



**Department of
Communications**
Cayman Islands Government

Effective Policy Communications

We will Cover:

1. Setting the Scene
2. Policy & Communications
3. OASIS Model
4. Behavioural Model

Setting the Scene

5 Levers of Government



LEGISLATION



REGULATION



COMMUNICATION

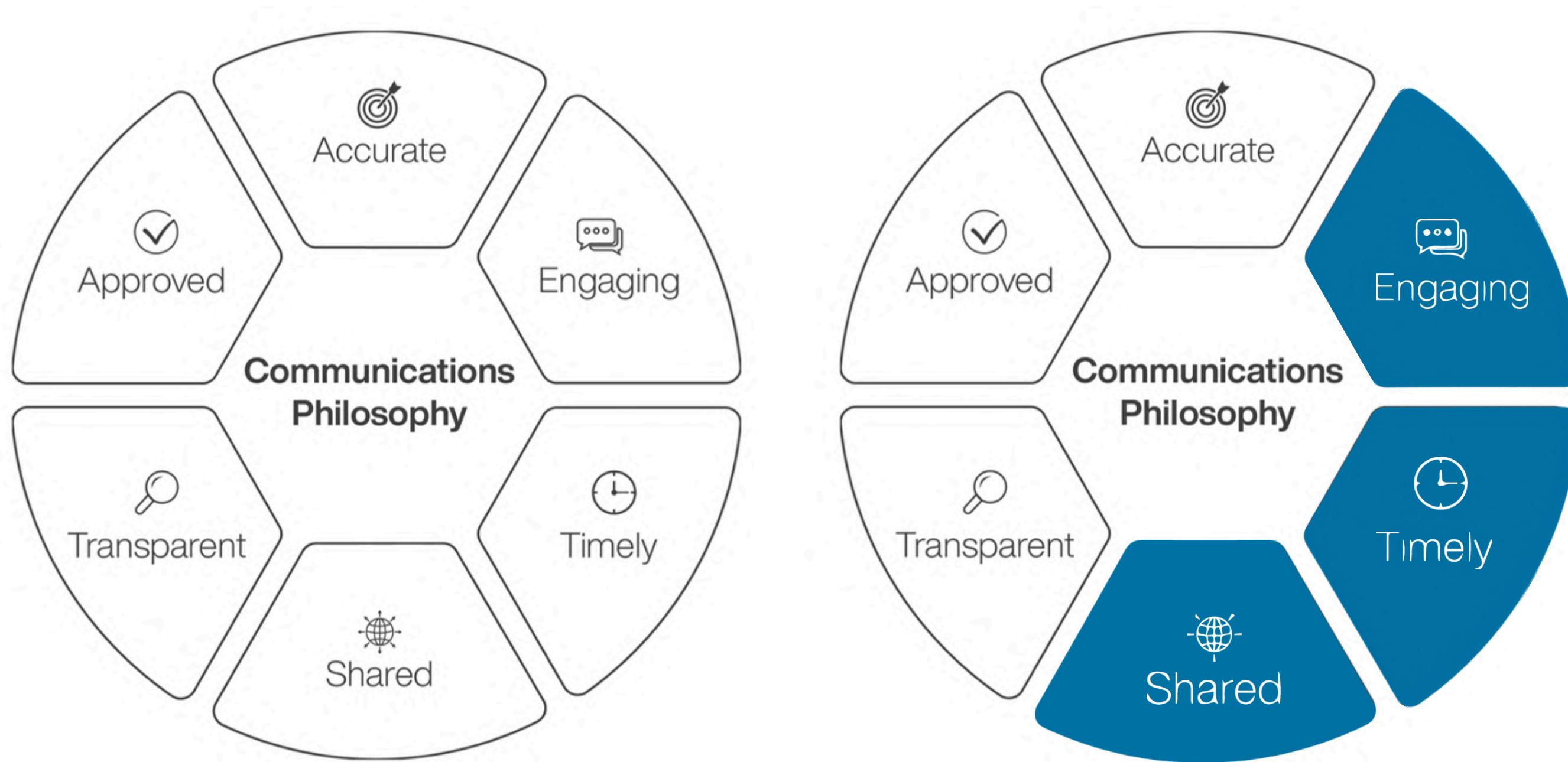


FEES / REVENUE



EXPENDITURE

Our Communications Philosophy



Aim

To be a visible, trusted, strategic partner across the Government. Leaders in all communication disciplines.

Purpose

The Department of Communications makes the lives of those we serve better by planning, designing, delivering world-class media work, campaigns and internal communications that engage the public in government priorities and enhances our reputation at home and overseas.

DoC Services

UNIT

Directorate
2 People
100% Staffed

Content & Production
15 People
80% Staffed

Public Relations
7 People
85.7% Staffed

Internal Engagement
4 People
100% Staffed

Gazettes & Admin
3 People
66.7% Staffed

Strategic Communication
6 People
100% Staffed

Digital Delivery
7 People
28.6% Staffed

SERVICES

01

Government Communications Plan

Reputation Strategy and Management

Communications Strategic Planning

Communicator's Competency Framework

02

Graphic Design

Press briefings, live streams, video content, CIGTV

Content Strategy, calendars, and planning

03

Speeches, press releases, bulletins, events, media liaison, statements and domestic and international media management

04

Brand guidance, templates, logos, visual concepts and official portraits for senior leadership

TheHub, internal signs, internal posters, internal newsletter, all staff emails and announcements

Training ministers, senior leaders and communicators in best practice
Advise & support senior leaders on staff engagement

05

Gazette Management and Posting

DoC Finance Batch Processing

HR Support for DoC Units

Audience Insight including media coverage and public sentiment research and reports

Cross-government campaigns including OASIS campaign planning assistance and identifying and pursue partnerships with various stakeholder groups

06

Digital transformation projects and product development including websites, landing pages, blog posts, social media scheduling, email newsletters

Channel Development

Channel Growth Strategy including websites, YouTube, social media, email newsletters

07

Department of Communications

- ✓ Strategy & Guidance
- ✗ Action Planning (daily)
- ✓ Brand Guidelines
- ✓ Crisis Management
- ✓ Email Marketing Campaigns
- ✓ Event Planning
- ✓ Facebook Ads
- ✓ Internal Comms
- ✓ Google Ads
- ✓ Graphic Design
- ✓ Copywriting
- ✓ Logo Design
- ✓ Market Research
- ✓ Marketing Plans
- ✓ Media Buying
- ✓ Media Planning
- ✓ Media Relations
- ✓ Media Training
- ✓ Press Releases
- ✓ Reputation Management
- ✓ Search Engine Optimization
- ✗ Photography & Drone Footage
- ✓ Social Media Management
- ✓ Speech Writing
- ✓ Video Production
- ✓ Web Design
- ✓ Web Development

Embedded Communicators

- ✗ Strategy & Guidance
- ✓ Action Planning (daily)
- ✗ Brand Guidelines
- ✗ Crisis Management
- ✓ Email Marketing Campaigns
- ✓ Event Planning
- ✗ Facebook Ads
- ✗ Internal Comms
- ✗ Google Ads
- ✗ Graphic Design
- ✓ Copywriting
- ✗ Logo Design
- ✗ Market Research
- ✓ Marketing Plans
- ✓ Media Buying
- ✓ Media Planning
- ✓ Media Relations
- ✓ Media Training
- ✓ Press Releases
- ✗ Reputation Management
- ✗ Search Engine Optimization
- ✗ Photography & Drone Footage
- ✓ Social Media Management
- ✓ Speech Writing
- ✗ Video Production
- ✗ Web Design
- ✗ Web Development

Recommend Outsourcing

- ✗ Strategy & Guidance
- ✗ Action Planning (daily)
- ✗ Brand Guidelines
- ✗ Crisis Management
- ✗ Email Marketing Campaigns
- ✓ Event Planning
- ✓ Facebook Ads
- ✗ Internal Comms
- ✓ Google Ads
- ✓ Graphic Design
- ✓ Copywriting
- ✗ Logo Design
- ✓ Market Research
- ✗ Marketing Plans
- ✓ Media Buying
- ✗ Media Planning
- ✗ Media Relations
- ✓ Media Training
- ✗ Press Releases
- ✗ Reputation Management
- ✗ Search Engine Optimization
- ✓ Photography & Drone Footage
- ✓ Social Media Management
- ✓ Speech Writing
- ✓ Video Production
- ✓ Web Design
- ✓ Web Development

Broad Outcomes 2026-2028



Education, Immigration, and Workforce Development

Strong Education and Immigration Systems that Support a Highly Skilled and Adaptable Caymanian Population.



Housing, Infrastructure and Environment

Sustainable Physical Development that Prioritises Affordable Housing, Ensures Resilient Infrastructure and Protects Nature.



Economy

A Diversified, Resilient Economy that Supports Prosperity and Innovation.



Health and Social Development

Healthy and Empowered People with Improved Quality of Life for All Ages.



Caymanian Identity, Culture, and Heritage

A Cohesive Society that Protects and Institutionalises Caymanian Identity and Culture.



Public Services

Efficient, Effective, Accountable and People-Centred Public Services.



Good Governance and Public Safety

A Secure, Well-Governed Country Demonstrated by Transparent Governance and Robust Public Safety Systems.

Policy & Communications



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Policy Development

The process through which an organisation identifies and articulates the changes it wants to see in the world. Whether this involves changes to policies, legislation, laws or the delivery of services.

The role of government communications is to clearly, timely and accurately communicate policy decisions to the public, especially when they have a national impact.

Key Stages of Policy Development

1. Identify need
2. Identify who will take lead responsibility
3. Gather Information
4. Draft Policy
5. Consult Appropriate Stakeholders
6. Finalise/approve policy
7. Consider whether procedures/changes are required
8. Implement

Key Stages of Policy Development

1. Identify need
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6. Finalise/approve policy
7. Consider whether procedures/changes are required
8. **Implement**

Communication is not only essential in policy development but for a policy to be effective it has to be properly communicated.

Tips for policy officials on working with communications colleagues

Engage early

Identify the communicator responsible for your policy area and involve them as early as possible. Their input can help shape clear messages, plan for public impact and identify potential issues.

Be proactive

Keep your communicator updated as the policy develops. Regular check-ins help align timelines, clarify expectations and ensure they have the information needed to prepare effective communication plans.

