

Ministry of District
Administration & Lands
Cayman Islands Government

Annual Report and Financial Statements

(for the year ended 31 December 2021)

7 July 2022

www.gov.ky/lands | www.gov.ky/districtadmin

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 Ministry of District Administration and Lands, during the six (6) months from 1 July to 31 December 2021. 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.

Table of Contents

Introduction 4

Forward 6

Overview 7

- Purpose 8
- Leadership 9
- Financial Highlights 10
- Performance 12

Performance by Section 13

- District Administration 14
- Lands 21

Financial Statements 31



Introduction

Hon. Juliana O'Connor-Connolly, JP, MP
Minister for District Administration and Lands

As the Minister responsible for the portfolios of District Administration, Education and Lands, I am immensely proud to oversee ministries that are essential to the Government's commitment towards improving the lives and welfare of all our people. The coronavirus pandemic has resulted in long-standing ramifications affecting every country across the globe and the Caymans Islands is no exception. The response and work of the Ministry of District Administration and Lands in particular, has a unique role in ensuring that the people of the Cayman Islands navigate and overcome life altering challenges, whilst still staying the course towards prosperity. Throughout the crisis, I am proud to say that the Ministry has operated with integrity and ingenuity to remain people focused, accountable, competent and transparent in this regard.

The quality of life for some two thousand Sister Islands residents was maintained at equal priority status. District Administration in its aim to support the business of the government in Cayman Brac and Little Cayman, has integrated innovative approaches to business continuity. Enhancements and improvements to infrastructure were sustained in a phased approach to carry out the required construction works, while maintaining a high level of service to the public. Even in the face of global supply chain delays in the Construction sector, a much needed renovation project to upgrade and expand the thirty-five-year-old main Government facility continued to progress, along with three additional building constructions which will provide operational space to various departments. Without these physical improvements and expansions, the twelve Government satellite services currently facilitated through District Administration, face several risks that hinder business growth and efficiency. The modernisation of physical spaces help to create and regulate a fair and safe workplace environment for approximately fifty to seventy civil servants in the Sister Islands and to ultimately strengthen a more effective Government for all Sister Islands residents. In addition, repaving and repairs of road access ways, plus repairs to senior citizen homes and construction of public facilities were completed.

With the COVID-19 coronavirus continuing to impact local business and negatively affect the prospects for the return of tourism, the expectation for growth across the local property industry was virtually nonexistent. Despite this, all sectors connected to property, excelled and impacted every section of the Lands portfolio with record levels of business activity. The flow of funds in to land purchases, development and subsequent property sales, resulted in unprecedented transaction volumes. This in turn spurred a steep growth in values, with the Lands and Survey department exceeding its annual budget target substantially and collecting CI$120 million in Stamp Duty for 2021.

With respect to Lands management, the efforts to secure land tenure rights for all, are essential to increase prosperity and to create sustainable development, ecological sustainability, and social inclusion. Property acquisitions to the Crown continue, bringing the total acreage owned to 6,590 across all three islands towards purposes that pose a myriad of benefits to the people of the Cayman Islands. Notably, increased access to beach front lands and opportunities for affordable housing have been made possible with these additional property purchases. Apparent from this period's operations, is evidence of synergies between Lands activities and the achievement of outcomes for health and overall wellness. The Seven Mile Public Beach made way for the addition of a state-of-the-art, outdoor fitness facility. Epitomizing what can be achieved through good public-private sector partnership, the Ministry joined forces with a generous private business donor and the Ministry of Planning, Agriculture, Housing and Infrastructure to break ground and launch the construction of a new Calisthenics public park which will see completion in February 2022.

Further enhancement to Lands, came on the back of the enactment of the Disability Policy and Older Persons Policy. The Cayman Islands Government recognized and envisaged an improved quality of life for senior and disable persons by improving public spaces designed to benefit their needs. In addition, to installing mobility mats for wheelchair beach accessibility, a major initiative to standardize and augment beach access identification was implemented. Based on relevant research findings, three hundred and fifty newly designed signs have been procured for installation across all three islands. The standardised signage will correlate with a digital interactive map to beach access. Together the signage and interactive map will increase the visibility and navigation to shoreline access for all.

Ultimately this report reflects the work made possible despite the pandemic which has proven, that necessity is the mother of invention. Our national response to the pandemic was a cross-government effort that not only demonstrated the benefits of integration, collaboration and synergy, it shone a light on why it is critical to operate as "One Government". The Ministry of District Administration and Lands is dedicated to supporting the elected government by delivering innovative and customer-centred public services and programmes, which deliver value for money to the benefit of all.



Foreword

Wilbur Welcome
Chief Officer *(Acting)*

In the past year, I have witnessed the extraordinary dedication of our staff towards the successful delivery of outcomes for the public and our vision for a sustainable Cayman Islands. The COVID pandemic has catalyzed transformation and cultural change for the newly formed, Ministry of District Administration and Lands.

In adherence to Government mandated protocols which prioritized staff health, wellness and safety, unique challenges were faced and also affected the team dynamic, outputs and overall operations. The ability to foster healthy working relationships and to build a team-oriented atmosphere proved difficult with staff members physically forced apart. Despite this setback, an increased sense of empathy emerged, improving the compassionate nature of our team. This experience has engendered a true feeling of care and consideration for each team member, equally in the professional and human realms, with even stronger consideration for mental and emotional wellbeing.

The residual effects of remote-working provided an opportunity to confirm observational assumptions, about correlations with levels of outcome achievement. My findings are that allowing my team more flexibility in carrying out tasks, results in feelings of empowerment, enjoyment and boosted morale. It has facilitated a greater work-life balance for staff, as opposed to the traditional on-site working arrangements. Ultimately, there is no presenting evidence supporting a negative effect on the quality of outputs for the Ministry of District Administration & Lands. As such, there is progress to report in each section/area of our portfolio despite an unequivocal, challenging fiscal period.

In looking forward, there are a few key areas of focus for the Year 2022. District Administration aims to modernize processes and procedures to become more user friendly. The Lands portfolio aims to increase operational staff at the department level, while leveraging technology for efficiency and to meet increasing customer demands. We are also committed to enhancing public beach access for free public use, through the acquisition of additional land parcels with shorelines and product enhancement of parks/spaces with value-added amenities.

If the effects of the pandemic have taught nothing else, it has exemplified that change is not to be feared, but to be embraced. My belief is if we can succeed in creating a culture where team members and senior management work collaboratively, a truly dynamic work environment can be fostered; one where strategic objectives and outputs are met, whilst staff, my team, have an improved and sustainable quality of life.

Overview



Purpose

The Ministry 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 ministry and the repositioning of four existing Government 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

- Core Ministry
- District Administration
- Lands and Survey
- Sister Islands Sports

Statutory Authorities and Agencies

- Sister Islands Affordable Housing Development Corporation
- Water Authority - Cayman

Boards and Committees

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

Leadership



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



Chief Officer *(Acting)*
Wilbur Welcome

Senior Leadership Team (Core Ministry)



Deputy Chief Officer *(Acting)*
Nicola Anderson-Wildman



Chief Financial Officer *(Acting)*
Gary Robinson



Senior Human Resources Manager
Chelsea Whittaker



Communications and Freedom of Information (FOI) Manager
Patrice Beersingh

Heads of Departments



Director, The Department of Lands & Survey
Jon Hall



District Commissioner, District Administration
Mark Tibbetts



Sports Coordinator, Sister Islands Sports Department
Harold Sanford

Financial Highlights

Operations under MDAL include policy advice and support to the Minister, the provision of Government services in the Sister Islands as well as the Government's operations and policy execution related to lands across the three islands. The year 2021 therefore represented the first six (6) months of operations of the newly formed Ministry comprising the following departments:

- Core Ministry Administration - added to support the financial management, oversight and overall policy direction of the Ministry.
- District Administration Department - previously under the purview of the former Ministry of District Administration, Tourism and Transport
- Lands and Survey, Public Lands Commission and Sister Islands Sports - transferred from the former Ministry of Education, Youth, Sports Agriculture and Lands

Financial Overview

The residual budget allotted to the departments, existing assets along with personnel assigned to the departments and/or previous ministries were transferred to the new ministry in pursuit of the strategic priorities of the government. As at 31 December 2021, the Ministry had under management, total assets amounting to $17 million and an entity operating budget of approximately $11 million for use in the production of ministry outputs. Buildings which are carried at their revalued amounts and previously revalued in January 2021, accounted for the lion's share of the total assets under management as illustrated below:



The Ministry continued to discharge its operations notwithstanding, operating during the pandemic and below its maximum capacity. In the latter case there were a number of staff vacancies that were being filled at various stages during the year. While this had a positive impact on the Ministry operating within the allocated operating expenses for the year, it also presents an opportunity for the upcoming year by enabling the Ministry to contribute more to the efficient delivery of services in the Cayman Islands.

