Acting Deputy Governor's 2025 Budget Statement

18 November 2025

Mr Chairman, thank you for allowing me an opportunity to offer a statement on behalf of the Portfolio of the Civil Service, as part of the 2026/27 Budget.

Firstly, I wish to express my sincere appreciation to the Honourable Premier and the Honourable Ministers of the National Coalition for Caymanians for their leadership and for so clearly articulating the strategic vision for our Islands through the 2026 – 2028 Strategic Policy Statement.

I want to assure this Honourable House that the Deputy Governor, supported by his capable leadership team and the dedicated members of the Civil Service, remains fully committed to working diligently to implement the policies and initiatives necessary to achieve the objectives outlined in the Strategic Policy Statement. Our shared goal is to ensure that we meet both the current and future needs of our country and our people.

Mr. Chairman, 2024 and 2025 have been very busy periods as we paved the way to the upcoming fiscal period. In 2024 and 2025, the Civil Service delivered a number of significant outcomes on behalf of the Government, bringing us closer to our vision of becoming a truly world-class organisation. Over recent years, we have established strong foundations – foundations that we will continue to build upon as we work to support the Government's ambitious plans and vision for the Cayman Islands over the next three years.

Mister Speaker, as you and the Members of this Honourable House are aware, the Portfolio of the Civil Service operates across three strategic pillars areas: Human Resources Strategy, Good Governance, and Public Sector Reform.

To ensure that Civil Service delivery is strategically guided and mapped to the Government's priorities, the Management Support Unit within PoCS developed and launched the 2024 – 2026 Civil Service Strategic Plan. The tagline for the CS Strategic Plan, "Our Journey to World-Class: Building on a Solid Foundation", acknowledged the tremendous work that was carried out under the preceding 5-Year Strategic Plan, while simultaneously setting out additional plans and initiatives through to the end of 2026, to further

add to the wins achieved by the Civil Service. The CS Strategic delivers across 6 goal areas with the most recent goal focusing entirely on accountability. The new accountability goal recognises the importance of the Civil Service being accountable to the Government and people of the Cayman Islands; hence, this new goal will ensure that every ministry, portfolio, department and individual demonstrates a firm commitment to delivering world-class results, while consistently upholding the Civil Service's Values and Code of Conduct. Across the Civil Service, every entity and employee will be evaluated on the results delivered and the behaviours exhibited whilst performing our work.

Mister Chairman, with respect to the new accountability goal, in 2024, PoCS established the Discipline Review Committee, which carried out comprehensive work to modernise the Civil Service's secondary legislation and policies to strengthen accountability and fairness. This work which reflects historical calls for reform from CIG's Heads of Department and widely held views by staff across the Civil Service, that our organisation could and should improve the way poor performance is handled. Drawing upon this internal mandate and more streamlined legal provisions within the private sector, legislative reforms have culminated in amendments to the

Personnel Regulations, which will take effect in early 2026, supported by bespoke training and communications.

Another transformational legislative reform delivered by the PoCS Policy Team back in 2024, was enhanced parental leave benefits for civil servants. The enhancements to the Civil Service's parental leave benefits reinforced our commitment to being an employer of choice, and ensured that our workforce is supported in balancing professional obligations and family life. The amendments increased Civil Service maternity leave by 20 working days and doubled the paid portion, taking the entitlement for female employees to 110 working days, of which 60 working days are paid. For Civil Service fathers, both the number of leave days and the paid portion were doubled, taking the entitlement to 20 working days, of which 10 working days are paid. As a result of these legislative amendments, the CIG's parental leave package is now highly competitive and supportive of our workforce, positioning the CIG on par with leading private sector companies.

Mister Speaker, in the area of work-life balance, PoCS supported improvements by piloting a Personal Wellbeing Days Policy in 2024, and extending the trial into 2025. The aim of the trial is to

promote positive self-care allowing staff the capacity, when needed, to focus on their mental and physical wellbeing.

Mr. Chairman, the Government approved and also took steps to address the financial wellbeing of our staff. Between 2025, CIG implemented improvements in pay within the Civil Service valued at $20M.