Simplify language

Provide clear, jargon-free information. This helps communicators translate policy detail into accurate, accessible messages for the public



Collaborate to decide on how to communicate:

- **Clarify the communication need** – What should the communication achieve? E.g. informing, reassuring, consulting or preparing the public for change.
- **Identify who needs to know** – Which groups will be most affected by the policy and how they may respond? Your communicator can help assess sensitivities and tailor messages for the right audiences.
- **Agree on the level of visibility** – Not every policy requires a large announcement. Decide whether broad public awareness, targeted engagement or a quieter update is most appropriate.
- **Shape clear, accessible messages** – Your communicator will help turn policy detail into plain-language messages. You provide the substance; they ensure clarity and relevance for the audience.
- **Plan for public response** – Anticipate questions, risks, misconceptions or misinformation. Always prepare key messages and supporting materials so Ministers and spokespeople are ready to respond.

Evaluate

Your communicator should assess how the communication performed. Ask for the report and use the insights and findings to understand public response.

Evaluation can help you identify where messaging needs to be clarified, whether further engagement is needed, and whether the policy itself requires adjustments based on how people are interpreting or experiencing it.

The Strategic Role of Communications

The Interface

Communicators work at the critical intersection between the ministry/department and the public.





Dual Awareness

Fingers on the pulse of both internal operations
and public sentiment.

Strategic Vision

Tuned in to broader moves across government as a whole.

2026-2028

Strategic Policy Statement





Network Power

Different networks within and outside the department offer mutual benefits through collaboration.

Close working between policy and communications teams brings great benefits to both—leveraging complementary networks and perspectives for stronger outcomes.

Public Consultation Hub

CIG on Citizen Space

● Public Consultation

- **What We Know**

- The public's voice helps shape decisions that affect daily life and the wider community.
- Consultation demonstrates transparency and supports good governance.
- Clear, accessible information helps people understand the issue and provide informed feedback.
- The consultation platform must be easy to use, inclusive and secure.
- Protecting participant privacy is essential.
- Public participation strengthens trust and builds a more engaged community.

- **How We Want the Public to Feel**

- **Empowered** to contribute to decisions that impact their lives.
- **Valued** and heard because their perspectives matter.
- **Optimistic** that participation leads to meaningful outcomes.
- **Responsible** with a shared sense of civic duty.

- **What We Want the Public to Do**

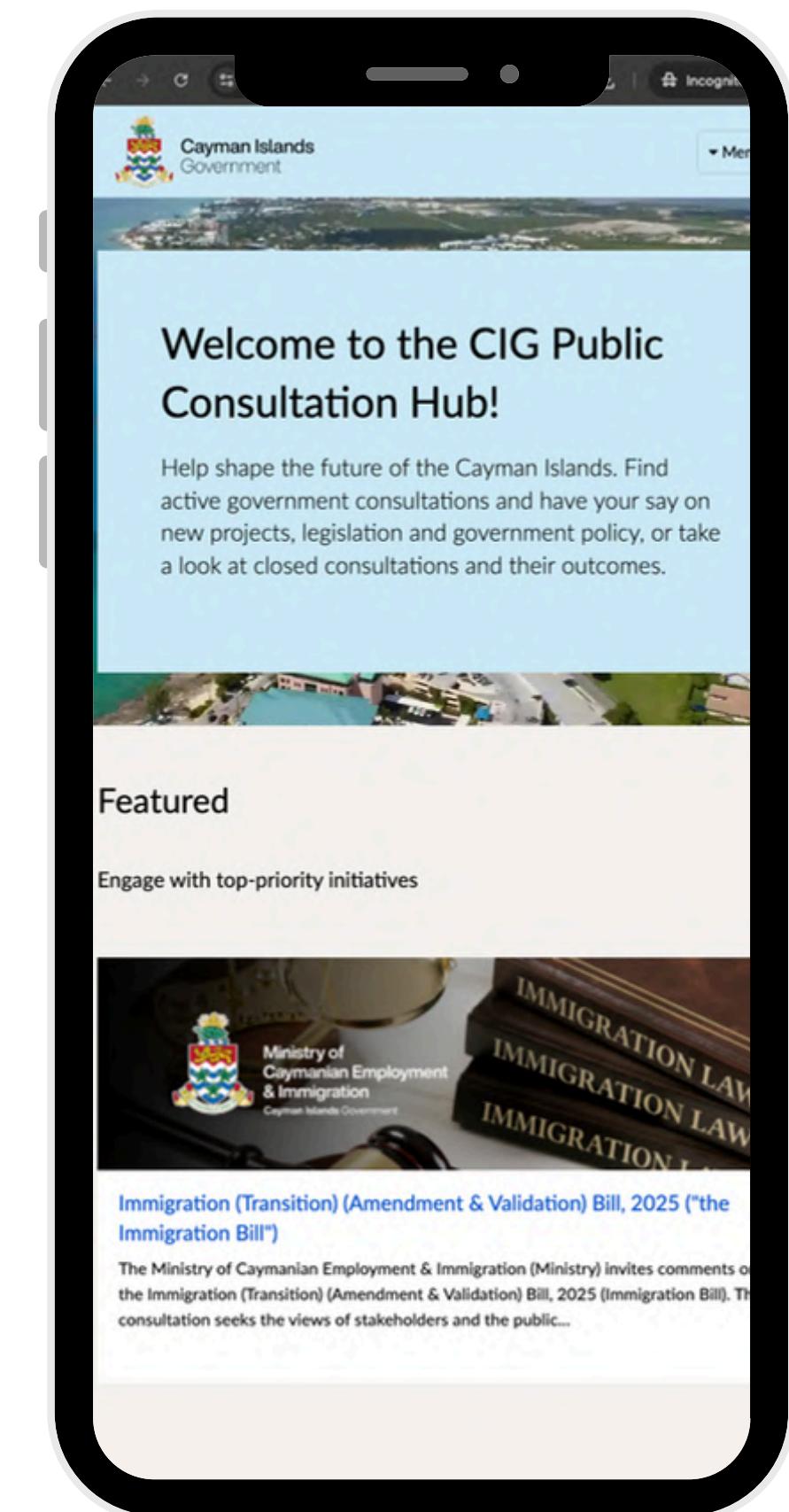
- Visit publicconsultation.gov.ky
- Engage in consultation activities
- Encourage others to get involved

● Public Consultation Hub

The Cabinet Office is committed to enhancing government accountability and transparency by actively involving the community through public consultations.

The Policy Coordination Unit (PCU) in collaboration with the Department of Communications (DoC) has launched the **Public Consultation Hub** (PCH) at **publicconsultation.gov.ky**.

The PCH centralises all consultation activities and surveys. It also standardises formats for conducting and analysing consultations, facilitating a smoother engagement process.



● How to Get Involved



Contact Us

Email publicconsultation@gov.ky to let us know about your upcoming engagement activity and to enroll your team in our onboarding / training programme.

OASIS Model



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Objective



- What do you want to achieve?
- What are you trying to do? e.g Change behaviours/influence sentiment
- SMART goals



Audience



- Who is your audience?
 - Primary
 - Secondary
 - Influencers
- What do we know about them?
- How can we connect with them?

Strategy



- What is the best path?
- What is the main message?

Implementation



- What tactics will you use?
- What resources do you have?
- What are your timescales for delivery?

Scoring



- Were your objectives met?
- Inputs
- Outputs
- Outtakes
- Outcomes
- Impact



Case Study: 2025 Referendum



The Mission - 2025 Referendum

To provide clear, fact-based information that encouraged meaningful discussion and promoted active public participation in the democratic process.

Our Objectives



Inform the public
about the
Referendum's
Purpose and Process



Encourage public
participation in the
Referendum

Target Audience



Target Audience

Primary Audience:

- General Public
- Young Voters
- Senior Citizens
- Business Owners
- Environmental Advocates
- Churches and Service Clubs

A range of messages and tactics were needed to reach this cross-cultural audience.

Strategy



Key Messages

1. The referendum was non-binding and serves to gauge public sentiment before any legislative or policy decisions are made.
2. This was an opportunity for all to have their say on issues that impact the future of the Cayman Islands.
3. The referendum was designed to ensure transparency, accountability, and inclusivity in government decision-making.
4. The government is committed to providing information so that voters can make informed decisions.
5. Participation in referendums is a civic duty and a key part of democracy.

Channels

An omnichannel approach was used:

- PublicConsultation.gov.ky
- GOV.KY
- Elections.KY
- Social Media:
 - Facebook, Instagram, LinkedIn
 - WhatsApp
 - YouTube
- Print
- Radio
- Billboards/Outdoor

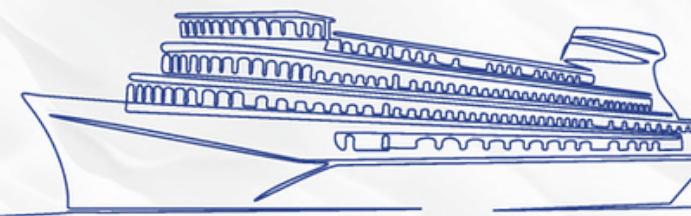


Implementation

Implementation

Should the Cayman Islands develop cruise berthing infrastructure?

Be Informed. Be Heard.



 Cayman Islands Government gov.ky/referendum

Do you support the introduction of a National Lottery in the Islands?

Be Informed. Be Heard.



 Cayman Islands Government gov.ky/referendum

Do you support the decriminalisation of the consumption and possession of small amounts of cannabis?

