Ministry of Planning, Agriculture, Housing, Infrastructure, Transport & Development

Cayman Islands Government

From Vision To Impact

Annual Report 2024







2024 Annual Report

About this Report

This Annual Report is for the Ministry of Planning,Agriculture, Housing and Infrastructure. It details the Ministry's accomplishments from January 1st, 2024, to December 31st, 2024 comparing them to the objectives outlined in the corresponding budget.

Legal Requirements

The requirement for an Annual Report is prescribed under section 44 of the Public Management and Finance Law (2020 Revision). In particular, Section 44 (2) states: *(2) The report shall – (a) state details of the entity's activities during the year; (b) include a statement reporting all executive financial transactions that the entity administered; (c) include the entity's financial statements for the year; and (d)compare the actual performance shown by the financial statements with the performance proposed in the relevant budget statement.*

As well as fulfilling our statutory obligations,this Annual Report describes how the Ministry has invested public funds for the benefit of the Cayman Islands.

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Who We Are

The Ministry of Planning, Agriculture, Housing, Infrastructure, Transport, and Development now manages an extensive portfolio, encompassing a broad spectrum of responsibilities concerning planning, agriculture, housing, infrastructure, and transportation requirements throughout the Islands. Each department and initiative within this Ministry significantly impacts the daily lives of everyone in the Cayman Islands.

Departments under the portfolio are as follows:

- Agriculture
- Planning
- Vehicle and Drivers' Licensing
- Vehicle and Equipment Services
- Facilities Management
- Public Works
- Public Transport

Ministerial Projects

- George Town Revitalisation Initiative
- National Community Enhancement (NiCE) Project

Statutory Authorities and Government Entities

- National Roads Authority
- National Housing Development Trust
- OfReg

Board Committees

- Animal Welfare Advisory Committee
- Builders Board
- Central Planning Authority
- Development Plan Tribunal
- Electrical Trade Licensing Board of Examiners
- Planning Appeal Tribunal
- Veterinary Board

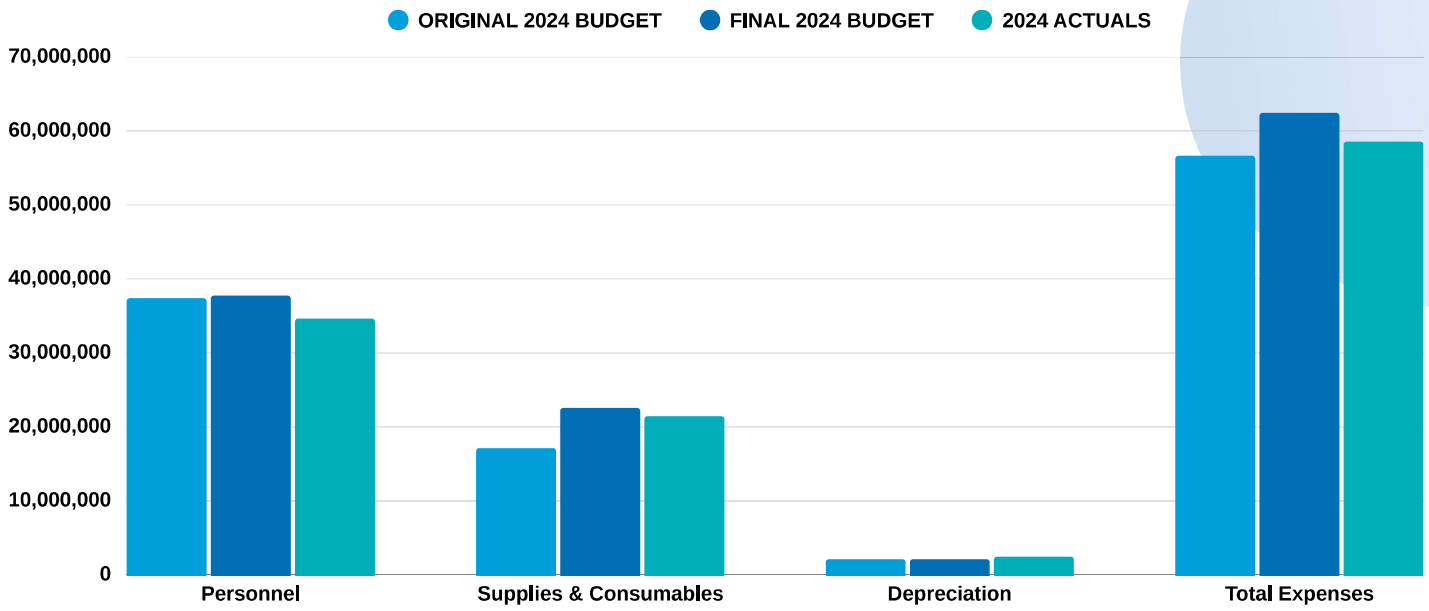
The Ministry serves a diverse range of stakeholders, including residents, visitors, and various commercial, private, and public sector entities, both locally and internationally. Its activities are conducted across the three islands of Grand Cayman, Cayman Brac, and Little Cayman.

