



CAYMAN ISLANDS CUSTOMS AND BORDER CONTROL SERVICE

STRATEGIC PLAN 2022-2026

**MOVING FROM THE
'WHAT'
TO THE
'HOW'**

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STRATEGIC PLAN 2022–2026

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Declaration

As a member of the CBC Senior Management Team, I met with my colleagues under the sponsorship of the Director and considered the strategy for implementing the Customs and Border Control Act (2021) and associated legislation. We devised the strategic plan, which is set out below. I am committed to collaborating with my colleagues to communicate and implement this strategic plan.

Signed

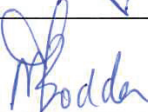
Name	Signature	Date
Charles Clifford		20/12/21
Bruce Smith		20/12/21
Jeff Jackson		20/12/21
Kevin Walton		20/12/21
Garfield Wong		20/12/21
Marlon Bodden		20/12/21
Camile Beckford - Johnson		20/12/21
Simone Lynch		20/12/21

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PART 1

Introduction

Introduction

This implementation plan is to be used as a guide to ensure a successful merger of the former Immigration and Customs departments into a single organisation named the Customs and Border Control Service.

The document has four parts:

Part 1 – Introduction

Part 2 – Summary of the CBC Strategy

Part 3 – Delivering the strategy

Part 4 – Delivery work streams

Background

In August 2017, the Premier, Alden McLaughlin, announced that the Immigration and Customs Departments would be combined to make a single border protection agency. The Customs and Border Control Law was passed in 2018, and the Cayman Islands Customs and Border Control was established and came into operation on February 1, 2019.

In 2019, the Auditor General conducted an audit of the organisation and recommended, amongst other things, that *“Customs and Border Control should develop a strategic plan as soon as possible. The plan should build on the Customs Department’s Business process document and should ensure that it captures all the relevant activities of both predecessor organisations.”* This strategic plan results from a management decision taken in 2017 to conduct a strategic retreat coupled with the recommendation from the Auditor General.

Strategic Context

This first section of the implementation plan provides a comprehensive and understandable summary of CBC's purpose, the context within which it operates, its challenges, the outcomes it seeks to achieve, and its priorities.

Strategic Framework

The strategic framework sets out the big picture of the world in which CBC operates.

Strategic Planning Retreat

CBC Strategic Framework

Vision: We help to strengthen the security and stability of the Cayman Islands by using an intelligence led, risk management approach to securing our borders	Mission: To collect and protect revenue, facilitate legitimate travel and trade while providing effective border management for the safety of our environment, citizens and visitors.	Values: Accountability, Passion, Integrity, Excellence.
Operating Environment		Capabilities
Government's priorities	Strategic Objectives	
CI Government has established eight strategic priorities, of which two are closely linked to CBC. - A Strong Economy to Help Families and Businesses - Reducing Crime and the Fear of Crime Government is keen to make the Cayman Islands a prosperous and safe place. The Cayman Islands need to shore up their reputation as a safe place for investors in a hostile international investment climate.	CBC has developed nine strategic priorities to deliver on its mission: - To collect and protect revenue from trade entering the Cayman Islands through improved intelligence-driven operations and accuracy in recording. - Provide a world-class customer experience. - Enable lawful trade – facilitate the legitimate movement of trade into and out of the Cayman Islands. - Achieve comprehensive border security – prevent unlawful people from entering the Cayman Islands through improved and focused intelligence-driven operations. - Facilitate the legitimate movement of people into and out of the Cayman Islands. - Establish new/updated CBC facilities and warehouse and irregular migrant accommodations. - Streamline and rationalize CBC's organisational structure and improve its business processes. - Develop CBC skill bank – build capability and capacity and strengthen policies and systems, which support people activities. - Invest in technology to confront emerging threats.	



CBC Strategic Framework

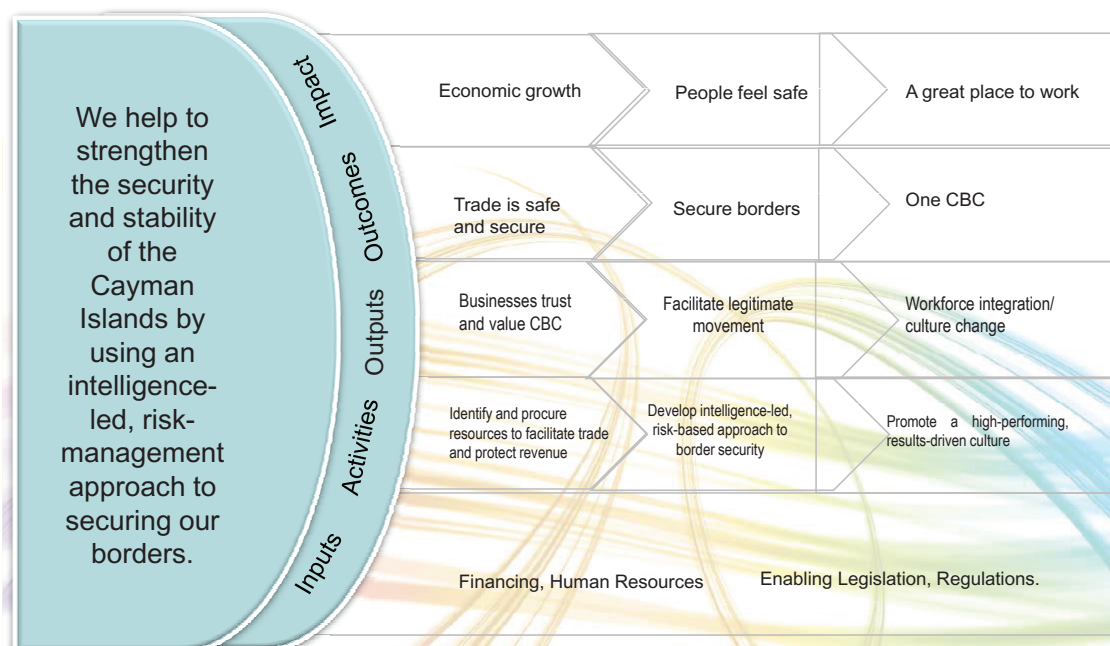


Figure 1: Diagrams showing the strategic framework.

Cross cutting enablers of our Strategic Plan

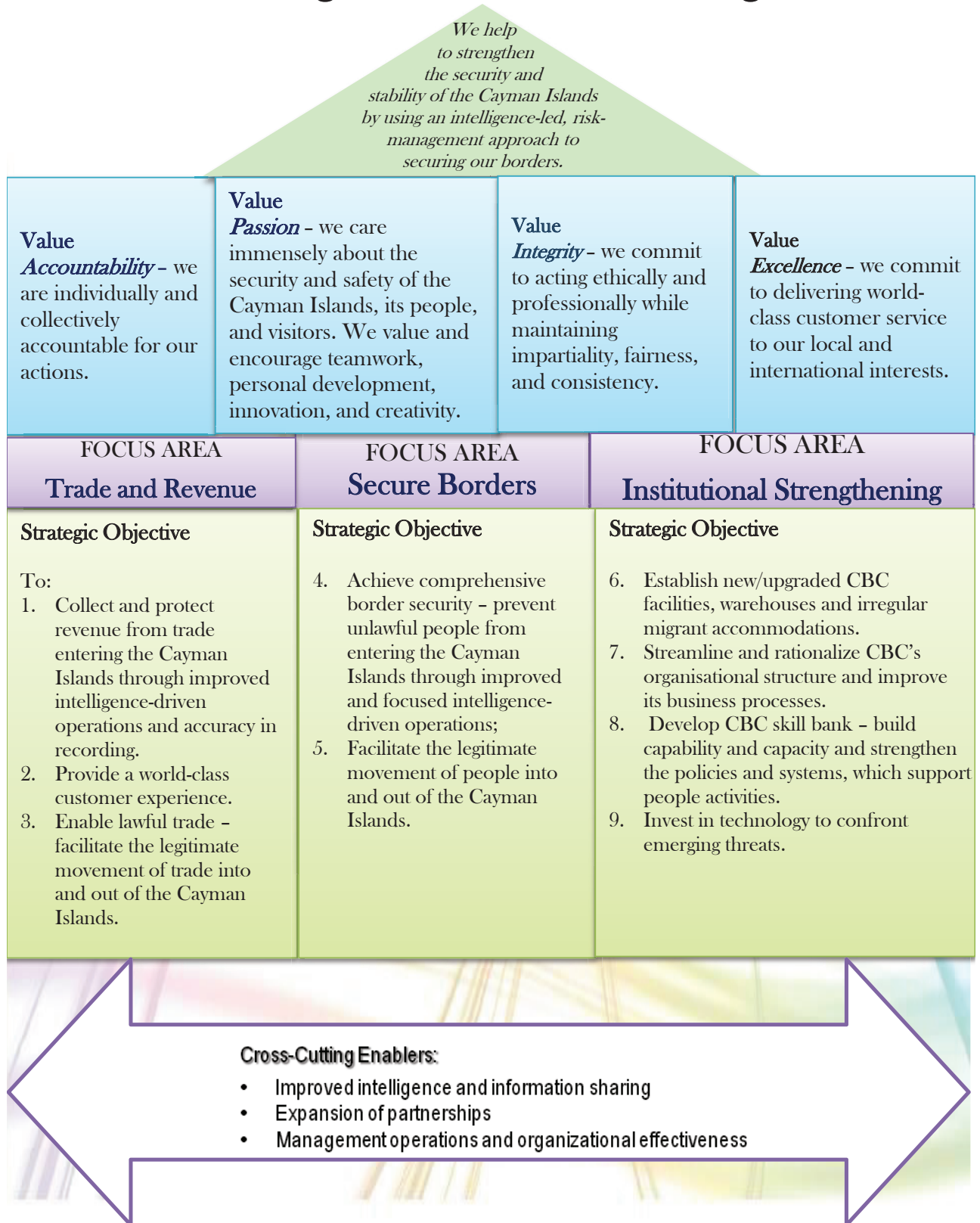


Figure 2: Diagram showing our values and the three cross-cutting enablers.

PART 2

Summary of the CBC Strategy

This strategic plan outlines where CBC is going over the next five years, how it will get there, and how it will know when it has achieved success.

Our strategy is to take the necessary steps to achieve our vision by doing the things that will enable legitimate trade and travel, safeguard our borders, and help grow the economy. We have developed three focus areas with nine strategic objectives and 40 projects, which will be implemented from 2022 to 2026.

The focus areas are:

- Trade and Revenue
- Secure Borders
- Institutional Strengthening

Our strategy forms part of a wider national strategy of working with other government agencies to keep the Cayman Islands safe. It is based on an assessment of the risks to the Cayman Islands, which are encircled by open borders. We will work with our regional and international counterparts to detect and reduce threats from trade and travel and illegal attempts to enter the Cayman Islands.

Our strategy is to increase our use of technology, improve individual capability to enhance our situational awareness of all threats and take steps to counter them. Without funding and up-to-date technology, CBC cannot operate in an effective, efficient, and risk-based manner.

Cross-Cutting Enablers: Critical to CBC Success

The strategic goals and objectives developed in this strategic plan provide a roadmap of activities for accomplishing the agency's mission. We recognise, however, that certain cross-cutting enablers (improved intelligence and

information sharing, expansion of partnerships, and management operations and organisational effectiveness) affect CBC's ability to accomplish its mission and achieve its goals. CBC's cross-cutting enablers are critical to its success in achieving its mission and must be a primary consideration in developing strategies and action plans to implement the CBC strategic plan. By focusing on the three enablers that cut across CBC's goals, we can better integrate the agency's work.

Leverage intelligence and information sharing to maximize the effectiveness of limited resources

Our strategy calls for CBC to be intelligence led. This means that we will harness better data and deepen the connection to the front line to better manage border risk, thus increasing our interception and revenue collection rate whilst refining our intervention rate. Being intelligence led means:

- An enhanced understanding of compliance and non-compliance at the border.
- A better understanding of risk, leading to a higher inspection strike rate with fewer inspections of low-risk cargo/ travellers.
- More intelligence flowing into our risk assessment methodology and the prevention of smuggling.
- Decision-makers are better informed.
- Domestic and international partnerships that enable more intelligence to flow into our risk assessment capability.

CBC must require its frontline employees to gain information that can be used to strengthen the security of the Cayman Islands and act on intelligence that will help it carry out its critical border security mission. CBC will become a fully integrated, intelligence-driven organisation. Two of the greatest frontline challenges are the need for real-time information for decision making and the lack of detailed information about the person or goods attempting to enter the Cayman Islands. To address this challenge, CBC's primary strategy is to develop and deploy an integrated intelligence capability.

The key initiatives within the Intelligence-led, risk management approach will focus on delivering a world-class border data analytics capability by:

- Fully implementing and embedding analytical tools and techniques.
- Ensuring that our intelligence products are of real value to decision-makers, with feedback loops in place so all information and intelligence flow appropriately across the Service and beyond.

- Enhancing the levels of appropriate cooperation and information sharing with domestic and international partners to ensure that timely intelligence can be used to protect Cayman Islands borders.
- Developing a regular programme of stratified sampling that will underpin our risk assessment methodology to provide a stronger understanding of compliance at the border.