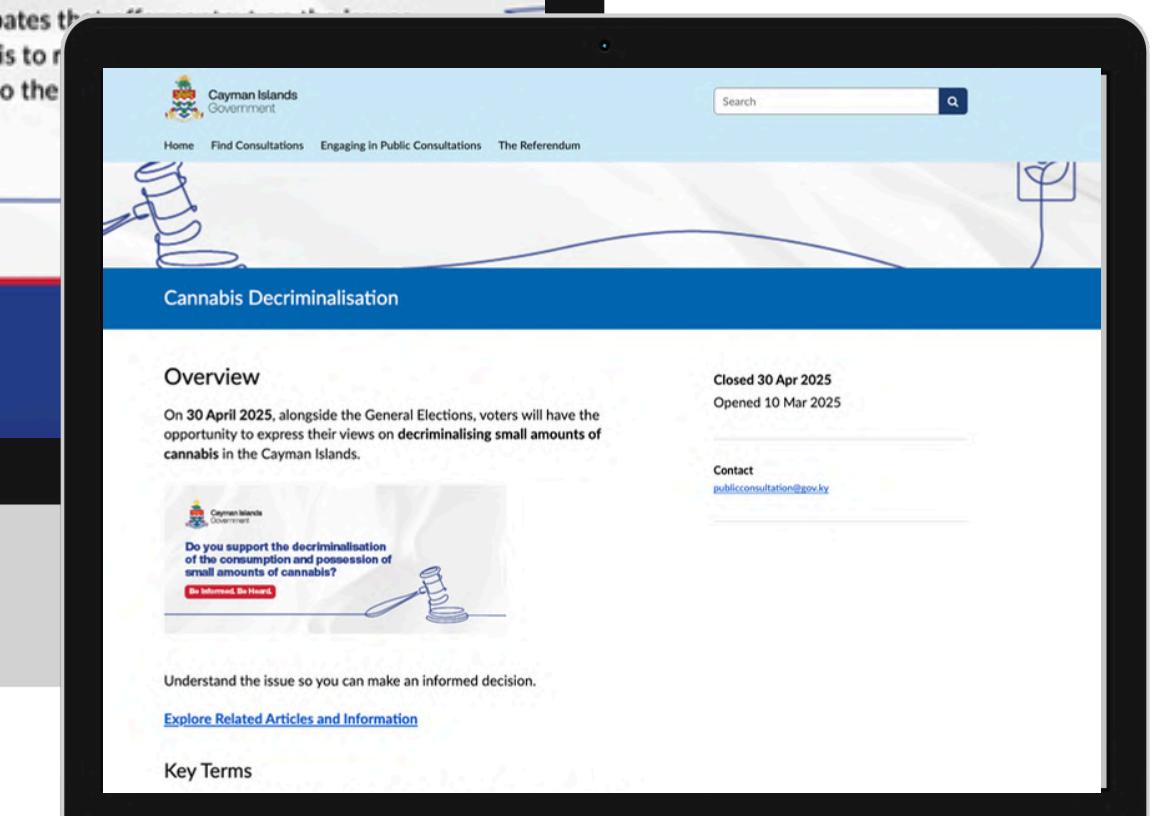
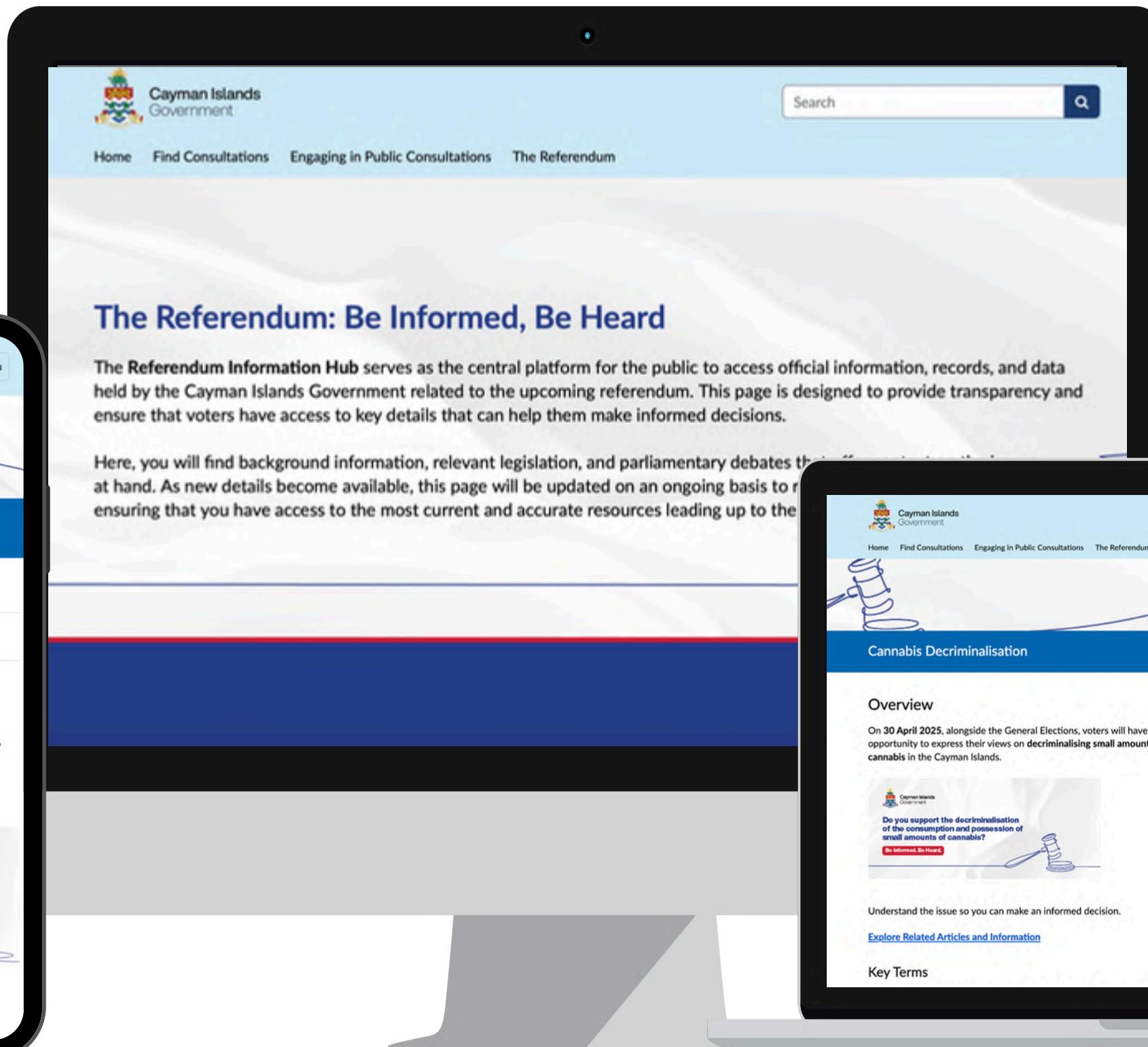
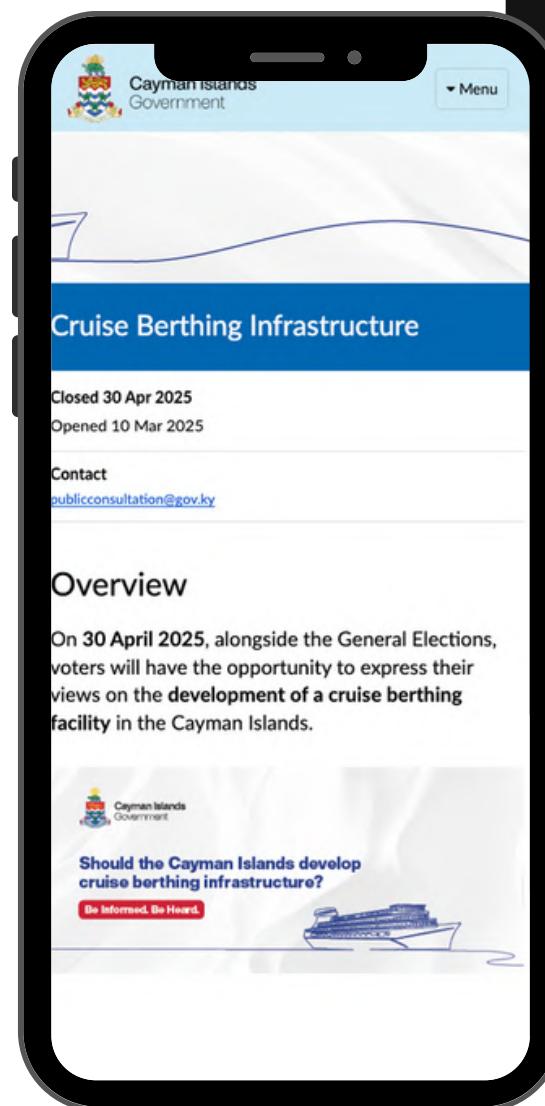
Be Informed. Be Heard.



