



CAYMAN ISLANDS
GOVERNMENT

Delivering On Our Promises



Four Year Report
2013 - 2017



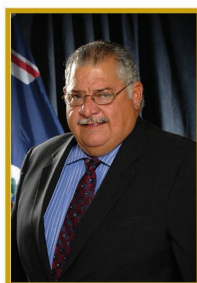
Hon. Alden M. McLaughlin, MBE, JP, MLA
Premier
Minister for Home Affairs, Health and Culture
Third Elected Member for George Town



Hon. Juliana O'Connor-Connolly, JP, MLA
Speaker of the Legislative Assembly
Second Elected Member for Cayman Brac and Little Cayman



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



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



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



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



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



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



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



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



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



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

Table of Contents

Message from the Premier	4
Summary of Achievements - Completed	8
Summary of Achievements - Under way	9
Cayman's Recovery	10-14
Four years of promise kept	15
Restored Government Finances	
Reduced Taxes and Helped Businesses and Families	15
Fixed the Economy	16
Tourism	16
Financial Services	17
Supporting Business	18
Supporting Suitable Development	18
George Town Revitalisation	19
Improved Employment Opportunities for Caymanians	20
Training and Development	21
Made Cayman Safer	21
Made Government Better	23
Efficient Public Service	23
Better Infrastructure	24
Healthier Population	25
Sports in the Community	25
Better Education	26
Sister Islands (including Tourism)	27
Protecting our Environment	28
Agriculture Improvements	29
Equity for All	30
Cayman on the Global Stage	31



CAYMAN ISLANDS
GOVERNMENT



The recovery and the promise of the future

A Message from the

Premier Hon. Alden McLaughlin, MBE, JP, MLA

I am proud to deliver this report titled “Delivering on our Promises”.

There is a saying that promises are just words until they are fulfilled.

When we took office, this Government was determined that the promises made in our Manifesto would be fulfilled. We understood that the Caymanian people had, in the majority, put their faith in us as Government. They expected that we would not only act with honesty and transparency, but also deliver on what we said we would do.

And whilst I am proud to deliver this report, I am even more proud of this Government for the many accomplishments achieved during this term. We have kept faith with the Caymanian people and kept the promises made in 2013. One merely need review our 2013 Manifesto to get an appreciation as to how much was achieved. And much has been achieved.

Before we took office, our Islands were not in a good place. The economy was stagnant and as reported in a Chamber of Commerce survey, business confidence was low. Private sector investment was at a standstill. Small businesses were hurting with several closing. Fewer cruise ships were coming here and taxi and tour operators were also hurting. And unemployment of Caymanians was at a high of 10.5%, about 2,000 people. Because of a stagnant economy and unusually high unemployment there were Caymanians in financial difficulty - some defaulting on mortgages. Over the past 4 years the economy has grown and unemployment at a low of 5.6%.

We understood, as our 2013 Manifesto noted in the section titled Getting Back On Course, that “With a strong economy people have jobs and opportunities so that they can earn money, live happy and productive lives, and take care of their families.”

We also understood that to improve the lot of Caymanians we had to focus and to succeed in key areas:

- restore Government finances - growing revenues and managing expenses;
- return the confidence of the business sector, and of the UK, in Government;
- create an environment for businesses to grow and create jobs for Caymanians;
- put in place a platform for social change and education that could help better the lives of Caymanians;
- and to focus on infrastructure to better serve the public and support business growth as well as create employment and entrepreneurial opportunities for Caymanians.

I am sure that as you review this report you may be tempted to agree that this Government, in a short four years, has shown that with a vision and a plan, coupled with teamwork, we are indeed a Government that gets things done.

Since 2013, by working with business, the economy has grown about 2.5% annually. Unemployment amongst Caymanians has been reduced from 10.5% in 2012 to 5.6% in 2016. Government finances have been restored and we are in full compliance with all the financial targets of the PMFL.

We have grown Government surpluses over four years to a total of \$414 million. That's quite an accomplishment considering all the revenue Government has given up by reducing duties on consumable goods as well as diesel for electricity generation, reducing the cost of living, giving civil servants an increase in pay and standardizing pay throughout the public services sector.

General Reserves have increased by \$53M to a total of \$97M as at February 2017 – leaving us better prepared in the event of a global recession or national disaster. We are reducing the national debt in a planned manner – repaying \$123M by the end of this financial year. This is saving the country millions in interest payments annually – savings that can be used back into the economy to benefit Caymanians. And we are in a good position, barring any economic or natural disaster, to repay the US\$312M Bullet Bond in full when it comes due in 2019.

By better managing government finances we increased

surpluses and in so doing have been able to greatly reduce taxes on fuel used by CUC for electricity – leaving over \$17M annually in the pockets of families and businesses. We also reduced the import duty on goods imported by licensed traders – putting more than \$4M back into the

I am sure that as you review this report that outlines the achievements of Government over this term you may be tempted to agree that this Government, in a short four years, has shown that with a vision and a plan, coupled with teamwork, we are indeed a Government that gets things done.

community each year.

We also greatly reduced fees to small businesses to encourage Caymanians to start businesses – and we have seen the number of new small businesses increase as they take advantage of the lower fees and a growing economy. And Government and the Small Business Association are working together to provide training, mentoring, and consultancy support to small businesses, including start ups.

We have not only reduced taxes and fees, but we are the first Government in many decades to not increase taxes or borrowing. Government is paying its expenses from cash. Capital and infrastructure projects under way are also being done from cash.

We introduced the Cayman Islands Hospitality School and the Cayman Islands School of Nursing to train Caymanians for good careers. We introduced the Ready2Work programme to help support Caymanians needing assistance to get and keep jobs. We also reversed the salary reductions placed on civil servants and provided much needed bonuses and cost of living adjustments as well as addressed pay stagnation for long serving civil servants.

By creating an environment that encourages business and development, the economy is buoyant with new

construction projects creating employment across the Cayman Islands. Government's infrastructure projects are also providing jobs for Caymanians – during construction and after completion.

I am happy with the work that continues at the Owen Roberts International Airport. This \$55 million expansion will almost triple the size of the airport terminal, including new arrival and departure halls.

I am also happy with the road works that have taken place over the entire term, and those that are still on the drawing board. All of these improvements are helping to take traffic congestion out of the town centre and allow some roads to be pedestrianised. Work is under way to make Esterley Tibbets a four-lane carriage way, and improvements are slated for Thomas Russell Way, Edward and Fort streets. The Widening of Linford Pierson Highway is well under way and when done will help ease traffic congestion on this major roadway. These roadworks are a key part of the revitalisation of George Town.

We have not only successfully improved the managed of our landfills, and enhanced our recycling efforts, but we have also completed plans for a sustainable solid waste management system. A contract should be signed in the coming months for delivery of a modern waste to energy plant as well as recycling and composting elements. This will reduce waste going into a new landfill by 90%. We promised to fix the dump and we are delivering; including getting rid of the old tyres at the landfill. When the project is complete, the current landfill will be capped.

We are also making headway on a cruise berthing facility and an improved cargo port - with plans being considered that will reduce the amount of dredging required. Government continues to have productive discussions with cruise lines in relation to their involvement in the berthing facility, including a financing element, and civil engineering design works being done will aid in the financing model.

This Government has also laid the groundwork for a residential mental health facility that will include occupational and vocational programmes to help patients get better and reintegrate into the community.

Work has recommenced at John Gray High School. Construction of the gym is expected to be completed in May 2017 while plans are being developed to complete the broader elements of the school. Improvements to education have been a focus of this Government. A modern education law has been passed. The school's inspectorate has been reinstated. And all public schools have undergone an independent review. This has allowed educators and

***By better managing government finances
we increased surpluses and in so doing
have been able to greatly reduce taxes on
fuel used by CUC for electricity – leaving
over \$17M annually in the pockets of
families and businesses. We also reduced
the import duty on goods imported by
licensed traders – putting more than \$4M
back into the community each year.***

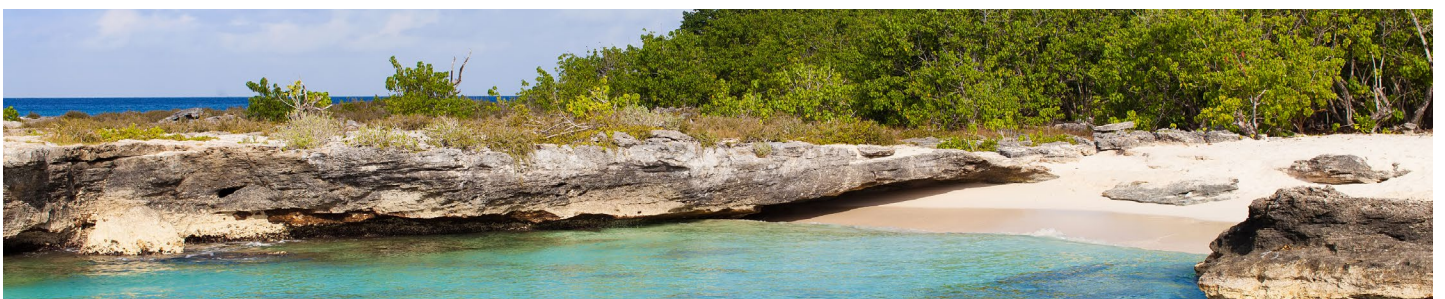
Government to determine how best to improve the system of education and keep all parties accountable for its success.