Revenue Performance

The Ministry achieved 86% of its revenue target which mainly comprised outputs purchased by Cabinet at the cost of producing those outputs. Revenue from other sources, accounted for 10% of overall revenue, and performed reasonably well, surpassing the target by 62%. Land related services was the major contributor for this positive performance and the reported surplus of $178 thousand as the real estate and construction sector experienced increased activity during the year.

Expense Management

Overall expenses were $1.7m below the budget which in addition to the Ministry managing the overall cost within budget is reflective of cost not incurred due to staff vacancies and the deferral of repair works and other programmes to the subsequent year. Sports related programmes, training, overseas and inter-island travels were also curtailed in response to realities of living and continuing business during the pandemic.

Financial Position

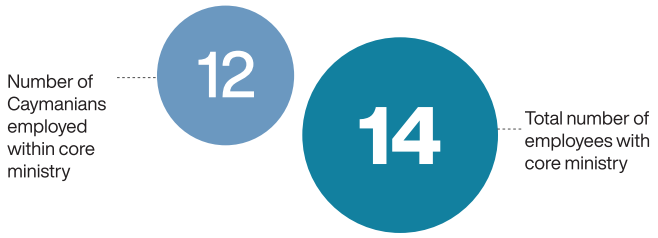
As at December 31, 2021 the Ministry had sufficient liquid assets (excluding inventory) to cover over two times its current obligations. Trade receivables which accounted for 52% of current assets primarily represented amounts which were due from Cabinet and were recoverable within the subsequent 15 days.

The Ministry complemented the previous Ministries investment in technology with the further purchase of mobile devices, remote working software and other technologies to improve the customer experience as well as facilitate ease of remote working especially towards the end of the year when Covid-19 was more prevalent in the community. Also, included in capital acquisition of $512 thousand were the purchase of vehicles and the outfitting of buildings in the Sister Islands that are under construction. Capital projects to the tune of $2.9 million were not possible largely due to supply chain delays and the short period of time that was available for the orders/ services to be fulfilled within the six months of operation.

The financial position of the Ministry is sound, having a favourable low gearing debt-to equity ratio due to a strong equity position and minimal liabilities. This also supports the view that there are no issues challenging the Ministry's ability to continue as a going concern.

Performance

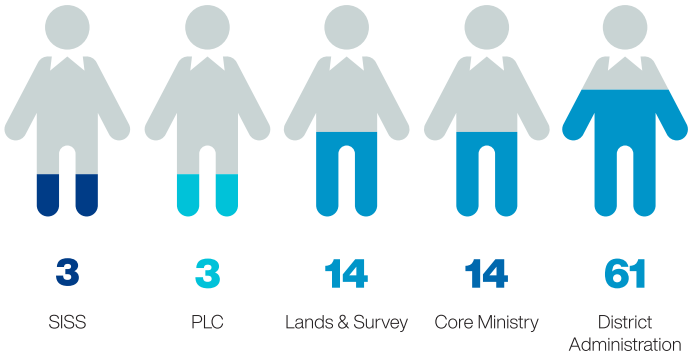
As a newly formed Ministry, the Core Ministry team underwent significant changes in regards to Human Resources (HR) systems, access, administrative and approval rights for Electronic Performance Management (EPM), Leave Tracking System (LTS) and Time Recording System (TRS). These changes were managed and updated by the Ministry's Human Resources Unit. Following the creation of MDAL, the HR Unit commenced an exercise to update all Core Ministry team job descriptions to suit their responsibilities with the new Ministry.



The Ministry's HR Unit, created a detailed succession plan for the most senior roles within the Department of Lands and Survey which was approved via Moratorium in December 2021. The purpose of this succession plan was to create paths for advancement of Caymanians within the team, who are capable, experienced and qualified to take on management roles.

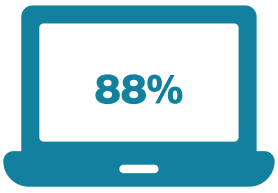
14 Number of Caymanians in Senior Management (excluding service level agreement staff)

This performance overview is divided into two (2) subject-area portfolio sections—District Administration and Lands. The overviews correspond with the completed activities of the Core Ministry as well as with each of the related departments/ units/agencies. There is also a separate overview for Sister Islands Sports annexed to the District Administration section. It is important to note that Sister Islands Sports does not fall under the remit of District Administration.





Total number of MDAL Staff



Engagement survey completion stats completion rate

Performance by Section



District Administration

Core Ministry

About the Core Ministry

The Ministry of District Administration and Lands 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. The Strategy Officer for District Administration provides administrative, research, and strategic support to ensure effective implementation of projects, policies and initiatives for the Department of District Administration:

Key Successes

- Implemented the Inter-Island Government Pouch Policy which outlines the process under which Government entities may utilize the inter-island government pouch for the transport of items between the three Cayman Islands
- Provided gainful employment opportunities for residents of the Sister Islands through the Transfer Payment (TP) - 86 Sister Islands Beaches and Community Clean-Up programme *(approximately 70 persons)*
- Provided home repair assistance to 23 applicants from TP 66 – Sister Islands Home Repair Assistance
- Handed over new-16-seater, 2020 Toyota Hiace to Cayman Brac Public Works Department to facilitate transport of PWD staff with additional use for transport of senior citizens, daycare students, and visitors on official assignment
- Supported various community programmes and activities through TP 101 – Sister Islands Community programmes/ Projects:
  - Sport Bay Christmas Homecoming
  - Cayman Brac Christmas Fireworks Display
- Drafted policies to enhance various programmes:
  - TP 66 - Sister Islands Home Repairs and Hurricane Shutters Assistance Policy – There was a previous policy in place for this that covered home repairs only; however, MDAL has drafted an updated policy which will include assistance for hurricane shutters - Draft
  - TP 86 - Sister Islands Beaches and Community Clean-Up programme - Draft
  - District Administration Intern programme policy – Draft
  - Sister Island Affordable Housing Development Trust Policy – Draft

Cabinet Paper Approvals

The policy making team prepared a total of three (3) papers to support the Minister responsible for District Administration, 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 papers were prepared and agreed upon by the Cabinet:

- Tabling of 2020 Annual Report and Annual Financial Statements for the Sister Islands Affordable Housing Committee
- Drafting instructions to amend/modernize the Registered Land Act *(2018 Revision)*
- Drafting instructions to amend various land law statutes
- Paper approving Appointment of new Board Member to the Sister Islands Affordable Housing Development Corporation



Minister Juliana O'Connor-Connolly hands over the van keys to PWD for the new PWD Transport. L-R: Joseph DaCosta (Assistant Works Manager), Justin Bodden (Works Manager), Anzin Hurlston (Heavy Equipment Operator). Hon. Juliana O'Connor-Connolly (Minister District Administration & Lands) and Mark Tibbetts (District Commissioner)



Minister Juliana O'Connor-Connolly with DA staff at the Heritage House (L to R Front Row– Lyea Rivers, Chief Officer-Cetonya Cacho (Education), Intern-McKayla Cupid, Minister O'Connor-Conolly, Acting Chief Officer-Wilbur Welcome (DAL), Deputy Chief Officer-Lyneth Monteith (Education). L to R Back Row – Programmes Manager-Saskia Edwards, District Commissioner-Mark Tibbetts)

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:

- Day Care Centre
- District Commissioner's Office
- District Office (Little Cayman)
- Facilities Management
- Finance & Treasury
- Heritage House
- Human Resources
- IT Services
- Marketing & Promotions
- Museum
- Public Works
- Vehicle 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

Key Successes

- Sixteen (16) houses repaired for senior citizen residents;
- Four (4) roads repaired in West End and Stake Bay areas as Water Authority installed water pipelines. Roads include West End Road West, West End Road East, Stake Bay Road, and Dennis Foster Road;
- Eight (8) secondary public roads paved with asphalt in West End, Spot Bay and the Bluff. Roads include Magnolia Drive, Sapphire Lane, Booby Bird Road, Montgomery Road, Coral Ridge Road, Green Hill Road, Ann Tatum Ramp and Neptune Drive;
- Completed maintenance and monitoring for water level and pumps for Salt Water Pond situated next to Alexander Hotel,

  The pond has had a negative impact on tourism due to the strong odor/smell. It also affects residents/visitors on island when traversing this area if the pond is not maintained properly with such hydration;
- Completed Phase 1 of construction works on the shell of four (4) new buildings to serve as expansion/increase of office space for District Administration;
- Completed 90% of construction works on two new changing rooms and a public restroom at the twenty-five (25) metre swimming pool facility;
- Completed the TP86 Sister Islands Beaches and Community Clean-Up programme in phases
- Started discussions with Ministry Facilities Management Team to commence discussions with Quantity Surveyors on District Administration main building renovations with new elevator.
- Completed the procurement for twenty-six (26) vehicles to be received in Year 2022 to be used for a myriad of purposes including:

  Vehicles for Transportation of:

  Aggregate and debris
  Dignitaries
  Janitorial team and supplies
  Three employees and chemicals for pool maintenance
  Daycare students to off-sight locations
  District Officer-Little Cayman
  District Administration
  Public Work employees from the eastern part of the island
  Workers in Little Cayman
  Towing the groomer to groom playfield
  Roads Section
  Building Section
  Computer Services
  Hammering of rock during road construction

  Service Vehicles for:

  Clearing of debris/loading of trucks
  Delivery of water and wetting of roads for road construction
  Repairs and metal work at Public Works
  Cayman Brac
  Cutting of road sides and government properties
  Blowing of deep welds
  Mulching of bush generated during road side cleanup
  Wetting of roads and filling of water tanks at toilet blocks
  Cutting of road sides
  Loading and unloading of flatbed truck
  Grooming of Playfield







DA completion photos to: Phase 1 completion of construction competition of District Administration office space expansion.