What We Do

- Provide assistance to various Boards as per relevant legislation and delegated authority.
- Manage the provision and upkeep of high-quality road infrastructure across the islands.
- Ensure the availability of quality, affordable housing options.
- Support the expansion and modernization of the agriculture sector.
- Maintain government buildings and civic centers.
- Ensure the efficient and reliable operation of over 1,200 Government vehicles and equipment.
- Oversee the registration of motor vehicles, maintenance of the register, and issuance of licenses.
- Facilitate and coordinate the review and completion of development plans for Grand Cayman.
- Process development applications promptly and efficiently, ensuring compliance with development and planning laws and regulations.
- Provide professional project management and consulting services for government buildings and other facilities.
- Foster the development of Caymanians through technical, vocational, and educational training programs.
- Coordinate national hurricane preparedness and response efforts.
- Manage the maintenance of facilities such as parks, cemeteries, beach accesses, the Central Business District, and other public open spaces.
- Oversee the Transportation Unit Department to deliver transportation services and solutions to Caymanians and visitors.

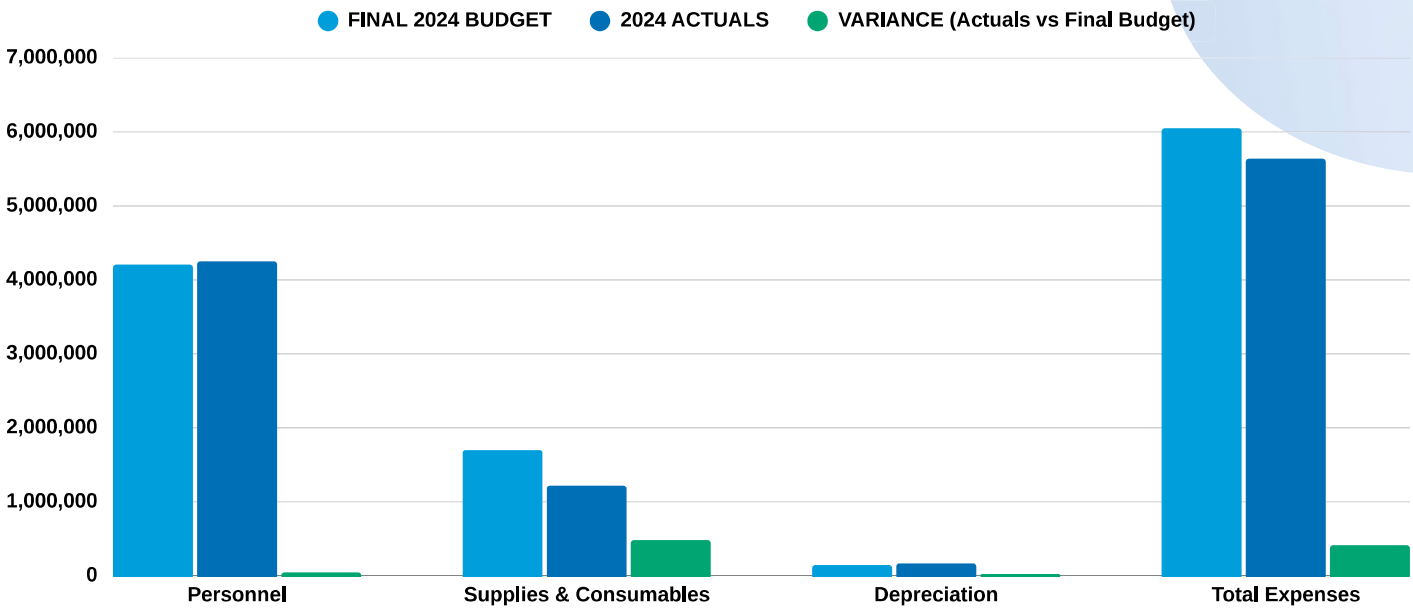
Financials At a Glance

Total Ministry



Financials At a Glance

Core Ministry:



2024 Strategic Overview

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

1. Policy Development and Legislative Framework - Develop and implement a cohesive, coordinated set of policies across various Ministry subject areas to establish a robust legislative and policy framework aimed at fostering the planning and sustainable growth of the Cayman Islands.

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

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

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

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

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

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

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

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

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

11. Transportation Innovation and Mobility Enhancement -

Review and develop the Transportation Unit Department to deliver high-quality transportation services and innovative solutions to both Caymanian residents and visitors, enhancing mobility and connectivity across the Islands.

Message from Honourable, Johany 'Jay' Ebanks, Minister for Planning, Agriculture, Housing, Infrastructure, Transport & Development.



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

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

Infrastructure: Building Resilience and Connectivity for Sustainable Growth

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

The East-West Arterial Expansion and the Airport Road Connector significantly improved national connectivity, reducing congestion and enhancing mobility. These projects are part of our broader vision to develop an integrated and sustainable transportation network that supports economic activity and community accessibility.
We have also prioritized the incorporation of green technologies and climate-resilient designs in public infrastructure projects, ensuring that our growth trajectory aligns with environmental stewardship and resource sustainability.

