

STRATEGIC PLAN

2026 – 2030

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Foreword from the Chief Executive Officer

The accounting profession in the Cayman Islands stands at a defining moment. As one of the world's leading international financial centres, the Cayman Islands hosts a sophisticated ecosystem of professionals whose expertise, integrity and commitment to the highest standards underpin the jurisdiction's global reputation. CIIPA exists to serve, represent and regulate those professionals – and this Strategic Plan sets out how we will do so, with purpose and ambition, over the next five years.

This plan reflects both continuity and renewal. It builds on the strong foundations laid through the Cayman Islands Institute of Professional Accountant's (CIIPA) previous strategic cycles – including our Quality Assurance programme, the anti-money laundering (AML) supervisory programme, our growing international partnerships through the International Federation of Accountants (IFAC) and our new Institute of Chartered Accountants of the Caribbean (ICAC) membership, and our sustained investments in education and professional development – while responding to the evolving landscape in which our members practise.

The 2026-2030 period will be shaped by several forces: continued international scrutiny of financial centres, the rapid integration of technology and artificial intelligence into professional practice, the imperative of talent development in a competitive labour market, the increasing prominence of sustainability-related disclosures and the corresponding demand for assurance and professional expertise, and the deepening of regional collaboration through ICAC. The upcoming Caribbean Financial Action Task Force (CFATF) Mutual Evaluation in December 2027 also represents a significant opportunity for the Cayman Islands to demonstrate the maturity and rigour of its AML/CFT framework – and CIIPA's role within it.

Against this backdrop, CIIPA has defined four interconnected Strategic Priorities: Professional Regulation and AML Supervision; Education, Training and continuing professional development (CPD); Membership, Advocacy and Government Partnership; and Governance and Organisational Excellence. Together, they reflect our commitment to serving members, protecting the public interest, and positioning the Cayman Islands as a jurisdiction of choice for financial services – one whose strength and reputation are inseparable from the quality of its accounting profession.

This plan belongs to our members, our Council, and our staff. I invite all stakeholders to engage with it, hold us accountable to it, and contribute to its success.

Sheree Ebanks
Chief Executive Officer, CIIPA

About CIIPA

CIIPA is the statutory professional accountancy organisation (PAO) for the Cayman Islands, established under the Accountants Act (2024 Revision). With approximately 1,000 members across public practice, financial services, industry and the public sector, CIIPA is a small but highly sophisticated PAO operating at the intersection of international finance, professional regulation, and public-interest oversight.

CIIPA carries a unique profile within the global accountancy community. Unlike many PAOs in small jurisdictions, CIIPA's role extends beyond professional representation and member services. Under the Accountants Act (2024 Revision) CIIPA is responsible for regulating Public Practice Firms and licensed practitioners, including through its Quality Assurance Review System. Licensed practitioners are the subset of CIIPA's membership who hold a practising licence – the statutory authorisation required to provide public accounting services, including audit and assurance, to the public in or from the Cayman Islands. While regular membership signifies professional qualification, ethical commitment and continuing professional development, a practising licence carries direct public-facing responsibility: licensed practitioners take professional responsibility for the audit and assurance work issued to the market, must meet additional experience and competency requirements, and are subject to CIIPA's Quality Assurance Reviews and annual licence renewal.

In addition, CIIPA has been assigned a Supervisory Authority by the Attorney General for firms of accountants under the Proceeds of Crime Act and the Anti-Money Laundering Regulations (AMLRs). In that capacity, CIIPA supervises firms of accountants, as Designated Non-Financial Businesses and Professions (DNFBPs) and is responsible for monitoring their compliance with the AMLRs. These regulatory responsibilities place CIIPA among a select group of PAOs worldwide that combine professional representation with statutory and supervisory functions.

CIIPA became a member of the IFAC in 2013 and joined the ICAC in January 2026. These relationships amplify CIIPA's voice on the international and regional stage and inform our approach to standards, regulation and professional development.

