386	21,160

**MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Note 20: Going concern

As of the date of the audit report, there are no events that indicate the Ministry would not be able to meet its obligations as they become due. As such, the Ministry will continue to operate on a going concern basis for the foreseeable future.

Note 21: Subsequent Events

Subsequent to December 31, 2023, the Ministry entered into a contract amounting to approximately \$8.5 million for the construction of accommodation facilities in Cayman Brac.



Ministry of District
Administration & Lands
Cayman Islands Government

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