

2026

Meaningful Momentum

First Year Anniversary Update



Cayman Islands
Government

NCFC National Coalition
For Caymanians

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Message from Her Excellency, The Governor Mrs Jane Owen



I extend my congratulations to Hon Premier André Ebanks and the National Coalition for Caymanians (NCFC) on their achievements during this first year in office. I am grateful for the constructive partnership we share, as the public service works to deliver Government priorities at pace. Parliament also plays a key role in debating and developing our national agenda and I applaud Mr Speaker and all parliamentarians for their engagement.

We are fortunate to have a cadre of highly effective leaders within Cayman's public services, whose professionalism, expertise and commitment drives forward our agenda across key policy areas, including health, education, infrastructure, financial services, tourism, energy and the environment.

As Governor, I am determined to ensure that we have the strategy and resources we need to promote the safety and security of our islands. The NCFC are committed to supporting our Royal Cayman Islands Police Service, Coast Guard, Fire Service, Regiment, Hazard Management, and the many related entities who work each day to combat crime and manage risk.

The governance arrangements we enjoy in the Cayman Islands continue to provide a sound framework for effective decision-making, thereby safeguarding the international reputation that Cayman has rightly earned. The United Kingdom remains a committed partner as we navigate an increasingly uncertain world, and I look ahead with confidence as we continue to work together to deliver a secure and prosperous future for all our people.

I also take this opportunity to pay tribute to our Deputy Governor, the Honourable Franz Manderson, who will retire in July after an exceptional career of service to these Islands. His leadership, integrity and unwavering commitment to excellence have left an enduring legacy that will benefit future generations.

Message from the Premier

Honourable André M. Ebanks, MP

Premier, Minister for Financial Services and Commerce and Cabinet Office



One year ago, the people of the Cayman Islands voted for the candidates they believed would best represent their interests, effect change where it mattered most and lead our country with integrity and vision. The result was a diverse group of members from different parties and backgrounds who put egos aside for the good of the country – and that is the strength of the National Coalition For Caymanians Government. As a coalition, we bring different perspectives and priorities to the table, but we are united in working together, on your behalf, for a stronger, fairer Cayman Islands.

The NCFC Government is now one year into a four-year term – one year since we gathered for our first Cabinet meeting, and six months operating under our own Strategic Policy Statement and Budget. This is just the beginning.

What we set out to do

When we took office, we made clear that this Government would be different – not just in what we deliver, but in how we govern. We committed to tackling the issues this country has faced for decades, to working collaboratively and to holding ourselves accountable to the people of these islands.

One year on, I am immensely proud of the strong start we have made. We heard the call to reform our outdated immigration system loud and clear, and we lost no time in delivering legislation that puts Caymanians first in the workforce. We are making healthcare more accessible to the people who need it most, we are investing in education and infrastructure, we have a clear plan to modernise waste management, and we are tackling cost of living in the area that hits households hardest: energy costs.

These are not small steps. But we also know they are not the finish line.

The coalition in action

It's not just what we are doing, but how we are doing it – working across government and in consultation with the private sector and civil society, respectfully, collaboratively and professionally. We are living up to the values we promised in our NCFC Coalition Agreement, a document that was a historic first for the Cayman Islands, and we are raising the bar for governance. We also recognise the solid partnership and expertise we rely on from our colleagues in the civil service who make our goals possible.

Looking ahead

Looking at what is to come, we are determined to keep the momentum going – modernising our public services, advancing policies and initiatives that will improve the lives of Caymanians and ensuring Cayman remains competitive on the global stage, particularly in tourism and financial services.

We are investing in education and training, improving career pathways for Caymanians, and are actively working to establish a better harmony between our natural and built environments. The Cayman Forward initiative is a good example of how this government approaches problem-solving and policy-making: by looking at the evidence, convening the right people in the room and putting aside partiality to work in the greater interests of our people.

Resolving long-standing or neglected issues takes time. The NCFC Government is not relying on quick fixes and short-term solutions. Caymanians deserve better than that, and we intend to deliver lasting results.

In our first year, we have laid the foundations. In the years ahead, the work continues in delivering real, tangible benefits for all Caymanians, on all three islands, at every stage of life.

Message from the Deputy Governor

Honourable Franz Manderson, MBE, Cert. Hon., JP

Deputy Governor and Head of the Civil Service



In the First 100 Days Report, I wrote of the pride I felt watching the Civil Service seamlessly support the transition to the new government. Now, as we mark a full year in office, that pride has only deepened and it is with a full heart that I offer these reflections, knowing they will be my last in this capacity.

After 44 years in the service of the Cayman Islands, I have had the privilege of witnessing this Civil Service evolve, mature and grow into something truly remarkable. Through every change of government, every economic headwind, every social challenge and every global disruption, it is the men and women of this public service who have remained the constant - showing up, day after day, with dedication, talent and genuine compassion for the people they serve. They are without question the backbone of these Islands and I hold each of them close to my heart.

Over the course of the National Coalition For Caymanians' first year in office, the Civil Service has continued to demonstrate the very best of what professional public administration looks like. The collaborative relationship between the political leadership and the administrative arm of government has been a testament to what can be achieved when both sides are united by a shared purpose, the welfare of the Cayman Islands and its people. From advancing legislative priorities including the landmark term limits legislation to rolling out a service-wide succession planning policy that expands opportunity for Caymanians, the coming into force of disciplinary regulations governing misconduct and inadequate performance, to finalising a fiscally prudent 2026-2028 budget, the Civil Service has delivered with the quiet, steady excellence that defines it.

Our strategic framework built around outstanding customer experience, exceptional leadership, excellent talent development and a culture of accountability continues to guide us forward. I am enormously proud of what we have built together, and I am confident that the foundations we have laid will endure long beyond my tenure.

To every civil servant across the Cayman Islands Government, thank you. Thank you for your professionalism, your resilience and unwavering commitment to the people of these Islands. It has been the honour of my lifetime to serve alongside you.

To the Premier and the National Coalition For Caymanians, congratulations on completing your first year in office. I look forward in my remaining months to supporting the continued advancement of this partnership and I leave knowing that the Civil Service is in very good hands.

Congratulations to all on a successful first year.

Message from the Attorney General Honourable Samuel Bulgin, KC, JP

Attorney General, Portfolio of Legal Affairs



The first year of this administration has been one of meaningful and impactful progress for our legal framework, reflecting the collective effort of Cabinet, Parliament, and the dedicated professionals across the legal sector of these Islands.

Among some of the most memorable achievements is the commencement of the Legal Services Act, which brings to a close more than two decades of effort to modernise the regulation of legal practitioners in the Cayman Islands and the practise of law globally. For too long, the legal profession operated under a framework that did not adequately reflect the standards necessary to support a modern and sophisticated international financial services jurisdiction. With Cabinet's support, a regulatory structure has now been established that promotes quality, accountability, and public confidence in legal services. This is foundational reform of the kind that will benefit practitioners and the public alike for generations.

The successful passage of the Administrative Appeals Tribunal Act, which received the support of both Cabinet and Parliament, is equally significant. This legislation creates more accessible pathways for the fair and timely resolution of administrative disputes, reducing

reliance on the courts for matters that can and should be resolved through efficient, specialist mechanisms. It is a practical expression of this government's commitment to good governance and genuinely accessible justice.

In the final sitting of the 2025/26 legislative session, Parliament approved the Proceeds of Crime Amendment Act, a critical step in bolstering our Anti-Money Laundering and Countering Terrorist Financing Frameworks against financial crime and corruption. This law enhances the ability of authorities to identify, track, and confiscate illicit assets, reinforcing the Cayman Islands' standing as a jurisdiction of integrity and transparency. Gratitude is owed to all members who recognised the importance of this measure and supported its passage.

Special recognition is due to the Law Reform Commission, which this year celebrates its 20th anniversary, a significant milestone representing two decades of rigorous research and substantive contributions to the development and modernisation of law in these Islands. The Commission's body of work spans arbitration, charities, consumer protection, directors' duties, anti-bullying, strata titles, the enforcement of foreign judgments, and much more. This year alone saw final reports on adverse possession, the Settled Land Act, Registered Land Act, alongside preparatory work underpinning the Administrative Tribunal Act itself. The Commission has also engaged substantively with key referendum questions, ensuring that our legal frameworks are prepared to reflect the evolving democratic choices of our people.

The year also saw the government pursuing a very aggressive legislative agenda, culminating in a range of proactive as well as responsive legislation. Our legislative Drafting department was able to deliver on the government legislative priorities in a number of areas involving immigration, planning, health, financial services as well as others. Again, thanks to the government for the provision of additional resources which enable the delivery of this vital service.

The additional resources were pivotal as the Chambers were able to provide the necessary support in other areas such as the provision of significant amounts of timely legal advice in all areas of governance.

Thanks go to Chairman Mr. Hector Robinson KC, the Commissioners, Director Mr. José Griffith, and the Commission's staff for their steadfast dedication over these twenty years and beyond.

Looking ahead, the legislative agenda remains active. Work is underway to modernise the Notaries Public framework and to introduce a demerit points system for traffic violations, among other reforms. These measures continue the administration's commitment to keeping the Islands' laws fit for purpose and responsive to the needs of the community.

Finally, sincere gratitude is expressed to Her Excellency the Governor, the Honourable Deputy Governor, the Honourable Premier, the Honourable Leader of the Opposition, and all members of the Parliament for their continuing vigilance, insight, and dedication.

The numerous legal reforms achieved during the government's first year rest on a foundation of strong institutional and integrated partnership as well as demonstrable commitment and support from the Chambers as we played our part in ensuring adherence to good governance, constitutionality and the rule of law.

Congratulations to the Government on the first-year anniversary.



Executive Summary

In one year, the National Coalition For Caymanians is already delivering on promises, making legislative changes and establishing policies and plans to enhance people's lives.

This report documents the NCFC's achievements to date across ten ministries, and across all three islands. With only one year complete and three still to come, the Government's focus is on forward momentum as plans move into delivery phase and the groundwork for change laid in the first year starts to take effect.

In the spirit of transparency and accountability that the NCFC Government subscribes to, this One Year Update provides a candid snapshot of where we are today and the Government's priorities going forward.

