

National Development Plan

Project Delivery Plan

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1 Background/Project purpose and justification

1.1 Background

The Central Planning Authority (the “Authority”), pursuant to section 5(1) of the Development and Planning Act (2021 Revision) has the duty “to secure consistency and continuity in the framing and execution of a comprehensive policy approved by the Cabinet with respect to the use and development of the land in the Islands to which this Act applies”. As a precursor, from 2018 to 2022 the Planning Department drafted a National Planning Framework (NPF) for review and approval by the Authority. The NPF was approved by the Authority on 24th August 2022 and delivered to the Ministry on 16th September 2022 to be used as part of a comprehensive policy for land use in the Cayman Islands. Per the cover memo to the Ministry, this document is a policy document, a flexible framework which will form the overarching basis for more specific elements of the Development Plan, including among other things, a Planning Statement, area/district plans and zoning map. Reference section 9(1) of the DPA for a comprehensive account of the contents and preparation of Development Plans. Ultimately, the Development Plan would culminate with any revisions to the Development and Planning Act and Regulations.

1.2 Implementation Approach

The Project will be divided into 3 phases.

Phase 1 – Creation of an NDP Delivery plan and NPF (Plan Cayman) approval

Phase 2 – Creation of a new NDP Statement

Phase 3 – Incremental Area Plan development and Parliamentary approval

2 List of Key Deliverables

Listed below are the Key deliverables of the National Development Plan project. A more detailed work plan is listed in **Appendix 1**.

Ser	Deliverable	Lead	Support
1	Project Delivery Plan	Central Planning Authority	<ul style="list-style-type: none"> • Ministry of Planning, Agriculture, Housing and Infrastructure • Department of Planning • Ministry of Sustainability & Climate Resiliency
2	Communications Plan, National Planning Framework & NDP Planning Statement	Central Planning Authority	<ul style="list-style-type: none"> • Ministry of Planning, Agriculture, Housing and Infrastructure • Department of Planning • Ministry of Sustainability and Climate Resiliency
3	National Planning Framework & National Development Plan Planning Statement	Central Planning Authority	<ul style="list-style-type: none"> • Ministry of Planning, Agriculture, Housing and Infrastructure • Department of Planning • Ministry of Sustainability and Climate Resiliency
4	Communications Plan NDP Area Plans	Central Planning Authority	<ul style="list-style-type: none"> • Department of Planning • Ministry of Planning, Agriculture, Housing and Infrastructure • Ministry of Sustainability and Climate Resiliency
5	Area Plans	Central Planning Authority	<ul style="list-style-type: none"> • Department of Planning • Ministry of Planning, Agriculture, Housing and Infrastructure • Ministry of Sustainability and Climate Resiliency

3 National Development Plan Structure

The National Development Plan (NDP) comprises diverse components, which are detailed in Part II – Development Plans of the DPA, as follows:

9. (1) A development plan includes such maps and descriptive matter in the form of a planning statement as may be necessary to illustrate its proposals with such degree of particularity as may be appropriate to different parts of the Islands; and a development plan, may in particular —

(a) define the sites of proposed roads, public and other buildings and works, airfields, parks, pleasure grounds, nature reserves and other open spaces;

(b) allocate areas of land for use for agricultural, residential, industrial or other purposes of any use or class specified in the plan; and

(c) designate, as public open space —

(i) land allocated by the plan for purposes of any of the functions of the Government or a statutory undertaker or a highway authority; and

(ii) other land that, in the opinion of the Government, ought to be subject to acquisition by

the Government for the purpose of securing its use in the manner proposed by the plan, Development and Planning Act (2021 Revision) Section 10 c Revised as at 31st December, 2020 Page 15 and the Government may acquire such public open space as it deems necessary.

The general components of the existing/past Development Plans are depicted in a visual diagram presented in **Appendix 2**. This diagram offers a proposed framework for the formulation of a new NDP.

4 Key Project Stakeholders

A Stakeholder is an individual or organization who is actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion.

Ser	Name	Role
1	The Authority (CPA) & the Board (DCB)	Project Owner
2	Eric Bush with support from Jennifer Ahearn	Executive Sponsor
3	Tristan Hydes Haroon Pandohie Troy Jacob	Sponsors/Business Owners
4	Richard Mileham and Simon Amos	Project Managers
5	Members of the CPA Planning Statement Working Group, Director of Planning & relevant staff, Representative of MPAHI & Representative of MSCR	Project Team

A detailed stakeholder list will be included in the separate Communications Plans.

