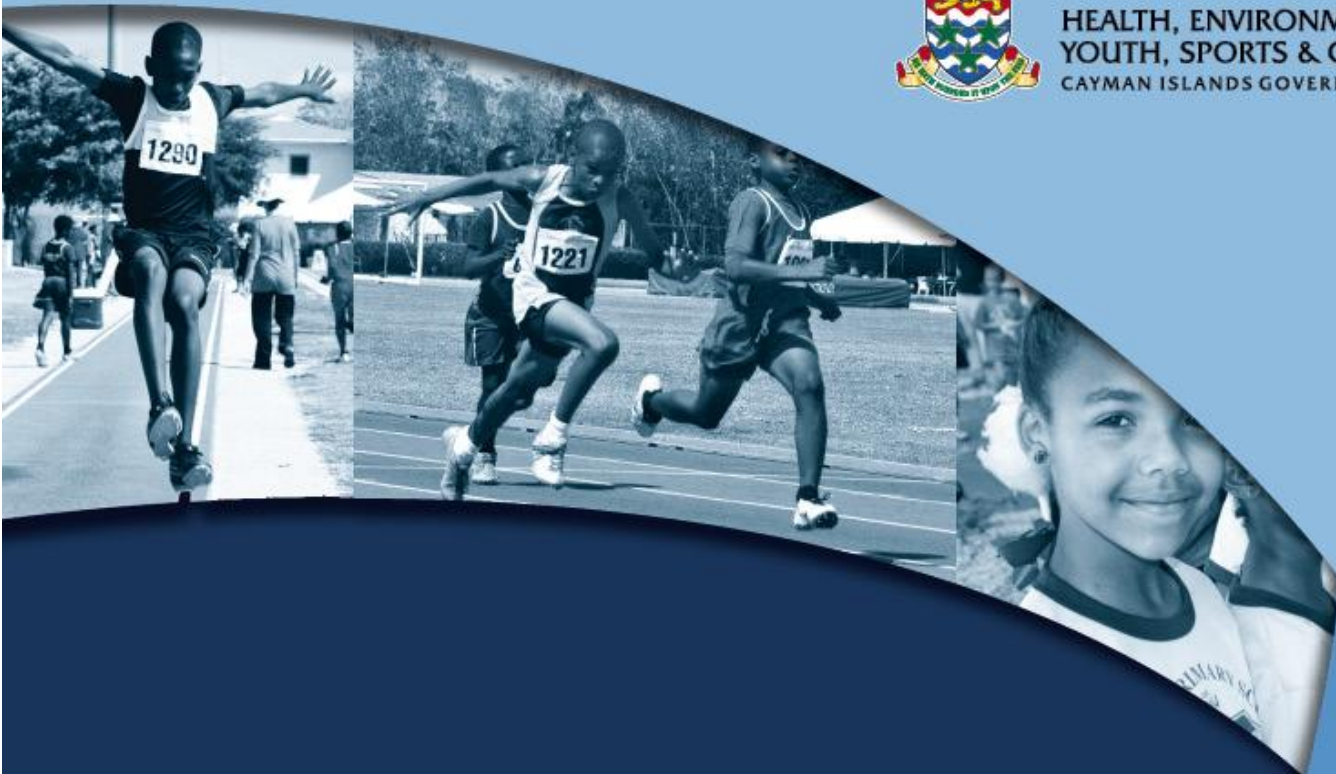




MINISTRY OF  
HEALTH, ENVIRONMENT,  
YOUTH, SPORTS & CULTURE  
CAYMAN ISLANDS GOVERNMENT



**National Sport Policy  
& Strategic Plan  
for the Cayman Islands  
2013 - 2018**

To improve  
the lives of all  
through sport

## Foreword

It gives me great pleasure as the Minister of Health, Environment, Youth, Sports and Culture, and on behalf of the Government, to present the National Sport Policy and Strategic Plan 2013-2018. It is my firm belief that the vehicle of sport presents us with a tremendous opportunity to advance a number of health, community, and business related goals.



As the Minister also responsible for youth, I am particularly keen on the benefits for our youth. The International Olympic Committee (IOC) has confirmed that sport helps to foster positive youth development, it helps to improve academic achievements and assists in the transfer of positive values and life skills that aid in employability. Young children develop their physical and cognitive capacities through play and as they move through from early to mid-childhood sport helps them to enhance their motor ability which can ultimately lead to more active lifestyles and mitigate against problems associated with sedentary behaviour and obesity. This is critical given the rising healthcare costs and budgetary constraints that we face. Involvement in structured sporting groups also contributes to reducing gang related activity and crimes committed by youth if sport programs are properly structured and administered.

The tried and tested method of achieving the benefits of any programme is to have a plan. This document is just that.

With this National Policy and Strategic Plan, developed in collaboration with public and private sector leaders, we have for the first time an overarching, guiding policy that outlines our vision, goals and objectives for sport in the Cayman Islands. For Government agencies, the National Associations, the Cayman Islands Olympic Committee (CIOC) and other private sector partners, this means they can move from plan to implementation efficiently and purposefully as we now have a vision that aligns our unified efforts.

## **National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018**

*“To Improve the lives of all through sport”*

---

I would like to thank my Chief Officer for her support and assistance throughout this exercise, and for facilitating and guiding the process and preparing this plan, and to my Senior Policy Advisor of Sport, Mr. Joel Francis, for his tireless efforts.

Finally, I would like to sincerely thank all the public and private stakeholders who committed many hours of their time to help develop this landmark document. The fact that the National Sport Policy and Strategic Plan 2013 started with a collaborative and inclusive process certainly bodes well for its successful implementation.

**Minister of Sport, the Hon. Mark Scotland, JP**

## Message from the Chief Officer

For many years, our athletes have made us proud as they have represented our country overseas and at home. With this policy document now in hand, I am confident that we can help them to build on their success.

The National Sport Policy and Strategic Plan 2013-2018 provides a framework that will assure quality programs for our athletes, and continue to encourage them in their quest for excellence, while inspiring others to pursue the same.