In October 2015 this Government kept another promise by passing legislation to modernise the election process and to introduce One Person, One Vote and single member constituencies for the 2017 general elections. This is one of many historic pieces of legislation passed by this Government. Another is the National Minimum Wage Order that for the first time ever seeks to ensure that the most vulnerable in our society can receive a minimum wage. It will be reviewed every few years to ensure it is still relevant and is keeping pace with inflation.

These are just a few of the highlights of this Government's achievements over the term. Whilst I view this as the achievements of Government, it is in fact the achievement of the Caymanian people, including the good men and women of the civil service, who have worked with elected members of Government to get the Cayman Islands back on course.

Shakespeare in the play Julius Caesar noted that:
"There is a tide in the affairs of men, which, taken at the flood,
leads on to fortune; omitted, all the voyage of their life is
bound in shallows and in miseries. On such a full sea are we
now afloat, and we must take the current when it serves, or
lose our venture."

We have kept the promises made to the Caymanian people upon taking office. We did not dither regardless of the challenges. We pressed on to ensure that the good ship Cayman remained afloat and in full sail, coming out of the shallows, and set on a course for success – taking Caymanians toward a safer and better future.



Summary of Achievements



COMPLETED

- Successfully completed a 3 year plan to restore Government's finances
- Grew Government surplus over four years to a total of \$414M
- Reduced Government debt by \$123M
- Set aside some \$15M for future debt repayment
- Overdraft of \$866K at the end of June 2013 was repaid and not used since
- Saved \$6.2M by re-negotiating lower interest rates on Gov't loans
- Restored General Reserves by \$53M to \$97M as of February 2017
- Reduced import duty to licensed traders from 22% to 20%
- Increased retirement age for civil servants
- Addressed pay stagnation for long-serving public servants
- Provided civil servants with a 4% salary increase, thus restoring the 3.2% taken from them in 2010
- Provided public servants with a bonus pay of 2.5% in June 2014 and 2.2% in June 2016
- Provided public servants with bonus payments
- Took steps to protect consumers by helping lower price of fuel
- Employment among Caymanians best in 10 years
- Encouraged suitable development projects to create jobs and grow the economy
- Defended our Financial Services industry in the UK and on the world stage
- Supported Financial Services with new legislation
- Reduced fees for small businesses and provided assistance to entrepreneurs
- Introduced a National Minimum Wage
- Upgraded the Charles Kirkconnell airport to international airport status
- Grew visitor numbers for stay over and cruise tourism
- Improved the Dart/NRA Agreement to remove sharing of tourism tax and with Dart agreeing to increase their development plans, including road construction
- Enacted the Disabilities (Solomon Webster) Law
- Modernised laws dealing with spent convictions and rehabilitation of offenders
- Modernised Government's system of procurement
- Established scholarships for specialist doctors
- Completed an independent professional review of public schools
- Re-established the schools' inspectorate
- Reduced the duty rate on diesel for CUC to save consumers money
- Secured property next to Smith's Barcadere and re-established public access to beaches on all 3 Islands
- Reviewed the Labour Law and published a consultation version of the Labour Relations Bill
- Introduced single member constituencies and one person one vote
- Updated the National Pensions Law
- Increased retirement age for private sector employees
- Amended Trade and Business Licensing Law
- Updated and implemented Builders Law
- Enacted National Conservation Law
- Enacted new Liquor Licensing Law
- Updated Rehabilitation of Offenders Law
- Implemented the Ready2Work Programme
- Implemented the Healthcare Apprenticeship Programme
- Implemented an Older Persons Policy
- Changed the Planning Law Regulations to allow for mixed use zoning in the George Town Business District
- Improved air service to and from Cayman Brac

Summary of Achievements



COMPLETED

- Cayman Airways is replacing its fleet of jets with new, modern planes
- Premier Hon. Alden McLaughlin defended Cayman on the BBC's HardTalk and at the Chatham House in London
- Premier Hon. Alden McLaughlin attended the Anti-Corruption Summit in London where he loudly called for standards that are truly global and inclusive of countries that have significant political clout
- Deputy Premier Hon. Moses Kirkconnell awarded Caribbean Tourism Minister of the Year for 2015
- Minister of Finance Hon. Marco Archer named Finance Minister of the Year in the Caribbean in 2016
- Introduced Cayman's first school of nursing
- Introduced Cayman's first Hospitality School of Studies
- Reinstated proper management of the landfill including new equipment
- Improved air service to and from Cayman Brac and Little Cayman
- Implemented a Child Abuse Policy
- Reviewed and updated National Pensions General Regulations"
- Re-established All Party Parliamentary Group
- Reviewed and produced a consultation draft of the National Pensions Funds Investment Regulations

UNDER WAY

- Modernise the Owen Roberts International Airport
- Update of the Public Management and Finance Law
- Enlarge the cargo port and build a cruise berthing facility
- Support Financial Services Industry through new legislation
- George Town revitalisation project and road improvements
- Create a long-term sustainable waste management solution for all landfills
- Improve the public education system
- Complete work on John Gray High School
- Continuing to defend the Financial Services Industry in the UK and on the world stage
- Improving efficiencies of Government through Public Finance Law and E-Government initiatives

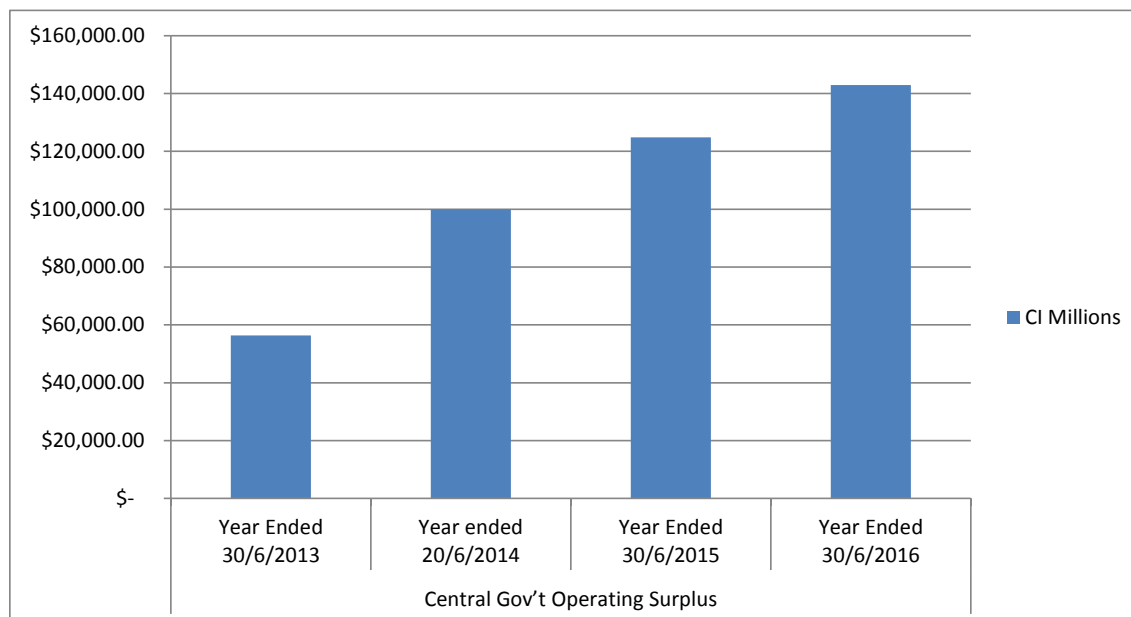
Cayman's Recovery



Careful management of Government finances returned healthier surpluses

- Growing revenue and controlling expenses has allowed us to significantly grow surpluses over every budget year.
- With these surpluses Government has been able to operate from cash with no overdraft and to carry out infrastructure improvements with no new borrowing or any new taxes.
- Surpluses also allow government to increase payments for social needs, education, national security and to repay debt. Surpluses also allow Government the ability to reduce taxes and fees.
- Improved finances and a stable government have renewed investor confidence in the country and Government.

