



CABINET OFFICE
CAYMAN ISLANDS GOVERNMENT

ANNUAL REPORT

2018

Financial Year



Our Coat of Arms





CABINET OFFICE
CAYMAN ISLANDS GOVERNMENT

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FOREWORD BY THE PREMIER

I am pleased to present the Annual Report of the Cabinet Office for the 2018 financial year in accordance with section 44 of the Public Management and Finance Law (2018 Revision). The workings of Government may seem rote to many, but at the very core of what we do is the heart and soul of Government – the Cabinet Office, the men and women who help keep our mission in focus.

In addition to the support provided to Government Ministers and other members of the Cabinet in facilitating weekly Cabinet meetings, the Cabinet Office also plays an important coordinating role within Government and helps ensure that all of government works efficiently and effectively.

There have been a number of significant achievements over 2018, including the following:

- The reconstituting and coordinating the meeting of a revamped National Security Council.
- The introduction of electronic tax exemption certificates – thus making this process more timely and efficient.
- The appointment of a Director of Communications who has led the modernisation of government communications including preparation of a draft Communications Strategy for 2019-20.
- The launch of a new Live YouTube video stream for Radio Cayman.
- Continued delivery of effective communications & increased awareness of the Vision to become a World-Class Civil Service.
- Government Information Services continued to support important government initiatives such as public awareness of the new Fast Track Immigration system as well as new government e-services, such as online police clearance certificates.

At the beginning of the year, the Cabinet Office kicked off Celebrate Cayman, an important national two-year programme which began the celebrations of 60 years of our Coat of Arms in 2018 and the anniversary of our first written Constitution in 2019.

As always, none of this could be done without this professional, diligent, and outstanding group of people who make up the Cabinet Office and I'm grateful for their effort and dedication in delivering the very best for the people we serve.

I encourage you to read this report which provides a wealth of information about the work carried out by the Cabinet Office.

Honourable Alden McLaughlin, MBE JP
Premier



FOREWORD BY THE CABINET SECRETARY AND CHIEF OFFICER

It is my honour to join the Hon. Premier in presenting the Annual Report of the Cabinet Office for the year ending 31 December, 2018. The departments, offices and units within the Cabinet Office play a pivotal role in the effective development, coordination, implementation and communication of the Government's policies. Once again this year the financial statements contained within this annual report are unqualified.

The work of the Cabinet Office throughout 2018 has continued to have a tremendous impact domestically, regionally and internationally. Our efforts to develop, coordinate and implement Government policy resulted in a revised process for meetings of the National Security Council, major strides forward in improving the communication function within the public service and intensive efforts to support and protect our key economic drivers and industries in multiple jurisdictions across the globe. An even greater focus on customer service was seen as we continued to drive towards a world class civil service.

However, what has made 2018 a particularly outstanding year is the enthusiasm, engagement and energy with which the Celebrate Cayman initiative to commemorate the 60 Year Anniversary of our Coat of Arms has been received by the Cayman Islands community. From the return of our Royal Warrant, to hosting activities on all three islands and recognising the former Commissioner, Justices of the Peace and Vestrymen who approved the Coat of Arms, it is clear that hearts and minds have been touched and the outpouring of support from the community has been inspiring and gratifying. The public's response indicates that we are truly a nation inspired.

Once again, 2018 was a highly successful, impactful and fulfilling financial year. I am truly blessed to lead a team of talented professionals who are committed to and passionate about serving the people of the Cayman Islands. I take this opportunity to thank each of them and their families for their innumerable sacrifices and unflinching dedication.

Samuel Rose, JP
Cabinet Secretary & Chief Officer



The Cabinet Office sits at the heart of Government bridging the gap between the political and official, central government and the wider public sector. Section 48 of the Cayman Islands Constitution states the following:

The responsibilities of the Cabinet Secretary shall include—

- (a) providing frank and politically neutral advice to the Governor, the Cabinet and the Premier on matters of policy;
- (b) co-ordinating the development and implementation of policy between departments and ministerial portfolios and across the wider Government sector to ensure that Government policy is developed coherently;
- (c) providing for administrative and secretarial support for the Cabinet and the Premier in order to allow high-quality and effective government;
- (d) arranging the business for, and keeping the minutes of, the meetings of the Cabinet or any Cabinet committee and conveying the conclusions reached at the meetings to the appropriate person or authority;

Policy Development, Communications, Regional and International Affairs and facilitating joined up Government are all core functions of the Cabinet Office.

The Cabinet Secretary serves as the Chief Officer for the Cabinet Office Portfolio, which includes the following 12 Departments and Units:

- Office of the Premier
- Cabinet Secretariat
- Strategic Communications (as of May 2018)
- Radio Cayman
- Government Information Services
- Internal Communication and Engagement Unit
- Cayman Islands Government London Office
- Policy Coordination Unit
- Protocol Office
- FOI Unit
- Immigration Appeals Secretariat
- Celebrate Cayman Project Team

SUMMARY OF SIGNIFICANT EVENTS DURING THE 2018 FINANCIAL YEAR

1. The Celebrate Cayman campaign to commemorate the 60th Anniversary of our Coat of Arms commenced. The Premier hosted a launch ceremony for over 500 attendees including the Foreign Secretary, the Rt Hon Boris Johnson at Durbar Court in the Foreign and Commonwealth Office. This was followed by events in Grand Cayman and Cayman Brac.



2. The Premier led a delegation to London including the Leader of Opposition and Deputy Leader of the Opposition after the UK agreed to talks with the Cayman Islands on proposals for various safeguards to our Constitution in the aftermath of a breach of convention and possible constitutional overreach when in May of 2018 the House of Commons legislated for the British Overseas Territories in the area of domestic policy.



3. The Premier led a delegation to Hong Kong to participate in the GREAT Festival of Innovation. This was the first time that the Cayman Islands had been included in an official UK delegation as part of the Global Britain initiative. This was an opportunity to strengthen business ties with Hong Kong and support the Caymanian financial services firms in Hong Kong as well as highlight our strengths in financial services, luxury tourism and the health care industries.
4. With the assistance of the Registrar of Companies the Cabinet Secretariat launched a new e-service using the Registrar's Corporate Administration Platform (CAP) system, allowing clients to request and the Secretariat to issue electronic tax exemption certificates. This reduced turnaround time from 2 – 3 weeks to 2 – 3 days.
5. The Policy Coordination Unit developed an application process for funding grants for the implementation of identified action plans for the Persons with Disability Policy and the Older Persons Policy.