Delivering across seven broad outcomes

The NCFC Government has made advances in all seven of the Broad Outcomes set forth in the Strategic Policy Statement — from landmark immigration reform and the Cayman Islands' first-ever Public and Affordable Housing Policy and 10-Year Strategic Plan to strengthening environmental protections and modernising public services used by Caymanians every day.

The economy is strong. 2026 is off to a record start in tourism, with the highest monthly arrivals in the country's history in March. Commerce is thriving, with increasing numbers of new company registrations and trade and business applications. Our international credit rating and our reputation as an international centre of excellence in financial services remains high. With the 2026-27 budget, the NCFC Government is investing this economic success back into communities and the country through programmes and projects that help improve the quality of life for all Caymanians.

The financial foundations are secure. But this Government's ambition is not only economic. It is social, cultural, and generational.

One Cayman – all three islands

The NCFC Government's commitment is to all Caymanians, on all three islands. The safety of our people is always a priority, which is why we have extended the national CCTV Programme with 21 cameras in Cayman Brac for the first time. We are building four affordable homes on the Bluff and procuring a competition-standard athletics track for the Cayman Brac Sports Complex. We expanded cruise calls to Cayman Brac, bringing economic activity to local businesses, and are taking the Youth Empowerment Symposium to the Brac for the first time this June. We are protecting natural environments in all three islands, and have confirmed that Little Cayman airport will stay in its current location.

These are not token gestures. They represent coordinated efforts to ensure that investment, opportunity and quality of life are shared equally across all three islands.



Investing in every Caymanian at every stage of life

The NCFC's vision is a thriving, sustainable and unified society where every Caymanian can reach their full potential. The activities outlined in this report show how we are investing in Caymanians at every stage of life.



For our youngest Caymanians, we have doubled the funding for the Early Childhood Assistance Programme from \$910,000 to \$2.1 million annually, giving an additional 235 Caymanian children access to early childhood education and improving school readiness. We are investing in our classrooms and the next generation of Caymanian teachers, and embedding our Caymanian culture in the curriculum, distributing books that tell Caymanian stories in Caymanian voices to schools and libraries. We are also strengthening statutory frameworks to improve safeguarding measures and advocacy for children through amendments to the Children Act.



For young people, we are making it easier for returning graduates to find employment opportunities, we are equipping students with job and life skills, we're expanding access to sports and mental health support and for the first time giving young people a formal voice to shape their future. For working Caymanians and families, we have increased the national minimum wage and are making healthcare more accessible to more families. We have introduced the first-ever Public and Affordable Housing Policy and 10-Year Strategic Plan, laying the foundation for more affordable home ownership. Road infrastructure improvements will reduce the time spent in traffic, while work to modernise our public transport system is underway.



For older Caymanians, we held the Ageing Forum and are launching a community calendar for older persons, including fitness programmes designed specifically for Cayman's ageing population. Through amendments to the Older Persons Act, we are strengthening legal protections for our seniors.

This is what a whole-of-society government looks like. Not a collection of separate ministerial programmes, but a coordinated investment in Caymanian life — from early childhood to older age.

Modernising how Government works

The NCFC Government is committed to making public institutions more modern, more transparent, and more accessible. We launched My eID — the Cayman Islands' first digital identity card — in January 2026 and have enhanced the GOV.KY platform to take more services online and improve the user experience. We are developing the country's first AI Policy and are consulting with private sector on how to prepare Cayman for a digital future. We have invested in training and people across the civil service whose workloads continue to expand as the population grows.

A modern government not only delivers better services, it builds institutions and trust. The NCFC expects the highest standards of governance across the public service, providing training to Boards and improving and supporting the work of the Anti-Corruption Commission.



The road ahead

In Year One, the NCFC has done the groundwork developing legislation, strategies and frameworks that make lasting advancement possible. That work was necessary and it was done properly. Our focus and direction for the next three years is clear: turning plans into projects, projects into outcomes, and outcomes into real improvements in the lives of Caymanians and their families across all three islands.

NCFC Government Year One Snapshot

Integrity, evidence-based decision-making, innovation, respect, responsibility, courage and cohesion.

Education, Immigration & Workforce Development



Early Childhood Assistance Programme funding doubled, supporting more families and giving vulnerable children a better start in school



Landmark immigration reform with Caymanian Protection Act ensuring Caymanians come first in the workforce

Housing, Infrastructure & Environment



First-ever Public and Affordable Housing Policy and 10-Year Plan supports home ownership and paves the way for more affordable housing



Six new areas designated for protection; advanced landfill diversion strategy by addressing waste at its source through anti-litter act and single use plastic ban

Economy



Record visitation in first quarter of 2026, with increased airline routes and capacity boosting tourism and related industries



Increased commercial activity, and strengthened regulatory frameworks attracting new business to the Cayman Islands

Health & Social Development



Modernising public health and expanding healthcare support including mental health services for youth.



Launched the adult safeguarding task force to protect the most vulnerable in our community

Caymanian Identity, Culture & Heritage



Opened the Emancipation Centre as part of Heritage Month promoting our shared history and traditions



Introduced two new books by local authors into all schools and libraries, enhancing Caymanian culture in the curriculum

Public Services



My eID launched, giving Caymanians a single digital identity and making access to government services more efficient



Enhanced GOV.KY to make more services available online, such as a new platform for online passport renewal for adults

Good Governance & Public Safety



Historic Coalition Agreement signed, setting the standard for governance and collaboration across government entities.



CCTV network expanded into the Sister Islands, supporting crime prevention and enhancing public safety

The year in numbers:



235+

More children with access to early education support



623,477

Visitor arrivals Q1 2026



99,749

Registered companies



6

New natural spaces designated for protection



13

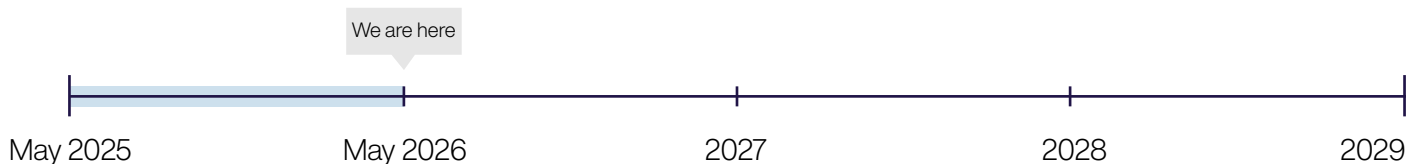
Anti-Corruption Commission Convictions



21

New CCTV cameras in Cayman Brac

Timeline



It's been one year since the NCFC Government met for their first Cabinet meeting on 20 May 2025, and just five months since the 2026-27 national budget was approved by Parliament. In their first year, the coalition has made advances across all seven broad outcomes established in the Strategic Policy Statement, working across ministries and in partnership with the Civil Service for a stronger, fairer Cayman Islands. After a solid start, the focus is on keeping the momentum going and continuing to deliver meaningful results.



Cabinet Office



“The Cabinet Office sits at the very heart of how this Government delivers for the people of the Cayman Islands. Good governance is not a slogan, it is the daily discipline of preparation, partnership and progress. As the Premier, I am proud of what our teams have delivered in just one year: a transformed GOV.KY platform recognised as Website of the Year, a stronger national weather and emergency response capability, meaningful international engagement with our UK counterparts, and humanitarian solidarity with our Caribbean neighbours. As we look ahead to initiatives like the Cayman Forward, the move to 24-hour weather operations, and improved national shelter capacity, the Cabinet Office will continue to drive the cross-government coordination needed to turn this Government’s vision into lasting outcomes for the Cayman Islands.”

Honourable André M. Ebanks, MP
Premier

The Cabinet Office carries out an extensive mandate that supports effective governance and the delivery of public services. It leads strategic initiatives that strengthen national development, fosters stakeholder engagement and builds strategic partnerships that enhance the reputation of the Cayman Islands. The Cabinet Office also provides critical administrative and policy support to the Office of the Premier, Government Ministers and Members of Cabinet. In addition, it coordinates the development and implementation of cross-ministerial policies to ensure collaboration, efficiency and alignment across government. Through its leadership and oversight function, the Cabinet Office plays a critical role in advancing national priorities and promoting good governance.

Top Win



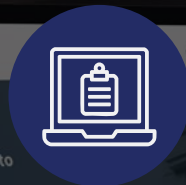
Enhanced National Weather Monitoring and Alert Capabilities

Strengthened emergency preparedness through the introduction of NOAA's beta Storm Surge Model calibrated for Cayman, implemented 100% expansion of the flood sensor network in George Town and Bodden Town, enhanced satellite communications for resilient National Emergency Operations Center connectivity and upgraded weather warning system and branding to align with United Nations early warning standards.



Advanced GOV.KY Modernisation Programme

Rebuilt and modernised GOV.KY within six months, under budget and with no additional staff, delivering a faster, accessible, user-centred platform. Now hosting 51 government sites and attracting 3.77 million annual sessions, GOV.KY was named Website of the Year at the 2026 CIMPA Awards.



Launched the Seafarers' Registry

Honoured Cayman's maritime heritage through the launch of a publicly accessible resource that ensures the preservation of seafarers' contributions to the islands.



UK Parliamentarian Visit

Premier, Hon. Andre Ebanks, MP, welcomed five UK Parliamentarians for an official visit featuring meetings, site visits and discussions. The programme strengthened political engagement and provided first-hand exposure to Cayman's work in environmental protection, law enforcement, emergency management and financial services regulation.

Results to Date

Coordination of the Swearing-In Ceremony:

Coordinated the 6 May Swearing-In Ceremony at Parliament, providing full ceremonial and event management, including programme development, seating, dignitary management and official invitations. Facilitated the Oaths of Allegiance and Due Execution for Government, Opposition and Independent Members before a well-attended public audience.

Coordination and Support of the Cayman Islands Government Humanitarian Relief Efforts to Jamaica:

Coordinated humanitarian relief for Jamaica following Hurricane Melissa, including donation of critical emergency supplies, a financial contribution to Jamaica's Hurricane disaster fund, collaboration with regional and international partners, logistical coordination, and support for relief and recovery in affected communities.

Enhanced CINWS Website:

Upgraded the CINWS website to improve user experience and public safety. Enhancements include a dedicated warnings and alerts page, detailed station data for localised real-time insights, and improved mobile accessibility—strengthening Cayman's collective ability to prepare, plan and build resilience.