Central Government Operating Surplus

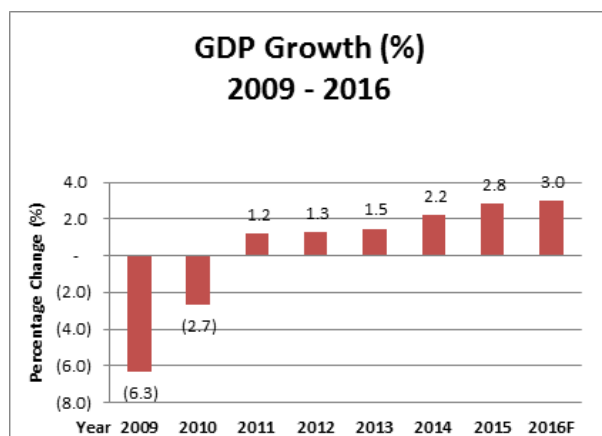
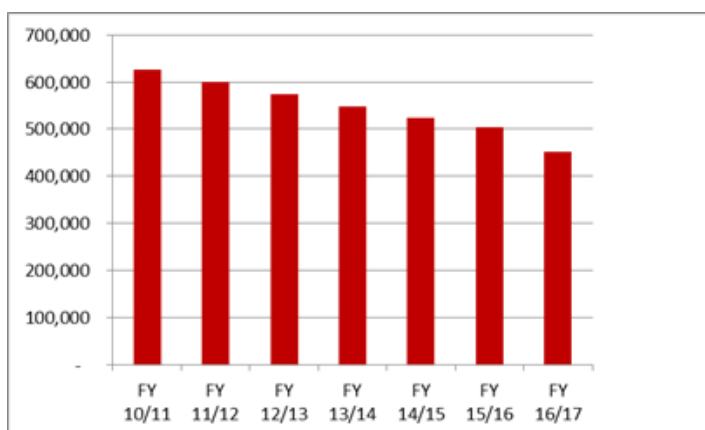


{Graph created from statistical data from the Ministry of Finance & Economic Development}

Core Government debt has been reduced in a planned fashion over the past four years.

- Our economic plan included active debt reduction and has ensured that core government debt will be reduced from CI\$574M in FY 2012-13; to CI\$451M at the end of 2016-17.
- This is a remarkable reduction of \$123M or 21% over four years!
- This reduces the debt burden from Caymanians and frees up funding to repay other debt or invest in infrastructure, education or social programmes.
- All infrastructure development completed or under way is being done from cash with no new borrowings or taxes.

Core Government Debt



Economic Growth has increased on average 2.5% each year since 2013

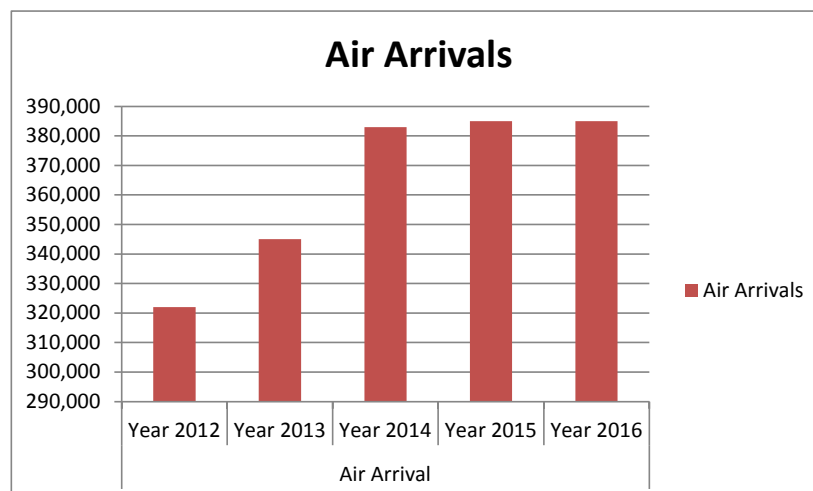
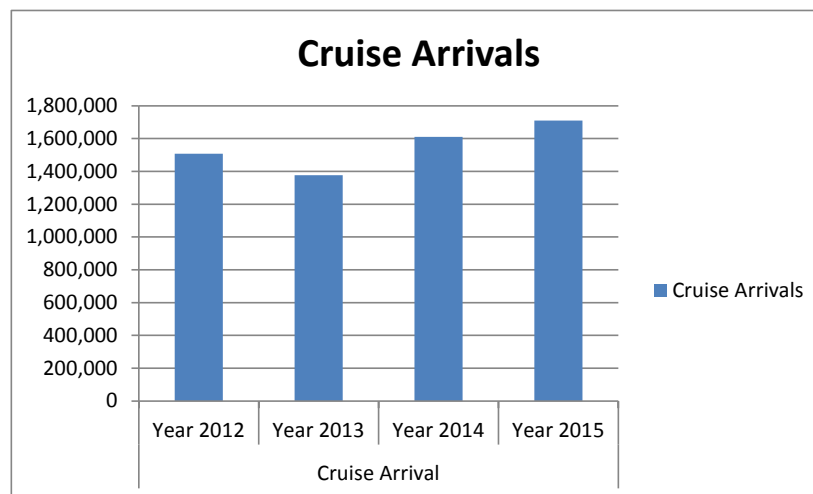
The most recent 2016 figures show growth at 3%

- Improved economic growth is the result of Government policies and programmes that
 - encourage investment by private sector businesses
 - assist the revival of our small business sector
 - restored government finances and allowed for tax reductions
 - invest in infrastructure that supports the community and business
 - corrected inequalities in civil service pay – about \$30M annually that is spent back into the community.

- Government's policies and programmes helped return business confidence and investment along with record tourism numbers and new developments.
- Government is also providing needed infrastructure improvements to our roads, landfill and airport to support more growth over the next decade.
- A growing economy provides business and employment opportunities for Caymanians.

Air and cruise tourism arrivals are at record levels

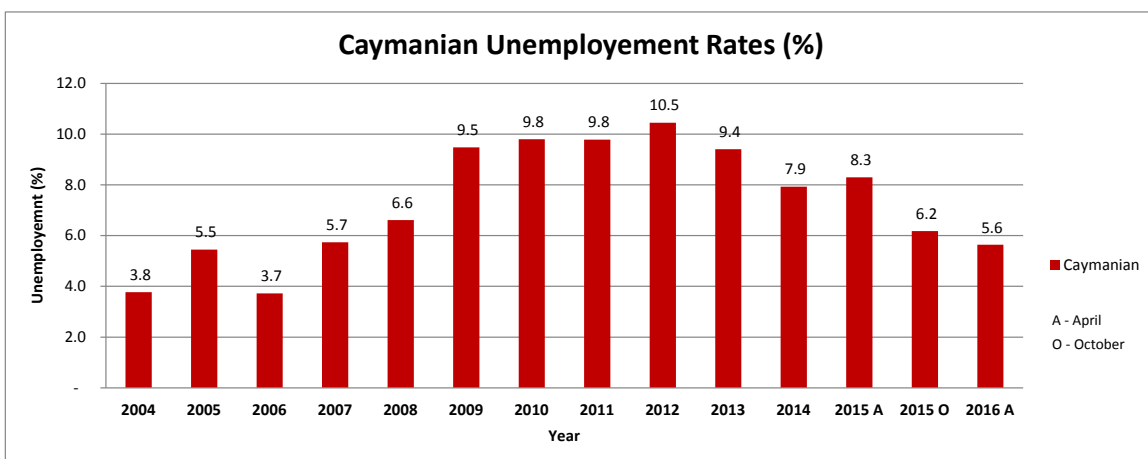
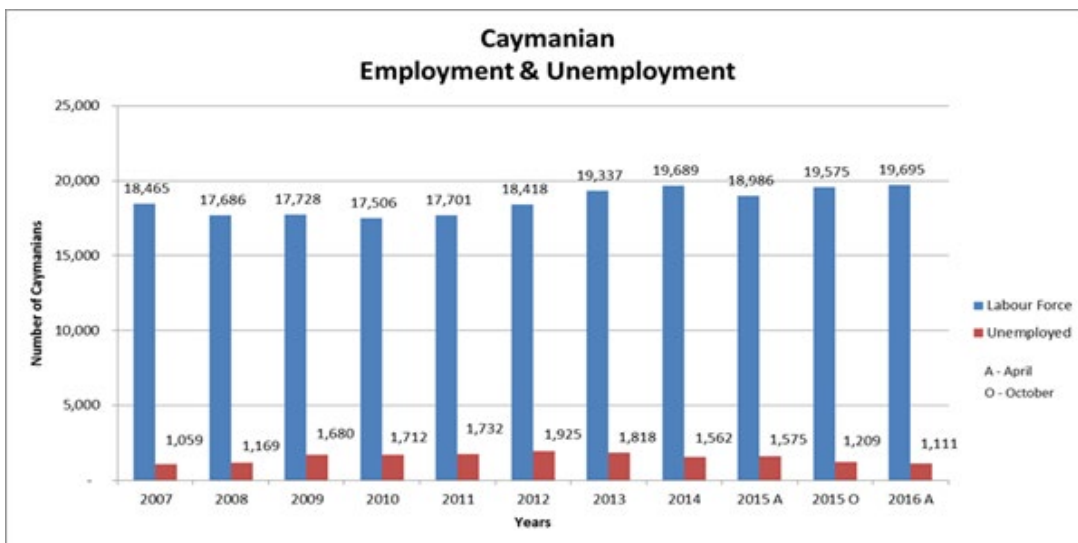
- This Government has successfully increased tourism.
- Tourist arrivals by air are the highest they have been in 20 years, with about 383,000 visitors in 2014 and 385,451 in 2016.
- Cruise arrivals are strong with about 1.61M visitors in 2014 and 1.71M in 2016; the best cruise arrival numbers since 2006!