SUMMARY OF SIGNIFICANT EVENTS DURING THE 2018 FINANCIAL YEAR ... Continued

6. A Director of Communications was seconded from the UK's Government Communications Service and work commenced with Chief Officers and communications leads across Ministries and Portfolios to prepare a draft communications strategy to support Government priorities for 2019-20.
7. The Director of Communications established a weekly communications planning meeting ('Grid' meeting) attended by communications leads for Office of the Premier, Internal Communications, GIS, DATT, and FSHA to manage short term PR opportunities and challenges.
8. A Public Communicators Forum for central and SAGCs communicators was created by the Director of Communications to share knowledge and best practice, and improve ways of working.
9. Radio Cayman added Live YouTube video- a new platform for broadcasting - for most talk shows, including For the Record, Business Buzz and Talk Today.
10. GIS provided wide-ranging strategic communications support to key Government projects throughout the year including the introduction of the Fast Track Immigration System, an Immigration Amnesty, support for the growth of e-Services and laying the groundwork for the creation of the new Customs and Border Control Agency (on 2 February, 2019).
11. Internal Communications partnered with others to deliver effective communications about our Strategic Plan, increasing awareness of our new Vision to become a World-Class Civil Service from 78% to 94% and employee understanding of their role in achieving this Vision from 80% to 91%.
12. A number of internal communication channels were developed or improved, resulting in significant growth in usage of the CIG intranet and an increase in the average rating for impact of all internal channels, from 2.35 in May 2016 to 3.60 in June 2018 (out of a maximum of 5).
13. The Protocol Office coordinated and arranged a number of events for the arrival and swearing in ceremonies for two successive Governors.



SUMMARY OF SIGNIFICANT EVENTS DURING THE 2018 FINANCIAL YEAR ... Continued

14. The Protocol Office provided support for the official visit of four (4) members of the Cayman Islands All Party Parliamentary Group from the UK Parliament.



15. The CIGO-UK produced a documentary about the Cayman Islands history and the story of the Coat of Arms for international distribution for this event.
16. The CIG UK Representative was elected as the chair of UKOTA and the CIGO-UK supported the Premier serving as President of the UKOTA Political Council.



17. CIGO-UK coordinated a high-level government delegation led by the Premier which attended the Monaco Yacht show, and involved hosting HSH, Prince Albert of the Principality of Monaco at the Cayman reception on a Cayman registered yacht.
18. Cabinet Office coordinated and provided advice and administrative support for a special meeting of the Cabinet in Cayman Brac.
19. The 2018 financial year also saw the following five members of the Cabinet Office family recognised for outstanding contributions and for exemplifying a World Class Civil Service:
- i. **Dean Bremmer** - Engineer/Service Technician – *Radio Cayman*
Chief Officers' Choice – March
 - ii. **Carsley Fuller** – News Reporter – *Radio Cayman*
Chief Officer's Choice – June
 - iii. **Joel Wilson** – Announcer/On Air Personality/Production Engineer – *Radio Cayman*
Chief Officer's Choice – July
 - iv. **Susan Watson** – Announcer/On Air Personality/Producer of Business Buzz – *Radio Cayman*
Chief Officer's Choice – August
 - v. **Stephon Johnson** – Video Production Specialist – *G/S*
Employee of the Month – November

Nature and Scope of Activities

The Office of the Premier provides administrative and political support to the Premier of the Cayman Islands and by extension to the Members of the Government Caucus.

Highlights of Key Achievements

- The Cayman Islands avoided the EU's blacklist in early 2018 after months of high level engagement and representation by the Premier, Minister for Financial Services and Government representatives over the previous year.
- The Premier gave the keynote address at the annual Chamber of Commerce Legislative luncheon in January where he updated delegates on topics such as the economy, jobs, and major infrastructure projects. Later in the month he gave a welcome address at the 15th edition of the D10e global conference and the first one to be held here in the Cayman Islands. He told delegates that the Cayman Islands is well positioned to serve as a jurisdiction of choice for a new breed of financial services business whose innovations are changing the traditional face of the financial services sector.
- The Premier was appointed President of United Kingdom Overseas Territories Association (UKOTA) in February serving as head of the UKOTA political council, which sets the associations' policies, activities and agendas for one year.



- In February, the Premier gave speeches at both the Cayman Alternative Investment Summit and Fidelity Cayman Economic Outlook addressing delegates, business leaders and prospective investors on the conference themes, including the impact of technology on the future of work and government; as well as changing geopolitics - 'Global Integration or Dis-Integration? Surviving the Challenge'.
- In late March the Premier led a delegation to Hong Kong to participate in the GREAT Festival of Innovation. This was the first time that the Cayman Islands had been included in an official UK delegation as part of the Global Britain initiative. This was an opportunity to strengthen business ties with Hong Kong, support the Caymanian financial services firms in Hong Kong as well as highlight our strengths in financial services, luxury tourism and innovations in health and Cayman's healthcare industries.

- The Premier, in his role as President of UKOTA, was invited to attend the formal opening of the Commonwealth Heads of Government Meeting at Buckingham Palace, the welcome reception at the Queen Elizabeth II Centre, the Lord Mayor's Banquet at the Guildhall, City of London and the Commonwealth Business Forum.



- In May the Premier led a delegation, including the Leader of the Opposition for the launch of Celebrate Cayman 60th Anniversary of the Coat of Arms in London, and hosted a reception and cultural showcase for over 500 attendees including Boris Johnson, Foreign Secretary, at Durbar Court in the Foreign and Commonwealth Office.
- Whilst in London, the Premier met with Prime Minister Theresa May as well as David Lidington, Minister of State in the Cabinet Office, and Lord Ahmad to raise concerns about the breach of convention and possible constitutional overreach when in May 2018 the House of Commons legislated for the British Overseas Territories in the area of domestic policy. These meetings set the stage for subsequent talks about constitutional safeguards that will confirm that the Cayman Islands Government has autonomous capacity in respect of domestic affairs, and that the UK will not seek to legislate, directly or indirectly for the Cayman Islands without, at a minimum, consultation with the Cayman Islands Government.
- The Minister of State for the Foreign and Commonwealth Office Lord Tariq Ahmad of Wimbledon visited Grand Cayman at the end of May.
- In early June the Premier and a delegation were in London for the annual pre-Joint Ministerial Council (pre-JMC) meeting where the OT leaders agreed their key agenda items for discussion at the Joint Ministerial Council meeting with the UK in November. In addition, he attended the annual JMC meeting on the Brexit negotiations where discussions took place around trade and the economy, citizens' rights, border arrangements and the legislative provisions for exiting the European Union. The Premier chaired a follow on meeting from December with fellow OT's to discuss hurricane preparation, response and mitigation following the devastating hurricanes of 2017. There were a series of key meetings following JMC that included discussions around Constitutional Reforms and public registers of beneficial ownership.

- The first Cayman Islands Digital Economy Conference was held in June 2018. The Premier gave a welcome address to over 100 delegates about the importance and expansion of our e-Government programme based on the Estonia model.
- The Cayman Islands Branch of the Commonwealth Parliamentary Association (CPA) hosted the 43rd CPA Regional Conference of the Caribbean, Americas and Atlantic (CAA) Region in June. The Premier delivered a speech about the challenges being faced by small developing states in the region and the impact of population increase.
- In July the Premier attended the Thirty-Ninth Meeting of the Conference of Heads of Government of CARICOM (CARICOM) in Montego Bay, Jamaica and addressed the issue of the constitutional relationship of the OTs and the United Kingdom (UK), in light of the recent breach of convention and possible constitutional overreach. It was agreed by CARICOM Heads to support the OTs and to express concern via a Communique regarding the vote in the UK House of Commons to seek to force OTs to implement Public Registers.



