

# NCFC

National Coalition  
For Caymanians

# Coalition Agreement





# Introduction

In a spirit of unity and shared purpose, **The Caymanian Community Party (TCCP)** and its four elected Members of Parliament (MPs) (Heather Bodden, MP for Savannah; André M. Ebanks, MP for West Bay South; Katherine Ebanks-Wilks, MP for West Bay Central; and Guernsey Wayne Panton, MP for Newlands), the **Cayman Islands National Party (CINP)** and its four elected MPs (Nickolas DaCosta, MP for Cayman Brac West & Little Cayman; Julie Hunter, MP for West Bay West; Michael Myles, MP for Prospect; and Gary “Peanut” Rutty, MP for George Town South), together with three independent MPs (Rolston “Rollie” Anglin, MP for West Bay North; Johany “Jay” Ebanks, MP for North Side; and Isaac D. Rankine, MP for East End) (the **Independent Members**), have come together following the General Election on 30 April 2025 to establish the National Coalition for Caymanians (NCFC) and to form a new Government for the Cayman Islands.

## This document contains three sections:

- 01** The first section of this Coalition Agreement sets out in broad terms what we all stand for. These are the shared values upon which we have come together.
- 02** The second section of this Coalition Agreement outlines our governing principles and the rules under which we have agreed to operate. These demonstrate how we will stand together and work effectively throughout the term of this Parliament.
- 03** The third section of this Coalition Agreement then identifies what we intend to achieve by working together. These are our collective goals, which we are committed to delivering for the people of the Cayman Islands.

# Foundational Values

The NCFC is guided by seven foundational values that shape both our approach to governance and our public service commitment. These seven foundational values comprise:

1. Integrity
2. Evidence-Based Decision-Making
3. Innovation
4. Respect
5. Responsibility
6. Courage
7. Cohesion

Each of our seven foundational values are further illustrated and supported by complementary behavioural standards, which signal how we intend to model these values and how, guided by these values, we will provide a principled and accountable government for our beloved Cayman Islands.

## 1.1 Integrity

The NCFC's first foundational value is **Integrity**. Integrity is central to everything that the NCFC stands for and it is therefore a vital component of all that we intend to do. The NCFC's commitment to integrity means that we will exercise political power consistently in the public interest and that we can be relied upon to operate ethically, honestly, transparently and with moral consistency in all actions.

## 1.2 Evidence-Based Decision-Making

The NCFC's second foundational value is **Evidence-Based Decision Making**. The NCFC believes that good governance is unbiased and driven by community or country needs, rather than a desire to simply win the backing of voters. Our government will accordingly be guided by facts, data, and research in the development and delivery of its policies.

## 1.3 Innovation

The NCFC's third foundational value is **Innovation**. Our government needs to be smarter and more efficient, and so the NCFC will seek to develop a culture of innovation to drive growth and transformation. We will therefore embrace creative solutions and strive for continuous improvement, while also respecting our Caymanian traditions.

## 1.4 Respect

The NCFC's fourth foundational value is **Respect**. The NCFC is founded on the principles of fairness, dignity, equality, and respect. As a result, we are committed to creating inclusive governance, which honours diversity, and which ensures all voices are heard.

## 1.5 Responsibility

The NCFC's fifth foundational value is **Responsibility**. As elected representatives, we recognise that we have been placed in a privileged position in which we are rightly accountable for our actions. For this reason, we have committed to being a responsible government by prioritising accountability, by displaying good stewardship in the management of public resources, and by always valuing the trust that you have placed in us individually and collectively.

## 1.6 Courage

The NCFC's sixth foundational value is **Courage**. In order to deliver on our convictions, we know that we must also have the courage to do so, particularly when we encounter the inevitable trials and tribulations that lie ahead. The NCFC therefore resolves to make decisions that are aligned with established long-term priorities, notwithstanding any short-term difficulties, and even when this course of action may be politically challenging.

## 1.7 Cohesion

The NCFC's seventh foundational value is **Cohesion**. The NCFC understands that we are stronger when we work together, and that we must also demonstrate to the people of the Cayman Islands that we are a coherent team. Our government is accordingly steadfast in its commitment to fostering unity through teamwork, and to respecting individual perspectives while still prioritising collective success.