My sincere thanks go to everyone who contributed to drafting this document. This kind of partnership between the Government and residents of the Cayman Islands allows citizens to engage in policy-making, but also help to build trust, as well as ensure public ownership and support of government policies. Such active collaboration is the core element of good governance.

It also brings us a step closer to securing creative and active outlets for our youth to help them grow into responsible and productive adults.

While this policy reflects our Ministry’s commitment to build and strengthen cross-sector partnerships, strong evidence shows that positive encouragement and support, high quality sport, and physical activity delivered effectively and in the right settings, are a hallmark of youth development programming that contributes to a safe, strong and sustainable community.

Yet this kind of progress is only possible if everyone commits to the same goals. Therefore, it is important for individuals, government agencies, businesses, and non-governmental organizations to align their efforts and pay close and constant attention to our sporting programmes. Such active public participation can only help to further raise the bar for sporting achievement in these Islands.

Whether we consider it to be enjoyable leisure, or the air we breathe, sport is an undeniably valuable activity that contributes much to our quality of life.

Let’s all do our part to ensure that sport remain central to our country’s development now and in the future.



**Jennifer M. Ahearn, JP**  
**Chief Officer of Health, Environment, Youth, Sports and Culture**

---

---

## **Table of Contents**

Foreword by Hon. Mark Scotland, JP .....	i
Message from the Chief Officer .....	iii
List of Acronyms .....	v
Executive Summary .....	1
Background .....	4
Definition of Sports .....	4
Process and analytical framework .....	5
A SWOT analysis of the sporting sector.....	5
Major sporting stakeholders in Cayman Islands .....	8
Population changes.....	13
Health data relevant to sports:.....	14
Vision and Values.....	17
Strategic Directions .....	17
Corresponding Objectives for the Strategic Directions .....	19
Going Forward.....	21
Policy implementation.....	21
Monitoring and Evaluation Plan .....	21
Annex 1: List of Workshop Attendees.....	22
Acknowledgments .....	23

## **List of Acronyms**

<b>Acronym</b>	<b>Details</b>
<b>CAC</b>	Central American and Caribbean
<b>CIOC</b>	Cayman Islands Olympic Committee
<b>CXC</b>	Caribbean Examinations Council
<b>DOS</b>	Department Of Sports
<b>ESO</b>	Economics and Statistics Office
<b>GCSE</b>	General Certificate of Secondary Education
<b>HOD</b>	Head of Department
<b>IOC</b>	International Olympic Committee
<b>LTAD</b>	Long Term Athlete Development
<b>MADC</b>	Medical and Anti-Doping Commission
<b>MOS</b>	Ministry of Sports
<b>NGO</b>	Non-Governmental Organization
<b>NSA</b>	National Sports Association
<b>NSC</b>	National Sport Council
<b>NSPP</b>	National Sport Policy and Strategic Plan
<b>PE</b>	Physical Education
<b>SSAG</b>	Strategic Sports Advisory Group
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, Threats
<b>WADA</b>	World Anti-Doping Agency

## **Executive Summary**

The **purpose** of the National Sport Policy & Strategic Plan (NSPP) is to provide an overarching guiding policy for the Cayman Islands that defines the vision, values, strategic directions and objectives for the development of sport in Cayman Islands.

A national policy and strategic framework is vital to sport development. Sport is known to be a broad issue which, by its very nature, requires the building of partnerships among legally established independent entities and agencies.

The NSPP will serve as an instrument to provide direction and coherence for the many stakeholders involved in improving the delivery of sport throughout the Cayman Islands.

In developing the National Sport Policy a two-day stakeholders visioning workshop was held for the purposes of determining the vision, values and strategic direction for the National Sport Policy. The stakeholder group relied on a draft sport policy which was developed in 2007, that had at that time been informed by the widest and most comprehensive stakeholder consultation ever undertaken for sport in the Cayman Islands.

The stakeholder workshop assessed the Cayman Islands sporting situation along five thematic areas as follows:

- Capacity and Structure
- Facilities
- Sport and Education
- Funding
- Talent Development and High Performance Sport.

**The analysis of the situation** shows that for its size, the Cayman Islands had developed a track record of producing world class athletes, particularly in swimming and track and field, and there was strong motivation and enthusiasm among a small core of sporting individuals. Several National Sports Associations (NSAs) have clear development plans and achievement targets and there is a well-established, WADA compliant anti-doping commission. There is a lack of coaching expertise for some sports and the limited amount of high level competition locally is a challenge. In school sports, a Long Term Athlete Development Model (LTAD) compliant PE curriculum is now in place, but there is a shortage of infrastructure and human resource personnel to adequately deliver its components. Overall there is no guiding vision for sport at the national level and no

## National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018

*“To Improve the lives of all through sport”*

---

common voice for sport. Many NSAs rely heavily on volunteers and lack capacity in administration, structure and strategic development and planning.

**The Vision** for the NSPP agreed by stakeholders at the workshop is ***“To improve the lives of all through sport”***

The workshop also established a number of **guiding values** to support the process of achieving the vision of the NSPP. These values include a commitment towards equitable policies which adhere to the principles of fair play. They promote equal access without regards to race, age, gender, socioeconomic status or physical ability and advocate athlete-centred decision making whereby all decisions are made in the best interests of the athlete and not the sport. They are driven by a commitment to excellence and continuous improvement through education, competition, recreation and nutrition, and strive to utilise the benefits of sports science and technology.

The values also embrace beliefs in the importance of multi-sectoral actions and working in an innovative manner through dynamic partnerships.