 Cayman Islands Government gov.ky/referendum

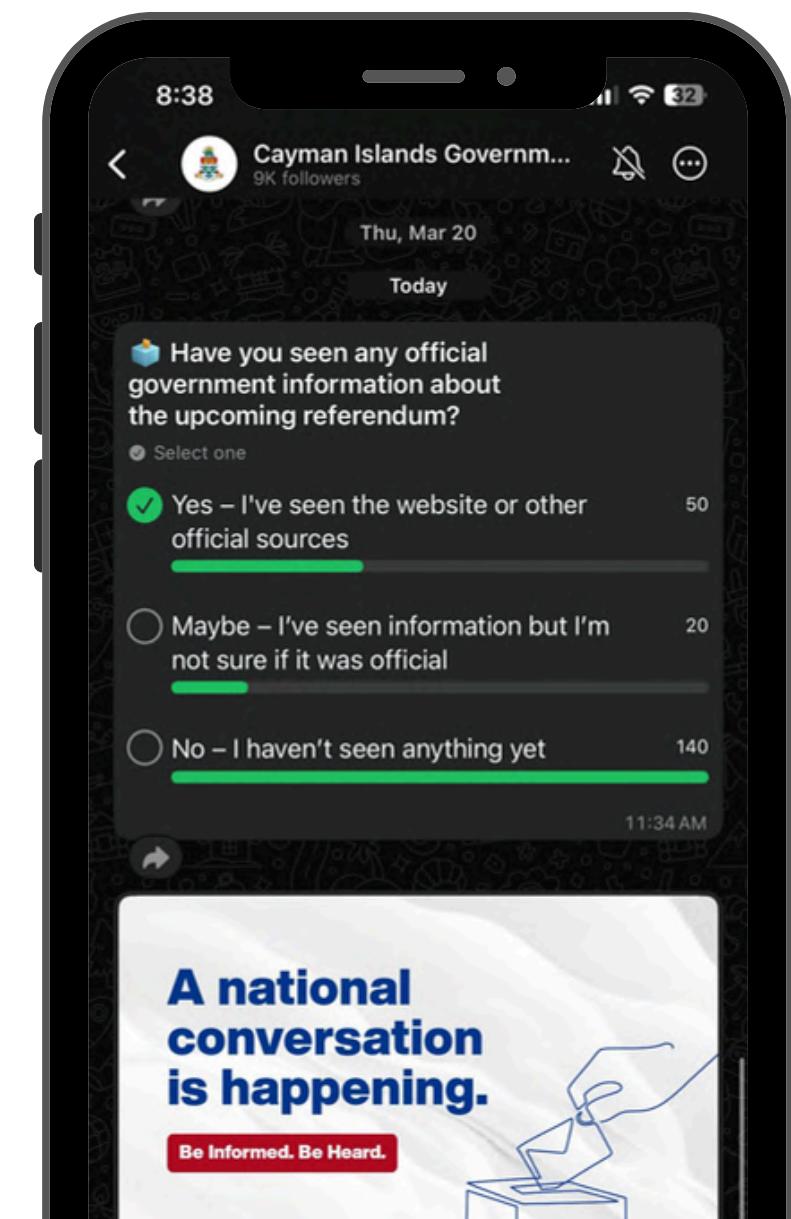
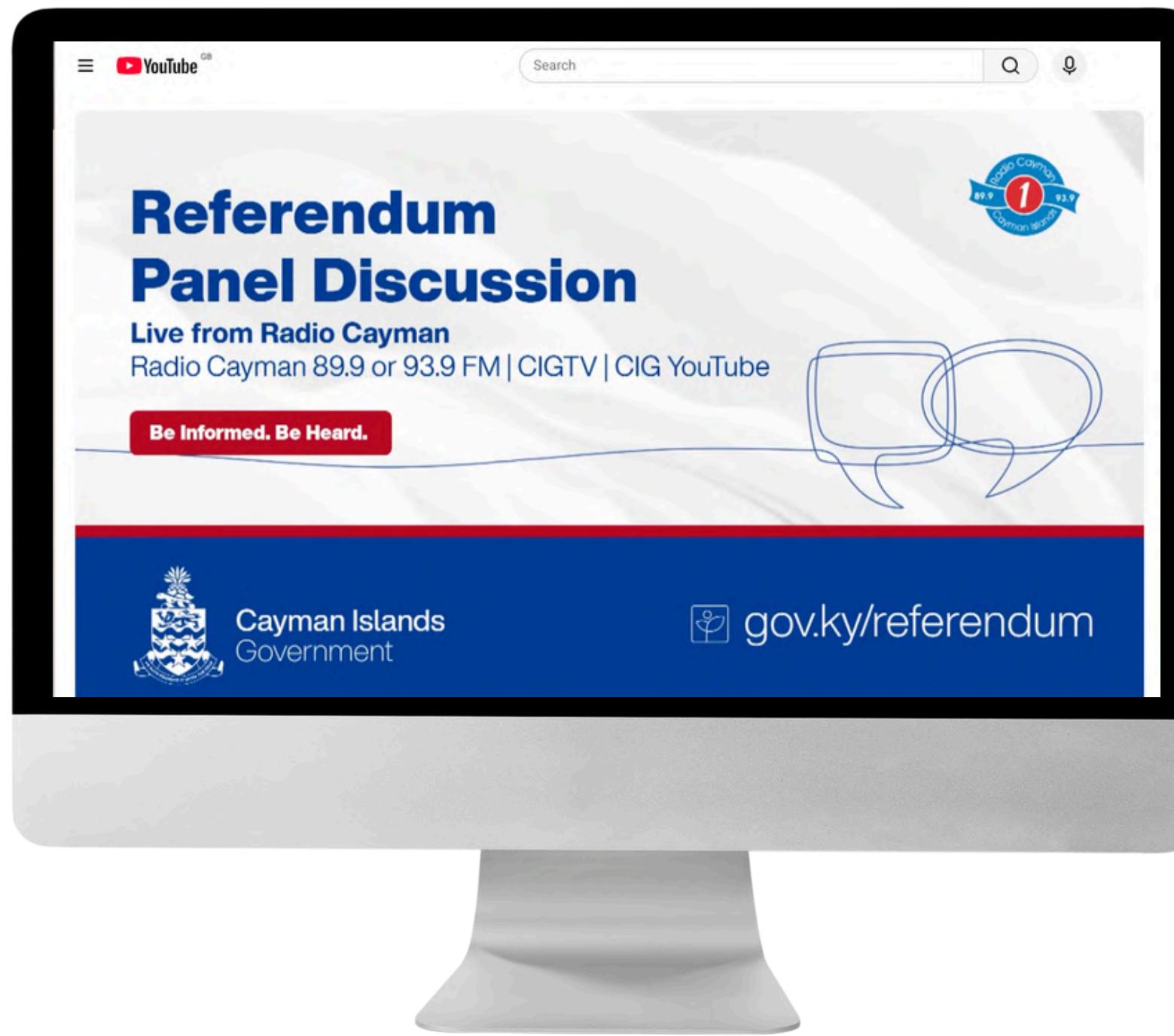
Public Consultation Hub (PCH)

The PCH contained all information related to the referendum, including detailed breakdowns of all three questions, FAQs, supporting documents, and guidance on how individuals could participate.