{Graphs created from statistical data from www.caymanislands.ky/statistics}

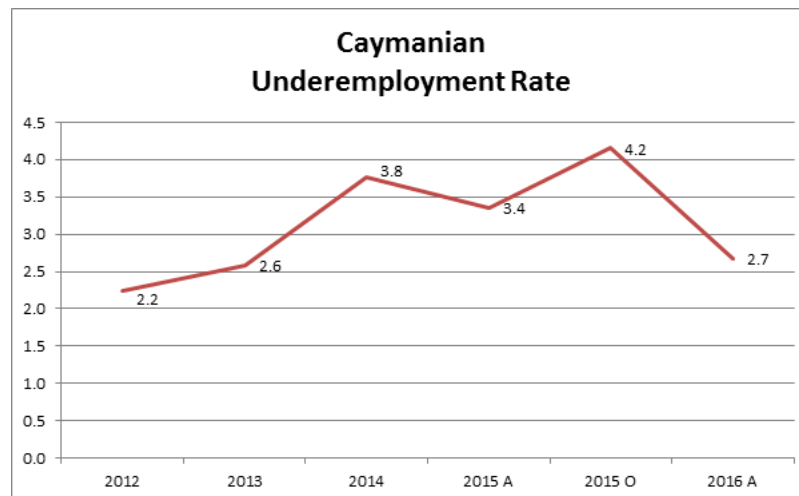
Caymanian unemployment has fallen from 10.5% in 2012 to 5.6% in spring 2016

- There were about 1,300 more Caymanians with jobs in 2016 when compared to 2012 when there were almost 2,000 unemployed Caymanians.
- Today unemployment has been halved and underemployment is also down.
- More Caymanians have been able to obtain employment as the economy has grown. This is the lowest Caymanian unemployment has been since 2007.
- This is a result of Government's policies to encourage investment, support tourism and the Financial Services Industry and invest in infrastructure.
- Programmes such as Ready2Work are also helping individuals find and keep jobs.



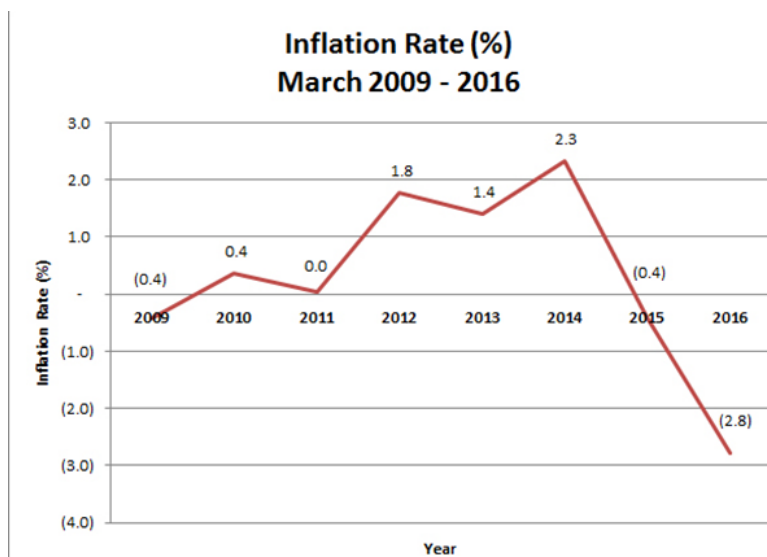
Caymanians are working again as the economy has improved

- Under employment occurs when an individual is working fewer hours than they want or need to.
- It should be noted that whilst Caymanian unemployment overall has decreased, meaning more Caymanians are working, the decrease in under-employment numbers means more Caymanians are working the hours they desire.
- As tourism and construction jobs increase with a recovering economy, this is good news for Caymanian families and further proof that the policies of this Government are working.



The inflation rate has been going down, falling to -2.8% in 2016.

- The Government's reductions in duties, including the 2% reduction in import duty to licensed traders and the \$0.50 per gallon reduction in CUC's fuel duty, helped keep inflation down.
- These two reductions alone left over \$22M annually in the pockets of families and businesses.



Four years of promises kept



Restored Government Finances

We restored Government finances and regained our financial independence from the UK.

- We adopted a challenging but doable four-year financial plan to restore Cayman's public finances.
- We practiced good money management – increasing revenues, spending smart and restoring Government surpluses.
- We used good money management to operate Government from cash rather than overdraft.
- We reduced debt by \$122.8M – from \$573.9M in FY 2012-13 to \$451.1M by FY 2016-17.
- We saved \$6.2M by re-negotiating lower interest rates on Government loans.
- We restored General Reserves by \$53M to \$97M as at February 2017.
- We met all the stringent requirements of the Public Management and Finance Law and the FFR by 30 June, 2016 – on time and on target.
- We used cash to pay for infrastructure, reduce debt and restore reserves without reducing services or releasing civil servants.
- We employed prudent money management, coupled with honest and transparent government and procurement systems to renew investor confidence in the Government and the country.
- We have maintained a Moody's rating of Aa3 rating for bonds issued by the Cayman Islands Government in a foreign currency and an Aa2 for long-term foreign currency ceiling bonds and notes.

- Minister of Finance Hon. Marco Archer named Finance Minister of the Year for the Caribbean by Global Magazine.

Reduced taxes and helped businesses and families

We reduced taxes and restored civil servant salary cuts done by Government in 2010.

- We reduced CUC fuel duty from 75-cents to gallon to 25-cents per gallon, reducing electricity and water costs and leaving \$17M annually in the pockets of families and businesses.
- We reduced import duty to licensed traders from 22% to 20%, saving \$4M annually in the cost of importing goods sold to consumers.
- We reduced the Trade and Business License fee for small and micro businesses, saving small businesses \$1M annually.
- We waived outstanding fees for small businesses that fell behind, allowing them to pay the current fees and get back in business.
- We have reversed the 3.2% pay taken from civil servants in 2010, increasing pay in 2015 by 4%.
- We provided public servants with a bonus pay of 2.5% in June 2014 and 2.2% in June 2016.
- We are addressing pay stagnation for long serving public servants whose salaries have been frozen for several years, especially for teachers.
- We have passed laws to protect consumers by monitoring and regulating the fuel sector, helping lower the price of fuel and ensuring fair competition.

- We have enacted a national minimum wage to ensure workers can rely on receiving a fair basic wage. The minimum wage amount is to be reviewed every two years.
- Employment among Caymanians is the best in 10 years.

FIXED THE ECONOMY

We stabilised and strengthened the economy by restoring investor confidence, encouraging the right development, supporting business and improving infrastructure.

Tourism



Photo: Tourists enjoy Stingray City.

- We supported tourism partners and helped grow tourist arrivals to record numbers.
- Air arrivals are at record numbers with about 383,000 visitors in 2014 and 385,451 in 2016.
- We worked with the cruise companies and brought back more ships, bringing about 1.61M visitors in 2014 and 1.71M in 2015 and 2016; the best cruise arrival numbers since 2006!
- We have committed to build a cruise dock and a modern cargo dock. These will be built

responsibly taking care to minimise dredging by placing the dock further out from shore. This is needed so as not to lose critical tourist clientele as cruise ships are becoming too large to tender. Dedicated cruise docks will also prevent the destruction of reefs from ships' anchors, which we have seen over the years. A modern, larger cargo dock will allow larger cargo ships into our Islands and help reduce shipping costs on goods, thus reducing the cost of living.



Photo: Councillor Hew gives an update on tourism in the Cayman Islands.