Workshop participants were given a presentation on the **Long Term Athlete Development Model** by Dr. Colin Higgs. In brief, this model takes a developmental approach to sport and refers to a method of athlete development that takes into consideration the different growth stages of the human body in combination with the specific requirements of different sports for maximum development. These dictate appropriate coaching at each stage to maximise skill development by taking advantage of specific physical developmental windows throughout an individual’s life. In brief, athletes at an early stage learn fundamental movement skills through fun games and participate in a wide range of sports. They then learn the basic skills of a specific sport and are taught technical and tactical skills; this is followed by a stage of major fitness development with a focus of endurance, strength and speed as well as overall physical, mental and emotional development. Athletes then move onto a stage where sport specific training takes place all year round. At this stage, fifty percent of training is devoted to technical and tactical skills, and fifty percent to the competition-specific training and competitions. During the final stage of an athlete’s development, all of his/her physical, technical, tactical, mental and ancillary skills are fully established and they now train to peak for major competitions.

The different stages of the model vary based on gender and the specific sport. Different Sporting disciplines are considered to be early, normal or late specialisation Sports. This refers to the age at which an athlete must focus solely on that Sport to maximise their achievement within the Sport. It is purported that if this model is followed, athletes will develop to their maximum potential and if they chose to leave the competitive stream they will be better equipped to take part in

## **National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018**

*“To Improve the lives of all through sport”*

---

recreational activities and so enhance their quality of life and health. They also tend to become more involved in volunteering in Sport and so form part of a culture of Sport.

Workshop participants embraced the LTAD model, and it was against this background that the strategies and recommendations were made on the way forward for sport in the Cayman Islands.

The participants at the planning workshop identified the following strategic directions to address the five thematic areas:

---

### **Strategic Directions**

---

- 1. Improve overall coordination and structure of sport.**
  - 2. Continually build and expand on capacity within National Sports Associations.**
  - 3. Establish and maintain appropriate sports and recreation facilities in all districts through multi-sectoral collaboration.**
  - 4. Improve the quality and increase the quantity of PE in schools through the implementation of the PE curriculum in line with LTAD principles.**
  - 5. Increase the value placed on sport, recreation and physical well-being.**
  - 6. Enhance the links and coordination among sport, education and other wider agendas, particularly health.**
  - 7. Establish a robust framework to promote talent development and high performance sport embracing the LTAD principles.**
  - 8. Establish a sport funding model which successfully capitalizes on multi-sectoral funding sources.**
-

## Background

The Cayman Islands is a British Overseas Territory consisting of three low lying islands located south of Cuba and west of Jamaica in the western Caribbean Sea.

Its sporting history developed from very humble beginnings around sailing activities with traditionally built boats in the 1930s and later organised schools sports in the 1930s and '40s to its first participation in the Olympics in 1976.

It was the historic sport of sailing that led to our participation in the Olympics for the first time and it is not coincidental that the Islands motto is “He hath founded it upon the seas.”

Following its participation in the 1976 Olympics, the Cayman Islands went on to participate in a number of international competitions including the CARIFTA Games, the CAC games, the Commonwealth Games, the Island Games, the International Cricket Council’s world qualifiers, Football World Cup qualifiers, and many World Championships.

Despite its small size, the Cayman Islands has garnered many CARIFTA medals especially in Swimming and Track and Field, as well as PANAM games medals, a World Championships bronze, and a Commonwealth Gold medal. We have also been repeat U-19 Caribbean rugby champions.

The Cayman Islands today has some 31 National Sports Associations which are recognised by the Government and the respective international governing bodies of sport, as well as an internationally recognised Olympic Committee.

The Cayman Islands has ratified the International Convention against Doping in Sport and is today fully compliant with the WADA Code through its Medical and Doping Commission established between the Government and the CIOC.

## Definitions of Sport

For the purposes of this policy, **Sport** is defined as “All forms of physical activity that contribute to physical fitness, mental well-being and social interaction, including play/active recreation, organised/competitive sport, and informal sports/games.”

- **Play/Active Recreation:** consist of activities such as: Exercise, Play, Dance, Walking or Cycling, Traditional Ring Games, Tag or Rope Skipping.

## National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018

*“To Improve the lives of all through sport”*

---

- **Organised/Competitive Sport:** involving participation in structured competitive activity and involving talent development.
- **Informal Sports/Games:** which are unstructured sporting activities such as street sports, kick-about or scrimmages.

This definition is adopted from the United Nations Inter-Agency Task Force on Sport for Development and Peace, and the Sport England definitions.

### Process and analytical framework

The NSPP is a result of an inclusive process among a broad range of stakeholders including the Ministry of Sports, CIOC, the NSAs, the Department of Sports, Athletes, private sector sponsors, PE teachers and coaches.

The various stakeholder groups gathered to conduct a SWOT analysis of sport in the Cayman Islands along five thematic areas namely: Capacity and Structure, Facilities, Sport and Education, Funding, and Talent Development and High Performance Sport. In a joint effort, the stakeholders analyzed the situation and identified essential policy components, strategic directions and key objectives necessary to improve sport in the Cayman Islands.

### A SWOT analysis of the sporting sector:

#### Strengths:

There is currently a PE curriculum in place which is LTAD compliant and there is improvement in the quality PE provision in schools including at the pre-school level. Schools generally have a good relationship with NSAs and there are well established inter-primary competitions in a variety of sports.

A number of NSAs have clear development plans with achievement targets and all of the core sports have a technical director in place.

The CIOC's administration has become more effective in recent years and there is a WADA compliant national anti-doping commission.

Government remains committed to improving sport in the Cayman Islands and communication and transparency in Government has improved. There is a range of basic sports facilities across the Cayman Islands.

## **Weaknesses:**

Some overarching issues include the absence of a common voice or a guiding vision for sports at the national level. There is no sporting culture as such in the Cayman Islands. Major stakeholders are unclear about their various roles in the sporting infrastructure and all face a challenge with funding.

In schools, there is a general focus on competitive sport rather than PE and there is insufficient time dedicated to the subject. PE is perceived as being less valuable than other subjects and a lack of infrastructure hinders adequate delivery of school sport.

Insufficient and inadequate coaching remains a major problem. Some sports suffer from lack of coaching expertise and many sports utilise the same coaches for community and elite sports development. Female coaches are in short supply at the higher levels and there is a shortage of sports science support. There are no sport psychology resources.