- The September sitting of the Legislative Assembly was held in Cayman Brac, fulfilling the Premier's promise to have at least one meeting per term there and give the Sister Islands community the opportunity to see the Legislative Assembly at work first hand. Prior to the house sitting, Celebrate Cayman held a public launch event on the lawn of the District Administration building to commemorate the 60th Anniversary of the Coat of Arms and to present the people of Cayman Brac with their own facsimile of the Royal Warrant.
- In September, the National Honours and Awards (Amendment) Law, 2018, to reform and modernise the Order of the Cayman Islands and similar orders was passed. The Honours scheme will award three classes of distinction- Companion, Officer and Member of the Order of the Cayman Islands and will also incorporate medals for valour or bravery.
- The Premier travelled to Barbados in September to speak at the "Central Bank Meets Blockchain" conference about the on-going successes of the Cayman Islands in working to improve and bring on-line more e-Government services and how the Cayman Islands is embracing digital technologies and industries.
- Later in September the Premier led the first ministerial delegation to the 2018 Monaco Yacht Show. This visit was to support our ever growing and top-rated shipping registry, which is the predominant flag of the ultra-large segment of the yachting industry with more than 80% market share. From Monaco the delegation travelled to Greece to meet with merchant ship owners and shipping industry representatives to support the Cayman Islands Maritime authority's plans to increase the number of merchant ships on our registry.

- November saw the Premier and a delegation travel to London to attend the annual Joint Ministerial Council meeting with the UK Government Ministers and Officials. While there the delegation also participated in and hosted a series of meetings and events including the Political Council of UKOTA.
- As President of UKOTA the Premier opened and hosted the first UKOTA Environment Workshop at the beginning of December. He announced the procurement of 634 acres of protected land in the Cayman Islands and highlighted to those present that Overseas Territories are custodians of environmental assets of global importance with over 90% of the UK's biodiversity being found in the territories inclusive of many endangered species.
- Whilst in London, Premier led a delegation including the Leader of Opposition and Deputy Leader of the Opposition after the UK agreed to talks with the Cayman Islands on proposals for various safeguards to our Constitution in the aftermath of a breach of convention and possible constitutional overreach when in May of 2018 the House of Commons legislated for the British Overseas Territories in the area of domestic policy. The UK committed to providing a draft Order in Council of the amendments that were agreed, which could be debated in the Legislative Assembly.
- The Premier and Foreign and Commonwealth Office Minister of State for the Overseas Territories, Lord Ahmad of Wimbledon signed a memorandum of understanding, which paved the way for the purchase and operation of a new Airbus H145 helicopter by the RCIPS Air Operations Unit. The helicopter will be used alongside the existing aircraft and is expected to arrive in the Cayman Islands by the middle of 2019.
- In December the Premier advised the Legislative Assembly that the UK had agreed to the creation of the new Ministry of International Trade, Investment, Aviation and Maritime Affairs as well as to the opening of an office in Hong Kong.

Our People/Staff Profile:



Roy Tatum

Senior Political Advisor &
Head of the Office of the Premier

- **Julie Hutton**
Communications Manager, Office of the Premier
- **Kieran Stigant**
Special Advisor to the Premier
- **Tammie C. Chisholm**
Press Secretary to the Premier
- **Frank Cornwall Jr.**
Political Assistant to the Premier
- **Jana Pouchie-Bush**
Personal Assistant to the Premier

Nature and Scope of Activities

The Cabinet Secretariat serves at the heart of the Cabinet Office leading on the provision of secretarial and support services to the Cabinet and National Security Council:

Core functions include:

- Preparation and dissemination of Cabinet Agendas, Papers, Minutes and Decisions
- Issuance of Tax Exemption Certificates
- Secretarial/Support services for the Immigration Appeals Tribunal receiving and managing appeals lodged, receipting payment, documenting and recording all submissions in support of the appeal, responses, decisions, and any legal matters presented per appeal.
- Processing appeals to Cabinet under the Firearms Law and National Conservation Law

Governance

The following laws govern the activities of the Cabinet Secretariat and Immigration Appeals Secretariat:

- Immigration Law (2015 Revision)
- Immigration Regulations (various)
- Tax Concessions Law, Trusts Law, Exempted Limited Partnerships Law and Limited Liability Company Law
- Firearms Law
- National Conservation Law

Highlights of Key Achievements

- Number of Cabinet Meetings held: 41
- Number of Appeals dealt with by the Immigration Appeals Tribunal

Political Asylum	8
Permanent Residence	114
Right to be Caymanian	11
Work Permit	10
Business Staffing Plans	2

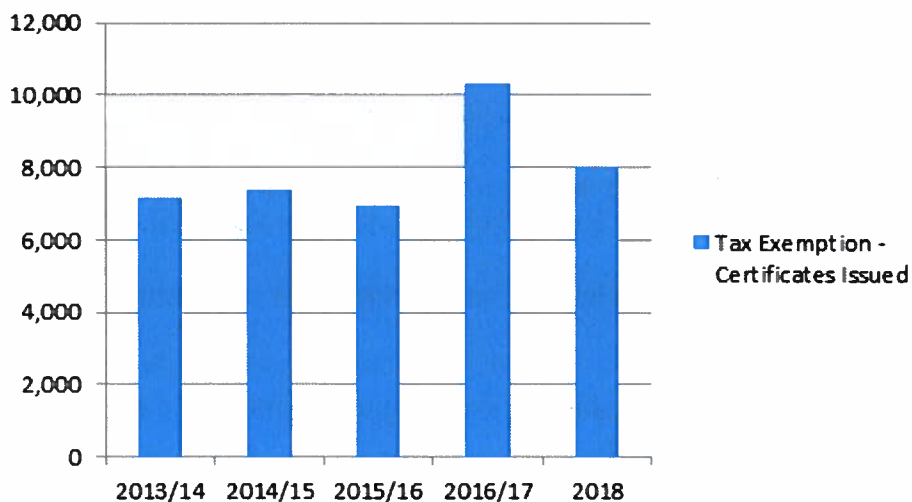
- Number of Appeals to Cabinet

Firearms	6
National Conservation Council	1

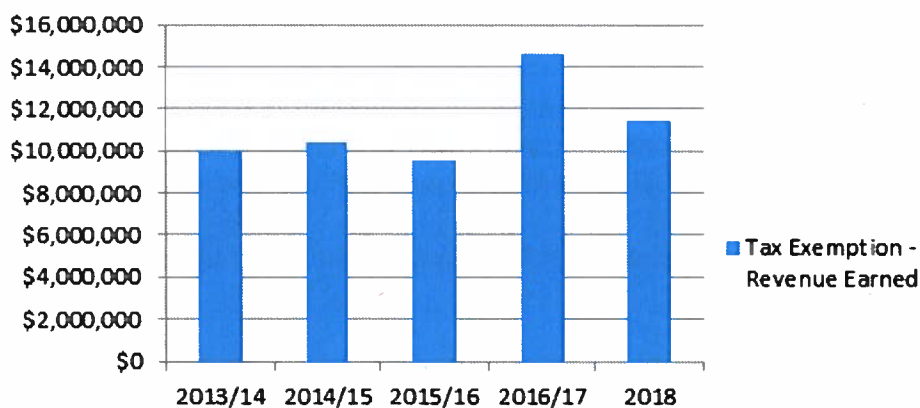
- Tax Undertakings

2018 Tax Undertaking Statistics	
# of Tax Undertaking applications processed	7,952
Total Revenue earned	CI\$11,389,400.00

