



CAYMAN ISLANDS
GOVERNMENT



STEERING A TRUE COURSE

Mid-Term Report
May 2013 - May 2015



Hon. Alden M. McLaughlin, MBE, JP, MLA
Premier
Minister for Home Affairs, Health and Culture
Third Elected Member for George Town



Hon. Moses I. Kirkconnell, JP, MLA
Deputy Premier
Minister for District Administration, Tourism and Transport
First Elected Member for Cayman Brac and Little Cayman



Hon. D. Kurt Tibbetts, OBE, JP, MLA
Minister for Planning, Lands, Agriculture, Housing and Infrastructure
First Elected Member for George Town



Hon. Osbourne V. Bodden, JP, MLA
Minister for Community Affairs, Youth and Sports
Second Elected Member for Bodden Town



Hon. Marco S. Archer, JP, MLA
Minister for Finance and Economic Development
Fourth Elected Member for George Town



Hon. G. Wayne Pantton, JP, MLA
Minister for Financial Services, Commerce and Environment
Third Elected Member for Bodden Town



Hon. Tara Rivers, JP, MLA
Minister for Education, Employment and Gender Affairs
Second Elected Member for West Bay



Mr. Roy M. McTaggart, JP, MLA
Councillor for Health and Financial Services
Second Elected Member for George Town



Mr. Winston C. Connolly, Jr., MLA
Councillor for Education and Employment
Fifth Elected Member for George Town



Mr. Joseph X. Hew, MLA
Councillor for Tourism and Transport
Sixth Elected Member for George Town



Mr. Alva H. Suckoo, MLA
Councillor for Sports, Youth, E-Government and Culture
Fourth Elected Member for George Town



Hon. Anthony S. Eden, OBE, JP, MLA
Deputy Speaker of the Legislative Assembly
First Elected Member for Bodden Town

Hon. Franz I. Manderson, Cert. Hon., JP
Deputy Governor
Portfolio of the Civil Service



Hon. Samuel W. Bulgin, QC, JP
Attorney General
Portfolio of Legal Affairs

Cayman Islands Government

Mid-Term Message

from Premier Hon. Alden McLaughlin, MBE, JP, MLA

19 June, 2015



It seems like only yesterday that we were celebrating in the euphoria at the opportunity to steer the good ship Cayman back on a true and right course after winning the election of 2013. But in reality two years have swiftly passed and we find ourselves at the mid-term point of this elected term of office.

Just as we did after 99 days and then a year in office, we take this opportunity to take stock in what we have achieved and our goals and aspirations for the future of these beloved Isles.

We chose the theme for this mid-term report “Steering a True Course”, because that is what this Progressives-led Government is doing. We have put the Cayman Islands back on a steady course despite the occasional ripples brought on by those who would have the country distracted from our true mission of a stable economy and government and a country that outshines any other jurisdiction. We offer a quality and top-notch tourism industry as well as a financial services industry that is second to none.

When efforts have been made to waylay our efforts on behalf of our country and our people, I am reminded of the words from Oliver Wendell Holmes Sr.: “I find the great thing in this world is not so much where we stand, as in what direction we are moving: To reach the port of heaven, we must sail sometimes with the wind and sometimes against it - but we must sail, and not drift, nor lie at anchor”.

And that is what this Government plans to continue to do in the next two years and, if I may be so bold, in the future because I believe when you read this report and take a good, honest look at the progress that has been made under our leadership, you will realize that the country’s future hinges on the fruition of the plans and projects put forth when we took office two years ago.

Our mission remains the same today as it did then – to ensure responsible management of the public purse and to create an environment where businesses can thrive and where our people can live safe, happy and productive lives. This Progressives-led Government has accomplished much since our last report to you a year ago and I am happy to say that in some instances we did it with the help of those across the aisle, proving yet again that at the heart of all we do is the betterment of the Cayman Islands and her people.

As you peruse the pages of this mid-term report I think you will be pleased at all we have accomplished, but we are by no means finished.

The 2015-16 Fiscal Year Budget presented by the Minister of Finance on 15 May, 2015, is further proof that we have restored the economy, making it strong and more sustainable with growth up 2.1 per cent this past year and rising. We will continue to carefully manage our expenses, keeping costs under control. That means we will end the 2015-16 financial year with an expense line of \$552.8 million leaving us with a core government surplus of \$108.4 million. We expect the net worth of core government to be \$1.7 billion at 30 June, 2016.

Unemployment has fallen from 6.3 percent in 2013 to 4.7 percent in 2014 and we will work with businesses to help grow even more jobs.

I invite you to take some time and go over the enclosed report. It will help serve as a reminder of all that we have accomplished in two short years. I assure you all hands are still on deck and we are more determined than ever to sail the good ship Cayman toward an even better tomorrow.

Steering a True Course

Achievements:

2013 to 2015

Cayman Islands

Government Mid-Term

Report

Government Finances

Core Government Finances Back On Track

– Sensible planning and prudent management of public funds have brought stability and confidence back to Government and to the Country. This approach has laid the groundwork for all that this Administration has achieved to date, and seeks to achieve going forward.

Government's prudent management of public finances has reduced expenditure by making processes more efficient, negotiating better deals with suppliers and lenders, better use of excess funds within Government, reducing waste and being sensible about how money is spent; all by prioritizing, forethought and sticking with agreed plans.

Government has also created a stable environment in which businesses can once again grow and help expand the economy. Improved business confidence in the Cayman Islands and in Government has allowed the public and private sector to also take advantage of the growing economy in the United States - record tourist arrivals from the USA are a prime example.

An expanding economy has increased Government revenues and coupled with reduced expenditure has created increasing surpluses over the past two years. These surpluses have allowed Government to reduce taxes and to spend on needed public benefits, necessary projects, reduce debt, rebuild our general reserves, and create a sinking fund to assist with debt repayment if needed.

- Surpluses have increased from about \$60 million at June 2013 to \$121.5 million in 2014-15 and are expected to be \$108.4 million in the 2015-16 budget.

- Debt has been reduced from \$575.2 million at June 2013 to \$523.3 million in 2014-15 and will be further reduced to an estimated \$503.4 million at June 2016 - a decrease of \$71.8 million over three years.

- The duty paid by the public on diesel imported by CUC for electricity was reduced by 25-cents per gallon in 2014-15 and will be further reduced by another 25-cents per gallon in 2015-16. This will allow CUC customers to keep at least \$12.5 million in their own pockets from January 2015 to June 2016.

- Import duty to licensed traders was reduced from 22 per cent to 20 per cent at a savings of \$4 million annually to businesses, which allows them to offer better prices locally.

- Government has also implemented a series of reductions to Trade and Business License fees to assist small businesses.

- Government rewarded Civil Servants with a much-needed one-time 2.5 per cent pay award in 2014-15 putting \$3.7 million in their pockets and into the local economy. In the coming year, Civil Servants will receive a long overdue cost of living adjustment of 4 per cent, which will put a further \$7.5 million into the local economy annually.

- Government continues to operate from a position of cash rather than an overdraft.

- All budgets since the four-month interim budget in 2013-14 have been approved by the United Kingdom after a single submission; a first in several budget cycles that the Cayman Islands Government and the UK were able to come to a timely agreement on budgets.

- From the next budget year Government will not require UK approval of financing as we have successfully positioned the country to meet all six Principles of Responsible Financial Management as cited in the Framework for Fiscal Responsibility.

