



CREATIVITY : HERITAGE : EDUCATION

CAYMAN NATIONAL CULTURAL FOUNDATION

ANNUAL REPORT AND ACCOUNTS
31 DECEMBER 2024

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FOREWORD

This Annual Report of the Cayman National Cultural Foundation (CNCF) outlines the organization's performance for the year ended 31 December 2024.

The requirement for an Annual Report is prescribed under section 52 of the Public Management and Finance Act (2020 Revision) ("PMFL").

The annual report covers three main areas:

- Delivery of National Cultural Foundation Outputs;
- Financial performance; and
- Governance.

The Delivery of Outputs section outlines the contributions made by CNCF in furtherance of the Government's policy outcome goals. The report also provides commentary which explains material variances in performance when compared to budget in the Output Delivery Analysis.

The financial performance section shows the financial resources CNCF was afforded in the 2024 budget and the inputs purchased to provide services. The financial performance is presented in the form of financial statements prepared in accordance with International Public Sector Accounting Standards (IPSAS) and the supporting notes to those financial statements.

The report also includes a section on Governance which outlines CNCF's efforts in the areas of risk management, audit, and freedom of information.

ABOUT US

Nature and Scope of Activities

The Cayman National Cultural Foundation (the “Foundation” or “CNCF”) is a non-profit organization that was established by the Cayman National Cultural Foundation Law, 1984 (revised 2013). The work of the Foundation covers the full scope of artistic disciplines – theatre, dance, music, visual, literary and traditional arts incorporating cultural preservation, the presentation of cultural festivals, artistic development, youth arts, and special projects.

CNCF housed across four separate facilities over 10 acres that is made up the F. J. Harquail Cultural Centre (FJHCC) and Mind’s Eye—the Visionary World of Gladwyn K. Bush (ME). At the FJ Harquail Cultural Centre, theatrical events, exhibitions, conferences and cultural gatherings are facilitated and/or produced year-round by the Foundation, as well as by others. The World Monuments Fund-recognised site: *Mind’s Eye—the Visionary World of Gladwyn Bush*, is the historic home of Cayman’s renowned intuitive artist, which the Foundation has been responsible for conserving since it took stewardship in 2009. The Foundation is funded primarily by an annual grant from the Cayman Islands Government Ministry of Culture.

The CNCF Programme Department works at various locations across the Cayman Islands including public and private schools in Grand Cayman, Cayman Brac and Little Cayman, as well as at other locations on demand.

2024 marked CNCF’s 40th year at the FJ Harquail Cultural Centre site off the Esterley Tibbetts Highway. The 2024 saw a busy schedule of planned programmes and events, with some interruptions from the intensive storm season, starting with Hurricane Beryl in June, and its resulting aftermath. The effect of the storm closures is reflected in the reduced footfall to CNCF venues. In total we welcomed approximately numerous members of the community to our onsite and offsite events, festivals and productions in 2024.

Despite these setbacks the CNCF team ensured that the programmes, events and exhibitions outlined in our 2024 Purchase and Ownership Agreements were achieved, while also being responsive to our audiences’ needs and growing new programming, such as our school resources programme. Both our existing commitments, and the new programmes, were executed professionally and within the agreed time allocated.

The scope of the *Cayman National Cultural Foundation (CNCF)* activities in 2024 was as follows:

- **Arts and Cultural Preservation, Documentation and Promotion [NCF 1]:** CNCF is charged with managing the ongoing conservation and promotion of the Mind’s Eye Centre (Gladwyn K. “Miss Lassie’s” Bush Cottage and Duplex), which contains her hundred-year-old cottage as a unique cultural heritage site that is an exceptional example of both traditional Caymanian architecture and of internationally recognised home-grown artistic talent. In addition, CNCF cares for the 130+ of artwork in her collection, held in Trust for the people of the Cayman Islands. This includes exhibiting the work three times per annum, upon invitation.

CNCF's Cultural and Heritage Library provides hundreds of resources relating to our cultural history which are accessible via video and audio recordings, prints, photographs, books, magazines, as well as other literature on or about art / culture.

Under this output, CNCF also produces the annual National Arts & Culture Awards presentation to recognise individuals or groups whose work, or work with others, has made a meaningful contribution to the exploration, promotion or preservation of Caymanian cultural heritage and the development of Caymanian arts.

- **Cultural Festivals, International Exchange/Local Partnerships [NCF 2]:** Each year CNCF supports the production of a number of community events and festivals that aim to support the Caymanian arts and cultural experience at home and overseas, such as the Cayman Islands International Storytelling Festival: GIMISTORY; the Cayman Islands National Festival of Arts: CAYFEST; Red Sky at Night; and/or at overseas arts and culture festivals/conferences/seminars. Under this output CNCF also administers funding for other government-funded festivals and carnivals, including the Cayman Carnival (Batabano, CayMas, and Braccanal), and partners with other National Festivals such as Pirates Week.
- **Management of Operations and Maintenance of FJ Harquail Cultural Centre (FJHCC) [NCF 3]:** CNCF manages the nine-acre F.J. Harquail Cultural Centre which houses the Harquail Theatre which fulfils the function of the national theatre of the Cayman Islands, the Studio Theatre, and the CNCF Offices. This output includes the management of the physical plant to a high standard, as well as the busy rental programme of 90+ plays, concerts, conferences, receptions, and other events each year. In addition, CNCF also produces its own theatrical productions and performing arts events throughout the year from these venues.
- **Training and Support for Artistic Development [NCF 4]:** CNCF's mission to preserve and development Caymanian arts and culture includes an active annual training programme in the performing, visual and literary arts. Every year we host workshops, screening, seminars or residencies for local performers, teachers, and students. CNCF also manages the largest creative grant programme in the Cayman Islands titled 'Grants for the Arts', which over the years has funded numerous creative projects, productions, publications, and training opportunities. The mission of the grant is to facilitate opportunities for artists (and creative groups).
- **Youth Arts Programming [NCF 5]:** CNCF provides school and teacher cultural resources and well as a variety of youth programmes involving the artistic disciplines of drama, dance, traditional arts and crafts, storytelling, and music. This is executed via extra-curricular classes, performances, and field trips, student work-shows, and in-classroom presentations.

Governance

The functions of Cayman National Cultural Foundation (per CNCF Act 2013) are:

- a) to stimulate and facilitate the development and preservation of Caymanian culture generally.
- b) to do anything necessary or desirable to assist people and organisations interested developing; cultural and artistic expression, particularly people and organisations interested in preserving and exploring Caymanian performing and visual arts.
- c) to develop, maintain and manage theatres and other cultural facilities, as well as the equipment.
- d) to stimulate the development of local cultural and artistic talent by means of training, workshops, competitions, exhibitions, pageants, parades, displays and similar activities.
- e) to organize cultural festivals; and
- f) to do such other things are prescribed.

Governance and Accountability

The Foundation is governed by a Cabinet-appointed Board. These individuals bring their various skills, knowledge and expertise as arts practitioners, business professionals and educators to the organization. The Board makes policy, which is implemented by management and staff. The operations of the organisation are conducted in a transparent manner, and annual reports and audited financial statements are prepared and submitted to Government for tabling in Parliament. CNCF's boasts well-developed mechanisms, in compliance with all Government requirements for demonstrating how its activities are, or will be, able to support its charitable aims, as well as achieving the goals of cultural and arts development, which are set out in the Foundation's Cultural Policy and in the National Culture and Heritage Policy.

Compliance During the Year

CNCF seeks to compile with all relevant legal and regulatory requirements and acts with due regard for the legal and human rights of all individuals, without regard to nationality, colour, creed, ethnicity, religious affiliation or disability. We are governed by the Public Authorities Act (2020 revision) and the CNCF Law (2013).

The Scope of Cayman National Cultural Foundation Activities are as follows:

- The stimulation and facilitation of culture generally;
- The development, maintenance and management of theatres and other cultural facilities, in particular the F J Harquail Cultural Centre and Mind's Eye—the Visionary World of Gladwyn K. Bush;
- Organising cultural festivals;
- The stimulation of the development of local talent by means of training, workshops, competitions, exhibitions,

- pageants, parades, displays and other such activities;
- Assisting persons in developing cultural and artistic expression, including preservation and exploration
- Of Caymanian cultural heritage.

Mission Statement

To stimulate, facilitate and preserve cultural and artistic expression generally, particularly the preservation and exploration of Caymanian performing, visual and literary arts.

Guiding Principles

For more than 40 years, the non-profit Cayman National Cultural Foundation has carried out its mission through the extensive development of wide-ranging cultural development programmes. These programmes include stage productions, creative education for young people, free workshops and financial support of artists, festivals, publications, national recognition of artistic and cultural achievement and the preservation of Caymanian heritage, and the promotion of arts and culture for future generations.

OUR PEOPLE

CNCF Management Board (until 30 November 2024):

- Lorna Reid (Chairperson)
- Sulekha Tummala (Deputy Chairperson)
- Arthur Dzaghgouni (Treasurer)
- Susan A. Olde, OBE
- Jason Gilbert
- Carmin Godfrey
- Stephen Price
- Chief Officer of the Ministry of Culture (or designate) NVM
- Natalie Urquhart, CEO, NVM

TOTAL EMPLOYEES:

- | | |
|-----------------------|---|
| • Natalie Urquhart | Chief Executive Officer |
| • Rosalie Twohey | Managing Director (Sept-Nov 2024, PT/Training; FT from Nov) |
| • Rita Powell | Head of Education, Grants, and Research |
| • Cassandra Shea | Head of Theatre and Festivals |
| • Barrington Campbell | Senior Theatre and Events Technician |
| • Nicole Durrant | Education and Research Officer |
| • George Jones | Front of House Supervisor |
| • Yainelys Ebanks | Arts Administrator |
| • Chambria Dalhouse | Production Assistant (PT from Sept) |
| • Sarah Needham | Education Assistant (until July 2024) |
| • George Powery | Maintenance |

MANAGEMENT DISCUSSION AND ANALYSIS

HIGHLIGHTS OF ACHIEVEMENTS AND OUTPUT DELIVERY ANALYSIS

1. The implementation phase of CNCF's new **Strategic Plan 2023-2027** began in 2023 with the piloting of an expanded programme structure and new partnership model. In early 2024 the recruitment drive for the revised Organizational Chart to accommodate this growth model. This included two new Heads of Department roles for Education, Research and Grants, and Theatre and Festivals, and supporting staff positions. Later in the year CNCF successfully recruited a Managing Director to succeed the outgoing CEO whose secondment concluded at the year-end. The remaining posts of Production Assistant and Education Assistant also were filled at year-end. The CEO position, which had been established specifically to lead the strategic redevelopment and implementation phase has now been dissolved.
2. Other aspects of Phase Two of the SPE included that extension of new programming including the 2023 piloted **Artist-in-Residence** programme with local playwright Dr. Frank McField in residence, a redeveloped/expanded **Grants for the Arts** programme supporting multiple Caymanian creatives, and increased production partnerships with other community arts professionals and partner organizations [NCF 2,3 &4].
3. In 2024 CNCF again produced several major national events and festivals [NCF 2] that aim to support Caymanian arts and cultural including **CayFest** - Cayman Islands National Festival of Arts with **Red Sky at Night; Gimistory** – the Cayman Islands International Storytelling Festival. CNCF also actively supported Cayman Art Week, Cayman Arts Festival, Mango Fest, and **Cayman Carnivals: Batabano, Braccanal, and CayMas**.
4. CNCF completed repairs and maintenance across the **Mind's Eye Centre**, the Harquail and Studio Theatres [NCF 3], and the Mind's Eye Centre [NCF 1] keeping the site at a professional standard. Internal operations were also redeveloped to ensure they are professionally maintained that productions are carried out to professional standards, and that the cover a wide scope of artistic disciplines – theatre, dance, music, visual, literary, and traditional arts.
5. CNCF continued work on our new **Cultural Resource Programme and Archive** [NCF 1 and 4] which is housed in the CNCF offices. This includes digitising 30+ years of CNCF materials in addition to expanding cultural publications and data relating to Caymanian cultural heritage. This content will be available to researchers and schools moving forward. Efforts are underway to digitize books and materials by Caymanian authors, and a search function will be available on the upcoming website to facilitate access to the New **CNCF Digital Library**.

6. The **Cayman Makers Film Series** was completed in 2024 with all five episodes fully shot and edited. Additionally, **cultural and heritage-based educational materials** continue to be developed to support Cayman's educational institutions at all levels. Dr. Jennifer Allen, established educational leader, is managing the production of these resources, which cover key topics such as cat boats, architecture, and quadrille dancing, among others [NCF 1 and 5].
7. The **Gladwyn K "Miss Lassie" Bush Cottage** at the Mind's Eye Centre was fully inventoried in 2024, with all items photographed and catalogued in an effort to upgrade risk management systems and emergency response planning for the heritage site. Additionally, discussions with a conservationist have commenced to develop policy-driven disaster management strategies for archival materials in 2025 [NCF 1].
8. CNCF hosted our **Youth Summer Camp** series [NCF 5] in summer of 2024. Students learnt drama, dance, traditional arts and crafts, and storytelling, administered under a lens of Caymanian culture and heritage. Unfortunately, this 2-week programme was cut short by the arrival of Hurricane Beryl.
9. CNCF hosted a vibrant programme of theatre and performing arts events and productions across the **Spring and Winter Season in the Harquail and Studio Theatre** with over 120+ performances across the year.
10. CNCF's **Grants for the Arts** [NCF 4], programme supported ten applicants, funding projects that included overseas training for music and dance students, film editing and book publications.