## SECTION 2

# Code of Governance

Alongside our foundational values, the NCFC also felt that it was important to set out some ground rules for the way in which we will be going about the business of government. These ground rules are designed to ensure that the people of the Cayman Islands know what to expect from our government and so that they can be assured that we have the necessary guardrails to keep this NCFC Government aligned and on-track.

These ground rules consist of a series of general governance principles, as well as some more specific arrangements for the operations and management of our government, which combine to constitute the NCFC's Code of Governance.

## 2.1 General Governance Principles

There are four General Governance Principles in the Code of Governance: (1) an overarching commitment to **Operating in Good Faith**; (2) **Geographical Respect and Equity**; (3) **Open Communication and Transparent Decision-Making**; and (4) **Conflict Resolution**.

### 2.1.1 Operating in Good Faith

The members of the NCFC Government are committed to operating in good faith, and with the sincere belief that all Coalition members are exercising their best efforts to serve the needs and concerns of the people of the Cayman Islands, along with the needs and concerns of their respective constituents.

Accordingly, each member of the NCFC Government will speak and conduct themselves in a way which displays the highest levels of respect and courtesy, and never with the intention to offend or embarrass another Coalition member, their constituents, or the civil servants that support them.

## 2.1.2 Geographical Respect and Equity

While the Cayman Islands may encompass three different islands and nineteen single-member electoral districts, we are one country; and while the members of the NCFC may represent their particular constituencies, we are at the same time a government for all Caymanians and for the entire Cayman Islands. We recognise this duality and have put in place the following arrangements to ensure that the members of the NCFC Government are always on the same page, whatever their constituency.

Accordingly, when Coalition members are carrying out Ministerial/Parliamentary Secretary duties in a constituency of another Coalition member, they will respect the constituency by engaging with the local Coalition member in whose constituency a meeting, official visit, or function is being held. This engagement will always entail the provision of prior notice to the local member, and ideally the attendance of the local member, alongside the Minister/Parliamentary Secretary, where this is practical and possible.

The NCFC is also committed to the equitable distribution of available resources across the Cayman Islands. To this end, our decisions around resource allocation will be based on:

- **Equity and Need:** Ensuring that a balance is maintained between prioritising areas with the greatest need (ensuring that all districts receive fair consideration) and deploying resources in areas that will have the greatest impact.
- **Community Input:** Soliciting feedback from local communities to identify pressing needs and preferences.
- **Sustainable Development:** Ensuring that resource allocation supports long-term environmental and economic sustainability.

## 2.1.3 Open Communication and Transparent Decision-Making

As we trust is illustrated by this Coalition Agreement, the NCFC is committed to open communication and transparent decision-making. Indeed, we believe that these principles are not just the hallmarks of good governance, but that they are critical to the success of our government.

As regards communication, the NCFC is therefore committed to:

- **Regular Briefings:** Holding weekly Caucus meetings to discuss ongoing initiatives, challenges, and opportunities internally, on the shared understanding that careful planning, good faith, and a “no surprises” approach, are all key to making the Coalition work effectively.
- **Transparent Reporting:** Providing regular public reports or community-based meetings, which rotate between constituencies, and which detail the NCFC’s achievements, expenditures, and future plans, and which also serve to gather information from the various districts about their key needs and concerns.
- **Open Channels:** Maintaining open lines of communication with the media, civil society, and the public to ensure transparency and accountability.

- **Recognised Spokespersons:** Guaranteeing that there is always a spokesperson designated to speak for the NCFC. The Premier, who is constitutionally accountable for the elected government, shall be the designated spokesperson for all political announcements and matters of overarching government policy. Ministers shall serve as the designated spokespersons for matters specifically related to their respective subject areas or portfolios. The authority to act as spokesperson may be delegated, as appropriate, by the Premier for political or cross-government matters, or by a Minister for matters within their subject area.