Key Government Financial Targets Fully Met:

- Operating Surplus is positive at \$121.5 million in FY 2014-15; and expected to be \$108.4 million in 2015-2016
- Net Worth is positive at \$1.558 billion in FY 2014-15; and \$1.7 billion in 2015-2016.
- Debt Service Cost target of less than 10 per cent of core government revenue should be met at June 2016 when it will be 9.9 per cent.
- Net Debt Ratio of 45.5 per cent, which is well below the legally prescribed limit of 80 per cent of core government revenue.
- Cash Reserves target will be met by June 2016 when reserves should equal 94.7 days of Operating Expenditures at 31 December, 2015, above the required 90 days.
- Financial Risks managed prudently, which complies with insurance cover in place for key assets and potential liabilities. Disaster and hazard preparedness and response strategies are in place.



Minister for Finance and Economic Development Hon. Marco Archer and Premier Hon. Alden McLaughlin discuss favourable news from the Auditor General in November 2014.

Improvements to the Public Management and Finance Law – The Committee established to review the Government's financial legislation completed its review and made recommendations on improvements to the Law. An amending Bill will be presented to the Legislative Assembly this calendar year.

Annual accounts completed and submitted on time

– The 2013/14 Entire Public Sector Annual Accounts were submitted to the Office of the Auditor General on the statutory deadline of 31 October, 2014. It is anticipated that the audit of these Accounts will be completed by 30 June, 2015, which will result in the first set of audited Entire Public Sector accounts since the introduction of the Public Management and Finance Law.

\$6.3M Saved by Re-negotiation of Interest Rates on Public Debt

– The Ministry of Finance successfully re-negotiated with local banks lower interest rates for the remaining term of five of its loans. The new and lower fixed term interest rates range from 1.25 per cent per annum to 2.71 per cent per annum, down from levels of 2.82 per cent per annum to 4.25 per cent per annum. This has meant a savings of about CI\$0.6 million for the fiscal year ended 30 June, 2014, and total interest savings over a 10-year period is expected to be CI\$6.2 million.

Smart use of Public Sector Excess Funds

– Whenever necessary, usually toward the end of the financial year when Government revenue is low, public sector excess funds are put on deposit with central government rather than with commercial banks with government paying commercial deposit rates of interest to the entity. This provides government access to funds rather than using a commercial bank overdraft. This saves overdraft arrangement fees as well as bank interest.

Introduction of E-Payslips – Under the leadership of the Ministry of Finance, public service employees may now access their pay slips electronically, which will improve efficiency and reduce paper and printing costs.

A Culture of Good Governance

Centralised Procurement – The Ministry of Finance is developing legislation to standardise Government's procurement processes and create efficiencies and provides savings to Government. A director has been recruited and Cabinet has appointed a team to develop a standalone law to cover all government entities, including public authorities.

Government Vehicles – Government has centralized and tightened up on policies around

the purchasing of government vehicles to ensure Government receives value for money and the best prices as part of the procurement process.

One Person, One Vote – Government has delivered on the commitment to move forward with electoral reform, looking to introduce One Person One Vote and Single Member Constituencies in time for the next election.

Post-Retirement Health Care Liability Recognised – Government has obtained - for the first time ever - quantified public service health care liability. The Mercer Report shows that if the Country continues with the present regime we will face a healthcare liability for public servants of approximately \$1.18 billion. With this now quantified, Government is able to fund and reduce this liability going forward.

Public Authorities Law – Draft legislation is being finalised to provide a consistent overarching governance, financial management and personnel management framework for all Public Authorities, to improve consistency of approach and to strengthen accountability to Cabinet, the Legislative Assembly and to the public.

Justices of the Peace – New regulations were put in place and a training programme introduced for Justices of the Peace to ensure a more robust selection process, mandatory training, records of all encounters and the establishment of a Code of Conduct and complaints procedure.

Travel Policy Implemented – A new stricter travel policy was adopted that set out parameters and controls around business travel, including classes of service to be used as well as requirements for reporting in a timely manner on the achievements, outcomes and costs of overseas travel. The intention is to ensure only necessary travel is undertaken and that travel costs are kept reasonable.

External Affairs – Formal delegation was issued by Her Excellency the Governor under section 55(4) of the Constitution to the Premier, Deputy Premier and Minister of Tourism, Minister of Financial Services and the Minister of Finance for the conduct of external affairs insofar as they relate to matters falling within the portfolios of their respective Ministries. The Cabinet Office was tasked with providing central coordination of these delegated external affairs matters.

Temporary Ministers – Councillors are appointed temporary Ministers in accordance with section 53(2) of the Constitution. This provides for backbench MLA's to gain ministerial experience as well as avoids situations where existing Ministers, with their own full slate of responsibilities, have to take on the responsibility of another full Ministry when the Minister is absent.



Councillors Alva Suckoo and Joey Hew have both been sworn in as temporary Ministers during the past two years.

Standards in Public Life Law – The Legislative Assembly unanimously passed the Standards in Public Life Law to regulate the conduct of public officials and preserve the integrity of public institutions, which is expected to come into effect this year. It also gives authority to the Standards in Public Life Commission, which was mandated by the Cayman Islands Constitution 2009.

Moody's rating of Aa3 – The Government's philosophy of pursuing minimisation of its debt burden was recognised in the 5 December, 2013, report by Moody's on the Cayman Islands. The report maintained the very notable Aa3 rating for the Cayman Islands and Moody's outlook for the Cayman Islands is a stable one. Given improvements to Government finances and debt burden since December 2013, the country is in a much better position when Moody's visits next.

Modernisation of the Police Fleet - Government replaced ineffective and increasingly expensive-to-repair vehicles. The new vehicles are under a lease-hire programme that will reduce costs both in terms of maintenance and fuel, as the new vehicles enable us to exploit modern fuel economies.

A Strong, Thriving and Increasingly Diverse Economy

Tourism arrivals at record levels – Tourism numbers continue to grow with record levels of key stay-over numbers up by an impressive 10.84 per cent in calendar year 2014 over the numbers in 2013, and with cruise tourism up 16.98 per cent for the same period.

Staging the 3rd Annual Small Business Expo – Increased awareness of the variety of micro and small businesses in the local market, stimulated immediate sales for exhibitors, provided insight into the special needs of businesses in crisis, and educated a wider audience about the services DCI provides to local commerce.

Sports Tourism – In the past two years we have seen successful events such as the NORCECA Beach Volleyball tournaments, the Cayman Invitational Track Meet, the CARIFTA track championships, and regional Under-15 boys and Under-20 Women's football tournaments. These brought large numbers of officials and fans from participating countries and helped boost our tourism numbers.



Deputy Premier Hon. Moses Kirkconnell and Sports Minister Hon. Osbourne Bodden welcome home Olympians.

CEC Agreement – Government has renegotiated its legal agreement with Cayman Enterprise City to give government reasonable flexibility in allowing other businesses, especially Caymanian businesses, to have access to market segments that were locked down by the original CEC agreement.

Maritime Park – Government has partnered with CEC to introduce a Maritime Park to attract new segments of the shipping business community to Cayman. This will benefit various segments of the

local business community including those in financial services.