Tax Exemption - Certificates Issued



Tax Exemption - Revenue Earned



- Number of National Security Council Meetings - 7

Our People/Staff Profile:



Robert Lewis
Acting Director Special Projects



Kim Bullings
Clerk of Cabinet

Staff Profile: Cabinet Secretariat- 5 staff (all Caymanian), IATS – 2 staff (all Caymanian)

STRATEGIC COMMUNICATIONS

Governance and Scope of Activities

In mid-May 2018, the first Director of Communications for the Cayman Islands Government began a 2-3 year secondment from the UK's Cabinet Office to manage reputation, strategy and improvement, and to act as Head of Profession for all public communicators.

Highlights of Key Achievements

Strategy Development

Worked with Chief Officers and Communications Leads across Ministries to prepare a draft Communications Strategy to support Cayman Islands Government priorities for 2019-20.

Commissioned research with the public in the Cayman Islands so we can better understand preferences for channels and content.

Commissioned UK public research so we can gauge public sentiment and awareness to ensure our PR and marketing strategies are informed and effective.

Advised RCIPS on commissioning a public survey about public attitudes to crime.

Reputation Management

Developed and implemented a digital Government Communications Calendar to provide our senior leaders and communicators with a whole of government view of short term PR events and activities.

Set up a weekly communications planning meeting ('Grid' meeting) chaired by the Director of Communications and attended by Communications Leads for Premier's Office, Internal Communications, GIS, DATT, and FSHA to manage short term PR opportunities and challenges.

Developed and regularly disseminated a Topical Issues Brief to Ministers and Chief Officers to provide a shared set of lines on current PR issues.

Set up cross government communications working groups for high profile issues to establish agreed messages and a timely approach; and provided advice on high profile issues as needed.

Supported a more proactive approach to Public Relations activity for Freedom of Information requests and official audits so that the public receives more balanced and contextual information.

Set up a monitoring and reporting process for UK media with associated corrections and letters to editors where needed.

Set up regular liaison with the Head of the Governor's Office to join up and manage key PR opportunities.

Improvement

Proposed a Communications Improvement Programme, which outlines how we could invest in our People, Process, Channels and Content:

Reviewed our central communications structures and staffing and made recommendations for a structure that equips us to perform as a world class communications service.

STRATEGIC COMMUNICATIONS ... Continued

Worked collaboratively with Computer Services to establish the requirements for a new gov.ky website to provide a more efficient process for publishing content and ultimately a better user experience.

Initiated a review of the Cayman Islands Government Digital Brand.

Our People/Staff Profile:



Dee Cotgrove
Director of Communications

Strategic Communications - 1 staff member seconded from the UK Government Communication Service

Training:

Created a Public Communicators Forum for central and SAGCs communicators to share knowledge and best practice, and improve ways of working. Lead by the Director of Communications, the group met seven times in 2018 covering a range of topics from social media, marketing strategy, managing influencers, and communications planning.

<http://www.gis.gov.ky/portal/page/portal/gishome/publications/Communications%20Skills%20and%20Training>

- Anti-Fraud training
- Policy Development & Implementation Best Practice
- Desk based and in role continuous professional development leading to annual certification as a Chartered Marketer by the Chartered Institute of Marketing
- Civil Service leadership training
- Developed and published a Communications Skills and Training Guide in support of the professional development of our public communicators.

Nature and Scope of Activities

Radio Cayman provides educational, cultural, entertainment and religious programming to the public of the Cayman Islands. Radio Cayman's scope of activities include, the broadcasting of government bulletins, commercials, news, public affairs programmes, entertainment and public service announcements as well as educational, cultural and religious programmes.

Radio Cayman is also a revenue earning entity. The business objective is to sell commercial time to increase its revenue while also increasing its listenership. The station is also committed to providing continuous high quality service to Cayman Brac and Little Cayman.

Radio Cayman plays an integral role in providing full scale emergency broadcasts before, during and after times of national emergencies such as storms or hurricanes. Radio Cayman continues to increase its engagement with listeners via social media, live streaming of all broadcasts, creative programming and community outreach.

Radio Cayman is in its 43rd year of continuous service to the people of the Cayman Islands.

Governance

As a broadcaster, Radio Cayman is regulated by the Cayman Islands Utility and Competition Office (OfReg) and the station remains in compliance with all aspects of the law.

Highlights of Key Achievements

- Radio Cayman hired an additional Announcer, which brought the On Air staff to full complement.
- Radio Cayman partnered with charities and non-profit organizations to promote their events and in turn receive promotion for Radio Cayman to help raise our profile.
- The station also continued to provide quality cultural and educational programmes, highlighting significant achievements and milestones.
- Radio Cayman added another platform to our broadcasting output - Live YouTube video of most of our Talk Shows, including For the Record, Business Buzz and Talk Today.

Our People/Staff Profile:

Senior Manager:



Norma McField
Director of Broadcasting

20 Members of Staff - 15 Caymanians, 3 Permanent Residents and 2 Non-Caymanians. 1 Director, 1 Deputy Director, 1 News Director, 1 Engineer, 4 Reporters, 3 Account Executives, 1 Library/Traffic Officer & FOI Manager, 1 Talk Show Host, 5 Announcers, 1 Accounts Officer, 1 Clerical Officer.

RADIO CAYMAN ... Continued

Training:

- Better Business Case Course – (Director)
- Procurement Training (Director & Deputy Director)
- Policy Development & Implementation Best Practice (Deputy Director)
- Anti-Fraud Training (All Staff Members)
- Various Leadership Training Seminars (Director, Deputy Director, News Director, an Account Executive and the Traffic Officer.
- Degreed.com courses pertaining to leadership and management (Deputy Director)

Community Outreach:

- Radio Cayman's Community Outreach includes the annual Breeze Fusion Walk/Run, held on the first Saturday in November each year in Grand Cayman and the last Saturday of November in Cayman Brac.



- Work experience opportunities were given to 2 CIFEC student interns.
- Radio Cayman's broadcasts, particularly its Talk Shows, are a constant source of community outreach, allowing callers to voice frustrations, give ideas and other feedback on local activities.
- Radio Cayman's Facebook, Twitter and YouTube followers continue to increase.

Nature and Scope of Activities

Government Information Services (GIS) uses strategic communications, delivered through a variety of channels, to disseminate information about the work of Government in a manner that helps to promote engagement with Government priorities and maintain Government's relationships with the Public.

Governance

The Official Gazette Law (1997 revision) and Gazette Regulations (1995 revision) detail the governance of the Cayman Islands Gazette, which is the official public sector newspaper, and the department's major revenue earner.