These corrective actions allowed CIG to preserve its position as an employer of choice and is allowing us to make significant inroads into attracting highly qualified Caymanian talent from the private sector including leading financial, legal and utility companies. Moreover, these same companies are increasingly seeing talent with CIG and are actively seeking to hire Caymanian Civil Servants, which increase their career prospects as well. This is a win for the country and a policy approach that is still achieved below original HR appropriations.

Mr. Chairman, in the area of technology and digital enhancements, 2024 saw the continuation of the multi-year, multiphase, project to implement and build-out the capabilities of the Civil Service's new HR Management System. This system replaces six, previously

standalone, non-integrated systems and creates a one-stop-shop for all HR activities including payroll and benefits management, performance management, leave management, time recording, dependent management and the provisioning of self-service portals and dashboards for employees and managers.

Through the migration of payroll processing onto the my-VISTA platform in 2024, PoCS took stewardship for processing payroll functions for the wider Civil Service.

Mister Speaker, as the country's single largest employer, the Civil Service is shifting the way it supports talent management. In 2025, the Civil Service issued a new Succession Planning Policy, which updates CIG's framework for succession planning, as required by Section 55 (1) of the Public Service Management Act and Section 52 of the Personnel Regulations. This policy builds on past successes in this area, as has been internally celebrated. Many recent and notable Caymanian leaders, ranging from our Commissioner of Police Kurt Walton, our Chief Fire Officer Randy Rankin, our Director of DCFS Paulinda Mendoza Williams, our Director of Prisons Daniel Greaves, our Registrar of Lands Regina Ebanks, and our Deputy Director of Internal Audit Service Headian Parchment, have shared their journeys on being developed within

the Civil Service to take up a leadership role. They equally shared the hard work and sacrifice on their part to turn their enhanced development opportunities into a successful outcome. The new policy aims to create increased opportunities and greater transparency, demonstrating the CIG's commitment to delivering effective succession planning to ensure that the Civil Service:

- Maintains strategic and operational capacity in key managerial and technical roles;
- Promotes the advancement of Caymanians in senior and specialists roles within the Civil Service; and
- Augments existing talent development programmes, which are applicable to all civil servants (e.g. professional development, performance management, career mapping, etc.), with a tailored approach necessary for identifying and preparing high-potential successors in crucial roles.

In October of this year, following the implementation of the Succession Planning Policy, the Civil Service launched the Succession Planning Pilot Programme for the Chief Human Resources Officer role, demonstrating our commitment to supporting Caymanian talent, building career growth pathways,

and ensuring long-term organisational resilience.

Succession planning is future-focused and is a key deliverable under Goal 3 of the Civil Service Strategic Plan which was launched in 2024, and focuses on building capability and leadership continuity across the Civil Service. It ensures that critical leadership positions, like the Chief Human Resources Officer role offered in the pilot, will be filled by Caymanians who have been supported, coached, and prepared for advancement.

Succession planning is not about automatic promotions. It is about maintaining a constant state of readiness for key roles and providing fair and transparent opportunities for eligible civil servants. Participants will benefit from enhanced investments in training, coaching, mentorship, and development support, which will benefit their future careers in leadership positions.

Mister Speaker, in addition to these latest efforts on succession planning for key roles, our Civil Service remains committed to the professional development of all employees, a commitment which is met by providing diverse training opportunities through the Civil Service College, as well as department-sponsored training. As a

caring and progressive organisation that focuses on professional development, mandating at least 12 hours of development annually, we aim to ensure that every civil servant can do their job effectively, reach their full potential and contribute meaningfully to the Civil Service's shared goals.

As a result of their programme offerings, the Civil Service College has delivered some remarkable results over the last two years, including:

- The launch of the CSC Scholarship Programme, providing eligible scholarship applicants with financial support and internal guidance to pursue education to the Master's degree level. 16 Caymanian civil servants were granted scholarships under this programme.

Additionally, the Civil Service College also introduced Coaching for Impact, an ILM Assured Certificate Programme, which equips Civil Service managers with essential coaching skills to enhance team performance and their capacity to support teams in a time that is marked by continuous and rapid change.