Dart – Government renegotiated and will soon finalize the Third Amendment to the controversial National Roads Authority agreement. The amendment includes the elimination of the 50 per cent tourism accommodation tax rebate for all Dart hotels. Concessions to Dart were rearranged to benefit both Dart and the Cayman Islands. As part of the renegotiation, Dart Realty has also committed to invest \$400 million in new infrastructure over the course of the next 10 years. Development will also extend into Dart lands in other areas of Cayman. In total Dart will invest an estimated US \$1.3 billion in development over the next 20 years and includes a five-star hotel.

Government has agreed to the sale of freehold title to the former Safehaven (Dragon Bay) property at fair market value, inclusive of the North Sound Golf Club. This will result in revenue to the treasury to help fund Government's much needed infrastructure projects and other requirements. It will also deliver long-term economic benefit from direct investment in real estate, the associated stamp duty revenues from a new source and the future cycle of land sales as the properties develop.

Encouraging Development – By working with the private sector government is encouraging suitable development that will add to our tourism product and overall infrastructure development but that will also allow for jobs during the construction phases and afterwards once the businesses open.

- **Kimpton Hotel** – Construction is ongoing on Dart's \$309 million Kimpton Hotel Project on Seven Mile Beach with an anticipated opening in November 2016. Construction began in early 2014 with an annual average of 185 workers on site each month from local contractors who employed an average of 114 Caymanians or persons connected to Cayman. Work on the Kimpton project has escalated in 2015 with an average of 395 workers on site each month with contractors employing an average of more than 200 Caymanians and those qualified to work.
- **Health City** – Health City in East End celebrated its first anniversary this year having seen more than 4,000 patients and performing more than 330 procedures. There are 152 employees at HCCI, of which 50 are Caymanians.

- **Cayman Enterprise City** – By year end 2014 CEC had brought 140 companies to the Cayman Islands to set up physical staffed operations within the Special Economic Zone and there are a further 383 more companies in the growing sales pipeline. There are now approximately 251 people working within the Special Economic Zone. CEC has also acquired a 50-acre site on the outskirts of George Town to build its permanent home.

- **Ironwood** – The \$360 million mixed use development off Frank Sound Road is progressing and the contract between Government and the developers of Ironwood in North Side is being reviewed by legal teams. A final agreement is slated to be signed by September. Part of that community will be a golf course designed by golf great Arnold Palmer. An important part of the Ironwood development will be the public private partnership that will oversee the construction of a 10-mile extension to the East West Arterial, from Newlands to Frank Sound.

- **Old Hyatt Hotel** – The Central Planning Board has approved renovations for the old Hyatt hotel on the Esterley Tibbetts Highway. The \$8.1 million renovation will rebuild the hotel and add a new, much needed, conference centre.

- **Gran Palazzo** – Ground has been broken on this Caymanian development, which will be a major waterfront development on North Sound providing jobs for Caymanians on all levels of the project. It is estimated the project will create 250 jobs and pump upwards of \$200 million into the economy.

- **Treasure Island** – A \$70 million renovation to the Seven Mile Beach property is being planned and will transform this site into a branded hotel.

- **Hotel room stock** has grown and improved. The refurbishment of properties such as the Marriott, the Westin, and Comfort Suites also helps maintain our high standards. The Londoner, a luxury 20 unit property at Morritt's Tortuga Club Resort is now open.

Builders Law – Consultation with the Construction Industry is complete and amendments to the bill are being completed. They will be taken to the LA this year and once passed will not only protect consumers, but will also ensure that the key

construction industry is better regulated and well poised and prepared to take on the future development needs of the country.



Premier Hon. Alden McLaughlin, right, and Deputy Premier Hon. Moses Kirkconnell tour the construction site of the Kimpton Hotel on Seven Mile Beach.

Duty Concessions – In an effort to continue to stimulate the economy, Government continued, to 31 December, 2015, (and will continue into 2016) the 100 per cent import duty waiver on building materials imported to Cayman Brac and Little Cayman; the flat 15 per cent import duty rate on building materials imported to Grand Cayman; the import duty concessionary rate of 12.5 cents per gallon for the importation of motor gasoline to Cayman Brac; and the 100 per cent waiver on stamp duty for the purchase of land in Cayman Brac.

Legal Practitioners Law – After consultation with the Cayman Bar Association and the Cayman Islands Law Society, Government is proceeding to have drafted a new Legal Practitioners Law that will address in a comprehensive way the regulation of the legal profession in the Cayman Islands as well as lawyers and firms that practice Cayman Law in other jurisdictions.

New Legislation to Support Businesses

– The Legislative Assembly approved amendments to the Trade and Business Licensing Law, which leads to a more structured business licensing regime by providing the necessary authority for Department of Commerce and Investment enforcement and the Trade and Business Licensing Board to function more effectively; simplifying business registration; providing clear obligations to the board, DCI and enforcement; and curtailing illegal vending.

Small Business Incentives – As an incentive to support the creation and development of new businesses, Government is offering the following discounts on business license fees to small businesses based on their location: George Town and West Bay

– 25 per cent; Bodden Town/ North Side/ East End/ Little Cayman – 50 per cent; Cayman Brac – 75 per cent.

Entry Visas – Introduced a five-year multiple entry visa for visa required nationals, which directly benefits business people as well as tourists who visit the Islands regularly.

Liquor Licensing Law – After meeting with the industry, Government has agreed the necessary amendments to the antiquated Liquor Licensing Law to level the playing field for businesses and to remove the ability to treat liquor licenses as a commodity for trade. Amendments to the law are expected to be passed this year.

New Exempted Limited Partnership Law and Regulations – Implemented in August 2014, it introduced some new concepts, e.g. transfer by continuation and registration of foreign limited partnerships. With the implementation of this law the company's register processed 2,900 applications - an increase of 22 per cent in the number of new registrations over the previous year. An online system was developed to improve service and create efficiencies, and as of April, 2015, had 131 subscribers, with 1,039 users.

Intellectual Property overview – Cayman's governmental framework for intellectual property is being updated in the areas of copyrights, trademarks and patents. There are several notable benefits to modernising Cayman's IP protection:

- Protection for locally created content – music, books, videos, brands, local products, etc.
- Increase Cayman's attractiveness to new business sectors to help further diversify Cayman's economy.
- Local economic benefits include the potential to grow the economy, increase government revenue and jobs created by new businesses setting up in Cayman.

Cape Town Convention – The International Interests in Mobile Equipment (Cape Town Convention) Bill 2015; Civil Aviation Authority (Amendment) Bill 2015; and Bills of Sale (Amendment) Bill 2015. Together, these implement the Cape Town Convention, an international treaty that aims to standardise transactions involving movable property, such as aircraft and will benefit the Financial Services Industry.

Grand Court Appeals – The Directors (Registration and Licensing) (Amendment) Bill 2015 adds an additional overseas regulatory body to the list of foreign authorities in the schedule and clarifies the section regarding appeals to the Grand Court.

Insurance Law – In January 2015 the Cayman Islands Insurance (Portfolio Insurance Companies) Regulations 2015 were brought into force. Along with related sections of the Insurance (Amendment) Law 2013, these laws enable insurance entities incorporated as segregated portfolio companies more flexibility and help to bring new Captive Insurance business to Cayman.

Rights of Third Parties – The Contracts (Rights of Third Parties) Law, 2014 allows parties, who are not direct parties to a contract, to enforce provisions of a contract from which they benefit.

The Directorships Registration and Licensing Law 2014 – Introduced an improved two-tier regulatory framework for natural persons and requirements for corporate directors appointed as directors to the boards of mutual funds regulated under the Mutual Funds Law and excluded persons under the Securities Investment Business Law. It also provides additional enforcement powers for the Cayman Islands Monetary Authority.