Highlight of Key Achievements

- Throughout 2018 GIS provided wide-ranging strategic communications support and advice for the change management occasioned by the impending merger of the Customs and Immigration Departments. This included multimedia reports on key steps and deliverables, media planning, the creation of a newsletter, the creation of a logo and much more.
- GIS provided crisis and reputation management services to a number of agencies throughout the year. Clients included the Ministry of Health and the Mosquito Research and Control Unit. The Fire Service received support when it found itself handling two near-simultaneous long-burning fires over a period of several weeks in the fall. Also notable was the support offered to HMCI and the Weather Service to debunk social media rumours during Hurricane Season.
- GIS developed and in April 2018 implemented the local and international campaign for the new Fast Track Immigration System for Miami passengers arriving in Grand Cayman.
- Communications support from GIS also led to a record number of over-stayers taking advantage of the amnesty that Government offered in late summer.
- GIS provided media-handling and multi-media support for the departure of Governor Kilpatrick, the arrival of Governors Choudhury and Roper, as well as local visits by Overseas Territories Minister Lord Ahmad and the All Party Parliamentary Group of UK MPs.
- GIS provided communications support for Celebrate Cayman throughout 2018. Perhaps the most notable example was the London launch at the Durbar Court of the Foreign and Commonwealth Office. Thanks to the presence on-scene of a GIS videographer local audiences were able to promptly access celebrations. The department also continued its support for national events. A highlight of these is the annual National Heroes Day live-broadcast. This partnership with Cayman27 is particularly cost effective for government as it removes the need for equipment rental as in past years.
- In Q1 2018 GIS developed and successfully implemented an online and radio only campaign to drive online traffic for police clearance certificates to 30%. Following the public debut of a number of new and enhanced services in the fall, GIS at the end of the year launched an online only campaign to promote the revamp of online driver's licence applications.
- Video Production Specialist Stephon Johnson was named the Deputy Governor's Employee of the Month for November.
- Among its social media channels GIS increased viewership of its YouTube channel by 30%. Instagram followers jumped by a similar percent. Meanwhile Facebook fans increased to some 14,000, half of whom reside in the Cayman Islands and engage with the channel on a weekly basis. The number of Twitter followers also rose to some 5200. These numbers suggest that organic reach for these channels is slowing but not yet exhausted. As such GIS will need to move to a paid model of promotion, but for 2019 will remain focused on attracting (affordable) paid

advertising for campaigns rather than for channels.

- A survey by ESO found that some 9500 people watch CIGTV between once a week, to as often as a few times a day. Another 11,000 people watch less often than that. It is our goal to repeat this survey at regular intervals to help us set smart objectives for the growth of the channel.
- In 2018 GIS procured equipment that will provide a closed captioning service that will increase the access of hearing impaired persons to broadcasts of CIGTV. The equipment began a soft launch in early 2019.
- The Gazette team of three helped the department to bring in revenue more than \$140,000 above expectations.

Our People/ Staff Profile:

Senior Manager:



Suzette Ebanks

Chief Information Officer

GIS has a hard-working staff of 17, which includes the Chief Information Officer, three employees in the administrative/Gazette unit, three in graphics, five in the content team and five in video. During 2018 GIS filled vacancies in its graphic design and video teams. Graphic Design Coordinator Tina Ebanks trained at the prestigious Savannah College of Art and Design and brings considerable private sector experience to her role. Meanwhile Video Production Specialist Leighton Pitterson brings decades of live-directing experience in the private sector to his new role. At the mid-way point of FY 18-19 there was still a vacancy within the information officer section, which management expects to fill by the end of Quarter 1 2019.

Training:

- In 2018 GIS seconded Graphic Designer Kara Coe to Celebrate Cayman as a project manager for two years. Graphic Designer Martha Connolly was also seconded to the Ministry of Human Resources and Immigration as a Marketing Manager to assist with the scale of communications work generated by the creation of two new Government Departments WORC and Customs and Border Control.
- Three GIS staffers successfully completed training provided by the Strategic Reforms Implementation Unit (SRIU). The Chief Information Officer completed training in business case writing, while the Video Unit Manager and Information Officer Edlyn Ruiz completed training project management. Information Officer Ruiz's achievement was all the more impressive as she also completed her master's degree in integrated marketing communication from Northwestern University during the summer.

- In Q1 2018 at the request of the Governor's Office, Information Officer Jamie Hicks attended a special training for government communicators in the Overseas Territories as a presenter and trainee.
- The Chief Information Officer also completed a course in management essentials from Harvard University over the summer.

Community Outreach

- GIS continued its partnership with the CIFEC work experience programme throughout the financial year. The department also took on a number of young Caymanian college students pursuing degrees in relevant fields over 2018 school breaks. The video team took on two video students in summer and the graphic design team benefited from the contributions of two students at Christmas.
- Key community based activities supported by GIS included facilitating attendance at a round of public meetings by the Older Persons Council. GIS also supported the DG5K Walk/Run, which continued to set attendance and fundraising records. Similar projects ranged from the continuing twice-yearly Proud of Them campaign, to ensuring turnout for youth and community based events organised by Government to video of the funeral of former Fire Chief Kirkland Nixon.

Governance and Scope of Activities

The Internal Communication & Engagement Unit works in partnership with leaders and business teams to engage staff in delivering on priorities and support organisational and cultural change. Its remit includes developing and managing campaigns, channels and content; providing relevant advice and interventions; and building capacity for effective internal communication across the entire Civil Service in other ways.

Highlights of Key Achievements

5-Year Strategic Plan for a World-Class Civil Service (2018-2022)

- Partnered with the Deputy Governor, senior leaders and the Portfolio of the Civil Service to deliver a series of staff briefings on our new Strategic Plan and managed other communications relating to the Plan's core components and key initiatives, increasing awareness of our new Vision from 78% to 94% and employee understanding of their role in achieving this Vision from 80% to 91%.
- Supported the effective delivery of seven half-day leadership seminars, a two-day leadership conference, and over two dozen other workshops and short courses offered to colleagues across the public service by managing promotion to target audiences, registration, and other activities.
- As a pilot initiative, established and tested a new briefing mechanism to cascade key messages and calls to action through senior leaders and ensure they permeate all parts of the Civil Service.