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

National Development: A Strategic Vision for Balanced Growth

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

Road Safety: Protecting LivesThroughStrategic Collaboration

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

Public Services: Excellence in Service Delivery and Operational Efficiency

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

Acknowledgments and Commitment to the Future

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

Yours in Service,

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

Message from Eric Bush, Chief Officer for Planning, Agriculture, Housing, Infrastructure, Transport & Development

2024 Annual Report Presentation



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

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

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

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

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

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

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

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

In dedicated service,

Eric Bush, JP
Chief Officer

Department of Agriculture 2024 Update

In 2024, the Department of Agriculture continued to strengthen the Cayman Islands' agricultural sector through strategic initiatives that enhanced food security, promoted sustainable practices, and fostered agricultural innovation. Aligned with the Government's strategic objectives, these efforts addressed challenges related to climate change, global food supply uncertainties, and the need for local agricultural resilience.

Cayman Islands Food and Nutrition Security Policy

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

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

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

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

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

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

National Egg Strategy (NEST)

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

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

National Livestock Development Programme (NLDP)

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

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

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

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

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

Cayman Islands Agricultural Business Information System (CI-ABIS)

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

Animal and Plant Health & Biosecurity

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

- **Plant Protection Act:** Continued enforcement of the **Plant Protection Act** safeguarded local crops from invasive pests and diseases, ensuring agricultural biosecurity.

- **AHIS Modernisation:** The **Agricultural Health Inspection Services (AHIS)** underwent modernisation, including the integration of the **Caribbean Biosecurity Interception System (CBIS)**, enabling real-time data sharing and enhanced pest surveillance.

- **Veterinary Services:** The **Veterinary Services Division** maintained rigorous health certification, quarantine requirements, and abattoir improvements, supporting livestock production and public health.