Beneficial Ownership – The Department of Financial Services issued Government's Consultation Report on Maintenance of Legal and Beneficial Ownership on Cayman's registered companies. The report summarises the consultation responses and outlines Government's position on matters such as legal and beneficial ownership, a central register of beneficial ownership information, and corporate transparency. The report also includes steps to further strengthen Cayman's framework through enhanced accuracy, access, availability and monitoring/enforcement of ownership information.

International commitments – Implementation of automatic exchange of information reporting for FATCA purposes including the issuance of guidance notes and launch of Automatic Exchange of Information portal, Commitment to Common Reporting Standard as new global standard for AEOI, and the signing of the multilateral competent authority agreement.



Minister of Financial Services Wayne Panton, seated left, and the Ambassador of Belgium, Her Excellency Godelieve Van den Bergh, seated right, sign a tax information exchange agreement on Thursday, 24 April, 2014, in the Government Administration Building.

Money Laundering/ Terrorist Financing National Risk Assessment

– The Anti-Money Laundering Unit in the Attorney General's Chambers has been spearheading the preparatory work for the Cayman Islands' fourth round of mutual evaluation assessments in the first quarter of 2017 in which the Cayman Islands' anti-money laundering and combatting the financing of terrorism framework will be assessed for compliance with, and effective implementation of, international standards.

A Work-Ready and Globally Competitive Workforce

Financial Services Apprenticeships for jobs – Government, along with Cayman Finance, agreed to begin working in partnership and launched a pilot programme to offer an education and work experience initiative for up to 50 Year 12 students in the dual enrolment government system.

School for Hospitality Studies – Established the School of Hospitality Studies. The first cohort of 25 students from the SHS will receive their certification in June 2015. An additional 35 are going through the programme and will also be able to find tourism-related jobs.

Inter-Ministerial Committee on Employment – The broad purpose of the Inter-Ministerial Committee on Employment is to better enable Government agencies to resolve the challenges of unemployment and ensure a coordinated and holistic approach in relation to unemployment.

Public-Private Partnerships in Training

– 19 training workshops were offered by the NWDA as of early April, many of which were developed and delivered in partnership with the private sector, with 208 persons benefitting. Training included Quick Books, Communications Media and Introduction to Housekeeping, among others.

Training and Development:

- Government has continued the Passport2Success Programme, which has prepared over 355 young Caymanians to enter the workforce.
- Employment support services have been introduced and enhanced with delivery through Community Outreach to West Bay, Bodden Town, East End, North Side and the Sister Islands.
- The Superior Auto Training Programme is funded by the Ministry of Education, Employment and Gender Affairs and delivered by Superior Auto Ltd. The SATP provides an apprenticeship programme in auto repair and maintenance for Caymanians ages 18 to 25. As of January 2015 there were 10 participants in the programme, the largest participating cohort to date.



The Superior Auto Training Programme has the largest participating cohorts to date.

NWDA Training – At 30 April, 2015, there were 776 Caymanians seeking services with the National Workforce Development Agency; of those 508 were unemployed. Of those seeking the services of the NWDA 522 were seeking services as independent registrants and 254 were seeking access to the full services of the NWDA. There were 1,258 companies registered with the NWDA as of 30 April, 2015.

Employment Services – During the 2014-15 financial year the NWDA partnered with the Cayman Islands Tourism Association to deliver the second Cayman Islands Tourism Employment Drive. In addition

the NWDA further developed and enabled the online registration process by implementing new job seeker categories with defined services for each.

Training for Early Childhood Care and Education Practitioners – During the 2014/15 fiscal year the ECCE Unit has been leading a series of training for early childhood practitioners to raise awareness of challenges children with special needs may have and ways in which they can support them to be more successful.

Professional Development Policy – Policy was formally adopted during the 2014/15 year in part to define the expectations and provisions for continued professional development within the Education Service for principals, teachers and classroom support staff.

- Professional Development geared at raising standards of leadership and management of the schools through an International Leadership Certificate offered through the Ontario's Principal's Council to support principals and senior managers in developing strategic insights to better enable effective practices in schools.

Labour Law – The Legislative Assembly will receive new labour legislation this year, which will repeal and replace the Labour Law (2011 Revision), and provide greater clarity to employers and employees on areas identified as priorities for reform as well as introduce a system of administrative fines to enable more efficient and effective enforcement of the law.

Pensions Law – The National Pensions (Amendment) Bill 2015, along with the National General Pensions Regulations and Pension Fund Investment Regulations will be presented to the Legislative Assembly later this year. The amendments are expected to provide clarity to employers and employees on areas identified as priorities for reform and introduce administrative fines as well as improve pension plan administration and compliance, and change the age from 60 to 65 for normal pension entitlement.

Pension Plan Actuarial Valuations – Actuarial valuations were completed for all pension plans in mid-2014, as required by the National Pensions Law. These reports provide valuable technical information for decision-making on issues such as income replacement ratios for retirees.

A More Secure Community

RCIPS – The RCIPS continues in its efforts to identify and confront the security threats faced by the Cayman Islands. Achievements include:

- To provide modern police headquarters, Government has agreed to offer by public tender the sale of the Central Police Station property, which occupies prime real estate in George Town, on condition that the money is used for the construction of a new facility. The current station will continue to be used while the new facility is under development. The proposed property at Halfway Pond is also large enough to accommodate a new Courts Facility.
- The new George Town lockup is completed and awaiting to be opened for use.

Customs enhanced – Government has renewed border enforcement. The Customs Department has already seen results with improved contraband interdiction at our borders. Customs is also now checking outgoing cargo in containers to help ensure stolen items aren't leaving the jurisdiction.

Secondhand Dealers Law – This protects the public from unwittingly purchasing stolen goods from licensed secondhand dealers and better regulates pawn shops and metal dealers so as to track who has sold what to them, helping prevent them being used as dumping grounds for stolen items. It is also an additional law enforcement tool.

Conditional Release Law – Government has passed the Conditional Release Law, which will have a major impact on re-offending rates. The objectives of the Conditional Release Scheme are to help rehabilitate prisoners to function in society and live useful lives, to protect society from the criminal acts of repeat offenders and to reduce costs of incarceration. Regulations are being prepared with a proposed implementation in late summer.

Cayman Islands Fire Service – Government has been working closely with Fire Service management to assess and upgrade standards and improve morale and facilities. Fire crews have ably contained fires at George Town Landfill and recently showed their mettle and selflessness in helping out their fellow man during flooding brought on by heavy rains.

Cuba MoU – Officials from Cuba and the Cayman Islands in April 2015 signed a new memorandum of understanding that will help speed up the process of repatriating migrants who land illegally in this territory and should also reduce Government's cost to house and repatriate illegal Cuban migrants. Government's cost to house illegal Cubans in 2014 was \$1.6 million.



Deputy Gov. Franz Manderson and Cuban Ambassador Rafael Dausa Cespedes shake hands after signing a Memorandum of Understanding between the Cayman Islands and Cuba on 17 April, 2015.