- Deputy Premier Moses Kirkconnell was awarded Caribbean Tourism Minister of the Year for 2015 by the Caribbean Journal in recognition of his efforts to advance Cayman's tourism product.
- In 2015 Cayman Airways made a \$3.1M profit, the first time on record the airline had ended a financial year without a net loss.
- Cayman Airways has begun replacing its fleet of aging jets with four new state-of-the-art aircraft over the next four years.
- Cayman Airways added two new Saab 340B+ turboprops to the Sister Islands routes.
- We signed the construction contract with Arch and Godfrey to enlarge the Owen Roberts International Airport from 77,000 square feet to 200,000 square feet. The project is within budget and on track to be completed in 2018.



Photo: Members of Government attend Heroes Day ceremonies.

- We have doubled the number of Caymanian taxi licenses for the first time since 2007.
- We honoured more than 400 tourism contributors at National Heroes Day celebrations in 2017.
- Began twice-weekly Boeing 737 nonstop flights between Grand Cayman and Roatan beginning 16 March, 2017.

Financial Services

We support the Financial Services Industry and passed several pieces of legislation to enhance this first pillar of our economy.

- The Cayman Islands Accountants Law provides a modernised system for the regulation of accountants and establishes the Cayman Islands Institute of Professional Accountants.
- We modernised Cayman's intellectual property protections under the Copyright Law.
- We approved the Limited Liability Company Law that provides for the formation of a new type of business vehicle that is a hybrid between a company and a partnership.
- We convinced the United Kingdom to agree that the enhanced sharing of beneficial ownership information will not be made public, but accessible only by suitable law enforcement agencies investigating serious criminal matters.

- We passed three bills – the Companies Management (Amendment) (No. 2) Bill, 2017; the Companies Amendment (No. 2) Bill, 2017; and the Limited Liability Companies (Amendment) Bill, 2017 - paving the way for the creation of a non-public searchable register that would be accessible only to law enforcement and tax authorities. The aim of the register is to enhance financial crime investigations and target corruption.
- We passed several bills modernising the regulation of the Financial Services Industry.
- We support Financial Services wherever needed across the globe be it London, Brussels, New York, etc.
- We amended the Trade and Business Licensing Law to provide the necessary authority for Department of Commerce and Investment enforcement and the Trade and Business Licensing Board to function more effectively.



Photo: Financial Services Minister Wayne Panton (left) explains Cayman's tax system and transparency during a Centre for European Policy Studies (CEPS) panel in Brussels.

- We adopted new Exempted Limited Partnership Law and Regulations to introduced new concepts, e.g. transfer by continuation and registration of foreign limited partnerships and an online system.
- We signed on to the Cape Town Convention, an international treaty that standardises transactions involving movable property, such as aircraft.
- We amended the Insurance Law regulations to enhance the insurance statutory framework, provide more alternatives to risk management and help bring new Captive Insurance business to Cayman.

- We adopted the Rights of Third Parties, which allows parties, who are not direct parties to a contract, to enforce provisions of a contract from which they benefit.

Supporting Business

We understand that private sector business is the engine of a strong economy.

- We amended the Sunday Trading Law in May 2015 to legalise the Sunday opening of small retail businesses involved primarily in the sale of food and beverage items.
- We amended the antiquated Liquor Licensing Law to level the playing field for businesses and to remove the ability to treat liquor licenses as a commodity for trade.
- We held four Small Business Expos, which increased awareness of the variety of micro and small businesses in the local market, stimulated immediate sales for exhibitors.



Photo: Councillor Roy McTaggart speaks at the Small Business Expo.

- We established the Maritime Services Zone to attract maritime services companies to establish a physical presence in the Cayman Maritime Services Park of Cayman Enterprise City.
- We renegotiated the legal agreement with Cayman Enterprise City to give government reasonable flexibility in allowing other businesses, especially Caymanian businesses, access to market segments that were locked down by the original CEC agreement.

- We implemented Small Business Incentives, which offer the following discounts to small businesses based on their location: George Town and West Bay – 25%; Bodden Town/ North Side/ East End/ Little Cayman – 50%; Cayman Brac – 75%.

- We introduced a 10-year visa for Jamaicans.

- We introduced Immigration regulations, which exempt nationals from the People's Republic of China and Jamaica who possess US, UK and Canadian visas from the requirement to possess a visitors' visa for the Cayman Islands for a stay of up to 30 days if they travel from the country that issued the visa.

Supporting Suitable Development

We have supported private sector development projects appropriate for Cayman to grow the economy and help create jobs.

- We made various improvements to the Development and Planning Law and regulations, including to allow mixed-used development in the Central George Town Business District.
- We amended and enacted the Builders Law to ensure proper qualifications and expertise of firms in the construction sector.
- We renegotiated the Third Amendment to the National Roads Authority Agreement to eliminate the 50 per cent tourism accommodation tax rebate for all Dart hotels. Dart Realty has committed to invest \$400 million in new infrastructure over the course of the next 10 years, including needed road improvements.
- We updated the Development and Planning Law to allow for 10-storey structures to be built in hotel and tourism zones without the need for greater property setbacks from the sea or road.



Photo: Children play football at the improved Savannah Play field.

- We continue to work with the private sector in encouraging suitable development that will add to Cayman's tourism product and infrastructure development to help create jobs for Caymanians.

- **Kimpton Seafire Resort and Spa** – This \$309M, 266-room hotel is a Dart venture that opened in November 2016.

- **Ironwood** – A mixed-use \$365M community and Arnold Palmer Lodge and Golf Course project off Frank Sound Road will break ground in 2017.

- **Margaritaville** – Treasure Island transformed into a 285-room Margaritaville resort.

- **Health City** – Announced plans to invest \$25M to construct new oncology and outpatient units.

- **Cayman Enterprise City** – This Special Economic Zone has acquired a 50-acre site near central George Town to build its permanent 850,000-square-foot campus.

- **St. James Point** – The developer of the \$250M five-star Beach Bay hotel is expected to move forward in 2017.

- Several new developments are going up across the Cayman Islands including Fin, Tides and Vela and the Residences of Stone Island.

- We updated the Builders Law to ensure proper qualifications and expertise of construction firms.

GEORGE TOWN REVITALISATION

We are breathing new life into George Town in a variety of ways.



Photo: The Waterfront in George Town.

- The revitalisation of George Town has begun with road enhancements as the first step. This will improve access in and out of George Town and reduce traffic congestion.

Roadworks include:

- Widening of the Esterley Tibbetts Highway into four lanes.
- Godfrey Nixon Way and Smith Road have been widened.
- Humber Lane now joins to Smith Road, connecting Smith Road to Elgin Avenue.
- Red Gate Road has been extended so that it now connects to the Airport Road.
- Widening of Linford Pierson Highway.
- Other road works are planned to move traffic away from central George Town to allow the pedestrianizing of roads close to the waterfront.
- Improvements were also made to the road between Bodden Town and Breakers.
- Amendments have been made to planning regulations to allow for multi-use development in the Capital, providing a revival for retail,

commercial, hospitality and residential use across central George Town.

- Construction will begin on the boardwalk at South Sound in April 2017. When done, this will provide a beach-side park area and a boardwalk for the enjoyment of the public.
- A boardwalk was completed along the waterfront in George Town by the private sector with the support of Government.
- A Government urban renewal plan for George Town is being developed and will be finalised with private sector involvement.
- The Cayman Islands Public Library Service renovated the Historic Library Building. It now houses cultural displays, local histories, local author books and reference materials of interests to citizens and tourists. The building also offers space for small, medium and large conferences.

IMPROVED EMPLOYMENT OPPORTUNITIES FOR CAYMANIANS

We worked with the private sector to help create jobs for Caymanians.

- We explored causes for Caymanian unemployment, provided a report that Government is using to better understand and resolve the challenges of unemployment. Programmes, such as Ready2Work, have been created from this investigation.
- We worked hard to create an atmosphere where business had the confidence to invest and help grow our economy and help grow jobs.
- We ensured that any development project that included concessions also included a requirement for Caymanian jobs.
- We opened the School for Hospitality Studies, which offers training in the hospitality industry for young Caymanians.
- We implemented the Ready2Work project connecting Caymanian job seekers with employers. At the close of the pilot (January 31, 2017) there were 89 active participants, of those: 64 were employed (19 in short-Term/ Probationary Employment; 45 in long term-employment) and 25 in training, development and recruitment activities. Over the course of the pilot 55 employers participated, eight of them taking on more than one pilot participant.
- We amended the National Pensions Law to set Cayman's private sector age of pension entitlements to 65 instead of 60 for those wanting to continue working.
- We developed and launched the National Workforce Development Agency Online Job Link Portal to help connect job seekers with employment opportunities, support employers as they engage in recruitment activities, and increase transparency and accountability in the work permit process.
- We have begun the process to modernise the Labour Law.
- We set up the National Community Enhancement Programme, which allowed out-of-work Caymanians to sign up for three weeks of work



Photo: Councillor Joey Hew presents an award to one of the Hospitality School students.

near Christmas to enhance the environment for the benefit of the community.