Campaigns, channels and content

- Informed by user feedback, developed and improved design and functionality of as well as content available on internal channels, resulting in significant growth in traffic and usage of the intranet – which now averages over 1,000 unique users on weekdays – and an increase in the average rating for impact of all channels, from 2.35 in May 2016 to 3.60 in June 2018 (out of a maximum of 5).
- Created, commissioned, designed and/or published 528 posts and products across our main broad channels for internal audiences; created and disseminated 62 newsletters and briefing notes.
- Increased awareness of and access to resources and learning and development opportunities.
- Developed and managed a comprehensive campaign for the Civil Service Engagement Survey, increasing the participation rate from 61% in October/November 2017 to 72% in October 2018.
- Buoyed the Portfolio of the Civil Service's work to support the charitable activities of public agencies and non-profit organisations by advising on communications and developing content.
- Helped the Deputy Governor, Portfolio of the Civil Service and Wellness Committee to engage staff in various internal and external events and initiatives relating to health and wellness.
- Insights and advice
- Surveyed civil servants to identify areas of strength that can be leveraged as well as opportunities to improve; tracked and analysed key data to further inform relevant advice and interventions.
- Advised a range of CIG business teams serving internal customers and/or with internal stakeholders on setting communication objectives and selecting appropriate channels, messages and audiences.
- Supported senior leaders to effectively communicate with their individual teams about our Strategic Plan, entity results and action plans following on the 2017 Engagement Survey, and other matters

Our People/Staff Profile:



Aubrey Bodden

Chief Internal Communication Officer

3 Members of Staff – all Caymanians

- Chief Internal Communication Officer, a Channels & Evaluation Coordinator and an Internal Communication Assistant
- Training:
 - CIG's online Anti-Fraud Training in August 2018.
 - Change management training with the UK's National School of Government International
 - Attended the Cayman Islands Marketing Professionals Association annual conference under the theme "Futurementals".
 - In-role training under the Chief Internal Communication Officer, including on the content management system/platform for the intranet and other channels.
 - Internal training on new procurement legislation that was offered by the Central Procurement Office.
- The Channels & Evaluation Coordinator completed a Chartered Institute of Personnel and Development (CIPD) Certificate in Learning & Development Practice and is now accredited to teach courses/modules and tutor participants as part of the CIG's offerings through the Institute of Leadership & Management.
- The Internal Communication Assistant began a Master of Science in International Marketing in September 2018 and completed the first module through distance learning in November 2018.

Community Outreach

The Unit employed a temporary Office Support Assistant through March and also hosted three summer interns part-time between May and August, providing work experience as well as mentoring to young Caymanians studying for or who had recently completed degrees in related as well as unrelated fields.

Governance

Pursuant to sections 48 and 55(4) of the Constitution, the Policy Coordination Unit ('PCU') supports the Cabinet Secretary in carrying out his responsibilities to the Premier, Governor and Cabinet by providing frank and politically neutral advice on the development, coordination and implementation of Cabinet approved public policies within the civil service and the wider public sector, as well as supporting the conduct of external affairs delegated to the Premier.

Nature and Scope of Activities

The Policy Coordination Unit:

- Develops independent and alternative policy advice for the Premier and Cabinet.
- Collects data, or where appropriate coordinates the collection of data by other agencies, to measure the change in key outcome state over time.
- Coordinates inter-sectoral policy development and monitors the implementation of these policies.
- Conducts policy development, coordination and renders advice.
- Offers administrative support to the Cabinet.

Coordination of policy development and implementation

The PCU contributes significantly to the development and implementation of public policy and provides objective and politically neutral advice to the Cabinet and the Honorable Premier. It coordinates and monitors policy implementation between Ministries/Portfolios and other Government Sector Agencies (promoting policy synergy and resources to maximize cross-ministerial policies, including effective communication, developing guidelines for implementation, monitoring and evaluating policies).

Additionally, the PCU facilitates training and capacity building for senior and mid-management civil servant managers, statutory Authorities and Government Companies across the civil service on policy development workshops, and Cabinet Paper template training.

The PCU also coordinates policy development reports on progress of the commitments made during JMC Summits, including coordinating with Ministries and collating data and assisting with relevant UKOTA matters.

Analysis of Cabinet Papers and Cabinet Notes

The PCU provides strategic analysis of Cabinet Papers (develop guidelines for analyzing submitted papers/notes to Cabinet) to ministries/portfolios to ensure consistency and quality in the preparation of these papers prior to their submission to the Cabinet.

International Affairs

The International Affairs Secretariat is also housed within the PCU. The key purpose of the secretariat is to assist in analyzing international issues, treaties, multilateral agreements, providing diplomatic responses, and maintaining current knowledge of procedures and developments, within the EU, the Caribbean community (CARICOM), the Association of Caribbean states (OCTA), the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), and the UK Overseas Territories Association (UKOTA). The Premier of the Cayman Islands (via Section 55 (a) of the Constitution) has a key role to play, and as such the international Affairs Secretariat provides the necessary support.

Secretariat Support to the Council for Older Persons and the Council for Persons with Disabilities
The 'Secretariat' provides executive administrative support services to the Council for Older Persons in accordance with the Older Persons Law 2017 and the Council for Persons with Disabilities in accordance with the Older Persons Law and the Disabilities (Solomon Webster) Law 2016.

Key Achievements

- During 2018, the PCU continued to provide administrative assistance for the successful implementation of the Disability Policy for Persons with Disabilities with the support of the Cayman Islands Council for Persons with Disabilities. The PCU also continued to provide secretariat support in the successful implementation of the Older Persons Policy with support to the Council for Older Persons.
- Developed and implemented an application process for funding to assist with implementation of the Persons with Disabilities Policy and the Older Persons Policy. Funding assistance was granted for the implementation of identified action plans for the Persons with Disability Policy and the Older Persons Policy.
- Provided coordination and support as Sherpa for the Cayman Islands delegation to the Joint Ministerial Council and Joint Ministerial Council for European Negotiations meetings.
- Provided research and analytical support to the Honourable Premier in regards to the constitutional negotiations with the Foreign and Commonwealth Office.
- Coordinated the development of the National Honours and Awards (Amendment) Law 2018.
- Contributed to responses to the Foreign Affairs Committee of the United Kingdom Parliament in regards to request for information on the Cayman Islands involvement to the relief effort following Hurricanes Irma and Marie and the future relationships between the United Kingdom and the Overseas Territories.
- Began preparations for the coordination and implementing and reporting on the United Nations Sustainable Development Goals. Attended the SAMOA Pathway Conference to observe best practices for implementing Sustainable Development Goals.
- Attended OCTA Ministerial Conference in Brussels (reconfirming Political Declaration and Overseas Association Decision for CIG to remain aligned with European Union funding instrument for Overseas Territories.
- Organized and coordinated Parliamentary Forum in partnership with the Legislative Assembly.
- Provided support to the Cayman Islands delegation led by the Premier during the CARICOM Heads of Government Conference in Montego Bay, Jamaica.
- Coordinated with CIG stakeholders focusing on Small Medium Enterprises, Youth entrepreneur opportunities and research, design and innovation (EU Programming Workshop).

Staff Profile



Senior Manager:
Deborah Webb-Sibblies
Acting Director

Staff: 5 members of staff (5 Caymanian)

- Acting Director, Acting Deputy Director, one Policy Analyst, one International Affairs Analyst and one Administrative Assistant.

FREEDOM OF INFORMATION UNIT

Nature and Scope of Activities

The Freedom of Information (FOI) Unit leads sensitization of the public service on the Freedom of Information Law (2015 Revision) and the FOI General Regulations, 2008. This encompasses raising awareness in the public sector, developing tools and procedures for effective implementation of relevant legislation and policies, and organising and conducting training for all staff in public entities.

Governance

The FOI Unit falls under the Policy Coordination Unit within the Cabinet Office. All public entities are required to comply with the Freedom of Information Law (2015 Revision) and the Freedom of Information General Regulations, 2008, ensuring accountability and transparency in Government and public participation in national decision-making.