NSAs continue to be run by volunteers and many do not have management and strategic planning capabilities. They struggle to cope with rapid population growth and the consequent increased participation in some sports.

The lack of clearly defined sporting seasons and poor coordination of facility use lead to conflicts. Some facilities are underutilised while others are overused. Location of facilities is causing some challenges for increasing public and school participation in sport. There is also reluctance on the part of the public to pay for using recreational facilities. Some facilities are in need of upgrades and repair. The lack of a national 50 metre pool and of 25 metre pools in the Sister Islands and West Bay is concerning. There are also no track facilities outside of the George Town district.

## **Opportunities:**

The formation of the Strategic Sports Advisory Group is viewed as a sound platform for more effective collaboration across major sporting stakeholders and for improved coordination and cooperation among the NSAs. It is also expected that the delivery of its outputs will serve to strengthen the sporting infrastructure across the Islands.

The new PE curriculum is expected to serve as a catalyst for change and increased opportunities for more and higher quality PE.

The adoption of LTAD principles can assist in adding clarity to the roles of the major stakeholders and provide a guide for the development of appropriate coaching. It can also lead to increased participation and greater numbers of elite athletes and generally promote the development of a sporting culture.

Our geographical location and favourable weather is seen as an opportunity for driving sport tourism.

## National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018

*"To Improve the lives of all through sport"*

---

There are also opportunities for funding through self-promotion and sports tourism. A lottery was seen as an opportunity for funding.

The Government's television station is considered to have potential for promoting the attractiveness, awareness and benefits of sport and physical activity.

### **Threats:**

Major threats include insufficient capacity, time or expertise to provide training in new PE curriculum; the attitude of some parents and teachers is counter-productive.

The continued declining economic situation is a threat to funding and development as increasing numbers of organisations seek assistance.

Within NSAs, there is a lack of capacity in a variety of areas including administration, structure, human resources, facilities and strategic development. Most NSAs are led by volunteers and there is a lack of succession planning for technical directors and other key personnel.

## **Major sporting stakeholders in Cayman Islands**

### **Ministry of Sports**

The Ministry is the Government entity with overall responsibility for the subject of Sport.

The Ministry achieves almost all of its outputs for sports through the Department of Sports and through collaborative partnerships with a range of Non-Governmental Organisations, ranging from National Sports Associations to various Sporting Clubs and other groups.

These partnerships are generally based around situations whereby the Ministry grants financial aid to the National Sports Associations and other groups to deliver agreed outputs.

The NSAs are usually affiliated with the International Governing Body of the relevant sport and the Government recognises only one governing body per sport.

The funding arrangement between the Ministry and the NSAs and other groups are governed by one of two funding routes, that is; Purchase Agreements or Transfer Payments. These funding routes have different requirements under the Public Management and Finance Law.

In funding these NSAs, there is a fine line to be observed between supporting the direction in which they are going with their programming while not being seen as interfering with the administration of the sport.

Some NSAs are registered under section 80 of the Companies Law and have certain requirements to meet. These include those relating to their directorships which must be approved by Cabinet. This has caused an issue with certain international governing bodies of sport and the IOC which require that Governments do not interfere in the administration of member associations.

### **Strategic Sports Advisory Group**

In February 2012, the Minister of Sports, Hon. Mark Scotland, established a committee to be an advisory body to him on a number of matters relating to sport. This group comprises representatives from the various sporting sectors and stakeholder groups and is referred to as the Strategic Sports Advisory Group (SSAG).

The SSAG is to make specific recommendations on an appropriate National Sports Strategy, including recommendations for:

- a) An appropriate vision for sport in the Cayman Islands to which Government, Sports Federations and other stakeholders should subscribe.

## **National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018**

*"To Improve the lives of all through sport"*

---

- b) A clarification of roles for various sport related Government entities (especially the Education Department and Department of Sports) and the local Governing bodies of sport.
- c) Codes of conduct for various Governing bodies of sports including good governance, transparency in operations and accounting and regular, free and fair elections.
- d) Communication and reporting mechanisms which demonstrate to Government that Governing bodies of sport are adhering to the codes of conduct accepted above.
- e) Increasing participation in sporting activity for health and social benefits including grassroots participation for youth, women and elderly persons.
- f) Identifying the need and develop capacity to ensure an adequate number of coaches, volunteers and other support personnel to facilitate the recommended National Sport Strategy.
- g) Improving school sport throughout the Cayman Islands with particular emphasis on the Physical Education curriculum, interscholastic sports and after-school programmes.
- h) Qualifying criteria for Government recognition as a National Governing Body for individual sporting disciplines in the Cayman Islands.
- i) Qualifying criteria for recognition of sports persons in different categories, and the appropriate funding levels where applicable. E.g. Elite athletes, Sports ambassador, etc.
- j) Identifying funding criteria for sporting organisations and events, and the monitoring and evaluation thereof.
- k) Government's support of Non-Olympic Sports.
- l) A process for talent identification for various sporting disciplines and the transition to national programs and elite athlete status. This should include a defined exit process for athletes who have completed their elite careers.
- m) Defining processes for utilising sport as a vehicle to obtain an education.
- n) Defining and developing criteria for the recognition and funding of focus sports.
- o) Determination of the required resources to implement the recommended National Sport Strategy including facilities, personnel and other funding.
- p) Long term development plans for individual sporting disciplines.

## **National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018**

*“To Improve the lives of all through sport”*

---

- q) Identification of alternate sources of funding for sports in the Cayman Islands.
- r) Recommendations for developing sports tourism, sports as a business, and sports as a vehicle for building national pride and community spirit.
- s) The SSAG should also make overall strategic policy recommendations including the identification of appropriate sub-committees and their membership which would in turn be tasked with reporting to the SSAG with detailed recommendation and work plans.

### **Department of Sports**

The Department of Sports subscribes to the democratic principle of equality of opportunity, and consequently caters for all residents irrespective of race, colour, class, gender, age and physical or mental condition. Its mission is – “To Promote, encourage and facilitate the active participation of all persons in physical and sporting activities consistent with their abilities.”