TRAINING AND DEVELOPMENT

- Government has continued the Passport2Success Programme.



Photo: Education Minister Hon. Tara Rivers congratulates Passport2Success graduates.

- Employment support services have been introduced and enhanced through Community Outreach to West Bay, Bodden Town, East End, North Side and the Sister Islands.
- In collaboration with the Public Works Department, we established an apprenticeship programme (for 8 students) from the Cayman Islands Further Education Centre, which includes supervision, mentorship and tuition in basic construction certified through City and Guilds.
- We established the National Training Council to support the development, coordination and management of TVET in the Cayman Islands.
- We grew the CIFEC Internship Programme with 16 new companies giving work placement opportunities to students in the 2016-17 academic year.
- We partnered with Cayman Finance to provide an education and work initiative for up to 75 Year 12 students.
- We initiated the TWEED Construction Apprenticeship.
- We initiated the Healthcare Apprenticeship Programme.
- We initiated the WineSchool3 Bartender Certification Training Course.
- The Vocational Training Programme has been restructured and an expanded curriculum is being used in the training classes resulting in clients registered in the vocational programme receiving better preparation for internship and employment placement in the community.
- The Cayman Islands Public Library Services developed and is offering online computer courses for beginners and intermediate level learners, and English courses for persons for whom English is a second language.

MADE CAYMAN SAFER

We worked to make our communities more secure.

- We modernised a Custody Suites detention centre to hold prisoners.
- We built a 3,000-square-foot building for the Customs Department to house its mobile X-ray truck, administrative offices.
- We increased border enforcement, which improved contraband interdiction at our borders.
- We recruited new firefighters and police officers.
- We amended the Police Law to allow individuals other than police officers to serve court summonses to free police to focus on crime.
- We sent senior Ministry of Home Affairs Government officials for professional training in human trafficking.
- We formed a special cybersecurity working group to ensure cybersecurity across the public sector.



Photo: The ribbon is cut on the newest ambulance.



Photo: Premier Hon. Alden McLaughlin cuts the ribbon on the newest fire boat.

- We are working to modernise the Royal Cayman Islands Police Service headquarters and to sell the property where the Central Police Station now sits.
- We are working to modernise our courthouse facilities.
- We enacted the Second-hand Dealers Law, which protects the public by strictly regulating second-hand dealers, pawn shops and metal dealers.
- We passed the Conditional Release Law to rehabilitate prisoners.
- We worked with the Cayman Islands Fire Service to upgrade and repair the air condition system at the West Bay Fire Station to fix concerns and ensure healthy living and working conditions.

In addition, the following was done with Fire Services:

- Bought new hydraulic rescue equipment.
- Placed nine automatic external defibrillators for public use.
- Recruited 15 new officers.
- A review of the Fire Service was completed in relation to capacity and capability to respond to emergency incidents.
- A 32-foot Fire Boat was purchased for use in sea rescues.

- We negotiated a Cuba MoU, which speeds up the process of repatriating migrants who land illegally in this territory. The new MoU should also reduce Government's cost to house and repatriate illegal Cuban migrants.
- We improved security at Northward Prison by installing solid cladding on the external fence; installing motion detectors installed on the internal fence; and erecting a fence erected around the vocational training building.
- Implementation of a Release on Temporary License programme allows prisoners to partake in work and activities outside of the prison, and assists the transition process of re-integration back into society.
- Integration of external and perimeter cameras into the National CCTV Programme for H.M. Prison Northward, H.M. Prison Fairbanks, the Immigration Detention Centre and the new Royal Cayman Islands Police Service Custody Suites.
- A sensor for the Caribbean Tsunami Warning Programme has been installed in George Town Harbour and implemented tsunami response plans.
- We supported the Department of Community Rehabilitation, which continues to provide community-based supervision and intervention as an alternative to prison.

- We supported the National Drug Council, which facilitates anti-drug abuse presentations, training sessions and workshops in schools, prisons and throughout the community.
- We addressed road safety, standardising road works, signage, safety practices and precautionary measures for road works.

MADE GOVERNMENT BETTER

We worked hard to create as culture of good governance.

- We implemented the promised One Person, One Vote and single member electoral districts.



Photo: Madam Speaker Hon. Julianna O'Connor-Connolly gives the opening prayer at the Charles Kirkconnell Airport, Cayman Brac.

- We adopted a strict travel policy that has helped us save millions of dollars in the four years following its introduction when compared with the years prior.
- We have drafted legislation to provide a consistent overarching governance, financial management and personnel management framework for all Public Authorities, to improve consistency of approach and to strengthen accountability to Cabinet, the Legislative Assembly and to the public.
- We quantified - for the first time ever – the country's public service health care liability and are putting in place plans to deal with this issue.



Photo: Finance and Economic Development Minister Hon. Marco Archer speaks in the Legislative Assembly.

- We standardised Government's procurement processes to create efficiencies and savings.
- We have regulated the conduct of public officials and preserved the integrity of public institutions through the Standards in Public Life Law.
- We enacted the Utility Regulation and Competition Office Law, which allows the office to regulate all functions of the Information Communications Technology Authority, Electricity Regulatory Authority and government-owned Water Authority. URCO will also regulate the pricing used by importers and retailers of automobile fuels to protect consumers.
- A National Energy Policy was approved in the Legislative Assembly and represents the aspirations of Caymanians and residents alike and provides a framework for sustainability of our energy sector. The policy covers the period 2017 to 2037.

EFFICIENT PUBLIC SERVICE

We made public service more accessible, affordable and efficient.

- We launched Project Future and have progressed 44 projects. Project Future is a programme of public sector reform that will drive efficiency and improve the effectiveness of public services.

- E-government initiatives:
 - Adopted the National Institute of Standards and Technology to help fight cyber security.
 - Adopted a strategic CIG cyber security plan.
 - Improving security, reliability and mitigating risks to CIG's IT systems.
 - Creating a client-based web portal to consolidate all of CIG's e-services.
 - Creating an online application process Police clearance certificates as well as access to apply for and renew Trade and Business licenses.
- We provided the public with a new and convenient motor vehicle licensing office at Breakers.
- We tightened policies for purchasing government vehicles to ensure value for money.
- We increased occupancy at the Government Administration Building to almost full, which is saving Government rental costs.
- The recommendations from the two Office of the Complaints Commissioner Reports- Penny Pinching Pensions(2010) and Danger, Construction at Work (2012)- were deemed to have been successfully complied with by the Ministry of Employment and the Department of Labour and Pensions; the OCC closed the reports in May 2016.
- In order to increase the culture of compliance, a collaborative process was established in December 2015 between the Department of Labour and Pensions and the Department of Commerce and Investment to facilitate the reporting of employers' pension compliance as a part of their trade and business licensing renewal process.

BETTER INFRASTRUCTURE

We have worked to provide the Cayman Islands with modern and smart infrastructure.

- We began much-needed improvements to the Owen Roberts International Airport.
- We have shortlisted companies to construct a new Integrated Solid Waste Management System, to be awarded in April 2017, which will comprise recycling, composting and waste-to-energy.



Photo: Passenger disembark from a Cayman Airways airplane.

- We have begun the revitalisation of George Town with road improvements as Phase I.
- We enhanced the Bodden Town Cemetery offering more spaces for vaults.
- Land has been obtained for a new cemetery for West Bay, which should be ready in 2017.
- Cayman Airways has started replacement of its fleet adding a new Boeing 737-800 and a Saab 300+. It will expand its fleet with four new state-of-the-art aircraft over the next four years.
- KPMG has been appointed by the Central Tenders Committee to provide commercial financial and legal consultancy services for the proposed George Town Cruise Berthing Facility.
- The Cayman Islands Postal Service is using Government's first electric vehicle, a Nissan van, to deliver packages to George Town businesses in a pilot test. The \$37,000 vehicle costs 5-cents per mile to operate.

- We awarded a contract for the design and construction of a Sea Water Wave Energy Plant with production capacity of 3,000 cubic metres per day to increase the ability to supply fresh, potable water.
- We worked with the Electrical Regulatory Authority to complete the 36MW solicitation for firm power to provide a significant improvement to CUC's overall efficiency at converting diesel fuel to electrical energy.
- We consolidated the school library systems with one web-based library portal for all schools.

HEALTHIER POPULATION

We have taken to heart the health of our people, residents and visitors.

- We have begun work to build a residential mental health facility.
- We protected the public during outbreaks of the Zika Virus, chikungunya and assuaged the fears of the public during an Ebola scare.
- We introduced genetically modified male mosquitoes, which are proving successful in eradication of the aedes aegypti mosquito.
- We have removed a provision in the Health Services Law that shielded negligent medical staff from lawsuits.
- We have upgraded sporting facilities at public schools to facilitate greater community access for healthy recreational and sporting activities.
- We cleared the way for doctors to prescribe cannabis oil as a treatment for cancer and other diseases.
- We hosted the Healthcare Conference where more than 800 people attended the sixth annual conference in November 2016.
- In observation of World Health Day, the Health Services Authority offered free health screenings (blood sugar and blood pressure).
- We updated the Dialysis Unit at the Cayman Islands Hospital.