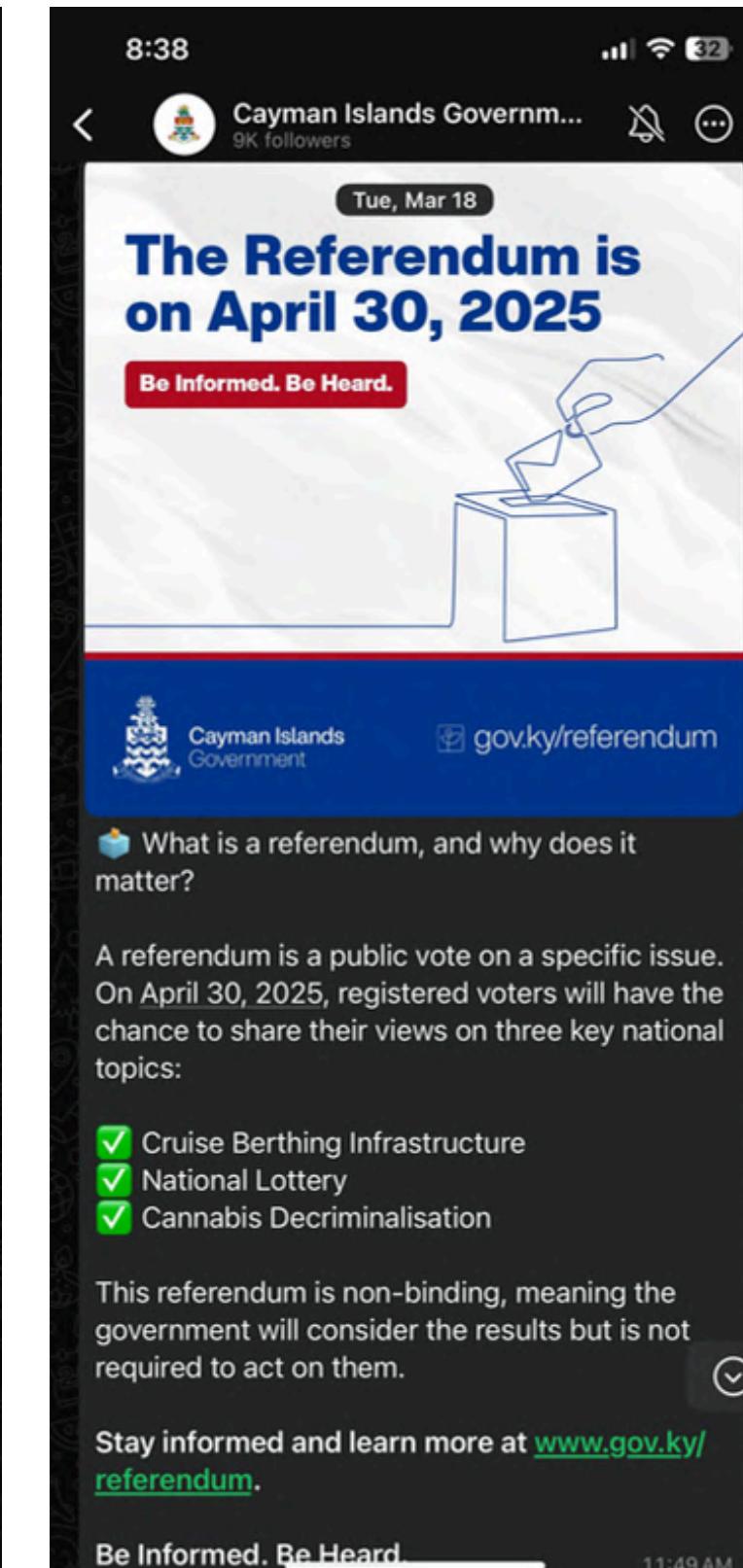
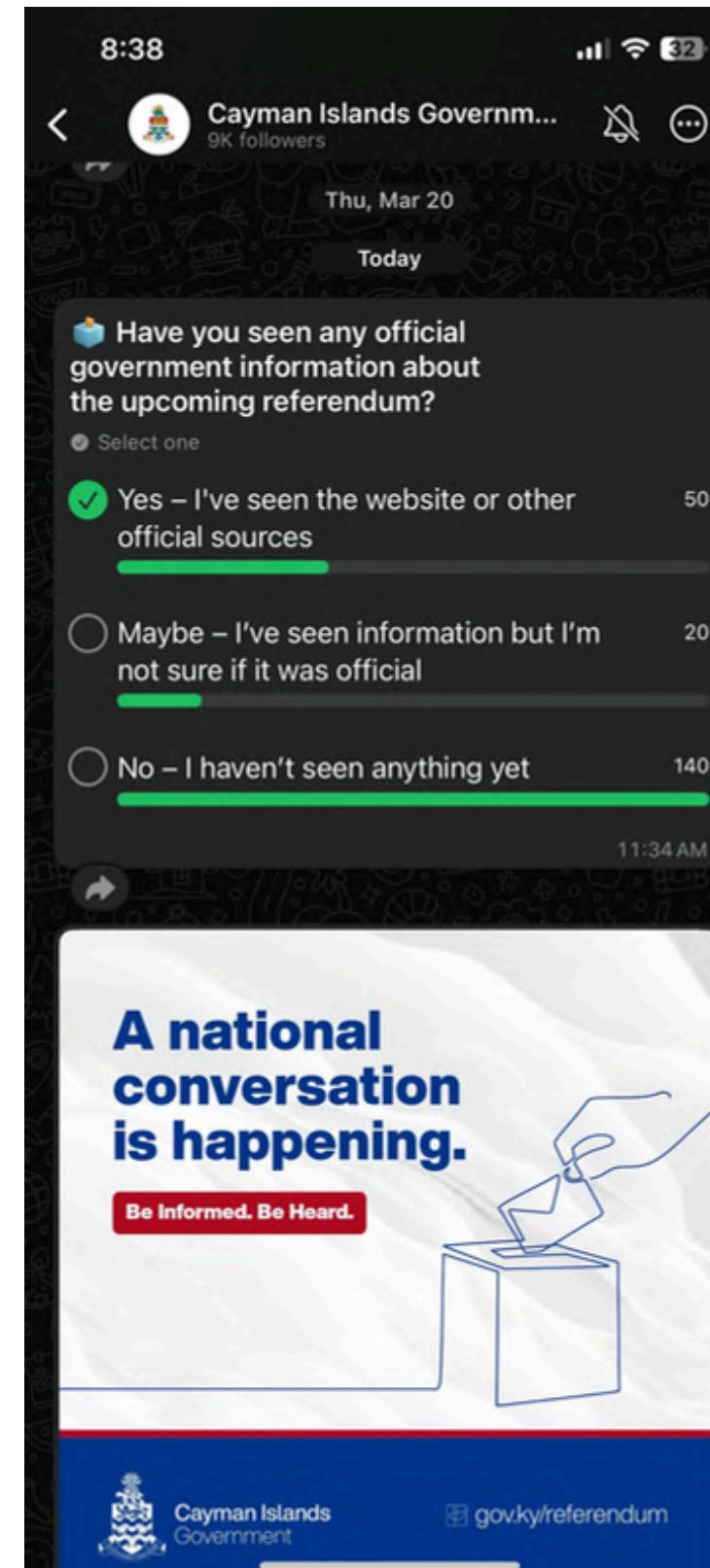
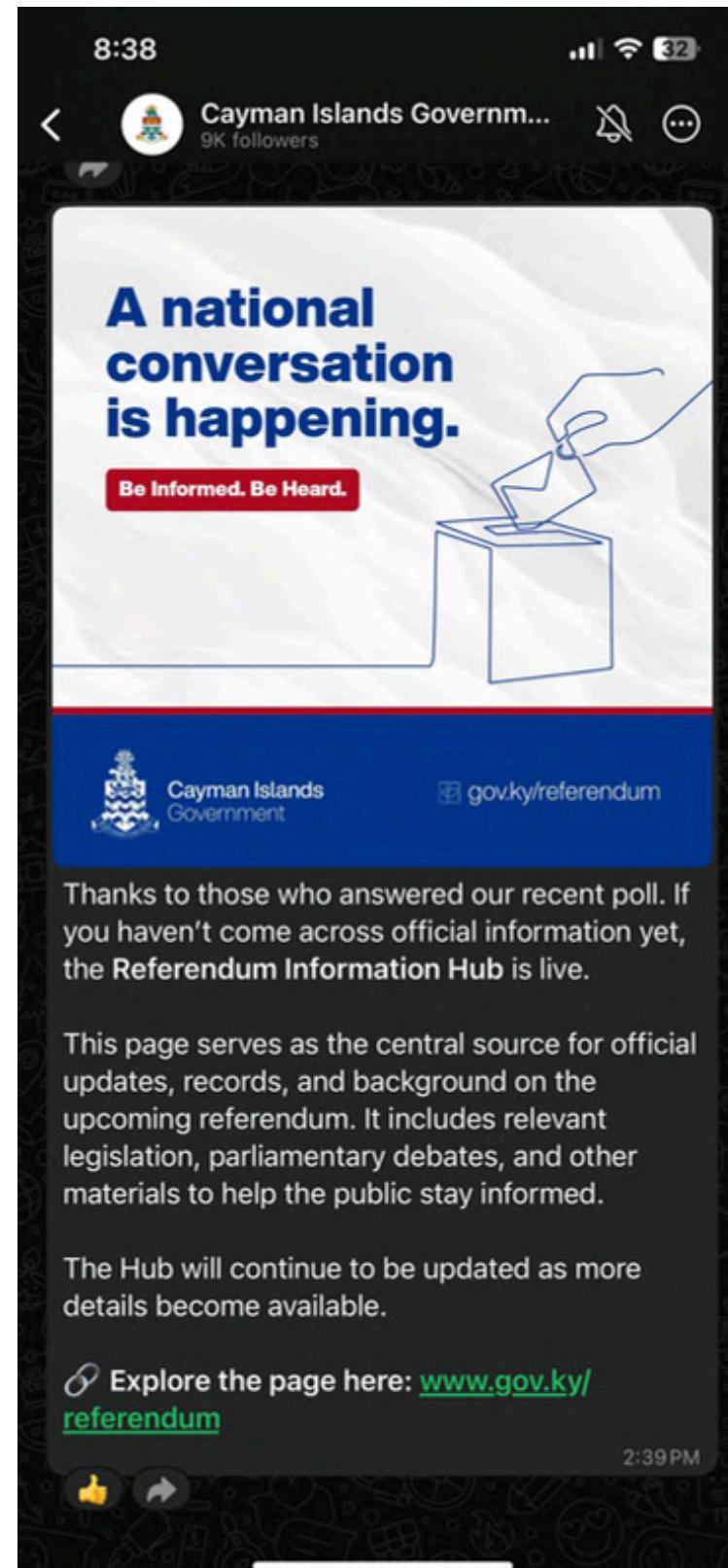


Channels

Messaging was broadcast across all major CIG channels, including WhatsApp, Facebook, Instagram, LinkedIn, X (Twitter), YouTube and Radio Cayman.