Upgraded Kearney Gomez Doppler Radar and Building:

Completed remedial works to the radar facility and upgraded the Kearney Gomez Doppler Radar system ahead of the hurricane season. The project strengthened national weather monitoring capability, forecasting reliability, and operational resilience.

Renovations to the Radio Cayman Building

were completed in early 2026 ahead of the station's 50th anniversary, including upgrades to the main broadcasting studio and reception area. The building has been officially renamed the Loxley Banks Broadcasting Centre, preserving a cornerstone of Caymanian identity and culture for future generations.

Re-establishment of Cayman Islands All Party Parliamentary Group (APPG):

Following months of strategic CIGO-UK engagement with newly elected MPs after the 2024 UK General Election, the APPG was re-established as a cross-party platform for parliamentarians, strengthening the longstanding relationship between the Cayman Islands and the United Kingdom.

Support in National Emergency Response

to the George Town Landfill Fire by providing strategic coordination and tactical support, including interagency collaboration, stakeholder engagement, resource coordination, and support for public safety and community impact mitigation efforts.



In Progress

CINWS Operations and Research Centre: Work on the first ever purpose-built weather observation and forecasting facility in the Cayman Islands is expected to be completed in Summer 2026. This weather centre will facilitate essential meteorological and weather monitoring across the Cayman Islands in support of enhanced operational efficiency, and strengthened capacity in forecasting which ultimately improves public safety.

E-Cabinet Solution: Advanced the multi-phase e-Cabinet initiative aimed at digitising Cabinet, National Security Council and Caucus processes. Significant progress has been made in governance planning, stakeholder engagement, procurement activities, and the development of detailed business, functional, technical, and security requirements.

Enhancement of Policy Delivery across CIG: Continued building civil service policy capacity through training, development and innovation. In 2026, delivered workshops on Key Policy Development and Implementation, Mainstreaming Gender, International Obligations, and Navigating Cayman's Legislative Landscape. Working with the Portfolio of the Civil Service to develop a policy training framework.

Expansion of Weather Sensor Network: Advanced the Weather Sensor Network Programme with four new AWOS towers across all three islands and launched the new CINWS website platform. Work continues on weather sensor installation, the Centralised Weather Data Integration Platform, and for storm surge sensors, with implementation in 2026.

Upcoming

Improve Shelter Capacity by advancing initiatives across the Cayman Islands, including enhancing emergency shelter infrastructure, strengthening disaster preparedness measures, and integrating Equity, Diversity, and Inclusion (EDI) principles to ensure accessible, inclusive, and equitable protection and support for vulnerable and at-risk communities during an emergency.

Cayman Day 2026: This occasion will mark the 6th Annual Cayman Day gathering in the UK which brings Caymanians and friends together to celebrate Caymanian culture and heritage and reinforces national identity and a sense of belonging among the Cayman diaspora in the UK.

Enhanced Weather Coverage through the CINWS' Transition to 24-hour Operations: This will provide continuous monitoring and the ability to disseminate critical weather information at any time. The transition will align the CINWS operations with international standards for a national meteorological agency and will facilitate rapid response to weather related threats improving public safety.

The Cayman Forward Initiative: The NCFC administration, supported by the Cabinet Office, will bring together ministers, civil servants, and development, environmental and conservation stakeholders in structured dialogue to collaboratively resolve long-standing national challenges—delivering a jointly owned action plan with concrete legislative, regulatory and policy reforms.





Portfolio of the Civil Service



“As a country, we can all be proud of the Civil Service’s strides in advancing the government’s strategic priorities and desired broad outcomes during the NCFC’s first year.

Implementing or enhancing several key strategic and operational initiatives, the Portfolio of the Civil Service provided strong Civil Service-wide support to enhance the efficiency, effectiveness, accountability and people-centredness of public services; reinforce good governance, and further education, immigration and workforce development priorities.

Our ongoing commitment is to maintain this strong focus, ensuring we demonstrate the very best in public administration, for the betterment of the people of the Cayman Islands.”

Honourable Franz Manderson, MBE, Cert. Hon., JP

Deputy Governor and Head of the Civil Service

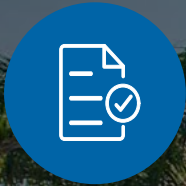
The Portfolio of the Civil Service sits at the centre of Government’s operating architecture. It provides strategic policy leadership and operational support to Her Excellency the Governor and the Deputy Governor in their oversight of the Civil Service, drives public sector reform, and delivers the HR policies, governance frameworks, and accountability systems that underpin the effectiveness of the Service. While each ministry advances its own policy priorities, as guided by the Government’s Strategic Broad Outcomes, the Portfolio works across the entire organisation, strengthening the foundations on which a modern, capable, and trusted Civil Service is built.

Top Portfolio Win



Succession Planning Policy: A First for the Civil Service

In July 2025, the Civil Service launched its first-ever Succession Planning Policy, formalising structured pathways for Caymanians to advance their careers within the Civil Service. The inaugural pilot programme commenced immediately, focused on the Chief HR Officer role.



Modernised Disciplinary Framework

Cabinet approved the Personnel (Amendment) Regulations, 2025 on 13 November — the first comprehensive reform of the Civil Service disciplinary framework, following a full review commissioned in 2024.



First Caymanian Auditor General Appointed

2025 saw the appointment of the first Caymanian Auditor General, following an open and competitive recruitment campaign — a significant milestone in the Caymanianisation of senior public sector leadership.



Anti-Corruption Commission: 13

convictions secured for corruption-related offences. Four active money laundering investigations are progressing in parallel.

Results to Date

Enterprise Risk Management (ERM) Framework completed and implemented across the Civil Service, with training delivered across 28 Civil Service entities.

National Security Vetting

Unit Established: Head of Unit appointed, vetting framework and policy developed, pilot programme launched and Strategic Oversight Board created.

Board Governance, Law and

Practice Training delivered to 55 Board Members across 20 statutory authorities and public bodies, strengthening governance standards across the public sector.

Internal Audit Service:

Achieved a 91% stakeholder satisfaction score and delivered 1,096 hours of advisory support.

In Progress

Personnel Regulations — Term Limits (Non-

Caymanians): Following amendments to the Public Service Management Act, corresponding Personnel Regulation amendments are drafted and awaiting implementation. Term limits for non-Caymanians will take effect in 2026.

Adult Online Passport Renewal Platform:

The Passport and Corporate Services Office is conducting a final contract review for provider Entrust to test and launch an online passport renewal platform for British Overseas Territories Citizens. Go-live is targeted for 2026.

my-VISTA HR System:

The final stage of the my-VISTA implementation is underway, delivering new functionality for onboarding, succession planning, and an executive reporting dashboard.

Elections Act Amendments:

Work is underway with Government and constitutional bodies to advance long-outstanding Elections Act reforms, including campaign finance reporting, voter data privacy, and a comprehensive Referendum Act.

Office of Education Standards

Inspections: Cycle 4 of the national school inspection programme commenced in October 2025 and is ongoing, providing independent assessment of standards across Government and private schools.



Upcoming

National Good Governance Campaign will be implemented in partnership with the Governor, Premier, and Leader of the Opposition, led by the Commission for Standards in Public Life. The cross-party, cross-constitutional nature of this initiative signals that good governance is a shared national commitment that is above partisan politics.

Job Families — Clear Career Pathways Across the Civil Service: The Job Families project will set out transparent career pathways for every profession in the Civil Service, showing civil servants the skills and competencies required to progress. Planned for finalisation in 2026.

Succession Planning Scale-Up: Following the Chief HR Officer pilot, the succession planning model will be brought to scale across the Civil Service in 2026, creating structured career pathways into senior roles for Caymanians.

First People Strategy for the Civil Service: The Civil Service's first People Strategy will set a 3–5 year framework for managing the Government's largest single expenditure — its people.

FATF Mutual Evaluation Preparation: The Anti-Corruption Commission will prepare for the Financial Action Task Force Mutual Evaluation in 2027, expanding public sector outreach and corruption prevention training.

Cayman Brac Passport Services: Completion of staff training in the 'Passport Reach' system will allow full deployment of passport issuing capability at the Cayman Brac District Administration Office.

New Five-Year Civil Service Strategic Plan: Development of a new five-year Civil Service Strategic Plan, aligned to the Government's priorities, will commence in 2026.



Portfolio of Civil Service
Cayman Islands Government

Deputy Governor's Town Hall Meeting: Introduction of Term Limits on the Appointment of Non-Caymanian Civil Servants

26 May 2025



Ministry of Finance and Economic Development



“As we mark our first year in office, this milestone reflects our steadfast commitment to good governance. We remain focused on delivering responsible financial management and ensuring that every dollar of public funds contributes to tangible positive outcomes for the people of the Cayman Islands. Ensuring that transparency, accountability and sound financial management are embedded in how Government operates is fundamental to building public trust. Over the past year, we have made meaningful progress in aligning our policies, financial systems and reporting with these principles. While there is more work ahead, we are committed to maintaining a disciplined, responsible approach that delivers measurable results and reinforces confidence in public finances.”

Honourable Rolston Anglin, JP, MP

Minister for Finance and Economic Development

The Ministry of Finance and Economic Development plays a central role in managing the Government’s financial affairs and advancing its goals of transparency, accountability, and fiscal responsibility. Through its role in preparing the national two-year budget, the Ministry is at the centre of Government’s ability to fund its programmes and achieve its priorities.

The Ministry is responsible for developing and disseminating macroeconomic and statistical information, formulating sound budgetary and fiscal policies, and advising Cabinet on national economic forecasts and public financial management. It also leads efforts to strengthen procurement practices across the public service.

Top Ministry Win



Delivered a Balanced and Sustainable 2026-27 National Budget

The Cayman Islands 2026-2027 Budget was passed in Parliament in November 2025 in full compliance with the Principles of Responsible Financial Management and an enviable debt-to-GDP ratio of 8.5%.



Maintained Moody’s Aa3 Ratings for the Cayman Islands:

International credit rating agency Moody’s maintained the Cayman Islands Government’s Aa3 bond issuer rating.



Improved alignment between policy development and budgeting:

Strengthening the connection between government priorities in the Strategic Policy Statement and the resources allocated to achieve them.



Strengthened fuel sector regulation and enhanced consumer protection: Approved drafting instructions to strengthen oversight of the Cayman Islands’ fuel sector.