5 Roles and Responsibilities

The Project Team includes Sponsors, Business Owners, Advisers and Project Team members. The Project Team is the group responsible for contributing to the planning and executing of the project. The Project Team will meet on a regular basis. The objective of the meeting is to provide an opportunity for all members to raise issues, ask questions, and provide insights to ensure that all are on the same page. The Project Team meets on a bi-weekly basis. The following table lists project team members, their role in the project and what they are responsible for.

Project Owners		
The Authority (CPA) and The Board (DCB)	Project Owners	<ul style="list-style-type: none"> • Provide direction, advice, and guidance of project deliverables • Receive recommendations and advice from the Executive Sponsor and make determinations and decisions regarding same. • Assist with resolving strategic level issues and risks. • Assist the project in achieving its outcomes. • Review and approve final project deliverables. • Provide policy direction and guidance to the project in accordance with the DPA.

		<ul style="list-style-type: none"> Decide on strategies for the implementation of the project. Review the work of the project for conformity with the DPA and overall policy framework of the Authority and Government.
Sponsor Team		
Eric Bush with support from Jennifer Ahearn	Executive Sponsor	<ul style="list-style-type: none"> Ensure the project is aligned with Government's strategy. Ensure the project makes wise use of assets. Assist with resolving strategic level issues and risks. Make recommendations to Project Owner regarding changes to the project with a high impact on output, timelines and budget. Provide direction on administrative and financial matters relating to the project. Assess project progress. Provide advice and guidance to the Project Owners regarding business issues facing the project. Assist the project in achieving its outcomes. Review and make recommendations to the Project Owner regarding final project deliverables. Provide policy direction and guidance to the project. Make recommendations to the Project Owner regarding strategies for the implementation of the project. Direct and support the Project Management Team. Review the work of the project management team for conformity to overall policy framework of the Project Owner & Government.
Business Owners		
Tristan Hydes Haroon Pandohie Troy Jacob	Sponsors/Business Owners	<ul style="list-style-type: none"> Participate at Project meetings, when needed, and provide guidance and leadership for the project Executive level resource management for the team Champion the communications within the project, and all other business units that are impacted by the outcome of the project to Champion the Change Management Process for the project Monitor the performance of the project in terms of quality and timelines. Review the impact of the project on the quality of service delivery. Makes strategic decisions regarding the prioritization of project deliverables and approving interim deliverables. Take corrective/remedial actions in the case of delays in the implementation of the project activities. Securing acceptance and approval of deliverables from the Executive Sponsors and Stakeholders outlined in the NPF. Ensure corrective/remedial actions in the case where the quality of the deliverables is not in accordance with specifications.
Project Management		
Simon Amos Richard Mileham	Project Manager	<ul style="list-style-type: none"> Responsible for Project Delivery Plan Responsible for status reporting Providing smooth transition of the project work to operations and closing the project when final deliverables are accepted by the stakeholders outlined in the NPF. Making sure the project is delivered in budget, on schedule and within scope. Ensuring that the Project Team completes the project and achieves the project objectives. Guiding communications with the top management and getting appropriate resources sanctioned for the successful completion of the project. Responsible to the Project Owners & Executive Sponsors for the results obtained by the project after the efforts of the team has been completed. Managing and directing project activities,

		<ul style="list-style-type: none"> • Providing scope control, quality assurance and control, resource management and control, cost and schedule control, risk management and change management strategy • Chairing meetings of the Project Team. • Leading the team to deliver quality deliverables that meet the objectives of the project.
Project Team		
Members of the CPA Planning Statement Working Group, Director of Planning & relevant staff, Representative of MPAHI & Representative of MSCR	Project Team	<ul style="list-style-type: none"> • Participate at Project meetings and provide input to the project outputs • Provide the needed resources and responsible for resource management for the completion of the outputs • Identifying stakeholders (including, but not limited to, those listed in section 1.7 of the NPF), project objectives, requirements, scope and deliverables. • Engaging all stakeholders (including, but not limited to, those listed in section 1.7 of the NPF) who will be impacted by the project to contribute, participate and support the project work that will result in measurable and meaningful benefits to the organization. • Ensure clear communications within the project, and all other stakeholders that are impacted by the outcome of the project • Lead the Change Management process • Prioritization of Issues for escalation • Identify project constraints, issues and risks and report them to the Project Managers • Contributes to the planning of the project • Drives day to day activities in accordance with the plan • Will approach issues with a positive, problem solving attitude

6 High-level Risks

When completing a project, there are several high-level risks that should be considered. These risks can vary depending on the nature of the project and the specific circumstances. Identified high risk are list at **Appendix 3**.

7 Budget

The Department of Planning has operational budget for this project. A business case will be developed for funds to expedite the creation of Area Plans in Phase 3 of this project.

8 Project Meeting Cadence

Bi-weekly meetings will commence starting Tuesday 17 October 2023, in order to be in alternate week of CPA meetings.