Her Majesty's Cayman Islands Prison Service:

- Security improved with concrete cladding placed on the external fence at H.M. Prison Northward; motion detector installed on the internal fence; and a fence will be erected around the vocational training building before the end of June, 2015.
- Implementation of a Release on Temporary License programme that allows prisoners to partake in work and activities outside of the prison, and assists the transition process of re-integration back into society.
- Integration of external and perimeter cameras into the National CCTV Programme by 30 June, 2015, for H.M. Prison Northward, H.M. Prison Fairbanks, the Immigration Detention Centre and the new Royal Cayman Islands Police Service Custody Suites.
- The Ministry of Home Affairs has implemented a number of improvements at the prison in response to a report by Her Majesty's Inspectorate of Prisons. Government is also considering changes to the Prison Inspection Law.

Disaster Preparedness – The Cayman Islands joined other localities in the Caribbean as a participant in a tsunami response exercise on 25 March, 2015, to evaluate local tsunami response plans, increase

tsunami preparedness and improve coordination throughout the region.

- A sensor for the Caribbean Tsunami Warning Programme has been installed in George Town Harbour. This provides valuable data on sea levels to assist in the warning mechanism for the Caribbean and the Cayman Islands.

Department of Community

Rehabilitation – Continues to provide community-based supervision and intervention as an alternative to prison. A collaborative approach is maintained with various agencies such as the Prison Service, the Police Service, the Courts, National Drug Council, and HSA Mental Health Unit in an effort to manage, rehabilitate and prevent offending behaviours.

National Drug Council – Since 1 July, 2014, the NDC has facilitated over 300 presentations, training sessions or workshops in schools, prisons and throughout the community. These prevention and education activities focus on equipping individuals and groups with information about drugs, the life skills necessary to enable them to deal with different situations without turning to drugs, the ability to resist pressure to use drugs and an understanding of what drugs are.

- A six-month Sister Islands Pilot Cayman Brac Initiative began in January 2015 and provides a comprehensive two-tier approach, which consists of school based and community based prevention and education to address the needs of our Sister Islands.
- Drug-free Workplace Education Training Programme to support and assist managers, supervisors and employees to understand the hazards of alcohol and drug use in the workplace.

911 Emergency Services Connectivity

– The Information and Communications Technology Authority licenses for all telephone companies has been changed to make direct connections to 911 mandatory.

Road Safety – The Information and Communications Technology Authority is working with Inter-Agency Task Force for Road Safety, three other authorities and the Police Service to adopt a standard set of road safety guidelines by June 2015. The goal is to standardise road works, signage, safety practices and precautionary measures for road works.

- Government has reduced the speed limit on West Bay Road to 30MPH to improve safety to pedestrians. Additional pedestrian walkways will also be installed, which will prevent the middle lane from being used to overtake.

A More Efficient, Accessible and Affordable Public Service

E-Government -The E-government plan is now in place and pushing the programme forward. So far he has:

- Reviewed the current landscape of what was already in place and identify the deficiencies and challenges.
- All Ministries and most departments have been involved in the E-government discussion and guiding principles for the programme have been established as well as terms of reference for the E-government Steering Committee defined and agreed.
- All future software development will require the approval of the E-Government Steering Committee, which had its first meeting on 14 April, 2015.
- A high-level E-government platform approach has been defined for rapid deployment, which removes technical complexity to online service implementation, enables joined up government-cross departmental transactions and reduces costs with ready access to standard functionalities such as notifications, online payments and integration with finance systems.
- The NWDA web portal links local employers and potential employees to ensure that Caymanians are given visibility of and fair chance at job offerings prior to grant of a work permit.
- E-registration of property via Lands and Survey.
- Online application and issuance of Tax Exempt Certificates
- Customs declaration and clearance for imports and exports.
- Trade and business online application for small businesses.
- In the past year upgrades have been made to the campus Wi-Fi for several primary schools and other

education facilities. More work will be done over the summer in schools or education facilities in all three Cayman Islands.

- Major online upgrade of functionality such as on-line submission of Employer Permanent Residency Declarations, Release of Immigration Residency Points Calculator for the public as well as improved back office processes and automation with new applications

Project Future – Work has begun on key projects, including an Office of the Ombudsman; sale of surplus property; George Town landfill; airports; more effective Government communications; raising the retirement age for Civil Servants from 60 to 65; and creation of a Public Utilities Commission. Work is also well under way to review the remaining EY recommendations to determine which align with Government's policy priorities and goals and to set in place the plans and resources needed to make the approved projects a success.



Deputy Governor Franz Manderson and Premier Hon. Alden McLaughlin discuss EY recommendations at a press conference on 9 September, 2014.

Immigration – The Immigration Department will build an online customer service application through which employers can better manage work permit applications. Immigration will be able to cross reference these applications against advertised vacancies and known Caymanian job seekers that are available to fill the job position.

Bodden Town Licensing Office – The Department of Vehicle and Drivers' Licensing is in the process of having constructed a Licensing Office in Breakers, which includes 2,337 square feet of offices and an inspection area for vehicles. This will serve the Eastern Districts, saving those residents time as they will be able to avoid the need to drive to George Town. It will also lessen the wait time and improve customer service in the busy George Town licensing office.

Government Administration Building

Occupancy – Continued savings on rental costs by continuing to increase occupancy, which will have been increased to 85 per cent over the past two years.

Modern, Smart Infrastructure

Owen Roberts International Terminal

Expansion – Constructed a new Temporary Departure Lounge at ORIA that accommodates 200-plus more passengers and provides additional departure gates and restrooms. Constructed a checkpoint at ORIA that removes in-transit passengers from the normal arrival/departure routine.

- Reconfiguration of the ORIA Security Checkpoint to add a third X-ray machine thus reducing security queuing time.
- Completion of concept design for ORIA terminal expansion, increasing terminal space by almost three times and annual passenger capacity from 500,000 to 2.5 million. The goal is to break ground by summer 2015.
- An Advanced Passenger Information System means that 90 per cent of airlines leaving the Cayman Islands provide manifest data of flight departures, which has allowed the removal of outbound Immigration controls for all but a few flights and greatly improved the throughput experience for outbound passengers.
- Airport Fast Track service introduced at Owen Roberts International Airport in 2014 to allow a faster option to clear immigration and customs – there is a fee for this service.

George Town Revitalisation – The revitalisation of George Town has begun with road enhancements. Conceptual plans for a modernized George Town will go to public consultation. Changes will also be made to planning laws in the upcoming fiscal year to allow for multi-use development in the Capital, providing a revival for retail, commercial, hospitality and residential use across George Town. There will also be room for cultural development to bring the capital back to life on weekends and in the evenings.



Ministry of Planning Deputy Chief Officer Tristan Hydes and Minister for Planning, Lands, Agriculture, Housing and Infrastructure Hon. Kurt Tibbetts discuss the revitalisation of George Town.

Cruise Berthing Facility – The Environmental Impact Assessment for the Cruise Berthing Facility has been completed, and is undergoing consultation. The Financial Transaction Model has been approved by Cabinet. Cruise line discussions on the financial transaction model are taking place.



H.E. the Governor Helen Kilpatrick, Deputy Premier and Minister of District Administration, Tourism and Trade Moses Kirkconnell and Councillor Joseph Hew accompany visiting UK Overseas Territory Mark Simmonds on a tour of the Port.

Fuel MoU – Government signed a Memorandum of Understanding with Navasota Clean Energy LLC to establish a fully integrated development plan and structure to attract one or more fuel terminal companies interested in fuel supply and transshipment operations. This has the potential to bring revenue to Government, provide new jobs as well as provide an alternative and cheaper provider of fuel to the Islands.