Results to Date

Delivered a Multi-Phase Energy Relief and Resilience Programme: In response to rising global fuel prices, the NCFC Government announced a three phase programme providing immediate cost of living relief with a \$9million aid package featuring a temporary waiver on fuel duty and a residential electricity fuel charge cap during the peak summer months. The programme also expands the Cayman Home Energy Efficiency Retrofit programme to help households reduce consumption and supporting the long-term transition to solar.

Increased Stamp Duty Revenue and Encouraged Sustainable Development: Raised stamp duty rates from 7.5% to 10% on homes over \$2 million, while reducing flat-rate import duty on building materials and introducing concessions for the Sister Islands to spur economic activity in Cayman Brac.

Achieved a Budget Surplus in 2025 Financial Year: Decisive action by the NCFC Government, including a pause on recruitment and 10% reduction in expenditure on supplies and consumables, resulted in an estimate \$43.7 million surplus.

Extended Post-election Deadlines for Policy Development: Amended the Public Management and Finance Act to extend the deadline for a new government to submit the Strategic Policy Statement following a general election to support better planning.

International Representation: Senior Ministry leaders represented the Cayman Islands at the XIX Annual Inter-American Network of Government Procurement Conference.

Regularised Publication of Statistical and Financial Data: Published timely information via the Economics and Statistics Office as well as quarterly unaudited Government financial results.

Anti-Fraud Policy Update: Advanced the comprehensive update of the Government's Anti-Fraud Policy to strengthen prevention, detection, reporting and response mechanisms across the public sector.

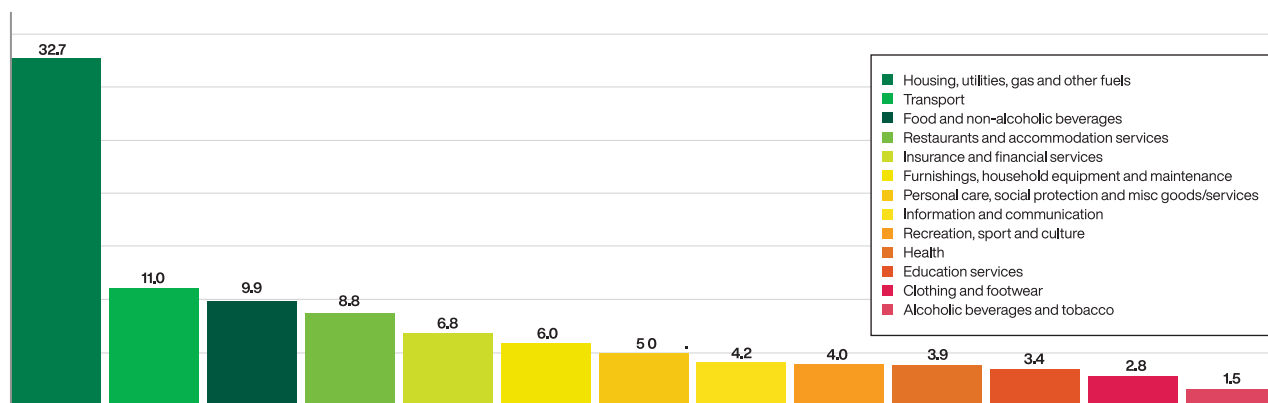
Strengthened Accountability in Financial Reporting: Shifting audits to cover the full accounts of all financial transactions involving each ministry, portfolio and office.

Delivered Savings across the Public Sector through greater use of regulated negotiations methods, resulting in \$2.3million in savings across 14 projects.

Small Business Support: Hosted vendor training on procurement process participation and the process of bidding to support small businesses.

Tackling energy costs at the root cause will help reduce household costs

Cayman Islands Per Capita Household Consumption 2023 (Expenditure Division By Percentage)



Data provided by the Economics and Statistics Office

In Progress

Public Management and Finance Act Modernisation:

Updating to ensure the legislative framework remains fit for purpose and responsive to current public sector governance needs. The project is underway to clarify roles and responsibilities, strengthen control mechanisms, and support greater accountability across the entire public sector.

Budget Modernisation: The budget modernisation project is underway to improve how ministries and other entities plan, justify, and report on the use of public resources. The work is focused on creating a more outcomes-based budgeting and reporting framework that improves transparency, simplifies preparation, and strengthens decision-making.

Anti-Fraud Policy: Continuing to update the Government's Anti-Fraud Policy, embedding stronger governance controls, aligning with audit recommendations, and supporting a culture of integrity and accountability.

Upcoming

Finalising the Outcome-Based Budgeting and Reporting Framework: The Ministry's next major priority is to finalise the Outcome-Based Budgeting and Reporting Framework to strengthen the link between public expenditure and measurable results.

Fuel Sector Oversight: Finalise legislative amendments to consolidate fuel-sector licensing and regulatory authority under the Utility Regulation and Competition Office, creating a single accountable regulator with clear authority for oversight, compliance and enforcement.

Anti-Fraud Policy Rollout: Following completion of the policy update, the Ministry will commence the formal rollout of the revised Anti-Fraud Policy across the entire public sector in the second quarter of 2026.





Ministry of Education and Training



“Since my return as Minister, we have taken clear steps to strengthen education and training, and to reaffirm our commitment to every learner at every stage. There is much more to be done to ensure our people can progress and make the most of the opportunities available to them. That work will continue through close collaboration across Government, and the sustained efforts of the civil servants and educators who are forging closer relationships between home and school and who are central to this delivery.”

Honourable Rolston Anglin, JP, MP
Minister for Education and Training

The Ministry of Education and Training provides strategic leadership and oversight for the Cayman Islands' education and training system, from early childhood care and education through to adult learning. Its remit spans compulsory education, inclusive education, technical and vocational pathways, and lifelong learning, as well as broader services that support community development and access to knowledge. The Ministry oversees public education institutions, provides regulatory oversight for private providers, and manages key programmes aimed at improving educational outcomes and workforce readiness across all stages of life.

Top Ministry Win



Expanded Access to Early Childhood Education

Increased funding for Early Childhood Assistance Programme (ECAP) from \$910,000 to \$2.1 million annually, and introduced a new hardship category, expanding access for over 235 Caymanian families and improving school readiness.



2026 National Education Conference brought together educators and school leaders to strengthen professional practice, leadership and collaboration - set against a backdrop of progress with more than 50% of active government schools earning a “Good” rating in the past five years.



Strengthened Tertiary Education Infrastructure: A CI\$9 million allocation is advancing the expansion of the University College of the Cayman Islands, supporting a modern, future-focused education system.



Advanced Workforce Readiness: The 2025 Passport2Success programme equipped 13 young Caymanians with job-ready skills and work experience, strengthening pathways into employment.

Results to Date

Ministerial School Engagement Visits: The Minister visited approximately 95% of Government schools, strengthening direct engagement with school leaders and staff, and informing evidence-based decision-making and school improvement priorities.

Inter-School Athletics Championships: Over 750 students from more than 40 schools competed, with approximately 55 records broken. The secondary meet was officially sanctioned for the first time by the Cayman Islands Athletic Association, with student-athletes qualifying for CARIFTA Games for the first time.

Promoted Caymanian Culture and Heritage in Schools:

Embedding cultural learning through annual Heritage Days and introducing “Cayman Corners” in classrooms.

Increased Access to Overseas Scholarships:

Extended the 2026–2027 Overseas Scholarship application period by one month, resulting in 106 additional completed applications.

Expanded Early Childhood Family Support:

Expanded the Smart Start Programme to include Early Childhood Roving Parent Mentors, delivering home-based support to families in underserved communities.

Theoline McCoy Primary School Nursery and Learning Support Class:

Completed all refurbishment and fit-out works, creating dedicated spaces for early years provision and enhanced learning support for students with additional needs.

Enhanced Support for Adult Learners with Additional Needs:

The Sunrise Adult Training Centre expansion created dedicated spaces for specialised programmes including a new sensory room, supporting 14 additional learners.

National Children’s Festival of the Arts (NCFA):

176 student entries across public, private, and homeschool settings in 2026, resulting in 5 platinum, 73 gold, 62 silver, and 34 bronze awards.

NexGen Educators Campaign:

Launched a national initiative to promote careers in education among Caymanian students, raising awareness of diverse roles including teaching, educational psychology, and counselling.

School Leaving and Graduation Ceremony Standards:

Introduced standardised protocol and programme standards across all Government schools for 2026, embedding Caymanian culture and ensuring consistent, high-quality ceremonies.

Improved Literacy Outcomes:

Reading outcomes in government primary schools have improved by 18.4 percentage points since 2022, including a 6% increase between 2024 and 2025.



Message from the Parliamentary Secretary
Ms. Heather Boddan, OCl, Cert. Hon., JP, MP

Parliamentary Secretary responsible for Social Development; Education and Training; Tourism

“Strengthening learning outcomes across our schools remains a national priority for our government. We are encouraged by the progress being made, with more schools achieving ‘Good’ ratings, reflecting the dedication of our educators, students, and families. However, consistency across the system is essential, and our focus now is on sustaining these gains and ensuring that every child benefits from high-quality teaching and supportive learning environments. We also recognise the importance of aligning education with key sectors such as tourism, which continues to play a vital role in our economy. By equipping students with relevant skills, including customer service, cultural awareness, and hospitality management, we are preparing Caymanians for meaningful careers. Through continued investment in teaching excellence, accountability, and student support, we are building a more resilient, inclusive, and future-ready education system.”

In Progress

2027 National Education Conference: Planning is underway, adopting the one-day model that received strong feedback in 2026.

Professional Certification Grant Portal (Pilot): Preparing a pilot application portal to streamline access to funding for industry-recognised qualifications.

National Workforce Development Taskforce: The Ministry is actively contributing to a coordinated, cross-government approach to workforce planning.

Ready2Work Cohorts 13 and 14: Recruitment is underway for individuals seeking to enter or re-enter the workforce.

Spring 2026 GED Programme: The current cohort is engaged in structured academic preparation toward high school equivalency.

Review of SEND Strategy: A comprehensive review is underway to strengthen inclusive education, improve early identification and intervention, and ensure alignment with current legislation.

National School Emergency and Major Incident Framework to strengthen school safety and crisis response is progressing through approval and phased implementation.

Revised National ECCE Framework: Implementation of a revised Early Childhood Care and Education framework is progressing, integrating early intervention and allied health supports.