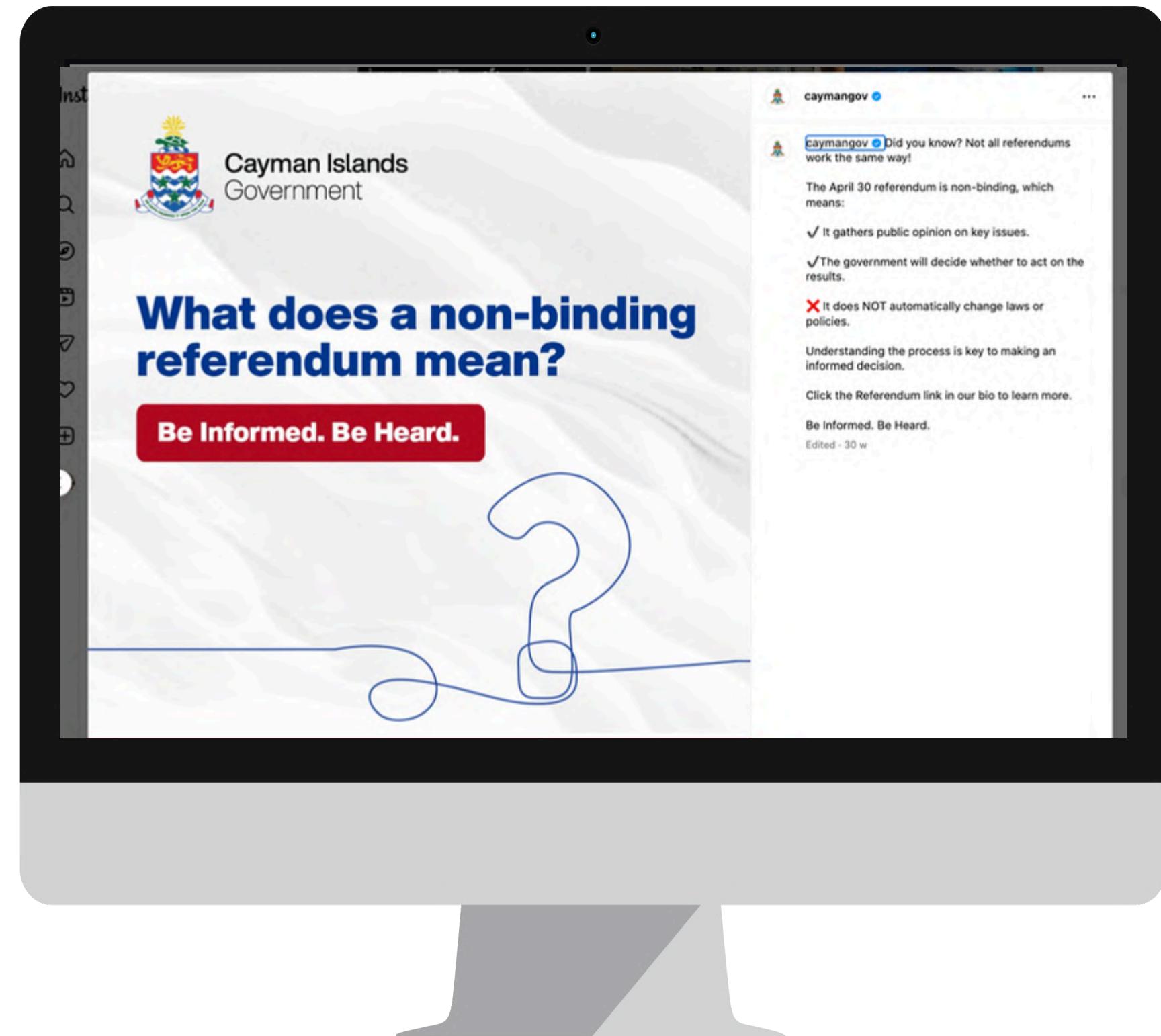


● WhatsApp



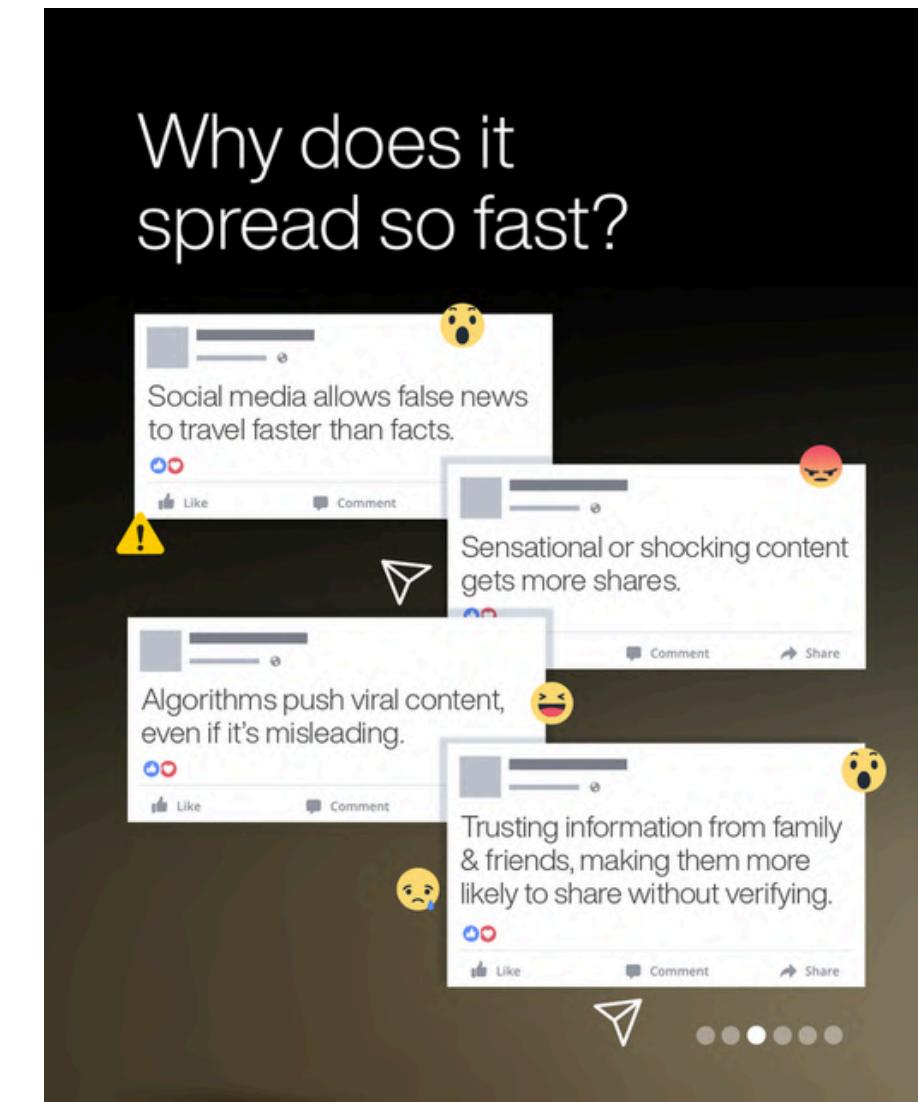
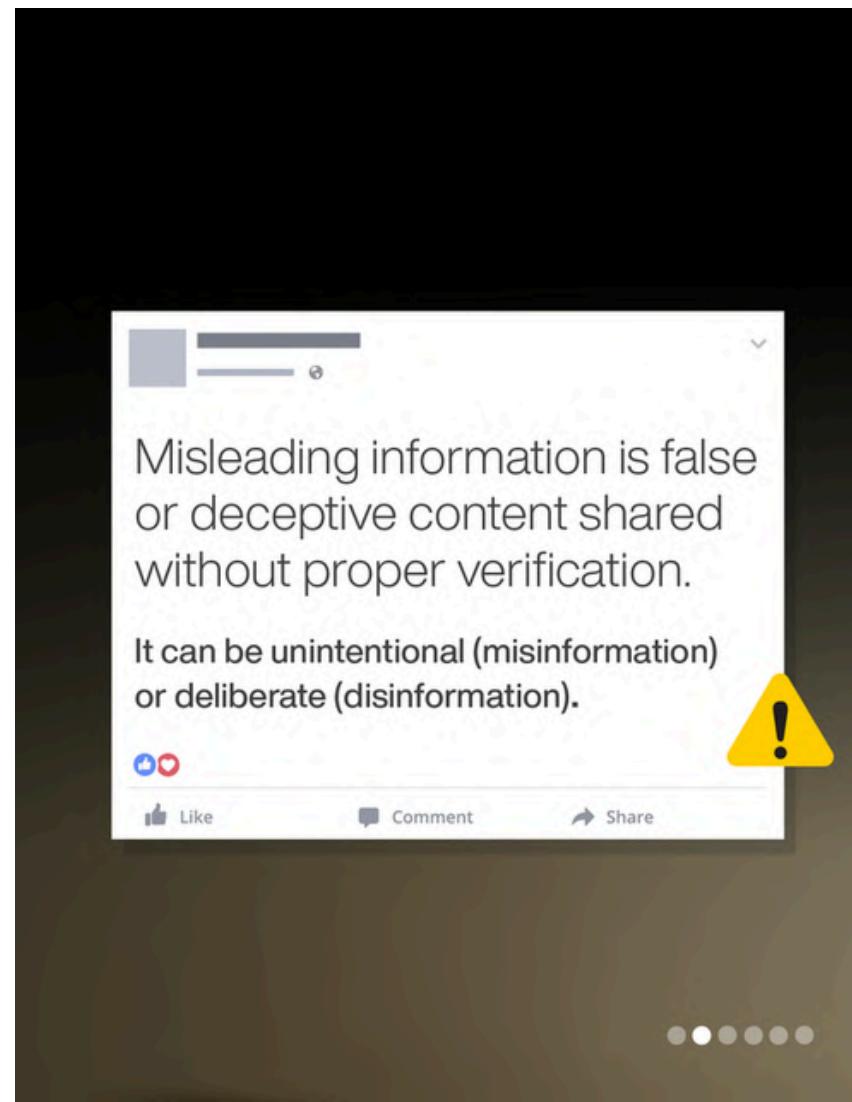
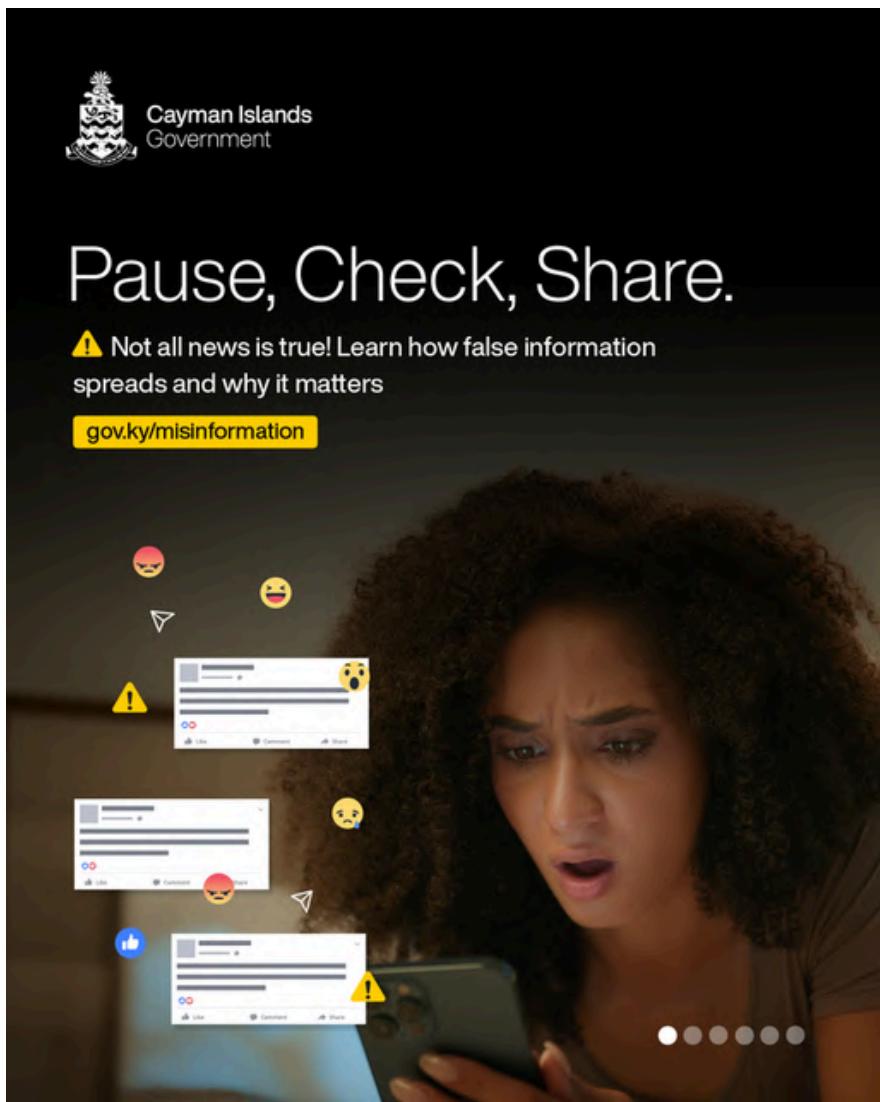
Media Monitoring and Social Listening

Social listening showed that the cruise berthing referendum question was dominating public discussions, alongside a misunderstanding of what a non-binding referendum entails. It became crucial to address misinformation while presenting the other two questions equally transparently.



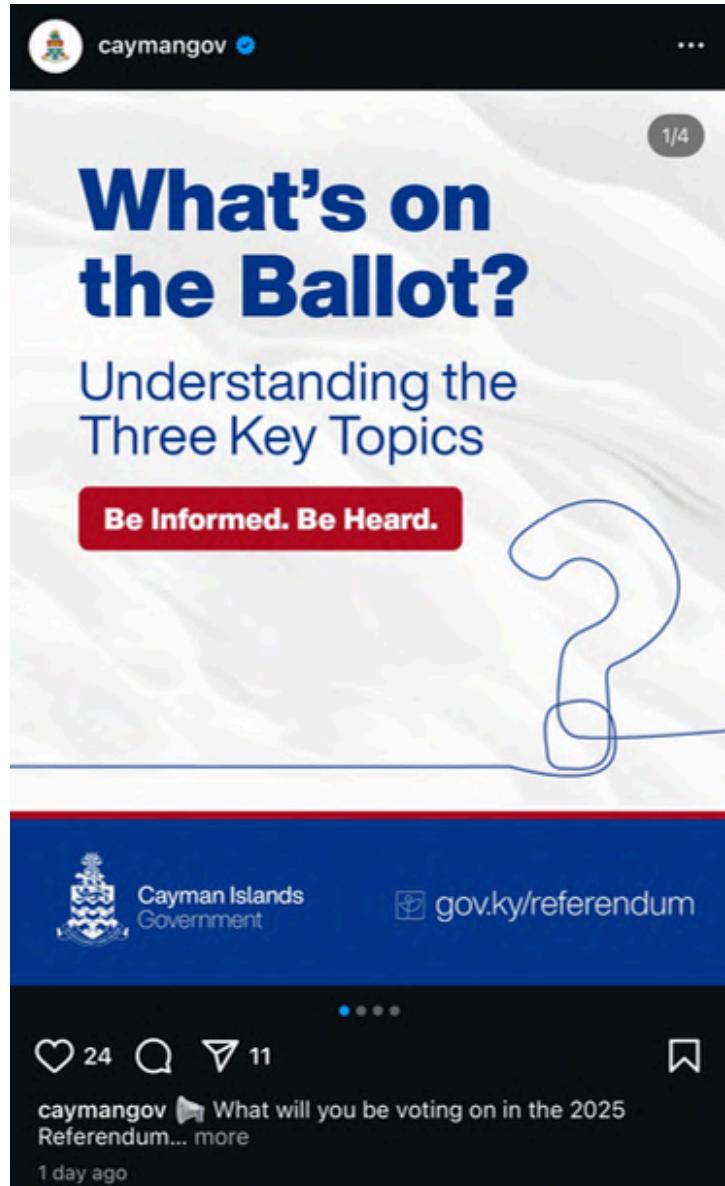
Dealing with Misinformation

We also sought to educate and co-opt the public into the fight against misinformation.



