

**HONOURABLE DEPUTY GOVERNOR**  
**STATEMENT – CIVIL SERVICE ENGAGEMENT SURVEY RESULTS**  
**4 MARCH 2026**

Mr. Speaker, I rise today as Deputy Governor and Head of the Civil Service, honoured beyond measure to lead what I believe is a dedicated, engaged, and high-performing civil service.

Since 2017, we have witnessed a remarkable transformation in staff engagement — not incremental improvement, but sustained, measurable progress.

- Our response rate to the Staff Engagement Survey has increased from 61% in 2017 to 81% in 2025 — a powerful indicator of trust in the process and confidence that voices matter.
- Our Engagement Index has risen from 67% to 74%.
- And, Mr. Speaker, 90% of our civil servants say they are proud to serve.

Engagement is not a vanity metric. It is not an internal human-resources statistic. Engagement translates into performance — and performance translates into results for our people. We are seeing that clearly across our Islands.

Mr. Speaker, are we truly delivering results? Let us examine two of the most critical areas affecting our people: crime and education.

Over the past decade, our population has grown by more than 50 percent — from 58,000 in 2014 to 88,000 in 2024. Yet, during that same period:

- Burglaries ( 777 in 2014) have fallen by 73 percent.
- Juvenile convictions (40 in 2014) have fallen by more than 60 percent.
- On a per-capita basis, residents today are significantly safer than they were ten years ago.

If crime had simply grown in line with population, we would have expected nearly 1,180 burglaries and 61 juvenile convictions in 2024. Instead, there were 209 burglaries and 15 juvenile convictions.

Mr. Speaker, that is not only a powerful measure of improved public safety, it is an incredibly positive story for our young people. Fewer juveniles entering the justice system means more young lives staying on the right path, more families spared hardship, and more opportunities for education, employment, and productive citizenship. It reflects early intervention, stronger community partnerships, and a justice system focused not only on enforcement, but on prevention and support.

That is not coincidence. That is leadership, accountability, and engaged civil servants delivering results.

Within the Royal Cayman Islands Police Service, the Community Policing Unit, the Firearms Unit, and the Crime Task Force are all members of our prestigious 80% Club – the highest-performing engagement cohort across government. The Crime Task Force achieved an exceptional engagement score of 89%, one of the highest in the entire service.

Mr. Speaker, these statistics provide clear evidence that high engagement is translating directly into public-safety outcomes. The brave men and women of that unit, and across the RCIPS, put themselves in harm's way to arrest dangerous suspects and protect our communities. We are grateful for their selfless service. High engagement in high-risk environments speaks volumes about culture, trust, and mission clarity.

I wish to commend Commissioner Walton and his entire team for their efforts to reduce and prevent crime. And, Mr. Speaker, the Commissioner would be the first to say that reducing crime is not achieved by the RCIPS alone. I wish to pay tribute to our teachers and counsellors, the Department of Children and Family Services, HM Northward Prison, the Courts, the Department of Community Rehabilitation, the Conditional Release Board, and our partners in the private sector – including our halfway homes – who have all worked together to achieve these results. Together, we are stronger.

Mr. Speaker, I will now shift my focus from public safety to education. Ten years ago, not a single one of our government schools was rated "Good." Today, 50 percent of all government schools are rated "Good" by independent assessors.

That includes all three of our high schools:

- John Gray High School
- Clifton Hunter High School
- Layman E. Scott Sr. High School

And our largest primary school, Sir John A. Cumber Primary School, is also rated “Good.” Mr. Speaker, we should all be pleased that today, none of our government schools have received a “Weak” rating.

It is noteworthy, Mr. Speaker, that the schools I have just mentioned all record very high engagement scores and are members of the prestigious 80% Club. High engagement. High performance. There is a direct correlation. When teachers feel supported, when leaders are accountable, when performance conversations are real and development opportunities are meaningful, students benefit.

Mr. Speaker, I know the Minister of Education will be pleased that engagement across all schools is high. Also, the Department of Education Services reports that 84% of its educators, which amounts to 852 staff, took the Engagement Survey and recorded an Engagement Index of 80%. This is an outstanding achievement.

Moreover, the Department recorded exceptional scores of 92% in Organisational Objectives and Purpose, 85% in Inclusion and Fair Treatment, and 90% in My Team.

I wish to commend the Chief Officer, Ms. Cetonya Cacho, the Director of Educational Services, Mr. Mark Ray, and the entire Ministry of Education team for these outstanding results. Successive governments have invested heavily in education, and we are seeing the results.

Mr. Speaker, I also wish to highlight Ministry excellence. At the team level, the Core Ministry of Tourism and Ports achieved the highest engagement score across the Civil Service – an outstanding 91%.

At the Ministry and Portfolio level, the Ministry of Tourism and Ports and the Portfolio of the Civil Service both achieved an engagement score of 82%, which was the highest score recorded at this level. That level of engagement reflects clarity of purpose, strong leadership, and a culture of excellence.

Our progress is not accidental. Our focus on improving Training and Development and Accountability has realized significant dividends. Our engagement shows that:

- Access to learning and development increased from 50% to 75%.
- Confidence in career development opportunities rose from 44% to 72%.
- Regular feedback on performance increased from 54% to 71%.
- And 73% of staff now say performance is evaluated fairly – up from 56%.

We have built stronger systems, clearer expectations, and a culture of feedback. Engagement is not about comfort: it is about accountability, clarity, and pride in service.

Mr. Speaker, how does our civil service engagement survey compare internationally? Mr. Speaker, let us consider the 2025 UK Civil Service People Survey. The United Kingdom's overall engagement index stands at 65%. By comparison, our Civil Service Engagement Index stands at 74%.

Their highest-performing major department stands at 71%. Our highest-performing major department scored 91%. We are not simply keeping pace with international standards — we are outperforming them. And it is important to remember that our Civil Service is broader in composition.

In the Cayman Islands, our Civil Service includes not only core government services, but also our police service and our public-education professionals. This means our 74% engagement score reflects commitment across frontline law enforcement and our classrooms. That diversity makes a 74% engagement rate not just strong, but **exceptional** by international standards. And, Mr. Speaker, 90% of our civil servants say they are proud to serve. That is world-class.

Mr. Speaker, as you have heard today, this Civil Service is deeply engaged, it is highly accountable, it is professional, and it is delivering measurable results. Staff engagement is not a slogan; it is a strategy and a discipline. And it is producing real results for the people of these Islands.

Mr. Speaker, in closing, I wish to reiterate how profoundly proud I am to lead our outstanding Civil Service, and I thank the thousands of dedicated civil servants whose daily work is building a safer, stronger, and more successful Cayman Islands.

Thank you, Mr. Speaker.