NCF 1: ARTS AND CULTURAL PRESERVATION, DOCUMENTATION AND PROMOTION:

NCF 1	ARTS AND CULTURAL PRESERVATION, DOCUMENTATION AND PROMOTION		
DESCRIPTION			
- Managing the ongoing conservation and promotion of Mind’s Eye (Miss Lassie’s House), the more than one hundred-year-old cultural heritage site that is a unique and exceptional example of both traditional Caymanian architecture and of internationally recognised home-grown artistic talent; - Preservation of the national collection of Gladwyn K. Bush artworks acquired on behalf of the people of the Cayman Islands. This may include periodically exhibiting the works, upon invitation. - Producing the National Arts and Culture Arts Awards programme and awards ceremony, recognising individuals or groups whose work, or work with others, has made or is expected to make, in the long term, a meaningful contribution to the exploration, promotion or preservation of Caymanian cultural heritage and the development of Caymanian arts. - Managing CNCF’s research arm and maintaining a resource library of video and audio recordings, prints, photographs, books, magazines and other literature on or about art / culture. Support wider programming and consolidation of other national archival materials and archives.			
MEASURES	2024 Actual	2024 Budget	Variance
QUANTITY			
Mind’s Eye, the Visionary World of Gladwyn K Bush (Miss Lassie’s House):			
Property management	1	1	0
Number of inspections by preservation specialist	0	1	-1
Number of visitors to the property	800	1000	-200
Number of related education tours	10	10	0
Ongoing conservation requirements	12	12	0
National Collection of GK Bush artworks:			
Number of works in the collection	126	126	0
Number of inspections by art conservationist **	0	1	-1
Number of exhibitions	2	2	0
National Arts and Culture Awards programme and production	0	1	-1
Heritage and Cultural Research Programme resources	1	12	-11
Helen Harquail Cultural Resource Library:			
Archive management and access	1	1	0
Number of titles/materials available for public access	600	800	-200
Number of new materials added/developed	5	5	0
Number of new literary works/cultural journals and newsletters published	4	8	-4
Artist/Scholar-in-Residence Research programme	1	1	0

MEASURES cont...	2024 Actual	2024 Budget	Variance
QUALITY			
Conserve and preserve the art on the interior surfaces and on the windows and doors of Miss Lassie's house	100%	100%	0
Make further restorations and repairs to Miss Lassie's house and grounds to international heritage standards	100%	100%	0
Paintings to be maintained in a stable environment to international standards for art collections, and to be inspected annually by an art conservationist/ restoration expert, who will prepare a report regarding their condition.	100%	100%	0
Arts Awards Programme promotions and nominations reviewed and winners selected by panel of experienced persons from leading cultural agencies in relevant fields.	0	100%	-100%
Execution of Heritage and Cultural Research Programme	100%	100%	0
Care and management of library materials	100%	100%	0
CNCF produced publications	100%	100%	0
Artist-in-Residence promotions and selection per annum	100%	100%	0
TIMELINESS			
Conservation, maintenance and protection of the Mind's Eye property (weekly review, annual conservation)	100%	100%	0
GK Bush Collection Inspection (weekly)	100%	0%	0
National Arts and Culture Awards Programme (annual)	0%	100%	-100%
Heritage and Cultural Research Programme (ongoing/weekly)	100%	100%	0
Public Access to Library (daily)	100%	100%	0
LOCATION			
Mind's Eye (Miss Lassie's House)	100%	100%	0
FJ Harquail Cultural Centre	100%	100%	0
COST	\$108,873	\$108,873	
RELATED BROAD OUTCOME: Protect and Promote Caymanian Culture, Heritage and Identity Variations: Minds Eye Tours and footfall rose from 2023 now that the property is fully reopened after extensive renovations. However, several visits were cancelled due to extreme weather and cleaning/reopening schedules following Hurricanes Beryl and Raphael. **CNCF conducted regular checks of the Art Collection and historic cottage and monitored environmental controls throughout the year by qualified staff. Conservator Greg Howarth's annual November visit was moved to January 2025 for scheduling reasons. This conservation work has now been completed. The variance to the number of publications available was due to an audit of outdated items or periodicals that were removed from CNCFs library. National Arts & Culture Awards (NACA) was paused for 2024 to allow for the redevelopment of the award scheme by the NACA Awards Committee, made possible due to the National Hero's Day Awards being focused on Culture and Creativity for 2024. Instead, funds were redirected to two National Memorial Productions for icons Dave Martins and Bendel Hydes.			

The new Artist-in-Residence programme opened in 2024 after being piloted in 2023. CNCF welcomed one application for a two-month residency, Dr Frank McField, as well as supporting the exhibition of former AiR Nasaria Suckoo Chollette. Greater promotions will be made in 2025 to raise awareness about the opportunity.

Highlights and Achievements:

Preservation and Conservation: CNCF is charged with managing the ongoing conservation and promotion of the Mind's Eye Centre (Gladwyn K. "Miss Lassie's" Bush Cottage and Duplex), which contains her hundred-year-old cottage as a unique cultural heritage site that is an exceptional example of both traditional Caymanian architecture and of internationally recognised home-grown artistic talent. In addition, CNCF cares for the artwork in her collection, over 130 pieces, held in Trust for the people of the Cayman Islands. This includes exhibiting the works annually, often in partnership with other cultural organizations. This year saw an exhibition project with the National Gallery of the Cayman Islands (NGCI), as well as an exhibition of reproduction works in the Mind's Eye Duplex, also supported by NGCI.

CNCF invites an international conservator to annually inspect and carry out stabilization and conservation work on the cottage and the art collection. This allows CNCF to complete its obligation to the preservation of a significant element of Caymanian culture and heritage. Conservation works were completed in November 2023, and again in January 2025 due to scheduling conflicts at the end of 2024. CNCF staff continued to monitor the collection throughout the year to ensure stability.

Documentation and Archiving: CNCF's Cultural and Heritage Library provides a collection of resources relating to Cayman's cultural history which are accessible via video and audio recordings, prints, photographs, books, magazines, as well as other literature on or about art / culture. Continuing CNCF's 40-year Legacy Project, a Special Projects Coordinator joined the CNCF team on a temporary basis in Q1 to assist with the research process. This digitization of CNCF records, and additional research into the first 40 years of CNCF operations, to compile into an overall presentation by the end of 2024 has been pushed into 2025 due to limited resources to dedicate to this effort after Q2 2024. Cayman's seniors participated in the Cayman Makers series videos which featured the art of rope making and thatch weaving and making of the Cassava heavy cake. These videos now form part of the digital resources provided by CNCF for use in the classroom.



Promotion of Caymanian Heritage: Tours of the Mind's Eye Centre kicked off for 2024 in Q1, to a wide array of groups and visitors. This included an education tour to a series of college-level students and Key Stage 2 (KS2), and the wider public. Students are exposed to this area of Caymanian culture with instructions in art and traditional cultural mores. A special tour with international travel influencer, Jessica Ufuoma, in partnership with a marketing initiative led by the Department of Tourism helped widen interest in the site. In the interest of accessibility, tours of the Mind's Eye Centre remain free of charge to all visitors.

Artist-in-Residence Programme - CNCF hosted its 2024 Artist-in-Residence (AiR) programme with playwright Dr. Frank McField. The purpose of the AiR program is to provide a dedicated working space to an artist who will then produce a piece of creative or research-based work that must be relevant to the Cayman cultural experience. Dr. Frank's completed work is being edited before final dissemination. Also, under the umbrella of the AiR 2024 programme, a joint exhibition with the National Gallery of the Cayman Islands featuring the outcome of 2023 AiR Nasaria Suckoo Chollette's residency work. Entitled "The Cauling", it explored themes of Caymanian community, folklore, and spirituality with works produced by Mrs. Suckoo Chollette throughout the duration of her residency, along with artwork from a number of other local artists. The exhibition opened with a reception on 29 February and ran until 31 May.

Cultural and Heritage Resources - A new educational initiative was introduced in 2024 and targeted to primary aged students in the Cayman Islands. Titled "Culture Keepers", the programme featured an interactive downloadable activity booklet that students completed as they visited each partnering organization. Students receive a stamp for every organization they visit, and those who collect all stamps were officially crowned "Culture Keepers". Representative institutions included: Cayman Brac Heritage House, Cayman Brac Museum, Cayman Islands National Museum, the National Trust for the Cayman Islands (Mission House), Cayman National Cultural Foundation, Cayman Turtle Centre, National Gallery of the Cayman Islands, National Trust of the Cayman Islands (Brac), Pedro St. James, Pioneer Bakery (Brac).

Other cultural awareness programmes included:

- A presentation at John Gray High School's Culture Day, on Cayman culture and heritage, leading students through folk music and cultural traditions. CNCF staff gave individualized assistance to students on thatch plaiting and set up a station with interactive activities and information to review.
- A presentation of 'An Overview of Cayman Culture' was delivered to 40+ Cayman International School teachers as a part of their professional development program Diversity, Equity, Inclusion and Belonging. Due to its popularity, the Cayman International School requested the program to be delivered to 40+ Cayman International School teachers as a part of their professional development programme of Diversity, Equity, Inclusion and Belonging. The 'Overview of Cayman Culture' continued to be delivered to schools as needed throughout 2024.

Arts & Culture Awards - The National Arts & Culture Awards (NACA) programme and production was paused for 2024 to allow for the redevelopment of the award scheme by the NACA Awards Committee, made possible due to the National Hero's Day Awards being focused on Culture and Creativity for 2024. Committee members represented the newly expanded remit (est. in 2023) of including the leading cultural organizations in the decision-making process of NACA. Representatives from UCCI, National Gallery, National Museum, National Trust and creative sector met to review and improve the application and recognition process of individuals or groups whose work, or work with others, has made a meaningful contribution to the exploration, promotion or preservation of Caymanian cultural heritage and the development of Caymanian arts. Applications for the 2025 programme will be promoted in Q2 of 2025. Funds from NACA were redirected to two special public memorial productions to honour the passing of cultural icons Dave Martins and Bendel Hydes.

NCF 2: CULTURAL FESTIVALS, INTERNATIONAL EXCHANGE / LOCAL PARTNERSHIPS

NCF 2	Cultural Festivals, International Exchange/Local Partnership			
DESCRIPTION				
• Hosting/sharing the Caymanian arts and cultural experience at local and international arts and culture events, such as the Cayman Islands International Storytelling Festival, GIMISTORY; the Cayman Islands National Festival of Arts, CAYFEST; and/or at overseas arts and culture festivals/conferences/seminars. • Administration of CIG approved funding for other Government-funded festivals and carnivals, including the Cayman Carnival. • Administration of the Cayman Islands Folk Singers [NOTE: Output moved to MYSH with separation in Jan 2024] • Support for Resident Companies and Cultural Partnerships				
MEASURES		2024 Actual	2024 Budget	Variance
QUANTITY				
Gimistory				
• Number of district touring presentations arranged		7	6-8	0
• Number of culinary events/competitions arranged		1	1	0
CayFest and/or arts and culture festivals/conferences/seminars		5	3-5	0
• Number of national/international arts and culture events hosted, or attended/number of papers presented				
Cayman Carnival		3	3	0
• Number of consolidated carnivals for which funding is to be administered				
Administration for the Cayman Islands Folk Singers		0	1	-1
Support for Resident Companies and Cultural Partnerships				
• In-kind or discounted venue use for cultural partners		12	5	7
• Promotional support for cultural partners		15	15	0
• Cultural sector advocacy		On demand	N/A	0

QUALITY Gimistory/CayFest - Professional standards of production are applied - Professional/experienced performers/presenters should be selected based on Board approved criteria - Events/conferences/seminars relevant to the Caymanian context and/or the work of the Cultural Foundation, as approved by Board Cayman Carnival - CNCF to monitor organizers' achievement of key performance indicators Cayman Islands Folk Singer Key Performance indicators Number of Partnerships professionally managed and executed in a timely manner Cultural sector advocacy adhering to international standards and local laws and policies	100%	100%	0%
	100%	100%	0%
	100%	100%	0%
	100%	100%	0%
	100%	100%	0%
	100%	100%	0%
TIMELINESS - Cayman Islands arts and culture festival(s) produced/presented - Arts and Culture Events/Conferences/Seminars presented at/attended - Cayman Carnival - Cayman Islands Folk Singers Monthly Management	0%	100%	-100%
	220%	100%	120%
	0%	100%	-100%
	100%	100%	0%
	100%	100%	0%
LOCATION - Various indoor and outdoor venues in Grand Cayman and Cayman Brac - Locations in the Cayman Islands and overseas	100%	100%	0%
	100%	100%	0%
	100%	100%	0%
COST	\$333,468	\$333,468	
RELATED BROAD OUTCOME: Talent Identification and Development			
VARIANCE Gimistory merged with Pirates Week District Days this year and several additional presentations were anticipated to bring the number to 11, however rain cancellations brought the output figure back to the anticipated number of events. Footfall was significantly higher, however. This collaboration was considered overall to be a success and will be revisited in 2025. CayFest/Red Sky at Night was successfully executed in March with footfall doubling from the previous year. In addition, CNCF participated in several national cultural events and festivals including National Children's Festival of the Arts (March/April), Cayman Art Week (May), Cayman Islands National Museum annual "Mango Fest", Pirates Week (November), and the CNCF produced 'Christmas of Yesteryear' (December). The Cayman Islands Folk Singers were removed from CNCF Outputs in January 2024 due to the separation of the			

Ministries of Heritage and Culture. Management of the CIFS was moved to MYSH. However, CNCF continued to support the group by waving rental costs for their annual two-night production and providing production support. CNCF's Creative Partnership Programme grew in 2024 to accommodate 12+ company productions or regular programming, with multiple performances.