Sister Islands Sports Unit

About the Unit

Sister Islands Sports Unit (the unit) promotes a lifelong enjoyment of sports in the Sister Islands and conduct, facilitate and deliver programmes with an aim 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 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 sports coordinator, 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 organisations 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.

Key Successes

Due to the COVID-19 pandemic, Government restrictions were placed on event attendee numbers/gathering capacities. As a result, sporting leagues and tournaments across the Cayman Islands, including all primary and secondary competitions, were cancelled and/or postponed until further notice. In compliance with Government guidelines and in adherence to global best-practices in sport, the unit overcame operational challenges by creating special interventions to deliver the following initiatives and programmes:

- Assisted three (3) student athletes between the ages of sixteen (16) to nineteen (19), with career planning, college research and resume development;
- Accepted and mentored six (6) secondary school interns by providing upskilling, job shadowing, networking and other relevant professional development opportunities;

- Managed and facilitated twenty-two (22) sports programmes that meet the needs and demands of the public. These include: Co-ed Volleyball, Women's Netball, Men Basketball, Men Football, Men's Cricket, Grassroots Football, U-11 Boys/Girls Football, U-13 Boys Football, U-15 Boys Football, U-15 Girls Football, U-17 Boys Football, Youth Track & Field, Learn to Swim, Barracuda Swim, Shanny 1 & 2 Swim, White Tip Swim, U-11 Basketball, U-15 Basketball, Youth Cricket, U-14 Netball, U-16 Netball and Day Care Sports;
- Provided and facilitated the opportunity for twenty-one (21) year old, Brion Walton to train weekly in Grand Cayman, with the Development Manager for the Cayman Islands Boxing Association Cayman;
- Managed and facilitated the Annual Summer Lifeguard Swim Camp in July 2021. Eight (8) boys and eleven (11) girls participated;
- Managed and facilitated the Annual Summer Open-Community Swim Camp in July 2021. Four (4) boys and five (5) girls participated;
- Managed and facilitated the Annual Summer Football Camp in August 2021. Twenty-eight (28) boys and eleven (11) girls participated;
- Managed and facilitated the Annual Summer Youth Cricket Camp in August 2021, Twenty-five (25) boys participated;
- Managed and facilitated a men's friendly football match between the Cayman Athletic Club from Grand Cayman and the Cayman Brac Football Club in August 202, Forty (40) participants);
- Managed and facilitated the Annual FC International Football Camp in December 2021. Thiry-four (34) boys and nine (9) girls participated;
- Trained, managed and facilitated two (2) young male football players from the Cayman Brac Football Club who were selected to join the National Men's U-20 Team at FIFA World Cup Qualifiers in October 2021.



Cricket Camp group photo



Netball programme group photo



Mens basketball programme group photo



Cayman Brac U 18 Football team

Lands

Core Ministry

About the Core Ministry

The 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

- Processed eighteen (18) road compensation claims with a total disbursement of CI$7,000,000
- Commencement of the construction of the Calisthenics Park at Seven Mile Public Beach.
  In collaboration with the Ministry responsible for Planning, MDAL provided oversight of the park's development and construction
- Completion of the design and procurement process for standardized signage for all public beaches, shoreline access points and public parks for the Public Lands Commission in support of The Public Spaces policy.
  Designed, developed and procured 350 signs. These encompassed shoreline and coastal signs, beach access signs, directional arrows and beach access numbers signs.
- Completion of a research project to begin work on the Re-design of the 2022 Official Street Atlas
- Team members *(Acting Chief Officer and Communications Manager)* served as advisors on the Steering Committee for the Development of the High Water Mark Proposal to Cabinet

Communications

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

- Official Ground-breaking Ceremony held on 4 December 2021
  Completion and delivery of an event to unveil the architectural plans, and inform the public of the construction of a Calisthenics Park at Seven Mile Public beach;
- Developed and launched official landing page/microsite at **www.gov.ky/lands**;
- Developed and launched official landing pages/microsite at **www.gov.ky/plc**;
- Developed and launched official LinkedIn and Facebook page for MDAL;
- Developed and released 15 communiques to educate and inform stakeholders *(i.e. press releases, official statements,*

speeches, remarks et al.);

- Completed public awareness campaign for the Calisthenics Park construction project;
- Completed official Ministerial tour of all Lands related offices and agencies including Water Authority sites;
- Launched Phase 1 of the development and design of an Interactive Beach Access Map to be featured online the PLC and Lands websites and free to the public.

Property Purchases

The Cayman Islands Government, through the Crown, owns over 574 land parcels, measuring an approximate total of 6,590 acres across Grand Cayman, Cayman Brac and Little Cayman. Crown Land acquisitions over the period allowed for the acquisition of 13 parcels of land the majority of which will provide future water access for the public.

Cabinet Paper Approvals

Informed by evidence and insights from diverse perspectives, the policy making team prepared a total of thirty-seven (37) papers to support the Minister responsible for Lands in making informed decisions. These papers are submitted to the Cabinet by the Minister, to seek consensus on significant policy proposals, introduction to new regulations or legislation, the release of discussions or consultation documents, provision of an update on an issue and/or the approval of supplementary funding. The following papers were agreed upon by the Cabinet:

1. Paper recommending terms for Sunrise Adult Training Centre lease relocation to GT
2. Paper recommending terms for General Registry lease in Cayman Brac
3. Paper recommending terms for InvestCayman lease offices
4. Paper recommending terms for lease renewal for warehouse storage for ODPP
5. Paper approving the purchase of land in Cayman Brac
6. Paper approving the purchase of land in Frank Sound
7. Paper approving the purchase of land in George Town
8. Paper approving the purchase of land in Little Cayman
9. Paper recommending terms for lease renewal for sarehouse storage for Ministry of Education (MoE) and Department of Education Services (DES)
10. Paper approving the Water Authority 2018 Commencement Order
11. Paper approving appointment of new board members to the Water Authority
12. Paper approving the purchase of Land in North Side
13. Paper proposed purchase of commercial plaza
14. Paper recommending terms for lease renewal for warehouse storage for Protocol Office
15. Paper recommending terms for Sunrise West Bay lease renewal
16. Paper recommending terms for lease renewal for DoT
17. Paper approving the purchase of land in East End
18. Paper approving the purchase of land in Cayman Brac
19. Paper approving the appointment of members to the Public Lands Commission
20. Paper not approving the disposal of Crown Land in North Side
21. Paper not approving the disposal of Crown Land in West Bay
22. Paper recommending terms for lease for RCIPS in CYB
23. Paper approving the proposed disposal of Crown Land in Cayman Brac (land swap)
24. Paper approving lease of land to Cayman Crisis Centre

25. Paper recommending terms for lease renewal for WORC
26. Paper recommending terms for lease renewal for DVDL – breakers
27. Paper approving continued rent waiver for Crown Tourism Tenants
28. Paper approving the purchase of land in Little Cayman
29. Paper approving the purchase of land in Cayman Brac
30. Paper approving Section 12 increase for MDAL
31. Paper approving the resumption of Maritime Delimitation Negotiations
32. Paper regarding unauthorised occupants on Crown Land
33. Paper approving the transfer of a road parcel to the Crown – Cayman Brac
34. Paper approving the disposal of Crown Land – West Bay
35. Paper approving the purchase of land in East End
36. Paper approving Section 11(5) transfer and Section 12 Increase for MDAL
37. Paper not approving the disposal of Crown Land in Bodden Town



The groundbreaking of the Calisthenic Park construction site (from left to right – Wilbur Welcome, Hon. Katherine Ebanks-Wilks, Hon. Jay Ebanks, H.E. Martyn Roper, Phillip Scholssstein, Hon. Bernie Bush, Hon. Andre Ebanks, Jordan Tranel)



(left to right) Pilot-Mitchel Kirne, L&S Director-Jon Hall, MDAL Acting Chief Officer-Wilbur Welcome with Fugro Specialists-Richard Goosen, Dennis Tobin & Mark Archer. The team stands next to the aircraft prior to takeoff

The Department of Lands and Survey

About the Department

The Department of Lands and Survey (Lands & Survey) is the operational arm of the Ministry 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 Activites

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

Key Successes

Administration and Finance

In October, the team under-went a major restructuring process that affected the entire staff to streamline duties and responsibilities that ensure compliance with all relevant Acts, procedures and best accounting practice. The team remained focused on maintaining the highest standards of service to customers. Key achievement included the collection of CI$56.3 million.