CIIPA at a Glance

- ~1,007 members across all sectors of the profession
- 7 dedicated staff members
- 184 licensed practitioners
44 public practice firms
76 accounting service providers
- Designated Supervisory Authority for the accounting profession
- IFAC Member Organisation
- ICAC Member Organisation

Our Vision, Mission and Values

Vision

To be the leading professional and regulatory body advancing excellence, integrity and confidence in the accounting profession.

Mission

To regulate, represent and develop the accounting profession in the Cayman Islands – upholding the highest standards of integrity, competence and public accountability.

Core Values

- **Integrity** We act with honesty and transparency in all that we do.
- **Excellence** We pursue the highest professional standards for our members and our organisation.
- **Accountability** We fulfil our regulatory and public-interest obligations with rigour and independence.
- **Collaboration** We build partnerships locally, regionally and internationally to amplify our impact.
- **Innovation** We embrace new ideas, technologies and approaches to remain relevant and effective.
- **Inclusivity** We champion diversity in the profession and create pathways for all to participate and thrive.

Strategic Context

CIIPA's 2026-2030 Strategic Plan reflects both the opportunities and challenges facing the accounting profession and the Cayman Islands. It is informed by a careful assessment of the Institute's mandate, operating environment and long-term aspirations. The following factors have shaped our strategic priorities.

The International Financial Services Landscape

The Cayman Islands remains one of the world's premier financial centres, hosting a significant proportion of global fund assets, private equity, structured finance vehicles, VASPS, captive insurance and re-insurance arrangements. The jurisdiction's continued success depends on the quality, integrity and professionalism of the accounting profession. CIIPA plays a central role in maintaining confidence in the profession through effective regulation, quality assurance, professional development and ethical leadership. As the Cayman Islands competes globally for firms and talent, CIIPA must ensure that its registration and licensing framework remains robust, that registered firms are competent and compliant, and that the profession and jurisdiction remain an attractive destination for firms and qualified professionals. Supporting the growth of the profession, maintaining a level playing field, and responding to the evolving needs of the financial services industry will remain key strategic priorities throughout the plan period.

Regulatory and AML Imperatives

Anti-money laundering (AML), counter-terrorist financing (CFT) and countering proliferation financing (CPF) standards continue to evolve rapidly making the Caribbean Financial Action Task Force (CFATF) Mutual Evaluation of the Cayman Islands in December 2027 the most significant external accountability event of the plan period. The evaluation will assess the effectiveness of the jurisdiction's AML/CFT/CPF framework, including CIIPA's supervisory performance. Preparing for the Mutual Evaluation is therefore a critical strategic priority, requiring a fully operational supervisory programme and close collaboration with the Office for Strategic Action on Illicit Finance (OSAIF), the Ministry of Financial Services and other members of the Anti-Money Laundering Steering Group (AMLSG). Demonstrating measurable supervisory effectiveness will be essential to a successful outcome.

SPOTLIGHT: **CFATF Mutual Evaluation –** **December 2027**

The single most significant external accountability event of the plan period. CIIPA's supervisory effectiveness as a DNFBP supervisor will be assessed as part of the Cayman Islands' whole-of-jurisdiction evaluation.

Success requires a fully operational risk-based supervisory programme, measurable inspection outcomes, and close collaboration with OSAIF, the Ministry of Financial Services and the AMLSG.

Government Partnership and Public Financial Management

The Cayman Islands is recognised as a regional leader in public financial management, supported by full accrual adoption of the International Public Sector Accounting Standards (IPSAS) and a robust fiscal responsibility framework. During the plan period, Government's transition from Output-Based Budgeting to an Outcome-Based Budgeting framework will strengthen the link between public resources, national priorities and measurable results, enhancing transparency and accountability. As the largest employer in the jurisdiction, government plays a critical role in shaping the accounting profession. CIIPA has both a responsibility and an opportunity to deepen its partnership with government by supporting professional development promoting IPSAS awareness, and contributing expertise to initiatives that strengthen financial management, reporting and public accountability. This partnership reflects CIIPA's mandate to promote and develop the profession in the public interest.