Where there is a decision to be made by the NCFC Government, this will involve:

- **Consensus Building** in which we will strive for broad agreement on major policy decisions. Where consensus cannot be reached, decisions will be made by a majority vote, but must include an affirmative vote from at least one independent member of the Coalition.
- **Inclusive Consultation** in which we strongly encourage the public service to engage with stakeholders, including community leaders, experts, and the public, prior to submitting matters for consideration, to inform decision-making processes.
- **Evidence-Based Policies** through which we will ensure that policies are grounded in data, research, and best practices to achieve desired outcomes.
- **Executive and Administrative Support**, including maintaining the equitable assignment of one executive post to TCCP, one to the CINP (together the Parties) and one to the Independent Members, and by utilising the administrative resources in the Office of the Premier to support the Coalition at the discretion of the Premier and in consultation with the relevant Minister.

The NCFC also recognises that decisions surrounding who is appointed to various committees and boards are the subject of particular interest and indeed scrutiny. We are therefore committed to a process for appointments to such committees and boards that is:

- **Merit-Based** to ensure that individuals are selected based on expertise, experience, and commitment to public service.
- **Inclusive** to ensure diverse representation, including gender, age, and geographic distribution, including where a board or committee has a national mandate that impacts Cayman Brac and Little Cayman, the appointment of a member to represent the interests of Cayman Brac and Little Cayman.
- **Transparent** so that there is public disclosure of all appointments and the criteria used for selecting appointees.

## 2.1.4 Conflict Resolution

The NCFC has taken the first few months of its term in government to produce this Coalition Agreement so that we have every confidence that all members of our coalition are on the same page; completely aligned on our foundational values and dedicated both to our Code of Governance and to our Programme for Government.

However, we also appreciate that there may be some differences of opinion along the way and during our four-year term. This is why we have conceived a process of internal conflict resolution, where, in the event of any disagreement, we are committed to:

- **Internal Mediation:** In the event of an internal disagreement, the NCFC will in the first instance appoint a neutral mediator from within the Coalition to facilitate discussions and seek resolutions.
- **External Mediation:** If internal mediation fails, the NCFC will engage an experienced and professionally qualified external mediator from a pre-approved panel to facilitate an independent mediation. A panel of at least six qualified external mediators will be established by the NCFC Caucus in accordance with the NCFC's foundational values, and the Premier, in consultation with the NCFC Caucus, will also issue guidance on the appointment of external mediators.

The NCFC prides itself on respectful dialogue and any disagreements that do arise will be managed while always maintaining a culture of respect and professionalism, with a focus on solutions rather than assigning blame.

## 2.2 Government Operations and Management

The rules for Government Operations and Management in the Code of Governance encompass specific arrangements for operation of the NCFC Caucus, the NCFC Government and its conduct in Parliament.

### 2.2.1 Caucus

All elected NCFC MPs are members of the NCFC Caucus. Caucus is the appropriate medium through which policy consensus is arrived at in our government, prior to final decisions being taken by Cabinet. Caucus meetings are also the primary opportunity for Coalition members to exchange views, keep colleagues informed and to ask questions.

**Attendance:** It is therefore incumbent upon all members of the NCFC Caucus to attend weekly Caucus meetings, except in cases of reasonable extenuating circumstances, as agreed by the Premier. All Coalition members will accordingly give priority to Caucus meetings over any other obligations.

Caucus meetings will be conducted professionally and efficiently to maximise their effectiveness and to ensure that we are able to work through our ambitious agenda. The Premier is also empowered to issue operational guidelines for the structure and efficiency of Caucus meetings and, as a mark of respect for their colleagues, all members of the NCFC Caucus are therefore committed to punctuality and active participation.

**Caucus Committees:** A standing Caucus Governance Committee will be established, comprising one representative from each of the Parties and one of the Independent Members. The Governance Committee is intended to serve as the first port of call for any concerns that members of Caucus may have, so that these concerns can be quickly addressed and do not escalate unnecessarily. The Governance Committee will also liaise with the Deputy Governor on any issues arising with the civil service and respectfully advocate for the Coalition in any such instance.

In order to facilitate the work of the NCFC Caucus, other Caucus Committees may be established from time-to-time to focus on the development of policy proposals for consideration by the full NCFC Caucus. The Premier in consultation with the Deputy Premier will be responsible for the establishment of these Caucus Committees, the appointment of their membership, and the determination of their terms of reference. These Caucus Committees will in turn provide regular updates to the NCFC Caucus on the progress and challenges in their respective assignments.