Highlights and Achievement

Each year CNCF produces several community events and festivals that aim to support the Caymanian arts and cultural experience at home and when possible, internationally. The following were successfully executed in 2024:

CNCF hosted Red Sky at Night (RSAN) on 2 March 2024, which saw approximately 2,200 visitors in March 2024, returning the festival to its pre-Covid-19 numbers for the first time. The expanded Caymanian Village was considered a highlight of the festival, offering the public a chance to revisit traditions of yesteryear. CNCF implemented an extensive planning and outreach strategy to engage performers and vendor participants for RSAN in 2024. This involved reaching out to local artists, musicians, and cultural groups and craftsmen to showcase their talents at the event. The RSAN Vendor Survey was sent out to vendors, performers, and demonstrators this year. Overall, the survey engagement and feedback reflect an improved (and positive) experience from vendors with significant interest to return for 2025. Statistics included:

- 171% increase in survey response engagement from 2023, compared to 2024.
- 33% increase (excellent/5 star) vendor satisfaction with overall RSAN experience from 2023 compared to 2024.
- 97.3% (of 38 vendor respondents) confirmed they wanted to be contacted for 2025 early bird registration to save their spot /return.
- Noteworthy: 2024 comments are very positive and reflect appreciation for a variety of improvements that were experienced this year.



National Children's Festival of the Arts - CNCF continued to serve on the National Children's Festival of the Art's Committee in 2024 in preparation for the 2024 Festival. Staff were able to successfully assist with the organizing and invigilation of performances at this year's festival and to contribute to the visioning work for a larger festival. Following a successful distribution of awards, invitations were extended to top-scoring students to participate in Red Sky at Night. The CNCF Programmes Team is now working with the Department of Education Services to curate future curriculums for the festival, in order to expand their scope across all three islands.

Cayman Carnival Grant Management - CNCF continued to manage CIG funds for Cayman Carnival (Batabano, CayMas and Braccanal) for 2024. This year, service level agreements were completed and signed, and funds disbursed to the three carnival bodies as follows:

- Cayman Batabano – CI\$22,000
- CayMas – CI\$20,000
- Cayman Braccanal – CI\$8,250

Gimistory was produced in collaboration with the Pirates Week Festival this year with performances taking place as part of the District Day evening programme. The collaboration is a new initiative and has resulted in this year's performance gaining a much wider audience reach and impact. CNCF also produced the popular Gimistory 'Duppy Story Night' at Smiths Barcadere beach outside of the Pirates Week programme. Heavy rain unfortunately impacted the West Bay, Bodden Town, and Little Cayman events.

Christmas of Yesteryear was presented during the week of 09 - 13 December where students were invited to attend a special 'Caymanian Christmas Traditions' presentation at the Mind's Eye Centre. They participated in traditional historical preparations for Christmas such as 'backing sand' and preparing traditional bedding. Students were able to paint their own ornament for Christmas to take home as a souvenir. CNCF hosted 180 students during the week-long event.

Creative Partnerships Programme (CCP) – CNCF implemented the CCP in 2023 in an effort to expand its production schedule through quality programming and partnerships with leading Cayman arts organizations and performers. In 2024 CCP grew to include ongoing collaborations with Cayman Arts Festival, The Red Boat Experience, Floetry, the Cayman Islands National Dance Company, UCCI Performing Arts, and others. CNCF also co-produced the popular Wha Happening comedy production written and directed by Matt Brown for a second year. **Production partnerships for 2024 included the following:

- Cayman Arts Festival Performance (x6 performances)
- Floetry Open Mic Night (monthly)
- Wendee Miller Workshop
- Echoes of the Past CNCF Production
- Beneil Miller EP Listening Party series
- Cayman Music School Performances of Jungle Book
- Cayman Music and Entertainment Member Meetings
- CNCO Spring, Autumn and Christmas Concerts (x3)
- Rotary Club Jubilate
- Cayman Islands Folk Singers Annual Concert (x2)
- Wha Happening (10 performances)

FJ Harquail Theatre Resident Company – Q1 welcomed a new Resident Company to the FJ Harquail Cultural Centre: the Cayman National Choir and Orchestra (CNCO). As a resident company CNCO will now be permanently based at the complex, rehearsing, and performing on site. This move to welcome more creative companies to the Cultural Centre is part of the new strategic vision for CNCF and the result of an 18-month strategic redevelopment project by CNCF Board, staff, and stakeholders. Building on a strong 40-year legacy, this exercise explored the ways and means of returning to a version of the original mission for CNCF as an ‘umbrella’ cultural management body that is responsive to evolving cultural sector needs. CNCO has complimentary use of the Studio Theatre for rehearsal space, storage of musical instruments and use of the theatre for performances and partner with CNCF to programme educational programming. For 2024 this included Sunrise Adult Training Centre workshops.



CNCO rehearsing in the Studio Theatre (L&R); CNCO Directors and CNCF's George Jones

NCF 3: MANAGEMENT, OPERATIONS & MAINTENANCE OF FJ HARQUAIL CULTURAL CENTRE

3	Management of Operations and Maintenance of FJ Harquail Cultural Centre (FJHCC)		
DESCRIPTION			
- Actively promote the use of the FJ Harquail Cultural Centre (FJHCC), which fulfills the function of the national theatre of the Cayman Islands and is held in trust for the people of the Cayman Islands for the staging of plays, concerts, conferences, receptions, and other events. - Manage rentals and maintain the physical plant to a high standard. - Support for the presentation of performing arts events, including at least one locally created theatrical production.			
MEASURES	2024 Actual	2024 Budget	Variance
QUANTITY			
Health and safety inspections of the FJHCC	4	4-6	0
Number of rentals of the FJHCC	140+	145-150	0
Number of Cayman National Cultural Foundation supported productions presented	8	1-3	+5
Mechanical systems upkeep and repairs	Ongoing	Ongoing	0
QUALITY			
Facilities maintained to a high standard to ensure compliance with fire, health, and other safety regulations, as confirmed by annual inspection by Fire Department, Environmental Health, and other services.	100%	100%	0
	100%	100%	0

- Customer satisfaction with the maintenance and facilities offered at the venue, evidenced by the receipt of fewer than two substantiated complaints per year on a customer service evaluation form or other means. - Production script(s) to have sound technical structure and production potential. - Production script(s)/repertoire to be locally created, or culturally relevant, and/or educational. - Production elements to be in keeping with the conventions of theatre, as determined by the CEO	100%	100%	0
100%	100%	0	
100%	100%	0	
		0	
TIMELINESS - Available for Rental. - Presentation of Stage Productions	100%	100%	0
LOCATION - The Harquail Theatre - The Harquail Theatre and/or other stages/auditorium	100%	100%	0
	100%	100%	0
COST			
	\$395,320	\$395,320	
RELATED BROAD OUTCOME: Talent Identification and Development			
VARIANCE Due to the expanded Grants for the Arts Programme interest from the creative sector, we were able to invest in an increased number of production partnerships this year and appeal to a wide variety of individuals and organizations. CNCF partnered with several leading creative companies to expand the number of productions hosted at the Harquail Theatre in 2024.			

CNCF manages the nine-acre F.J. Harquail Cultural Centre which houses the Harquail Theatres which fulfills the function of the national theatre of the Cayman Islands, the Studio Theatre, and the CNCF Offices. This output includes the management of the physical plant to a high standard, as well as the busy rental programme with the Harquail and Studio Theatres rented for 260 days in 2024 with a combination of plays, concerts, conferences, receptions and other events each year. Late Spring/early Summer saw a busy rental period as several private institutions utilized the Harquail for their annual concerts, prize giving's, and other official ceremonies. As such, the footfall for this period increased.

The Harquail Theatre hosted a vibrant programme across the 2024 Spring and Winter Season. Production highlights included: the Cayman Islands Folk Singers in concert, the annual Jasmine fundraiser 'Voices for Hospice', dance performances by Centre Point, Radiance, CINDC, Quintessential Movements, and Dreamchasers, musical theatre by Musicians Ltd, Wha Happening Comedy Production, Tribute Concerts to Bendel Hydes and Dave Martins, and others.



Theatre Management and Concessions

CNCF continued to improve its front of house management with increased personal, docent training, and janitorial on site for all major events. Feedback from attendees has been positive. Other amendments to the theatre management included reopening the CNCF bar for all productions and performances, along with the implementation of a new POS System. The new team members who joined in February were trained on the new systems and will provide excellent support to the existing Theatre staff member moving forward. Weekly theatre maintenance checklists have been implemented. CNCF's property management company to manage and oversee the higher-level facility maintenance inclusive of the Mind's Eye Centre and both theatres. This is supported by weekly maintenance routine checks by the Front of House Supervisor.

After busy Spring Season (Feb-June), with multiple productions, presentations, concerts and events, along with the CNCF Summer Camp (July), the theatre closed for the month of August to accommodate CNCF's annual deep clean and maintenance project. This project included mold remediation, patching of the roof, window and door maintenance and cleaning, general painting, fire inspection and generally refreshing the paint where necessary.

The Harquail Theatre structure was tested due to persistent storms beginning with Hurricane Beryl in July 2024. Damage was limited to the exterior of the property which was remediated in a timely manner. The last week of September brought another storm that passed 110 miles to the west of the Cayman Islands causing unprecedented rain. Water ingress through the theatre doors saturated the carpet in those areas and some areas in the auditorium. Remediation took place using various vendors to dry out the carpets and place dehumidifiers to work alongside the air-conditioning system to maintain the appropriate humidity control for protection of the theatre assets and allow the schedule of events to continue as planned. The CNCF dehumidifiers were not functioning as specified due to the age and extensive leaking in the two air-handlers, one of which failed in Q4. In Q4 a new air-handler was installed based on the recommendation of our air conditioning system supplier who also has the maintenance contract for the airconditioned systems for the CNCF properties. Structural engineers were commissioned to do a full site audit for wider remediation recommendations for 2025.

NCF 4: TRAINING AND SUPPORT FOR ARTISTIC DEVELOPMENT

Training and Support for Artistic Development DESCRIPTION - Provision of training programmes in the performing, visual and/or literary arts in the form of workshops, screening, seminars or residences for local performers, teachers, and students. - Administration of arts grants and other assistance to individuals and groups to facilitate opportunities for artists to explore, practice, share, learn and benefit from their work. - Promotion of Cayman Creative Sector locally and internationally - Management of Creative Sector Database			
MEASURES	2024 Actual	2024 Budget	Variance
QUANTITY - Workshops in Traditional, Visual, Literary and/or Performing Arts - Artistic Grants Awarded - Promotion of Cayman Creative Sector - Management of Creative Sector database	4 10 10 1	1-3 16-20 10 1	1 -6 0 0
QUALITY - Workshops to be taught by professional tutors or other talented persons with expertise in relevant disciplines such as: Dramaturgy, Creative Writing, Theatre-in-Education, Dance-in-Education, Music-in-Education, Traditional Arts and Crafts, Storytelling or Performance Techniques. - Award of scholarships and grants based on merit to individuals, and/or organizations based on determined criteria - Professional execution of sector promotion - Professional database management	100% 100% 100% 100%	100% 100% 100% 100%	0% 0% 0% 0%
TIMELINESS - Workshops held at regular intervals - Grants opportunities, promoted, reviewed and awarded - Ongoing development and management of national database and sector promotion	100% 100% 100%	100% 100% 100%	0% 0% 0%
LOCATION - The Harquail and Studio Theatres and other venues in the Cayman Islands - Virtual/Online	100%	100%	0%
COST	\$266,437	\$266,437	
RELATED BROAD OUTCOME: - Talent Identification and Development - Awareness and Preservation of Culture and Heritage			

VARIANCE

CNCF was unsuccessful in securing additional funding for the annual GftAs and was limited to the 30K provided within the 2024 Government grant allocation. Subsequently 14 grants were awarded (versus 19 in 2023 when a private donor enabled this to expand to 19 awards).