Mister Chairman, the Strategic Reforms Implementation Unit, which has been supporting capability-building in project management and business case writing across the Civil Service, delivered training and professional certification programmes in 2024 and 2025. To date, training and certifications delivered by the SRIU have resulted in a total of 340 civil servants achieving over 500 globally recognised professional certifications in the area of Project Management and Business Case Writing.

Mister Chairman, another vehicle for talent development and upskilling is the Emerging Talent Programme – a strategic initiative designed to unlock opportunities for Caymanians and build the next generation of public sector talent. This Programme, which is being delivered in close partnerships with the Ministry of Education and Training who are providing key data on return scholarship recipients and the Ministry of Caymanian Employment, who are working closely to unite public and private sector employers in their hiring of newly qualified Caymanians.

Departments also benefit by gaining access to fully funded posts, enabling them to bring talented Caymanian graduates into their teams without additional budgetary strain. This is a win-win for our workforce and our Country. It is an investment in resilience as we

grow local talent who will one day have their own turn at the helm, navigating the future on behalf of ‘Good Ship Cayman’.

Mister Speaker, PoCS also oversees the Second Chances Programme – a programme that restores hope and opportunity for Caymanians who have successfully committed to their rehabilitation after serving a custodial sentence. This is not just a programme; it is a lifeline. It is a commitment to redemption, reintegration, and rebuilding lives.

To date, 21 Caymanians have, or are continuing to benefit from this initiative. Of these, 12 have already secured continuing, full-time employment within the Civil Service – jobs that provide stability, dignity, and a future. We are most proud of the programme but equally the commitment of hiring managers across CIG, to facilitate placements, ensuring that greater numbers of persons who have repaid their debt to society and demonstrated meaning rehabilitation, have an opportunity to successfully re-enter the workforce.

Mister Speaker, this Programme truly delivers on its promise: a second chance at meaningful, gainful employment; a second

chance to reintegrate and contribute positively to our society; and a second chance to transform lives – their own and those of their families. This is what real social impact looks like and the Civil Service is grateful for the Government's support to continue this programme.

Mr. Chairman, I would now like to shift the focus of my remarks from our HR and talent development outcomes, to the outstanding governance outcomes delivered by the Office of Education Standards – the Office charged with monitoring the standards of practice in schools and early childhood care and education settings.

During 2024, the Office of Education Standards continued work to support the raising of educational standards throughout the Islands, specifically achieving the following noteworthy outcomes:

- In January 2024 and for the first time, the OES deployed the newly developed early childhood inspection framework on the inspections of early childhood settings, and
- In May 2024, the Office of Education Standards' team, alongside two international inspectors, successfully piloted a risk-based approach to school inspections. This approach prioritises

resources and attention on higher-risk institutions based on educational quality, regulatory compliance, and overall performance. Schools performing well undergo less frequent full inspections, while those at higher risk receive increased oversight to drive improvements.

In 2025, the Office of Education Standards undertook work to develop a bespoke inspection framework for evaluating Post-16 education in the Cayman Islands. Said framework will focus on student achievement, skills development, and readiness for further education, training, or employment. It will also assess the breadth and suitability of academic, vocational, and technical pathways available to students.

Additionally, in 2025, the OES introduced revisions to the inspection framework to factor in measures put in place by schools to promote and maintain good emotional wellbeing amongst students. The aim of these revisions is to help schools create environments that better support mental health and overall wellbeing of our students. To support this process, the OES established a Wellbeing Committee, which includes representatives from Inclusion Cayman, the Alex Panton

Foundation, Lighthouse School, the Family Resource Centre, the Department of Education Services, and the Ministry of Education.

Mister Speaker, to bolster governance arrangements within the Civil Service, the Office of the Deputy Governor created the Enterprise Risk Management, or ERM, Unit. This team has developed our first Enterprise Risk Management Framework, which provides a consistent approach to identifying, assessing and managing risks across the Civil Service. The framework addresses three levels of risk:

1. External risks that could affect our economy and society
2. Internal risks that cut across the Civil Service, and
3. Operational risks within Ministries and Departments.