Scoring and Evaluation

● Social Media Performance (Week 3)



- Total Views: 144,242
- Total Reach: 43,832 users
- Total Engagements: 775
- Average Engagement Rate: 2.87%

Top Content:

- Posts answering "What is a referendum?" and explaining how it works earned high engagement. These were essential for audience education and helped demystify the process.
- The launch post for the GOV.KY Referendum Information Hub had strong impressions and shares, showing user interest in official sources.
- Content outlining what voters would be deciding on (Cruise, Lottery, Cannabis) resonated well and was key for awareness and understanding.

● Google Ad Performance (Week 3)

Recommendation:

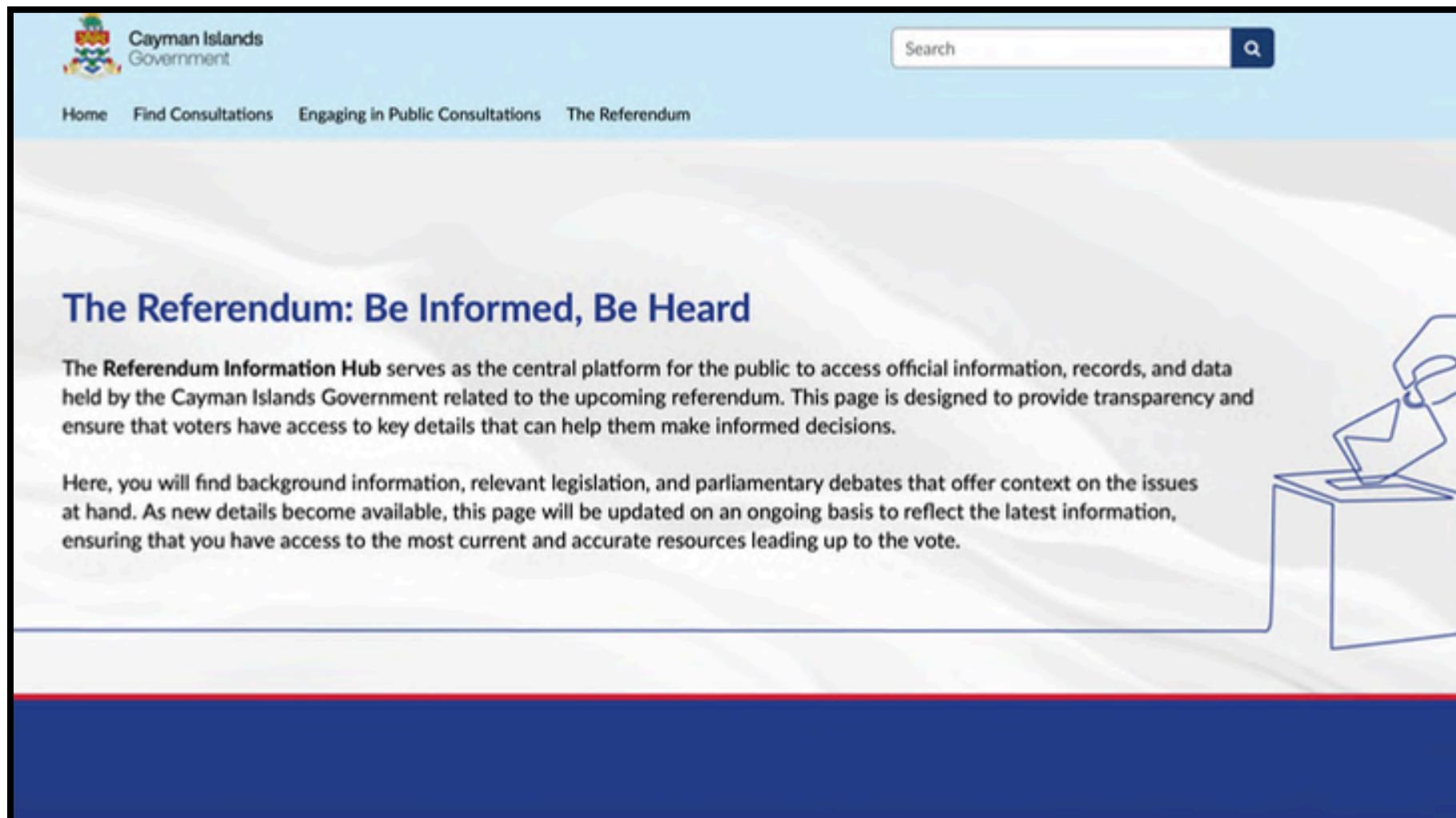
1. Simplify messaging, use clearer imagery or icons, and ensure the benefit/issue is prominent within the first few seconds of view.
2. Use video ads.

Topic	Clicks	Impressions	CTR	Conversions
National Lottery	343	8,893	3.86%	High
Cannabis Decriminalisation	6	1,121	1.40%	Very High (166.67%)
Cruise Berthing	63	550	5.62%	High
Display Ads (All)	3,028	295,519	1.02%	Moderate

● Website Performance (gov.ky/referendum)

Total Page Views: ~12,817 (across PCHub)

Avg Time on Page: 30 seconds



The Referendum: Be Informed, Be Heard

The Referendum Information Hub serves as the central platform for the public to access official information, records, and data held by the Cayman Islands Government related to the upcoming referendum. This page is designed to provide transparency and ensure that voters have access to key details that can help them make informed decisions.

Here, you will find background information, relevant legislation, and parliamentary debates that offer context on the issues at hand. As new details become available, this page will be updated on an ongoing basis to reflect the latest information, ensuring that you have access to the most current and accurate resources leading up to the vote.

Page	Views	Avg. Engagement Time
/cabinet-office-referendum/	8,168	19s
/cruise-berthing/	815	47s
/cannabis-decriminalisation/	678	1m 05s
/national-lottery/	431	48s

● Referrals Driving Deeper Engagement (Week 3)

- Cayman Compass remains the top external referral source, consistently delivering both high traffic volume and strong engagement.
- Cayman News Service (CNS) contributes moderate traffic with above-average engagement, making it a good choice for reaching audiences interested in detailed, issue-specific content, especially for policy or governance topics.
- gov.ky referrals maintain trust and credibility, with performance depending heavily on homepage visibility and placement.
- Facebook drives higher volume but shows inconsistent engagement.
- Instagram delivers lower traffic but more consistent and focused engagement, with users spending nearly a minute per session and exploring more than one page on average.

Referral	Avg Time on Page	Pages per Visit
Compass	1m 36s	3.07
CNS	1m 02s	Up to 2.15
gov.ky	44s	1.68
Instagram / Facebook	50s	1.65



The Impact

As of the closing of the polls, voter turnout stood at 18,836 ballots for 73.6%. This reflects the dedication of citizens to engage in the democratic process and shows a very slight decrease from 73.8% since the 2021 General Elections.

“We are grateful to all voters who took the time to cast their ballots today. Every vote matters, and we are proud to support a transparent and efficient electoral process.”

Wesley Howell, Supervisor of Elections, 30 April 2025



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Your Turn



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In small groups, choose a policy that you are currently working on.
Develop a consultation plan for this policy that follows the OASIS framework.

Objective	Audience	Strategy	Implementation	Scoring
 A red icon of a target with an arrow hitting the bullseye.	 A red icon showing three stylized human figures standing together.	 A red icon showing a chess king piece on a board with several red dots and lines representing a network or path.	 A red icon showing a gear inside a circular arrow, symbolizing a process or cycle.	 A red icon showing a clipboard with a magnifying glass over a checklist, with a checkmark and a star.
<ul style="list-style-type: none">• What do you want to achieve?• What are you trying to do? e.g Change behaviours/influence sentiment• SMART goals	<ul style="list-style-type: none">• Who is your audience?<ul style="list-style-type: none">• Primary eg Users• Secondary• Influencers• What do we know about them?• How can we connect with them?	<ul style="list-style-type: none">• What is the best path?• What is the main message?	<ul style="list-style-type: none">• What tactics will you use?• What resources do you have?• What are your timescales for delivery?	<ul style="list-style-type: none">• Were your objectives met?• Inputs• Outputs• Outtakes• Outcomes• Impact

East Framework



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The EAST Framework is an acronym that provides policymakers with an easy-to-follow outline for using Behavioural Insights to optimise their work and workplace policy.



Make it Easy

Harness the power of defaults.

We have a strong tendency to go with the default or pre-set option, since it is easy to do so. Making an option the default makes it more likely to be adopted. Reduce the 'hassle factor' of taking up a service.

The effort required to perform an action often puts people off. Reducing the effort required can increase uptake or response rates. Simplify messages. Making the message clear often results in a significant increase in response rates to communications.

In particular, it's useful to identify how a complex goal can be broken down into simpler, easier actions.

Make it Attractive

Attract attention.

We are more likely to do something that our attention is drawn towards. Ways of doing this include the use of images, colour or personalisation.

Design rewards and sanctions for maximum effect. Financial incentives are often highly effective, but alternative incentive designs — such as lotteries — also work well and often cost less.