Alignment with IFAC's 2026-2030 Strategic Plan

CIIPA's strategic priorities are informed by the International Federation of Accountants (IFAC) 2026-2030 Strategic Plan, IFAC's PAO development framework and the Statements of Membership Obligations (SMOs). These frameworks emphasise high-quality standards, effective quality assurance, professional development, stakeholder engagement and public interest regulation. As an IFAC member, CIIPA is committed to maintaining full compliance with the SMOs throughout the plan period, recognising that compliance is both a condition of membership and a measure of the Institute's effectiveness and maturity as a professional accountancy organisation. In developing this Strategic Plan, CIIPA has also taken into account the Cayman Island's Government's Strategic Policy Statement, including its focus on maintaining the jurisdiction's international reputation and supporting preparations for the Caribbean Financial Action Task Force's fifth round mutual evaluation. These priorities align closely with CIIPA's responsibilities as both a professional accountancy organisation and AML/CFT/CPF supervisory authority.

Technology, Innovation and the Evolving Profession

Artificial intelligence, automation and digital transformation are reshaping the accounting profession and the wider financial services industry, creating both opportunities and risks. CIIPA has a responsibility to ensure that its members are equipped to operate effectively in this evolving environment while continuing to develop the digital capabilities, operational resilience and cybersecurity maturity expected of a modern professional regulatory body. Maintaining relevance to members and credibility as a regulator will require continued investment in technology, innovation and digital transformation throughout the plan period.

Sustainability reporting and assurance

Sustainability reporting (ISSB) and assurance are becoming increasingly important core competencies for accounting professionals worldwide. The IFRS Foundation's ISSB standards, IOSCO's endorsement of sustainability disclosure frameworks, and growing client and regulatory expectations mean that Cayman-based professionals must be equipped to understand, apply and advise on sustainability reporting. CIIPA has a responsibility to promote professional competence relating to sustainability reporting and assurance, support Continuing Professional Development, and ensure that the profession remains credible, relevant and responsive to these emerging expectations.

Talent, Diversity and Local Professional Development

Growing and diversifying the pipeline of qualified accounting professionals in the Cayman Islands – with a particular focus on Caymanian talent – remains a strategic priority. The long-term strength and sustainability of the profession depend on attracting, developing and retaining the next generation of professionals through education, training, mentoring, apprenticeship and career development initiatives. Strengthening engagement with schools, tertiary institutions, employers and students will be essential to building a profession that is locally grounded, diverse and resilient, while reducing long-term dependence on imported talent and supporting the public interest.

Key Strategic Priorities

CIIPA's 2026–2030 strategy is organised around four interconnected Strategic Priorities. Each priority carries a clear objective, a comprehensive set of key actions to be pursued across the plan period and expected outcomes by which the CIIPA Council will measure progress. Together, they constitute CIIPA's full commitment to its members, the profession, and the Cayman Islands.



CIIPA Strategic Framework 2026–2030

SP 1 | Professional Regulation & AML Supervision

Strategic Objective

Strengthen CIIPA's regulatory effectiveness and supervisory maturity as both the regulator of the accounting profession and the designated Supervisory Authority for firms of accountants. Ensure that accountants and accounting firms meet the highest standards of professional conduct and AML/CFT/CPF compliance – and that CIIPA in active partnership with government and other agencies delivers the strongest possible outcomes from the CFATF Mutual Evaluation.

Key Actions (2026–2030)

Expected Outcomes by 2030

Fully operationalise and continuously improve the AML supervisory programme, including risk-based inspections of all firms of accountants conducting Relevant Financial Businesses (RFBs), administration of the Annual AML Return and ongoing risk profiling of all registered DNFBPs.

A robust, risk-based AML supervisory programme that withstands international scrutiny, with documented inspection coverage meeting or exceeding FATF expectations.

Embed STRIX and World-Check – established, off-the-shelf applications for risk management and due diligence – across all regulated firms: STRIX for AML risk assessment and World-Check for beneficial owner screening and sanctions checks.

STRIX and World-Check fully embedded, enabling data-driven, efficient supervisory processes across the full population of registered DNFBPs.

Prepare comprehensively for the CFATF Mutual Evaluation (December 2027) – in active partnership with AMLSG – including self-assessment review, AML training for all firms and members, and CIIPA participation in gap analysis exercises.

Positive CFATF Mutual Evaluation outcomes delivered in genuine partnership with government and other agencies.