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

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

- **Cayman Cookout:** Partnering with the **Cayman Cookout**, local farmers were introduced to the international food and hospitality industry, showcasing Caymanian agriculture on a global stage. This collaboration created new market opportunities and promoted local produce to international audiences.

- **Educational Institutions and Community Initiatives:** Collaborations with schools and community organisations continued to promote agricultural literacy, environmental stewardship, and community engagement through initiatives like the **4-H Club** and **National School Garden Programme**.

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

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

Department of Planning 2024 Update

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

Community Works:

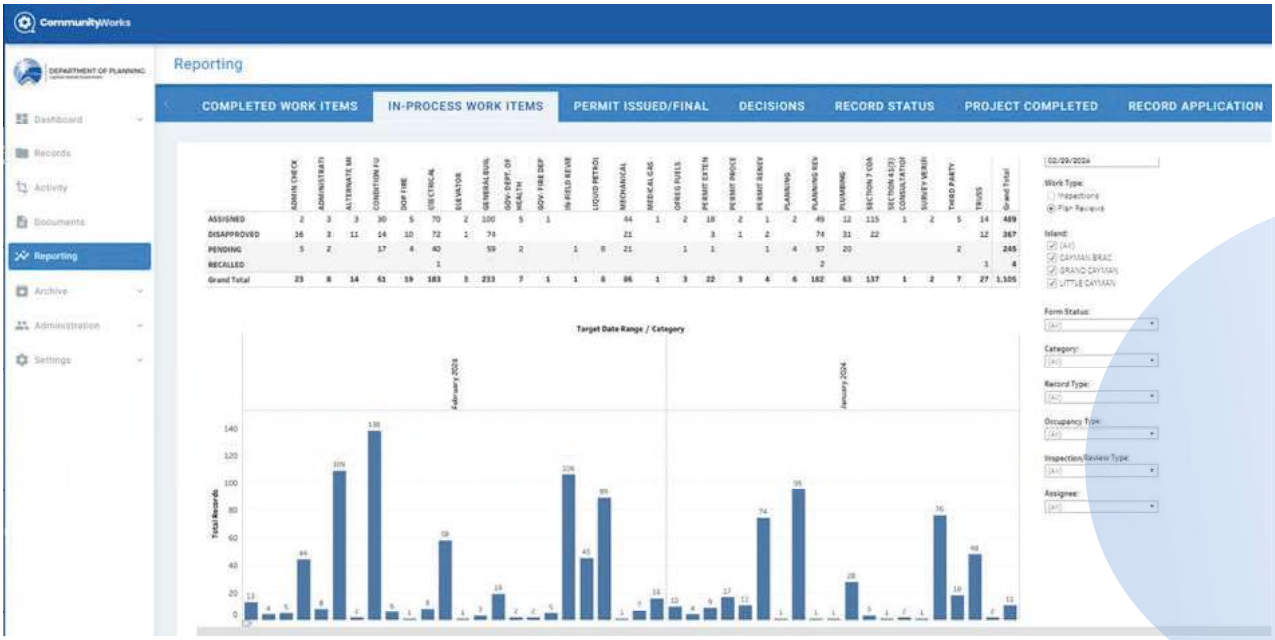
Enhancing Digital Service Delivery Community Works: an intergral component of the **Online Planning System (OPS),** continued to improve user experience and streamline the planning process. This platform enhanced accessibility, transparency, and operational efficiency by allowing users to apply for permits,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

In 2024, the Department achieved the following advancements:

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

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

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



Building Control: Ensuring Safety and Compliance

In 2024, the Building Control Section maintained itshigh standards of safety, compliance,andservicedelivery,ensuringthatall development projects adhered to building codes and regulations.