APPENDIX 1 - National Development Plan – Work Plan

(WORKING DOCUMENT)

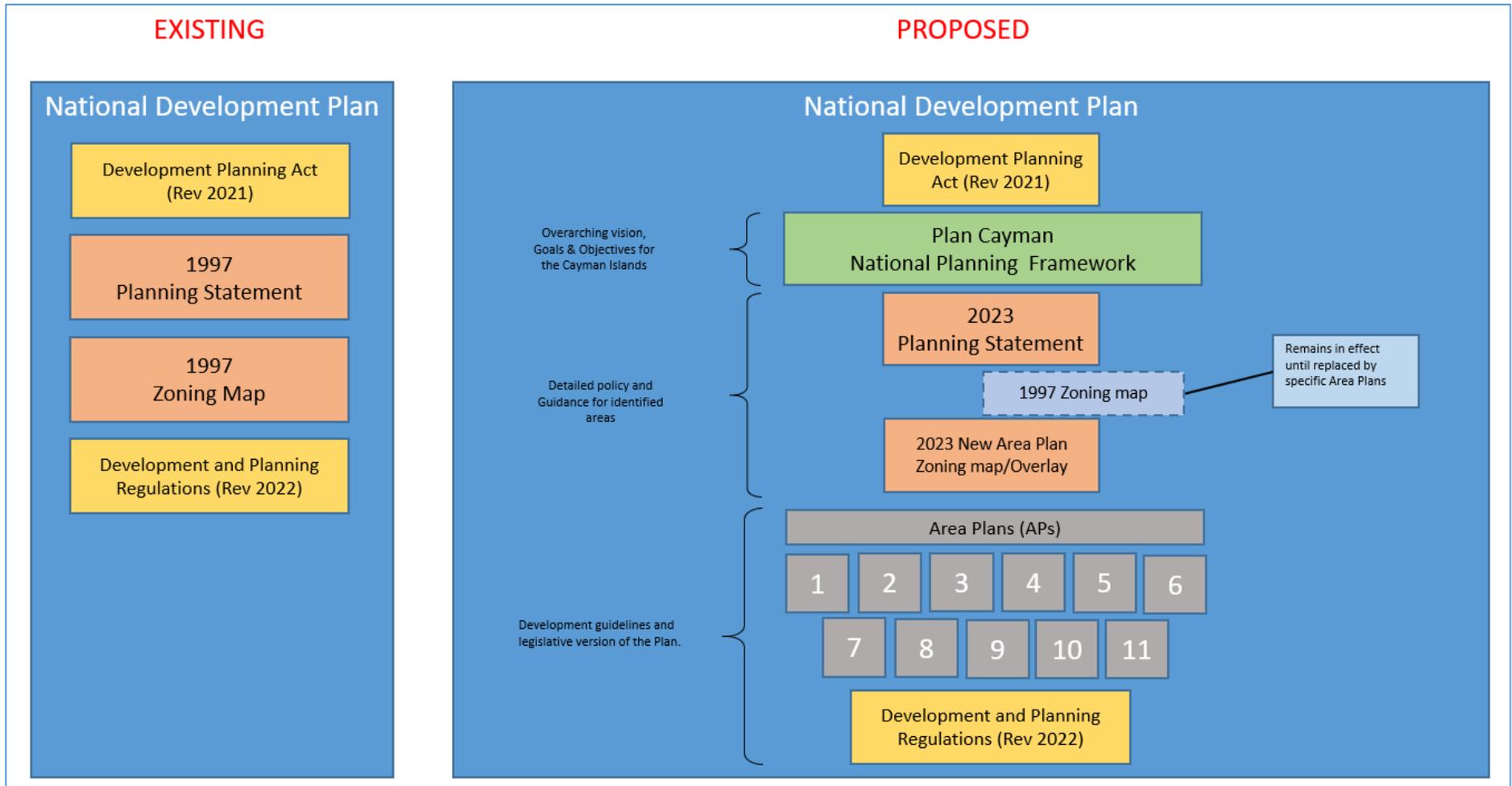
Output is what the project will produce or deliver and the Outcome is a specific benefit that results from the project.