The Department of Sports was created in 1987 in a response to a social demand and the vision of the Government of the day. The government decided to focus the majority of its financial resources on six “focus sports”: Athletics, Basketball, Cricket, Football, Netball and Swimming. The Department provides technical assistance and expertise in the six focus sports through; community programs, after-school programs, school sessions, national programs and sports camps. It also provides maintenance to more than 20 different sports/recreational facilities; ensuring they are kept in a state of readiness and safety for public use. The Department also provides guidance on sport policy matters and monitors the development of sports in the Cayman Islands.

### **Ministry of Education/Department of Education Services**

The Ministry with responsibility for Education has oversight of the Department of Education Services (DES). The DES' role is to implement Ministry policy and deliver Ministry objectives within the public education system.

Physical Education (PE) represents one of ten compulsory subjects within the Cayman Islands National Curriculum.

All students within compulsory education are expected to be taught according to the national curriculum for PE. The national curriculum (2006) for PE was based on international best practice, and was particularly influenced by the PE curriculum for Northern Ireland. The curriculum is consistent with the developmental approach to sport and measures three output strands for assessment:

- Performance, competence and creativity.
- Measuring, observing, evaluating and improving.

## National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018

*"To Improve the lives of all through sport"*

---

- Being safe and healthy.

Students should be given the opportunity to develop these strands within five contexts:

- Athletics
- Dance
- Games and sport
- Swimming
- Movement

The minimum required curriculum time per week for core PE in schools is one hour. Most schools exceed this minimum requirement, and several schools provide the recommended provision of two hours per week. In the primary school system, PE is delivered by a team of Primary Specialist Teachers or PSTs. This team currently has seven members and each one is typically responsible for PE in two schools.

Within the public secondary school system, PE is delivered by ten specialist teachers deployed in three schools. They facilitate opportunities for students to choose examination programmes in PE at both CXC and GCSE levels.

### Cayman Islands Olympic Committee

The Cayman Islands Olympic Committee (CIOC) was founded in 1973 and was recognized by the IOC (International Olympic Committee) in 1976. The CIOC has now developed to a body representing 29 member-sports. The CIOC selects, organizes and sends national teams to represent the Cayman Islands to all multi-sport Games. It assists the member associations in sport development; and promotes Olympism across the Cayman Islands.

### National Sports Associations

The following organisations are recognised by the Government as being the governing bodies of the relevant sports locally:

- 1) **Cayman Islands Athletics Association**
- 2) **Cayman Islands Badminton Association**
- 3) **Cayman Islands Basketball Association**
- 4) **Cayman Islands Bodybuilding Federation**
- 5) **Cayman Islands Powerlifting Organisation**
- 6) **Cayman Islands Amateur Boxing Association**
- 7) **Cayman Islands Cricket Association**
- 8) **Cayman Islands Cycling Association**
- 9) **Cayman Islands Darts Association**
- 10) **Cayman Islands Equestrian Federation**
- 11) **Cayman Islands Football Association**

## National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018

*"To Improve the lives of all through sport"*

---

- 12) Cayman Islands Gymnastics Association
- 13) Cayman Islands Island Games Association
- 14) Cayman Islands Judo Association
- 15) Cayman Islands Karate Association
- 16) Cayman Islands Netball Association
- 17) Cayman Islands Rowing Association
- 18) Cayman Rugby Football Union
- 19) Cayman Islands Sailing Club
- 20) Cayman Islands Shooting Federation
- 21) Cayman Islands Confederation and Association of Snow Sports
- 22) Cayman Islands Softball Association
- 23) Special Olympics Cayman Islands
- 24) Cayman Islands National Squash Association
- 25) Cayman Islands Amateur Swimming Association
- 26) Cayman Islands Table Tennis Association
- 27) Cayman Islands Taekwondo Association
- 28) Cayman Islands Tennis Federation
- 29) Cayman Islands Volleyball Federation
- 30) Cayman Islands Little League
- 31) Cayman Islands Watercraft Association

### Sister Islands Sports

Sport in the Sister Islands is administered by the Ministry of District Administration. Its human resources include two full time staff and one part time. Staff includes a recently hired sports director who is charged with the overall development of sports there. The director is supported by a sports instructor and an individual who is paid to teach learn-to-swim classes on a part-time basis. A major stakeholder on Cayman Brac is the Sports Association of the Sister Islands (SASI). This is an NGO which is grant-aided by the Ministry of Sports and which coordinates recreational and competitive sport activities on the Sister Islands in association with NSAs.

## Population changes

### By Caymanian & Non-Caymanian:

The population distribution by Caymanians and non-Caymanians during the 50-year period, 1960-2010, as illustrated in Table 1 demonstrates the declining proportion of Caymanians<sup>1</sup>. It was estimated that in 1960, there were only 102 (1.2%) non-Caymanians living in the Islands. Twenty years later that number had increased to 3,516 or 21% of the population. By 1989, non-Caymanians accounted for 33% of the population and in 1999 this number had increased to 47%. The 2010 Census revealed that the distribution was Caymanian 56.3% and non-Caymanian 43.7%.

**Table 1: Population by Caymanians & Non-Caymanians: 1960-2010**

Census Year <sup>2</sup>	Resident Population <sup>1</sup>	% Change p.a.	Caymanian	Non-Caymanian	(%) Caymanian	(%) Non-Caymanian
1960	8,511	1.4	8,409	102	98.8	1
1970	10,068	1.7	8,548	1,520	84.9	15.1
1979	16,677	6.6	13,502	3,516	79.0	21.0
1989	25,695	5.5	17,118	8,577	67.0	33.0
1999	39,600	3.1	20,988	18,612	53.0	47.0
2010	55,036	4.2	30,979	24,057	56.3	43.7

The overall population on the Islands and its composition has real significance for sports. Among other things, it creates major challenges to finding adequate high level competition in sufficient quantity to assist in developing higher levels of performance. The number of Caymanians who are able to meet the qualifying criteria of many sports to represent the Cayman Islands nationally is also severely limited.