Key achievements include:

Plan Reviews and Building Permits:

Total Plan Reviews Conducted: 8,401

Building Permits Issued: 796

Inspections and Safety Compliance: 13,274

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

Certificates of Occupancy:

Total Certificates Issued: 332

Sector Breakdown:

Apartment: 121 valued at 183,408,000

Commercial: 18 valued at 37,299,000

Industrial: 8 valued at 29,463,000

Residential: 247 valued at 118,300,000

Other: 463 valued at 47,810,000

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

Plan Cayman – National Development Plan Review

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

Key milestones in 2024 include:

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

Public Consultation and Engagement: Conducted through town halls, virtual meetings, radio interviews, and social media outreach, ensuring transparent and inclusive community participation. **Amendments and Approval Process:** Draft responses to public comments were reviewed and amended by the **Department of Planning**. The **Central Planning Authority (CPA)** requested **Cabinet's authorisation** for the **Planning Appeals Tribunal** to review objections.

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

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

Compliance and Enforcement

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

Key statistics include:

Total Complaints Received: 262

Code Enforcement Cases Initiated: 229

Cases Resolved or On Hold: 101

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

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

Training and Succession Planning

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

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

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

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

Community Engagement and Contributions

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

Educational Outreach: Participated in community events and educational programmes, promoting public awareness of planning regulations and building safety.
Social Responsibility Initiatives: Continued support for **Mimi's Happy Cart**, raising **CI$ 550** to purchase gifts for children awaiting treatment at the hospital.
These community-focused initiatives highlight the Department's commitment to social responsibility, community development, and fostering positive community relations.

Commitment to Strategic Planning and Sustainable Development

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

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






POULTRY INNOVATION
AND EDUCATION
CENTRE








CHOGM
Beautiful
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2024




PWD CONSTRUCTION
TRADES TRAINING
PROGRAMME

Facilities Management Department

2024 Annual Report – Facilities Management Department

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

Mission and Vision

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

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

Accessibility and Inclusion Initiatives

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

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

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

Operational Efficiency and Facility Enhancements

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

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

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

Personnel Changes and Capacity Building

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

- **New Director Appointment: Mr. Charles Mtakati** was appointed as the new **Director of the Department of Facilities Management**, bringing strategic vision and leadership to the role.
- **New Deputy Director Appointment:** Courtney Yates was appointed as the **Deputy Director**, supporting strategic planning and operational oversight.

Ongoing Capacity Building: Staff members participated in professional development opportunities to enhance their knowledge and skills in facilities management, safety standards, and operational efficiency.

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

Civic Centres: Enhancing Community Spaces

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

Key achievements include:

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

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

Community Engagement and Social Responsibility

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

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

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

Commitment to Excellence and Sustainability

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

The Department remains committed to:

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

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



2024 Annual Report – Public Works Department

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

Capital Development Division

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

Highlighted Projects and Achievements:

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

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

Community Infrastructure and Public Spaces

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

Public Parks and Open Space Development:

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

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

Boat Ramps and Public Docks:

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

Civic Centres and Community Engagement:

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

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

Significant Projects Completed in 2024

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

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

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

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

Hurricane Preparedness and Response

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

Key activities included:

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

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

Apprenticeship Training Programme

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

Key achievements in 2024 include:

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

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

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

Training and Development Initiatives

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

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

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

Commitment to Excellence and Community Engagement

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

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

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

Department of Vehicle and Drivers' Licensing 2024 Annual Report Update

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

Efficiency and Growth at the West Bay Office
The West Bay Office at Jacques Scott Market Place remained a cornerstone of DVDL's commitment to accessibility and efficiency. Since its opening, this location has served as a model for customer-centric service delivery, featuring a spacious lobby, increased seating capacity, and enhanced accessibility features for elderly and disabled patrons.
2024 Highlights:

