



The Civil Service Strategic Plan 2024-2026

Why it Matters

As a civil servant, you might ask, “*Why does the Civil Service Strategic Plan matter?*” Here are a few points to consider.

It helps us deliver the Government’s strategic priorities better

The Strategic Plan is not an end in itself. It provides **a road map to help us deliver the Government’s strategic priorities better**, resulting in both internal effectiveness within the Civil Service and the positive external impact which the Government desires for the people of the Cayman Islands.

Internal Effectiveness

A Civil Service which is able to:

- Attract, develop, retain, and motivate high-calibre employees.
- Create the right structure, systems, and process to support its mission.
- Effectively, efficiently and fairly allocate resources.
- Maintain a programme of continuous improvement and a body of good practice.

External Impact

A Civil Service which is able to:

- Create value for its customers and citizens and deliver on Government’s priorities.
- Provide high quality services in a timely fashion.
- Ensure that the Cayman Islands is able to thrive, be resilient to setbacks.
- Make lives better.

It helps us improve the quality of life for Caymanians

Our Purpose as the Cayman Islands Civil Service is to *“Make the lives of those we serve better.”* Through each step of our strategic plan, we breathe life into the Civil Service’s Mission, demonstrating that *“We are dedicated to supporting the elected government by delivering caring, modern and customer-centred public services and programmes which deliver value for money.”*

It aligns with the Government’s Broad, and Specific, Outcomes

The Broad Outcomes and Specific Outcomes, presented in the CIG Strategic Policy Statement 2024-2026, capture the Government’s vision, as the elected Government, for the Cayman Islands and our people. These Outcomes form the basis for the Civil Service’s projects, initiatives and programmes for the period, and the budget allocations that support them.



Broad Outcome One:

Improve Quality of Life for Caymanians and Residents



Broad Outcome Two:

Enhance Competitiveness while Meeting International Standards



Broad Outcome Three:

Future Proof to Increase Resiliency



Broad Outcome Four:

Modernise Government to Improve Public Sector Performance



Broad Outcome Five:

Protect and Promote Caymanian Culture, Heritage and Identity

The Civil Service Strategic Plan 2024-2026 aims to fortify the Civil Service to successfully deliver on these Broad Outcomes, and the 20 Specific Outcomes related to them.

As shown below, each goal in the Strategic Plan maps to one or more of the Government’s Outcomes, just as each goal maps to a desired ‘business-as-usual’ state for the Civil Service, providing value to the people we serve and to the Cayman Islands as a whole.

The Strategic Plan 2024-2026 represents the next step in the evolution of the Civil Service and our continuing push to be world-class. Building on the solid foundation of the initial Strategic Plan for a World-Class Civil Service, this refreshed strategy aims to embed, at every level of the Civil Service, the mindset, competence, structure, systems, processes and accountabilities to **Make Lives Better**.

| CIVIL SERVICE STRATEGIC PLAN 2024-2026 | | | GOVERNMENT'S OUTCOMES 2024-2026 | |
|--|---|---|---------------------------------|------------------------------------|
| Goals | What success looks like when our exceptional moments become 'Business as Usual' | Strategic Goals | Broad Outcomes | Specific Outcomes |
| Customer experience | Our customers offer high praise and look forward to utilising our services and our elected leaders value our work to deliver their policy objectives. | Deliver an Outstanding Customer Experience | 1, 2, 3 | 1,5,9, 12, 15, 16,20 |
| Leadership | We are highly engaged and motivated to achieve results and to make a difference in the lives of those we serve. | Develop Exceptional Leadership | 1, 2, 3, 4, 5 | All |
| Talent development | We are skilled, competent and qualified, in the right position at the right time. | Pursue Excellence in Talent Development | 2,3,4 | 13 |
| Communication | We achieve awareness and buy-in for Government's policy priorities among internal and external stakeholders. | Foster Effective Communication | 1, 2, 3, 4, 5 | All |
| Governance | We deliver results whilst maintaining the confidence of those we serve. | Demonstrate Excellence in Governance Practices | 1, 2, 3, 4, 5 | 1, 6, 7, 8, 10, 15, 16, 17, 18, 20 |
| Accountability | We are evaluated on our results and the behaviours related to the deliverables for which we are responsible. | Create a Culture of Accountability | 1, 2, 3, 4, 5 | All, particularly 17 |

 **Specific Outcomes 2024-2026**

1. Building a modern infrastructure to ensure a successful future for our islands.
2. Create and encourage further diversity in the Cayman Islands economy.
3. Cultivate Civic and National Pride.
4. Enhance the entrepreneurial environment for micro/small businesses in the Cayman Islands.
5. Ensuring an equitable, sustainable and successful healthcare system.
6. Improve our financial services as an industry, product and economic driver for our islands.
7. Improve our tourism, as an industry, product and economic driver.
8. Improving education to promote lifelong learning and greater economic mobility.
9. Increase the positive sentiments of the Cayman Islands as a Global Business Jurisdiction.
10. Increasing social justice in the work force.
11. Maintain market/commercial leading edge in financial, maritime and aviation services.
12. Modernise Business Processes and Enhance Information Technology Platforms and Infrastructure.
13. Positioning the Public Service as an "Employer of choice" to attract and retain world-class talent.
14. Protecting the wellbeing of Cayman's youth, so they can achieve their full potential.
15. Provide affordable housing and create new opportunities to access capital for homeownership.
16. Providing solutions to improve the well-being of our people so they can achieve their full potential.
17. Strengthening Good Governance for more effective government.
18. Strengthening, preserving and enhancing public safety and security in the community.
19. Supporting climate change resiliency and sustainable development.
20. Utilising Sports to enhance the lives of our people.