CNCF was able to host increased workshops in 2024 as part of its expanded commitment to training and development for the creative sector. These include workshops in dance, storytelling, drama, music, and grant writing.

CNCF mission to preserve and development Caymanian arts and culture includes provides an active annual training programmes in the performing, visual and literary arts. Every year workshops, screening, seminars or residencies for local performers, teachers and students are hosted. CNCF also manages the largest creative grant programme in the Cayman Islands titled 'Grants for the Arts', which over the years has funded numerous creative projects, productions, publications, and training opportunities. The mission of the grant is to facilitate opportunities for artists (and creative groups) to explore, practice, share, learn and benefit from their work.

Grants for the Arts and Supplementary Workshop (GFA)

CNCF hosted two grant cycles in 2024 across Q1 and Q3. Fourteen artistic and cultural practitioners were awarded across a series of disciplines out of a total of thirty-seven applications, and totaling \$36K in grants paid to artists to pursue various works. Highlighted projects include:

March Cycle		September Cycle	
Grantee	Project	Grantee	Project
Antonia Mena Herbert	Music EP	Ica Eden	Cayman Dance Pool
Cayman Arts Festival	Arts Festival Productions	Nasaria Suckoo Cholette	Buttered Bread and Callaloo
Celem Deegan	Documentary – Fairweather Project	Randy Cholette	Red Boat Experience
Cayman Islands Dance Company	National Dance Showcase	Rita Estevanivich	Beacons
Gram Bella	Community Art Space and Program		
Kevin Morales	Documentary – Cayman Olympics Team in Paris		
Swanky Kitchen Bank	Music Tour USA		
UCCI Dance Company	Dance Festival Production		
Zosia McGreggor	Music EP		
Roy Bodden	Book republishing		

The new Grants Policy was updated in Q3 but was subject to Committee review and as a currently undergoing final amendments.

Workshops and Training Programmes

Dance and Choreography Workshops - In support of Caymanian creatives that are wishing to widen their horizons in the field of dance and choreography technique, CNCF hosted a Dance and Choreography workshop series in the Studio Theatre between May and June, hosted by Education and Research Officer

Nicole Durrant. This focused-on elements of composition and form and catered to both beginner and advanced-level dancers. This workshop was open to the public, but also supported the needs identified through the NCFA festival. Later in the year CNCF supported an African Dance Workshop and Festival.

Storytelling Workshops – As part CNCF’s planning for this year’s Gimistory festivities, CNCF hosted a storytelling workshop series in the autumn season, to prepare for the 2024 Gimistory celebrations. Hosted in collaboration with local storytelling legend Nasaria Suckoo Chollette, the workshop spanned for two days in November and provided comprehensive storytelling feedback to all local tellers.

Music Workshops – Beneil Miller hosted workshops for creative entitled ‘How Far Can You Go’, exploring his personal journey in the music industry and offering expertise on professional develop. This formed part of his wider music series that CNCF supported in the Studio Theatre.

Musical Therapy Workshops - CNCF partnered with the FJ Harquail Cultural Centre Resident Company the Cayman National Choir and Orchestra to host a series of therapeutic music workshops at Sunrise in Q3 and Q4.

NCF 5: YOUTH ARTS PROGRAMMING

NCF 5	Youth Arts Programming		
DESCRIPTION			
Provision of youth programmes involving the artistic disciplines of drama, dance, traditional arts and crafts, storytelling and music through the Young-At-Arts extra-curricular classes, performances, and field trips, which will culminate in work-shows to showcase to a public audience the participants’ progress over the course of the workshops.			
Provision of Caymanian culture and heritage resources and related teaching materials for the school sector			
Support for the National Children’s Festival of the Arts and National Curriculum (arts, culture, and heritage) implementation.			
MEASURES	2024 Actual	2024 Budget	Variance
QUANTITY			
• Number of courses/workshops/field trips	10	10	0
• Number of public performances resulting from workshops	2	2	0
• Number of summer arts camps	1	2	-1
• Provision of school and teaching resources	12	12	0
• NCFA and Curriculum Support	1	1	0
QUALITY			
• Classes/programmes are delivered by qualified tutors in the respective field.	100%	100%	0
	100%	100%	0
• Students and youth have a variety of learning opportunities and experiences aimed at developing skills in and appreciation for arts and culture.			
• Students and youth to have a variety of learning opportunities via a camp experience	100%	100%	0

- Membership on NCFA Committee to provide expertise - Creation of quality and informed curriculum-related resources	100%	100%	0
	100%	100%	0
TIMELINESS			
- Courses/workshops - Performances - Summer Arts Camp - Provision of resources - NCFA Committee	100%	100%	0
	100%	100%	0
	100%	100%	0
	100%	100%	0
	100%	100%	0
LOCATION			
- The Harquail Theatre - Studio Theatre - Mind's Eye Centre - Other venues in Grand Cayman & Cayman Brac - Online	100%	100%	0
	100%	100%	0
	100%	100%	0
	100%	100%	0
	100%	100%	0
COST			
	\$56,152	\$56,152	
RELATED BROAD OUTCOME:			
Enhancement and Empowerment of Youth			
VARIANCE			
Summer Camp – week two of CNCF's annual camp was cancelled due to Hurricane Beryl.			

CNCF provides school and teacher cultural resources and well as a variety of youth programmes involving the artistic disciplines of drama, dance, traditional arts and crafts, storytelling and music. In 2024 while navigating the change in the strategic direction, CNCF expanded its education offerings for youth and schools as a strategic priority. The following youth-oriented programming was delivered:

Youth Summer camp – In Q2 summer Camp was held at the Harquail Theatre for students aged 6-16, with activities that centered around traditional craft, drumming, drama, dance, and vocals. Local artists taught groups of students, and the programme ended the week with a lunchtime performance which was well attended and enjoyed by parents. Unfortunately, due to the arrival of Hurricane Beryl, the second week of summer camp had to be cancelled.

Work Experience Students - In June, CNCF welcomed CXC-level work experience students from Clifton Hunter High School. Students were offered a comprehensive introduction to cultural management and theatre work including: Social media promotion, overseeing theatre activity, tours of the Mind's Eye Centre, education research, basic office administration. In addition to these areas, the students were also given a full tour of the CNCF facilities and were given the opportunity to interview staff about their own career journeys and job roles.

Summer Internships - During July and August, CNCF extended paid internship opportunities to two post-secondary school students. Both students were studying the arts and were able to translate their theoretical skills into action. Interns assisted in the Education, Research and Grants Department.

Needs Assessment Survey and Feedback - Following the recruitment of a new Head of Education, Research, and Grants, one of the first new projects that was undertaken was the conduction of a needs assessment survey for educators in the Cayman Islands regarding art, history, and culture in these islands. Feedback from educators across all school age groups at a wide array of institutions noted the most important take aways were that:

- Caymanian classrooms may be considered intercultural learning spaces, however, teachers are not always comfortable/equipped to teach in these spaces.
- There is a deficit in resources to teach history, arts, and culture in the Cayman Islands.

In anticipation of these needs, CNCF subsequently began the process of resource production for tangible and intangible cultural elements and tied these to the Cayman National Curriculum (2019). Critically, the team has also begun to establish a research committee of reputable individuals to vet and approve these resources to ensure accurate representation and content.

CNCF has presented materials to focus groups of teachers to determine essential components for each resource. These guides are formatted, and graphic artists were employed to add interest and age-appropriate graphic content.

CNCF is also in the process of curating presentations and workshops that should assist educators with:

1. How to weave Caymanian arts, culture, and history into established curriculum.
2. Culturally sensitive pedagogy – these presentations are continually being developed with the input of regionally established behaviour specialists.

Teacher Socials – Following through on the Needs Assessment Survey feedback CNCF broadened its offerings to schools to include lesson plans and teacher guides. Work on new resources was carried out in Summer in advance of being launch in the Fall Semester. Using the format of the ‘Teacher Socials’ presentations of the newly developed learning resource format was provided at the twice-yearly Teacher’s Social. At these socials, teachers also previewed the Cayman Makers series and were able to give feedback into the format of resources being developed for the teaching of Cayman heritage and culture.

CNCF at Careers Fairs - CNCF attended a number of careers’ fairs in the public high school across Grand Cayman and Cayman Brac. Students were able to learn more about CNCF, as well as career opportunities in the wider arts and culture scene in the Cayman Islands. Meaningful introductions were made to interested students, with contact details obtained for future work experience and volunteering opportunities, such as for Red Sky at Night.

National Children’s Festival of the Arts – CNCF served as an advisor to the Department of Education Services in the planning and execution of this event. We also provide free use of the Harquail Theatre for the and consultancy services regarding committee and judging selection.

ECONOMIC ASSESSMENT FOR 2024

	2024	2024
FINANCIAL PERFORMANCE MEASURE	Budget \$ 000'S	Actual \$ 000'S
REVENUE FROM CABINET	1,160	1,176
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-
REVENUE FROM OTHER PERSONS OR ORGANISATIONS (excluding Bequest)	265	826
OTHER EXPENSES	1,778	1,842
NET SURPLUS (DEFICIT)	(353)	160
TOTAL ASSETS	16,892	16,879
TOTAL LIABILITIES	668	254
NET WORTH	16,224	16,625
CASH FLOWS FROM OPERATING ACTIVITIES	(30)	(139)
CASH FLOWS FROM INVESTING ACTIVITIES	(185)	(97)
CASH FLOWS FROM FINANCING ACTIVITIES	185	125
CHANGE IN CASH BALANCES	(30)	(111)
FINANCIAL PERFORMANCE RATIO		
CURRENT ASSETS : CURRENT LIABILITIES	4.89	14.49
TOTAL ASSETS : TOTAL LIABILITIES	25.28	66.36

HUMAN CAPITAL MEASURES	2024 Budget \$ 000'S	2024 Actual \$ 000'S
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	12	9
STAFF TURNOVER (%)		
SENIOR MANAGER	0%	11%
PROFESSIONAL AND TECHNICAL STAFF	0%	0%
ADMINISTRATIVE STAFF	0%	0%

PHYSICAL CAPITAL MEASURES	2024 Budget \$ 000'S	2024 Actual \$ 000'S
VALUE OF TOTAL ASSETS	16,893	16,879
ASSET REPLACEMENTS : TOTAL ASSETS	-	-
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	-	-
DEPRECIATION (in year): CASH FLOW ON ASSET PURCHASES (in year)	-	-
CHANGES TO ASSET MANAGEMENT POLICES	NA	NA

MAJOR CAPITAL EXPENDITURE PROJECTS	2024 Budget \$	2024 Actual \$
Capital Expense Grant approved for 2024 at approximately \$125k earmarked for the new air-handler, sound system upgrade	125,000	96,656

RISK MANAGEMENT

Risks and Concerns

Key Risks	Status of Risk	Action taken during 2024 to Manage Risk	Financial Value of Risk¹
Maintenance of Government Grant	Current environment requiring budget savings	Continuing efforts to provide the best possible value	1,160,250
Ability to raise donations	Continuing need to match increased operational expenses due to cost of living increases consistently since 2020	CNCF Management Board and Director responsibility to generate revenue (rentals and donations) to supplement the annual government grant	

Key Points of Concern:

- CNCF faces the ongoing challenge of raising the shortfall of its annual operations budget annually.

¹ Actual grant received exclusive of CapEx injections.

FINANCIAL POSITION AND ANALYSIS

2023 Actual (CIS)		Note	2024 Actual (CIS)	Original Budget (CIS)	Final Budget (CIS)	Actual vs Original Budget Variance (CIS)
Current Assets						
361,806	Cash and cash equivalents	2	250,814	2,932,486	2,932,486	(2,681,672)
2,984,218	Short term investments	3	3,125,440	-	-	3,125,440
309,948	Government grant and other receivables	4	308,309	324,003	324,003	(15,694)
1,130	Prepayments		410	330	330	80
-	Inventories		-	8,780	8,780	(8,780)
3,657,102	Total Current Assets		3,684,973	3,265,599	3,265,599	419,374
Non-Current Assets						
13,368,130	Property and equipment	5	13,191,035	13,626,938	13,626,938	(435,903)
3,326	Intangible assets		2,919	-	-	2,919
13,371,456	Total Non-Current Assets		13,193,954	13,626,938	13,626,938	(432,984)
17,028,558	Total Assets		16,878,927	16,892,537	16,892,537	(13,610)
Current Liabilities						
163,872	Trade payables	6	121,976	200,000	200,000	(78,024)
457,291	Insurance payable to government	6	73,477	403,085	403,085	(329,608)
67,446	Other payables and accruals	6	58,887	65,200	65,200	(6,313)
688,609	Total Current Liabilities		254,340	668,285	668,285	(413,945)
688,609	Total Liabilities		254,340	668,285	668,285	(413,945)
16,339,949	Net assets		16,624,587	16,224,252	16,224,252	400,335
Equity						
73,437	General fund	14	94,240	(267,105)	(267,105)	361,345
3,024,967	Restricted fund	14	3,164,170	3,147,859	3,147,859	16,311
3,982,605	Contributed capital	14	4,107,237	4,084,558	4,084,558	22,679
9,258,940	Property revaluation		9,258,940	9,258,940	9,258,940	-
16,339,949	Total Equity		16,624,587	16,224,252	16,224,252	400,335

Cash & Cash equivalents and Short term investments

The Foundation has incurred less personnel costs and capital expenditures in 2024 than what was budgeted for. However, the fixed-term deposits previously included in Cash and cash equivalents were invested in US treasuries (Short term investments). Thus, there is a large negative variance for Cash and cash equivalents and a large positive variance for short term investments.