Survey

The Land Surveying section maintains close working relations with the UK Hydrological Office (UKHO) where Lands & Survey plays an integral role in international maritime responsibilities. The section successfully upheld its role in the 2021 International Maritime Organisation UK 'flag state' audit upon which hinges Cayman's permission to register shipping under the 'Red Ensign'. Connected with this, is the need to maintain accurate data to ships passing through Cayman waters. Concern about coastal erosion on Seven Mile Beach has drawn on the section's extensive specialist knowledge and advice, having recorded the High Water Mark (HWM) along the coast for the past 30 years (approximately). Lands & Survey maintained its primary role in survey lands and roads for a variety of Government purposes, including use of drones where applicable. This includes drone imagery of the George Town landfill which was used to maintain an ongoing record of its physical development, both height, extent and volume-wise. Section achievements include:

- Four (4) brand new tide-monitoring gauges have been sited at strategic points at George Town Harbour, East End, Cayman Brac and Little Cayman;
- The first ever 'coastal shallows' depth survey was undertaken across all the islands;
- In conjunction with UKHO, undertook the first Aerial Bathymetric LiDAR project in December. This will significantly increase the accuracy of local shipping charts and also serve a valuable purpose in 'storm modelling' to project the likely impact of different strength hurricanes and their direction;
- As a member of the UK 'Red Ensign' Flag State group, successfully completed audit by the international maritime organisation;
- Served as a key advisor for the Seven Mile Beach erosion & replenishment proposals being considered by the Steering Committee.

Registry

The Registry section was heavily impacted by the buoyant property market, due to a significant increase in transaction levels and the continued reliance on paper documents. This posed additional challenges when 'remote-working' was made a requirement as a result of the pandemic. Great strides were made towards enhancing the digital service landscape, to address such issues. Solutions included the implementation of the e-Registration system for the Cayman Islands above others. Section achievements include:

- Concluded the scanning over two-hundred thousand (200,000) documents;
- Appointed a 'scanning supervisor' to maintain the impetus in scanning all new incoming documents and ensuring all work is properly quality assurance completed;
- Implemented Ph.1 'online forms' that are now in use, reducing our data-entry work / eliminating inaccuracies;
- Launched Lands & Survey online 'Chatbot' (LARA) to minimise staff interruptions across the department and maintain consistency in responding to customer queries;
- Launched a new 'survey tracking' program to facilitate easy checks/reports of which any stage an application has reached.

Valuations and Estates Office (VEO)

The top priority for the VEO is the assessment and collection of Stamp Duty. From July to December 2021, the section processed approximately 1,500 documents with a total value of CI$670 Million, in addition to 308 stamp duty waivers and 307 reassessments. The increase in stamp duty is mainly driven by the increase in demand for real estate especially along the Seven Mile Beach Corridor which has seen several significant large transactions. The last six (6) months in 2021 produced record income from the most transactions. The single biggest project, was to conclude the valuation of all land and property assets belonging to core Government, all the Statutory Authorities and Government Companies including

but not limited to, the Health Services Authority, both Airports, all schools. In addition, the team focused on several major acquisitions to deliver key Government objectives. Section achievements include:

- Acquisitions
  - Multiple properties acquired for various uses
- Roads Compensation claims
  - Settled fourteen (14) claims settled on Godfrey Nixon Way extension to North Church Street and Linford Pierson Highway *(at a total value of CI$1 million)*
  - Provided the cost estimates for several proposed schemes including the extension of Bobby Thompson Way to Walkers Road
- Commercial Leasing
  - Completed the relocation and consolidation of the RCIPS into two (2) new Georgetown Centre locations
  - Renewed four (4) existing leases and executed one (1) new lease
- Valuations
  - Completed sixty-six (66) valuations
  - Asset Valuation of Crown Parcels – over 600 parcels at an estimated value of approximately CI$840 Million

National Geographic Information Systems (NGIS)

The NGIS has maintained mapping support for Hazard Management Cayman Islands, Economics and Statistics Office, Cayman Islands Public Safety Communications Centre (911), in addition to numerous private and public sector online users. NGIS the team has installed a new bulk storage solution, security solutions, and virtual servers to ensure business continuity and protect the department's digital assets. There was continued optimization of digital products available on the department's official website (caymanlandinfo.ky) based on feedback received from staff and the public. The results of the optimized solutions has improved both staff efficiency and customer experience in performing and completing tasks with greater ease. Section achievements include:

- Installed and configured:
  - A new Web Application Firewall (WAF)
  - A network 'autonomous detection & response' security solution
  - An MSA bulk storage solution
  - New servers that are now hosting development, testing, GIS production and management environment
- Upgraded ArcGIS Enterprise solution *(from version 10.6.1 to 10.8.1)*
- Upgraded the Lands & Survey interactive mapping solution, Caymap, from version 4v3 to 4v4
- Optimised the online map-request products to allow customers to preview standard and customized maps before purchase, and automated the emailing of most products to customers
- Optimised the planning module to allow Planning Officers the ability to request additional details from applicants and customers to update their buffer map requests without a login,
- Optimised the online digital data requests to integrate with the online license agreement process.
- Received nine-teen (19) new private company subscriptions on **www.caymanlandinfo.ky**
- Received one hundred and thirty-one (131) company subscription renewals *(with 5 companies renewals pending)*



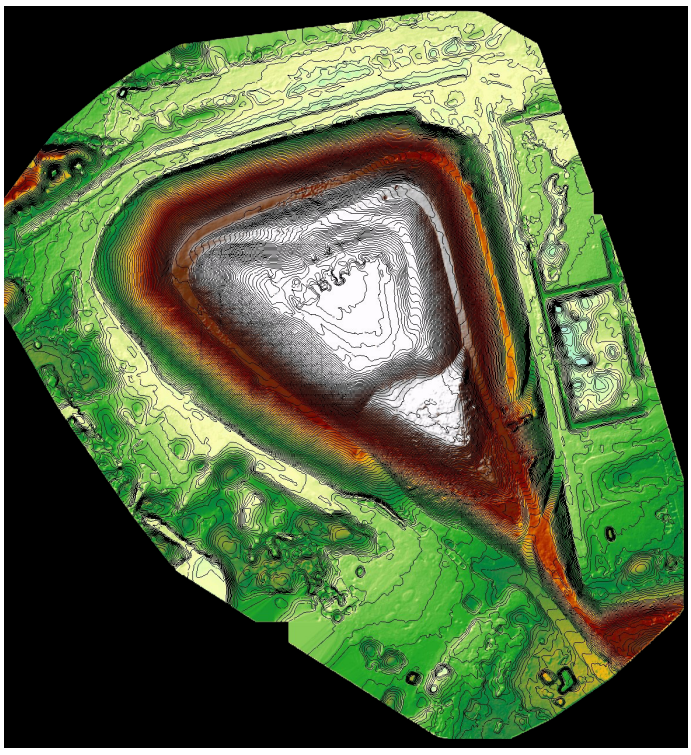
One of the tide gauges installed at the Gun Bay Public Dock in East End



Aerial image of the GT Landfill capture by the L&S drone tech



Survey Technician-Orville Campbell, is measuring a boundary feature for a survey of Pedro Castle, using GPS to measure the position of an old boundary marker



Aerial image of the GT Landfill capture by the L&S drone tech

Public Lands Commission

About the Commission

Under the remit of the Ministry of District Administration and Lands, the Public Lands Commission (PLC) was established in 2017 by the Public Lands Act, 2017. The mandate of the Public Lands Commission is set out in Section 5 of the Public Lands Act *(now the 2020 Revision)*. The PLC Inspectorate enforces the law as set out in the Public Lands Act *(2020 Revision)* and the Public Lands Regulations, 2021. Lead by the Chairman there are six (6) commission members representing each district and four (4) ex-officio members representing the Cayman Islands Government. The core role of the Inspectorate relates to the application and use of Government property. The PLC is the entity responsible, under the Prescription Act *(2018 Revision)* for applying to the Grand Court in the event that an unregistered (prescriptive) public right of way to the beach is disputed. Obstructing a registered public right of way is a criminal offence under the Public Lands Act. Activities on public land without a PLC permit is a criminal offense and are liable to a fine by the PLC. The PLC employs three (3) inspectors. The Public Lands Inspectorate conducts inspections of Registered Public Access to the Shoreline, Public Beaches that are frequently used by members of the public, Public Parks and other Public Lands of interest to the general public.

