



Department of  
Lands & Survey  
Cayman Islands Government

# STRATEGIC BUSINESS PLAN

2025 to 2030



Department of  
Lands & Survey  
Cayman Islands Government

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## Message from the Director

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*Department of Lands & Survey  
Cayman Islands Government*



The Lands & Survey Department exists to protect property rights and provide trusted land information and services that support national development. Our vision is to be a global leader in innovative land administration – helping the Cayman Islands thrive socially, economically and environmentally.

This Strategic Business Plan sets out how we will strengthen our performance over the coming years by focusing on three priorities: investing in our people, delivering a consistently excellent customer experience, and modernizing the way we work through stronger processes and technology. Our goal is straightforward, services that are accurate, transparent and reliable, delivered with professionalism and care.

We will measure progress, communicate openly, and build a culture of accountability and continuous improvement. By working closely with our partners and listening to customers and staff, we will keep this plan responsive to emerging needs while staying anchored to our mission and vision.

I am proud of the dedication of our team and confident in the direction ahead. Together, we will deliver a land administration service that the public can trust and that the Cayman Islands can rely on – today and for the future.

# Corporate Overview



The Lands & Survey Department is the national steward of land information and land administration services in the Cayman Islands. Our work protects property rights, supports informed decision-making, and contributes to sustainable development and economic confidence.

Through land registration, surveying, valuation, geographic information and related support services, we promote accuracy, integrity and public trust in the land administration system.



**Public Trust  
in Land Information**



**Certainty in  
Property Rights**



**Reliable Services  
that Enable Growth**

**Registry**

**Survey**

**GIS**

**Finance**

**Valuation**

**Customer**

# Our Vision for the Future

*To be a global leader in innovative land administration, empowering the Cayman Islands to thrive socially, economically, and environmentally.*

Social

Economic

Environmental



# Our Mission: Service Excellence



*To deliver efficient, transparent, and innovative land administration services that supports sustainable development, safeguard property rights, and enhance public confidence across the Cayman Islands.*

## HOW WE DELIVER



### Continuous Improvement

Ongoing review and improvement of processes, systems and services.



### Accuracy & Accessibility

Maintaining high standards of data integrity while ensuring information is accessible and useful to all.



### Stewardship of Land Information

Responsible management and protection of the Cayman Islands' land records and related information assets.



### Decision Support

Providing reliable and timely land information and services to support informed decision-making.

# Our Core Values

These foundational principles guide every decision we make and every service we deliver.



## TRUSTWORTHY

We provide reliable information and consistent services customers and stakeholders can depend on.



## INTEGRITY

We uphold the highest ethical standards and act transparently, responsibly and fairly.



## INNOVATION

We embrace modern approaches that improve services, strengthen efficiency and support better outcomes.



## SERVICE EXCELLENCE

We deliver responsive, professional, customer-focused services with care and consistency

# Customers & Their Needs



Our customers include members of the public, industry professionals, government partners and internal stakeholders. Across all groups, customers expect services that are clear, timely, secure, accessible and professionally delivered.



## Public

Individuals & Families



## Professionals

Attorneys, Surveyors, Agents



## Government

Partners & Agencies



## Internal Stakeholders

Department Staff

## WHAT OUR CUSTOMERS NEED

- Clear Information and guidance on requirements and processes.
- Timely processing and predictable outcomes
- Secure and trustworthy information
- Accessible services and convenient service channels.
- Responsive and professional support

# Products & Services



## Statutory & Regulatory Services

- Land Registration and related registry services
- Survey plan processing and cadastral record services
- Valuation, Stamp Duty and Crown Land Support Services



## Land Information Services

- Official land information extracts and supporting services
- Public guidance, standards, and service information
- Data services and information products that support informed decision-making



## Digital Services— CayMap Digital Mapping Platform

- Digital map platform bringing land information into one place
- Sales data and market insights
- Survey information, land registry and parcel context
- Value-added services for planning and investment decisions

# Social Responsibility



## Trust, Security and Resilience

Public trust is fundamental to effective land administration. The Department will continue to strengthen service integrity, protect information, and build resilience so that customers can rely on Lands & Survey services in both normal and disruptive circumstances.



### Integrity

Maintaining the highest standards of accuracy and ethical conduct in all operations.



### Fraud Risk Reduction

Proactive measures to detect, prevent and respond to threats to land records.



### Accessibility & Inclusion

Services designed to be accessible to all members of the Cayman Islands community.



### Business Continuity

Robust plans to ensure service resilience during disruption or emergencies.

# Strategic Business Priorities

Three interconnected priorities driving our performance from 2025 to 2030



01

## Staff

*Our People*

Develop a people strategy ensuring LSD has a highly skilled, motivated and engaged workforce capable of effectively delivering its mission by 2030.



02

## Customer Centric Excellence

*Our Service*

Deliver a customer-focused service experience that is clear, accessible, timely and consistent.



03

## Process Innovation & Technology

*Our Systems*

Modernise processes, systems and enabling technology to improve efficiency, consistency and resilience.

# Strategic Objective 1 – Staff



To develop and implement a people strategy that ensures the Department has a highly skilled, motivated and engaged workforce capable of effectively delivering its mission by 2030.

By fostering a culture of continuous learning, recognising strong performance, supporting leadership development and creating pathways for career growth, we will build a resilient team equipped to meet the evolving demands of modern land administration

## WHAT WE WILL STRENGTHEN



### Recruitment

Attracting the right people to strengthen our team.



### Performance Mgmt

Clear goals, feedback and recognition of achievement.



### Training & Development

Building capability through continuous learning.



### Workplace Wellbeing

An inclusive, supportive and positive culture.



## OUTCOME

A resilient, capable and high-performing workforce equipped to support modern land administration.