Participate actively in national AML working groups, including the National Risk Assessment for DNFBPs; maintain the role of co-Chair.

CIIPA recognised as an active and credible participant in the national AML/CFT/CPF framework, with co-Chair role maintained and contributions formally documented.

Provide regular, high-quality reporting to the Ministry of Financial Services, OSAIF, the AMLSG and other bodies on CIIPA's supervisory activities, inspection outcomes and risk assessments.

Quarterly reporting to Ministry of Financial services on the Purchase Agreement outcomes, and regular reporting to OSAIF and the AMLSG as required, delivered consistently throughout the plan period.

Ensure CIIPA's ongoing alignment and compliance with all seven IFAC Statements of Membership Obligations (SMOs), and continuously strengthen its regulatory, professional and governance frameworks in line with international best practices.

Ongoing compliance with all IFAC SMOs maintained and evidenced throughout the plan period.

Advance the legislative proposal to make CIIPA membership mandatory for all qualified accountants practising in the Cayman Islands.

Legislative proposal for mandatory membership developed and submitted to the Ministry of Financial Services by 2028.

Maintain active participation in the Inter-Agency Multilateral Memorandum of Understanding on the Exchange of Information, For Co-operation, Consultation and Enforcement.

Active, credible participation in all inter-agency AML/CFT/CPF mechanisms.

Ensure continued compliance with the MOU with CIMA, including the updating of the MOU to reflect the new Auditor Approval Policy.

CIMA MOU updated and in force reflecting the current Auditor Approval Policy by end of Q4 2026.

Complete a full review and amendment of the Investigation and Discipline (I&D) policy by end of 2026, with an annual review and an annual report thereafter; ensure the I&D function is appropriately resourced, with regular training for staff, members of the Investigation Committee and members of the Disciplinary Tribunal.

I&D policy reviewed and amended by end 2026 and kept current through annual review and reporting; a properly resourced I&D function with trained staff, Investigation Committee and Disciplinary Tribunal members – a regime that demonstrably protects the public and withstands external scrutiny.

Implement the Enforcement Manual across all supervisory functions; train all relevant staff on its application and review it on periodic basis.

Enforcement Manual embedded in supervisory practice, with staff trained, decisions documented and the Manual reviewed and updated by 2028 and 2030.

Review and update all regulatory forms, policies and processes to ensure full compliance with the Accountants Act (2024 Revision) and accompanying Regulations.

Policies, forms and processes to be fully compliant with legislation and publicly available on the CIIPA website by 2027, reviewed and updated annually.

Review all public consultations, including those issued by CIMA, the Ministry and other bodies, and submit responses by the required deadlines.

CIIPA established as a trusted, formal consultee in regulatory and public policy processes, with a documented record of timely and substantive responses.

A strong, institutionalised CIIPA-OSAIF relationship – anchored in CFATF preparation and sustained beyond it.

Undertake a post-Mutual Evaluation joint review with OSAIF and support any remediation planning arising from evaluation findings.

SP 2 | Education, Training & CPD

Strategic Objective

Advance the quality, accessibility and relevance of professional education and continuing development for CIIPA members and the next generation of accounting professionals – with a particular focus on Caymanian talent, public sector capacity, and the skills demands of a rapidly changing profession.