The ERM unit provides coordination, leadership and support services to senior leaders and managers for effective risk management within the Core Government, and provides advice to SAGCs. Since the creation of this unit, they have established an ERM Policy with unified principles, introduced two central risk assessment processes, for external and internal risks, and implemented a standardised system for risk monitoring across entities. The Unit has also developed comprehensive training

materials and guidance for Departments and Ministries, and commenced training last month.

Also in the area of governance, the Civil Service took a significant step to further strengthen protective security measures through the establishment of a new National Security Vetting Unit. This initiative underscores our ongoing commitment to safeguarding public institutions and the public by ensuring that individuals entrusted with access to sensitive information and assets and working in sensitive roles, such as teachers, police, and port workers, meet the highest standards of trustworthiness and integrity. The Vetting Unit, in close partnership with agencies such as the RCIPS, WORC, and CBC, will act as a central point of expertise - setting vetting standards, auditing compliance, and managing the life cycle of clearances, from the point clearances are granted to the point where they are withdrawn or expire.

Mr. Chairman, immigration reform is a major part of the Government's policy agenda. At the earliest meeting of Parliament under the current administration, the Portfolio of the Civil Service presented as a quick win, and this Hon. Parliament passed, amendments to introduce term limits within the Civil Service. In a number of weeks, matching provisions within the Immigration

(Transitions) (Amendment) Bill, will formally remove the exemption from term limits which previously applied to the Civil Service. Very shortly, the Portfolio will complete this process when we present to Cabinet, the draft amendments to the Personnel Regulations, which will contain matching provisions in regards to term limits, as are applicable within the private sector. In 2026, non-Caymanian Civil Servants will have a term limit date applicable to their terms of employment. This is another way that the Civil Service is demonstrating in work and deeds, its support for the Government's key policy agenda and has in fact, taken a leading position in delivering this change.

Following the passage of Hurricane Melissa on our closest neighbor, Jamaica, the Portfolio of the Civil Service, quickly put in place hurricane relief efforts to assist them as they embark on the critical phase of recovery. To do this, PoCS took a two-pronged approach by introducing an Emergency Salary Advance Policy for Jamaican civil servants whose families were impacted by the storm, as well as re-activatinf the "CIG Cares" support programme, which allowed civil servants to donate an amount of their choosing to the Jamaica Government Relief Fund, the Red Cross, or both; hence, allowing employees to make a positive impact during this dire time of need. Within less than a week, Civil Servants donated

more than $27K towards helping the people of Jamaica to recover. I hasten to add that both initiatives were delivered using our new HR Management information system and the outcome was facilitated entirely online, without any manual intervention.

Mr. Chairman, I will outline how the Civil Service intends to build on these achievements to deliver additional results required to fulfill the Government's Broad Strategic Objectives.

Beginning in 2026, the Civil Service will work diligently to deliver against the Government's seven Broad Outcomes. Mister Speaker, the work of my Portfolio most closely aligns with Broad Outcomes 6 and 7 - "Public Services" and "Good Governance and Public Safety", so I will focus my remarks on our intended contributions to those two areas.

With respect to the specific outcome to "Cultivate a skilled, agile, and accountable public-sector workforce through continuous training, safe and supportive workplaces, and performance-based incentives aligned with government priorities", PoCS will make noteworthy contributions by:

- Expanding corporate learning programmes, available through the Civil Service College, to support Caymanian career progression and organisational performance;
- Continuation of the Civil Service College Scholarship Programme for Caymanian civil servants wishing to pursue tertiary education;
- Expanding the Succession Planning pilot to include additional professions within the Civil Service; and
- Introducing, in January of 2026, amendments to the Personnel Regulations to streamline disciplinary procedures, including the development of a bespoke Discipline Policy and Procedures Manual, and the delivery of mandatory training for all Appointing Officers, HoDs, and HR personnel.

Work will continue in the area of performance-based incentives, as PoCS works to build out a bespoke performance-incentive framework that clearly maps exemplary performance to tangible rewards. This is aimed at boosting Civil Service productivity and engagement, and will foster a high-performance culture.