These activities will result in:

- Enhanced data analytics.
- Enhanced collection capabilities.
- Valued intelligence product.
- More intelligence liaison/sharing activity.

Maximize the value of partnerships

Partnerships have contributed greatly to CBC's progress in developing and implementing the various strategies that have improved border security and facilitation of trade and travel. CBC's success relies on the creation of enduring partnerships and maintaining open lines of communication domestically and internationally. Partnerships must be wide reaching and include all law enforcement agencies as well as private-sector industry and international partners. Identifying, establishing, and enhancing or expanding beneficial partnerships will allow CBC to enhance the enforcement of and compliance with agriculture and other laws and regulations.

Above all, CBC will need to:

- Establish and strengthen inter- and intra-agency partnerships as well as those with foreign agencies and organizations to enhance existing security measures.
- Increase the security of the supply chain, expedite the clearance of cargo, and enhance the enforcement of and compliance with agriculture and other laws and regulations enforced by CBC through targeted increases in or expansion of partnership programs.

Promote a results-driven culture through an effective management infrastructure that helps us live our values

CBC will foster an environment designed to leverage state-of-the-art technologies, innovative strategies, and worldwide partnerships to protect

our communities and defend CI borders. An innovative strategic planning framework will be developed to integrate the management of the government's investment in the organisation, resource management of our scarce resources, and program management. CBC will also provide the best support services by promoting a culture that creates effective management partnerships among the information technology, finance, internal affairs, training and development, and human resources management functions within the agency.

To ensure that CBC remains the employer of choice for a talented, dedicated workforce, it will implement a culture that recruits, trains, and retains the right people.

For this strategy to be successful, CBC must:

- Establish and maintain task-based operational and mission support training that best uses appropriate delivery approaches and is assessed annually to ensure continuous learning and achievement of enhanced workforce proficiency at all levels.
- Establish and implement a development curriculum for all supervisors, managers, and executives using appropriate learning tools and institute internal and external training opportunities for employees.
- Develop and deploy an integrated workforce development plan that will enable CBC to hire and retain the right people with the right skills in the right place at the right time.

Purpose of the Implementation Plan

Our strategy planning team is committed to the development of an implementation plan to translate our vision into real outcomes. This plan provides an overview of how the strategy will be implemented and a summary of the individual plans for each delivery area.

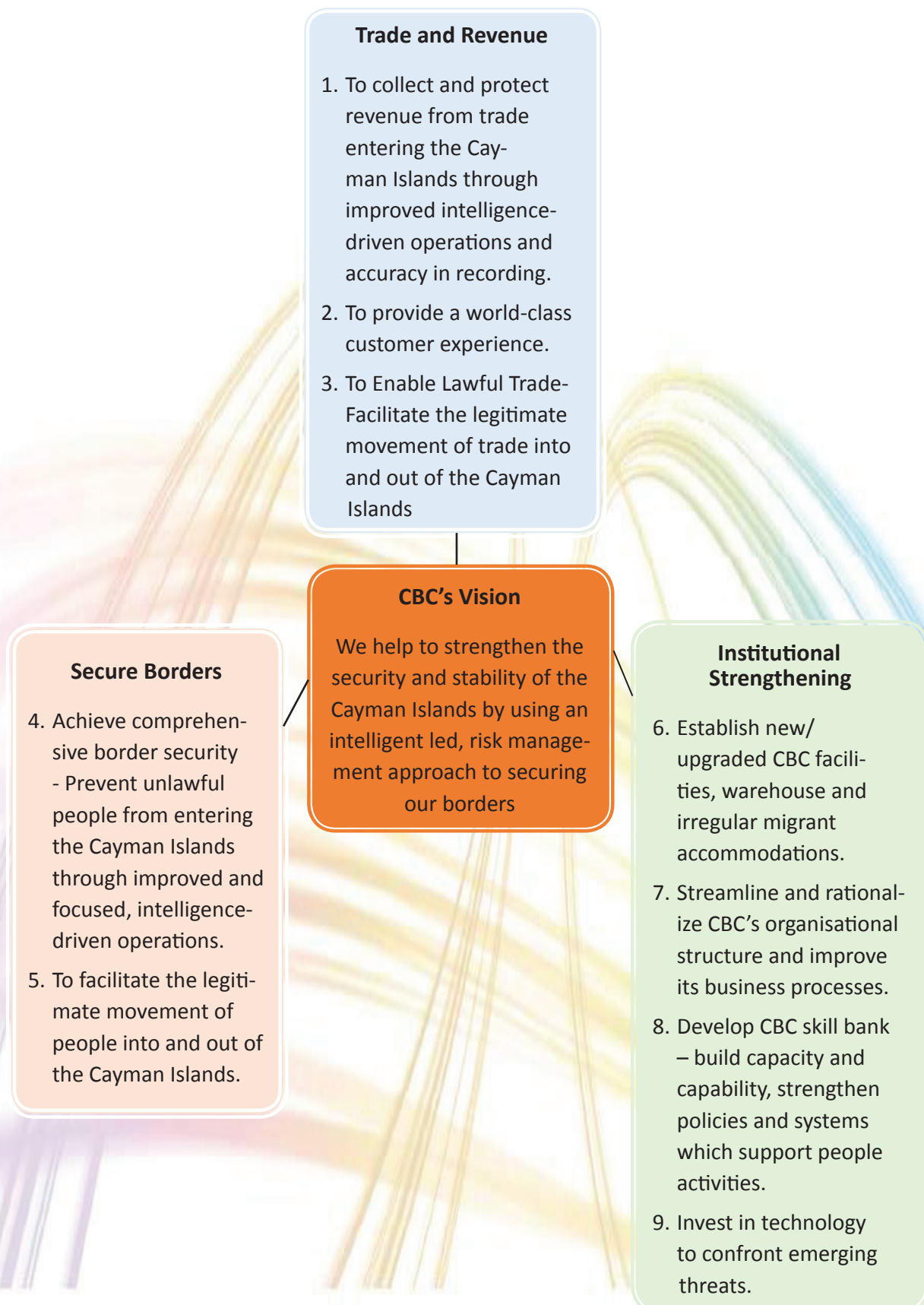


Figure 3: Diagram showing our three focus areas and nine strategic objectives.

PART 3

Delivering the Strategy

This part of the implementation plan sets out the approach to implementation, the scope, priorities, high-level timetable, key benefits and risks, and the people and organisations responsible for delivery. It also sets out the measures being put in place to ensure progress on delivery is transparent.

The scope and ambition of the CBC strategy require an innovative delivery approach, strengthened governance, and departments working together at unprecedented levels to deliver its key elements and achieve its objectives:

Delivery Approach and Principles

The commitments set out in the CBC strategy are challenging. The need to manage operating costs whilst delivering better services to our customers requires that CBC departments work together much more effectively. The Delivery Team, chaired by the CBC Director, brings together and leverages the resources and expertise of the previous customs and immigration departments into one organization to ensure the strategy's implementation.

Our delivery of the strategy is broadly divided into short-, medium- and long-term goals. Short-term goals are focused on improving the efficiency and quality of the current teams that support operations. The central concept for the delivery of the Strategy's medium-term objectives is standardization, while, in the long term, it is leveraging technology to support business processes and intelligence gathering, analysis, and use. This goal is underpinned by the need to maintain and build citizens' trust by assuring them that the integrity and security of data will be appropriately safeguarded.

Priorities

We will contribute to the government's strategic priorities, particularly reducing crime and the fear of crime and growing a strong economy, through a focus

on safe borders, safe and secure trade, an environment where businesses trust and value CBC, as well as seamless travel into and out of the Cayman Islands. We will do this by leveraging technology and managing risks as well as creating a workplace where we get the best out of employees and they feel engaged and valued.

As part of the process of leveraging technology, the priority is creating an environment for a common and secure IT infrastructure, underpinned by a suite of mandated standards. This will deliver the greatest savings benefits and provide a critical foundation for the re-use and sharing of solutions and services.

A revision of CBC laws and regulations needs to be undertaken.

Governance and Delivery Model

Managing the many linked dependencies and risks between individual delivery areas of the strategy and realising the benefits of change pose several challenges. Implementation will require strong governance and leadership, mandated actions where appropriate, enforcement via spend controls, and monitoring and reporting. This will be aligned with other central measurement and reporting activities and the freedom of information agenda. We will need to work effectively together with our delivery partners to overcome barriers to change.

The development of this implementation plan recognises the need to consider the impact on our staff and citizens. Therefore, project leads must consider the impacts on security, health and safety, and individual accessibility.

Our Operating Model

CBC is focused on making compliance easy to do and hard to avoid while achieving high assurance with a light touch to clear compliant trade and travellers so we can focus on high-risk and illegal border movements.

CBC's operating model involves collecting and analyzing information to assess the risks associated with people, goods, and craft before their arrival into and departure from the Cayman Islands. This approach relies on CBC accessing and sharing information and identifying specific people, goods, and craft of interest for a targeted intervention, allowing the identification and quantification of potential risks as early as possible. Information is central to what we do and how we do it.

International Engagement

In an increasingly interconnected world, all our goals relating to trade, travel, and border security rely on a programme of targeted international engagement. To ensure CBC's international programme supports these goals, we will maintain engagement with key groups (the World Customs Organisation and the Universal Postal Union) and regional partners. These plans outline the main engagement activities based on four interdependent pillars.

- **Trade and Travel** – Supporting travel facilitation and the import and export of goods with international partners by negotiating better access, reduced non-tariff barriers, quality data exchange, and simplified entry procedures while mitigating risk.
- **Border Security** – Engaging and influencing new and established partners to disrupt and dismantle syndicates offshore through targeted upstream disruption.
- **Capacity Building** – Maintaining a targeted rolling programme of capacity-building activities that builds influence and goodwill with key international agencies across policy and enforcement.
- **Relationship Building** – Building enduring relationships with key partners maintained via a rolling programme of targeted bilateral and multilateral visits and events that are leveraged to support CBC outcomes.

Timetable for Delivery

Key Milestones	Year
• CBC strategy published internally	2021
• Launch of the strategic plan	2022
• Communications strategy completed	2022
• Project manager appointed	2022
• Complete organisational review	2022-2024
• Implementation of new structure	2022
• Trade processes redefined	2022
• Procurement of technology platform	ongoing
• Roll-out of enabling technology	ongoing
• Stakeholder engagement campaign launched	2021

Key Milestones	Year
• Approval granted for new HQ, warehouse, and irregular migrant accommodations	2023
• Funding approved for new HQ, warehouse, and irregular migrant accommodations	2024
• Groundbreaking for new HQ, warehouse, and irregular migrant accommodations	2024
• Completion of HQ, warehouse, and irregular migrant accommodations	2026

Table 1: Key milestones for delivery of the integrated CBC.

Benefits

Implementation of this strategy will ensure unity of effort and maximisation of scarce resources. This will result in all employees facing the same direction at the same time, creating one integrated entity and achieving the government's priorities.

Risks to Delivery

Risks to successfully delivering the strategy and realising its benefits will be managed through the Senior Management Team and those responsible for individual delivery areas. The nine key identified risks are summarized in the table below, together with mitigating actions. The risk matrix is in Annex B.

Risk	Mitigation
1. Lack of ownership of the projects because staff and stakeholders do not understand why we are doing the project and what outcomes we are trying to achieve.	Effective staff engagement and ensuring each project has an effective project lead.
2. Appropriate staffing of each project.	Identification and recruitment of staff to support project needs.

3. Loss of key personnel and documentation of work in progress.	● Succession planning and accelerated staff promotions. ● Documenting planned work and work in progress. ● Shared drive with access to project plans.
4. Dependencies between projects across the strategy could delay progress if the dependencies are not identified and dealt with in a timely manner.	Portfolio management approach, understanding and managing dependencies within the programme of change in CBC, prioritising critical deliverables, strong communications, and project links between key strategy areas.
5. Existing contract arrangements prevent or delay implementation of key components.	Strong link to commercial and procurement strategies to enable medium- and long-term alignment of ICT strategy and commercial approach.
6. Inadequate funding leads to projects not being started or delayed.	Everything must be done to mitigate risk #5.
7. Change fatigue – too many initiatives at the same time.	● Coordinating the change projects. ● Scheduling. ● Resourcing. ● Communicating.
8. There is a change in the government in the next election that results in a change in policy regarding CBC.	Strong and effective engagement with any new administration to ensure that the members understand what has led us to where we are and agree on how best to go forward.
9. Failure to acquire, implement, and maintain the appropriate technology and ensure user capability,	● Robust procurement process with requirements clearly stated, ● Contract for the technology must cover maintenance and licensing, user capability and appropriate staffing,

Table 2: CBC Strategy – top nine risks.

Transparency/Stakeholder Engagement

Implementation of this strategy will be measurable and transparent, enabling citizens, businesses, and other stakeholders to track success in securing our borders. To drive performance and increase accountability, we will publish quarterly performance dashboard reports. The KPIs will be kept under review by the Senior Management Team and updated based on our progress.