Water Authority Improved Water Supply

– Awarded a contract for the design and construction of a Sea Water Reverse Osmosis Plant with additional production capacity of 3,000 cubic metres per day to increase the ability to supply fresh, potable water.

Road works – Widening of Godfrey Nixon Way to give it three lanes – two directional and a centre lane for turning into the numerous businesses along that bustling stretch of road and a smoother traffic flow. Similar work is planned on Smith Road. Work in East End includes Sunny Field Extension to Reef Point, High Rock Drive, Farm and Winters Land roads; Rum Point Road in North Side; Anton Bodden Drive in Bodden Town; 13 roads in West Bay including Birch Tree Hill; 27 roads in George Town including Canal Point Road, Sparky's Drive, Red Gate Road, Owen Roberts Drive and Shamrock Road.



Work got under way on Godfrey Nixon Way in spring 2015.

Electrical Regulatory Authority – Awarded a contract for 36MW generation to improve CUC's overall efficiency at converting diesel fuel to electrical energy.

Public Utilities Commission – The Government will implement a single Public Utilities Commission to regulate, among others, the ICTA, Water Authority, ERA, Cayman Water and bulk fuel importers. With regards to the latter, a review has begun to determine pricing competitiveness in the industry.

Online Library System – Consolidation of school library systems with one web-based library portal for all schools. This national online library system will be integrated with existing school libraries and improve access to e-books and digital resources in schools.

Bodden Town Cemetery – Work on the land side of property earmarked for a new cemetery adjacent to the Bodden Town Civic Centre is complete and in use. A third phase of the work will be on the seaside, offering more space for vaults.

Transportation – To match demand, the Public Transportation Board approved 30 new taxis and six

new tour busses for the first time since 2007. The move is to cope with an anticipated surge in demand as cruise and airline passenger volumes continue to grow. The new permits mean a possible 36 new jobs.

New ICTA Consumer Focus – Restructured the Information and Communications Technology Authority to create a consumer affairs division to focus on the interests of Cayman Islands consumer complaints against ICTA licensees. ICTA has also taken control of the dot KY domain.

A Fit and Healthy Population

Mental Health Facility – Government has approved initial plans to build a Long Term Residential Mental Health Facility. A steering committee formed in 2014 is working diligently to make this facility a reality, releasing the Strategic Outline Case to the public this May.

Introduction of a Wellness Programme

– The Cayman Islands National Insurance Company introduced a Wellness Programme to encourage members to take a pro-active approach to their own well-being. The programme provides members with rewards and provides them the ability to track and improve their health via a comprehensive health risk assessment and tracking tool.

Youth Services Unit – Aided over 20 NGO youth partners to develop engaging youth activities throughout the Cayman Islands as well as held a spring event on Cayman Brac, which was a first and engaged large amounts of youths in positive activities.

Upgraded facilities – At Savannah Primary School to facilitate greater community access for recreational and sporting activities. The Ministry of Sports will continue to upgrade sporting facilities starting with works at the G. Haig Bodden Playing Field with adequate changing room facilities and seating.

Department of Sports – Held 52 programmes throughout the various Districts that include hundreds of children and adults with events ranging from club sports, after school programmes to adult fitness sessions in an effort to improve the health and well-being of society, foster positive socialization and reduce youth crime.

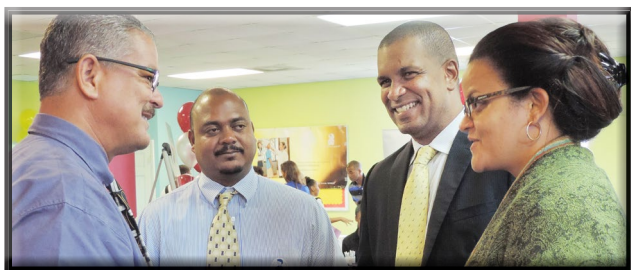
- Conducted or assisted with 33 recreational leagues and events to raise the level of awareness and improve health and wellness among private and public sector employees.
- Conducted 11 sports camps during the summer involving over 800 children.
- Conducted over 2,200 coaching sessions throughout various primary and secondary schools in the six focus sports.
- Grant aided more than 20 NGO sports partners to develop quality physical activities in various sporting disciplines throughout the Cayman Islands.

Dialysis Unit – The Cayman Islands Hospital Dialysis Unit has found a permanent home next to the foyer at Government Hospital. The new unit boasts added space while also addressing the privacy concerns of patients. The unit houses 10 stations with two reserve units in the peritoneal dialysis and examination rooms. It also has two standard isolation rooms, doctors' office, nurses' station, staff lounge, lockers, bathroom and shower room.

A Centre of Excellence in Education

School Information Management System

- The use of SIMS as a school management system is now embedded in all schools. It provides much more than a school database or a system to record attendance and grades. SIMS is now integrated into school websites using SIMS Learning Gateway and Microsoft Sharepoint. SIMS Learning Gateway will integrate with the school databases and provide a web-based portals.



Minister for Education, Employment and Gender Affairs Hon. Tara Rivers, Councillor Winston Connolly and Acting Chief Officer Christen Suckoo at the Cayman Islands Further Education Centre Career Fair in 2014.

John Gray High School – Work on the new John Gray High School Hall will recommence in the new fiscal year. Those works are expected to be completed in 2016.

Increased inter-Island School

Connectivity – Additional and upgraded videoconference equipment has been purchased and allows for improved videoconference capabilities between Grand Cayman and Cayman Brac. This will increase collaboration between educators in Grand Cayman and Cayman Brac and will reduce the necessity for inter-island travel, thus reducing the costs associated with travel.

Baseline School Inspections – All government schools are inspected on student progress and achievement, effectiveness of teaching and its impact on learning, leadership and management, as well as the quality of provision and student outcomes in the foundation subjects of English and mathematics.

Interactive Whiteboard Technology – As a result of targeted investments made in FY 2014-15, all primary school classrooms will be provided with interactive white boards by September 2015.

Improvement of Mathematics and Literacy Teaching and Learning

Mathematics units incorporate best practices in mathematics and provide structure and guidance for teacher planning. Year 5 and 6 Units were developed and trialed in 2014-15 for implementation in 2015-16.



Minister for Education, Employment and Gender Affairs Hon. Tara Rivers and Premier Hon. Alden McLaughlin unveil the plaque after renaming the North Side Primary School the Edna M. Moyle Primary School in honour of the late North Side MLA and Speaker of the House on 27 May, 2014.

Education Law Improvements – Cabinet has approved the update of the legislative framework of the Education Law, which will replace the 30-year-old

legislation enacted in 1983. The law is out for public consultation and is slated to go to the Legislative Assembly in September 2015.

Publishing and Distribution of the CI Early Years Curriculum Framework -The Cayman Islands Early Years Curriculum Framework was published in April 2015. This document was approved by the Education Council in April, 2014 as the national curriculum for early years settings.

Special Educational Needs and Disability Strategy Group – The group will look at issues related to the efficient and effective delivery of educational services to special needs students.

Guidelines for Early Childhood Care and Education Centres – These guidelines standardize practice for early years children and raise standards in early years education.

Extended After School Programme – The programme provides a range of activities from homework assistance to drama for over 1,000 children in the public school system between 3 and 5:30 p.m. every day. In 2014-15 a quality assurance aspect was built into the programme and the quality of provision offered during the extended after school programme was strengthened through a partnership with the YMCA.