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

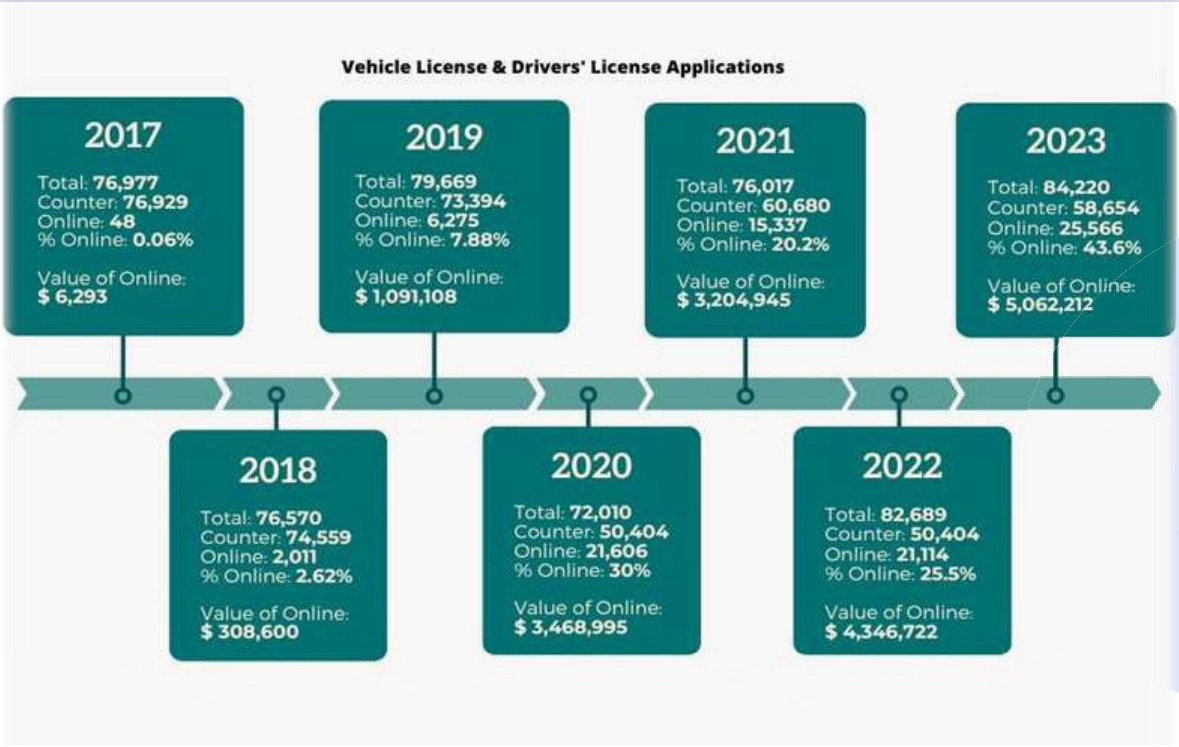
These initiatives underscore DVDL's strategic focus on improving customer experience and ensuring accessible public services for all residents.

Digital Transformation and Online Services

2024 witnessed significant advancements in DVDL's digital transformation journey, aimed atenhancing operationalefficiencyand user convenience through innovative online platforms.
Key Achievements:

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

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



Legislative Reforms and Modernisation

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

Key Legislative Reforms:

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

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

National Road Safety Strategy

In alignment with the National Road Safety Strategy,DVDL continued to promote road safety through public awareness, educational campaigns, and enforcement measures.
2024 Achievements:

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

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

Strategic Plan 2023–2025

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

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

2024 Milestones:

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

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



Training and Development

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

Key Initiatives:

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

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

Customer Appreciation and Community Engagement

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

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

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

Commitment to Excellence and Strategic Outlook

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

The Departmentremains committed to:

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

Building internal capacity through professional development and strategic leadership.

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




Employee of the Month
DAVID DIXON





Department of Vehicle & Equipment Services 2024

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

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

Completion and Impact of the Phase II Redevelopment Project

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

Key Achievements in 2024:

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

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

Integration and Expansion

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

Key Developments:

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

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

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

Commitment to the National Energy Policy

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

Key Initiatives in 2024

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

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

Workforce Development and Training

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

Key Achievements

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

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

Strategic Partnerships and Innovation

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

Key Highlights

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

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

Community Engagement and Social Responsibility

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

Key Initiatives:

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

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

Looking Forward

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

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

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

George Town Revitalisation Initiative (GTRI)

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

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

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

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

Key Objectives of Phase 2:

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

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

Infrastructure and Connectivity Improvements

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

Key Achievements:

