



PARLIAMENT
OF THE CAYMAN ISLANDS



PARLIAMENTARY QUESTION NO. 33

Answered on 1 October, 2026

Second Meeting 2026-2027 Session – Second Sitting

**PARLIAMENTARY QUESTION
ASKED BY**

**MR. ROY TATUM
ELECTED MEMBER FOR THE CONSTITUENCY OF RED BAY**

TO

**THE HON. DEPUTY GOVERNOR
EX-OFFICIO MEMBER FOR THE PORTFOLIO OF THE CIVIL SERVICE**

QUESTION:

Can the Honourable Deputy Governor provide Parliament with an update on the Enterprise Risk Management (ERM) framework across the civil service, including:

- (a) progress in its implementation;
- (b) how it informs planning and decisions on managing major risks; and
- (c) the principal risks now identified through the framework?

ANSWER:

Mr. Speaker, I am pleased to report that good progress continues to be made in implementing Government's first Enterprise Risk Management Framework.

a) Progress in implementation

The Framework is being designed, developed, and implemented by a small dedicated team of two within my Office. The team comprises the Civil Service's first Chief Risk Officer, supported by a Senior Policy Analyst, a Caymanian professional who is currently pursuing an international certificate in ERM from the Institute of Risk Management (IRM). The team reports directly to the Chief Advisor, who provides strategic direction and oversight on my behalf. Its role is to coordinate the programme and provide guidance, training, and support to strengthen risk management capability across the Civil Service.

Before the Framework was established, risk management across Government was inconsistent and, in some cases, was largely a compliance exercise rather than an active management tool. There were

no common government-wide processes or governance arrangements and, importantly, no consolidated view of Government's most significant risks.

In just over two years, the ERM team has established a government-wide programme comprising six key elements:

1. Governance through the Senior Leadership Risk Committee, comprising of Chief Officers and reporting to me;
2. A common ERM Policy and Framework;
3. A national external risk assessment;
4. A government-wide internal risk assessment;
5. An operational risk management process for Ministries, Portfolios and Departments; and
6. A central ERM function providing coordination, challenge, training, and support.

The Framework now provides a common approach to managing risk at three levels: national, government-wide, and entity-level operational risks.

Operational risk management is currently being rolled out across Government, supported by a new CIG risk management system. To date, 69 entities, or 95%, have been trained, and 49, or 67%, have established a risk register in the new system. Further training and implementation support is scheduled for this month, with the aim of having all entities trained and maintaining an up-to-date risk register in the system by the end of 2026.

This represents an important shift towards a more consistent, coordinated and actively managed approach to risk across Government.

The next phase will focus on strengthening risk ownership, improving the quality of challenge and scrutiny, and ensuring that risk assessments translate into informed decisions, practical action, and greater resilience.

b) How the Framework informs planning and decisions on major risks

The Framework provides Government with a structured and consistent evidence base for planning and decision-making.

It identifies risks, establishes clear ownership, and connects risks to the objectives Government and individual entities are seeking to deliver. This information can then inform business planning, budget submissions, priority-setting, resilience measures, and decisions on risk mitigation.

Importantly, bringing risk information together also gives Government a better view of common, emerging, and interconnected risks that may require action across more than one ministry or department.

The Framework does not change where accountability for decisions sits. Risk owners remain responsible for managing their risks. Rather, it ensures that those responsible for making decisions have better information about the risks that could affect their objectives and services.

c) Principal risks identified through the Framework

The Framework identifies risks at three levels:

- **First, national-level external risks.** The current assessment covers 16 risks arising from events that could have a significant national impact, including natural hazards, major

- accidents, critical system failures, and societal and economic disruption. A lead ministry is assigned responsibility for assessing and coordinating the management of each risk.
- **Second, government-wide internal risks.** There are currently nine principal risks that could materially affect Government's ability to deliver its objectives and services. These include risks relating to strategy, technology and information security, continuity of government operations, financial and people risks, integrity, and major project delivery. Each risk has a designated Chief Officer, an improvement plan and regular oversight.
 - **Third, entity-level operational risks.** These are risks that could affect the objectives and operations of individual Ministries, Portfolios and Departments. Importantly, these risks are considered in the context of each entity's objectives, linking risk management directly to what the entity is responsible for delivering.

Taken together, the Framework provides Government with a whole-of-government view of the risks that could affect national interests, the continuity and effectiveness of Government, and the ability of individual entities to deliver their objectives.

The detailed assessments contain information about vulnerabilities, potential impacts, and risk management measures. Some of that information is necessarily sensitive, and there are therefore appropriate limits on the level of detail that can be discussed publicly. This does not diminish the oversight arrangements: the risks are assigned to responsible owners, monitored through established governance arrangements, and subject to regular review.

Mr. Speaker, in closing, implementation of the Enterprise Risk Management Framework is not a one-off exercise. Establishing the Framework, governance arrangements and risk registers provides the foundation. The next stage is to deepen its use and maturity across all three levels of risk management.

Our objective is for risk management to become an integral part of how Government plans, makes decisions, allocates resources, and builds resilience -ensuring that significant risks are identified early, understood clearly and actively managed.

Thank you, Mr. Speaker.