**External Consultations:** Members of the NCFC Caucus may also be assigned to engage in external consultations, in which case, they will report back to the Caucus on their consultations, providing summaries and recommendations.

## 2.2.2 Government and Parliament

In the Cayman Islands, the government is directed by the Cabinet. The Cabinet is composed of the Premier, seven other Ministers, one of whom is the Deputy Premier, and two non-voting ex-officio members. The purpose of Cabinet is to provide a framework for Ministers to consider and make collective decisions on policy issues. The Cabinet is responsible for formulating and directing the implementation of policy related to every aspect of government, with the exception of the Governor's special responsibilities. The Cabinet is then collectively responsible to the Parliament for such policies and their implementation.

**Attendance:** All NCFC members of Cabinet are therefore expected to be present at Cabinet meetings, and similarly, all members of the NCFC Government are also expected to be present in sittings of Parliament, except in cases of reasonable extenuating circumstances as agreed by the Premier.

**Ministerial Code of Conduct:** The NCFC values and respects the Ministerial Code of Conduct, and our Ministers are therefore expected to abide by the standards set out in the Ministerial Code of Conduct, or be subject to disciplinary action, including, but not limited to, demotion or removal at the discretion of the Premier in consultation with the Deputy Premier.

**Collective Responsibility:** The NCFC also recognises that our Cabinet system of government is based on the principle of collective responsibility. Accordingly, the principle of collective responsibility applies to all Ministers in the NCFC Government, save where it is explicitly set aside by the Premier. Our Ministers understand and appreciate that this requires:

- 1. Confidentiality:** Respect for the confidentiality of discussions, sharing information only as agreed upon. Ministers shall not disclose or attribute the views, opinions, or perspectives expressed by individual members during meetings to any person outside of the meeting, unless explicit consent has been given by the individual concerned. This confidentiality obligation is intended to promote open and honest dialogue and applies regardless of whether the meeting was held in person, virtually, or in any other format.
- 2. Consultation:** An appropriate degree of prior consultation and discussion among Ministers to provide the opportunity for them to express their views frankly as decisions are reached, and to ensure the agreement of all Ministers.
- 3. Commitment:** The decisions of Cabinet are to be binding on and publicly supported by all Ministers.

**Support for the Government in Parliament:** Where there is a coalition government, it helps if there is some additional direction for its various members around how this coalition government is to be supported in Parliament. We have therefore established the following guidance:

- 1. Collective Support for Legislation:** The two Parties and the Independent Members which comprise the NCFC will ensure support for government policy and legislation in Parliament, except where this document explicitly provides otherwise. If on any further occasion any other exceptions are required, they must be specifically agreed by the NCFC. Ministers will be responsible for developing and maintaining a constructive dialogue with members of both Parties and the Independent Members.
- 2. Collective Support in Matters of Confidence:** In all circumstances, all members of both Parties, as well as the three Independent Members, will be expected to support the government on matters of confidence.
- 3. Internal Party Dynamics:** Each of the Parties will be responsible for their own internal arrangements for ensuring effective Parliamentary support for the government on all issues covered by this Coalition Agreement.
- 4. Outside Proposals:** No member of the NCFC will support proposals brought before Parliament other than by the government, unless previously considered and agreed by all members of the NCFC. The two Parties and three Independent Members may agree on which issues will be subject to a free vote in Parliament.

**Parliamentary Code of Conduct:** The NCFC also affirms its desire for an enforceable Parliamentary Code of Conduct and its members accordingly agree to support its enactment and be bound by the terms and standards expressed therein.

# Programme for Government

Following its formation, the NCFC Government has been hard at work, collaborating with the civil service, to establish our Programme for Government. Informed by four rounds of consultation with senior civil servants, we have now settled on a Programme for Government that comprises seven Broad Outcomes. Each of these Broad Outcomes is further informed by a series of more detailed Specific Outcomes, all of which can be effectively tracked by reference to identified key projects and initiatives.

This Programme for Government is outlined in full in the NCFC's Strategic Policy Statement (2026-2028), which is now appended to this Coalition Agreement as Appendix 1.