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

revitalised areas with George Town's waterfront and surrounding neighbourhoods

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

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

Innovative Public Amenities

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

Key Innovations:

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

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

Community Engagement and Strategic Partnerships

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

Key Initiatives:

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

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

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

Economic Growth and Cultural Revitalisation

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

Key Achievements:

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

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

Future Directions and Strategic Outlook

With Phase 1 completed and Phase 2 & 3 near completion , GTRI is poised to continue its transformativeimpactonGeorgeTown,withfurther enhancements planned to enrich **the urban landscape, stimulate economic activity, and improve community well-being.**

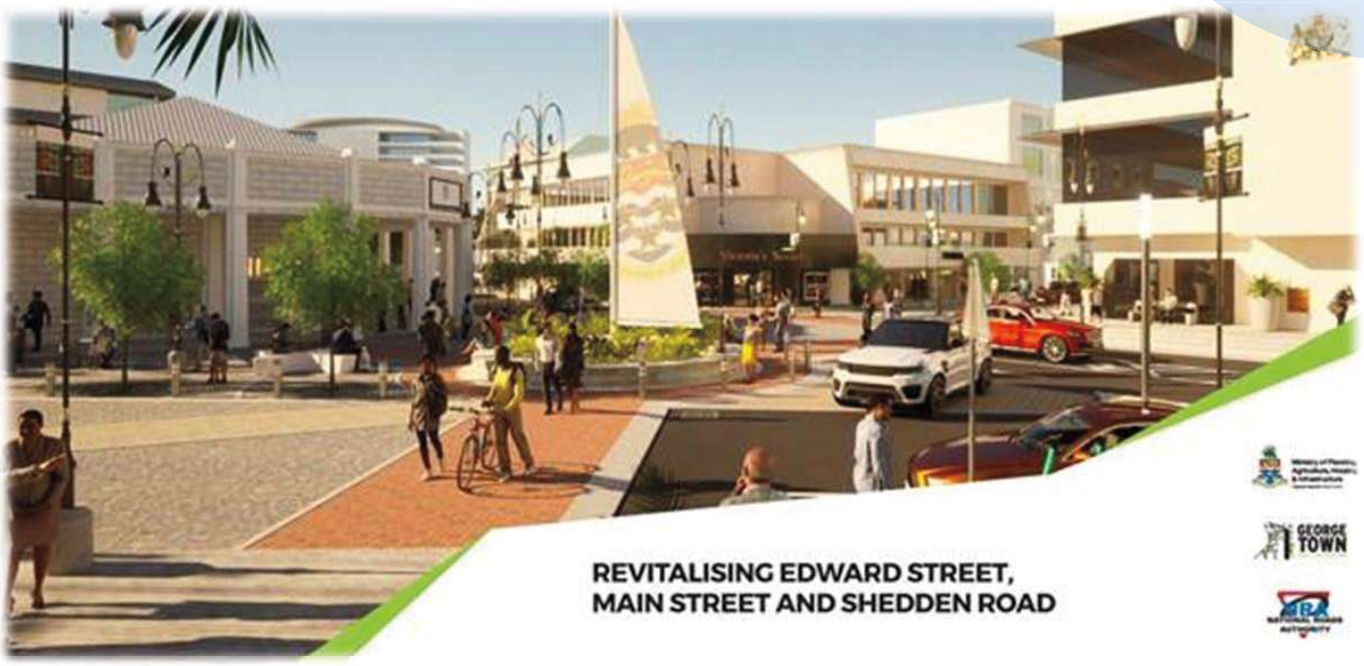
Strategic Priorities for 2025:

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

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

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

NOW OPEN



National Community Enhancement (NiCE) Project 2024 Annual Report Update

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

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

Key Highlights:

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

Participants worked alongside multiple government departments and public authorities, includingthe:

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

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

Skills Development and Community Impact

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

Key Achievements in 2024:

- **Hands-on Training and Skill Development:**
  - **Tool Proficiency:** Participants received training in the use of various handheld tools, equipping them with practical skills for landscaping, cleaning, and maintenance tasks.
  - **Occupational Safety and Environmental Awareness:** Emphasised safe working practices and environmental conservation, fostering responsible community engagement.
- **Employment Opportunities and Career Advancement:**
  - The skills acquired through the NiCE Project enhanced participants' employability and provided pathways to future job opportunities in public maintenance, landscaping, and environmental conservation.
  - Many participants reported increased confidence and motivation to pursue long-term employment, reflecting the programme's positive social impact.