Key Actions (2026-2030)	Expected Outcomes by 2030
Launch and sustain the AAT/Apprenticeship programme to create structured pathways into the profession for school leavers and career changers, in partnership with firms, government and educational providers.	An established AAT/Apprenticeship pathway creating a sustainable local pipeline of qualified professionals, with measurable Caymanian participation tracked and reported.
Secure NASBA/Prometric/AICPA approval for a local US CPA testing centre, reducing barriers for members pursuing CPA qualification.	A local CPA testing centre operational, reducing cost and logistical barriers for Cayman-based candidates.
Maintain the ongoing offer and availability of the Becker CPA Review course for members and students pursuing the US CPA qualification, complementing the local testing centre initiative and supporting exam readiness.	Becker CPA Review access sustained throughout the plan period, supporting strong exam preparation and pass rates among Cayman-based US CPA candidates.
Publish and deliver an annual CPD curriculum aligned with AML, regulatory, AI, sustainability, ethics, international standards requirements and any other evolving initiatives to ensure all offerings reflect the evolving demands of digital transformation, AI and sustainability reporting.	A well-subscribed, highly-rated annual CPD curriculum that keeps members current with all professional, regulatory and emerging practice developments, with members equipped to navigate AI, digital transformation, and sustainability reporting requirements.
Advance the ACCA Joint Examination Scheme (JES) and develop targeted student outreach to Caymanian students; measure and report on diversity in membership demographics annually.	Increased Caymanian participation in professional qualification programmes; diversity metrics tracked and published and demonstrably improving across the plan period.
Support tertiary institutions (UCCI and ICCL) through active partnership, formal engagement mechanisms and input into programme development, to ensure stability and quality of undergraduate and post-graduate accountancy programmes.	CIIPA's active partnership with UCCI and ICCL sustained throughout the plan period, with CIIPA input formally reflected in accountancy programme development at both institutions.
As a core mandatory membership requirement it is important to refine and update content as the Cayman business and regulatory environment evolves.	CIIPA Business Law course is reviewed and updated on a two-year cycle with completion rates tracked.
Explore and develop innovative training partnerships – including with AICPA and regional bodies – for on-demand and virtual learning accessible to all members.	New training partnerships established by 2028, with on-demand and virtual learning options available to all members regardless of location.
Maintain active participation in and support for key regional and international conferences, including ICAC (June 2026) and WCOA (Seoul, November 2026).	CIIPA actively represented at ICAC, WCOA and other key international forums throughout the plan period.
Continuously review Momentum through a structured post-conference evaluation each year, ensuring the programme provides value for money and high-quality, relevant learning for the profession across both the private and public sectors.	Momentum established as the profession's flagship annual learning event, with demonstrated value for money and a programme that improves year on year, informed by delegate feedback from both private and public sector participants.
Leverage ICAC membership to access regional education programmes, share best practice, and position Cayman as a regional education hub and contributor to Caribbean professional development.	Strengthened regional learning networks through ICAC, with Cayman contribution to Caribbean professional development formally recognised within ICAC framework.

SP 3 | Membership, Advocacy & Government Partnership

Strategic Objective

Grow CIIPA's membership, deepen member engagement, and strengthen CIIPA's voice as the authoritative advocate for the accounting profession –building a formal institutional partnership with the Cayman Islands Government embedded in public financial management, policy and accountability frameworks, and positioning CIIPA as a credible, visible and trusted institution in the Cayman Islands and the wider region.

Key Actions (2026-2030)

Expected Outcomes by 2030

Implement a comprehensive growth and retention strategy targeting lapsed members, newly qualified professionals and Caymanian accountants; track and report on annual membership growth and demographic trend.

CIIPA membership growing beyond 1,500 members, with improving Caymanian participation and membership demographics tracked and published annually.

Implement a structured firm engagement programme, recognising firm members as a core CIIPA constituency regulated for both Quality Assurance and AML/CFT/CPF: meet with the leadership of each firm member – approximately 20 firm groups in practice, as several firms manage multiple licensed entities – on a regular annual cycle.

Leadership-level dialogue established with every firm member group annually; stronger relationships, earlier insight into firm-level issues, and improved engagement across both QA and AML supervision.

Expand CIIPA executive networking and visibility across the financial services community: attend key local financial services conferences, conferences and events hosted by member firms, and Cayman Finance member events.

CIIPA executives consistently visible and engaged across Cayman's financial services community, strengthening advocacy, relationships and CIIPA's standing as the profession's voice.

Deliver CIIPA's Value Proposition clearly and consistently across all member touchpoints; maintain a membership discount programme and a jobs portal; foster a culture of innovation through member think tanks and incubation groups, implement a structured volunteer and mentoring programme.

High member retention; active participation in events, volunteering and community initiatives, with CIIPA recognised by members as delivering tangible professional value.

Deliver Momentum – CIIPA's annual conference, held each November (12 November 2026) – and the CIIPA Gala as flagship professional development and member recognition events; recognise Rising Stars, Outstanding Members, newly qualified Caymanian accountants, and top-performing tertiary students.