A further look at the composition of the population by age as shown in Table 2 demonstrates how problematic it is to find adequate national representatives of different competitive ages for various sports.

In 2010 there were 7,960 Caymanians in the population between the ages of 15 and 35. This is the age range that one would expect to find most high level competitors across various sports.

<sup>1</sup> Statistical Compendium 2008; Population and Vital Statistics; ESO,

<sup>2</sup> The 1960 and 1970 non-Caymanian estimates from The Proposed Development Plan 1975. The Cayman Islands' 2010 Census of Population and Housing, ESO 2011.

**National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018**  
*"To Improve the lives of all through sport"*

**Table 2: Population by age of Caymanians and Non-Caymanians (2010)**

Age group	Total Population	Caymanian	Non Caymanian
<b>Total</b>	<b>55,036</b>	<b>30,979</b>	<b>24,057</b>
Under 1 year	782	486	296
1 to 4 years	2,928	2,113	815
5 to 9 years	3,246	2,536	710
10 to 14 years	3,012	2,536	477
15 to 19 years	2,823	2,483	340
20 to 24 years	2,934	1,919	1,015
25 to 29 years	4,990	1,789	3,201
30 to 34 years	5,862	1,769	4,092
35 to 39 years	6,322	2,321	4,002
40 to 44 years	5,967	2,545	3,422
45 to 49 years	5,016	2,477	2,539
50 to 54 years	3,784	2,152	1,632
55 to 59 years	2,657	1,860	798
60 to 64 years	1,727	1,335	391
65 to 69 years	1,076	913	162
70 to 74 years	732	667	65
75 to 79 years	534	486	48
80 to 84 years	365	335	31
85+	278	257	20

Source: Economics and Statistics Office (ESO)

### Health Data Relevant to Sport:

According to the National Health Policy and Strategic Plan, the general health status of the population is very good but cardio-vascular diseases are at the top of the list of mortality and morbidity tables for year 2010. Hypertension and diabetes also contribute significantly to the burden of the health service facilities.

### Student Weight Profile: Ages 4 to 6 years:

The Public Health Department has been screening new students entering the public primary school system for several years. The results in Table 3 show the data obtained from screenings during the years 2008 to 2012 for children aged 4 to 6 years.

**National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018**  
*“To Improve the lives of all through sport”*

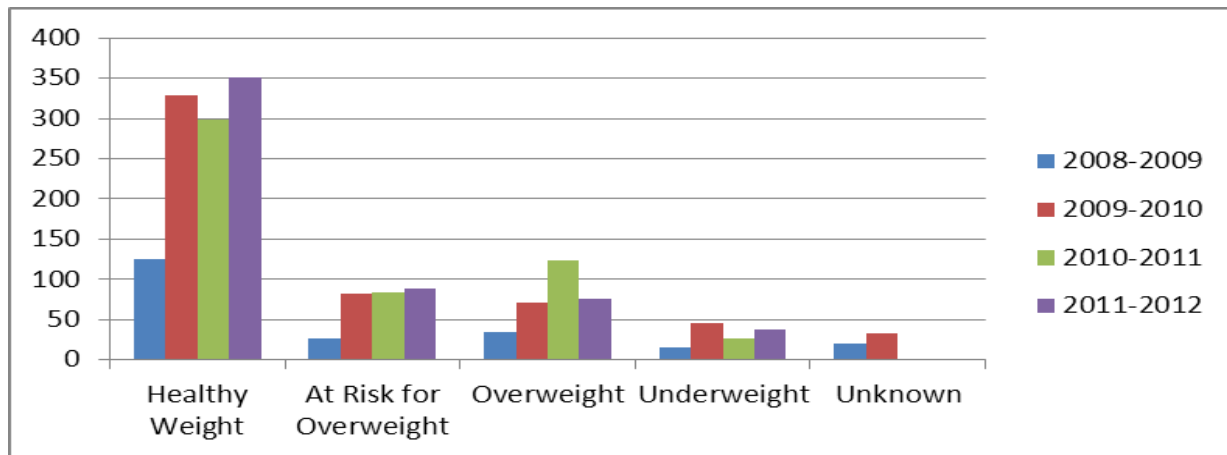
**Table 3: School Health Screenings for Students aged 4 to 6 years (2008-2012)**

Year	Healthy Weight	At Risk for Overweight	Overweight	Underweight	Unknown	Total screened
<u>2008-2009</u>	125	26	34	16	20	221
<u>2009-2010</u>	328	83	71	45	33	560
<u>2010-2011</u>	299	84	124	26	0	533
<u>2011-2012</u>	351	88	76	38	0	553

Source: CIG Public Health Department School Screening Statistics

This information is depicted graphically in Chart 1 below.

**Chart 1. School Health Screenings for those aged 4 to 6 years (2008-2012)**



Source: CIG Public Health Department, School Entry Screening 2008-2012

### Student Weight Profile: Ages 10 to 13 years

The Public Health department school health screenings for those entering the secondary public health system for the years 2007 to 2010 are shown in Table 4 for children aged 10 to 13.