SPORTS IN THE COMMUNITY



Photo: Premier Hon. Alden McLaughlin, Deputy Premier Hon. Moses Kirkconnell and Community Affairs, Youth and Sports Minister Hon. Osbourne Bodden tour the Cayman Brac playfield facilities.

- Swimming has been introduced into the primary schools in the eastern districts and at Clifton Hunter High School.
- Constructed a four lane track at the BT Primary School to improve Physical Education and School Sports and to facilitate community usage.
- The Savannah Primary School Field was enhanced and opened to the public.



Photo: Hon. Wayne Panton, Minister for financial Services, Commerce & Environment and Hon. Osbourne Bodden, Minister for Community Affairs, Youth & Sports show support with kids from an organised summer camp.

- Developed a masterplan for the Haig Bodden Playing Field.
- Installed lighting at four hard courts at John Gray School to facilitate increased community usage.

- Supported our Olympians in Special Olympics and athletes in the Pan Am Junior Championship.
- Renovated an existing building to create dedicated offices for the Cayman Islands Cadet Corps.
- Supported the attendance of both the Track and Swim Teams to CARIFTA 2016.
- Reconstructed bocce ball facilities for Special Olympians at the Truman Bodden Sports Complex.
- The Cayman National Rugby Sevens Team reached the world stage by qualifying and competing in the Hong Kong Sevens.
- We improved the walking track and changing rooms at the John A. Cumber Primary School.

Sports Tourism

- Supported the Cayman Airways U-15 International Youth Football Cup.
- Supported the Cayman Airways U-14 International Youth Football Cup.
- Supported the Cayman Invitational Track Meet, which saw the world's biggest track star Usain Bolt, open his season in the Cayman Islands.
- Supported bringing boxing legend Manny Pacquiao to the Island Rumble boxing tournament.
- NORCECA Beach Volleyball tournaments.
- Fishing tournaments such as the Cayman Islands International Fishing Tournament, Swordfish Challenge and Barcadere Classic.

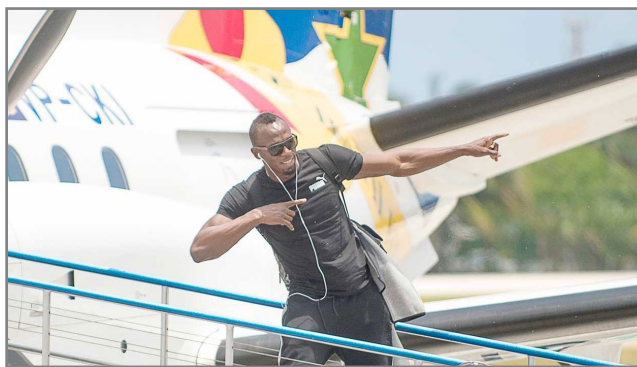


Photo: Usain Bolt arrives in Cayman.

BETTER EDUCATION

We have worked to make sure Cayman is a centre of excellence in education.

- Implemented an Education Plan of Action over the past two years to address the issues raised through the baseline inspections and consultation with education stakeholders.
- We opened the School for Hospitality Studies, which offers training in the hospitality industry for young Caymanians.



Photo: Several students have successfully completed their studies at the School for Hospitality Studies.

- We have restarted construction on John Gray High School where work on the gym is almost complete and work will soon begin on the new JGHS.

- We approved a more modern Education Law.
- We purchased additional and upgraded videoconference equipment to allow for improved videoconferencing capabilities between Grand Cayman and Cayman Brac.
- We appointed a technical and vocational education coordinator who is based at the NWDA.
- We adopted new graduation requirements that call for community service for all high school students beginning in Year 10.
- Expanded the Edna Moyle Primary School to increase classroom capacity, while addressing teacher resource and staff room needs, and improving the student hall and performance space.



Photo: Education, Employment and Gender Affairs Minister Hon. Tara Rivers and Premier Hon. Alden McLaughlin at the renaming of the North Side Primary School to the Edna . Moyle Primary School.

- Working in partnership with the Edna Moyle Primary School, the North Side Library Librarian provides library services to every grade at the school.
- We worked with Cayman Finance to launch a programme to offer education and work experience for up to 50 Year 12 students.
- We required training for Early Childhood Care and Education Practitioners to raise awareness of challenges children with special needs may have.
- We adopted a Professional Development Policy that defines the expectations and provisions for continued professional development within the Education Service for principals, teachers and classroom support staff.
- We established Medical Specialist Scholarships for doctors to obtain specialty training overseas for four years.
- We are creating plans for a new Sunrise Adult Training Facility.
- We began addressing pay inequity and pay stagnation within the teaching profession in government schools.
- We conducted Baseline School Inspections in which all government schools were inspected on student progress and achievement, effectiveness of teaching and its impact on learning, leadership and management, as well as the quality of provision and student outcomes in the foundation subjects of English and mathematics.
- We developed a Special Educational Needs and Disability Strategy Group.
- A total of 50 positions – including 27 assistant teachers and 23 specialist teachers – were approved in the Ministry of Education's current budget.

SISTER ISLANDS

We understand and appreciate the unique characteristics of our Sister Islands.

- We continued duty concessions on fuel, stamp duty and building materials imported to the Sister Islands.
- We enhanced the Charles Kirkconnell International Airport Terminal to full international airport standards and the airport was named the best in the Caribbean.
- The airport expansion at the Charles Kirkconnell International Airport helped create 21 new jobs for the island including fire service and Cayman Airways staff.

- We continued to work with the private sector to help bring jobs to Cayman Brac.
- The Cayman Islands Department of Agriculture conducted a successful Sustainable Livestock Farming seminar on Cayman Brac in 2016.
- The Department of Environment expanded its fishing line collection project to Little Cayman and Cayman Brac.
- The NWDA is sending representatives to Cayman Brac to meet with job seekers and employers to help with resumes, getting people registered in its computer system, and general job search assistance.
- We are continuing improvements to the Brac Sports Complex, which include the completion of a fourth changing room at the Bluff Playfield and the commencement of construction of a running track.
- We established a Joint Marine Unit in Cayman Brac, with vessel and staff.
- We upgraded the Little Cayman north coast road.
- We completed the boat ramp and dock on the north coast of Little Cayman.
- The Water Authority installed 6,900 feet of pipe and supplied and installed a containerized Sea Water Reverse Osmosis Plant with a production capacity of 227 cubic metres per day.
- We opened a new Needs Assessment Unit and Department of Children and Family Services Office in Cayman Brac.

Sister Islands Tourism

- In October 2014, Cayman Airways Ltd. began enhanced air travel between Grand Cayman and Cayman Brac with the introduction of the 30-seat Embraer 120.



Photo: District Administration, Tourism and Transport Minister Hon. Moses Kirkconnell christens the new Saab airplane at the Charles Kirkconnell International Airport.

- Nature tourism trails on Cayman Brac have been enhanced.
- In Sports Tourism, hosted one group of CONCACAF Under 15 Girls Championships games in August 2014.
- Introduced direct international flights to the United States and Cuba.
- The introduction of the Saab 340B aircraft increased the number of seats into the Sister Islands, increasing passenger arrivals by more than 20 per cent.

PROTECTING OUR ENVIRONMENT

We value the conservation of our environment.

- We are shredding tyres at the George Town Landfill and recycling has been implemented.
- We made improvements to and bought needed equipment for the George Town Landfill.
- We have given Conservation Officers enhanced enforcement capabilities under the National Conservation Law, expanding their powers to protect the marine and terrestrial environments.

- We purchased property at Spotts Beach to improve parking and double the size of the beach.



Photo: Financial Services, Commerce and Environment Minister Hon. Wayne Panton discusses the National Conservation Law.

- We purchased property adjacent to Smith's Barcadere to ensure that this precious piece of heritage beach can be enjoyed by Caymanians, residents and visitors in perpetuity.
- We completed data collection for the Darwin Initiative-funded project on socioeconomic aspects of turtle protection in the Cayman Islands.
- We completed population surveys for the Grand Cayman and Sister Islands parrots.



Photo: A tyre shredding contract is signed.

- We completed a survey to estimate the population of green iguanas on Grand Cayman, as input to the National Conservation Council's Invasive Species Committee, which is working on a plan for the eradication of the green iguana.
- We initiated work on the Darwin Initiative-funded

project with Marine Conservation International partners on sustainable management of threatened keystone predators (sharks, groupers and snappers) to enhance reef resilience.