Key Achievements

During the 2018 financial year the FOI Unit provided reactive assistance to Public Authorities on 298 recorded occasions and facilitated 12 FOI training sessions.

Served as a member for the:

1. Data Protection Working Group – appointed by Cabinet July 2017
2. FOI Amendments Bill Working Group – Working Group & project reinstated by Senior Strategic Advisor to the Deputy Governor (September 2017)

Staff Profile

The FOI Unit is staffed by one person (Non-Caymanian), the FOI Analyst.



Nadira Lord
FOI Analyst

Nature and Scope of Activities

The Protocol Office has responsibility for an extensive range of protocol matters including:

- planning, organising and facilitating official diplomatic visits to the Cayman Islands;
- facilitating visits by Heads of State, Heads of Government and senior Ministers;
- administering the Cayman Islands Flag Scheme; organising various official occasions and ceremonies;
- administering honours and awards within the Cayman Islands honours system; and
- organising official funerals.

The Protocol Office also provides expert advice to the Premier, Cabinet, Government departments and members of the community.

Governance

The Protocol Office is guided by and advises on the Coat of Arms, Flag and National Song Law (2005 Revision), as well as the Cayman Islands Order of Precedence.

Key Achievements

- National Heroes Day Celebrations - honouring contributions in Sports (January)



- Fly A Flag for Commonwealth (March)
- Arrival and Swearing in Ceremony for New Governors (March – H.E. the Governor Mr. Anwar Choudhury); (October – HE the Governor Mr. Martyn Roper)



PROTOCOL OFFICE ... Continued

- Queen's Birthday Celebrations (June)
- Remembrance Sunday Ceremony (November)
- Official Visits, Conferences, Meetings and Funerals assisted
- Caribbean Commonwealth Parliamentary Association Conference (June)
- Assistance for the funeral of Mr. Kirkland Nixon (May)
- Caribbean Pharmacy Association Conference (August)
- UK All Party Parliamentary Group (APPG) visit (August)
- Cayman Brac Legislative Assembly Meetings (September)
- Coordinated visits for various Ministers, Ambassadors and Consulars General to the Cayman Islands.

Our People

Senior Manager Staff:



Meloney Syms
Chief of Protocol

Two (2) Staff (all Caymanian) - Chief of Protocol and Protocol Officer, supported by dedicated co-opted staff members within the Cabinet Office, as needed.

Training

- Training Session was held for all Protocol Drivers (those on Grand Cayman and Cayman Brac), in recognition of maintaining expected high standards (June).
- The Chief of Protocol took part in the Portfolio of the Civil Service leadership and management programme sessions (October/November).

Community Outreach

- Permission to use Heroes Square was granted to:
 - o Brain Tumour Foundation for "Walk for Hope" 5K Walk/Run (February)
 - o United Against Bullying Foundation (June)
 - o Business and Professional Women's Club for the Silent Witness March (October)
 - o Rotary Club of Grand Cayman for the Annual Christmas Tree Lighting (December)

Nature and Scope of Activities

The Cayman Islands Government Office in the United Kingdom supports the extension of CIG activities in the United Kingdom and Europe. The office provides a contact point for Caymanian stakeholders, promotes economic, social, cultural and political understanding of the Cayman Islands, and provides consular and other general governmental services to Caymanians in the United Kingdom and Europe.

Provision of advice and information to the CIG on events, policies and developments in the UK and Europe based on Press and Media Reports, Parliamentary Reports, European Union Reports, Trade Reviews, Financial Publications, Statistical Data etc.

Key Achievements

COAT OF ARMS 60TH ANNIVERSARY: Successfully arranged and conducted major celebratory events in London for the 60th anniversary of the granting of the first Coat of Arms to the Cayman Islands (involving key support and assistance to bring a major delegation from the Cayman Islands to London for these events).

- **Durbar Court event-** Foreign and Commonwealth Office (FCO). This involved planning and leading the project management on all arrangements in order to host and cater for upwards of 500 people, including Heads of States, and senior officials from the UK and other Overseas Territories, representation from the Cayman Islands and Friends of Cayman, Caymanian students in the UK and the general public; providing live Caymanian music, cultural, heritage and social activities with live addresses and remarks from the Premier and other foremost UK political, diplomatic and ceremonial figures throughout the evening.
- **Video Production.** Produced video about the Cayman Islands history and the story of the Coat of Arms for international distribution for this event.
- **Core Luncheon** (Clare Smith-Word's top Chef). Hosting a one-off luncheon for the entire Cayman delegation and other local and international dignitaries at the newly opened Core Restaurant (owned and operated by Clare Smith, world's top female Michelin Starred chef).
- **GREAT Festival Trade Show in Hong Kong.** Accompanied the UK delegation to Hong Kong for the GREAT Festival trade show and arranged a bilateral with Secretary of State for International Trade, Dr Liam Fox and the Premier. Coordinated three Cayman speakers at the festival (Dr Shetty, Minister Rivers and Minister Hew). Organized and hosted the Ministry of Financial Services' large reception during the festival.
- **The Monaco Yacht Show.** Coordinated the Premier and high level government delegation's attendance at the Monaco Yacht show, which involved hosting HSH Prince Albert of the Principality of Monaco at the Cayman reception on board a Cayman registered Yacht. Hosted a dinner for key stakeholders and clients of the Cayman Registry.
- **Political Party conferences.** Attended four major Political Party Conferences in 2018, including the coordination and manning of an exhibition stand for the first time at the Conservative Party Conference, gaining international press coverage.



- UKOTA Pre-JMC/JMC. Mr. Bush chaired UKOTA and the CIGO-UK supported the Premier serving as President of the UKOTA Political Council. Supported Premier and CI Delegation during visits to London to attend the Pre-Joint Ministerial Council Meeting and the later Joint Ministerial Council Meetings, other bilateral meetings and meetings related to financial services.
- Foreign Affairs Committee: Mr. Bush gave oral evidence before the UK parliamentary select committee in support of written responses to the inquiry on the future of the British/Overseas territories relationship.
- OCTA. Participated in most meetings and events related to OCTA during the year and assisted CI-delegates in attending EU-OCTA events including the EU- Programming workshop, EU-OCTA FORUM and Ministerial Conference in Brussels.
- Commonwealth Heads of Government Meeting. Coordinated the Premier's attendance at the CHOGM on behalf of all UK OTs as the President of the UKOTA Political Council.
- Annual Briefing. Produced the second CIGO-UK annual briefing, a 43-page document showcasing the work of the CIGO-UK 17/18.
- CCUK. Celebrated 5th Anniversary of Cayman Connection UK (CCUK) with event and workshop for Caymanian Students and parents about the UK, in conjunction with Cultural Heritage programme through the UK to celebrate Cayman's British historical ties. CCUK programmes developed for consular information and culture and heritage promotion in the UK.
- Culinary/Cultural. Developed partnership with the Nth Degree executive Dining Club for participation in events and maximizing high-level networking opportunities.
- Videography and Website. Development and launch of the CIGO-UK website www.cigouk.ky for dissemination of information about the Cayman Islands, the CIGO-UK and Cayman Islands Government Activity in the UK. New social Media channels created including Facebook (@CIGOUK) and YouTube, active Twitter page through Eric Bush. Development of a new videography programme to disseminate video content to UK stakeholders, Cayman Islands external media, internal Government Communications and Friends of Cayman.