Scope of Activites

The organisational functions of the PLC are to:

- Regulate the use and enjoyment of public land by members of the public;
- Protect the right of access to and use of public land *(this includes registered and unregistered public rights of way to the beach and shoreline)* by members of the public, including the enforcement of public rights of way over private land;
- Respond to complaints regarding the use or misuse of public land;
- Issue permits for the use of, and activities on public land;
- Advise the Chief Officer of the Ministry presided over by the Minister, on general policies respecting the enforcement of the Law and in particular enforcement matters;
- Exercise the powers and carry out the functions delegated to it by the Minister responsible for Lands.

Key Successes

Inspections

Inspections were carried out on weekdays *(Mondays to Fridays between the hours of 8:00AM and 3:30PM)* on designated days assigned to each district within Grand Cayman. Inspection entails physical walkthroughs and passing inspections. Physical walkthroughs are done at public lands which the Inspectorate classifies as “hot spots”. Examples of hot spots include the Seven Mile Public beach, Garvin Park in West Bay, The West bay Public Beach and the Scholars Park in West Bay. Passing Inspections are carried out at Public Beach Accesses and Public Lands where there is a clear line of sight from the road to the shoreline, and at public accesses over private lands where a property owner is compliant in keeping the accesses free of obstructions. Approximately 416 inspections were carried out per month.

INSPECTION SCHEDULE - REGISTERED PUBLIC BEACH ACCESSES

PUBLIC LANDS COMMISSION

All Registered Beach Accesses in each district to be checked, paying special attentions to the "Hot Spots" listed below. The dates assigned for inspections in each district will vary on schedule cruise ship arrivals dates. Public Lands designated for Commercial Vending will be check first in no particular order on designated Cruise Ship arrival dates. **Cayman Brac & Little Cayman Beach Accesses will be checked once every two months.**

Days	Mondays - **West Bay**	Tuesdays - **George Town**	Wednesdays - **Bodden Town**	Thursdays - **East End**	Fridays - **North Side**	**Cayman Brac & Little Cayman**	**Unregistered Beach Accesses**
1	**HOTSPOTS**	**HOTSPOTS**	**HOTSPOTS**	**HOTSPOTS**	**HOTSPOTS**	**HOTSPOTS**	**HOTSPOTS**
2	Scholars Park	Seven Mile Public Beach	Coe Wood Beach	Collier's Beach	Rum Point Club	South Side Dock	
3	Heritage Park	Governor's Beach	Pedro Castle - **PP1 & PP2**		Kaibo Public Beach & Dock		
4	Garvin Park	Lobster Pot Launch Ramp			Star Fish Point Public Beach		
5	West Bay Public Beach	Smith Cove Beach			Kaibo Yacht Club LPP Beach Access		
6	West Bay Launch Ramp	South Sound Cemetery (Beach Area)					
7	NWP Launch Ramp	South Sound Dock					
8		Spotts Beach					

Note: Unregistered Beach Accesses will be randomly checked and any blockage to be reported to the Public Lands Commission forth haste.

Beach Access Awareness

An initiative to improve shoreline and coastal awareness, through the development and implementation of standardized signage across the three islands was ordered in April 2021. This initiative is the result of research findings and recognition of the needs of senior citizens with disabilities. PLC Inspectors lead and manage the installation of the eighteen (18) new beach access signs at 9 locations. This work continues as new sign posts and additional signs continue to be ordered as part of the Enhancements of Public Spaces. The number of signs installed by district are:

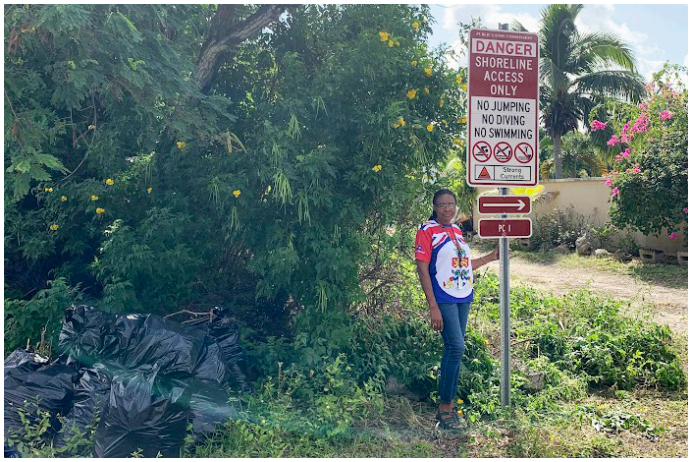
- Bodden Town - eight (8) signs at four (4) locations
- East End - two (2) signs at one (1) location *(Access EE10)*
- North Side - four (4) signs at two (2) locations *(Rum Point Club and Kaibo Open Space)*
- Pedro Castle – four (4) signs at two (2) locations (*Access PC1 & PC2)*

Other Activities

- Set-up and occupied new head office location situated at Crown Square Plaza, Eastern Avenue, George Town;
- Conducted first official PLC meeting at the new headquarters, with newly appointed board on 14 October 2021.



The PLC meets for the first time at the PLC headquarters since appointing the new chairperson at Crown Square on Eastern Avenue in George Town. (from left to right) Woodward DaCosta (PLC Chai & Bodden Town member), Ezmie Smith (West Bay member), Sharon Roberts (Acting Secretary), Teddie Ebanks (Deputy Chair & Northside member), Elsie Kynes (CYB member), Jon Hall (Director of Lands & Survey), Shanna Myles (George Town member), Shane Edwards (East End member) and David Fawcitt (Designate for Chief Officer of DAL)



Chief Inspector Winsome Prendergast poses beside a newly installed and newly branded sign warning against swimming, diving and jumping



PLC Inspector Darren Burlington supervisors NRA workers as they install a new sign in North Side

Financial Statements





GOVERNMENT OF THE CAYMAN ISLANDS

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Contents

STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS 3

AUDITOR GENERAL'S REPORT 4

STATEMENT OF FINANCIAL POSITION 6

STATEMENT OF FINANCIAL PERFORMANCE 7

STATEMENT OF CHANGES IN NET WORTH 8

CASH FLOW STATEMENT 9

NOTES TO THE FINANCIAL STATEMENTS 10-34

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS
31 December 2021

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 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 6-months period ended 31 December 2021.

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 6-months period ended 31 December 2021;
(b) fairly reflect the financial position as at 31 December 2021 and financial performance for the 6-months period ended 31 December 2021; 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.



Wilbur Welcome
Acting Chief Officer

7 July 2022



Nicola Anderson-Wildman
Chief Financial Officer

7 July 2022

Office of the Auditor General
CAYMAN ISLANDS

Phone: (345) - 244-3211
Fax: (345) - 945-7738
AuditorGeneral@oag.gov.ky
www.auditorgeneral.gov.ky

3rd Floor, Anderson Square
64 Shedden Road, George Town
P.O.Box 2583
Grand Cayman, KY1-1103, Cayman Islands

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 2021 and the statement of financial performance, statement of changes in net worth and cash flow statement for the six months period ended 31 December 2021, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 10 to 34.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Ministry as at 31 December 2021 and its financial performance and its cash flows for the six months period ended 31 December 2021 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 and Parliament's Finance Committee authorized supplementary funding of about $747 thousand for the Ministry under sections 12(1) and 12(2) of the Public Management and Finance Act (2020 Revision) ("PMFA") respectively. A Supplementary Appropriation Bill for the funding was not introduced in Parliament by 31 March 2022 as required by section 12(3) of the PMFA.

As outlined in the same note, the Ministry reallocated approximately $361 thousand between different output groups and $2.4 million in appropriations for equity injections from the Entity to the Executive, contrary to section 9(4) of the PMFA. The reallocations were not authorized by the Cabinet or Parliament.

My opinion is not qualified with respect to these matters.