**National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018**

*“To Improve the lives of all through sport”*

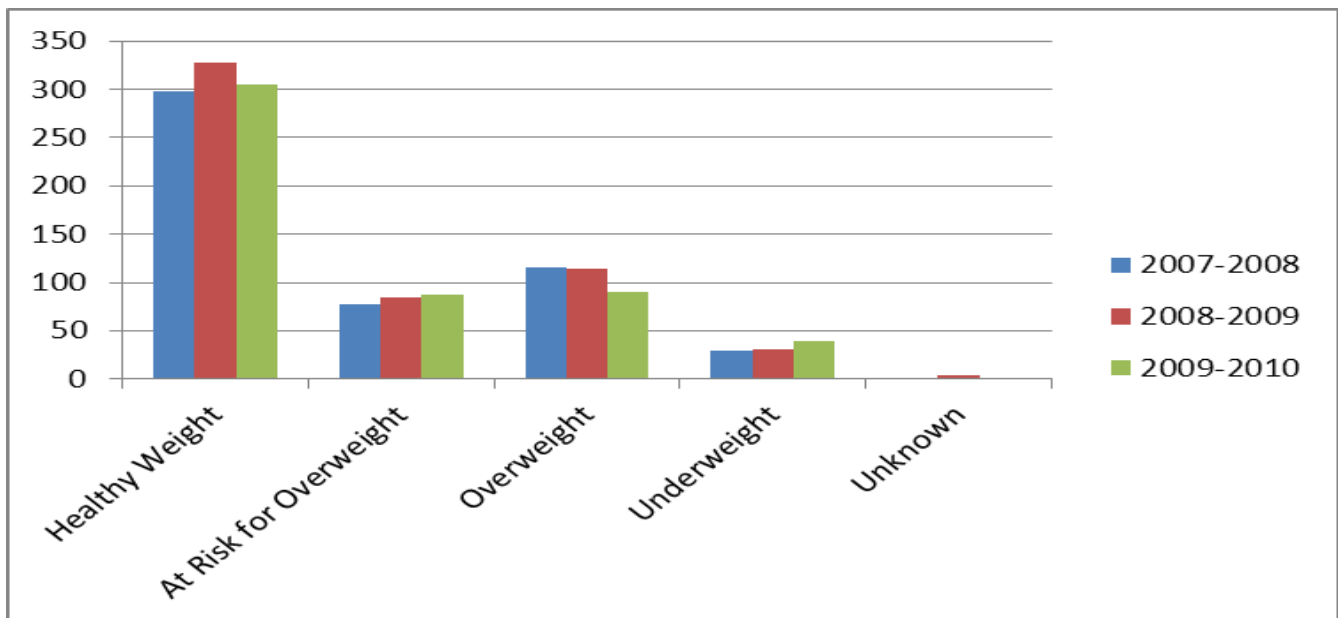
**Table 4: School Health Screenings for Students aged 10 to 13 years (2007-2010)**

Year	Healthy Weight	At Risk for Overweight	Overweight	Underweight	Unknown	Total Screened
<b>2007-2008</b>	298	77	115	29	0	519
<b>2008-2009</b>	327	85	114	31	4	561
<b>2009-2010</b>	305	87	90	39	1	522

Source: CIG Public Health Department School Screening Statistics

This information is depicted graphically in Chart 2 as follows:

**Chart 2: School Health Screenings for Students aged 10 to 13 years. (2007-2010)**



Source: CIG Public Health Department, School Entry Screening 2007-2010

In general, the statistics show that on average about 30 % of children aged 4 to 6 are classified as overweight or at risk for being overweight, with 16.3 % being overweight. There was a spike in overweight 4 to 6 year olds up to 23 % in 2008-2009.

In the 10 to 13 age group, 35.4 % are classified on average as being overweight or at risk of being overweight, with 20 % being overweight.

## **Vision and Values**

### **Vision**

***To improve the lives of all through sport.***

### **Values**

**We believe that the following value statements should guide the efforts in realizing the vision of Sport *in the Cayman Islands*:**

- We believe that sport has the capacity to build a healthier, safer, stronger community.
- We will strive to ensure that sport is practiced without any form of discrimination.
- We believe that all sporting decisions should be based on the interests of the athlete and not the sport.
- We will seek to enable each individual to attain highest attainment in sport based on their individual ability.
- We will employ multi-sectoral efforts, partnerships, and collaborations with various stakeholders to improve the lives of all through sport.
- We will ensure that all sport related services are of high quality, safe, and dependable.
- All sport will be conducted on the principles of fair play, respect, tolerance and inclusion.

## **Strategic Directions and Objectives**

**The following eight Strategic Directions were formulated based on the SWOT analysis done at the strategic planning workshop.**

---

### **Strategic Directions**

---

- 1. Improve overall coordination and structure of sport.**
  - 2. Continually build and expand on capacity within National Sports Associations.**
  - 3. Establish and maintain appropriate sports and recreation facilities in all districts through multi-sectoral collaboration.**
  - 4. Improve the quality and increase the quantity of PE in schools through the implementation of the PE curriculum in line with LTAD principles.**
  - 5. Increase the value placed on sport, recreation and physical well-being.**
  - 6. Enhance the links and coordination among sport, education and other wider agendas, particularly health.**
  - 7. Establish a robust framework to promote talent development and high performance sport embracing the LTAD principles.**
  - 8. Establish a sport funding model which successfully capitalizes on multi-sectoral funding sources.**
-

# National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018

*"To Improve the lives of all through sport"*

## Objectives for the Strategic Directions

Strategic Directions	Objectives
<p><b>1. Improve overall coordination and structure of sport.</b></p>	<p>1.1 Establish a National Sports Council.                      1.2 Establish a NSA forum of non-focus sport NSAs and other stakeholders to provide input to the National Sports Council.                      1.3 Establish minimum governance standards for NSAs.</p>
<p><b>2. Continually build and expand on capacity within NSAs.</b></p>	<p>2.1 Expand the provision of training opportunities for coaching development at all stages of the LTAD range.                      2.2 Ensure the completion of development plans by all NSAs based on the LTAD principles.                      2.3 Expand the provision of training opportunities for sports administration, science, and management.</p>
<p><b>3. Establish and maintain appropriate sports and recreation facilities in all districts through multi-sectoral collaboration.</b></p>	<p>3.1 National Inventory of Sports and Recreation facilities (public and private) to assess readiness to meet demands of LTAD based development plans.                      3.2 Conduct annual research to determine usage patterns for sports and recreation facilities, facility demands of NSAs , schools, and wider public and ascertain trends for proper advance planning of facility development.                      3.3 Ensure transparent management processes for accessibility and availability of public (i.e. government operated) facilities.</p>
<p><b>4. Improve the quality and increase the quantity of PE in schools through the implementation of the PE curriculum in line with LTAD principles.</b></p>	<p>4.1 Ensure adequate HR, professional development, physical plant and other capacity within the education system to deliver the approved PE curriculum.                      4.2 Periodically review the PE curriculum among the major sporting stakeholders to monitor progress and to ensure that they are all working together to maximise the effectiveness of limited resources and adherence to LTAD principles.                      4.3 Establish and monitor proper structure and programmes for enhanced inter-school competition.</p>