Measuring Our Performance

Collectively, the three work-streams aim to deliver significant changes in the efficiency and effectiveness of CBC operations in the next five years. Reporting performance and benefits' realisation through the implementation of our strategy will be included in:

- The relevant measures in the budget for CBC.
- Other measures and baselines established to address indicators not covered by budget measures.
- The CBC Annual Report. This reporting will cover annual results as well as cumulative results showing the progress we have achieved through the implementation of our strategy.

Change Management

Change management includes all the activities involved in:

- Defining and instilling new values, attitudes, norms, and behaviours within CBC, supporting new ways of doing work, and overcoming resistance to change.
- Building consensus among customers and stakeholders on specific changes designed to better meet their needs.
- Planning, testing, and implementing all aspects of the transition from one organisational structure or business process to another.

It is anticipated that a change manager will be appointed to drive the change and transition processes and free the Deputy Directors to focus on day-to-day operations.

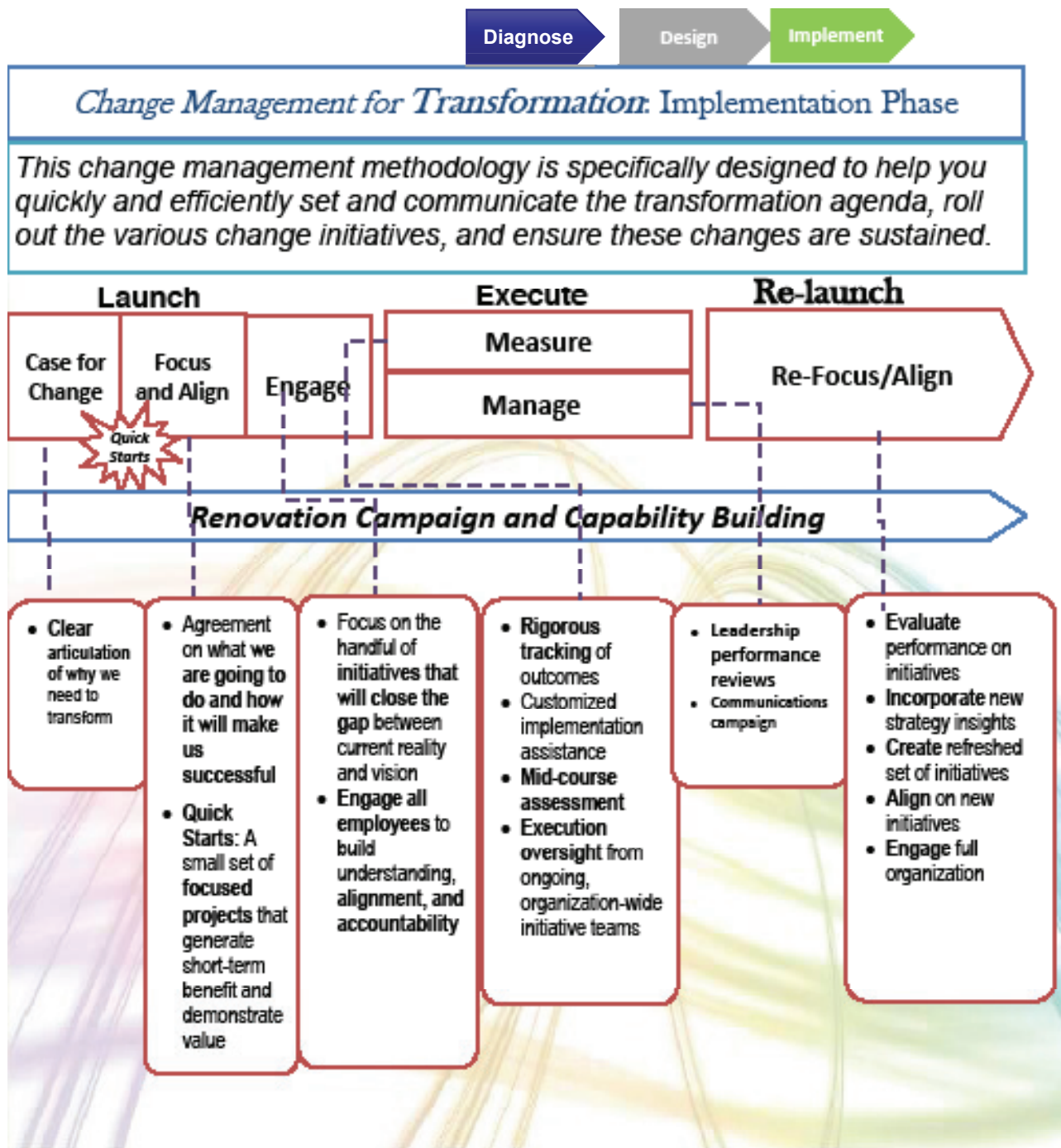


Figure 4: Change management approach

PART 4

Delivery Work Streams

FOCUS AREA 1: Trade and Revenue

Objectives:

1. To collect and protect revenues from trade entering the Cayman Islands through improved intelligence-driven operations and accuracy in recording.
2. Provide a world-class customer experience.
3. Facilitate the legitimate movement of trade into and out of the Cayman Islands.

CBC is charged with securing the borders of the Cayman Islands while facilitating legitimate trade. We achieve this critical task by enforcing the Customs and Border Control Act, 2021, protecting our food supply and agriculture industry from pests and disease, as well as increasing the security of our airspace and coastal waters.

The Cayman Island's economy is inextricably intertwined with the global economy. International trade has expanded dramatically in recent years, bringing tremendous benefits to the people of the Cayman Islands. However, we cannot be complacent, as criminals also try to exploit this expansion in international trade for their own ends.

Criminals will attempt to take advantage of trade routes to smuggle people and goods, including agricultural products that pose risks, across our border. CBC will continue working to stop these threats through several initiatives, including increased staffing, deployment of state-of-the-art technology, and enhanced screening of containers.

CBC will strengthen its border security efforts by working with other countries to develop actionable intelligence for use in its planning efforts. CBC will also work to increase its partnerships with companies at home and abroad to improve the efficient flow of lawful goods from origin to entry into the Cayman Islands.

1.1 To collect and protect revenue from trade entering the Cayman Islands through improved intelligence-driven operations and accuracy in recording

1.1.1 Review the automated process for trade and revenue to develop enhancements.

1.1.2 Create an automated system to facilitate the management of foregone revenue.

1.1.3 Develop a post-audit function across CBC.

1.1.4 Conduct data purging for accurate reporting.

The Challenge

According to the Auditor General's report, CBC collects approximately \$200 million, approximately 25% of the government's revenue.

The government of the Cayman Islands relies on duties to support the financing of the budget. Any shortfall in revenue impacts spending, hampering the implementation of projects, which then has a knock-on effect on the achievement of social programmes as set out in the strategic policy statement (the Broad Outcomes).

Some of the challenges to the collection of duties are caused by duty concession/exemption, self-assessment, warehousing of uncleared goods, undeclared goods, and e-commerce:

Duty concessions/waivers/exemptions (foregone revenue) erodes import tariffs revenue, which reduces the government's ability to undertake socio-economic programmes.

Self-assessment empowers importers to assess all goods imported. The importer surrenders the supplier's invoice and/or bill of lading, which shows the value of goods imported: cost, insurance, and freight (CIF). The value is the basis for charging taxes. This approach benefits importers and businesses, but if CBC does not have an effective ability to conduct the number of postaudits required to protect revenue, this could lead to loss of critical budget support.

Currently the list of tariff codes is extensive, and their misuse creates errors, refunds, and delayed clearances. When territories of importation use the HTS codes, invoices should include them for consistency and accuracy of revenue and statistical reporting.

All goods imported into the country are subjected to examination and assessment. The examination process is conducted when the goods are delivered to the port. After the examination, the next step is valuation. The valuation method is conducted to determine the tax liability. The CBC warehouse is a very important place to store imported goods. Sometimes goods stay for more than the expected length of time and are converted into uncleared goods: “long-stay goods,” “abandoned goods,” or “ceased goods.” Such goods have to be transferred to the CBC warehouse.

E-commerce presents another challenge in collecting the correct duties for goods and services traded over the internet. CBC needs to ensure that agencies such as the Post Office and commercial agents act in keeping with revenue expectations and requirements.

Objectives

- Conduct compliance reviews of trade activities to ensure collection of all lawfully owed revenue and identify delinquencies in the most efficient manner possible, thereby facilitating the release of compliant cargo.
- Introduce advanced information and modern cargo processing systems to expedite the processing of products at all ports of entry of goods.
- Fully employ risk management and targeting to detect and deter trade non-compliance and apply consistent enforcement actions.
- Partner with CIG institutions to simplify and harmonize administrative procedures used by importers and exporters.
- Anticipate, identify, and address threats to Cayman Islands business (trade and commerce).
- Enhance trade facilitation and revenue protection.
- Implement public engagement efforts to increase transparency and educate businesses about CBC requirements, processes, new developments, and other forms of guidance.
- Establish a compliance risk management process to enable verification of goods (compliance risk management is a structured process for the systematic identification, assessment, ranking, and treatment of tax compliance risks, e.g., failure to register, failure to properly report tax liabilities, etc.).
- Increase the security of the supply chain, expedite the clearance of cargo, and enhance the enforcement of and compliance with agriculture and other laws and regulations enforced by CBC through targeted increases in or expansion of partnership programs.

Key Performance Indicators

- Percentage of penalties/fines resulting from seized goods
- Percentage of additional revenue earned from postaudit clearance
- Percentage of penalties/fines resulting from postaudit clearance
- Percentage of revenue split by revenue streams (other duties, etc.)
- Percentage of revenue split by category
- Timeliness of clearance process after complete (all required supporting documentation) declaration is made
- Reduction in refunds due to inaccurate initial capture of revenue

Delivery

Key Milestones	Completion Date
● Trade processes simplified	2023
● Recording of revenue in the main accounting system automated	2024
● Business processes redefined	2022
● Postaudit function completed across CBC	2022
● Automated system to facilitate the management of foregone revenue completed and reported	2022
● Stakeholder engagement campaign launched	2021
● Inspection, assessment, and control procedures redefined	2022
● Compliance risk management process has “gone live”	2022
● Data purging exercise completed	Quarterly
● Risk profiles and register (to enable verification of goods) established	2022
● Analysis and reporting of revenue to ensure reasonableness completed	2022
● Holistic forecasting of revenue performed, including policy decisions and economic growth or decline	2021
● Automated system put in place to confirm revenue gaps (revenue collected vs. revenue that should be collected)	2022
● Internal controls Implemented to ensure that revenue is accurate and complete (e.g., the bonded warehouse – proper inventory and systems in place to track movement; CUC – confirmation of fuel sold vs. used against concession)	2022

Managing Top Two Risks

Risk	Mitigating Action
1. Lack of buy-in from key stakeholders and CBC employees	● Employees involved in workshops throughout ● Senior stakeholders engaged ● Cabinet Office provides engagement lead for department
2. Loss of revenue	● Implementation of internal controls ● Redundancy built into the system ● Monitoring of foregone revenue
3. Loss of historical data due to system failure	● Dedicated resource on staff ● Properly mapped-out business process included in the system for calculating and reporting revenue
4. Lack of system maintenance	● Dedicated resource on staff ● Properly mapped-out business process included in the system for calculating and reporting revenue

Accountability

The Senior Responsible Owner is Camile Beckford-Johnson, Head of Finance

1.2 Provide a World-Class Customer Experience

- 1.2.1 Conduct a customer-needs assessment and analyse it to create a fulfilled customer experience.
- 1.2.2 Conduct a review of business processes and develop new processes to deliver excellent customer service.
- 1.2.3 Develop service standards to ensure a consistently high-quality customer experience.
- 1.2.4 Train all front-line staff to deliver the CBC experience.

The Challenge

Our customers cover a wide and varied demographic, from the leisure traveller to the investor, to the importer of goods and services. This means that our agents encounter just about every facet of economic and social life daily.

Our objective of making compliance easy to do and hard to avoid involves both delivering a better experience for customers who want, and try, to comply and providing a more targeted and cost-effective enforcement of non-compliance. By 2025, CBC will be using information, innovation, and technology to be a more intelligence-led, risk-based, and customer-focused organisation

The strategy will adopt a customer-centric approach that involves CBC working with key stakeholders and industry to create more opportunities to achieve border security goals.

CBC Service Charter and Service Standards will be introduced to set out what customers can expect from us and what we expect of them. We will work to identify the primary variables for customer segmentation in support of delivering customer-centric services for our two broad customer groups of traders and travellers. The focus has been on separating the types of service and the required support needed to ensure service uptake and user confidence are high for these groups

The key initiatives in the customer focus stream through to 2021/22 will be:

- Increasing our insight into our customers' needs and expectations.
- Completing the upgrade of CBC websites.
- Further embedding innovation and business improvement approaches.
- Developing more customer-centric border services in collaboration with our Border Sector partners and customers.

Objectives

- Conduct a customer-needs assessment and analyse it to create a fulfilled customer experience.
 - Conduct a review of business processes and develop new processes to deliver excellent customer service.
 - Put in place programs to address and respond to customer complaints and compliments.
 - Anticipate, identify, and address threats to Cayman Islands business (trade and commerce).
-
- Improve interactions with stakeholders to protect and facilitate lawful trade and business.
 - Partner with CIG institutions to simplify and harmonise administrative procedures used by importers and exporters.
 - Identify and target critical points in the import life cycle at which product safety risks are greatest to protect consumers from health and safety concerns.
 - Strengthen corporate governance, budgeting, and reporting to enhance customer experience.
 - Increase the security of the supply chain, expedite the clearance of cargo, and enhance the enforcement of and compliance with agriculture and other laws and regulations enforced by CBC through targeted increases in or expansion of partnership programs.