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

District Contributions and Community Collaboration

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

Key District Contributions:

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

Stakeholder Engagement and Collaboration

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

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

Future Directions and Strategic Outlook

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

Key Strategic Priorities for 2025:

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

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

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

Ministry Administration 2024 Annual Report

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

Core Functions and Achievements

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

Key Achievements in 2024:

- **Talent Management and Organisational Development**:
  - **Professional Development and Succession Planning:** Implemented leadership development programmes, training workshops, and mentorship opportunities to build internal capacity and ensure effective succession planning.
  - **Employee Engagement and Retention:** Launched employee engagement surveys and wellness initiatives to foster a positive workplace culture, enhancing staff morale and retention rates.
  - **Caymanian Empowerment:** Continued focus on recruiting and promoting Caymanians into leadership roles, reflecting the Ministry's commitment to local talent development.
- **Enhanced Financial Reporting and Management**:
  - **Transparency and Accountability:** Strengthened financial reporting systems by integrating advanced financial management software, ensuring greater accuracy, transparency, and accountability in financial operations.
- **Budget Optimisation and Resource Allocation:**
  - Improved budgetary processes and resource allocation mechanisms to optimise spending and enhance operational efficiency.
- **Audit and Compliance:**
  - Maintained high standards of compliance with government regulations and conducted regular internal audits to safeguard financial integrity.

Legislative Planning and Policy Development:

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

Alignment with National Priorities:

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

Digital Transformation and Operational Efficiency

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

Key Initiatives:

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

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

Governance, Risk, and Compliance

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

Key Achievements:

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

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

Looking Forward:

Strategic Outlook for 2025

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

Strategic Priorities for 2025:

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

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

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

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

Human Resources

2024 Annual Report – Human Resources

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

Adaptation and Support

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

Key Achievements:

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

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

Training and Development Achievements

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

Key Initiatives and Achievements:

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

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

Departmental Highlights

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

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

- **Technical Training and Expertise Development:**
  - **Senior Mechanical and Electrical Facilitator** attended the **Johnson Controls Training Institute** in Florida, gaining advanced technical skills in building management systems. **Deputy Director** completed training on the **Genetec platform** in Mexico, enhancing the Department's expertise in integrated security systems and operational safety.
- **Cross-Departmental Learning and Secondment Opportunities:**
  Facilitated cross-departmental learning and secondment opportunities, fostering knowledge sharing, professional development and broader organisational collaboration.

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

Employee Recognition and Achievements

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

Key Recognitions:

- **Chief Officer's Choice Award:**
  - The Ministry proudly recognised Andrea Fa'amoe as the recipient of the Chief Officer's Choice Award for June 2024. Andrea was acknowledged for her outstanding commitment to public service, leadership, professionalism and significant contributions to the Ministry's objectives. Her dedication continues to exemplify the values and standards of excellence upheld throughout the Ministry
- **Employee of the Year Award**:
  - **Martha Connolly** was honoured as the **Employee of the Year for 2024**, reflecting outstanding contributions to strategic initiatives and public service excellence.
- **Departmental Recognition and Team Achievements**:
  - **DVDL Customer Service Excellence**: Achieved a **96% customer satisfaction rating**, setting a benchmark for customer service excellence within the civil service.
  - **Facilities Management Team** was recognised for exceptional operational efficiency and innovative facility management practices.

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

Human Capital Strategy and Workforce Empowerment

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

Key Initiatives:

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

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

Looking Forward: Strategic Outlook for 2025

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

Strategic Priorities for 2025:

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

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

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

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