National Government School Meals Programme Review is underway examining operational and cost-management options while prioritising student wellbeing and equitable access to nutritious meals.

Theoline McCoy Primary School Staffing: Recruitment for Early Years educators, Special Education teachers, and support staff is progressing for operational readiness in 2026–2027.

1-to-1 Laptop Provision Review assessing effectiveness, value for money, and alignment with digital learning priorities, including consideration of emerging concerns about excessive device use.

Neurodiverse-Friendly Library Spaces: Developing inclusive, accessible library environments for students with diverse sensory and learning needs.

National Truancy Prevention and Intervention Framework to strengthen attendance monitoring, early intervention, and multi-agency support is being phased in.



Upcoming

Strengthen Governance of Scholarships and Post-Compulsory Education: A comprehensive restructuring of scholarship guidelines and processes to improve transparency, consistency, and alignment with national priorities.

Mobile Phones and Personal Smart Devices in Schools: The Ministry is revisiting enforcement of restrictions on mobile phones and personal smart devices to strengthen consistency, reduce distractions, support safeguarding, and promote focused learning.

Extend Compulsory Education to Age 18: Exploratory work has commenced, focusing on policy, legislative, operational, workforce, and funding implications to support future planning as part of the next budget cycle.

Sustain Workforce Development through Programme Procurement: Developing procurement processes to support continued delivery of Ready2Work in 2026 and Passport2Success from 2027 onwards.

Accelerate Expansion of UCCI Campus: The CI\$9 million Government allocation will enable the University College of the Cayman Islands to advance key priorities under its 2024 Campus Master Plan.

Expand Internships and Apprenticeships: Expanding placements for recipients of the Local TVET Grant, strengthening pathways from training to employment.

Modernise Scholarship Application and Management Systems: Streamlining and enhancing the process is on track ahead of the Fall 2026 academic term.





Ministry of Health, Environment and Sustainability



“I am incredibly proud of the work that this government has delivered in just 12 months. From day one, we promised to roll up our sleeves and act swiftly and decisively on the things that matter most for Caymanians and all those who call these islands home. We have worked hard to put the health of our people and our environment at the top of the national agenda. From what was previously two separate and distinct ministries, we now have one unified Ministry working together, to deliver strategic policies and projects that improve standards and provision of healthcare, protect and promote our terrestrial and marine environment, and ensure that our country is resilient to the risks of climate change now and for generations to come.”

Honourable Katherine Ebanks-Wilks, MP

Minister for Health, Environment and Sustainability

The Ministry of Health, Environment and Sustainability provides policy direction, strategic oversight and performance accountability across the Government’s health, environmental management and sustainability portfolios. By bringing together healthcare, environmental management and climate resilience under a single portfolio, the Ministry develops and implements policies and initiatives that support safe, healthy and resilient communities now and for future generations.

The Ministry oversees six departments and two statutory authorities: the Department of Health Regulatory Services, Department of Counselling Services, Poinciana Rehabilitation Centre, Mosquito Research and Control Unit, Department of Environment, and Department of Environmental Health, as well as the Health Services Authority and the National Drug Council.

Top Ministry Win



Strengthened Environmental Protections

Designated new protected areas, announced a ban on select single-use plastics and introduced stronger penalties for littering, reducing waste and supporting environmental preservation and long-term resilience.



Advanced Health Insurance Act Amendments

Parliament approved amendments to the Health Insurance Act (2021 Revision) to modernise how eligibility for government-supported healthcare is assessed.



Strengthened the Cayman Islands Resilience Index

Advanced a key action under the Climate Change Policy by developing a national tool to assess how policies and investments impact resilience, supporting better planning and more informed decision-making.



Transitioning Public Health

The Government announced the transition of the Public Health Unit from the Health Services Authority to the Ministry of Health, Environment and Sustainability.

Results to Date

Advanced the National Recycling Programme and Waste Management Reforms: Cabinet has approved policy direction for a coordinated approach to waste management across four workstreams: exiting ReGen, strengthening landfill operations, reducing waste through recycling, and developing a long-term solution.

Established Energy Policy Implementation

Committee: The committee will ensure the effective completion of the strategic actions within the updated National Energy Policy 2024-2045 and Implementation and Monitoring Plan.

Improved Operational Mosquito Surveillance

and Control Activities: The Mosquito Research Unit conducted operations across all three islands, including monitoring for vector-borne diseases.

Reviewed the Current Legislation

covering the Environmental Health Bill, Public Health Act, Litter Regulations and implementation of an administrative fine system.

Completed Transition of

Oversight of School of Nursing:

The Nursing and Midwifery Council now oversees the School of Nursing.

Expanded Community Human Papillomavirus (HPV) Vaccination:

The Ministry has conducted outreach through public and private sector partnerships.

In Progress

Move it Cayman: National Movement Challenge:

The first of a series of planned projects and initiatives that will make up the Step into Wellness campaign.

Progressing the National Health Strategy

to improve healthcare access, strengthen system performance, and address priority health risks, informed by national data and aligned with the Strategic Policy Statement.

Cayman Islands Resilience Index:

In partnership with Expertise France and Integrated Risk Management Associates, the Ministry is developing a Cayman Islands Resilience Index.

HEARTS Implementation: The Ministry has engaged the Pan American Health Organization to support development and implementation of a standardised treatment pathway for the effective management of high blood pressure, known as HEARTS.

Strengthening Mental Health Services through a renewed focus on prevention, early intervention, and community-based support, including work to expand youth mental health services and strengthen governance and oversight of national mental health programmes.

KPMG Governance Assessment of the Health Services Authority: An independent diagnostic assessment is underway to evaluate governance, leadership and organisational effectiveness within the HSA, supporting improved oversight, clearer accountability and stronger health system performance.

Transitioning the Public Health Unit to the Ministry: A phased transition has begun to bring public health functions closer to national policy and decision-making, strengthening coordination, improving use of health data, and supporting more proactive, evidence-based public health planning.

Upcoming

Health Practice Act (2026 Revision) represents a major update to the legislative framework that regulates healthcare practitioners and facilities in the Cayman Islands.

HEARTS Phase 1 will prioritise uninsured and underinsured Caymanians, expanding access to treatment and reducing long-term cardiovascular risk.

Launch the Waste Management and Recycling Programme introducing a framework to support commercial recycling, reduce waste entering the landfill, and enable long-term improvements in waste management.

Residential solar study: Finalise six key interventions to support the Cayman Islands Government in creating the right conditions for expanding residential solar generation across our islands.





Ministry of Financial Services and Commerce



“As we reflect on our first year in office, I am pleased to see enhancements made to the Cayman Islands’ largest economic pillar. Through key legislative reform, enhanced global engagement, and a continued focus on innovation, we have reinforced our position as a globally respected financial services centre of excellence. Our work to bolster anti-money laundering frameworks, modernise regulation and expand international partnerships demonstrates our commitment to remain focused on building a transparent, innovative, market-leading financial services industry that delivers lasting benefits for all Caymanians.”

Honourable André M. Ebanks, MP

Premier and Minister for Financial Services and Commerce

The Ministry of Financial Services and Commerce aims to maintain the Cayman Islands’ position as a globally respected financial services centre of excellence and innovation. Our work supports elected officials through policy and legislative development, strengthens the local economy, and contributes to global financial services standards.

With expertise across public administration, law, finance, communications, and technology, the Ministry leads initiatives across financial services, commerce, intellectual property, aviation regulation and maritime affairs, safeguarding Cayman’s reputation and advancing our local and international offerings.

Top Ministry Win



Strengthened Global Compliance

Advanced the National Risk Assessment and enhanced AML/CTF/CFP (anti-money laundering, countering terrorism financing, and countering proliferation financing) frameworks, reinforcing the Cayman Islands’ position as a trusted and compliant international financial centre.



Advanced Legislative Reform and Innovation

Delivered targeted legislative updates, including streamlined legislation to clarify the new registration of tokenised investment funds to modernise the jurisdiction’s regulatory and commercial environment and support continued growth in financial services.



Drove Economic Growth and Business Confidence

Supported continued growth in company and business registrations, reflecting sustained global confidence and a dynamic local business environment and supporting employment opportunities for Caymanians in both financial services and commerce.



Continued Development of International Partnerships and Global Influence

Led high-level international engagement, including visits to Asia, India and North America to strengthen cooperation and support investment activity.

Results to Date

Increased Commercial Activity: 17,794 Trade and Business Licence applications, representing an increase of 1,402 applications (8.6%) over 2024. As of March 2026, there were 99,749 registered companies, with 3,864 new companies registered in 2026 so far, building on the 13,320 new registrations in 2025

Introduced Multi-Year Trade and Business Licences:

The Trade and Business Licensing Board is offering an increase in the duration of licences for up to five years for Caymanian-owned businesses, administered by the Department of Commerce and Investment (DCI). Multi-year licences are a key step in modernising Cayman's commerce framework.

Enhanced Maritime Compliance: Achieved positive outcomes from International Maritime Organisation and United Kingdom Maritime and Coastguard Agency audits, demonstrating strong adherence to international maritime standards.

CFATF Compliance Prep Work: Advanced the National Risk Assessment (NRA) and Legal Persons and Arrangements Risk Assessment (LPARA), alongside targeted capacity-building initiatives with the Caribbean Financial Action Task Force (CFATF).

Supported Small Business

Growth: Delivered initiatives to support entrepreneurs, including incentives and programmes designed to reduce barriers to entry and expansion.

Advanced Legislative Reform:

Implemented key legislative updates and frameworks for virtual assets and tokenised investment structures, improving regulatory clarity and supporting innovation.

Strengthened Coordination to Address Illicit Finance:

Established the Office for Strategic Action on Illicit Finance (OSAIF) to enhance national coordination and operational effectiveness.

Advanced Global Engagement: Maintained sustained international engagement through high-level leadership and technical representation across key regions.



Message from the Parliamentary Secretary

Honourable Wayne Panton, JP, MP

Parliamentary Secretary responsible for Health, Environment and Sustainability; Financial Services and Commerce; Caymanian Employment and Immigration; Infrastructure

“The NCFC Government is built on a spirit of Caymanian collaboration, working together to find the best solutions for Cayman’s people and progress. Over the past year, I have had the privilege of working alongside men and women deeply committed to building a stronger Cayman Islands for this and future generations.