Key Performance Indicators

- Number of successful targets met
- Number of reports generated
- Percentage decrease in complaints
- Percentage complaints resolved
- Percentage increase in customer satisfaction index

Delivery

Key Milestones	Completion Date
● Customer needs assessment completed	2022
● Business processes redefined	2023/24
● New technology platform procured and brought into use	2024
● Service standards rolled out	2023/24
● Stakeholder engagement campaign initiated	2023
● Customer experience training completed	2024
● Staff reoriented on new business processes	2024

Managing Top Two Risks

Risk	Mitigating Action
1. Lack of buy-in from key stakeholders and CBC employees	● Employees involved in workshops throughout ● Senior stakeholders engaged ● Cabinet Office provides engagement lead for departments
2. New business processes are created but not communicated, which results in employees continuing to operate in old ways, negatively impacting performance and the reputation of CBC	● Training of all employees in the new business processes ● Process maps displayed in common areas

Accountability

The Senior Responsible Owner is Marlon Bodden, Deputy Director responsible for Management Support Services

1.3 Enable lawful trade – secure our borders from the entry of dangerous goods, prevent unlawful trade, and ensure the efficient flow of legitimate trade into and out of the Cayman Islands

1.3.1 Identify and procure resources to facilitate trade and protect revenue.

1.3.2 Automate the recording of revenue in the main accounting system.

1.3.3 Streamline trade processing through a “single window” process to free customers from the burdens of submitting import, export, and related shipping data multiple times.

1.3.4 Harmonize trade processes. This means:

- Simplify – eliminate redundancies and repetitions in processes and procedures.
- Harmonize – align national procedures with international standards.
- Standardize – develop internationally agreed-upon procedures and documents to better manage the growing volume of trade into the Cayman Islands.

1.3.5 Create and maintain a risk framework to cover reputational, financial, physical, and environmental risks to the business.

The Challenge

Modern trading practices make it essential for CBC to provide risk-based, predictable, transparent, and efficient procedures for the clearance of goods while simultaneously addressing increasingly complex trade compliance requirements and evolving security challenges. CBC will create a more secure travel and trade environment, enabling it to focus resources on identifying and responding to high-risk travellers and conveyances. Balancing security efforts with the facilitation of legitimate trade and travel is necessary to ensure that CBC can perform the enforcement activities necessary to secure the nation’s borders while reducing the impact on the efficient and legitimate movement of people and goods across our borders.

Communicable diseases pose a significant threat to our people. The growing speed and volume of global travel and commerce can lead to the unprecedented spread of new and existing infections and diseases as well as the introduction of harmful pests and organisms through agricultural products. What we do at the border and how it works with international partners will be vital in preventing the spread of these infections and diseases. Frontline employees at the ports of entry provide a key defence for the country against the outbreak of any communicable disease.

Objectives

- Anticipate, identify, and address threats to Cayman Islands business (trade and commerce).
 - Improve interactions with stakeholders to protect and facilitate lawful trade and business.
 - Partner with CIG institutions to simplify and harmonise administrative procedures used by importers and exporters.
 - Identify and target critical points in the import life cycle at which product safety risks are greatest to protect consumers from health and safety concerns.
 - Conduct compliance reviews of trade activities to ensure collection of all lawfully owed revenue and identify delinquencies in the most efficient manner possible, thereby facilitating the release of compliant cargo.
 - Using accurate information and modern systems for cargo processing, expedite the processing of products at all ports of entry.
-
- Fully employ risk management and targeting to detect and deter trade noncompliance and apply consistent enforcement actions.
 - Establish a compliance risk management process to enable verification of goods (compliance risk management is a structured process for the systematic identification, assessment, ranking, and treatment of tax compliance risks. e.g., failure to register, failure to properly report tax liabilities. etc.).

Key Performance Indicators

- Percentage of threats that lead to an enforcement action or inadmissibility recommendation
- Percentage of imported commercial goods examined that result in seizure action
- Forecast revenue vs. earned revenue
- Percentage revenue earned from postaudit clearance
- Percentage revenue split by import duty, tax, and excise
- Value of additional duty, tax. or excise collected
- Percentage of goods examined that are found inadmissible

Delivery

Key Milestones	Completion Date
● Trade processes redefined	2022
● Business processes redefined	2022
● Technology procured to support business processes	Completed
● Stakeholder engagement launched	2022
● Inspection, assessment, and control procedures rolled out	2022
● Recording of revenue in the main accounting system automated	2024
● New streamlined trade processes in place	2022
● Resources to enhance trade facilitation and revenue protection identified and procured	2022
● Legislation review (tariffs) completed	2023

Managing Top Three Risks

Risk	Mitigating Action
5. Lack of buy-in from key stakeholders and CBC employees	● Employees involved in workshops throughout ● Senior stakeholders engaged ● Cabinet Office provides engagement lead for department
6. Loss of revenue	● Implementation of internal controls ● Redundancy built into the system ● Monitoring of foregone revenue
7. Loss of data due to system failure	● Build in redundancy/off-site storage

Accountability

The Senior Responsible Owner is Kevin Walton, Deputy Director responsible for Trade and Revenue

FOCUS AREA 2: Secure Borders

Objectives:

4. Achieve comprehensive border security to prevent unlawful people and contraband from entering the Cayman Islands through improved and focused intelligence-driven operations.
5. Facilitate the legitimate movement of people into and out of the Cayman Islands.

CBC is charged with securing the Cayman Islands' borders while facilitating legitimate travel. Our economy is inextricably intertwined with the global economy. International trade has expanded dramatically in recent years, bringing tremendous benefits to the people of the Cayman Islands. However, international crime organizations have sought to exploit this expansion in international trade. Our focus is to prevent these people from entering the Cayman Islands to commit crimes.

These groups are attempting to take advantage of expanding global trade routes to smuggle people and goods, including agricultural products that pose risks, across our border. CBC will continue working to stop these threats through several initiatives, including hiring and developing personnel that meet the standards of our enforcement requirements, deployment of state-of-the-art technology, and enhanced screening of containers, along with partnerships with local and overseas law enforcement and intelligence agencies.

CBC will strengthen its border security efforts by working with other countries to develop actionable intelligence for use in its planning efforts. While biometric information is growing in importance, most data available for use at the points of entry into the Cayman Islands is biographical. We need to develop better sharing of information on people who are inadmissible or who may pose a threat to the security of the Cayman Islands.

CBC plays an important role in the prevention of the spread of infectious diseases. Communicable diseases pose a significant threat. The growing speed and volume of global travel and commerce can lead to the unprecedented spread of new and existing infections and diseases as well as the introduction of harmful pests and organisms through agricultural products. CBC is taking all possible steps to prevent the spread of disease by targeting high-risk cargo movement and facilitating low-risk traffic, but gaps in preparedness remain. These gaps could result in catastrophic consequences. What CBC does at the border, as well as how it works with our local and international partners, will be vital in preventing the spread of these infections and diseases.

2.1 Achieve comprehensive border security – prevent unlawful people from entering the Cayman Islands through improved and focused intelligence-driven operations

- 2.1.1 Procure cutting-edge technology, such as biometric identification for traveller verification, to dramatically reduce unlawful entry into the Cayman Islands.
- 2.1.2 Establish a reliable database and apply advanced analytics that inform critical strategic, operational, and tactical decisions.
- 2.1.3 Enhance intelligence, data collection, collation, analysis, dissemination, and use.
- 2.1.4 Integrate and unify processing capabilities and requirements across CBC.
- 2.1.5 Expand international intelligence partnerships to identify and mitigate threats.

The Challenge

The main challenge for CBC is to prevent illegal immigrants from entering the Cayman Islands for any purpose. This is a complex requirement because many variables are at play: illegal immigration, drugs and other contraband, the economy, and contagious diseases.

Illegal immigration/travel compromises our security. While most illegal immigrants may not pose a national security threat, they do create pathways for illegal entry and a demand for false documentation and identities, which is a threat to national security. These underground networks may be used by those who intend to inflict harm on our people.

Adding to the challenge is that the border is a 360-degree coastline and therefore virtually impossible to seal. CBC must do all in its power to stop those who would try to harm the people of the Cayman Islands or our partners and friends in neighbouring jurisdictions.

CBC will need to take an in-depth, risk-based approach to detect and interdict threats to our safety. This risk-based strategy includes (1) receiving advance information on people, cargo, and conveyances coming into the Cayman Islands; (2) using automated targeting systems and advanced inspection technologies to identify high-risk shipments, conveyances, and individuals coming into the Cayman Islands; and (3) extending CBC's authority beyond our borders with innovative and collaborative partnership programs.

Our border is not merely a physical place; therefore, effectively securing it requires attention to processes that begin outside it. As such, CBC must view border security as a continuum of activities that relies on the physical border as one of the last lines of defence, not one of the first. Consequently, CBC's strategies must address threats along the entire continuum.

CBC's plans to achieve control of the border will require the deployment of a mix of resources, including personnel, tactical infrastructure, and technology. In addition, it requires useful intelligence and strong partnerships with foreign governments and international partners to create a smart border concept.

Drugs and other contraband

Illegal drug trafficking is a problem that flows in both directions across our borders. The Cayman Islands lie in the heart of the trafficking routes for marijuana and cocaine. One of the most difficult tasks we have is distinguishing between suspicious behaviours and legitimate activities. As CBC's technology improves and it continues to add more personnel, it can expect to increase control over our borders and deter potential traffickers.

The Economy

The nation's economy is inextricably intertwined with the global economy. International trade has expanded dramatically in recent years, bringing with it tremendous benefits to our islands. However, international crime organizations have sought to exploit this expansion in international trade. These groups are attempting to take advantage of expanding global trade routes to smuggle people and goods, including agricultural products that pose risks. CBC will continue working to stop these threats through several initiatives, including increased staffing, improved infrastructure at our ports of entry, and deployment of state-of-the-art technology. CBC will further extend our borders and strengthen its border security efforts by working with other countries to develop actionable intelligence for use in its planning efforts. CBC will work to increase its partnerships with companies at home and abroad to improve the efficient flow of lawful goods from origin to entry into the Cayman Islands.

Communicable diseases

Communicable diseases pose a significant threat to our people. The growing speed and volume of global travel and commerce can lead to the unprecedented spread of new and existing infections and diseases as well as the introduction of harmful pests and organisms through agricultural products. What we do at the border and how it works with international partners will be vital in preventing the spread of these infections and diseases. Frontline employees at the ports of entry provide a key defence for the country against the outbreak of any contagious disease.

CBC officers and agents encounter thousands of people every day; each one of these people may be a potential carrier of disease. The ability to identify an ill individual and alert medical authorities could save untold numbers of people. To that end, the critical partnership between CBC and the Ministry of Health is particularly important because CBC provides situational awareness that can contribute to an effective response to public health threats. Officers and agents will continue to provide and expand training to recognise people who may have an infectious disease and protect themselves and others from harm.

Objectives

- Anticipate, identify, and address threats to Cayman Islands travel.
- Leverage technology to advance traveller verification and reduce the need to verify physical travel documents.
- Integrate all source information on travellers across departments and identify threats.
- Enhance intelligence collection, collation, analysis, and use.
- Maintain reliable data and apply advanced analytics.
- Expand international intelligence partnerships to identify and mitigate threats.
- Identify and address threats to Cayman Islands border security.
- Establish and maintain effective control of our borders using the appropriate mix of physical structures, technology, and personnel.
- Using a risk-based approach, deploy and employ the most effective inspection and scanning technology available at ports to detect and prevent the entry of hazardous materials and goods into the Cayman Islands.
- Using a risk-based approach, secure and use the best biometric and biographical information at all ports of entry to detect and prevent the entry of dangerous people into the Cayman Islands.

Key Performance Indicators

- Percentage of air passengers compliant with laws, rules, and regulations
- Percentage of international air and sea passengers in compliance with agricultural quarantine regulations
- Percentage of people examined who are found inadmissible
- Total number of linked electronic sources from CBC and other government agencies for targeting information

Delivery

Key Milestones	Completion Date
Assessment of technology requirements documented	2022
RFP issued for new technology	2023
Technology procured and tested	2023/24
Legislative updates reviewed and recommendations made	2023
Database purged	2022

Managing Top Three Risks

Risk	Mitigating Action
Technology is put in place but does not provide the required information in a timely way	A rigorous requirements process is put in place to define and document user needs, and requirements are validated with the stakeholder community prior to the procurement process
Agents are not suitably equipped when on operations	● Identification, funding, and sourcing of equipment to support operational needs ● Training to use safety equipment
Processes are not integrated across CBC, resulting in information not being shared in a timely way to support decision making	● Business processes are mapped and documented ● Employees understand the importance of sharing discrete pieces of information, which can be joined up to create a whole picture of the threats to enable timely action to be taken

Accountability

The Senior Responsible Owner is Bruce Smith, Senior Deputy Director

2.2 Facilitate the legitimate movement of people into and out of the Cayman Islands

2.2.1 Strengthen collaboration with our law enforcement and travel partners to more accurately and efficiently process low-risk passengers through unified screening endeavours and reduce barriers to the flow of travellers

2.2.2 Implement technology such as APIS and other source information systems on travellers to identify threats to Cayman Islands border security

The Challenge

Preventing illegal immigrants from entering the Cayman Islands for any purpose is a complex requirement because there are so many variables at play: illegal immigration, drugs and other contraband, the economy, and contagious diseases.