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

7 July 2022
Cayman Islands

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF FINANCIAL POSITION
AS AT 31 December 2021
Expressed in Cayman Islands Dollars

	Note	Actual	Original Budget	Final Budget	Variance (Final Budget vs Actual)
		$'000	$'000	$'000	$'000
Current Assets					
Cash and cash equivalents	2	893	2,124	2,124	1,231
Trade Receivables	3	2,065	-	-	(2,065)
Other Receivables	3	619	500	500	(119)
Inventories	4	308	350	350	42
Prepayments	5	89	69	69	(20)
Total Current Assets		**3,974**	**3,043**	**3,043**	**(931)**
Non-Current Assets					
Intangible Assets	6a	42	122	122	80
Property, plant and equipment	6	13,424	16,099	13,699	275
Total Non-Current Assets		**13,466**	**16,220**	**13,820**	**354**
Total Assets		**17,440**	**19,263**	**16,863**	**(577)**
Current Liabilities					
Trade Payables	7	48	-	-	(48)
Other payables and accruals	7	522	8	8	(514)
Unearned revenue	8	390	163	163	(227)
Employee entitlements	9	360	286	286	(74)
Repayment of surplus	17	178	-	-	(178)
Total Current Liabilities		**1,498**	**457**	**457**	**(1,042)**
Total Liabilities		**1,498**	**457**	**457**	**(1,042)**
Net Assets		**15,942**	**18,807**	**16,407**	**465**
Equity					
Contributed Capital		5,239	8,119	5,704	465
Revaluation reserve		10,703	10,687	10,703	-
Accumulated Surplus		-	-	-	-
Total Net Worth		**15,942**	**18,807**	**16,407**	**465**

The accounting policies and notes on pages 10 to 34 form an integral part of these financial statements.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Expressed in Cayman Islands Dollars

	Note	Actual $'000	Original Budget $'000	Final Budget $'000	Variance (Final Budget vs Actual) $'000
Sales of goods & services	**10**	8,946	9,714	10,454	1,508
Other revenue		-	-	-	-
Total Revenue		**8,946**	**9,714**	**10,454**	**1,508**
Expenses					
Personnel costs	**11**	7,082	7,036	7,489	407
Supplies and consumables	**12**	1,188	2,062	2,400	1,212
Depreciation & amortization	**6 ,6a**	498	608	565	67
Impairment of inventory	**4**	1	-	-	(1)
Total Operating Expenses		8,769	9,707	10,454	1,685
Other Gains and Losses					
(Gains)/Loss on foreign exchange transactions		(1)	-	-	1
(Gains)/Loss sale of Asset		-	7	-	-
Total Expenses		**8,768**	**9,714**	**10,454**	**1,686**
Surplus for the year		**178**	**-**	**-**	**(178)**

The accounting policies and notes on pages 10 to 34 form an integral part of these financial statements.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF CHANGES IN NET WORTH
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021
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 July 2021		-	-	-	-	-	-	-
Changes in net worth for 2021								
Transfers from other Ministries	**21**	4,706	10,703	-	15,409	15,411	15,411	2
Equity Investment from Cabinet		533	-	-	533	3,396	996	463
Net revenue / expenses recognized directly in net worth		5,239	10,703	-	15,942	18,807	16,407	465
Surplus for the period 2021		-	-	178	178	-	-	(178)
Total recognized revenues and expenses for the period				(178)	(178)	-	-	178
Balance at 31 December 2021		5,239	10,703	-	15,942	18,807	16,407	465

The accounting policies and notes on pages 10 to 34 form an integral part of these financial statements.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
CASH FLOW STATEMENT
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Expressed in Cayman Islands Dollars

	Note	Actual $'000	Original Budget $'000	Final Budget CI $'000	Variance (Final Budget vs Actual) $'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts					
Outputs to Cabinet		6,333	9,169	9,916	3,583
Sale of goods and services - third party		1,022	545	538	(484)
Other receipts		59	(0)	(0)	(59)
Payments			-	-	
Personnel costs		(7,007)	(7,043)	(7,445)	(438)
Supplies and consumables		(819)	(2,057)	(2,393)	(1,574)
Other payments		(203)	(6)	(7)	196
Financing/interest expense		-	-	-	
Net cash flows from operating activities	**14**	**(615)**	**608**	**608**	**1,224**
CASH FLOWS FROM INVESTING ACTIVITIES					
Purchase of property, plant and equipment		(360)	(3,396)	(945)	(585)
Net cash flow from / (used by) investing activities		**(360)**	**(3,396)**	**(945)**	**(585)**
CASH FLOWS FROM FINANCING ACTIVITIES					
Equity Investment Cabinet		351	3,396	945	594
Equity Investment -Other Ministries		1,515	1,515	1,515	-
Net cash flows from/ (used by) financing activities		**1,866**	**4,911**	**2,460**	**594**
Net increase/(decrease) in cash and cash equivalents		893	2,124	2,124	1,231
Cash and cash equivalents at beginning of period		-	-	-	-
Cash and cash equivalents at the end of the period	**2**	**893**	**2,124**	**2,124**	**1,231**

The accounting policies and notes on pages 10 to 34 form an integral part of these financial statements.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Description and principal activities
The Ministryof 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 July 2021 and not early adopted.

Certain new accounting standards have been published that are not mandatory for the 31 December 2021 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 41, Financial Instruments was issued in August 2018 and shall be applied for financial statements covering periods beginning on or after 1 January 2023. IPSAS 41 establishes new requirements for classifying, recognizing and measuring financial instruments to replace those in IPSAS 29, Financial Instruments: Recognition and Measurement. It is anticipated that IPSAS 41 will not have a significant impact on the Ministry's financial statements. This will be assessed more fully closer to the effective date of adoption.

IPSAS 42, Social Benefits was issued in January 2019 and shall be applied for financial statements covering periods beginning on or after January 2023. IPSAS 42 defines social benefits and determines when expenses and liabilities for social benefits are recognized and how they are measured. It is anticipated that IPSAS 42 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.

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 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

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). Any discrepancies between totals and sums of components are due to rounding. 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 flows statement is prepared using the direct method.

Reporting Period

The financial statements are prepared for the 6 months from 1 July 2021 to 31 December 2021, which covers the period of inception of the new Ministry to the 2021 year-end.

Changes in Accounting Policies

When presentation or classification of items in the financial statements is amended or accounting policies are changed, comparative figures are restated to ensure consistency with the current period unless it is impracticable to do sos. There were no changes in accounting policies during the financial 6-Months Period Ended 31 December 2021.

(b) Budget Amounts

Original Budget

The original budget represents the residual budget that was allocated to the staff and departments that were transferred from the other Ministries to new Appropriation as at July 1, 2021 to facilitate the activities of the new Ministry. This residual budget reflects a portion of the estimates that were initially allocated to the previous Ministries as presented in the 2020-21 Budget Statement approved by the Legislative Assembly. The original budget is broken down as follows:

Cabinet Funding—Sales of Outputs to Cabinet:

	Transferred from former Ministries	Transferred to new Ministry
Minister and Appropriation	**$'000**	**$'000**
District Administration, Tourism and Transport (**former Ministry**)	4,735	
Education, Youth, Sports, Agriculture and Lands (**former Ministry**)	4,434	
District Administration and Lands (**new Ministry**):		
DAL 1 - Policy Advice and Support to the Minister of District Administration & Lands	-	1,200
DAL 2 - Government Services in Cayman Brac and Little Cayman	-	4,938
DAL 3 - Provision Cadastral Surveying, Planning and Resource Management	-	3,031
	9,169	9,169

Note 1: Significant Accounting Policies (continued)

(b) Budget Amounts (continued)

Cabinet Funding—Equity (Capital) Injection:

Minister and Appropriation	**Transferred from former Ministries $'000**	**Transferred to new Ministry $'000**
Education, Youth, Sports, Agriculture and Lands (**former Ministry**):		
EI 12 - Ministry of Education, Youth, Sports, Agriculture and Lands	346	-
District Administration, Tourism and Transport (**former Ministry**):		
EI 68 - Ministry of District Administration, Tourism and Transport	3,050	-
District Administration and Lands (**new Ministry**):		
EI 87 - Ministry of District Administration and Lands	-	3,396
	3,396	3,396

Final Budget

The final budget is the original budget adjusted for the reallocation (to other Appropriations) of the original budget to align with the post-election structure of the new Ministry as well as changes in the Entity appropriation lines for the 2021 Supplementary, Plans and Estimates of the Ministry of District Administration and Lands. The changes are as follows:

Cabinet Funding—Sales of Outputs to Cabinet:

Appropriation Name	**Original Budget $'000**	**Original budget re-allocation $'000**	**Supplementary Appropriation $'000**	**Final Budget $'000**
DAL 1 - Policy Advice and Support to the Minister of District Administration & Lands	1,200	(30)	247	1,417
DAL 2 - Government Services in Cayman Brac and Little Cayman	4,938	361	500	5,799
DAL 3 - Provision Cadastral Surveying, Planning and Resource Management	3,031	(331)		2,700
Total	9,169	-	747	9,916

Cabinet Funding—Equity (Capital) Injection:

EI 87 - Ministry of District Administration and Lands	3,396	(2,400)	-	996

The final budget includes appropriations of $747k approved by Parliament at Finance Committee under sections 12 (1) and 12 (2) of the Public Management and Finance Act (2020 Revision). The changes were to support the strategic goals of the Ministry. Operational adjustments included the cost of additional personnel ($247k) and amounts for needed repairs of District Administration property (500k). The ratification of the approved Finance Committee appropriation changes is pending final Parliamentary tabling and approval. This is outside of the Ministry's ambit.

Post – election re-allocations of $361k within output groups and the $2.4m reduction in equity injection were made. The ratification of the post-election re-allocation of budgets within Ministries is pending Parliamentary ratification. This is outside of the Ministry's ambit.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Note 1: Significant Accounting Policies (continued)

(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.

f) Expenses
Expenses are recognised in the accounting period in which they are incurred.

(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

Note 1: Significant Accounting Policies (continued)

(j) Inventories (continued)

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. Revaluation 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.

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.

Asset Type	***Estimated Useful life***
• 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

Note 1: Significant Accounting Policies (continued)

(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:

Asset Type	***Estimated Useful life***
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.