Government grant and other receivables

Receivables from third parties have generally decreased. There were also write offs in 2023 and 2024.

Current Assets – Inventories

For the year ended December 31, 2023, historical inventory balance relating to historic publication materials for the Foundation was written off. There were no inventory write-offs in 2024.

Financial Position and Analysis (Continued)

Non-Current Assets

Not all additional capital expenditures budgeted for have materialized as of December 31, 2024, resulting to Property and equipment being lower than budget.

Current Liabilities

The decrease is primarily due to the write off of the Foundation's payable to the Government relating to insurance.

General funds

This is due to the income / gain of the Foundation not budgeted for, mainly driven by the write-off of historical payable to the Government relating to insurance (net of the accumulated losses incurred by the Foundation over the years).

Restricted funds

This relates to the funds bequeathed to the Foundation by the benefactor of the FJ Harquail Cultural Centre (FJHCC), the late Mrs. Helen Harquail, MBE. The outright gift is restrictive and not for operations of the Foundation. This account has been adjusted to reflect the usage due for capital expenditures, and the interest and gains on the short-term investments. These adjustments have not been considered in the budget, thus resulting to a variance.

Equity – Contributed capital

This is due to the additional equity injections for capital projects. The budget variance is due to higher actual equity injections from the Government in 2023 and 2024 than what was projected.

FINANCIAL PERFORMANCE AND ANALYSIS

2023 Actual (C\$)		Note	2024 Actual (C\$)	Original Budget (C\$)	Final Budget (C\$)	Actual vs Original Budget Variance (C\$)
Revenue						
1,210,250	Sale of Outputs to Cabinet	7	1,176,250	1,160,250	1,176,250	16,000
83,520	Theatre rental	7	85,663	92,000	92,000	(6,337)
-	Insurance payable write off	7	456,891	-	-	456,891
295,052	Other revenue	7	143,230	173,000	173,000	(29,770)
1,588,822	Total Revenue		1,862,034	1,425,250	1,441,250	436,784
Expenses						
981,374	Operating and administrative expenses	9	937,827	665,657	665,657	272,170
631,446	Personnel costs	8,12	630,162	826,861	842,861	(196,699)
267,043	Depreciation and amortization	5	274,158	285,900	285,900	(11,742)
1,879,863	Total Expenses		1,842,147	1,778,418	1,794,418	63,729
(291,041)	Net operating surplus / (deficit)		19,887	(353,168)	(353,168)	373,055
Investing						
Investment income						
-	Realized gain on sale of investments	14	142,566	-	-	142,566
51,596	Unrealized gain / (loss) on investments - net		(24,594)	-	-	(24,594)
14,337	Interest earned on investments		28,988	-	-	28,988
65,933	Total investment income / (loss)		146,960	-	-	146,960
Investment expenses						
914	Investment management and custodial fees		6,841	-	-	6,841
65,019	Net investment surplus / (deficit)		140,119	-	-	140,119
(226,022)	Surplus / (Deficit) for the year		160,006	(353,168)	(353,168)	513,174

Sale of Outputs to Cabinet

The Cabinet approved a reallocated budget of C\$16,000 for the Foundation on top of the Government Grant for 2024 for end-of-year bonuses in accordance with the Cabinet directive.

Other Revenue

The Foundation's payable to the Government relating to insurance was written off and recognized as income, thus Other Revenue is ahead of budget.

Personnel Costs & Operating and administrative expenses

Not all planned personnel hiring occurred in 2024, thus lower actual personnel costs. The Foundation was projected to have 12 Full-time personnel for 2024 but only had 7 Full-time and 2 Part-time personnel due to an extended recruitment drive to fill new staff positions. However, there are more events and programming in 2024, including artistic grants, plus higher costs were incurred for maintenance, utilities and professional fees, contributing to the variance on operating and administrative expenses being higher than budget.

Depreciation

Not all additional Capex budgeted for have materialized, thus Depreciation expense is lower than budget.

Scrutiny by Parliament and Public

CNCF has achieved a qualification free audit for several years.

Internal and External Audit Updates

**Refer to Appendix: Independent Auditor's Report*

Cross Government Commitments

None

Forward Looking

Plans for the upcoming 12-month period:

CNCF will continue to ensure the ongoing management of its sites and four facilities, our storage facilities, and our satellite projects, to abide by international standards compliance and of collections care, and ensure that all of the programmes, productions, festivals, performances, and exhibitions outlined in our Purchase and Ownership Agreements are executed to a high standard, aligning these with priorities outlined in the National Culture and Heritage Policy (NCHP). Highlights include:

1. CNCF will continue to **manage the national theatres [NCF 3]**, to ensure they are professionally maintained, that productions are carried out to professional standards, and that they cover a wide scope of artistic disciplines – theatre, dance, music, visual, literary and traditional arts.
2. CNCF will produce a number of **community events and festivals [NCF 2]** that aim to support the Caymanian arts and cultural experience at home and overseas, such as the Cayman Islands International Storytelling Festival: GIMISTORY; the Cayman Islands National Festival of Arts: CAYFEST; Red Sky at Night; along with other festivals and carnivals.
3. **Digital Programming Expansion and website redevelopment [NCF 4 & 5]** – in response to requests for digital content relating to Caymanian culture and heritage, it is anticipated that more staffing and financial resources will be directed to this long-term digital engagement strategy, as well as the ongoing creation of original content. CNCF will fully redevelop our website to host resources for schools with related downloadable lesson plans and panel discussions on Caymanian heritage and culture for the school sector. Plans are also underway to launch the film series 'Cayman Makers' about key aspects of our cultural heritage.

4. **Caymanian Cultural Heritage Teaching Resources [NCF 1, 4 & 5]** – expanding on the above, CNCF is committed to expanding both its schools programme and its Research & Heritage Library programme in 2023 initially via the launch of our Teachers’ Social Series, as well as our new Artist-in-Residence Academic Fellowship programme.
5. CNCF will plan host our annual **Young at Arts programme [NCF 5]** in fall of 2024 and spring 2025 as a hybrid after school programme for parts of school the year. Students involved will learn the artistic disciplines of drama, dance, traditional arts and crafts, storytelling and music through the Young-At-Arts extra-curricular classes, performances and field trips.
6. CNCF will expand our **Grants for the Arts [NCF 4]**, increasing the number of creative projects that can be funded in 2025 with an aim to encourage the development of ideas, and to facilitate opportunities for artists to explore, practice, share, learn, and for the wider community to benefit from their work.
7. CNCF will serve on the **National Children’s Festival of the Arts Committee [NCF 3, 4 & 5]** to help the festival thrive across all three islands. CNCF will provide general consultant and advice as well as hosting specific cultural events such as the Youth Folk Choir competition, and a Storytelling competition, with related workshops.
8. CNCF will continue managing the ongoing conservation and promotion of the Mind’s Eye Centre (**Gladwyn K. “Miss Lassie’s” Bush Cottage and Duplex [NCF 1]**), which contains her hundred-year-old cottage as a unique cultural heritage site, and the Miss Lassie art collection. We are also exploring news ways to make the venue accessible via expanded school and public tour opportunities, and virtual tours of the heritage cottage.
9. **Research and Publication Scheme [NCF 4]** – We aim to develop a minimum of one **publication per annum** and to support a wider body of research from local scholars. Our publications offer a source of knowledge for the Cayman Islands school system, visitors to the islands, and the general public. All publications will be provided free to all local schools and libraries (**NCHP: PD1: 5 & 6/PD 4: SA 15/PD 5: SA: 2,5,6**).
10. **CNCF’s Strategic Plan Implementation** will see continuation in 2025 when the Foundation will further execute its related SPE Implementation Plan in collaboration with the Ministry Border Control, Labour and Culture, public and private sector stakeholders, partner organizations, and the wider community across all three islands.

Appendix: Audited Financial Statements 2024

CAYMAN NATIONAL CULTURAL FOUNDATION

AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 DECEMBER 2024

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STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the Cayman National Cultural Foundation 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 Chairman and Chief Executive Officer we are responsible for establishing and have established and maintain 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 Cayman National Cultural Foundation.

As Chairman and Chief Executive Officer we are responsible for the preparation of the Cayman National Cultural Foundation financial statements, representation and judgements made in these statements.

The financial statements fairly present the financial position, financial performance and cash flows of the Cayman National Cultural Foundation for the financial year ended 31 December 2024.

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

- (a) completely and reliably reflect the financial transactions of Cayman National Cultural Foundation for the year ended 31 December 2024;
- (b) fairly reflect the financial position as at 31 December 2024 and performance for the year ended 31 December 2024;
- (c) comply with International Public Sector Accounting Standards as set out by 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 of Auditing.

J. Rosalie Twohey
Managing Director

Sulekha Tummala, Deputy Chairman
for Stephen Price, Chairman

Date: 28 April 2025

Date: 28 April 2025

Cayman National Cultural Foundation | F.J. Harquail Cultural Centre

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Grand Cayman, KY1-1103, Cayman Islands

AUDITOR GENERAL'S REPORT

To the Board of Directors of the Cayman National Cultural Foundation

Opinion

I have audited the financial statements of the Cayman National Cultural Foundation (the "Foundation"), which comprise the statement of financial position as at 31 December 2024 and the statement of financial performance, statement of changes in equity and statement of cash flows for the year ended 31 December 2024, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 8 to 25.

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

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

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

Management is responsible for the preparation of the financial statements in accordance with International Public Sector Accounting Standards (IPSAS) 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 Foundation'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 Foundation or to cease operations, or has no realistic alternative but to do so.

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

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.

AUDITOR GENERAL'S REPORT (continued)

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 Foundation'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 Foundation'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 Foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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



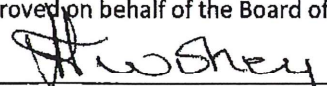
Patrick O. Smith CPA, CFE
Acting Auditor General

28 April 2025
Cayman Islands

CAYMAN NATIONAL CULTURAL FOUNDATION
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

2023 Actual (CI\$)		Note	2024 Actual (CI\$)	Original Budget (CI\$)	Final Budget (CI\$)	Actual vs Original Budget Variance (CI\$)
Current Assets						
361,806	Cash and cash equivalents	2	250,814	2,932,486	2,932,486	(2,681,672)
2,984,218	Short term Investments	3	3,125,440	-	-	3,125,440
309,948	Government grant and other receivables	4	308,309	324,003	324,003	(15,694)
1,130	Prepayments		410	330	330	80
-	Inventories		-	8,780	8,780	(8,780)
3,657,102	Total Current Assets		3,684,973	3,265,599	3,265,599	419,374
Non-Current Assets						
13,368,130	Property and equipment	5	13,191,035	13,626,938	13,626,938	(435,903)
3,326	Intangible assets		2,919	-	-	2,919
13,371,456	Total Non-Current Assets		13,193,954	13,626,938	13,626,938	(432,984)
17,028,558	Total Assets		16,878,927	16,892,537	16,892,537	(13,610)
Current Liabilities						
163,872	Trade payables	6	121,976	200,000	200,000	(78,024)
457,291	Insurance payable to government	6	73,477	403,085	403,085	(329,608)
67,446	Other payables and accruals	6	58,887	65,200	65,200	(6,313)
688,609	Total Current Liabilities		254,340	668,285	668,285	(413,945)
688,609	Total Liabilities		254,340	668,285	668,285	(413,945)
16,339,949	Net assets		16,624,587	16,224,252	16,224,252	400,335
Equity						
73,437	General fund	14	94,240	(267,105)	(267,105)	361,345
3,024,967	Restricted fund	14	3,164,170	3,147,859	3,147,859	16,311
3,982,605	Contributed capital	14	4,107,237	4,084,558	4,084,558	22,679
9,258,940	Property revaluation		9,258,940	9,258,940	9,258,940	-
16,339,949	Total Equity		16,624,587	16,224,252	16,224,252	400,335

The accounting policies and notes on pages 8 - 25 form an integral part of these financial statements.
Approved on behalf of the Board of Directors on 28 April 2025


J. Rosalie Twohey, Managing Director


Sulekha Tummala, Deputy Chairman
obo Stephen Price, Chairman

CAYMAN NATIONAL CULTURAL FOUNDATION
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

2023 Actual (CI\$)		Note	2024 Actual (CI\$)	Original Budget (CI\$)	Final Budget (CI\$)	Actual vs Original Budget Variance (CI\$)
Revenue						
1,210,250	Sale of Outputs to Cabinet	7	1,176,250	1,160,250	1,176,250	16,000
83,520	Theatre rental	7	85,663	92,000	92,000	(6,337)
-	Insurance payable write off	7	456,891	-	-	456,891
295,052	Other revenue	7	143,230	173,000	173,000	(29,770)
1,588,822	Total Revenue		1,862,034	1,425,250	1,441,250	436,784
Expenses						
981,374	Operating and administrative expenses	9	937,827	665,657	665,657	272,170
631,446	Personnel costs	8,12	630,162	826,861	842,861	(196,699)
267,043	Depreciation and amortization	5	274,158	285,900	285,900	(11,742)
1,879,863	Total Expenses		1,842,147	1,778,418	1,794,418	63,729
(291,041)	Net operating surplus / (deficit)		19,887	(353,168)	(353,168)	373,055
Investing						
Investment income						
-	Realized gain on sale of investments	14	142,566	-	-	142,566
51,596	Unrealized gain / (loss) on investments - net		(24,594)	-	-	(24,594)
14,337	Interest earned on investments		28,988	-	-	28,988
65,933	Total investment income / (loss)		146,960	-	-	146,960
Investment expenses						
914	Investment management and custodial fees		6,841	-	-	6,841
65,019	Net investment surplus / (deficit)		140,119	-	-	140,119
(226,022)	Surplus / (Deficit) for the year		160,006	(353,168)	(353,168)	513,174

The accounting policies and notes on pages 8 - 25 form an integral part of these financial statements.