Illegal immigration/illegal travel compromises our security. While most illegal immigrants may not pose a national security threat, they do create pathways for illegal entry and a demand for false documentation and identities, which is a threat to national security. These underground networks may be used by those who intend to inflict harm on our people.

Adding to the challenge is that the Cayman Islands border is a 360-degree coastline and therefore virtually impossible to seal. CBC must do all in its power to stop those who would try to harm the people of the Cayman Islands or our partners and friends in neighbouring jurisdictions.

CBC will need to take an in-depth, risk-based enforcement approach to detect and interdict threats to our safety. This risk-based strategy includes (1) receiving advance information on people, cargo, and conveyances coming into the Cayman Islands; (2) using automated targeting systems and advanced inspection technologies to identify high-risk shipments, conveyances, and individuals coming into the Cayman Islands; and (3) extending CBC's authority beyond our borders with innovative and collaborative partnership programs.

Our border is not merely a physical place; therefore, effectively securing it requires attention to processes that begin outside it. As such, CBC must view border security as a continuum of activities that relies on the physical border as one of the last lines of defence, not one of the first. Consequently, CBC's strategies must address threats along the entire continuum.

CBC's plans to achieve control of the border will require the deployment of a mix of resources, including personnel, tactical infrastructure, and technology. In addition, it requires useful intelligence and strong partnerships with foreign governments as well as international partners.

Drugs and other contraband

Illegal drug trafficking is a problem that flows in both directions across our borders. The Cayman Islands lie in the heart of the trafficking routes for marijuana and cocaine. One of the most difficult tasks we have is distinguishing between suspicious behaviours and legitimate activities. As CBC's technology improves and it continues to add more personnel, it can expect to increase control over our borders and deter potential traffickers.

The Economy

The nation's economy is inextricably intertwined with the global economy. International trade has expanded dramatically in recent years, bringing with it tremendous benefits to our islands. However, international crime organizations have sought to exploit this expansion in international trade. These groups are attempting to take advantage of expanding global trade routes to smuggle people and goods, including agricultural products that pose risks. CBC will continue working to stop these threats through several initiatives, including increased staffing, improved infrastructure at our ports of entry, and deployment of state-of-the-art technology. CBC will further extend our borders and strengthen its border security efforts by working with other countries to develop actionable intelligence for use in its planning efforts. CBC will work to increase its partnerships with companies at home and abroad to improve the efficient flow of lawful goods from origin to entry into the Cayman Islands.

Communicable diseases

Communicable diseases pose a significant threat to our people. The growing speed and volume of global travel and commerce can lead to the unprecedented spread of new and existing infections and diseases as well as the introduction of harmful pests and organisms through agricultural products. What we do at the border and how it works with international partners will be vital in preventing the spread of these infections and diseases. Frontline employees at the ports of entry provide a key defence for the country against the outbreak of any contagious disease.

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Objectives

- Anticipate, identify, and address threats to Cayman Islands.
- Leverage technology to advance traveller verification and reduce the need to verify physical travel documents.
- Integrate all source information on travellers across departments and identify threats.
- Enhance intelligence collection, collation, analysis, and use.
- Maintain reliable data and apply advanced analytics.
- Expand international intelligence partnerships to identify and mitigate threats.
- Identify and address threats to Cayman Islands border security.
- Establish and maintain effective control of ports of entry using the appropriate mix of physical structures, technology, and personnel.
- Using a risk-based approach, deploy and employ the most effective inspection and scanning technology available at ports of entry to detect and prevent the entry of hazardous materials, goods, and instruments of terror into the Cayman Islands.
- Using a risk-based approach, secure use and availability of the best biometric and biographical information at all ports of entry to detect and prevent the entry of dangerous people into the Cayman Islands.

Key Performance Indicators

- Percentage of people reaching the primary border control kiosk within the CBC service standard
- Percentage of arriving international air passengers and crew who are deemed compliant based on risk assessment and processed without further intervention
- Average percentage of international travellers satisfied that customs is processing passengers quickly and conveniently (measured by customer survey)

- Average percentage of international travellers satisfied that CBC is providing a friendly welcome to the Cayman Islands (customer survey)
- Percentage of arriving international air passengers who are selected for further risk assessment at CBC secondary areas
- Percentage of arriving international air crew who are selected for further risk assessment and then are subsequently subjected to a full or partial baggage examination

Delivery

Key Milestones	Completion Date
● Assessment of technology requirements documented	2023
● RFP issued for new technology	2024
● Technology procured and tested	2024-2025

Managing Top Three Risks

Risk	Mitigating Action
Technology is not being applied to advance traveller verification, which results in the need to rely on physical travel documents and allows undesirable individuals to enter the Islands	Secure use and availability of the best biometric and biographical information at all ports of entry to detect and prevent the entry of dangerous people into the Cayman Islands
International intelligence partnerships are not strengthened, and there is a continued reliance on traditional methods to identify and mitigate threats	● Partnerships with regional jurisdictions and North American destinations are aggressively pursued ● Relationship managers are identified and deployed in the intelligence community

Source information on travellers is not integrated across all departments	● All employees understand their role in intelligence gathering and know how to pass on information quickly so that it has maximum possibility of being useful ● Employees are given regular updates on how intelligence is being used to support their work ● Technology is used to share information across all platforms and operational areas to support decision making
Accountability	
The Senior Responsible Owner is Garfield Wong, Deputy Director	

FOCUS AREA 3: Institutional Strengthening

Objectives:

6. Establish new/upgraded CBC facilities, warehouses, and irregular migrant accommodations.
7. Streamline and rationalize CBC's organisational structure and improve its business processes.
8. Develop CBC's skill bank – build capability and capacity and strengthen policies and systems that support people activities.
9. Invest in technology to confront emerging threats.

The primary purpose of CBC is to develop an intelligence-led risk management approach to national security, border protection, and trade and revenue for the Cayman Islands.

A key component to accomplishing these tasks is to ensure that the organisation as a whole – organisation structure, processes, human capital, partnerships, technology, and equipment – can support and sustain such an initiative.

3.1 Establish new/upgraded CBC facilities, warehouses, and irregular migrant accommodations

- 3.1.1 Develop the business case to secure approval, funding, permission, etc.
- 3.1.2 Develop initial plans for new builds and research existing facilities that may meet CBC needs.
- 3.1.3 Initiate and manage the procurement process in accordance with the Procurement Act.
- 3.1.4 Build new structures according to health and safety standards.
- 3.1.5 Complete new or upgrade existing facilities in the Sister Islands.
- 3.1.6 Occupy new or upgraded facilities.

The Challenge

New space can improve how a business operates, but things don't always go as planned. Getting the right contractor is a key challenge to overcome. The right contractor will work with CBC to achieve our objectives. Some of the challenges are delays in constructing the new buildings, unexpected costs, and planning requirements.

Establishing new or upgrading existing CBC facilities, warehouses, and irregular migrant accommodations can be an expensive proposition; therefore, a robust planning process must be undertaken. This process does not simply create a space to meet current needs but considers the trends in trade and travel, national security, health and safety, customer experience, processes, and efficient and effective floor plan designs.

One of the first considerations is developing a business case for a new build, whether it's better to start from scratch or retrofit existing accommodations.

The current building is one consideration, but accounting for parking, delivery of containers, etc. are just some of the compounding issues that require immediate attention.

Concerns from customers include:

- Parking limitations.
- Unsafe roads or too close to the main highway.
- Exposure to elements – no coverage from rain, etc., when collecting goods.
- Intimate waiting areas.

Concerns from employees include:

- Travel time to and from work.
- Access to public transportation.
- Proximity to restaurants.

Concerns from an operational standpoint include getting the design right to ensure a balance between personal workspace and the need for meeting rooms and training space. Design is also a function of culture; hence, if the intention is to create a flexible, open, and inclusive culture, this should be reflected in the layout of the space. Then there are health and safety concerns as well as access for employees and customers alike.

Sustainability is a key challenge. Ideally, the building's energy consumption should be below 22 kBtu/sq. ft. per year with a limit of daytime plug load of 0.5 W/sq. ft.

Objectives

- Establish new or upgrade existing CBC facilities, warehouses, and irregular migrant accommodations that are fit for their purpose and support future plans.
- Complete the project within the budgeted timeline.
- Minimise environmental impact.
- Comply with all planning and other regulatory requirements.
- Ensure multi-purpose use of the facility.

Key Performance Indicators

- Completion on time
- Completion to budget
- Buildings are designed to be fit for purpose
- Building's energy consumption should be below 22 kbtu/sq. ft. per year
- Percentage decrease in energy consumption
- Increased health and safety standards

Delivery

Key Milestones	Completion Date
● Business case to support approval, funding, and permission completed	2023
● Funding approved	2024
● Planning permission granted	2024
● Initial plans for a new build developed and existing facilities researched	2024

Managing Top Four Risks

Risk	Mitigating Action
Infrastructure (new HQ, warehouse, and irregular migrants accommodation) development is not properly funded	● Secure budget approval ● Employment of project manager with experience of large-scale infrastructure delivery
Design of the building does not meet our needs	● Sister Islands needs factored in ● Rigorous procurement process ● Selection of contractor ● Future needs assessment
Site inadequate for the project	● Consultation ● Specifications

Accountability

The Senior Responsible Owner is Marlon Bodden, Deputy Director responsible for Management Support Services

3.2 Streamline and rationalize CBC's organisational structure and improve its business processes

- 3.2.1 Conduct an organisational review to inform the appropriate structure of the organisation.
- 3.2.2 Simplify and reengineer business processes.
- 3.2.3 Strengthen corporate governance, budgeting, and reporting to enhance customer experience.
- 3.2.4 Develop a robust communications strategy and plan.
- 3.2.5 Review/update all policies and create new policies as appropriate (including standard operating procedures).
- 3.2.6 Carry out a review of all CBC policies, prioritizing and aligning anti-corruption policy with the wider civil service policy.

The Challenge

Merging two organisations does not merely mean combining two operations under one authority. Successful integration combines, replaces, and transforms diverse processes, systems, structures, and cultures. The resulting entity will be noticeably different and, ideally, much better than the previous operations. That is the goal of this merger now known as Cayman Islands Customs and Border Control.

The significant challenge is people. Getting the people side right is critical. If one entity feels that they have been taken over, it becomes a risk to the merger. The other key issue is how people feel they are being treated. Take gender, for example. Do women feel they are tokens in CBC? Do they feel like the "stepchild"? These issues go to the heart of the culture of the new organisation.

Culture is not just a nice thing to do; it is a key factor to successfully implementing the strategy. If the culture is not aligned with the strategy, the effort to achieve a successful merger will be undermined.

Objectives

- Create a unified and integrated workforce that works together to achieve the CBC mission.
- Provide fast and reliable access to secure IT infrastructure to streamline CBC work.
- Recruit, hire, train, and retain the most qualified people.
- Streamline and rationalize CBC structure.
- Ensure cross-functionality of all staff and provide training and resources to response teams capable of addressing a wide range of critical missions.
- Establish and implement a CBC succession plan.

Key Performance Indicators

- Percentage of staff reporting that they have opportunities to develop and grow in CBC
- Percentage of staff reporting that they are proud to work for CBC
- Percentage of staff reporting that CBC is an inclusive workplace
- Reduction of the number of decision points in every transaction

Delivery

Key Milestones	Completion Date
● Consultation with staff completed and strategy agreed on	2021
● Organisational review completed	2022
● Business process redefined	2022
● New structure agreed on	2021
● Policies completed	2022
● New structure implemented	2022
● Service standards agreed on	2022
● Intelligence-focused business processes refined	Ongoing
● Communications strategy completed	2022

Managing Top Three Risks

Risk	Mitigating Action
Organisational review is not properly done, which leads to a structure that does not support the creation of an integrated organisation with processes that work across business silos to deliver a world-class customer experience	Ensure that a professional organisation review is undertaken that supports CBC's ethos
Policies do not support business needs, are not well thought out, and are not sustainable	Ensure that all policy creations are completed and value checked for effectiveness and risk mitigation and conduct an annual review of policies.
Employees do not understand the new business processes and continue to work in traditional ways or in silos, which results in inefficiencies that do not create value for customers and negatively affect revenue generation and growth in the economy	Ensure that all employees receive effective training in new business processes.