The work undertaken by the ministries, departments, and portfolios reflects strong policy development, meaningful stakeholder engagement, and a clear focus on maintaining a modern and globally respected financial services industry. From strengthening compliance frameworks to expanding international partnerships and supporting innovation and business growth, these efforts reinforce the foundation of our economy and create long-term value for our people. I am proud of what has been accomplished and remain committed to supporting continued progress that delivers tangible outcomes for Caymanians.”

In Progress

Continuing Micro and Small Business Incentive Programme

The new Regulations allow owners and operators of Caymanian-owned micro and small businesses to continue paying either no fees or significantly reduced fees, for trade and business licences under the programme, subject to the approval of the Board.

Expanding Reinsurance Sector continues through targeted regulatory development, industry engagement, innovation and international collaboration, particularly with the United States as a key market. These efforts aim to keep Cayman competitive globally while meeting recognised industry standards, creating a more transparent, stable market that supports sector growth and delivering economic benefits for Caymanians.

Completing CFATF-related Assessments: Following extensive engagement with public and private sector stakeholders, an initial draft report was circulated to government agencies for feedback in March 2026. Technical compliance and effectiveness gap analyses have been completed, with action plans to address identified deficiencies now in advanced stages. In parallel, the LPARA is nearing completion as OSAIF works with the International Monetary Fund and incorporates broad stakeholder input across government and the financial services industry.

Upcoming

Moratorium on the Grant of Licences for any Trade or Business Category: Cabinet approved drafting instructions to amend legislation providing Cabinet with a general power to declare a moratorium under the Local Companies (Control) Act (2025 Revision), on the grant of new local companies control licences (“LCCLs”) in any trade and business category. This represents a first step towards the identification of sectors that may be ring-fenced for 100% Caymanian ownership.

Introduce Legislative Framework for Enduring Powers of Attorney enabling individuals to formally appoint trusted persons to manage their personal and financial affairs in the event of incapacity. This will strengthen Cayman’s trust and estate framework and enhance protections and greater certainty for individuals, families, and the wider community.





Ministry of Tourism and Trade Development



“Over the past year, our Ministry has delivered meaningful progress in strengthening our economy and expanding opportunity for our people. We have achieved record-breaking visitor arrivals, signalling renewed global confidence and robust demand for our destination. Strategic efforts have also led to the development of new international gateways, improving connectivity and unlocking fresh markets. Importantly, the establishment of our Advisory Trade Commission marks a critical step in advancing trade policy and private sector collaboration. Together, these achievements reflect our commitment to sustainable growth, economic diversification, and ensuring that the benefits of tourism and trade are widely shared across our communities.”

Honourable Gary Rutty, MP

Deputy Premier and Minister for Tourism and Trade Development

The Ministry of Tourism and Trade Development is responsible for implementing the government’s policies relating to tourism and the broader economy. It provides strategic oversight and direction to Cayman Airways and the statutory authorities under its remit; setting long-term goals, evaluating performance, and ensuring alignment with national priorities. It also prepares and revises legislation to support the continued development of a modern, resilient and competitive tourism industry.

Top Ministry Win



Launched Cayman Airways service to Austin, Texas

Expanded the airline’s United States network, strengthening airlift to the Cayman Islands from one of the fastest-growing metropolitan markets in the United States.



Strengthened Outstanding Tourism Performance

2025 closed with record-breaking stayover arrivals in December. 2026 opened with the strongest January ever, and March broke more records with 64,213 stayover arrivals. Cruise passenger arrivals totalled 463,142 in January-March taking overall visitation in Q1 2026 to 623,477.



Led Trade Development Strategic Consultation

The Ministry hosted a high-level consultation in October 2025 with business leaders to discuss trade diversification.



Launched Welcome To Vacay Campaign

A bold new brand platform that offers travellers the antidote to over-scheduled, exhausting vacations.

Results to Date

Increased Airline Seat Capacity:

424 flights from key tourism routes were added to the destination in January-April 2026 compared to the corresponding period in 2025.

Appointed Trade Advisory

Commission: Secured Cabinet's approval for the establishment of a Trade Advisory Commission.

Expanded Sister Islands Cruise

Calls (Cayman Brac) to provide an economic boost to local businesses through tourism activity.

Introduced a New Service from

Porter Airlines: In December 2025, Porter Airlines became the first Canadian airline to offer nonstop service between Ottawa and Grand Cayman.

Upgraded Smith Barcadere Public

Beach: Enhancements include the installation of a new outdoor shower, the laying of cement flooring in the bathroom block and new signage.

Relaunched Beautification

Enhancement Committee: Relaunched with revised terms of reference including enhancing the aesthetic appeal of the Cayman Islands.

Cruise Industry Sustainability and Passenger Retention: Met with cruise lines to reframe and strengthen relationships to ensure that Grand Cayman remains on cruise itineraries, with potential passenger increases projected for 2026/27.

In Progress

PRIDE Training (Personal Responsibility in Delivering Excellence):

Strategic partnership with Lemoneight consulting to modernise Personal Responsibility in Delivering Excellence customer-focused training programme.

Balancing Tourism Seasonality:

Exploring opportunities to increase visitation during the typically slower shoulder season through partnerships with international organisations.

Enhancing Government-owned

Visitor Sites: Enhancing the visitor experience through refreshed offerings at government-owned attractions, starting with upgrades at the Hell visitor attraction.

Visitor Experience Development Grant Programme

Relaunch: Continuing the Ministry's commitment to supporting Caymanian entrepreneurs in tourism while seeking to develop innovative new tourism-related products or services.

RFP for Trade Development Consultancy:

The Ministry has issued a Request for Proposal seeking consultancy services for the development of a trade policy. This follows Cabinet's approval of the Terms of Reference for the Advisory Trade Commission.



Upcoming

Advance the new National Tourism Plan inclusive of a comprehensive cruise tourism strategy. The next step is to issue a Request for Proposal seeking to onboard a consultancy to complete the Plan's development.

Update the Tourism Act and Regulations to establish tourism service standards and quality.





Ministry of Planning, Lands, Agriculture, Housing and Infrastructure



“This past year has been defined by disciplined execution across the full scope of national development. We have advanced legislation, strengthened planning systems, delivered housing, progressed critical infrastructure, supported food security, and improved how Government works. Our focus has been clear: build the systems, deliver the projects, and ensure Caymanians benefit directly. From modernising the mortgage framework to advancing national infrastructure, strengthening agriculture, and protecting key public assets, this Ministry has worked across every layer of development. Real people. Real families. Real communities. That remains our focus as we continue delivering outcomes that strengthen resilience, support national growth, and improve quality of life for Caymanians.”

Honourable Jay Ebanks, MP

Minister for Planning, Lands, Agriculture, Housing and Infrastructure

The Ministry of Planning, Lands, Agriculture, Housing and Infrastructure is focused on strengthening the policies, systems, and infrastructure that support sustainable national development in the Cayman Islands. Across planning, infrastructure, housing, agriculture, and land management, the Ministry has advanced a structured programme of work that combines policy reform, legislative updates, and project delivery. This includes a coordinated pipeline of initiatives at planning, approval, and implementation stages. Through a disciplined, data-informed approach, the Ministry is strengthening execution, improving delivery, and ensuring national development is balanced, resilient, and aligned with Government’s Strategic Policy Statement priorities.

Top Ministry Win



Delivered Cayman’s First-Ever National Housing Framework

The Ministry has delivered the Cayman Islands’ first-ever Public and Affordable Housing Policy and 10-Year Strategic Plan.



Strengthened Infrastructure Planning and National Delivery Systems

Advanced a coordinated national infrastructure framework, strengthening the prioritisation and sequencing of major capital projects across key sectors transport, public infrastructure, housing and critical systems. This is improving delivery readiness, strengthening connectivity, and supporting sustainable national growth.



Modernised Planning and Development Systems

Progressed reform through the Planning and Development (Amendment) Act and targeted Planning Department improvements, enhancing efficiency, transparency and alignment with national development priorities.



Strengthened Agricultural and Food Security Framework

Advanced Plant Protection legislation and secured supplementary funding to strengthen biosecurity, protect local agriculture, and support domestic production in line with national food security priorities.

Results to Date

Strengthened Mortgage Transparency and Consumer Protection:

Advanced Registered Land legislative reforms to improve borrower disclosures, introduce advance notice requirements, and strengthen engagement between lenders and borrowers.

Strengthened Infrastructure Delivery Pipeline:

Advanced a structured infrastructure pipeline, with projects progressing across planning, design, and implementation stages. This ensures continuity of delivery and alignment with national development priorities.

Improved Planning and Land Use Coordination:

Improved coordination between planning, lands and infrastructure functions has strengthened decision-making and alignment. This supports more efficient and consistent development outcomes.

Progressed East-West Arterial Programme:

The Ministry continued to advance planning, alignment assessment, and regulatory processes for the East-West Arterial extension. This remains a key national infrastructure priority.

Improved Public Service Delivery:

Operational improvements across departments have enhanced responsiveness, efficiency, and alignment with national priorities. This supports a more effective and coordinated public service.

Advanced Traffic and Road Safety Frameworks: Progressed updates to the traffic legislative framework to strengthen clarity, consistency and administration across the system. This supports safer roads, stronger governance and alignment with the wider objectives of the National Road Safety Strategy.

In Progress

Public and Affordable Housing Implementation:

Work is underway to transition the national housing framework into delivery, including programme design, stakeholder engagement, and phased rollout planning. This marks the shift from policy to implementation.

Public Transport Modernisation:

progressing procurement and system improvements to enhance the accessibility, reliability, and affordability of public transport. This forms part of a broader effort to improve mobility and transport choice for residents.

Planning System Modernisation:

Ongoing work is focused on improving planning processes, strengthening transparency, and supporting more efficient development outcomes. These reforms are intended to better align the planning system with national growth and infrastructure priorities.

Subsea Cable Procurement and Evaluation:

The national subsea cable project is progressing through procurement and evaluation stages. This initiative is critical to strengthening long-term digital resilience, connectivity, and economic competitiveness.



Upcoming

Housing Delivery Acceleration: The Ministry will move into the next phase of implementing the Public and Affordable Housing Policy and 10-Year Strategic Plan, focusing on delivery mechanisms, partnerships, and measurable outcomes.

Expansion of the National Infrastructure Pipeline: Additional infrastructure priorities will continue to progress through planning and approval stages, maintaining continuity of delivery and supporting long term national development.