## National Sport Policy and Strategic Plan for the Cayman Islands, 2013-2018

*“To Improve the lives of all through sport”*

<b>Strategic Directions</b>	<b>Objectives</b>
<b>5. Increase the value placed on sport, recreation and physical well-being.</b>	<p>5.1 Increase the provision of physical literacy education and training during early years.</p> <p>5.2 Promote the value of sport and recreation so as to develop a culture of well-being and healthy life-styles.</p>
<b>6. Enhance the links and coordination among sport, education and other wider agendas, particularly health.</b>	<p>6.1 NSC to be charged with identifying possible initiatives for multi-sectoral collaboration.</p> <p>6.2 Establish and foster on-going multi-sectoral communication between sport, education, tourism, health and other wider agendas.</p>
<b>7. Establish a robust framework to promote talent development and high performance sport embracing the LTAD principles.</b>	<p>7.1 Ensure that all coaches and PE teachers are trained in the principles of LTAD</p> <p>7.2 Encourage coaching associations/forums to enhance knowledge and promote a more coordinated approach to athlete development and high performance.</p> <p>7.3 Develop policies and criteria to facilitate high performance athletes accessing overseas collegiate programmes</p>
<b>8. Establish a sport funding model which successfully capitalizes on multi-sectoral funding sources.</b>	<p>8.1 Develop policies and criteria for Government funding</p> <p>8.2 Investigate other sources of possible funding for sport.</p>

## Going Forward

### Policy implementation

Following the approval of this National Sports Policy and Strategic Plan 2013-2018, the Ministry of Sports in partnership with the major sporting stakeholders such as the NSAs, the Education Sector, the Department of Sports, the CIOC and others, will work to devise individual sport development plans based on the NSPP. The SSAG will continue its work to deliver on the specific deliverables required by the Cabinet. Operational plans will include a number of performance indicators particularly regarding participation and success at all levels of the LTAD range, as well as measures of the physical well-being of all individuals resident in the Cayman Islands.

### Monitoring and Evaluation Plan

Monitoring and Evaluation are key functions to assist in achieving the expected results of the NSPP. The purpose is to track changes and explain why change may or may not be occurring. Therefore, it provides information for the improvement of objectives and activities and as such it is a powerful tool in decision-making processes during the implementation of the NSPP.

**A set of core indicators** will be developed for the eight strategic directions and the collection of relevant data to monitor progress toward the objectives will be routinely and systematically carried out. A dissemination strategy will also be developed to share findings with national stakeholders.

## **Annex 1: List of Attendees**

- Hon. J. Mark Scotland, JP, Minister responsible for Sport
- Jennifer Ahearn, Chief Officer for Sport
- Joel Francis, Senior Policy Advisor for Sport
- Collin Anglin, Director of Sports
- Flynn Bush, Deputy Director of Sports
- Janett Flynn, Senior Policy Advisor for Health
- Sheila Alvarez, Policy Advisor for Environment
- Collin Higgs, visiting sport and PE expert (Canada)
- Shomari Scott- Director of Tourism
- Andrew Moon, Commodore of Sailing Club
- Bernie Bush, CIOC representative
- Betty Baraud, CIOC fundraising committee chairperson
- Chris Hayman, CEO of Digicel (private sector sports supporter)
- Clive Baker, Ministry of Education
- Courtney Myles, President of the Cayman Islands Cricket Association
- Cydonie Mothersill, elite athlete
- Dalton Watler, President of the Cayman Islands Athletic Association
- Darrel Rankine, Special Olympics Cayman Islands
- Derek Haines, President of Cayman Rugby Football Union
- Ian Armiger, Technical Director of the Cayman Islands Amateur Swimming Association
- Jeffrey Wight, Camana Bay Sports manager
- Jennifer Powell, CIOC representative
- Jim Fraser, parent of elite athlete
- Joel Jefferson, President of the Cayman Islands Basketball Association
- Lee Ramoon, athlete representative
- Lucille Seymour, President of the Cayman Islands Netball Association
- Marcos Tinoco, Technical Director of the Cayman Islands Football Association,
- Mitchum Sanford-Sports Instructor for Sister Island Sports
- Paul Lumsden, Managing Partner, Maples and Calder (private sector sports supporter)
- Paul Macey, CIFA representative
- Peter MacKay, President of the Cayman Islands Amateur Swimming Association
- Phillip Thompson, John Gray PE representative
- Ralph Birkmyre, head of PE, Clifton Hunter High School
- Ronnie Roach- Department of Education Services (Physical Education)
- Theo Cuffy, Technical Director for the Cayman Islands Cricket Association
- Voot O'Garro, Technical Director of the Cayman Islands Basketball Association

## Acknowledgments

The Ministry of Health, Environment, Youth, Sports and Culture wishes to extend sincerest thanks to all the stakeholders who participated in the consultative process and contributed to the review of the National Sports Policy for the Cayman Islands. Your commitment to this process, and the quality of your contributions to the development and review process, have ensured a high quality and meaningful strategic document to guide sport development in the Cayman Islands.

Special thanks are extended to the staff of the Ministry of Health, Environment, Youth, Sports and Culture who coordinated this process on behalf of the Ministry. Special mention is made of Minister of Health, the Hon. Mark Scotland, JP; Mrs. Jennifer Ahearn (Chief Officer/Permanent Secretary); and Mr. Joel Francis (Senior Policy Advisor).



Photo: Stakeholder workshop, January 2013



MINISTRY OF  
HEALTH, ENVIRONMENT,  
YOUTH, SPORTS & CULTURE  
CAYMAN ISLANDS GOVERNMENT