Accountability

The Senior Responsible Owner is Charles Clifford, Director CBC

3.3 Develop CBC skill bank – build capability and capacity and strengthen policies and systems that support people activities

3.3.1 Develop an Employee Development Strategy and Plan.

3.3.2 Develop a CBC Succession Plan.

3.3.3 Establish a Workforce Plan.

3.3.4 Develop and implement a comprehensive employee wellness programme.

3.3.5. Develop a register to better match employees with their skills and interests.

3.3.6 Promote a high-performing and results-driven culture.

The Challenge

Merging two organisations is not merely combining two operations under one authority. Successful integration combines, replaces, and transforms diverse processes, systems, structures, and cultures. The resulting entity will be noticeably different and ideally much better than the previous operations. That is the goal of this merger now known as Cayman Islands Customs and Border Control.

A merger brings several organisational challenges, which can lead to stress, anxiety, role conflict, or the feeling of not being treated fairly. These feelings often have implications for the employees and their future in the organisation. To address these challenges:

- Communicate a consistent message about the change
- Determine a new structure and retain and motivate key talent
- Assess the culture that is needed to go forward and ensure that this culture is encouraged and supported

Objectives

- Create a unified and integrated workforce that works together to achieve the CBC's mission, values, and goals.
- Provide fast and reliable access to secure IT infrastructure to streamline CBC's work.
- Recruit, hire, train, and retain the most qualified people.
- Streamline and rationalize CBC's structure.
- Promote a results-driven culture through an effective management infrastructure that helps us realize and live our values.

- Ensure cross-functionality of all staff and provide training and resources to response teams capable of addressing a wide range of critical missions.
- Establish and implement a CBC succession plan.

Key Performance Indicators

- Percentage of CBC employees trained in specialised areas
- Percentage of employees able to operate in border-control functions
- Percentage of front-line employees able to operate in CBC's arrival hall
- Percentage of employees reporting that they have the tools to do their job effectively
- Percentage of employees reporting that they have opportunities to develop and grow in CBC
- Percentage of employees trained and capable of operating in senior posts

Delivery

Key Milestones	Completion Date
● Staff consulted, and strategy agreed on	2022
● Organisational review completed	2022
● Delivery processes mapped and agreed on	2022-2023
● Appropriate structure informed of organisational review	2021
● New structure agreed on	2021
● New structure implemented	2021
● Current and desired culture completely mapped	Ongoing
● Business processes redefined	Ongoing
● Service standards developed	Ongoing
● Initial plans for new facilities developed, and research done on existing facilities that may meet CBC needs	2022-23
● Intelligence-focused business processes simplified and refined	Ongoing

● Corporate governance, budgeting, and reporting strengthened to enhance customer experience	Ongoing
● Communications strategy completed	2022
● Employee development strategy completed	2023
● Succession plan completed	Dec 2023
● Workforce plan completed	Dec 2022

Managing Top Three Risks

Risk	Mitigating Action
There is no defined/integrated needs analysis to ensure all business needs are prioritised	● Learning needs analysis conducted ● Allocation of training to those who need it most ● Cross-training of all employees
Succession planning is not done, which leads to operational challenges in case of loss of key staff as there are no individuals ready to slot into roles	● Key posts are identified, and individuals targeted for development to fill those roles
Technology is not being used to streamline how work is done	Workflow mapped as part of the business process integration and linked to the procurement process

Accountability

The Senior Responsible Owner is Simone Lynch, Senior Human Resource Manager, CBC

3.4 Invest in Technology to Confront Emerging Threats

3.4.1 Identify appropriate enterprise-wide technology to support all business processes (front and back end) to deliver CBC's mission

3.4.2 Acquire and implement the necessary technology/intelligence to mitigate emerging threats.

The Challenge

Technology is becoming more affordable and accessible, both for CBC and those who want to harm the Cayman Islands. This includes using biometric data, learning devices, and software to deliver our business externally and internally.

Data exists in abundance and must be captured, stored, analysed, and used in a way that enhances our efficiency and effectiveness in accordance with the data protection law.

The big challenge we face is understanding technology so that we can make the best and most effective use of it, and herein lies a challenge. Millennials and similar generations are our biggest asset in taking advantage of our technology, but our culture does not necessarily accommodate the voices of young and inexperienced employees in our decision-making processes. We will need to shift our thinking, attitudes, and biases to allow these voices to be heard.

Objectives

- Provide fast and reliable access to secure IT infrastructure to streamline CBC work.
- Recruit, hire, train, and retain the most qualified and technologically savvy people.
- Provide fast and reliable access to secure IT infrastructure to streamline CBC work.

Key Performance Indicators

- Percentage increase in user
- Reduction in processing time
- Percentage decrease in user error
- Increase in reporting capabilities
- Percentage increase in positive user engagement

Delivery

Key Milestones	Completion Date
Staff consulted, and strategy agreed on	2022
Intelligence-focused business processes redefined	2023/24
Technology requirements defined and documented	2022
Business processes redefined	2023/24
New technology platform procured and brought into use	2022
Trade processes redefined	2023
Business processes redefined	2023
Inspection, assessment, and control procedures rolled out	2023

Managing top 3 risks

Risk	Mitigating Action
Lack of funding	● Robust business case ● Links to the broad outcomes
Lack of clarity about what is required	● Rigorous definition of requirements ● Key employee groups and individuals involved ● Project led by the business, not by IT
Poor procurement	● Procurement guidelines followed ● Good use of RFI and RFP to understand the market and target contractors with the right capability ● Rigorous contracting

Accountability

The Senior Responsible Owner is Kevin Walton, Deputy Director responsible for Trade and Revenue

ANNEXES

A: Communications Strategy

B: Risk Matrix

C: Learning and Development Plan

D: Three Focus Areas, Nine Strategic Objectives, and Forty Projects that Comprise the Plan

E. Detailed Tasks and Predecessors

Annex A: Communications Strategy

Our communications strategy is to ensure:

1. That all employees understand:

- Why we are undertaking this change and the links to the government's strategic priorities.
- Our vision, mission, and values.
- What they need to do for the change to happen.
- When tasks need to be started and completed.
- How they can get the support they need to do what they are expected to do.

2. That our external stakeholders understand:

- Why CBC is embarking on a large-scale transformation project.
- How it creates value for them and will impact them.
- What will be different.
- How they can help us in this period of transition.

For this to succeed, we will continue our stakeholder mapping exercise, which has provided us with information about some of the relationships that need to be developed/strengthened. In that regard, we will:

- Continue to have extensive consultations with our staff, which started with conversations about our strategic plan and the outputs of the strategic planning process, including this document.

- Consult with our key sponsors and oversight bodies.
- Develop innovative channels for communicating and understanding the needs of our customers and helping them understand our requirements.
- Develop service standards against which our customers can hold us accountable.

As employees of CBC, we are all responsible for ensuring that we are conversant with our organisation and able to explain to our stakeholders what is happening and why. Beyond that:

- The CBC Senior Management Team (SMT) is responsible for crafting key messages and communicating these messages to employees and stakeholders.
- CBC managers and supervisors are to be the first line of support to the SMT and are expected to help interpret our core messages for our employees and our wider stakeholder groups.

Other CBC employees are responsible for asking questions if there are uncertainties so they will have clarity and be able to confidently explain our processes and procedures to our customers. This approach will ensure the delivery of a seamless, world-class customer experience.

Annex B: Risk Matrix

Risk	Probability (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigation	Owner
1. Lack of project ownership, which results in poor implementation and failure to achieve the strategy to ensure a successful merger into a single integrated organisation.	Low	High	- Identify and assign a Senior Manager to each project, for which he/she will be recorded as the project owner. - Coordinate CBC staff consultation to ensure all personnel are aware of the purpose of the change as well as their obligations and know what available support mechanisms are in place to do their jobs effectively.	Charles Clifford
2. Insufficient human and business resource coordination, resulting in unacceptable delays and implementation challenges.	Medium	High	Meticulously coordinate human resources with the benefit of an approved business case that will justify and bolster funding requests and overall CIG spending.	Charles Clifford
			- Identify and recruit the right staff to support project needs. - Ensure project staff are sufficiently oriented and trained to effectively carry out their roles.	

3. Loss of key personnel.	Medium	High	● Introduce succession planning and accelerated staff promotions. ● Document and establish a plan that will effectively address pending work as well as work currently in progress. ● Identify and sufficiently orient and task support personnel. ● Allow necessary access to project plans.	Charles Clifford
4. Dependencies between projects across the plan can cause delays if they are not identified and dealt with in a timely manner.	Medium	High	● Portfolio management approach, understanding and managing dependencies within the CBC programme of change, prioritising critical deliverables, strong communication, and project links between key strategy areas.	Charles Clifford
5. Existing contract arrangements prevent or delay implementation of key components.	Medium	High	● Be fully conversant with the scope of existing CBC business and commercial obligations. ● Review commercial and procurement strategies, which enables medium- and long-term alignment of ICT strategies and establishes a critical-needs approach.	Charles Clifford

6. Inadequate project funding will have a negative impact.	Medium	High	● Create and deliver a comprehensive business case that takes key deliverables (CBC's services and products) into account so adequate funding can be secured.	Charles Clifford
7. CBC personnel are not ready for the change, which results in a lack of engagement and change fatigue – too many initiatives at the same time.	Medium	High	● Use an effective change management plan established and led by a full-time change manager. The core components of the strategy are: ● Define and instil new values, attitudes, norms, and behaviours within CBC (culture change). ● Explore and introduce new methods of delivering our services with an aim to overcome change resistance. ● Build consensus among customers and stakeholders on specific changes designed to better meet their needs. ● Plan, test, and implement all aspects of the transition from one organisational structure or business process to another.	Charles Clifford

				● Coordinate the change projects. ● Factor in ways to change that are manageable and not overly ambitious. ● Provide adequate resources to ensure that personnel are equipped with the tools needed to support better outcomes. ● Communicate a coherent and consistent message using a variety of channels.	
8. Change in the government during the current budget cycle that results in a change of policy regarding CBC.	Low	High		Strong and effective engagement with any new administration to ensure members understand change history and our strategic direction.	Charles Clifford
9. Compliance reviews and targeting are not carried out as required to identify delinquencies, resulting in imports of non-compliant importers being released, which further results in a loss of revenue.	Medium	High		Implement a structured compliance risk management process to identify, assess, rank, and treat trade compliance risks.	Camile Beckford-Johnson

10. CBC business processes and requirements are inadequate, which results in dissatisfaction of key stakeholders/traders.	Medium	High	Implement public engagement programmes that are aligned with the objectives set out in the stakeholder engagement strategy.	Camile Beckford-Johnson
11. Cargo is not cleared expeditiously from ports of entry.	Medium	High	● Schedule/prioritize resources according to arrival times of perishable cargo. ● Schedule/prioritize resources according to arrival times of other cargo.	Camile Beckford-Johnson
12. Partnerships with Agriculture and Environment Departments are not treated as a priority that will assist in reducing clearance times.	Medium	High	Target and expand relationships with DOA and DOE.	Camile Beckford-Johnson
13. Customer needs are not identified, and insights into customer complaints are not acted on. As a result, CBC is not able to achieve its objective of offering a world-class customer experience and customer dissatisfaction increases, which also undermines the reputation of the organisation.	Medium	High	● Identify customer needs. ● Conduct a review of business processes. ● Put in place programmes to address and respond to customer complaints. ● Increase the levels of interaction with CBC's customer base.	Kevin Walton

				● Continue data collection on the Happy or Not kiosks to provide timely customer satisfaction reports.	
14. Critical points exist in the import life cycle where product safety risks are greatest, leading to the inability to protect consumers from health concerns.	Medium	High		Create and implement safety policies that will serve to mitigate risks.	Marlon Bodden
15. Corporate governance, budgeting, and reporting are needed to enhance customer experience and reduce the possibility of corruption.	Medium	High		● Allocate funding in the budget to enhance customer experience. ● Introduce a code of ethics policy; ● Conduct relevant training.	Marlon Bodden
16. New business processes are created but not communicated, which results in employees continuing to operate in an antiquated way. As a result, the anticipated customer experience is not achieved, which impacts the performance and the reputation of CBC.	Medium	High		● Train all personnel in the new business processes. ● Ensure that process maps are displayed in common areas, including on shared drives.	Simone Lynch

17. Technology is put in place, but information about it is not provided in a timely way, which impacts decision making.	Medium	High	● Put in place a rigorous user requirements process to define and document user needs. ● Validate requirements with stakeholders/public prior to procurement process.	Kevin Walton
18. Personnel is not appropriately equipped when on operations.	Medium	High	● Identify sourcing of equipment and funding to support operational needs. ● Train employees to use safety equipment.	Bruce Smith
19. Processes is not integrated across CBC, resulting in information not being shared in a timely way to support decision making.	Medium	High	● Map and document business processes. ● Train employees to understand the importance of sharing key pieces of information across CBC of known threats and how to mitigate them.	Kevin Walton
20. Technology is not applied to advance traveller verification, resulting in the need to rely on physical travel documents. This runs the risk of human error and undesirable people entering the islands.	Medium	High	Secure and use the best biometric and biographical information technology system at all ports of entry.	Garfield Wong