Mister Speaker, under the specific outcome to adopt responsible, ethical, and innovative approaches to digital strategies, PoCS will

add additional functionality, reporting metrics and dashboards within the my-VISTA system to bolster decision-making and HR management practices; hence, enhancing service delivery. In Q1 of 2026, using newly configured business intelligence programmes, PoCS will roll out Executive Dashboards to Chief Officers, enhancing the management information available to them to track key HR metrics, including pairing HR and Financial data sets which have historically been held in non-integrated systems.

Beginning in 2025, PoCS will begin to develop and rollout standardized job descriptions across approximately 14 job families. This will make career pathways more accessible and allow CIG to leverage the benefits of being such a diverse employer. Young persons joining the workforce, who are no longer interested in working in one department or even career for their entire working lives, can soon see visible ways that they can have purposeful and diverse careers in CIG, and still enjoy career mobility. We can leverage the fact that we are one organisation sharing a common purpose but delivering in the most diverse career offerings.

This is a multi-year project, that once completed will allow the Civil Service to promote our diverse career pathways, and use said pathways to enhance talent sourcing and retention, guide

succession planning, make talent development even more targeted and drive continuous improvements within employee engagement.

Under “good governance”, the National Security Vetting Unit within the Office of the Deputy Governor will contribute to effective public safety by implementing the Standard Assurance Checks Policy, which will formalise pre-employment checks for all individuals wishing to join the Cayman Islands Civil Service, and introduce enhanced assurance for applicants applying for key or sensitive positions, ensuring that only persons of high integrity, values and trust are appointed to these roles.

PoCS will contribute to the specific outcome to review and update legislative and policy frameworks by delivering, within the first quarter of 2026, amendments to the CIG’s disciplinary provisions, in order to streamline and modernise disciplinary procedures within the Civil Service, so as to allow employees to be held to account when necessary. As part of this reform, PoCS will deliver the first ever discipline policy and procedures manual, and deliver bespoke training to ensure that the changes are properly understood and embedded across the Civil Service.

During the upcoming budget cycle, the Enterprise Risk Management Unit within the Office of the Deputy Governor aims to fully embed the ERM Framework across all government entities, ensuring consistent risk recording and monitoring, supported by targeted training. Continuous improvement of risk assessment processes and integration into strategic planning and budgeting is also a priority.

PoCS's Management Support Unit will continue to oversee delivery against the 2024 – 2026 Civil Service Strategic Plan, which positions government entities to optimise their delivery against the Government's Strategic Policy Statement.

Mr. Chairman, as I close this statement I wish to reflect on the Premier's address during the SPS and Budget. He referred to the importance of working together – Members of Parliament, the private sector and the public sector. Without doubt, our unity has been a defining competitive advantage for these islands. The Civil Service remains committed to serving the Government, the Parliament and the people of these beloved Cayman Islands to the best of our ability.

When we work together, we can achieve things that seem rare if not impossible, even in countries with much larger populations and greater resources than we have. We have achieved these things by the grace of God, an unwavering commitment to public service and a willingness always to work together.

As the Acting Deputy Governor, I pledge our continuing commitment to do our part to the best of our abilities.

So, let us move forward – TOGETHER – with pride in who we are and faith in what we can achieve.

To build not just a stronger Cayman, but a stronger Civil Service – one defined by our core values of **Professionalism, Integrity, and Passion**.

A Civil Service driven by purpose – to make the lives of those we serve better.

A Civil Service that delivers with excellence and accountability, ensuring that every dollar spent represents real **value for money** for the people of these Islands.

A Civil Service that embraces technology and innovation, that adapts to change with agility and courage, and that meets every challenge with creativity and resolve.

A Civil Service that rewards exceptional performance, supports continuous learning, and ensures that every employee is treated with fairness, dignity, and respect.

Mr. Chairman, this is the Civil Service we are building – one that strives each day to be **world-class**. A Civil Service worthy of the trust placed in us, leading by example, and serving with heart.

Together, let us continue this journey – united in purpose, guided by our values, and steadfast in our commitment to deliver for the Government and for the people of the Cayman Islands.

Thank you, Mister Chairman.