Momentum and the CIIPA Gala firmly established as the premier professional events in the Cayman Islands financial sector.

Develop CIIPA's position and working group on sustainability-related financial reporting standards, in collaboration with CIMA, MFED and industry.

A CIIPA led sustainable-related financial reporting working group contributing to Cayman's disclosure and reporting framework.

Engage the Strategic Advisory Group (SAG – including Managing Partners of the Big 4) at least three times per year, and ad hoc as needed.

Strategic Advisory Group functioning as an effective sounding board and advocate for the profession, with documented engagement and outcomes.

Engage with the Business Staffing and Planning Board and WORC to advocate for appropriate work permits and grants frameworks that support the profession and enable firms to resource effectively.

CIIPA recognised as an active and credible advocate for the profession in immigration and workforce policy, with documented engagement with WORC and government throughout the plan period.

Contribute professional expertise to the quality and consistency of output-based budget documentation, supporting the Government's SPS 2026-2028 commitment to outcome-based accountability.

CIIPA embedded as a formal consultee in government budget and accounting policy processes.

Maintain proactive engagement with the Minister of Financial Services, the Governor's Office, the Premier's Office, Ministers of Education & Training, Caymanian Employment & Immigration, WORC, CIMA, Cayman Finance, CIFFA, RISA and CFA Society.

Strong, productive relationships across government, regulators, financial services and civil society, sustained throughout the plan period.

Maintain full participation on the Cayman Finance Advisory Board; seek speaking, panel and expert contribution opportunities at Cayman Finance and other industry events.

CIIPA regularly represented as a speaker and expert contributor at Cayman Finance and other industry forums, with a documented record of thought leadership contributions.

Produce at least two thought leadership articles annually on CIIPA's role in the community and the profession; build CIIPA's reputation as a knowledge-sharing institution.

Thought leadership articles published across the plan period, with measurable reach and engagement tracked through digital analytics.

Strengthen CIIPA's digital presence across LinkedIn, Instagram, Facebook, WhatsApp and YouTube; ensure newsletters are informative, timely and consistent.

Attractiveness of the profession, consistent online engagement, Everything Needs Accounting programmes.

Publish annual reports; report on membership growth, strategic progress and advocacy outcomes.	Annual reports published on schedule each year, demonstrating measurable progress against strategic objectives and building public confidence in CIIPA's governance and transparency.
Develop and implement CIIPA's sustainability agenda: lead or support sustainability initiatives, promote sustainability reporting in accordance with ISSB/IFRS Foundation and IOSCO standards, and develop CIIPA's Climate Action Strategy aligned with the UN SDGs.	A Climate Aton Strategy delivered aligned with UN SDGs
Establish a Community Service initiative and volunteer programme; finalise the Volunteer Manual; engage members in civic and community service opportunities.	A recognised and active volunteer and community service programme that connects members with civic life, with measurable member participation and a published Volunteer Manual.
Expand engagement with IFAC – including as AML participant and lead – and leverage ICAC membership for Caribbean-wide advocacy and regional profile-building.	CIIPA's international and regional profile materially enhanced through active IFAC and ICAC engagement, with CIIPA's AML supervisory role formally recognised within the FATF and CFATF network.
Collaborate with CIMA on auditor approval processes and ongoing technical alignment; continue international partnerships through MOUs with global accountancy bodies.	CIMA collaboration sustained and formally documented; at least one new MOU with an international accountancy body concluded during the plan period.

SP 4 | Governance & Organisational Excellence

Strategic Objective

Build a high-performing, financially sustainable, digitally capable and succession-ready organisation – grounded in strong governance, sound risk management and a skilled and motivated team – that is fully fit for purpose in delivering CIIPA's expanding mandate across the plan period and beyond.

Key Actions (2026-2030)

Expected Outcomes by 2030

Fully embed the Glue Up platform across membership management, events, finance and renewals – including the AI Copilot Chatbot and Writing Assistant – and continue enhancements to the website with robust CRM and financial management system integration.

Glue Up fully embedded across all functions, with AI tools operational and integration with financial management systems delivering measurable efficiency gains in membership administration, events and renewals.