21. International partnerships are not strengthened, resulting in continued reliance on traditional methods to identify and mitigate threats.	Medium	High	● Focus intently on promoting and establishing regional and international partnerships. ● Identify relationship managers and deploy them in the intelligence community.	Bruce Smith
22. Source information on travelers is not integrated across departments to identify threats.	Medium	High	● Ensure that employees understand their role in intelligence gathering and how to share information quickly so it has maximum capabilities. ● Give employees regular updates on how intelligence is being used to support their work. ● Use fit-for-purpose technology to share information across all platforms and areas of operation in support of decision making.	Garfield Wong
23. Infrastructure (HQ and warehouse) development is poorly funded.	Medium	High	● Develop and communicate a comprehensive business plan with resource implications clearly articulated. ● Test forecast budget. ● Employ project manager with the right skill sets and experience in large-scale infrastructure delivery.	Charles Clifford

24. Building designs do not meet our modern-day needs nor provide for future growth.	Medium	High	● Carefully consult and meticulously design to ensure present and future organisational needs are met. ● Adopt an approach that factors in both personnel and the needs of Cayman Brac and Little Cayman. ● Keeping future needs assessments in mind, maintain a rigorous procurement process; ● Ensure a careful and well-informed approach is taken with the selection of a contractor.	Marlon Bodden
25. Site is inadequate for the project.	Medium	High	● Consult in depth with architects and engineers from the onset. ● Ensure that all specifications are catalogued and understood. ● Employ a site selection process to meet objectives.	Marlon Bodden
26. There is no defined/integrated needs analysis to ensure all business needs are prioritised.	Medium	High	● Conduct learning needs analysis. ● Based on analysis, gear training to those who require it most. ● Provide cross-training and learning plans for all employees.	Simone Lynch

27. Incomplete succession planning, which leads to operational challenges (loss of key employees), as no one is available or ready to adequately fill the roles.	Medium	High	Identify key posts and focus on filling those roles with aspiring and capable individuals through cross-training.	Simone Lynch
28. Technology is not being used to streamline workflows and operational processes.	Medium	High	Map workflow as part of business process integration and link to the procurement process.	Simone Lynch
29. Incomplete organisational review, resulting in a structure that does not support process integration or human resource collaboration, thereby leading to the formation of business silos and failure to deliver a world-class customer experience.	Medium	High	- Bring on board a duly qualified individual for the assignment. Ensure the person selected is balanced with appropriate qualifications and has a clear track record and adequate experience in delivering projects of this magnitude. - Individual will lay out a robust and methodical plan for conducting the organisational review. - The organisational review plans are to be clearly articulated.	Charles Clifford
30. Policies do not support business needs due to not being well thought out and unsustainable	Medium	High	- Access policy development support of the parent ministry. - Constantly review and update policies to keep them in line with advances in technology.	Simone Lynch

	31. Employees do not understand the new business processes and continue to work in traditional ways or in silos. This results in inefficiencies that do not create value for customers and a knock-on effect on revenue generation and economic growth.	Medium	High	● Implement new employee orientation with modules on new and enhanced business processes. ● Imbed the L&D curriculum in the business's and government's priorities so they work collaboratively to deliver the CBC mission. ● Ensure the programme of learning is clear and coherent. ● Ensure that all employees know how to access L&D. ● Ensure that L&D is fairly allocated and focused.	Simone Lynch
	32. Failure to acquire, implement, and maintain the appropriate technology and ensure user capability.	Medium	High	● Develop a robust procurement process with clearly stated requirements. ● Ensure that the contract for the technology covers maintenance, training, and adequate licenses. ● Ensure user capability and appropriate staffing.	Kevin Walton

33. The procurement process for new technology and equipment is not robust. This results in the acquisition of equipment that does not meet the needs of the organisation and cannot deliver expected outcomes	Medium	High	● Use a very detailed requirements specification process. ● Use the RFI process to better understand the market offerings. ● Use a clearly developed RFP. ● Employ a well-managed evaluation of bids. ● Use a considered and well-crafted contract. ● Provide for the maintenance of the technology platform.	Kevin Walton
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ANNEX C

CBC Learning and Development Strategy

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Section 1

1. Introduction

- 1.1 This learning and development strategy (L&D strategy) sets out the roadmap that will be implemented from 2022–2026. It has been developed following consultation with all employees, the Senior Management Team, and our Ministry.
- 1.2 Senior HR Manager Simone Lynch is responsible for implementing this strategy. It will be subject to annual review.

- 1.3 The roadmap is set out in four sections:

Section 1 – Introduction

Section 2 – Identifying learning and development needs

Section 3 – Addressing learning and development needs

Section 4 – Implementation

2. The environment

- 2.1 This strategy has been developed following the merger of legacy customs and immigration departments into one agency, now known as the Cayman Islands Customs and Border Control Service (CBC).
- 2.2 Several factors, external and internal, have emerged that impact the way we provide services and manage our business processes. These include new technology, growth in trade and tourism, changing demographics, and an increase in online services.

3. Purpose of the Learning & Development Strategy

- 3.1 The purpose of this L&D strategy is to systematically link learning and development activities with business needs and establish priorities and plans for activities and resources.
 - It is being used as a vehicle for consultation/discussion with line management about learning and development issues.
 - It will be an approved and authoritative framework for learning and development policies and activities.
 - It will help secure budgets and resources.
 - It will provide integration across disparate units.

4. Audience

This strategy targets the entire CBC service.

5. Key Drivers

5.1 This L&D strategy is driven by:

- CBC's strategic plan.
- The Talent Development Pillar of the five-year Strategic Plan.
- Learning and development needs of employees.

5.2 This L&D strategy is required under the Talent Development pillar of the five-year strategic plan for the civil service. It will seek to meet the obligations of the plan and, in so doing, reinforce top management's commitment to "developing capability" as set out in the core competency framework. It outlines strategies for meeting identified learning and development needs that will support the major change initiatives/programmes currently underway.

6. Commitment to Learning and Development

6.1 The government of the Cayman Islands, and by extension, CBC, is committed to the ongoing training, up-skilling, and development of staff to ensure that the changes envisaged by the five-year Strategic Plan are achieved. This commitment is part of its long-term policy of supporting the development of staff across the public service, thereby enhancing the overall level of core workplace skills and, in turn, the performance of organisations.

7. Underlying Principles

7.1 This strategy is based on the following key principles:

- L&D will be based on identified needs following a training needs analysis.
- L&D will take into account CBC's business objectives.
- L&D measures will be in place informally in the workplace through on-the-job training, coaching, and self-managed learning.
- L&D will be delivered on a value-for-money basis.
- The use of shared resources will be maximized – human, financial, technological, and physical.
- Best practice will be applied to the evaluation of training. For example, a selective, focused, and practical approach will be taken in assessing the impact of learning.

SECTION 2 – Identifying Learning and Development Needs

Identifying L&D needs enables staff to operate optimally to meet business objectives. Learning and development needs should therefore be identified through the twin approach of a formal learning needs analysis (LNA) and the CBC Performance Management System.

8. Learning Needs Analysis (LNA)

8.1.1 The LNA should be used to refine capability levels, i.e., needs that have been identified as necessary for the Service to manage its current and future business effectively.

8.1.2 An LNA/skills audit will be conducted in 2022 to identify the gap that exists between what is needed and what is currently available.

8.2 Performance Management System

8.3 The PMS should be used to identify an individual job holder's needs, knowledge, skills, behaviours, and attributes with respect to the requirements of their job and with due regard for the competency framework and business needs of the Service.

SECTION 3 – Addressing Learning and Development Needs

9. Strategies

9.1 Recognising that L&D is multi-faceted, our approach will be a combination of some or all of the following methodologies:

Strategy	Components	Comments
On-the-job learning	● Observation/shadowing ● Demonstration and practice ● Delegation ● Coaching ● Mentoring	The most effective and efficient means of developing employee capability.
Self-managed learning	● Reading ● E-learning ● Further education	● Effective where it supports on-the-job learning. ● Must be relevant.

Deployment	● Rotation/mobility ● Secondment ● Temporary assignments ● Special projects	● Effective where properly planned and managed. ● Facilitates on-the-job learning.
Group learning	● Cross-functional teams ● Communities of practice ● Networking ● Action learning	● Key to success is the management of the group and the attributes of individual members. ● Can be resource intensive.
Trainer-led interventions	● Training courses ● Seminars ● Development programme	● Must be relevant to current work situation. ● The opportunity to put learning into practice should be provided immediately on return to work.

10. Value for Money

10.1 To achieve value for money from the L&D investment, the following practices will be followed:

- An L&D strategy and training plan should be in place to inform resource allocation and budgeting.
- Learning and work should be integrated by ensuring that workplace solutions, e.g., on-the-job training and self-managed learning, are fully exploited as a first attempt at addressing needs.
- L&D products and resources, e.g., training courses, facilities, and materials, should be shared with other departments across the public service
- Training should be provided internally and from other resources within the public service system.
- The experience and talents of people within the Service should be explored to develop CBC.
- Subject-matter experts should be coached on basic train-the-trainer skills. This approach will help maximize existing resources and provide such experts with an opportunity to develop other skills.

- Where procurement of training is necessary, the formal procurement rules and procedures should be strictly applied.

10.2 The above practices will be monitored for compliance and may be reviewed from time to time.

11. Evaluation

11.1 A critical element in L&D programmes is the development and implementation of an effective evaluation system. Evaluation is the process of determining how effective learning and development is in enhancing individual and CBC performance. The information generated from the evaluation is used to decide if the programme should continue in its current format or be adjusted.

11.2 All L&D programmes will be evaluated on several levels to identify when and where the factors contributing to or inhibiting the achievement of learning objectives actually occurred. Improvements will then be made at the appropriate level to deliver better outcomes at subsequent levels.

11.3 The following table sets out the recommended percentage evaluation at each level using the Kirk Patrick model of learning evaluation. This model evaluates at four levels: **reaction, learning, application on the job, and organisational results**. The Phillips methodology includes a fifth level of evaluation: return on investment (ROI). Both models start with level one and progress through subsequent levels. Information gathered at each level serves as a basis for evaluation at the next level. While each successive level represents a more precise measure of the effectiveness of the training programme, it does involve a more rigorous and time-consuming analysis.

	Level of evaluation	Percentage of courses/interventions evaluated
1	Level 1	100%
2	Level 2	60%
3	Level 3	30%
4	Level 4	10–20%
5	Level 5	3–5%

SECTION 4 – Implementation

12. Roles and Responsibilities

12.1 This section discusses the roles of the Senior Management Team, HR/ Learning and Development Unit, and line managers/ supervisors.

Senior management buy-in and engagement is critical to the effective implementation of the learning and development strategy. Whether acting individually, as heads of sections, or collectively, senior management should:

- Set the overall direction by providing a high-level decision-making forum on learning, training, and development in the Service.
- Allocate specific responsibility for L&D to a nominated member of CBC and ensure that outcomes regularly feature on SMT agendas.
- Establish how training is organised, structured, and resourced. Identify roles, responsibilities, and reporting arrangements.
- Ensure that an LNA is conducted to identify and prioritise training needs.
- Promote a culture of continuous learning throughout the Service.

12.2 HR/Training and Development Unit

Subject to the overall requirements of senior management, the HR/Training and Development Unit is responsible for determining the Learning and Development needs for CBC, developing strategies to address these needs, and preparing plans for implementation. In this regard, the HR/Learning and Development Unit should:

- Prepare an LNA, learning and development strategy, and training plans following research, consultation, and analysis.
- Develop mobility and other policies to support on-the-job learning.
- Organise direct delivery of formal training using internal trainers, experienced officials, and subject-matter experts.
- Identify opportunities for sharing learning and development products and resources with other organisations across the public service.
- Procure training from external sources only where the need cannot be met internally within the civil service.

12.3 Line Managers

Line managers are a key component in the success of the Learning and Development Plan. They should, therefore:

- Discuss learning and development needs with their staff and agree on a learning plan consistent with the needs identified in the LNA.
- Provide an effective induction for new staff.
- Integrate learning and work by ensuring that workplace solutions, e.g., on-the-job training and self-managed learning, are fully exploited as a first attempt at addressing needs.
- Support and facilitate staff in relation to the time and effort required of them to learn and develop.
- Delegate tasks appropriately and involve staff in meetings and other day-to-day events that provide opportunities for learning and development.
- Coach and/or mentor staff and provide constructive feedback on performance on a continuous basis.
- Manage and facilitate the release of staff to attend learning events.
- Provide opportunities in the workplace to apply new knowledge and skills gained at learning events and monitor their application.
- Where possible, arrange for newly acquired learning/skills to be transferred to other staff within the unit.
- Participate in the evaluation of training events in which staff were involved.

12.4 Staff have primary responsibility for ensuring that their own learning and development needs are identified and addressed. The PMS process facilitates and supports them in this regard.

Specifically, staff should:

- Take responsibility for their own learning and development.
- Participate in discussions on a regular basis to identify learning and development needs insofar as they relate to and support key business objectives.
- Actively engage in self-development through on-the-job and self-managed learning.
- Avail themselves of learning and development opportunities provided.
- Participate in the evaluation of training events in which they were involved

13. Objectives, Actions, and Indicators

- 13.1 A schedule of objectives, actions, and indicators will be prepared to drive the implementation, which will be aligned with the overall Strategic Plan.
- 13.2 Approval and roll-out. This strategy has been formally agreed on and endorsed by the SMT and responsibility for its implementation was assigned to Senior Human Resources Manager Simone Lynch.
- 13.3 This L&D strategy will now be communicated to all stakeholders, and arrangements will be put in place to incorporate it into CBC's performance and business plan.