Our People/ Staff:

Mr. Eric Bush JP, is the Cayman Islands Representative to the UK and the EU and Director of the London office.



In 2018 the London office successfully employed a Business Manager, which adds to the team of permanent staff. The London office also employs external consultants when it is required to carry out special projects and other major endeavours.

Currently there are 5 permanent Staff (4 Caymanian and 1 British) and 3 consultants, (1 Caymanian and 2 British).

Nature and Scope of Activities

The Celebrate Cayman team was created in March 2018 to organise initiatives, events and experiences that not only educate the public but also provide an opportunity to celebrate the country's diversity and inspire national pride around two major milestones - the 60th Anniversary of the conferral of the Cayman Islands' Coat of Arms and the 60th Anniversary of the first Constitution. These activities will take place over a two year period from May 2018 – July 2020.

Key Achievements

- In May, branding was installed around the islands celebrating our 60th Anniversary of the Coat of Arms, including a large banner on the Cayman Islands Government Building, branding on the Legislative Assembly as well as other branding at various locations across the Islands giving constant, high level awareness to the celebrations
- May 14th – A Government delegation led by the Premier, Hon. Alden McLaughlin hosted an evening celebrating the 60th Anniversary of the Coat of Arms, in partnership with the Cayman Islands Government Office in London, highlighting the close links between the Cayman Islands and Britain. The team put together a fantastic evening of Cayman culture at Durbar Court in the Foreign and Commonwealth Office, London. Over 500 people including heads of state and senior officials from the UK and other Overseas Territories attended. The next day, Cayman Islands Representative in the UK Eric Bush hosted a Cayman-themed lunch held at Core, renowned Michelin Star chef Clare Smyth's restaurant.
- June 4th – the public was invited to the lawn of the Glass House Building for the official launch ceremony. Attendees heard the colourful story of the Coat of Arms and witnessed the unveiling and reading of the Royal Warrant. The original Warrant, which grants the Cayman Islands its Coat of Arms, was destroyed in the 1972 Government Administration Building fire. The facsimile copy has been given to the people of the Cayman Islands by the UK. The blowing of the conch shell at the ceremony signalled its return home – this act paying homage of the Islands' seafaring heritage. The audience enjoyed entertainment from the Cayman Islands Folk Singers, the Jubilate children's orchestra, and a taste of Caymanian food with a light breakfast after the ceremony. The event was also streamed online.



- June 23rd – Celebrate Cayman Summer Festival was held along the harbour front area in George Town and over 2,000 people attended. Festivities included music by 8 local bands, creative work by visual artists, informational history display, local food, craft making, traditional children's games, a dramatic fireworks display, and activations by community-serving organisations.
- September to December – Travelling District Displays. The Cayman Islands National Museum curated a mini exhibit that focuses on culture, history and the story of the Coat of Arms, which visited every



CELEBRATE CAYMAN PROJECT TEAM ... Continued

district starting in East End in September. The exhibit included special educational programming designed to encourage discussion, thought and learning about the Cayman Islands identity. In addition to the visits by the general public, the display was taken in by schoolchildren who browsed the display, fascinated by the featured artefacts that shared the story of the Coat of Arms as well as the interactive activities to bring the first national symbol's story to life.

- The Celebrate Cayman team accepted invitations from several schools to be a part of culture days and special events. During each visit, Celebrate Cayman engaged with students through a video presentation, show-and-tell-style discussions, and question and answer segments all while keeping the Cayman Islands flag and the Coat of Arms central to the discussions. In private schools and public schools, across all age groups, the students were interested in the role the Coat of Arms plays in our identity, excited to share their own learning and knowledge about the national symbol, and made the Celebrate Cayman team proud to see the fantastic results of social studies and civics in our schools.
- September 6th – Sister Islands Ceremony. Prior to the opening of the Legislative Assembly in Cayman Brac, the public was invited to the lawn of the District Administration building to welcome the Royal Warrant to the Sister Islands. The Royal Warrant was unveiled, remarks were delivered from Government Officials and there was local food and entertainment.
- In the fall, celebrations moved to Cayman Brac for the Brac Heritage Autumn Festival. At the



Festival, Celebrate Cayman presented a gospel concert called “He Hath Founded it Upon the Seas”; a name inspired by the country’s motto, which is featured on the Coat of Arms. Visiting international artiste Steve Higgins and other local talent including Elroy Stewartson, Shionna Clarke, and church choir and school groups performed. The concert was one of many for the Festival weekend, which also included a reception at the airport, family fun day, traditional bush tea party, and the old fashioned evangelistic church service that served up song, testimony, and light refreshments including Cayman lemonade, Swanky, and cake.

- October – Celebrate Cayman collaborated with the Cayman Islands Tourism Association to tastefully infuse history, culture and the Coat of Arms story into Restaurant Month with food lovers winning gift certificates at participating restaurants, for correctly answering Coat of Arms-related questions.
- Coat of Arms \$2 Stamp. The Cayman Islands Postal Service issued a new \$2 stamp. The single stamp issue depicts the Coat of Arms, and is available in a souvenir sheet format.
- Celebrate Cayman also collaborated with the Cayman Islands Monetary Authority (CIMA) on a silver \$5 coin to commemorate the anniversary. The one troy ounce of .999 fine silver coin was designed by Celebrate Cayman Committee Project Coordinator Kara Coe and is the second commemorative coin she has designed for the Cayman Islands Government. The Coat of Arms

is depicted on the obverse side of the coin with the 60th anniversary logo in partial colour on the reverse. Two hundred and fifty coins were minted and were sold out within 48 hours of arriving on island – the fastest coin sale in CIMA's history.

- November – To honour Cayman Thanksgiving in November, Celebrate Cayman took inspiration from United States President Thomas Jefferson, who pioneered the art of dining with intention, with the Beloved Table Dinner. The local community was invited to attend or host a Beloved Table Dinner where discussions were encouraged about the vision for the country.



- December – Coat of Arms exhibit. The Cayman Islands National Museum curated an exhibit that tells the story of the Cayman Islands Coat of Arms - its genesis, impact, influence, and more. The first national symbol of the Cayman Islands is more than an image and this exhibit shows us how and why.



Our People/ Staff Profile:

3 full-time and 1 part-time
(including one seconded civil servant) – All Caymanians
Alfonso Wright, Executive Chinaman
Marzeta Boddien, Deputy Executive Chairman
Kara Coe, Project Coordinator
Kristy Watler, Events Manager



FINANCIAL PERFORMANCE

The Cabinet Office ended the 2018 financial year with a surplus of \$517k. The unqualified financial statement report forms an appendix to this document and provides additional details on the entities results for the 12 month period ending December 31, 2018.