CAYMAN NATIONAL CULTURAL FOUNDATION
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

	Contributed Capital (CI\$)	Property Revaluation (CI\$)	General Fund (CI\$)	Restricted Fund (CI\$)	Actual (CI\$)	2024 Original Budget (CI\$)	2024 Final Budget (CI\$)	Actual vs Original Budget Variance
Balance at 31 December 2022	3,809,558	9,258,940	176,567	3,147,859	16,392,924	16,392,924	16,392,924	-
Equity Investment from Cabinet	173,047	-	-	-	173,047	90,000	90,000	83,047
Transfers to restricted fund (Note 14)	-	-	122,892	(122,892)	-	-	-	-
Deficit for the year	-	-	(226,022)	-	(226,022)	(90,504)	(90,504)	(135,518)
Balance at 31 December 2023	3,982,605	9,258,940	73,437	3,024,967	16,339,949	16,392,420	16,392,420	(52,471)
Equity investment from Cabinet	124,632	-	-	-	124,632	185,000	185,000	(60,368)
Transfers to restricted fund (Note 14)	-	-	(139,203)	139,203	-	-	-	-
Surplus / (Deficit) for the year	-	-	160,006	-	160,006	(353,168)	(353,168)	513,174
Balance at 31 December 2024	4,107,237	9,258,940	94,240	3,164,170	16,624,587	16,224,252	16,224,252	400,335

The accounting policies and notes on pages 8 - 25 form part of these financial statements.

CAYMAN NATIONAL CULTURAL FOUNDATION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)

2023 Actual	Note	2024 Actual	Original Budget	Final Budget	Actual vs Original Budget Variance
(CI\$)		(CI\$)	(CI\$)	(CI\$)	(CI\$)
CASH FLOW FROM OPERATING ACTIVITIES					
<i>Receipts</i>					
1,220,250	Sale of outputs to Cabinet	1,156,740	1,156,740	1,156,740	-
387,772	Other revenue	160,271	173,000	173,000	(12,729)
83,520	Theatre rental	85,663	92,000	92,000	(6,337)
<i>Payments</i>					
(631,446)	Personnel costs	(619,162)	(826,861)	(826,861)	207,699
(1,077,253)	Operating and administrative expenses	(922,480)	(624,657)	(624,657)	(297,823)
(17,157)	Net cash flows used in operating activities	(138,968)	(29,778)	(29,778)	(109,190)
CASH FLOW USED IN INVESTING ACTIVITIES					
142,196	Proceeds from short-term investments	-	-	-	-
(100,622)	Purchase / Transfer of property, plant and equipment	(96,656)	(185,000)	(185,000)	88,344
(2,990)	Purchase of Intangibles	-	-	-	-
38,584	Net cash flows from / (used in) investing activities	(96,656)	(185,000)	(185,000)	88,344
CASH FLOW FROM / (USED IN) FINANCING ACTIVITIES					
173,047	Contributed capital : CIG Equity Injection	124,632	185,000	185,000	(60,368)
173,047	Net cash flows from financing activities	124,632	185,000	185,000	(60,368)
194,474	Net increase / (decrease) in cash and cash equivalents	(110,992)	(29,778)	(29,778)	(81,214)
167,332	Cash and cash equivalents at beginning of the year	361,806	2,962,264	2,962,264	(2,600,458)
361,806	Cash and cash equivalents at end of the year	250,814	2,932,486	2,932,486	(2,681,672)

The accounting policies and notes on pages 8 - 25 form part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Description

The Cayman National Cultural Foundation (the "Foundation") is a statutory authority owned by the government of the Cayman Islands. The Foundation was formed on 9 October 1984 in accordance with the Cayman National Cultural Foundation Act, 1984. The Foundation is funded primarily by an annual grant from the Cayman Islands Government through the Ministry of Border Control, Labour and Culture (the "Ministry").

Scope of Activities

The scope of *Cayman National Cultural Foundation* activities is as follows:

- The stimulation and facilitation of culture generally;
- The development, maintenance and management of theatres and other cultural facilities, in particular the F J Harquail Cultural Centre and Mind's Eye—the Visionary World of Gladwyn Bush;
- Organising cultural festivals;
- Stimulation of the development of local talent by means of training, workshops, competitions, exhibitions, pageants, parades, displays and other such activities;
- Assisting persons in developing cultural and artistic expression, including the preservation and exploration of Caymanian cultural heritage.

Management and the Ministry completed a strategic redevelopment exercise aimed at changing the Foundation's scope of activities so that it can assume the role for which it was originally envisioned in 1984 (and which its Act outlines) as the leading umbrella organisation for culture in the Cayman Islands. The exercise was completed in November 2023 and implementation began later that month.

Location and Address

Cayman National Cultural Foundation
FJ Harquail Cultural Centre
17 Harquail Drive
PO Box 30201
Grand Cayman KY1-1201 CAYMAN ISLANDS

Number of Employees

The Foundation employs 7 Full-time and 2 Part-time personnel (2023: 7 Full-time and 2 Part-time personnel).

Mission Statement

To stimulate, facilitate and preserve cultural and artistic expression generally, particularly the preservation and exploration of Caymanian performing, visual and literary arts.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

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. The financial statements have been prepared on a going concern basis and the accounting policies set out below have been applied consistently to all periods presented in these financial statements.

New and revised accounting standards

Certain new accounting standards have been published that are not mandatory for the 31 December 2024 reporting period and have not been early adopted by the Foundation. The Foundation's assessment of the impact of these new standards is set out below:

IPSAS 43, Leases was issued in January 2022 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. Inter alia, IPSAS 43 requires lessees to measure and account for the right-of-use asset and the lease liability; exemptions apply to short-term leases what will continue to be accounted for in the same manner that operating leases are accounted for under IPSAS 13. It is anticipated that IPSAS 43 will not have a significant impact on the Foundation's financial statements, but this is currently being assessed.

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

IPSAS 45, Property, Plant, and Equipment was issued in May 2023 and shall be applied for financial statements covering periods beginning on or after 1 January 2025, with earlier application permitted for entities that apply IPSAS 43, Leases, IPSAS 44, Non-Current Assets Held for Sale and Discontinued Operations, and IPSAS 46, Measurement, at or before the date of initial application of this Standard. IPSAS 45 replaces IPSAS 17, Property, Plant, and Equipment by adding current operational value as a measurement basis in the updated current value model for assets within its scope, identifying the characteristics of heritage and infrastructure assets, and adding new guidance on how these important types of public sector assets should be recognized and measured. It is anticipated that IPSAS 45 will not have a significant impact on the Foundation's financial statements, but this is currently being assessed.

IPSAS 46, Measurement was issued in May 2023 and shall be applied for financial statements covering periods beginning on or after 1 January 2025, with earlier application permitted. IPSAS 46 provides new guidance in a single standard addressing how commonly used measurement bases should be applied in practice. It brings in generic guidance on fair value for the first time, and introduces current operational value, a public sector specific current value measurement basis addressing constituents' views that an alternative current value measurement basis to fair value is needed for certain public sector assets. It is anticipated that IPSAS 46 will not have a significant impact on the Foundation's financial statements, but this is currently being assessed.

IPSAS 47, Revenue was issued in May 2023 and shall be applied for financial statements covering periods beginning on or after 1 January 2026, with earlier application permitted. IPSAS 47 is a single source for revenue accounting guidance in the public sector, which presents two accounting models based on the existence of a binding arrangement. This new Standard provides focused guidance to help entities apply the principles to account for public sector revenue transactions. It is anticipated that IPSAS 47 will not have a significant impact on the Foundation's financial statements, but this will be assessed more fully closer to the effective date of adoption.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 1: Significant accounting policies (continued)

New and revised accounting standards (continued)

IPSAS 48, Transfer Expenses was issued in May 2023 and shall be applied for financial statements covering periods beginning on or after 1 January 2026, with earlier application permitted for entities that apply IPSAS 7, Revenue, at or before the date of initial application of this Standard. IPSAS 48 provides accounting guidance for transfer expenses, which account for a significant portion of expenditures for many public sector entities. This new Standard fills a significant gap in the IPSASB's literature and provides guidance to help entities account for public sector transfer expense transactions. It is anticipated that IPSAS 48 will not have a significant impact on the Foundation's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 49, Retirement Benefit Plans was issued in November 2023 and shall be applied for financial statements covering periods beginning on or after 1 January 2026, with earlier application permitted. IPSAS 49 establishes comprehensive accounting and reporting requirements for the financial statements of retirement benefit plans, with participants comprising current and former public sector employees and other eligible members. It is anticipated that IPSAS 49 will not have a significant impact on the Foundation's financial statements, but this will be assessed more fully closer to the effective date of adoption.

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

(a) Basis of preparation

The financial statements are presented in Cayman Islands dollars and are prepared on the accrual basis of accounting, unless otherwise stated. The measurement base applied to these financial statements is the historical cost basis except for land and buildings which have been measured using the revaluation method.

(b) Budget amounts

The original budget amounts for the financial period are as presented in the 2023 and 2024 Budget Statements, approved by Parliament.

(c) Judgments and estimates

The preparation of financial statements is in conformity with IPSAS that requires 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. Depreciation and the calculation of the estimated useful lives of Property and Equipment is considered to be a key judgement made by management in the preparation of the financial statements. Revaluation is also considered a key estimate.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 1: Significant accounting policies (continued)

(d) Reporting period

The reporting period is for the 12 months commencing 1 January 2024 and ending 31 December 2024.

(e) Revenue from exchange transactions

Revenue is generally recognised when earned by the Foundation. The revenue recognised is the fair value of the consideration received for the sale of goods and services. Revenue from exchange transactions includes theatre rentals and ticket sales presented within other revenue in the statement of financial performance. Revenue earned but not received at year end is recognised as a receivable.

(f) Revenue from non-exchange transactions - government grants

Revenue from non-exchange transactions is generally recognised when the event occurs, and the resulting asset's recognition criteria are met. Revenue from non-exchange transactions includes donations and government grants.

(g) Expenses

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

(h) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held on call with banks, and other short-term, highly liquid investments with original maturities of three months or less, which are subject to an insignificant risk of changes in value. Although these assets at 31 December 2024 are subject to the expected credit loss requirements of IPSAS 41, no allowance has been recognised as the estimated allowance is negligible due to the high credit quality of the counterparty banks.

(i) Short-term investments

Short-term investments represent term deposits with banks with original maturities greater than three months but less than twelve months. Impairment of short-term investments has been considered on a 12-month expected credit loss basis and reflects the short maturities of the exposures. Although short-term investments on 31 December 2024 are subject to the expected credit loss requirements of IPSAS 41, no allowance has been recognised as the estimated allowance is negligible due to the high credit quality of the counterparty banks.

(j) Property and equipment

Property and equipment is stated at historical cost less accumulated depreciation except for land and buildings which have been measured using the revaluation method. Items of property and equipment are initially recorded at cost. Where an asset is acquired for nil or nominal consideration, the asset is recognized initially at fair value, where fair value can be reliably determined, and as revenue in the statement of financial performance in the period in which the asset is acquired. Depreciation is expensed on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property and equipment (other than land and heritage assets); less any estimated residual value, over its estimated useful life.