Continuing Legislative and Policy Reform: The Ministry will continue advancing reforms across planning, land, housing, and infrastructure frameworks to ensure systems remain modern, effective, and aligned with national priorities.

Strengthening Agriculture and Food Security: Further initiatives will be introduced to support local agriculture, improve food resilience, and strengthen long-term sustainability.





Ministry of Caymanian Employment and Immigration



“Over the past year, I have worked diligently to deliver meaningful progress for our people, and I am proud of what we have achieved together. Our efforts to strengthen employment opportunities for Caymanians and improve on the immigration framework have begun to make a real difference. However, this is only the beginning. I remain fully committed to ensuring that Caymanians are placed first in every opportunity, and that our immigration system is modern, fair, and effective. In the coming year, I will continue to push forward with ongoing reforms to our immigration system, as well as the Labour Act and the Pensions Act, aimed at protecting our workforce and securing a stronger future for our islands together.”

Honourable Michael Myles, MP

Minister for Caymanian Employment and Immigration

The Ministry of Caymanian Employment and Immigration is responsible for promoting the employment of Caymanians as well as the regulation of immigration services; including the administration of work permits, permanent residency, and Caymanian status. In addition, the Ministry oversees national labour and pensions matters, ensuring the development of fair, efficient, and sustainable systems that support the long-term growth and prosperity of the Cayman Islands. The Ministry is comprised of the Department of Labour and Pensions and Workforce Opportunities and Residency Cayman.

Top Ministry Win



Passed and Implemented Landmark Immigration Reform (Caymanian Protection Act)

The Ministry successfully led the passage of amendments to our immigration legislation, with the reforms coming into effect on 1 May 2026.



Prioritised Employment Opportunities for Caymanians

Delivered several employment initiatives to increase Caymanian participation in the workforce.



Implemented Minimum Wage Reform Supporting Fair Compensation

Increased the national minimum wage, reflecting the Strategic Policy Statement focus on improving quality of life and ensuring fair wages for residents.



Advanced Immigration Operations

Strengthened immigration operations through improved staffing, board restructuring, and enhanced processes to support a more efficient, fair, and responsive system.

Results to Date

Launched Hello2HIRED connecting over 200 Caymanian job seekers directly with employers, while offering practical, on-site career support.

Hosted Tourism and Hospitality Open House in September 2025.

Public Consultations and Town Hall Meetings for Immigration Legislation Amendments:

The Ministry arranged multiple opportunities to engage with the public to present and take questions on the proposed immigration legislation amendments.

Restructuring of Immigration Boards:

New mandate for Business Staffing Plan Board that refocuses its purpose towards issues that matter most to Caymanians: employment, career advancement, and reducing underemployment across the workforce.

Reduced Immigration

Application Backlog: Worked with the Director of Workforce Opportunities and Residency Cayman to implement a plan to address the backlog of various applications during Quarter 1 2026.

In Progress

Caymanians in Careers Campaign:

Showcases Caymanians currently in the workforce while educating students, job seekers, families and the wider public about the opportunities, pathways and value of different sectors in the Cayman Islands.

National Workforce Development:

Weekly meetings in progress with public and private stakeholders to develop a workforce strategy including recommendations to better align education and training with labour market needs, and to expand opportunities for Caymanians. Work is underway to implement a National Workforce Development Plan and launch a National Workforce Database.

National Internship/Apprenticeship programme implementation.

Implementing an Employers Accreditation Framework to overhaul how local businesses are assessed and managed regarding staffing.

FutureMe App allows employers to upload information already available on summer internships, directly connecting students with job opportunities and businesses with young Caymanian talent.

Modernising Residency by Direct Investment Legislation that allows high-net-worth persons to diversify their investment into our country's infrastructure and social programming while limiting investment into real estate, stemming the tide of increasing real estate costs for our people.

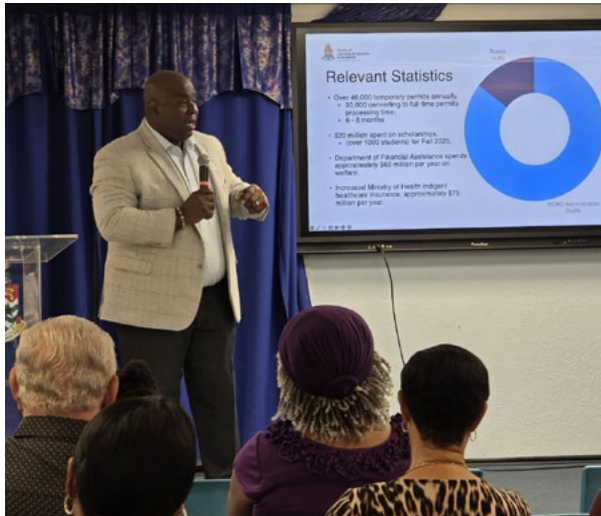
Modernising WORC's Enforcement and Real-time Data-sharing Powers: expanding across 13 public agencies, strengthening compliance, oversight, and checks and balances to better identify and address bad actors and marriages of convenience.



Upcoming

Labour and Pensions Reform: Strategy to ensure long-term sustainability, transparency and adequacy of working conditions and retirement benefits.

Changes to the PR Point System: National Permanent Resident Points System Reform Strategy to ensure long-term sustainability, transparency and promotability of enhanced residency eligibility requirements.





Ministry of District Administration and Home Affairs



“Over the past year, the Ministry of District Administration and Home Affairs has remained steadfast in its commitment to strengthening the resilience of the Cayman Islands by enhancing our national security and public safety infrastructure. We have made progress in improving emergency response coordination, investing in community-based initiatives and expanding access to reliable communication systems. The dedication of our teams and the trust of the people of the Cayman Islands continue to drive our efforts as we build safer, more resilient communities in support of Government priorities.”

Honourable Nickolas DaCosta, JP, MP

Minister for District Administration and Home Affairs

The Ministry of District Administration and Home Affairs strengthens the Cayman Islands’ resilience through strategic leadership, policy development, governance oversight and operational coordination across national security, public safety, border management, emergency readiness, rehabilitation, correctional services, district administration and community development.

The Ministry oversees its departments, statutory authorities and related public bodies — including the Department of Public Safety Communications, the Cayman Islands Fire Service, and Customs and Border Control — with a strong focus on outcomes, inter-agency cooperation and international partnerships. Its overarching goal is to build a safer, more resilient and better-connected Cayman Islands that remains secure, well-governed and attractive to live, visit, work and invest in.

Top Ministry Win



Expanded the National CCTV Programme

Installed 21 high-definition cameras across seven strategic locations in Cayman Brac, enhancing situational awareness, supporting crime prevention and strengthening law enforcement’s capacity to protect communities and critical infrastructure



Enhanced Fire and Rescue Capability

Procured and commissioned modern, fit-for-purpose fleet and equipment to improve emergency response, operational readiness and firefighter safety, strengthening the Cayman Islands’ capacity to protect lives, property and critical infrastructure.



Developed Youth for Public Safety Careers

Expanded public safety career pathways through the Cayman Islands Cadet Corps, aligning cadet training, discipline and leadership with national workforce needs and building a future talent pipeline for uniformed services.



Improved Border Control and Security

Strengthened inter-agency cooperation and intelligence-driven border security capabilities to better identify, assess and respond to emerging threats, maintaining a secure and well-governed Cayman Islands.

Results to Date

ACCT Framework: Implemented the Assessment, Care in Custody and Teamwork policy through HMCIPS, with prison officer training to improve identification and management of at-risk prisoners, strengthening duty of care and reducing vulnerability-related incidents.

Customs Tariff Amendments: Enacted the Customs and Border Control (Amendment) Act, 2025, updating the duty framework to include duties on electric and hybrid vehicles and certain environmental taxes, and enabling administrative fines for persons who overstay.

Mass Migration Committee: Established to provide strategic guidance and policy recommendations to the Minister in support of a whole-of-government response to mass migration risks and associated security and infrastructure pressures.

Cadet Corps Headquarters Upgrade: Outfitted the headquarters with computers and technology, establishing it as a central hub for cadet training, administration and operational coordination across the Cayman Islands.

New Ministry Website: Launched a centralised platform bringing together departmental information, public safety updates and live social media feeds to improve transparency and public access to information.

Postal Service Reforms: Modernised postal rate structures to better reflect operational differences between social and commercial mail, supporting a more responsive and sustainable postal service.

Visa Regulation Amendments: Enacted the Customs and Border Control (Visas, Entry and Landing) (Amendment) Regulations, 2026, requiring nationals of Peru, Venezuela, Haiti and the Dominican Republic to obtain visas for entry into or transit through the Cayman Islands, supporting proactive border risk management.

In Progress

Prison Service Legislative Reform: Drafting instructions submitted to amend the Prison Act, Prison Rules and Prison (Discipline) Regulations, strengthening prison governance, clarifying operational powers and aligning the Prison Service with contemporary standards for safe and rehabilitative custody.

Rehabilitation Intervention Programme: The “My Healing” trauma-informed group programme has been launched through the Department of Community Rehabilitation, supporting persons under community supervision with reduced reoffending and personal development.

Imports Warehouse and Cargo Facility Upgrade: Upgrading Customs and Border Control’s cargo facility to manage increasing volumes, improve inspection processes and enhance border security.

Modular Accommodation for Detainees: Plans advanced to procure modular accommodation to support national preparedness for potential mass migration and to relieve pressure at Northward Prison.

Electronic Monitoring Programme: Proof-of-concept phase completed for advanced electronic monitoring solutions; now progressing to business case development to support offender management and public safety.

In Progress

WCO Harmonisation: Drafting instructions issued to align the Customs Tariff Act with the World Customs Organization's Harmonized Commodity Description and Coding System.

Sister Islands Affordable Housing: Construction of four affordable homes on the Bluff in Cayman Brac is progressing through the Sister Islands Affordable Housing Development Corporation.

Joy Marie Tibbetts Adult Training Centre: Procuring a school bus to provide transportation for vulnerable adult students with special educational needs across Cayman Brac.

Cayman Brac Athletics Track: Procuring facilities and equipment for a competition-standard athletics track at the Cayman Brac Sports Complex.

CCTV Expansion - Eastern Districts: A proposal for 30 additional cameras across Grand Cayman's eastern districts is currently before Cabinet for funding approval.