# Measuring Our People Success



The Department will measure success under this objective through a phased people performance framework.

## KEY INDICATOR

### Employee Engagement Score

A department-wide measure of staff engagement based on an annual staff survey, supported where appropriate by interim pulse checks.

## SUPPORTING INDICATORS

1



### Staff Retention Rate

The rate at which employees remain with the Department during the reporting period, used to monitor workforce stability and organisational health.

2



### Training Completion Rate

The rate at which staff complete mandatory training and priority development activities aligned to departmental capability needs.

3



### Succession Planning Coverage

The extent to which identified critical roles are supported by a documented succession or development plan.

*Measures will be reviewed regularly and used to drive continuous improvement.*



***If you take care of your employees,  
they will take care of the clients.***

**— Richard Branson, Founder of the Virgin Group**

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This principle resonates deeply with our organisational philosophy. When we invest in our people through meaningful development opportunities, supportive leadership, and a positive workplace culture, they respond with enhanced dedication, creativity and commitment to serving our customers with excellence. Employee satisfaction and customer satisfaction are inextricably linked – one cannot thrive without the other.

# Strategic Objective 2 – Customer Centric Excellence



To deliver an outstanding customer service experience to all our customers, consistently supporting achievement of the Department's vision through responsive, professional and accessible services.

We recognise that exceptional service is not just about meeting expectations – it's about exceeding them through proactive engagement, transparent operations, and continuous service improvement.

## WHAT WE WILL STRENGTHEN



### Understand Customer Needs

Gathering and acting on customer feedback and preferences.



### Enhance Access to Services

Improving awareness and ease of access across all channels.



### Customer Service Charter

Publishing clear standards for every customer interaction.



## OUTCOME

Customers experience services that are clear, accessible, timely and delivered to consistent standards

# Customer Performance Measures



The Department will measure customer-focused performance through service standards, customer feedback, accessibility indicators and system reliability measures.

## KEY INDICATOR

### Customer Satisfaction Score

A measure of customer experience based on structured feedback across priority service channels and selected service areas.

## SUPPORTING INDICATORS

1



### Compliance with Service Standards

The rate at which selected service transactions are completed within the published standard for that service.

2



### Digital Service Coverage

The extent to which priority services are supported by online access, digital guidance, downloadable forms, or other approved digital service channels.

3



### System Availability

The level of operational availability of key customer-facing systems during normal service hours.

*Measures will be reviewed regularly and used to drive continuous improvement.*



***The best customer service is if the customer doesn't have to call you, doesn't need to talk to you. It just works.***

**— Jeff Bezos**

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This vision drives our commitment to creating intuitive, efficient systems that empower our customers with self-service capabilities and seamless digital experiences. By investing in user-friendly technology, clear documentation, and streamlined processes, we aim to make land administration services so straightforward and accessible that support requests become the exception rather than the norm. When technology and design work harmoniously, customer satisfaction naturally follows.

# Strategic Objective 3 – Process Innovation & Technology



To deliver an innovative, efficient and technology-enabled land administration service that supports the Department’s vision by 2030.

The landscape of public service is rapidly evolving, driven by digital transformation and rising stakeholder expectations for speed, accuracy and accessibility. By modernizing our operational processes, updating legislative frameworks and adopting advanced technologies, we will position L&S as a forward-thinking organisation capable of meeting contemporary challenges while remaining adaptable to future opportunities.

## WHAT WE WILL STRENGTHEN



### Review & Improve Processes

Documenting and streamlining all key operational workflows.



### Adopt Enabling Technology

Deploying digital tools to improve speed, accuracy and access.



### Update Legislation & Policies

Ensuring our legal and policy framework reflects modern practice.



## OUTCOME

Faster, more consistent services supported by modern systems, improved processes and updated ways of working.

# Process & Technology Measures

Progress under this objective will be measured through improvements in service efficiency, process maturity, digitisation and reform delivery.

## KEY INDICATOR

### Average Turnaround Time for Priority Services

The average time taken to complete identified priority services, measured against an agreed baseline and tracked to monitor gains in efficiency and consistency.

## SUPPORTING INDICATORS

1



#### Process Documentation Coverage

The extent to which identified core business processes are formally documented, reviewed and approved.

2



#### Digital Enablement Coverage

The extent to which identified priority services are supported by digital workflows, e-forms, automation, online submission, or other approved technology-enabled improvements.

3



#### Legislative and Policy Reform Progress

Progress made in reviewing, drafting, updating or advancing priority Acts, regulations, policies or operational instruments through the relevant approval stages.

*Performance will be tracked through regular reporting and used to drive continuous improvement.*

# Building Confidence Through Reliable Land Information



## Trusted Land Information

Reliable, accurate and secure land records that the community can depend on.



## Customer-First Services

Clear, consistent and responsive services for every customer group.



## Modern Delivery and Skilled People

Innovative systems, improved processes and a high-performing workforce.

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*Building confidence through reliable land information, consistent service, and continuous improvement.*

**We will monitor progress through a structured performance framework, report transparently, and review this Plan periodically to ensure it remains relevant and responsive**

# Contact Information

*For further inquiries and information*

## Website:

<https://www.caymanlandinfo.ky/>

## Customer Service Channels:

Grand Cayman: +1 345 244 3420 | Cayman Brac: +1 345 244 4408

## Feedback / Complaints / Suggestions:

[landsurv.info@gov.ky](mailto:landsurv.info@gov.ky)

## Social Media:

: [landsandsurveyki/](#) | : [Lands and Survey CI](#) | : [Department of Lands & Survey](#)

## Grand Cayman Address:

133 Elgin Avenue, George Town, Grand Cayman

## Cayman Brac Address:

(Temporary) #256 Creek Road, Cayman Brac