- We initiated a terrestrial protected areas planning exercise, with participation of the National Trust and the assistance of The Nature Conservancy.
- We allocated money from the Environmental Protection Fund to buy environmentally sensitive lands.

AGRICULTURE IMPROVEMENTS

We support the agriculture sector.

- We honoured more than 300 pioneers of agriculture at the January 2016 Heroes Day celebration.
- We hosted the Caribbean Plant Health Directors Forum.
- We made much-needed renovations to the Abattoir.



Photo: Planning, Lands, Agriculture, Housing and Infrastructure Minister Hon. Kurt Tibbetts lauds farmers at Heroes Day ceremonies.

- We hosted the 14th annual Caribbean Week of Agriculture in October 2016 under the theme "Investing in Food and Agriculture".
- A new farmers market for local farmers and craft makers is now open on Hulda Avenue.

- We are offering assistance to farmers through the reduction of work permit fees.
- Thousands of people turned out to the 50th Agriculture Show on Grand Cayman in March 2017. The show had large turnouts also on the Sister Islands.
- We opened the Caribbean Agricultural Research and Development Institute's local office - a joint project with the Cayman Islands' Department of Agriculture. CARDI has helped local farmers improve their produce.
- The Department of Agriculture launched the Don't Pack a Pest programme in the Cayman Islands, becoming the fifth country or territory in the Caribbean to participate in this key traveller education programme.
- We increased the propagation of plants especially vegetable seedlings and fruit trees, resulting in more plants being made available for sale to the public.
- An extensive review of the Livestock Genetic Improvement Programme was carried out.
- We have drafted a National Food and Nutrition Security Policy and Implementation Strategy.
- We encouraged and assisted local farmers to grow larger quantities of healthy produce and livestock to feed a growing segment of consumers who appreciate locally grown foodstuffs.
- We implemented an Older Persons policy, which outlines a vision for legal protections and community infrastructure to support Cayman Islands residents older than 65.
- We adopted a Child Abuse Policy that extends additional protections to young athletes and outlines how to recognize abuse, how to respond to instances, and methods to report transgressions
- We restarted the Government Guaranteed Home Assisted Mortgage Programme.
- We held the first ever National Conference on Women in March 2014. The Conference brought together over 170 people for a national-level dialogue on the important issues facing women and girls in the Cayman Islands and identified solutions and strategies to promote greater gender equality in the country.
- We increased the amount of flexibility and funds available to pensioners through the new Retirement Savings Arrangement (RSA) Schedule which was implemented in January 2017.
- We reinstated the Build on Your Own Property Programme to assist Caymanians in owning their own homes.
- We were successful in getting the United Nations to extend the Convention on the Elimination of All Forms of Discrimination Against Women to the Cayman Islands.

EQUITY FOR ALL

We have assured there is equity and justice as we value the contributions of everyone.

- We repealed and replaced the Rehabilitation of Offenders Law to expunge the criminal records of ex-offenders to help them find gainful employment.
- We established the first ever Minimum Wage Advisory Committee and introduced a minimum

wage for the first time in nearly 30 years.



Photo: Members of the committee that developed the Disabilities Policy, which is now the Disabilities (Solomon Webster) Law.

- We passed the country's first Disabilities Policy and Law.
- We approved caregivers' legislation to help take care of our elderly, sick and disabled patients.
- We relaunched the National Youth Commission programme to highlight the many achievements of Cayman's young men and women.
- The Department of Children and Family Services is restructuring clinical services to enhance delivery of social work interventions.
- We conducted a review of elderly care residential services, ensuring that the services provided adhere to international best practices.
- We continued to work with partnering agencies advocating for required services/programmes to enhance the lives of vulnerable people, particularly mental health concerns and residential care for children.
- We continued to recruit foster parents in particular persons who are willing to foster older children and children with special needs.
- We bolstered the Needs Assessment Unit by implementing several initiatives such as pre-paid cards in place of food vouchers, extended the opening hours to better meet the needs of clients and a database has improved tracking statistics.
- We partnered with Hedge Funds Care to train persons to be co-facilitators of the Family Skills Programme allowing for the provision of programmes and services to people living in outlying communities.
- Capital works at Caribbean Haven Residential Centre included repair of walkway roof, construction of a greenhouse, complete renovation of the kitchen and pavement of the parking lot.
- The administration building at the Bonaventure Boys Home site has been repurposed as a secure accommodation.
- The Department of Children and Family Services has restructured to better meet the needs of children.
- We worked with the Governor's Office and Home Affairs to open a Multiagency Safeguarding Hub.
- We expended the Francis Bodden Children Home to enable the separate care and protection of boys and girls.
- We continued payments to seamen by revising the criteria to ensure that those who went to sea or their spouses received proper funding.
- We continued to fund the Pines Home and give additional funding to ensure it could continue to operate.
- We made needed repairs to the Golden Age home and Sunrise Cottage.
- We purchased a home for persons in special need.
- We made repairs to the Kirkconnell Community Care Centre in Cayman Brac.
- We increased funding to Meals on Wheels to enable it to deliver the programme in the Eastern Districts.

CAYMAN ON THE WORLD STAGE



Photo: The Premier Hon. Alden McLaughlin was invited to speak on BBC's HardTalk.

- **Blackstone** - Premier Hon. Alden McLaughlin was the keynote speaker in March, 2017, at a Blackstone Chambers Conference in London titled

“Current Issues in Rule of Law and International Trade and Development”.

- **Brussels** – Financial Services Minister Wayne Panton travelled to Brussels where European Commissioner Pierre Moscovici recognised the strength of the Cayman Islands’ tax transparency regime, as well as our participation in the OECD’s base erosion and profit shifting inclusive framework.
- **APPG** – The London Office of the Cayman Islands, along with Premier Hon. Alden McLaughlin, has worked diligently to restore an All Party Parliamentary Group to champion Cayman’s cause in the halls of Westminster.
- **Anti-Corruption Summit** – Premier Hon. Alden McLaughlin, accompanied by Minister of Financial Services Hon. Wayne Panton and Councillor Roy McTaggart, attended the 12 May, 2016, Anti-Corruption Summit in London where the Premier loudly called for standards that are truly global and inclusive of countries that have significant political clout. The Premier was one of a small number of people invited to speak by summit organisers. At the summit Government stated and the UK Government has agreed that the Cayman Islands has proven its commitment to transparency and should be at the table where decisions are being made. The relationship between the United Kingdom and Cayman Islands governments remains strong and both are committed to working together for their mutual benefit and for the good of the global community.
- **Joint Ministerial Council** – Government met with the Joint Ministerial Council in London in December 2014, 2015 and 2016 and February 2017. The Council brings together heads of Overseas Territories, key officials of the Foreign and Commonwealth Office and the United Kingdom Government together to discuss matters of mutual interest as well as allows the OTs to collectively lobby the UK regarding matters of importance to the OTs.
- **Caribbean Council** – Premier Hon. Alden McLaughlin travelled to London in March 2015 for a week filled with meetings and appearances, which included an invitation from the President of the Caribbean Council the Rt. Hon. Lord Foulkes of Comnock to Mr. McLaughlin asking him to deliver,

as a guest, the keynote message at the Caribbean Council’s Annual Reception at the House of Lords in London. The event had more than 400 people in attendance including many MPs and Peers, members of the diplomatic corps, a wide range of business leaders and senior officials from the UK Government.



Photo: Premier at Chatham Office in London.

- **Pre-JMC meeting hosted** – The Cayman Islands hosted Overseas Territories Heads of Government for a pre-Joint Ministerial Council meeting in July 2014. The meeting was chaired by Premier Hon. Alden McLaughlin and was an opportunity for all Overseas Territories Heads of Government to exchange views on political and constitutional issues, especially as they relate to the United Kingdom and its relationship with OTs.
- **United States** – Premier Hon. Alden McLaughlin was invited to and attended the ringing of the opening bell at NASDAQ in New York in April 2014. The invitation came from Cayman Islands based reinsurer Oxbridge Re. The Cayman Islands was discussed and our flag was proudly displayed on a large screen in Times Square as well as on US television stations and the Internet.
- **Chatham House** – The Premier was invited to give one of only two keynote speeches at Chatham House in London to address the topic, Combatting Global Corruption, in February 2014.
- **BBC HARDtalk** – Also in February 2014, The Premier was invited to and appeared on the BBCs HARDtalk television show, which provides in-depth interviews with global leaders. He was one of two Caribbean leaders to have been invited to appear on the show. He pressed firmly on the cause of the Cayman Islands detailing the country’s work on the global stage to have its voice heard in matters of financial regulation and its importance on the world stage.

*“With a strong economy
people have jobs and
opportunities so that they can
earn money, live happy and
productive lives, and take care
of their families.”*



CAYMAN ISLANDS
GOVERNMENT