Implement a broader AI automation programme across CIIPA's operations, in line with CIIPA's AI Strategy: deploy AI tools to handle routine email correspondence and member queries, maintain an AI-powered chatbot on the CIIPA website, and adopt agentic AI co-working assistants to support staff in drafting, research and administrative workflows – all with appropriate human oversight, data protection and quality controls.

Routine communications and member queries increasingly handled through AI automation with human oversight; staff time redirected to higher-value regulatory, member service and strategic work; CIIPA positioned as a model of responsible AI adoption for a small PAO.

Implement the revised fee structure and the Purchase Agreement with the Cabinet as distinct but complementary mechanisms: the fee structure to ensure financial sustainability; the Purchase Agreement to formalise government funding arrangements.

Financial sustainability secured through revised fee structures and government purchase arrangements in force and delivering against agreed outputs throughout the plan period.

Conduct a comprehensive organisational design review by end of 2026, establishing clear functional divisions across regulatory and AML supervision, member services, education and training, and operations; assess and address staffing needs across all functions.

An organisational structure fit for CIIPA's expanded mandate, with clear functional divisions, defined roles and appropriate staffing levels across all functions.

Develop and maintain a comprehensive organisational risk matrix and heat map, covering strategic, regulatory, operational, financial, technology, cybersecurity, HR, stakeholder, premises and geopolitical risks – with risk descriptions, controls, mitigation strategies and named owners.

A well-understood and actively managed risk landscape with clear ownership at all levels, reviewed periodically by Council and updated as the risk environment changes.

Implement annual competency-based training plans for all staff; integrate succession planning into HR processes; conduct mid-year and annual performance reviews for all roles.

A skilled, motivated and well-supported team with clear development pathways and succession plans in place for all key roles.

Review and strengthen Council governance: develop a Council induction programme, deliver annual Council effectiveness reviews, maintain up-to-date Terms of Reference for all committees, and ensure succession planning at Council level.

A well-governed, high-performing Council with clear role definitions, effective committee structures and succession plans that ensure continuity of leadership through planned transitions.

Review and update CIIPA's governance structure by end of 2027, and maintain a documented review schedule for all policies and staff handbooks on a tiered cycle: regulatory and statutory policies reviewed annually; operational policies and staff handbooks reviewed at least every two years; and any policy reviewed immediately upon a relevant change in legislation, regulation or professional standards – ensuring all remain current, compliant and fit for purpose

Governance structure reviewed and updated by 2027; every policy and handbook carrying a defined owner and next-review date within a documented schedule; no material gaps in compliance with applicable legislation or professional standards.

Ensure integration of financial systems for improved automation, accuracy and reporting; ensure timely invoicing, collections, payments and accurate monthly management accounts.

Integrated financial systems delivering accurate, timely reporting to support Council decision-making, with monthly management accounts produced within agreed timelines throughout the plan period.

Build and maintain a robust data protection policy and communications programme; continue enhancements to cybersecurity measures to protect member data and organisational assets.

A robust, documented data protection and cybersecurity framework in place, reviewed periodically and tested against emerging threats, with no material data breaches across the plan period.

Disseminate relevant resources and updates to members from OECD, EU, IFAC, CFATF, IPSASB and international accounting institutes on an ongoing basis.

Members and stakeholders well-informed through consistent, high-quality resource dissemination.

Deliver the 2026–2030 Strategic Plan to the Minister of Financial Services and Chief Officer; report progress against strategic objectives.

Transparent strategic reporting to Council, government and members throughout the plan period.

Deliver the New Office premises project: project plan commenced by Q4 2026, with relocation to new offices off Walkers Road completed by Q3 2027, ensuring premises that support an expanded team and effective operations.

CIIPA operating from fit-for-purpose new offices off Walkers Road by Q3 2027, supporting staff growth, member services and the expanded regulatory mandate.

Design all formal structures – committees, Terms of Reference, work plans – to be role-based rather than individual-dependent, ensuring organisational resilience through leadership transition.

A succession-ready organisation capable of maintaining momentum and delivering on its mandate through planned leadership transition.