Technical & Vocational Education & Training – Technical and vocational programmes are geared to students with a range of academic abilities and interests. This is a strategy to develop pathways for students by building on and expanding TVET qualifications in secondary school and in post-secondary educational institutions. There is an emphasis on partnerships with the private sector through apprenticeships and work experience.

Sustainable Developments in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics

Airport - The construction works to enhance the Charles Kirkconnell International Airport Terminal to full international airport standards was completed and a

ribbon cutting to mark the occasion took place on 29 January, 2015.



Deputy Premier and Sister Islands MLA Hon. Moses Kirkconnell addresses a crowd that turned out for the opening of the Charles Kirkconnell International Airport expansion in January 2015. Looking on are Speaker of the House and Sister Islands MLA Hon. Juliana O'Connor-Connolly and Premier Hon. Alden McLaughlin.

Tourism:

- In October 2014, Cayman Airways Ltd. began enhanced air travel between Grand Cayman and Cayman Brac with the introduction of the 30-seat Embraer 120.
- Nature tourism trails on Cayman Brac have been enhanced.
- In Sports Tourism, hosted one group of regional Under 15 Girls Championships games in August 2014.

Brac Sports Complex – Ongoing improvements include the completion of a fourth changing room at the Bluff Playfield and the commencement of construction of a running track.

Security – Established Joint Marine Unit in Cayman Brac, with vessel and staff based on Cayman Brac.

Infrastructure – Little Cayman north coast road has been upgraded.

- Boat ramp and dock to be completed on north coast of Little Cayman by 30 June, 2015.

Water works – The Water Authority continued work on the extension of the infrastructure, installing 6,900 feet of pipe and supplied and installed a containerized Sea Water Reverse Osmosis Plant with a production capacity of 227 cubic metres per day.

Private Sector initiatives – Government is working with the private sector on Cayman Brac in an effort to bring jobs to that Island.

Legislative Assembly Meeting – Close to 100 people gathered at Aston Rutty Civic Centre in April 2014 to watch Members of the Legislative Assembly hold their meeting on Cayman Brac. It was the first time the LA had gathered in the Sister Islands since 2003.



Deputy Premier and Sister Islands MLA Hon. Moses Kirkconnell and Premier Hon. Alden McLaughlin speak at a reception at the Aston Rutty Civic Centre on Cayman Brac while the Legislative Assembly was meeting on that Island in March 2014.

Conservation of our Biological Diversity and Ecologically Sustainable Development

Conservation – The National Conservation Council was convened for the first time in September 2014 and has been meeting to put the necessary systems and measures in place to facilitate commencement of the National Conservation Law. The council's first public meeting was held on 2 December, 2014. DoE provided technical advice and supporting documentation to the National Conservation Council, which enabled the commencement of enforcement as well as the protected species schedules, on Earth Day, 22 April, 2015.

- Completed data collection for the Darwin Initiative-funded project on socioeconomic aspects of turtle protection in the Cayman Islands.
- Completed post-Darwin Initiative marine protected areas project in September 2014, which included documentation of more than 12 consecutive months of

multi-species spawning activity on the Little Cayman grouper spawning aggregation area.

- Completed population surveys for the Grand Cayman and Sister Islands parrots, with the assistance of the US Fish and Wildlife Service.
- Completed a survey to estimate the population of green iguanas on Grand Cayman, as input to the National Conservation Council's Invasive Species Committee, which is working on a plan for the eradication of the green iguana.
- Managed the development of the terms of reference for environmental impact assessments for two major projects – the proposed Cruise Berthing Facility and the proposed 25 megawatt Ocean Thermal Energy Conversion installation – and guided the Environmental Assessment Board's review of technical documents and studies arising from both.
- Initiated work on the Darwin Initiative-funded project with Marine Conservation International partners on sustainable management of threatened keystone predators (sharks, groupers and snappers) to enhance reef resilience.
- Initiated terrestrial protected areas planning exercise, with participation of the National Trust and the assistance of The Nature Conservancy.

Landfill Operations Enhanced – Money was allocated by Cabinet in the 2014-15 budget to buy 10 new garbage collection trucks as well as other much-needed equipment for the George Town Landfill.



Councillor Roy McTaggart with Ministry of Health Chief Officer Jennifer Ahearn and Department of Environmental Health officials at the handover of the new garbage collection vehicles.

Waste Management – Government will deliver new integrated solid waste management facilities that will support the significant reduction in landfill requirements in the decades ahead by using recycling and composting. An outline business case will be produced by the end of the calendar year with tendering for the various parts of the new waste management infrastructure to go out in early 2016.

A Robust Agriculture Sector Suited to the Needs and Resources of the Country

Opening of CARDI Unit – In December 2014, Government welcomed the opening of Caribbean Agricultural Research and Development Institute's local office - a joint project with the Cayman Islands' Department of Agriculture. Among the staff, the facility employs two Caymanians who will contribute to the research and sharing of technical knowledge.



Minister for Agriculture Hon. Kurt Tibbetts welcomed the opening of Caribbean Agricultural Research and Development Institute's local office - a joint project with the Cayman Islands' Department of Agriculture - on 15 December, 2015.

Marketing and Public Relations – The DoA continues to work actively with the Market at the Grounds committee on its plans to relocate the market to the former Farmers Market site in George Town.

Assistance to Farmers – Government continues to offer assistance to farmers in various ways, including the reduction of the work permit fees for farmers for general farmers' helper under Immigration Regulations from \$550 to \$300 on Grand Cayman and to \$225 on Cayman Brac and Little Cayman.

Technical support for Agriculture Shows in the Islands – The department continued to work closely with the organising committees of the annual agricultural shows in all three Islands to assist in the development, expansion and improvement of these annual events.

Agricultural Health Inspection Services – In July 2014 the DoA, working in conjunction with the United States Department of Agriculture-Animal and Plant Health Inspection Service, Florida Department of Agriculture and Consumer Services and the US Customs and Border Protection successfully launched the Don't Pack a Pest programme in the Cayman Islands, becoming the fifth country or territory in the Caribbean to participate in this key traveler education programme.

Caribbean Plant Health Directors Forum – During the period of 29 July to 1 August, 2014, the DoA in conjunction with the Ministry of PLAHI hosted the seventh annual meeting of the Caribbean Plant Health Directors Forum. This was the first time that such a major regional agricultural meeting has ever been hosted in the Cayman Islands. During the period the second meeting of the Plant Health directors of CARICOM was also held. At the CPHD meeting the Cayman Islands was elected to be the chair of the CPHD for the next two-year period, another first for the Cayman Islands.



The seventh annual meeting of the Caribbean Plant Health Directors forum was held in the Cayman Islands from 29 July to 1 August, 2014.

Draft of a new Plant Protection Law – A presentation outlining draft instructions for the development of a Plant Protection Law was made to the Hon. Minister and Ministry staff in March 2015.

Abattoir Renovations – Major renovations of the Abattoir in terms of the purchase and installation of a much needed back-up generator was completed.

Repairs and upgrade to the physical plant were also carried out as well as the purchase of replacement equipment.

Plant Propagation – Increased the propagation of plants especially vegetable seedlings and fruit trees, resulting in more plants being made available for sale to the public.

Artificial Insemination Programme – Extensive review of the Livestock Genetic Improvement Programme was carried out. Input was garnered from key stakeholders as the DoA aims to get better operational efficiency as the programme is re-launched.