<u>Asset Type</u>	<u>Estimated Useful life</u>
Building	50 years
Land improvements	3-10 years
Furniture and other equipment	5-7 years
Motor Vehicles	5 years
Property Improvements	7-10 years

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 1: Significant accounting policies (continued)

(j) Property and equipment (continued)

Asset Revaluation

Properties (land and buildings) were revalued as at the 1st January 2021 by in-house professionals with the exception of specialized buildings which were contracted to independent evaluators and are stated at revalued amounts less accumulated depreciation.

In accordance with IPSAS 17, when an item of property, plant, and equipment is revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset.

Valuation methods

The valuations contained within this report have been prepared in accordance with the aforementioned Standards and the guidance notes provided by the Royal Institute of Chartered Surveyors (RICS). Particular regard should be paid to the following definitions and methodology having been adopted in the assessment of value:

Fair Value (Market Value) defined in accordance with IFRS 13 Fair Value Measurement as follows: "The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date."

Fair Value (Existing Use Value) extends the definition of Fair Value (Market Value) in "assuming that the buyer is granted vacant possession of all parts of the property required by the business and disregarding potential alternative uses and any other characteristics of the property that would cause its market value to differ from that needed to replace the remaining service potential at least cost."

Specialized Assets: specialized assets are those for which no market exists for the current use. Specialized assets are valued using the Depreciated Replacement Cost method (DRC valuation). The definition of 'Depreciated Replacement Cost', as contained in The Standards, is as follows: "The current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization."

Valuation assumptions

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

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

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 1: Significant Accounting Policies (continued)

(j) Property and equipment (continued)

Valuation assumptions (continued)

Where an asset has been valued by Depreciated Replacement Cost (DRC) it is subject to the prospect and viability of the asset continuing to be used for the existing use. These valuations do not take into account any form of selling or purchase costs, tax (including Stamp Duty), inflation or finance costs. In the Cayman Islands, there is no tax on property except for Stamp Duty which is ordinarily required to be paid by a purchaser.

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

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

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

- Cayman Islands Government 2020 Asset Register.
- Cayman Islands Government Land Registry Database.
- Caymanlandinfo System (Mapping, aerial photography, evidence of comparable sales and lettings).
- Copies of and extracts from leases.
- Architect scaled floor plans.
- Ministries and users / occupiers of operational property assets.

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

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

Buildings were revalued as an entire class of asset.

Heritage assets

IPSAS 17 *Property, Plant and Equipment* provides optional recognition of heritage assets. Works of art are considered to be heritage assets and are not depreciated.

Disposals

Gains and losses on disposals of property and equipment are determined by comparing the sale proceeds with the carrying amount of the asset. Gains and losses on disposals during the period are included in the statement of financial performance.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 1: Significant Accounting Policies (continued)

(k) Impairment of assets

The Foundation considers all assets held to be non-cash generating assets, as the primary objective of holding the assets is not to generate a commercial return, but rather to fulfil the Foundation's objectives. The Foundation assesses whether there is any indication that non-cash generating assets may be impaired at each reporting date. If any such indication exists, the Foundation shall make a formal estimate of the recoverable service amount of the asset.

Impairment losses are recognized in the statement of financial performance.

(l) Employee benefits

Employee entitlements to salaries and wages, annual 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 period end are reported as current liabilities at the amount expected to be paid. Pension contributions for employees of the Foundation are paid to the Silver Thatch Pension Fund (the "Fund"). The Fund is a defined contribution fund. Employees have a mandatory contribution of 5% of their salary, which is matched by the Foundation.

(m) Financial instruments

Financial assets and financial liabilities are recognised in the Foundation's statement of financial position when the Foundation becomes a party to the contractual provisions of the instrument.

Initial Recognition

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

Subsequent measurement and classification

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

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

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

Derecognition

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

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 1: Significant Accounting Policies (continued)

(n) Contingent Liabilities and Assets

Contingent liabilities are not recognised but are disclosed in the financial statements unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are not recognised but are disclosed in the financial statements when an inflow of economic benefits is probable.

(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 used to translate foreign currency balances:-

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

Note 2: Cash and cash equivalents

Cash include cash on hand; bank accounts in the name of Cayman National Cultural Foundation maintained at First Caribbean International Bank. As at 31 December 2024 Cayman National Cultural Foundation cash balances were as presented below.

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
345,734	CI\$ Operational Current Account	233,337	77,986	77,986	155,351
1,185	US\$ Operational Current Account	5,839	2,854,000	2,854,000	(2,848,161)
14,137	Undeposited funds	10,606	-	-	10,606
750	Petty cash fund	1,032	500	500	532
361,806	Total cash	250,814	2,932,486	2,932,486	(2,681,672)

No cash equivalents were held as at 31 December 2024.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 3: Short term investments

Short term investments are held with Cayman National Securities Ltd and RBC Dominion Securities Global Limited. As at 31 December 2024 Cayman National Cultural Foundation short term investments were as presented below.

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
1,494,714	Investment in Cayman National	1,561,011	-	-	1,561,011
1,489,504	Investment in RBC Dominion	1,564,429	-	-	1,564,429
2,984,218	Total short term investments	3,125,440	-	-	3,125,440

Included in the cash and cash equivalents and short term investments balances is \$3.16M (2023: \$3.02M) restricted cash. This relates to a bequest received from the estate of the late Mrs. Helen Harquail. These funds have been set aside by the Foundation for special capital projects or major emergencies. The fair value of the short-term investments is based on quoted prices in active markets.

Note 4: Government grant and other receivables

Actual Prior Year	Government grant and other receivables	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
34,705	Sale of goods and services	10,178	50,000	50,000	(39,822)
286,553	Outputs to Cabinet	306,063	290,063	290,063	16,000
3,309	Other deposits	2,500	-	-	2,500
324,567	Total Government grant and other receivables	318,741	340,063	340,063	(21,322)
(14,619)	Less: expected credit losses	(10,432)	(16,060)	(16,060)	5,628
309,948	Net Government grant and other receivables	308,809	324,003	324,003	(15,694)

At year-end all overdue receivables have been assessed and appropriate provisions calculated based on expected losses for the Foundation and review of specific debtors. Expected losses have been determined based on an analysis of the Foundation losses in previous periods. Bad debt expense recorded in the current financial year is CI\$4,108 (2023: C\$19,344).

In 2024, the Foundation decided to write off specific long outstanding receivables amounting to CI\$8,295 (2023: CI\$15,785). This adjustment did not affect net surplus as this was written off from the general provision, with the full amount already provided for in the financial years prior.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 4: Government grant and other receivables (continued)

Actual Prior Year	Maturity Profile	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
311,813	Current 1 - 30	308,000	340,063	340,063	(32,063)
4,470	Past due 31 - 60 days	1,600	-	-	1,600
525	Past due 61- 90 days	(500)	-	-	(500)
7,759	Past due over 90 days	9,641	-	-	9,641
324,567	Total Government grant and other receivables	318,741	340,063	340,063	(21,322)

Trade receivables and other receivables comprise of balances due from other Government entities, including Output Receivables. The simplified approach to providing for expected credit losses as prescribed by IPSAS 41 is applied to trade and other receivables. The simplified approach involves making a provision at an amount equal to lifetime expected credit losses.

The expected credit loss rates are based on the Foundation's historical credit loss experience. The historical loss rates are then adjusted for current and forward-looking information on macroeconomic factors affecting the Foundation's customers. Given the short period of credit risk exposure, the impact of macroeconomic factors is not considered significant.

The Foundation performed an individual/specific ECL assessment on any related party debtors with qualitative or quantitative factors indicating doubts around collectability. These have a low risk of default due to the Cayman Islands Government's high credit rating, absence of historical losses on amounts due.

The Foundation believes that the amounts outstanding on related party receivables are recoverable.

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

The table below shows the changes in the provision for expected credit losses.

2023	Description	2024	Original Budget	Final Budget	Variance (Original vs Actual)
11,060	Opening provision	14,619	14,060	14,060	559
(15,785)	Write-offs	(8,295)	-	-	(8,295)
19,344	Additional provision	4,108	2,000	2,000	2,108
14,619	Closing provision	10,432	16,060	16,060	(5,628)

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 5: Property, plant and equipment

Cost

	<i>Land (CI\$)</i>	<i>Buildings (CI\$)</i>	<i>Furniture & Other Equipment (CI\$)</i>	<i>Motor Vehicles (CI\$)</i>	<i>Heritage Assets (CI\$)</i>	<i>Property Improvements (CI\$)</i>	<i>Work in Progress (CI\$)</i>	<i>Total (CI\$)</i>
Balance as at 1 January 2023	6,700,000	6,379,590	467,161	23,611	412,237	197,500	188,597	14,368,696
Additions / (Transfers)	-	202,462	25,532	-	-	56,671	(180,494)	104,171
Balance as at 31 December 2023	6,700,000	6,582,052	492,693	23,611	412,237	254,171	8,103	14,472,867

	<i>Land</i>	<i>Buildings</i>	<i>Furniture & Other Equipment</i>	<i>Motor Vehicles</i>	<i>Heritage Assets</i>	<i>Property Improvements</i>	<i>Work in Progress</i>	<i>Total</i>
Balance as at 1 January 2024	6,700,000	6,582,052	492,693	23,611	412,237	254,171	8,103	14,472,867
Additions / (Transfers)	-	1,955	26,752	-	-	15,424	52,525	96,656
Balance as at 31 December 2024	6,700,000	6,584,007	519,445	23,611	412,237	269,595	60,628	14,569,523

Accumulated Depreciation

	<i>Land</i>	<i>Buildings</i>	<i>Furniture & Other Equipment</i>	<i>Motor Vehicles</i>	<i>Heritage Assets</i>	<i>Property Improvements</i>	<i>Work in Progress</i>	<i>Total</i>
Balance as at 1 January 2023	-	394,848	357,122	23,611	-	58,871	-	834,452
Adjustments	-	-	3,549	-	-	-	-	3,549
Depreciation Expense 2023	-	215,518	28,854	-	-	22,364	-	266,736
Balance as at 31 December 2023	-	610,366	389,525	23,611	-	81,235	-	1,104,737

Balance as at 1 January 2024	-	610,366	389,525	23,611	-	81,235	-	1,104,737
Adjustments	-	-	-	-	-	-	-	-
Depreciation Expense 2024	-	216,698	29,971	-	-	27,082	-	273,751
Balance as at 31 December 2024	-	827,064	419,496	23,611	-	108,317	-	1,378,488

Net Book value 31 December 2023	6,700,000	5,971,686	103,168	-	412,237	172,936	8,103	13,368,130
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Net Book value 31 December 2024	6,700,000	5,756,943	99,949	-	412,237	161,278	60,628	13,191,035
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At year end, the Foundation had capital commitments of CI\$32,792.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 5: Property, plant and equipment (continued)

Property Revaluation

The Foundation's properties, which include the Buildings and Land of the FJ Harquail Cultural Centre (FJHCC) and Mind's Eye—the Visionary World of Gladwyn K. Bush, were revalued in May 2019 for the year ended 30 June 2016. The fair value of CI\$7,403,051 was included in the Foundation's accounts as at 30 June 2016 at CIG request. The resulting revaluation gain of CI\$4,019,673 was reported in the statement of changes in equity.

In 2021, the properties were revalued and the fair value of CI\$12,920,000 was included in the accounts. The resulting gain of CI\$5,239,267 was included in Property Revaluation in the statement of changes in equity. The effective date of the revaluation was 1 January 2021.

As of December 31, 2024, Work in Progress includes costs for the ongoing upgrades of electrical and security system that is to be completed in 2025 amounting to CI\$14,799, mechanical room AHU (Air Handling Unit) installation amounting to CI\$20,095, Website and Rebranding costs amounting to CI\$32,000 and Trademark application costs amounting to CI\$2,734.

Note 6: Trade payables, other payables and accruals

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
163,872	Trade payables	121,976	200,000	200,000	(78,024)
457,291	Insurance payable to government	73,477	403,085	403,085	(329,608)
67,446	Other payables and accruals	58,887	65,200	65,200	(6,313)
688,609	Total trade payables other payables and accruals	254,340	668,285	668,285	(413,945)

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
540,476	Other government agencies	93,529	411,285	411,285	(317,756)
1,989	Payroll deductions	3,237	7,000	7,000	(3,763)
146,144	Other payables and accruals	157,574	250,000	250,000	(92,426)
688,609	Total trade payables other payables and accruals	254,340	668,285	668,285	(413,945)

Amounts payable to other government agencies relate primarily to annual property insurance premiums that are due to be paid to Government Risk Management Unit. As at 31 December 2024 the amount payable for property insurance totals CI\$73,477 (31 December 2023: CI\$457,291). See Note 7.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 7: Revenue

The Foundation is funded primarily by an annual grant from the Ministry, which purchases deliverables (Outputs) from the Foundation in order to achieve broad outcomes on behalf of the people of the Cayman Islands. The work of the Foundation covers the full scope of artistic disciplines: Theatre, Dance, Music, Visual, Literary and Traditional Arts, and incorporates cultural preservation, the presentation of cultural festivals, artistic development, youth arts, special projects, and the management of two of Cayman's most significant cultural built properties. The Foundation's Outputs to the Cayman Islands Government are: NCF1 – Arts and Culture Preservation, Documentation and Promotion; NCF2 – Production / Management of Cultural Festivals / International Exchange/Local Partnerships; NCF3 – Management of Operations and Maintenance of FJ Harquail Cultural Centre (FJHCC); NCF4 – Training and Support For Artistic Development; NCF5 – Offering Youth Arts Programming.