(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.

Note 1: Significant Accounting Policies (continued)

(m) Financial Instruments

The Ministry is party to financial instruments as part of its normal operations. These financial instruments include cash, short term deposits, trade receivables and other receivables, and trade payables and other payables, all of which are recognised in the Statement of Financial Position.

When there is objective evidence that a financial asset or group of financial assets is impaired, the losses are recognised as an expense in the Statement of Financial Performance.

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 instruments comprise of accounts payable and accrued expenses.

Recognition

The Ministry recognises financial assets and financial liabilities on the date it becomes party to the contractual provisions of the instrument. From this date, any gains and losses arising from changes in fair value of the assets and liabilities are recognised in the statements of financial performance.

Measurement

Financial instruments are measured initially at cost which is the fair value of the consideration given or received. Subsequent to initial recognition all financial assets are recorded at historical cost, which is considered to approximate fair value due to the short-term or immediate nature of these instruments.

Financial liabilities are subsequently measured at amortised cost, being the amount at which the liability was initially recognised less any payment plus any accrued interest of the difference between that initial amount and the maturity amount.

Derecognition

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

(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.

Note 1: Significant Accounting Policies (continued)

(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 to be 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.

(q) Comparative Figures

As the Ministry was formed in the current year, there are no comparative figures reflected in the financial statements.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Note 2: Cash and cash equivalents

Cash and cash equivalents include cash on hand; bank accounts in the name of the Ministry maintained at Royal Bank of Canada and Cayman National Bank. No restricted cash balances were held by the Ministry as at 31 December 2021. The District Administration Department acts as an intermediary for collecting and remitting of fees on behalf of other government departments in Cayman Brac.

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

Description	Foreign Currency	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000	$'000
Cash on hand		2	3	3	1
Cash in Transit - KYD		1	-	-	(1)
CI$ Operational Account		816	2,092	2,092	1,276
US$ Operational Account	41	34	-	-	(34)
Payroll Account		40	30	30	(10)
Total Cash and cash equivalents		**893**	**2,124**	**2,124**	**1,231**
Overdrafts		-	-	-	-
Cash and cash equivalents		**893**	**2,124**	**2,124**	**1,231**

Note 3: Trade receivables and other receivables

At year end all overdue receivables have been assessed and appropriate provisions made. The provision for doubtful debts has been calculated based on expected losses for the Ministry and review of specific debtors. No expected loss was determined based on management assessment of the receivables as the balance is materially with the current ageing bucket.

Trade Receivables	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000
Sale of goods and services	79	-	-	(79)
Outputs to Cabinet	1,986	-	-	(1,986)
Total Trade receivables	2,065	-	-	(2,065)
Less: provision for doubtful debts	-	-	-	-
Net Trade receivables - (due in one year)	**2,065**	**-**	**-**	**(2,065)**

Note 3: Trade receivables and other receivables (continued)

Other Receivables	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000
Other	619	500	500	(119)
Net Total Other Receivables	**619**	**500**	**500**	**(119)**

Other receivables include $500k due from the Ministry of Tourism and Transport for working capital support, and $119k due from other ministries for expenses paid by the Ministry of District Administration and Lands on their behalf.

Maturity Profile of Trade Receivables and Other Receivables

Maturity Profile	Trade Receivable	Other Receivable	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000	$'000	$'000
Current -1-30 days	2,048	619	2,667	500	500	(2,167)
Past due 31-60 days	2	-	2	-	-	(2)
Past due 61-90 days	6	-	6	-	-	(6)
Past due 90 days and above	9	-	9	-	-	(9)
Total Trade Receivables	**2,065**	**619**	**2,684**	**500**	**500**	**(2,184)**

Note 4: Inventories

Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000
Inventory held for use in the provision of goods and services	308	350	350	42
Total	**308**	**350**	**350**	**42**

As at 31 December 2021 inventory was held at a net realizable value of $308k. Management determined that a minimal impairment of $1k of inventory was required during the year.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Note 5: Prepayments

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

Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000
Accrued Prepayments	89	69	69	(20)
Total Prepayments	**89**	**69**	**69**	**(20)**

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Note 6: Property, plant and equipment

Cost or valuation

	Plant and equipment	Buildings	Furniture & Fittings	Computer Hardware	Office Equipment	Other assets	Infrastructure	Motor Vehicles	Aircrafts Equipment	Assets under construction or development	Total	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Balance as at 1 July 2021	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer in (intra-ministry)	1,124	11,132	109	1,215	102	336	24	4,515	36	1,180	19,773	19,773	19,773	-
Additions	26	7	22	38	8	-	-	184	-	227	512	3,302	902	390
Transfers (other)	13	-	-	6	-	-	-	59	-	(78)	-	-	-	-
Balance as at 31 December 2021	**1,163**	**11,139**	**131**	**1,259**	**110**	**336**	**24**	**4,758**	**36**	**1,329**	**20,285**	**23,075**	**20,675**	**390**

Note 6: Property, plant and equipment (continued)

Accumulated depreciation and impairment

	Plant and equipment	Buildings	Furniture & Fittings	Computer Hardware	Office Equipment	Other assets	Infrastructure	Motor Vehicles	Aircrafts Equipment	Assets under construction or development	Total	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Balance as at 1 July 2021	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer in (intra-ministry)	939	297	61	1,178	75	291	12	3,510	5	-	6,368	6,368	6,415	47
Depreciation Expense	45	296	5	15	5	15	1	110	1	-	493	608	561	68
Balance as at 31 December 2021	**984**	**593**	**66**	**1,193**	**80**	**306**	**12**	**3,620**	**6**	**-**	**6,861**	**6,976**	**6,976**	**115**

Net Book value

Net Book value 1 July 2021	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Book value 31 December 2021	**179**	**10,546**	**65**	**66**	**30**	**30**	**12**	**1,138**	**30**	**1,329**	**13,424**	**16,099**	**13,699**	**275**

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 form an integral part of the fabric of the building (e.g. lifts or air conditioning equipment) or where it perform a task crucial to the continuation of the existing use (e.g. swimming pools). Unless specifically stated otherwise, it is assumed that such items are reflected in the 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 ($512 thousand).

The cost of Property, plant and equipment fully depreciated but are still in use are:

	Actual Current Year **$'000**
Computer Hardware	1,149
Office Equipment	61
Infrastructure	12
Vehicles	3,011
Other Assets	216
Furniture and Fittings	45
Other Plant and Equipment	335
Total	4,829

Note 6: Property, Plant and Equipment (continued)

Assets under construction and/ or development projects
Included in assets under construction and/or development is the cost of the phased construction of District Administration buildings of $1.3 million.

Property, plant and equipment revaluation reserve
Property, plant and equipment and Transfers from other Ministries (note 21) include accumulated revaluation reserve pursuant to previous revaluation exercises up to January 1, 2021 of $10.7 million.

Note 6a: Intangible Assets

	Computer Software	Original Budget	Final Budget	Variance (Final Budget vs Actual)
Cost	**$'000**	**$'000**	**$'000**	**$'000**
Balance as at 1 July 2021	-	-	-	-
Transfer In	121	122	122	1
Additions	21	94	94	73
Balance as at 31 December 2021	**142**	**216**	**216**	**74**

Accumulated Amortization and impairment losses

	Computer Software	Original Budget	Final Budget	Variance (Final Budget vs Actual)
Balance as at 1 July 2021	-	-	-	-
Transfer In	93	93	90	(3)
Amortization Expense	7	1	4	(3)
Balance as at 31 December 2021	**100**	**94**	**94**	**(6)**
Net Book value 31 December 2021	**42**	**122**	**122**	**80**

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Note 7: Trade payables, other payables and accruals

Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000
Creditors	41	-	-	(41)
Creditors other government agencies	7	-	-	(7)
Trade Payables	**48**	**-**	**-**	**(48)**
Payroll Deductions	1	-	-	(1)
Other payables	57	8	8	(49)
Accrued Expenses	464	-	-	(464)
Other Payables and Accruals	**522**	**8**	**8**	**(514)**
Total Trade Payables, Other Payables and Accruals	**570**	**8**	**8**	**(562)**

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

Note 8: Unearned Revenue

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

Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000
Deposit for Web subscription Fees	390	163	163	(227)
	390	**163**	**163**	**(227)**

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Note 9: Employee Entitlements

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

Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000
Employee entitlements are represented by:				
Annual leave	196	286	286	90
Salaries and wages	52	-	-	(52)
Pension	112	-	-	(112)
Total employee entitlements	**360**	**286**	**286**	**(74)**

Note 10: Sale of Good and Services

Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000
Outputs to Cabinet[1]	8,072	9,169	9,916	1,844
Fees and charges[2]	759	365	405	(354)
Rentals	36	116	68	32
General sales	-	2	2	2
Other	79	62	63	(16)
Total Sale of Goods & Services	**8,946**	**9,714**	**10,454**	**1,508**

[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 2021.