Strategic Framework at a Glance

The table below summarises CIIPA's four Strategic Priorities, their primary objectives, and the headline outcomes the organisation is committed to achieving by 2030.

OUR 2030 AMBITION - AT A GLANCE

- 1,500+ members
- A positive CFATF Mutual Evaluation
- An operational local CPA testing centre
- A thriving AAT/Apprenticeship pathway
- A formal government partnership on PFM
- A financially sustainable, succession-ready organisation in new offices

#	Strategic Priority	Primary Objective	Headline Outcome by 2030
1	Professional Regulation & AML Supervision	Strengthen regulatory effectiveness and supervisory maturity as both the regulator of the profession and the designated Supervisory Authority in active partnership with government.	Recognised as a model DNFBP supervisor; positive CFATF Mutual Evaluation outcomes; IFAC SMO compliance; effective risk-based supervision framework.
2	Education, Training & CPD	Advance professional pathways, talent development and lifelong learning, with a particular focus on Caymanian participation, public sector capacity and the skills demands of a changing profession.	AAT/Apprenticeship pathway operational; local CPA testing centre established; members compliant with CPD requirements; measurably increased Caymanian participation in the profession.
3	Membership, Advocacy & Government Partnership	Grow CIIPA's membership, amplify CIIPA's voice as the authoritative advocate for the profession and build formal institutional partnerships with government and key stakeholders.	1,500+ members; high retention and active engagement; community-minded trusted partnerships across Government and industry.
4	Governance & Organisational Excellence	Build a financially sustainable, high-performing, digitally capable and succession-ready organisation	Fully digitised and integrated operations; financially sustainable; robust risk management; succession-ready leadership and organisational structure across all functions.

Implementation and Governance

Delivering the Plan

This Strategic Plan provides direction and intent at the highest level. Annual operational work plans will translate strategic priorities into specific, time-bound activities each year, with responsibilities assigned to named staff roles and committees. The CEO bears primary responsibility for managing implementation, supported by the full CIIPA team and informed by updates to Council.

The Role of Committees

CIIPA's committee structure – including the Strategic Advisory Group, Council, Membership and Licencing Committee, Education Committee, Training Committee, Careers and Mentoring Committee, Membership and Engagement Committee, Public Sector Committee, is central to delivering this plan. Relevant committees will be assigned with annual work programmes aligned to the relevant Strategic Priority, and their outputs and recommendations will feed directly into CIIPA's strategic reporting cycle.

Monitoring and Reporting

CIIPA will report on strategic progress in its annual reports, which will be published on the CIIPA website and made available to all members. A formal mid-plan review will be conducted in 2028, with the option to refresh priorities in light of the post-CFATF landscape and any significant changes in the operating environment.

Risk Management

CIIPA will develop and maintain a comprehensive organisational risk matrix covering strategic, regulatory, operational, financial, technology, cybersecurity, HR, stakeholder, premises and geopolitical risks. The matrix will include risk descriptions, controls, mitigation strategies and named owners, and will be reviewed by Council at least annually.

Leadership Transition

Succession planning and organisational resilience are embedded within Strategic Priority 4. All formal structures established during this period, and any new MOUs – are designed to be role-based rather than individual-dependent, ensuring continuity of function and institutional relationships through and beyond any leadership transition.

Conclusion

The 2026-2030 Strategic Plan represents CIIPA's most ambitious and comprehensive statement of intent. It reflects the organisation's maturity as a regulatory body, its commitment to member service, and its determination to contribute meaningfully to the Cayman Islands' continued standing as a first-class international financial centre – and to the broader Caribbean region through our ICAC membership and regional engagement.

Success will require sustained effort, strong partnerships – with government, with industry, with regional and international bodies – and the continued engagement of CIIPA's members, Council and staff. It will also require the organisation to remain agile: responsive to changes in the external environment while staying anchored to its core mission and values.

CIIPA is well-positioned to meet the opportunities and challenges of the next five years. This plan is our roadmap.

"CIIPA is able to leverage its diverse membership and international relationships to be the leading voice on public-policy and industry engagement – creating value through collaboration, innovation and advocacy."

CIIPA Strategic Vision,
2026-2030



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