Make it Social

Show that most people perform the desired behaviour.

Describing what most people do in a particular situation encourages others to do the same. Similarly, policy makers should be wary of inadvertently reinforcing a problematic behaviour by emphasising its high prevalence.

Use the power of networks. We are embedded in a network of social relationships, and those we come into contact with shape our actions. Governments can foster networks to enable collective action, provide mutual support, and encourage behaviours to spread peer-to-peer.

Encourage people to make a commitment to others.

Make it Timely

Prompt people when they are likely to be most receptive.

The same offer made at different times can have drastically different levels of success. Behaviour is generally easier to change when habits are already disrupted, such as around major life events.

Consider the immediate costs and benefits. We are more influenced by costs and benefits that take effect immediately than those delivered later. Policy makers should consider whether the immediate costs or benefits can be adjusted (even slightly), given that they are so influential.

Help people plan their response to events. There is a substantial gap between intentions and actual behaviour. A proven solution is to prompt people to identify the barriers to action, and develop a specific plan to address them.

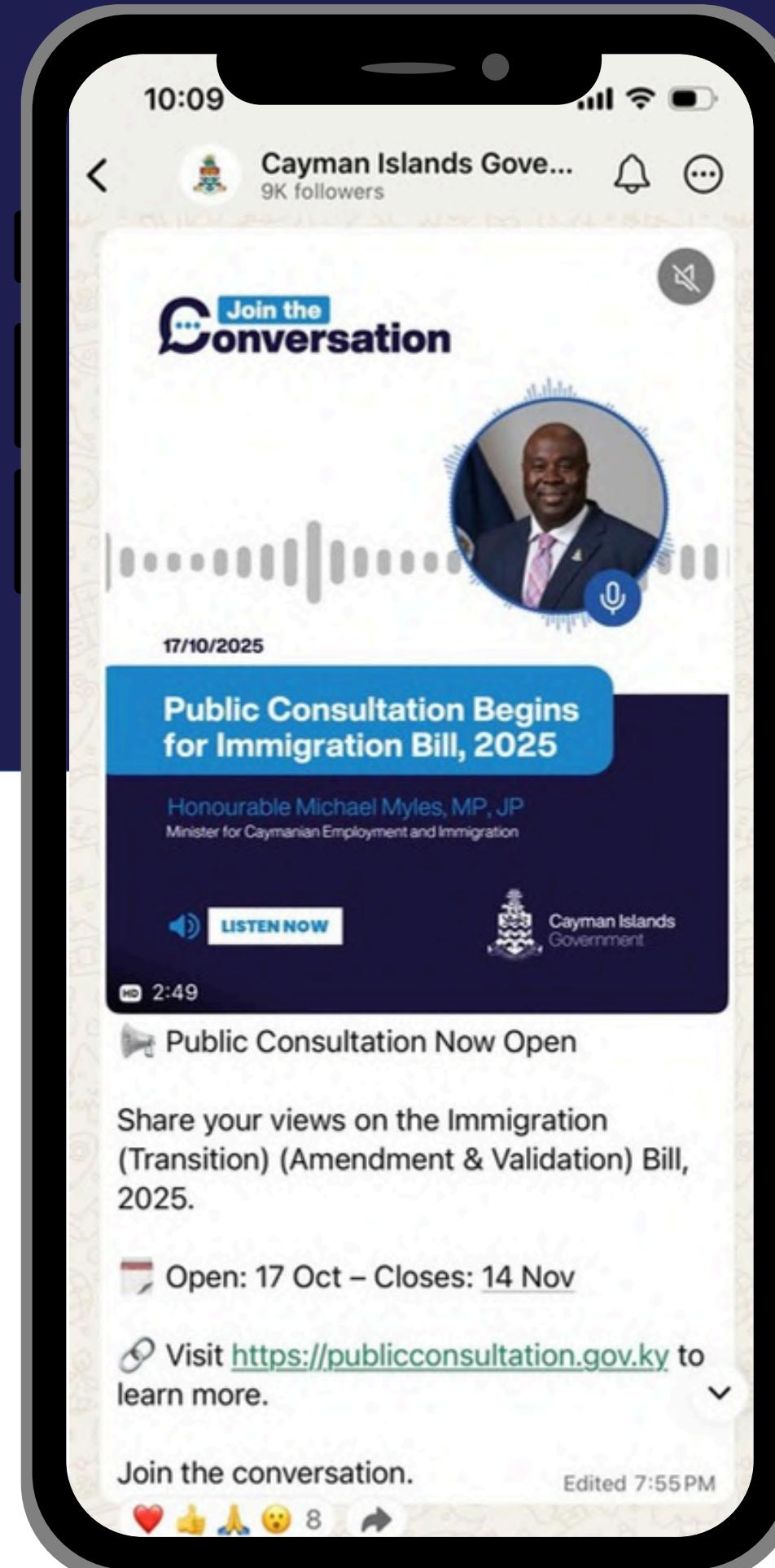
“The behavioural science literature can be complex, so having a simple framework which policymakers can easily access and apply is invaluable. As the Minister responsible for Government Policy, I’ve seen how some of these insights can be applied in practice to help generate policy that’s smarter, simpler and is highly cost-effective.”

Minister for the Cabinet Office, Francis Maude, said.

Case Study



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CIG WhatsApp Broadcast Channel

WhatsApp serves as the preferred method of online communication for 86% of our residents (2024 Tower Consumer Survey). With WhatsApp, we aim to provide an easy, attractive, social, and timely platform for disseminating information and updates to residents, ensuring broad reach and engagement.

EASY

Subscribing and receiving updates is straightforward and requires minimal effort.

SOCIAL

Users can share updates easily within their social networks, amplifying the reach.

ATTRACTIVE

The convenience of receiving direct notifications makes it appealing.

TIMELY

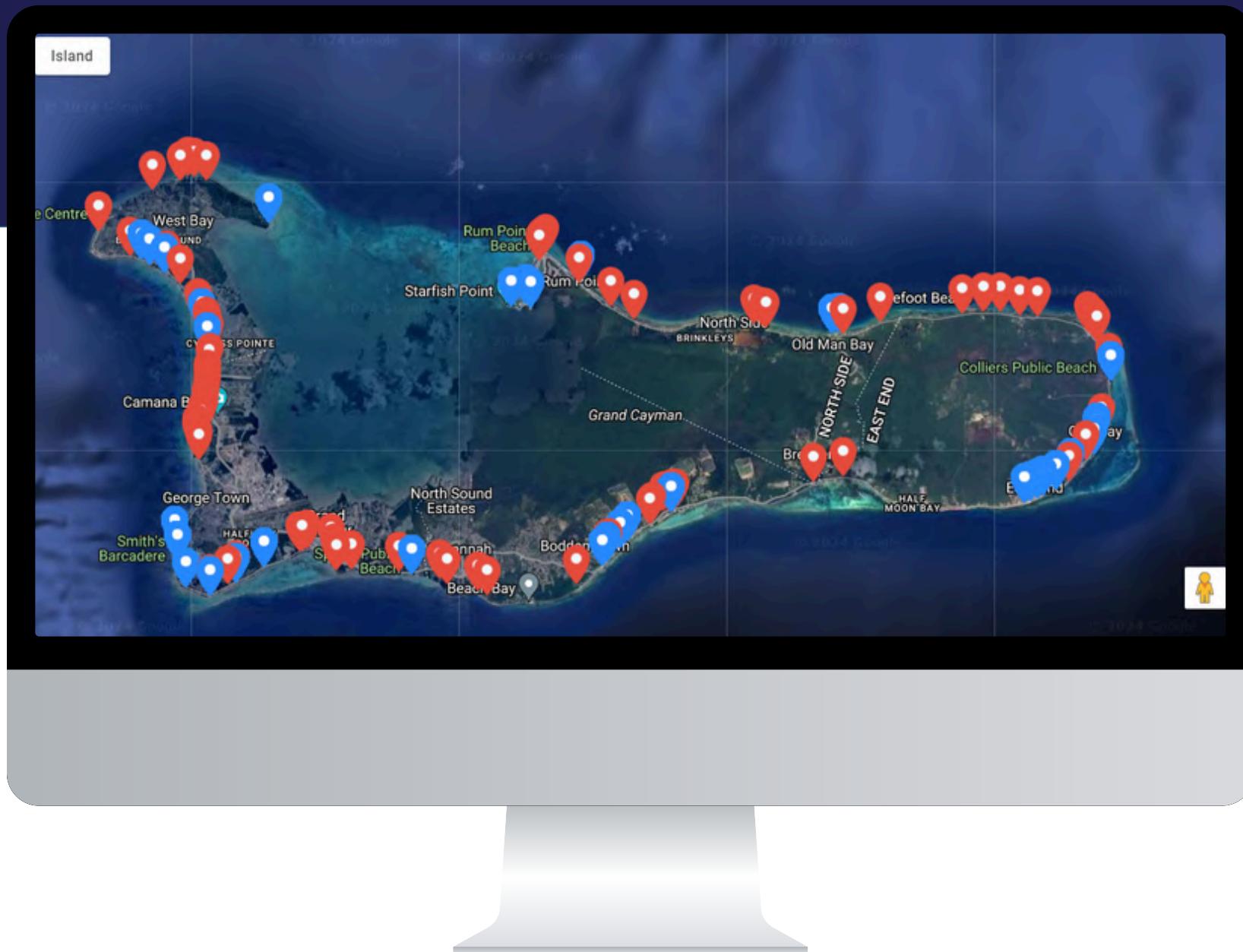
Immediate dissemination of information ensures users stay informed about relevant issues promptly.



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Shoreline Access Map (iMap)

To provide a user-friendly, comprehensive, and interactive web mapping platform that enhances public awareness and access to government-registered shoreline pathways and public beach areas in the Cayman Islands.



EASY

The interactive nature of the map makes it easy for users to find and use.

SOCIAL

Sharing the map can foster community engagement and collective use of public spaces.

ATTRACTIVE

The visually appealing and user-friendly interface encourages exploration.

TIMELY

Provides immediate information, useful for planning visits.



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Thank you!

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Head of Content & Production: Annick.Jackman@gov.ky

Head of Public Relations: Alethia.Lambert@gov.ky

Head of Internal Communications: Ruth.Myles@gov.ky

Head of Digital Delivery: Kristel.Sanchez@gov.ky

gov.ky/communications



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