[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
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Note 10: Sale of Goods and Services (Continued)

Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000
Fees and charges				
Web Receipts	361	213	134	(227)
Land Survey Fees	165	-	75	(90)
Mapping Services	124	70	93	(31)
Express Land Registry	34	15	15	(19)
M. V. Inspection Fees	22	24	24	2
Cemetery	18	-	-	(18)
Estate Management Fees	12	3	24	12
Other	23	40	40	17
Total Fees and charges	**759**	**365**	**405**	**(354)**
Rentals				
Rentals - Government Housing	9	6	6	(3)
Rentals - Other Properties	23	23	29	6
Rentals - Craft Market	3	57	3	(1)
Equipment Rental - PWD (Cayman Brac)	1	30	30	29
Total Rentals	**36**	**116**	**68**	**32**
General Sales				
Miscellaneous Sales	-	2	2	2
Total General Sales	**-**	**2**	**2**	**2**
Other Goods & Services Revenue				
GIS Applications	70	54	55	(15)
GPS Licenses Refund	8	8	8	0
Miscellaneous Receipts	1	-	-	(1)
Total Other Goods & Services Revenue	**79**	**62**	**63**	**(16)**
Sales of Outputs to Cabinet				
Outputs to Cabinet	8,072	9,169	9,916	1,844
Total Outputs to Cabinet	**8,072**	**9,169**	**9,916**	**1,844**
Total Goods and Services	**8,946**	**9,714**	**10,454**	**1,508**

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Note 11: Personnel costs

Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	**$'000**	**$'000**	**$'000**
Salaries, wages and allowances	5,470	5,047	5,562	92
Health care	1,400	1,600	1,538	138
Pension	288	351	345	57
Movement in Annual Leave	(90)	8	-	90
Other Personnel related costs	14	30	44	30
Total Personnel Cost	**7,082**	**7,036**	**7,489**	**(407)**

Note 12: Supplies and consumables

Description	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	**$'000**	**$'000**	**$'000**
Supplies and Materials	122	230	184	62
Purchase of services	676	1,290	1,573	897
Lease and Rent of Property and Sites	17	47	17	0
Utilities	257	283	322	65
General Insurance	-	-	-	-
Travel and Subsistence	21	65	83	62
Interdepartmental expenses	79	10	104	26
Recruitment & Training	8	113	94	86
Other	8	24	24	16
Total Supplies & Consumables	**1,188**	**2,062**	**2,400**	**1,213**

Note 13: Litigation costs

The Attorney General's Office provides legal services to the Ministry. There were no legal fees incurred for the period ended December 2021.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Note 14: Reconciliation of net cash flows from operating activities to surplus/ (deficit)

	Actual Current Year	Original Budget	Final Budget	Variance (Final Budget vs Actual)
	$'000	$'000	$'000	$'000
Surplus/(deficit) from ordinary activities	178	-	-	(178)
Non-cash movements	-			-
Depreciation & amortization	498	608	565	67
Changes in current assets and liabilities:				
Increase in receivables - Other 3rd Party	(79)	-	-	79
Increase in receivables - Cabinet	(1,739)	-	-	1,739
Increase in receivables - Other Government agencies	(80)	-	-	80
Increase in other current assets	(147)	-	-	147
Increase in Inventory	44	7	-	(44)
Increase in payables - Other Government agencies	43	-	-	(43)
Increase in payables	594	-	-	(594)
Increase in provisions relating to employee costs	74	(7)	44	(30)
Net cash flows from operating activities	(615)	608	609	1,223

Note 15: 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.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Note 16: Commitments

Type	One Year or Less CI$000	One to Five Years CI$000	Over Five Years CI$000	31 December 2021 CI$000
Capital Commitments				
Property Plant and equipment	1,992			1,992
Total Capital Commitment	**1,992**	**-**	**-**	**1,992**
Operating Commitments				
Other Non-Cancellable Leases				
Premises Lease	34	101		134
Total Operating Commitment	**34**	**101**	**-**	**134**
Total Commitments	**2,026**	**101**	**-**	**2,126**

Capital Commitments
In the 2021 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 2022.

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.

Note 17: 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

Fees and Charges
Fees and charges was $354 thousand above the budget. This was mainly attributed to web receipts for services offered by the Lands & Survey department, which had an upswing in demand for online services due to the pandemic and increased activity in the real estate/construction markets.

Outputs to Cabinet
Revenue from Cabinet was $1.84 million under the budget. This was mainly due to lower expenditure due to the impact of the covid-19 pandemic and supply chain issues. As such, lower consumables cost (in particular), directly impacted the amount of revenue billed to Cabinet.

Personnel Costs
Personnel costs were $407 thousand below the final budget primarily due to the net effect of savings from vacant posts that were at various stages of being filled.

Note 17: Explanation of major Expense variances against the final budget (Continued)

Supplies and Consumables
Supplies and consumables were $1.2 million below budget as the Ministry forgo the cost of extensive repairs in light of the decision to undertake major renovations in 2022. This also resulted in costs which was not incurred during the year on programmes that were deferred until the renovation works are completed. There were also savings in travel and training expenses as Covid-19 related travel restrictions resulted in less face-to-face meetings and trainings.

Depreciation
Depreciation was below the budget by $67 thousand primarily as a result of depreciation that was not incurred on heavy duty vehicles that were delayed and, though on order, were not received by year-end. Supply chain delays within the construction sector also negatively affected the completion of major construction works however this was marginally offset by an increase in depreciation on existing buildings that were revalued as at January 1, 2021.

Surplus
The Ministry reported a surplus of $178 thousand. Accordingly, a Surplus Repayable of $178 thousand has been recorded in these financial statements in accordance with Section 39(3)(f) of the Public Management and Finance Act (2020 Revision).

Statements of financial position and cash flow

Cash and cash equivalents
Cash and cash equivalents were $1.2m lower than budget mainly due to higher trade receivables as Cabinet funding was scheduled for receipting shortly after year-end.

Trade and other receivables
The actual year-end debtors and other receivables balances were net $2.18 million over the original budget mainly due to The fact that this was a new Ministry established mid year, so there was no transferred original budget.

Other Payables
Other payables were $514 thousand above budget due to the the late receipt of invoices that were paid subsequent to year end.

Unearned Revenue
This was $227 thousand greater than budgeted commensurate with the growth in Land and Survey's web related services.

Property, Plant and Equipment and Contributed Capital
Property, plant and equipment was $275 thousand below the budget due to unavoidable delays in the renovation of buildings in the Sister Islands, as well as heavy duty vehicles that were in an advanced stage of procurement but were not received before year-end. Intangible Assets, were also affected by similar delays in procurement resulted in a below the budget expenditure by $80 thousand. As a result of these matters, there was a resulting variance for Equity Injection of $463 thousand.

Note 18: 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 6-Months Period Ended 31 December 2021 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Key management personnel

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

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.

Description	Current Year $'000	Number of Persons
Salaries & other short-term employee benefits	404	6
Remuneration	**404**	

Note 19: 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

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.

Currency and interest rate risk

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

Liquidity risk

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

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

Note 20: 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.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE 6-MONTHS PERIOD ENDED 31 DECEMBER 2021

Note 20: Segment reporting (continued)

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.

	Ministry Administration & Lands	District Administration & S.I. Sports	Consolidated
	2021 $'000	2021 $'000	2021 $'000
Revenue			
Outputs from Cabinet	2,893	5,179	8,072
Other revenue	799	75	874
Total Revenue	**3,692**	**5,254**	**8,946**
Expenses			
Personnel costs	3,134	3,948	7,082
Other expenses	455	1,231	1,686
Total Expenses	**3,589**	**5,179**	**8,768**
Surplus/ (Deficit) from Operating Activities	**103**	**75**	**178**
Assets			
Current Assets	2,311	1,662	3,973
Non-current assets	274	13,193	13,467
Total Assets	**2,585**	**14,855**	**17,440**
Liabilities			
Current Liabilities	826	672	1,498
Total Liabilities	**826**	**672**	**1,498**
Net worth	**1,759**	**14,183**	**15,942**

Note 21: Transfers from other Ministries

Transfers from other Ministries is reflective of the net assets that were transferred to the new Ministry as a part of the post-election reorganization of Ministries and departments, as follows:

Description	Contributed Capital	Revaluation Reserve	Total
	$'000	$'000	$'000
Cash and cash equivalents	1,515	-	1,515
Other Receivables	500	-	500
Inventories	350	-	350
Prepayments	68	-	68
Property, plant and equipment	2,702	10,703	13,405
Intangible Assets	27	-	27
Other payables and accruals	(8)	-	(8)
Unearned revenue	(163)	-	(163)
Employee entitlements	(285)	-	(285)
	4,706	10,703	15,409

Note 22: 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.

Ministry of District
Administration & Lands
Cayman Islands Government

Annual Report and Financial Statements

www.gov.ky/lands | www.gov.ky/districtadmin