Activity	Estimated Timeframe	Project Output	Project Outcomes
Phase 1			
Plan Cayman - National Planning Framework stakeholder update meetings	Q4 2023	Revised PLAN Cayman National Planning Framework document	Make amendments to the NPF regarding the NDP Structure. Advertise the re-launch of the process. Perhaps one general public meeting to invite stakeholders to understand responses.
Create a National Development Plan Cabinet Note to include: <ul style="list-style-type: none"> The revised PLAN Cayman National Planning Framework Project Delivery Plan for the NDP 	Q4 2023	Cabinet Note Project Delivery Plan	Provide Cabinet with the strategic plan to deliver the National Development Plan and the acceptance of the structure <ul style="list-style-type: none"> Plan Cayman National Planning Framework Planning Statement Area Plans Acceptance of the Plan Cayman National Planning Framework Acceptance of the Delivery plan
Assist the CPA with the production of a NDP Planning Statement Communication Plan	Q4 2023	NDP Planning Statement Communications Plan	
New Plan Cayman - National Planning Framework made public	Q4 2023	Published National Planning Framework document	Provide transparency and accountability to empower citizens by providing with necessary information for informed participation in public decision making.
Phase 2			
Assist the CPA with the production of a draft Development Plan, Planning Statement	Q4 2023	NDP Planning Statement	To fulfil obligations under the Development and Planning Act (2021 Rev)
Assist the CPA with the Planning Statement internal stakeholder consultation	Q4 2023 / Q1 2024		To provide feedback for identifying potential issues and risks. Enhance transparency and increase stakeholder buy-in.
CPA/DCB approval for Public Consultation	Q4 2023 / Q1 2024	Approval for Public Consultation	To provide feedback for identifying potential issues and risks. Enhance transparency and increase stakeholder buy-in.
Assist the CPA to seek approval for Ministers to convene a Development Planning Appeals Tribunal.	Q1 2024		To provide feedback for identifying potential issues and risks. Enhance transparency and increase stakeholder buy-in.
Create a Planning Statement Cabinet Note	Q1 2024	Cabinet Note	Support for the Planning Statement document.

60 day Public Consultation	Q1/Q2 2024		Provide transparency and accountability to empower citizens by providing with necessary information for informed participation in public decision making.
Consultation Report	Q2 2024		
Approval for Minister to convene Development appeals tribunal	Q2 2024		
DPAT hearings	Q2 2024		
Tribunal Report of Amendments	Q2/Q3 2024		
CPA approvals submission to cabinet	Q2/Q3 2024		
Cabinet approves for submission to Parliament	Q3 2024		
Tabled in Parliament	Q3/Q4 2024		
New Planning Statement Issued	Q4 2024		
Phase 3			
Continual Development of the Area Plans	Q4 2024 onwards		
Create a Business Case for additional resources to expedite the Area Plan production	Ongoing		
Update Planning Regulations			

APPENDIX 2

2023 National Development Plan – Proposed Structure



The 11 Area plans will be identified in the Planning Statement and will each have their own Public consultation period. Each Area Plan will contain their own specific Zoning Maps, Overlay Zones, Area Plans, Circulation and Transportation, Infrastructure, Design, Natural Resources, Community Facilities, Parks, Recreation & Open Spaces and Economic Element.

APPENDIX 3

High-Level Risks

Ser	Risk	Possible Impact on Project	Risk Mitigation
1	Resource Constraints: Insufficient availability of CIG staff	Project timeline delays	Agency resource planning, specific task allocation. Prioritization of tasks and a flexible approach to collaboration.
2	Decision making: delays in decision making	Project timeline delays Stakeholder frustration Missed opportunities	Communication is key. Establish clear decision criteria when comparing options. Stakeholder involvement creates a diverse perspective for decision making.
3	Scope Creep: Expanding project scope	Project timeline delays Potential resource constraints Decrease in quality	Implementation of a change control process. Continuous Stakeholder Engagement
4	Communication Breakdown: Ineffective communication among team members and stakeholders	Project timeline delays Staff misunderstanding Decreased collaboration	Develop communications plan Bi-weekly meetings
5	Stakeholder Misalignment: Conflicting interests or differing expectations	Decision-making delays Stakeholder frustration	Stakeholder Analysis completed Project Delivery Plan completed Bi-weekly meetings to maintain open and transparent communication.
6	External Factors: External risks such as public consultations, changes in regulations or natural disasters	Project timeline delays	Risk assessment carried out and documented. Continuously monitor for and detect external risks early. Stakeholder communication through meetings.
7	Financial: Insufficient funds available	Project timeline delays Scope decreased	Business Case to be created to seek new funding for Area Plan creation and delivery.
8	Political Calendar: General Election 2025	Decision-making Scope change	Careful planning and coordination with relevant agencies and build flexibility into the project timeline
9	Parliament Schedule: meeting schedule and deadlines	Decision-making Project timeline delays	Careful planning and coordination with relevant agencies and build flexibility into the project timeline
10	CIG approval process/cadence: Caucus and Cabinet meeting schedule and procedural constraints	Decision-making Project timeline delays	Careful planning and coordination with relevant agencies and build flexibility into the project timeline