Modern Prison Estate: Design and planning of a fit-for-purpose prison estate is advancing, with the master plan expected in Q3 2026, providing a roadmap for phased infrastructure investment.



Upcoming

Enterprise Risk Management Framework: Implementing an ERM Framework across all departments and related bodies to strengthen risk visibility, governance and evidence-based decision-making.

Digital Transformation and Modernisation: Investing in integrated technology platforms to improve operational efficiency, information-sharing and service delivery across the Ministry's agencies.

Domain Awareness: Implementing advanced maritime security solutions to enhance surveillance, intelligence-sharing and interagency coordination across maritime and border environments.

Public Safety Communications Bunker and Tower (Northward): Advancing construction of a communications bunker and tower at Northward to strengthen radio coverage and operational resilience for emergency services.

Revenue Protection and Economic Facilitation: Strengthening customs compliance and enforcement frameworks to protect Government revenue and promote fair trading, while facilitating efficient and legitimate trade and travel.





Ministry of Social Development and Innovation



“Over the past year, our focus has remained clear: people. Every policy, programme, and partnership has been driven by a commitment to improve lives and ensure that no one is left behind.

Through social development and innovation, we have strengthened safeguarding systems, expanded support for families, youth, older persons, and persons with disabilities, and advanced policies that promote well-being, inclusion, and protection. At the same time, we are delivering more efficient, effective, and people-centred public services through digital innovation; ensuring that government is more accessible, responsive, and trusted. This is what a stronger, fairer Cayman looks like - a society where every person is valued, protected, and empowered to live with dignity.”

Honourable Isaac Rankine, JP, MP

Minister for Social Development and Innovation

The Ministry of Social Development and Innovation continues to strengthen social protection systems and improve outcomes for individuals and families in need of support. It remains central to delivering the Cayman Islands Government’s vision of a stronger, fairer Cayman Islands by advancing safeguarding frameworks, legislative reform and targeted programmes for priority populations.

At the same time, the Ministry enhanced service delivery through digital innovation, ensuring services are more inclusive, accessible, and responsive to the evolving needs of Caymanians.

Top Ministry Win



Strengthened Social Protection

Launched the Adult Safeguarding Task Force to meet the gap in service provision for adults between the ages of 18 and 64.



Reviewed Eligibility Criteria for Financial Assistance:

Launched a working group to review Department of Financial Assistance eligibility criteria.



Progressed the Disabilities (Solomon Webster) Act:

Strengthened legal protections and programmes that support inclusion, participation, and dignity for all.



Delivered the Government's First AI Policy:

Progressed development of strategic plans for increased adoption of Artificial Intelligence to ensure responsible adoption across the Civil Service.

Results to Date

Launched Child Safeguarding Week and Symposium in November 2025 in partnership with the Department of Children and Family Services.

Evaluated Financial Assistance Eligibility: Launched a working group to review and evaluate the current eligibility criteria for financial assistance.

The Ageing Forum: Hosted by the Council of Older Persons with a focus on enhancing senior care and supporting caregivers.

Revamped and Re-established Child Safeguarding Review Process: Supported the Child Safeguarding Board with the revamping of the child safeguarding review process.

Launched My eID: The Cayman Islands Identification Card (My eID) was officially launched at the Chamber of Commerce Economic Forum on 23 January 2026.

GOV.KY Enhancements: The eGovernment Unit launched enhancements to the government platform to improve online access and modernise public services.

In Progress

Older Persons (Amendment) Act, 2024 and Regulations of the Older Persons (Amendment) Act, 2024: Cabinet granted approval for the issuance of drafting instructions to amend the Older Persons (Amendment) Act, 2024 and to develop supplemental Regulations.

Community Calendar of Events for Older Persons: Establishing a Community Calendar of Events for Older Persons in the Cayman Islands, to establish a centralised, accessible, and responsive Community Calendar of Events tailored to older persons in the Cayman Islands.

Regulations for Children's Legislation: The Ministry is currently working collaboratively with the Legislative Drafting Department to develop regulations for the Children (Amendment) Act, 2024 and the Adoption Act, 2024.

Amendments to the Disabilities (Solomon Webster) Act, 2016: Cabinet approved the issuance of drafting instructions to amend the Disabilities (Solomon Webster) Act, 2016.

Digital Transformation Strategy Task Force progressed with the development of key strategic plans for increased adoption of artificial intelligence, cybersecurity readiness and virtual assets.



Upcoming

Office of the Commissioner for Children and Young Persons: per the Children (Amendment) Act, 2024, establishing an independent oversight and advocacy body.

Older Persons Awareness Campaigns: Establish coordinated, sustained and strategic awareness campaigns for the Older Persons Portfolio in the Cayman Islands for the period 2026–2028.

Mentorship Programmes: The Ministry will launch a Request for Proposals to deliver a programme which supports persons accessing financial assistance to conduct case management, remove barriers and support them to have a pathway towards long-term employment.

Social Housing: Reviewing options for emergency and short-term housing solutions.





Ministry of Youth, Sports, Culture and Heritage



“The Ministry of Youth, Sports, Culture and Heritage is committed to ensuring our youth have opportunities for leadership and meaningful engagement, promoting an active and healthy lifestyle through sports that support physical activity, mental wellness, and overall well-being; and promoting national pride. Over the past year, we have delivered on impactful initiatives that support youth leadership and programming; development of our athletes and enhancement of sporting infrastructure; and the celebration of our culture and heritage. From the implementation of the Financial Literacy Programme through the Youth Services Unit, our athletes’ success at the CARIFTA games, and the continued success of Pirates Week we will continue to build on this momentum, working collaboratively to create meaningful opportunities for all Caymanians to thrive and contribute to our nation’s future.”

Honourable Isaac Rankine, JP, MP
Minister for Youth, Sports, Culture and Heritage

The Ministry of Youth, Sports, Culture and Heritage is responsible for advancing national development through youth empowerment, sports development, and awareness and preservation of our culture and heritage. The Ministry works collaboratively with stakeholders to deliver programmes and initiatives that strengthen Caymanian identity, promote healthy lifestyles, and create opportunities for community engagement. Its work supports the Government’s Strategic Policy Statement by fostering social development, strengthening community connections, and ensuring the preservation and celebration of Caymanian culture and heritage for future generations.

Top Ministry Win



Promoted Caymanian Culture and Heritage in Schools

Developed two books which have been written and illustrated by young Caymanian artists. This is in an effort to expand reference materials on our national symbols and emancipation in Cayman for primary school aged children.



Preserved and promoted Caymanian Culture & Heritage
Through the opening of the Emancipation Centre and the launch of Heritage Month.



Promoting physical health and social development by providing infrastructure, equipment and coaching for organised sports programmes, launching community wellness initiatives and establishing institutional partnerships with schools, care homes and youth organisations.



Implementing a national strategy to promote and preserve Cayman Islands culture and heritage and create a comprehensive narrative of Caymanian identity.

Updating the National Culture and Heritage Policy 2017-2026. Enhancing resources, programmes, and spaces for celebrating Caymanian identity.

Results to Date

Enhanced the Programmes of the Youth Services Unit: In partnership with the National Youth Council, the Youth Services Unit has rolled out the Financial Literacy Programme which incentivises Caymanians aged 14-25 to build their financial literacy, learning about budgeting, investment, saving, and banking through McGill University's Financial Literacy course.

Published Two Locally Curated Books: The Ministry developed and published "The Cayman Islands National Symbols", a book highlighting the 11 national symbols, and "Freely", a storybook about Emancipation for distribution to all public and private schools and libraries.

Promoted Physical Health and Social Development by establishing fitness programmes run by the Department of Sports for senior citizens and audiences with a range of abilities. Conducted extensive consultation for National Sports and Youth policies.

Cayman Islands Aquatic Centre: Established the governance structure for long-term operations and management of the facilities. Continued project management for the 25m and 50m pools, and auxiliary facilities. Proposed programming as a public-private initiative.

Capt. George Dixon Park Upgrades: Completed Phase 1 of the project, developing the foundation for the multi-purpose court and the canopy and preparing the sub-base and the asphalt layer of the foundation.



Message from the Parliamentary Secretary
Mrs. Julie Hunter, JP, MP

Parliamentary Secretary responsible for Planning, Lands, Agriculture, Housing and Infrastructure; Education and Training; Culture and Heritage

"As a first-time elected representative, this past year has been both humbling and deeply meaningful. I have had the privilege of working alongside the Ministries and Departments responsible for Planning, Lands, Agriculture, Housing and Infrastructure; Education and Training; and Culture and Heritage to advance key national priorities across the Cayman Islands. Together, our focus has remained on strengthening Caymanian identity and empowering our people to succeed through expanded early childhood support, greater access to education, and stronger skills pathways that widen opportunity. Engaging directly with our communities and listening to the concerns of Caymanians has reinforced the importance of delivering practical, people-focused solutions."



In Progress

Celebrating Heritage Month: A new initiative presenting a full month of activities for all age groups to promote and celebrate our Caymanian culture and heritage, including Emancipation Day, gospel concerts, human library sessions, children’s tea parties and adult carnival.

Embedding Caymanian Culture in our Schools and Community: In collaboration with the Ministry of Education, the Ministry is in discussions with Caymanian artisans and historians to include activities such as craft-making, cooking, history lessons in government schools.

Cayman Islands Aquatic Centre: Lease arrangements and ground-breaking scheduling for the installation of the pools to begin by 1st August 2027.

Upgrading Truman Bodden Sports Complex: Conducting extensive renovations to ensure it is up to date with regional certification requirements.

Upcoming

“Money Matters” Youth Empowerment Symposium in Cayman Brac: In June 2026, the first event in the Brac will focus on financial literacy and aims to equip young people with practical financial skills while expanding YSU’s outreach and impact across the Sister Islands.

Strategic Planning for Pirates Week Festival 2026: The Ministry has commenced early planning and programme development for the 49th annual Pirates Week Festival to ensure its continued success as a premier national cultural event.

Parliament Speakers’ Conference Culture Night: Promoting Caymanian culture and heritage to the visiting speakers and officials from regional Parliaments and the United Kingdom.

Publishing Our National Heroes to include the additional five heroes announced since the first publication.





Cayman Islands
Government

[gov.ky/meaningfulmomentum](https://www.gov.ky/meaningfulmomentum)

7 May 2025 - 20 May 2026