Outputs to Cabinet comprise goods delivered to and services performed on behalf of the Cayman Islands Government.

Actual Prior Year	Revenue type	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
1,210,250	Outputs to Cabinet	1,176,250	1,160,250	1,176,250	16,000
83,520	Rentals of Harquail Theatre	85,663	92,000	92,000	(6,337)
108,371	Others - net	76,387	15,000	15,000	61,387
158,180	Donations	19,575	135,000	135,000	(115,425)
28,501	General sales (miscellaneous)	47,268	23,000	23,000	24,268
-	Insurance payable write off	456,891	-	-	456,891
1,588,822	Total sales of goods and services	1,862,034	1,425,250	1,441,250	436,784

In September 2024, the Ministry of Finance and Economic Development (MFED) wrote off \$456,891 in liabilities owed to MFED by the Foundation. The liabilities related to insurance paid by MFED on the Foundation's behalf from 2019 to 2023. The reversal of the payable has been recorded in the statement of financial performance.

Donations made to the Foundation were as follows:

Source	Purpose	Actual Current Year	Actual Prior Year
Anonymous	Strategic Redevelopment Exercise	7,873	61,800
Ministry of Education	Writer-in-Residency	6,000	-
Wanda Ebanks	Cultural Programs	2,470	-
Maples Group	Cultural Programs	2,050	-
John Watler	Cayman Island Folk Singers (CIFS)	1,085	-
Donations < \$1,000 each	Cultural Exchange / Festivals and Theatre Production	97	3,610
Susan A. Olde, OBE	Artist-in-Residency, Grants for the Arts, Wha Happening	-	73,000
Ministry of Youth, Sports, Culture & Heritage	CIFS Travel	-	12,000
Celebrate Cayman	CIFS Travel	-	5,000
Rotary Central	Staff Professional Development	-	2,770
Total donations		19,575	158,180

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
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Note 8: Personnel costs

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
576,451	Salaries, wages, allowances and other costs	564,089	726,228	742,228	(162,139)
34,073	Health care	41,131	64,368	64,368	(23,237)
20,922	Pension	24,942	36,265	36,265	(11,323)
631,446	Total Personnel Costs	630,162	826,861	842,861	(196,699)

Note 9: Operating and administrative expenses

Actual Prior Year	Description	Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
470,692	Cultural Development Expense (incl Cayman Carnival Exp, and Summer Camp expense)	340,075	120,000	120,000	220,075
196,733	Maintenance/Repairs Property, Automobile, Computers, Insurance	242,623	157,500	157,500	85,123
115,741	General Administration (Fees, Permits, Audit, Advertising, Travel & Subs, Equipment rental)	157,887	115,157	115,157	42,730
108,283	Utilities and Communications	130,368	90,000	90,000	40,368
19,344	Bad Debt Expense	4,108	-	-	4,108
70,581	Theatre Production Expense	62,766	183,000	183,000	(120,234)
981,374	Total Operating and administrative expenses	937,827	665,657	665,657	272,170

In the prior year, included in General Administration is the write off of historical inventory balance relating to historic publication materials amounting to CI\$8,780. There were no inventory write-offs in 2024.

Note 10: Going concern

The Foundation is dependent on the continued financial support of the Cayman Islands Government in order to continue operating as a going concern and there is no indication that the Cayman Islands Government will withdraw funding of the Cultural Foundation.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 11: Explanation of major variances against final budget

Changes to the budget

In February 2025, the Cabinet of the Cayman Islands approved changes to the Foundation's 2024 budget through section 11(5) of the PMFA, increasing the Foundation's funding by CI\$16,000 in 2024. The purpose of the additional funding was to enable the Foundation to proceed with granting honorarium to public servants in line with personnel circulars 10 and 11 of 2024. A supplementary appropriations bill for the budget changes was not introduced in Parliament by 31 March 2025 as required by section 11(6) of the PMFA.

Explanations for major variances for the Foundation performance against the original budget are as follows:

Statement of financial position

Current Assets – Cash & Cash equivalents and short term investments

The Foundation has incurred less personnel costs and capital expenditures in 2024 than what was budgeted for. However, the fixed-term deposits previously included in Cash and cash equivalents were invested in US treasuries (Short term investments). Thus, there is a large negative variance for Cash and cash equivalents and a large positive variance for Short term investments.

Current Assets – Government grant and other receivables

Receivables from third parties have generally decreased. There were also write offs in 2023 and 2024.

Current Assets – Inventories

For the year ended December 31, 2023, historical inventory balance relating to historic publication materials for the Foundation was written off. There were no inventory write-offs in 2024.

Non-Current Assets

Not all additional capital expenditures budgeted for have materialized as of December 31, 2024, resulting to Property and equipment being lower than budget.

Current Liabilities

The decrease is primarily due to the write off of the Foundation's payable to the Government relating to insurance.

Equity – General funds

This is due to the income / gain of the Foundation not budgeted for, mainly driven by the write off of historical payable to the Government relating to insurance (net of the accumulated losses incurred by the Foundation over the years).

Equity – Restricted funds

This relates to the funds bequeathed to the Foundation by the benefactor of the FJ Harquail Cultural Centre (FJHCC), the late Mrs. Helen Harquail, MBE. The outright gift is restrictive and not for operations of the Foundation. This account has been adjusted to reflect the usage due for capital expenditures, and the interest and gains on the short-term investments. These adjustments have not been considered in the budget, thus resulting to a variance.

Equity – Contributed capital

This is due to the additional equity injections for capital projects. The budget variance is due to higher actual equity injections from the Government in 2023 and 2024 than what was projected.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in Cayman Islands Dollars)**

Note 11: Explanation of major variances against final budget (continued)

Statement of financial performance

Sale of Outputs to Cabinet

The Cabinet approved a reallocated budget of CI\$16,000 for the Foundation on top of the Government Grant for 2024 for end-of-year bonuses in accordance with the Cabinet directive.

Other Revenue

The Foundation's payable to the Government relating to insurance was written off and recognized as income, thus Other Revenue is ahead of budget.

Personnel Costs & Operating and administrative expenses

Not all planned personnel hiring occurred in 2024, thus lower actual personnel costs. The Foundation was projected to have 12 Full-time personnel for 2024 but only had 7 Full-time and 2 Part-time personnel due to an extended recruitment drive to fill new staff positions. However, there are more events and programming in 2024, including artistic grants, plus higher costs were incurred for maintenance, utilities and professional fees, contributing to the variance on operating and administrative expenses being higher than budget.

Depreciation

Not all additional Capex budgeted for have materialized, thus Depreciation expense is lower than budget.

Note 12: Related party and key management personnel disclosures

Related party disclosure

The Foundation derives a major source of its revenue from government. The Foundation and its key management personnel transact with other government entities on a regular basis. These transactions were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Key management personnel

Description	Actual Current Year	Actual Prior Year
Salaries & other short-term employee benefits	277,222	209,661
Other amounts paid	-	-
Total	277,222	209,661
Number of key management personnel	5	2

No additional amounts were paid to staff or key members of management. Non-executive board members receive no fees or remuneration.

At 31 December 2024 and 2023, no loans are due from key management personnel.

Note 13: Financial instruments risks

The Foundation is a party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash & cash equivalents, short-term deposits, accounts receivable, and accounts payable. The Foundation seeks to minimise exposure from financial instruments and does not enter into speculative financial instrument transactions.

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
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(Expressed in Cayman Islands Dollars)**

Note 13: Financial instruments risks (continued)

Credit risk

Credit risk is the risk that the counterparty to a transaction with the Foundation will fail to discharge its obligations, causing the Foundation to incur a financial loss. In the normal course of business, the Foundation is exposed to credit risk from cash & cash equivalents, short-term deposits and government grant and other receivables.

For each of these, the maximum credit exposure is best represented by the carrying amount in the statement of financial position. In addition, cash and cash equivalents and short-term investments are held with reputable financial institutions in the Cayman Islands. The Foundation considers the financial institutions to be financially secure and well managed.

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

Currency and interest rate risk

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

Liquidity risk

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

All the Foundation's financial liabilities, except for amounts due to the Cayman Islands Government, will be settled in less than six months from the date of these financial statements.

Note 14: Capital management

The Foundation has no legislated minimum capital requirements. Contributed capital relates to assets contributed by the Cayman Islands government, which the Foundation utilizes to achieve its objective. The General Fund reflects the accumulation of profits and losses. The General Fund is managed through a strict budget approval and monitoring process.

Among the donations received in 2020, were funds in the amount of CI\$3,147,859 bequeathed to the Foundation by the benefactor of the FJ Harquail Cultural Centre (FJHCC), the late Mrs. Helen Harquail, MBE. The outright gift is restrictive and not for operations of the Foundation. The proceeds from the bequest were invested in US treasuries, earmarked for capital projects. Among the FJHCC projects that have been prioritised are the installation / construction of: 1) A storm management system; 2) new sewerage system; 3) upgrades to the Studio Theater; 4) storage spaces and rehearsal rooms; and 5) a banquet room and lounge adjacent to the main theatre. Interest and gain on the investment purchased in 2023 and 2024 using proceeds from the bequest are reclassified to the restricted fund from retained earnings in equity. The interest income and gains on the investments are shown as part of the investing surplus / (deficit) in the statement of financial performance.

In 2024, the Foundation received a total of CI\$124,632 (2023: CI\$173,047) of Capital Grant from the Cayman Islands Government, as Capital Projects Reimbursements, as well as for improvements to the Foundation's offices, the FJ Harquail Cultural Centre (FJHCC) and Mind's Eye (Miss Lassie's House).

**NOTES TO THE FINANCIAL STATEMENTS OF CAYMAN NATIONAL CULTURAL FOUNDATION
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Note 14: Capital management (continued)

For the year ended December 31, 2024, an adjustment of CI\$139,203 was recorded in Restricted Fund. CI\$139,203 was transferred from the General Fund to the Restricted Fund to reflect interest and gains on short-term investments funded by the Harquail bequest. For the year ended December 31, 2023, a net adjustment of CI\$122,892 was recorded in Restricted Fund, CI\$200,000 of which was transferred to the General Fund to reflect Restricted Fund usage during the year for capital expenditure, and CI\$77,108 from the General Fund to the Restricted Fund to reflect interest and gains on short-term investments funded by the Harquail bequest.

Note 15: Subsequent Events

Effective January 1, 2025, a 5% COLA was granted to the Foundation's personnel.

Management is not aware of any other subsequent events.

Note 16: Other Significant Matters

Discussions remain ongoing relating to the possible separation of the Gladwyn K 'Miss Lassie' Bush Estate from the Foundation to the Ministry of Youth, Sports and Heritage. While dialogue has begun and the Foundation have written formally to seek further direction, no decisions have been received relating to this matter.

Note 17: Compliance with the Public Authorities Act (2020 Revision)

Cayman National Cultural Foundation is required to comply with the Public Authorities Act (2020 Revision) (the "PAA"). Amongst other matters, Section 39 (2) of the PAA requires that where a public authority has surplus cash reserves for a period of more than ninety days, the surplus shall be paid to core government unless otherwise directed by Cabinet, after written consultation with the Board. In prior years, Cabinet has exempted public authorities from paying over surplus cash reserves and the Foundation expects that a similar exemption will be made in respect of its surplus cash reserves as at 31 December 2024.

Section 39 (3) of the PAA requires public authorities to pay dividends in accordance with the formulae established by the Minister of Finance after written consultation with the public authorities' Board, unless otherwise directed by Cabinet. Cayman National Cultural Foundation is exempt from this requirement because its operations are not self-sustaining. Going forward Cayman National Cultural Foundation may be required to pay a dividend in accordance with Government's policy for the payment of annual dividends, unless it continues to satisfy the exemption criteria noted under the policy.

Section 36(1) of the PAA requires public authorities to pay an annual capital charge for the use of equity invested by the Government in the authority. The capital charge is set by the Minister of Finance after consultation with a public authority's board. Based on past practice, the Foundation expects that the applicable rate for the 2024 financial year will be set at 0% (2023: 0%) and that no capital charge will be payable for 2024 (2023: \$0). Going forward, the Foundation may be required to pay a capital charge in accordance with the PAA.

Note 18: Multi-year budgets

The government operates a two-year budget appropriation cycle under the PMFA. Budgets unused in the first of the two years are allowed to be moved forward and executed the deliverables in the second year in addition to those of the second year. That budget transferred is added to the budget allocation to the second year to form the new original budget.