Food safety – Commenced consultancy for the drafting a National Food and Nutrition Security Policy and Implementation Strategy, which provides the best fit for the Cayman Islands as it not only addresses key agricultural issues in an integrated framework, it also incorporates and touches on other key areas such as health and lifestyle issues, non-communicable diseases, environmental health, environment, planning and tourism issues.

Equity and Justice in a Society that Values the Contributions of all

Minimum Wage – The Minimum Wage Advisory Committee was convened in June 2014 and provided Government with a comprehensive advisory report in March 2015 on the steps necessary to establish a minimum wage and the effects of such a regime that would address exploitation and provide relief to the lowest paid workers. A Minimum Wage regime will be implemented in March 2016.



Members of the Disabilities Policy group met with the Premier in 2014.

Disabilities Policy – Cabinet passed the country's first Disabilities Policy ensuring that people with disabilities live with dignity, are respected and participate in a full society. An inter-ministerial committee is working toward implementation and legislation.

Affordable Housing – 23 National Housing Development Trust houses out of the 94 have been sold. Approximately 30 applicants for affordable housing are seeking financing to purchase houses. It is anticipated that another 5-10 will be sold by June 2015

- The Build on Your Own Property Programme has been revisited and reinstated, thereby allowing applicants to be considered under this programme.
- There have been ongoing discussions with the six participating banks to renew and extend the Government Guarantee Home Assistance Mortgage Programme, which expired on November 2012. It is anticipated that the first draft of the new agreement will be completed by June 2015.

Caregivers Legislation – Legislators voted unanimously in favour of a proposal to re-establish the Certificate for Specialist Caregivers in which non-Caymanian workers hired by local families to take care of elderly, sick or disabled patients will be given up to a 10-year exemption from the term-limit provisions of the Cayman Islands Immigration Law.



Deputy Speaker of the House Hon. Anthony Eden greets seniors at the annual Christmas party in December 2014.

Welfare, Social Services – The Department of Children and Family Services is restructuring clinical services to enhance delivery of social work

interventions and ensure compliance with the legal obligations and responsibilities of the Children Law (2012 Revision).

- Review of elderly care residential services, ensuring that the services provided adhere to international best practices.
- Continue to work with partnering agencies advocating for required services/programmes to enhance the lives of vulnerable people, particularly mental health concerns and residential care for children.
- Continue to recruit foster parents in particular persons who are willing to foster older children and children with special needs.

Needs Assessment Unit – Since the NAU has been in operation it has diligently worked on improving customer services and has implemented several initiatives such as implementation of pre-paid cards in place of food vouchers.

New Sunrise Adult Training Centre – Initial work has begun on the Strategic Outline Case for a new Sunrise Adult Training Centre.

Restructure of the Sunrise Adult Training Centre Vocational Training Programme – The Vocational Training Programme has been restructured and an expanded curriculum is being used in the training classes resulting in clients registered in the vocational programme receiving better preparation for internship and employment placement in the community.

Counseling Services programmes improved – Partnered with Hedge Funds Care to train persons to be co-facilitators of the Family Skills Programme allowing for the provision of programmes and services to people living in outlying communities.

Caribbean Haven Residential Centre – Has been refurbished with the repair of walkway roof, construction of a greenhouse, complete renovation of the kitchen and pavement of the parking lot. Re-opened the facility on 1 April, 2015, to facilitate the treatment of substance addictions.

CAYS Foundation – The administration building at the Bonaventure Boys Home site has been repurposed as a secure accommodation. This additional facility

provides secure residential care for children who are on court-mandated care orders and require a secure setting to ensure the safety of children facing significant risks of harm.

Cayman Islands on the Global Stage

Caribbean Council – Premier Hon. Alden McLaughlin travelled to London in March 2015 for a week filled with meetings and appearances, which included an invitation from the President of the Caribbean Council the Rt. Hon. Lord Foulkes of Comnock to Mr. McLaughlin asking him to deliver, as a guest, the keynote message at the Caribbean Council's Annual Reception at the House of Lords in London. The event had more than 400 people in attendance including many MPs and Peers, members of the diplomatic corps, a wide range of business leaders and senior officials from the UK Government. The Premier spoke about Cayman's tourism and financial service industries, our compliance being ahead of that in the United Kingdom and addressed the UK's concerns over beneficial ownership.

JMC – Met with the Joint Ministerial Council in London in November 2013 and December 2014. The Council brings heads of Overseas Territories and key officials of the FCO and UK Government together to discuss matters of mutual interest as well as allows the OTs to collectively lobby the UK regarding matters important to the OTs.

Pre-JMC meeting hosted here – The Cayman Islands hosted Overseas Territories Heads of Government for a pre-Joint Ministerial Council meeting in July 2014. The meeting was chaired by Premier Hon. Alden McLaughlin and was an opportunity for all Overseas Territories Heads of Government to exchange views on political and constitutional issues, especially as they relate to the United Kingdom and its relationship with OTs prior to the JMC meeting with the UK.

United States – Premier Hon. Alden McLaughlin was invited to and attended the ringing of the opening bell at NASDAQ in New York in April 2014. The invitation came from Cayman Islands based reinsurer Oxbridge Re. The Cayman Islands was discussed and our flag was proudly displayed on a large screen in Times Square as well as on US television stations and the Internet.

Chatham House – The Premier was invited to give one of only two keynote speeches at Chatham House in London to address the topic, Combatting Global Corruption, in February 2014.



Premier Hon. Alden McLaughlin presented a speech on the topic Combatting Global Corruption at Chatham House in London, England, on Tuesday, 4 February, 2014.

BBC HARDtalk – Also in February 2014, The Premier was invited to and appeared on the BBC's HARDtalk television show, which provides in-depth interviews with global leaders.



Premier Hon. Alden McLaughlin was interviewed by BBC HARDtalk host Stephen Sackur while in London in February 2014.

Islamic Finance and Investment Group

– Premier Hon. Alden McLaughlin was appointed to this group, which includes Premiers, Ministers, CEOs of major Islamic banks, central bank Governors and regulators. They met for the first time in London in March 2014.

Cabinet Members



Left to Right:

Mr. Samuel Rose - Cabinet Secretary
Hon. Marco Archer - Minister for Finance & Economic Development
Hon. Samuel Bulgin, QC, JP - Attorney General
Hon. Franz Manderson, Cert. Hon., JP - Deputy Governor
Hon. Osbourne Bodden - Minister for Community Affairs, Youth & Sports
Hon. Wayne Panton - Minister for Financial Services, Commerce & Environment

Front Row:

Hon. Tara Rivers - Minister for Education, Employment & Gender Affairs
Premier Hon. Alden Mclaughlin, MBE, JP - Minister for Home Affairs, Health & Culture
H.E. Governor Mrs. Helen Kilpatrick, CB
Deputy Premier Hon. Moses Kirkconnell, JP - Minister for District Administration, Tourism & Transport
Hon. D. Kurt Tibbetts, OBE, JP - Minister for Planning, Lands, Agriculture, Housing & Infrastructure

Councillors



Left to Right:

Mr. Joseph Hew - Councillor to the Minister of District Administration, Tourism and Transport
Mr. Winston Connolly - Councillor to the Minister of Education, Employment and Gender Affairs
Mr. Alva Suckoo - Councillor to the Minister of Home and Community Affairs
Mr. Roy McTaggart - Councillor to the Ministers of Health and Financial Services, Commerce and Environment



CAYMAN ISLANDS
GOVERNMENT