Annex D: Three Focus Areas, Nine Strategic Objectives, and 40 Projects that comprise the Plan

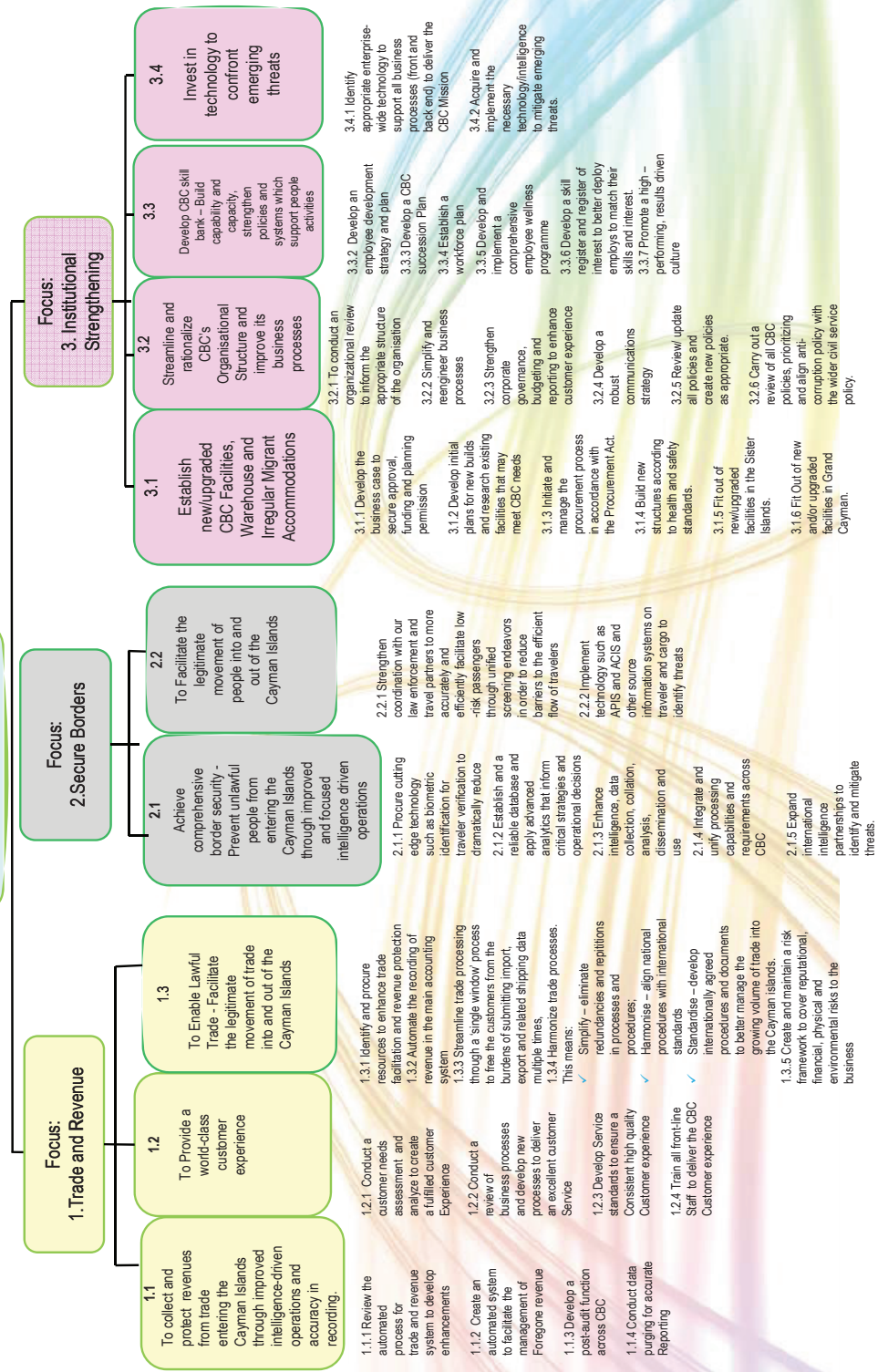


**Cayman Islands
Customs & Border Control**

WBS of Projects to achieve the Vision

Our Vision:

We help to strengthen the security and stability of the Cayman Islands by using an intelligence led, risk management approach to securing our borders



Annex E: Detailed Tasks and Predecessors

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
1	1	Create a fully operational and merged organisation able to deliver on the government's priorities and vision.	5 years	December 1, 2021	December 31, 2026	
	1.0	TRADE AND REVENUE				
2	1.1	To collect and protect revenue from trade entering the Cayman Islands through improved intelligence and accuracy of recording.	1265 days	Ongoing	Ongoing	3.4. Invest in technology to confront emerging threats
3	1.1.1	1.1.1.1. Review the automated process for trade and revenue system to develop enhancements.	10 days			1.2.1.1
		1.1.1.1.1. Map the process "as is."	1 day			
		1.1.1.1.2. Agree on the "to be" process.	1 day			
		1.1.1.1.3. Document the new process.	0.5 days			
		1.1.1.1.4. Validate with front-line employees and customers.	0.5 days			
		1.1.1.1.5. Adopt the new process.	1 day			

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
4	1.1.2	1.1.2.1. Create an automated system to facilitate the management of foregone revenue.				
	1.1.3	1.1.3.1. Develop a post-audit function across CBC.				
	1.1.4	1.1.4.1. Conduct data purging for accurate reporting.				
	1.2	Provide excellent customer service.				
	1.2.1	Conduct customer needs assessment.	15 days	January 25, 2020	February 5, 2020	
		1.2.1.1. Initial meeting (inception meeting) with consultant to agree on scope, detailed work plan, and key deliverables, including knowledge transfer arrangements.	0.5 days			None

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
		1.2.1.2. Conduct the listening exercise (with customers).	5 days			1.2.1.1
		1.2.1.3. Document the issues.	5 days			1.2.1.2
		1.2.1.4. Validate with employees and users.	2 days			1.2.1.3
		1.2.1.5. Sign off on agreed remedies.	0.5 days			1.2.1.4
		1.2.1.6. Roll out new processes and customer service standards.	1 day			1.2.1.5
		1.2.1.7. Design service standards.				1.2.1.6
		1.2.1.8. Evaluate and revise as appropriate.	1 day			1.2.1.7
	1.2.2	Conduct review of business processes.	15 days			1.2.1
		1.2.2.1. Initial meeting (inception meeting) with consultant to agree on scope, detailed work plan, and key deliverables, including knowledge transfer arrangements.	0.5 days			1.2.1
		1.2.2.2. Conduct the process mapping exercises.	5 days			1.2.2.1
		1.2.2.3. Document the “as is” and “to be” processes.	5 days			1.2.2.2

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
		1.2.2.4. Validate processes with employees and users.	2 days			1.2.2.3
		1.2.2.5. Sign off on agreed “to be” processes and customer needs.	0.5 days			1.2.2.4
		1.2.2.6. Roll out new processes and customer service standards.	1 day			1.2.2.5
		1.2.2.7. Evaluate and revise as appropriate.	1 day			1.2.2.6
	1.2.3	Develop service standards.	15 days			1.2.1
		1.2.3.1. Initial meeting (inception meeting) with consultant to agree on scope, detailed work plan, and key deliverables, including knowledge transfer arrangements.	0.5 days			1.2.1
		1.2.3.2. Conduct the process mapping exercises.	5 days			1.2.3.1
		1.2.3.3. Document the “as is” and “to be” processes.	5 days			1.2.3.2
		1.2.3.3. Validate processes with employees and users.	2 days			1.2.3.2
		1.2.3.4. Sign off on agreed “to be” processes and customer needs.	0.5 days			1.2.3.3

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
		1.2.3.5. Roll out new processes and customer service standards.	1 day			1.2.3.4
		1.2.3.6. Evaluate and revise as appropriate.	1 day			1.2.3.5
	1.2.4	Train all front-line staff to deliver the CBC customer experience.	20 days			1.2.1/1.2.2/1.2.3
		1.2.4.1. Design the customer service intervention.	5 days			1.2.1/1.2.2/1.2.3
		1.2.4.2. Target and schedule participants.	1 day			1.2.4.1
		1.2.4.3. Conduct the face-to-face training (approx. 15 employees per group).	13 days			1.2.4.2
		1.2.4.4. Evaluate.	1 day			1.2.4.3
	1.3	Enable lawful trade. Facilitate the legitimate movement of trade into and out of the Cayman Islands.				
	1.3.1	Identify and procure resources to facilitate trade and protect revenue.				
		1.3.1.1				

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
		1.3.1.2				
		1.3.1.3				
	1.3.2	Automate the recording of revenue in the main accounting system.				
		1.3.2.1				
		1.3.2.2				
	1.3.3	Streamline trade through a “single window” process to free customers from the burdens of submitting import, export, and related shipping data multiple times.				
		1.3.3.1. Scope the work to be done.				
		1.3.3.2				
	1.3.4	Harmonize trade processes. This means: ● Simplify – eliminate redundancies and repetitions in processes and procedures. ● Harmonize – align national procedures with international standards.				

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
		Standardize – develop internally agreed-upon procedures and documents to better manage the growing volume of trade into the Cayman Islands.				
		1.3.4.1				
		1.3.4.2				
	1.3.5	Create and maintain a risk framework to cover reputational, financial, physical, and environmental risks to businesses.				Develop Strategic Plan.
		1.3.5.1. Review risk framework in strategic plan.				
	2.0	SECURE BORDERS				
	2.1	Achieve comprehensive border security. Prevent unlawful entry into the Cayman Islands through improved and focused intelligence-driven operations.				

To be completed by Project Manager

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
	2.1.1	Procure cutting-edge technology, such as biometric identification for traveler verification, to dramatically reduce unlawful entry into the Cayman Islands.				
		2.1.1.1. Etc.				
	2.1.2	Establish a reliable database and apply advanced analytics that inform critical strategic, operational, and tactical decisions.				
		2.1.2. Etc.				
	2.1.3	Simplify and enhance data collection and dissemination.				
		2.1.3.1. Etc.				
	2.1.4	2.1.4.1. Integrate and unify processing capabilities and requirements across CBC.				
		2.1.4.2. Etc.				

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
	2.2.	Facilitate the legitimate movement of people into and out of the Cayman Islands.				
	2.2.1	Strengthen coordination with our law enforcement and travel partners to facilitate more accurate and efficient screening of low-risk passengers. 2.2.1.1. Etc.				
	2.2.2	Implement technologies such as APIS, ACIS, and other source information systems to identify threats. 2.2.1.2. Etc.				
	3.0	INSTITUTIONAL STRENGTHENING				
	3.1	Establish new/upgraded CBC facilities, warehouses, and irregular migrant accommodations.	1160 days	January 2020	December 2023	

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
	3.1.1	3.1.1.1. Develop the business case to support approval, funding, and planning permission.				
		3.1.1.1.1				
	3.1.2	Develop initial plans for new facilities and research existing facilities that may meet CBC needs.				
		3.1.2.1				
	3.1.3	Procurement exercises for contractors, etc.				
		3.1.3.1. Develop tender document.				
	3.1.4	Build new structures, fit them out, and conduct health and safety assessments.				
		3.1.4.1				
	3.1.5	Move into new facilities.				
		3.1.5.1				

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
	3.2	Streamline and rationalize CBC's structure and improve its business processes.				
	3.2.1	Conduct an organisation review and determine the appropriate structure for the organisation.				
		3.2.1.1				
	3.2.2	Simplify and refine intelligence-focused business processes.				
		3.2.1.2				
	3.2.3	Strengthen corporate governance, budgeting, and reporting to enhance customer experience.				
	3.2.4					
		Develop a robust communications strategy and plan.				

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
	3.2.5	Review/update all policies and create new policies as appropriate (including standard operating procedures).				
	3.2.6	Review all CBC policies, prioritizing and aligning anti-corruption policy with the wider civil service policy.				
	3.3	Develop the CBC skill bank. Build capability and capacity and strengthen the policies and systems that support people activities.				
	3.3.1	Develop an employee-development strategy and plan				
	3.3.2	Develop a CBC succession plan.				

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
	3.3.3	Establish a workforce plan.				
	3.3.4	Develop and implement a comprehensive employee wellness programme.				
	3.3.5	Develop skill and interest registers to better match employees with their skills and interests.				
	3.3.6	Promote a high-performing, results-driven culture.				
	3.4	Invest in technology to confront emerging threats.				

To be completed by Project Manager

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
		Simplify and refine intelligence-focused business processes.				
	3.4.2	Identify appropriate enterprise-wide technology to support all business processes (front and back end) to deliver the CBC mission.				
		3.4.2.1. Conduct requirement specifications workshops.				
		3.4.2.1. Develop RFI and conduct the process to better understand the market.				
		3.4.2.1. Develop RFP and advertise.				
		3.4.2.3. Evaluate bids.				
		3.4.2.4. Negotiate contracts.				
		3.4.2.5. Install hardware and software.				
		3.4.2.6. Test and accept.				
		3.4.2.7. Train employees.				
		3.4.2.8. Go live/roll out.				
		3.4.2.9. Evaluate.				

