



2026

BUDGET ADDRESS

MOVING FORWARD TOGETHER: PEOPLE, PURPOSE, PROSPERITY

PRESENTED BY
THE HONOURABLE PREMIER
CORA RICHARDSON HODGE

MINISTRY OF FINANCE
11TH NOVEMBER 2025

2026 BUDGET ADDRESS

Moving Forward Together: People, Purpose, Prosperity

1 INTRODUCTION

Madam Speaker, Honourable Members of the House of Assembly, Distinguished Guests, and My Fellow Anguillians,

It is with deep humility and an abiding sense of purpose that I rise today to present my first Budget Address as Premier and Minister of Finance. I do so on behalf of a government united by the conviction that the true measure of our island's success lies not merely in the growth of our economy or revenues, but in the advancement of our people.

I would first like to give thanks to the Almighty God for his guiding hand and his mercies. I would also like to thank the people of Anguilla for placing their faith and trust in this Anguilla United Front Administration and resoundingly electing eight of eleven elected members to office less than nine months ago. The people of Anguilla showed that they were ready for a government which not only values people over objects but understands that the only way in which Anguilla can move forward is by balancing infrastructural development and people development.

The theme of this year's Budget — *"Moving Forward Together: People, Purpose, Prosperity"* — reflects that belief. It is a call to unity, to shared purpose, and to the common good. It reminds us that every fiscal decision, every policy choice, and every reform must ultimately serve one objective; improving the lives of Anguillians.

Madam Speaker, the Anguilla United Front, campaigned on "Putting People First". It was not just a tag line or a slogan; it was a promise to the people of Anguilla. The Anguilla United Front's 2025 People Plan was adopted by Executive Council as the guiding document setting out this Administration's policies and vision for the advancement of our island. I am proud to say that through hard work and dedication, on August 1st, 2025, this Administration was successful in delivering *GST Relief to the People*. This accomplishment is even more significant when one takes into consideration the vagaries and uncertainties of the global market and international trade.

Our work continues from there, Madam Speaker. The decisions made by this Administration are focused on placing people at the center of progress and positioning knowledge, innovation, and human capacity as the true engines of development. It is now even more important than ever that we prepare our people for the Digital Age. The very name of our jurisdiction ‘*dot AI*’ now carries global recognition as a symbol of creativity, digital transformation, and new opportunity. What began as foresight has become a fiscal reality. Yet, as we embrace the possibilities of this new age of artificial intelligence, we are reminded that technology alone does not define progress; people do.

For as Kofi Annan once said, “*A society that cuts itself off from its people is doomed to fail.*” This Budget is our assurance that Anguilla will never make that mistake. It is a Budget grounded in the belief that prosperity must have purpose, and that purpose must always be human.

Madam Speaker, this is the people’s Budget. One that honours the past, confronts the present, and prepares for the future. It is about building not only a stronger economy, but a fairer, more compassionate island; one where progress is measured by the well-being of our families, the empowerment of our youth, and the dignity of every Anguillian.

This is our charge as leaders, and our promise as Anguillians: to move forward together, with people at the centre, purpose as our compass, and prosperity as our shared destination.

1.1 TURNING VISION INTO ACTION: THE 2026 BUDGET PRIORITIES

Madam Speaker, this Budget gives life to our theme “*Moving Forward Together: People, Purpose, Prosperity.*” It reminds us that progress is not measured by figures alone, but by the comfort, confidence, and opportunity experienced by our people each day.

Our work begins where all progress must begin with safety and peace of mind. When families feel secure and communities are prepared, the whole island stands stronger. This Budget strengthens security and emergency preparedness, investing in modern technology and coordination systems to protect our borders, our homes, and our people. Safety is the foundation upon which trust and stability rest.

We also renew our commitment to the next generation. Anguilla’s young people must see a future here, one that rewards effort and expands possibility. This Budget expands early learning, skills training, and scholarships, creating a clear pathway from aspiration to achievement. Education remains our most powerful tool for opportunity. The pathway through which every young Anguillian can rise, contribute, and help build a stronger Anguilla.

Madam Speaker, well-being is the truest reflection of shared progress. This Budget improves the reach and quality of healthcare and social services, strengthening patient care, expanding rehabilitation and mental health support, and ensuring that those most in need are never left behind. Prosperity means little if it does not also mean compassion.

We are also investing in the physical foundations that sustain daily life. This Budget targets key infrastructure: water, waste management, roads, airport development, and public buildings, while placing new emphasis on maintenance. Good governance is not only about building, but about preserving, not only about expansion, but about care.

Finally, Madam Speaker, this Budget continues the work of transformation, positioning our Anguillian jurisdiction for a new era of digital and economic opportunity. The growing prominence of *dot AI* has placed our island on the global stage, and we are determined that this advantage delivers real and lasting benefits for our people.

Across every priority runs a single truth: the strength of Anguilla lies in its people. Each investment made through this Budget is designed to strengthen their security, expand their knowledge, uphold their dignity, and create genuine opportunities. This is how we move forward together, with people at the center, and prosperity as a shared promise. **This is how we put people first.**

2 ECONOMIC AND FISCAL REVIEW

2.1 2025 REVIEW OF THE ECONOMY

Madam Speaker, I continue with the review of the Anguillian economy for 2025. As the AUF administration takes its place, firmly committed to "Moving Forward Together: People, Purpose, Prosperity", we begin with a clear and comprehensive look at the economic landscape. Under this guiding theme, we are reminded that true progress comes not from chance, but from our shared devotion to building a territory that works for every Anguillian. We therefore remain resolute in placing our People at the heart of every decision, driven by a clear Purpose, and steering Anguilla towards shared Prosperity.

The year 2025 saw Anguilla's real economy navigate a period of moderate adjustment and continued growth within a dynamic global environment. Global headwinds persisted, as geopolitical tensions, slower global trade, and volatile energy prices all weighed on small island developing states like ours. Yet stability was aided by the easing of global monetary policy after a sustained period of tightening.

Revised estimates from the Eastern Caribbean Central Bank (ECCB) indicate that real Gross Domestic Product (GDP) grew by 3.8 per cent in 2025, reflecting continued momentum in our tourist product, construction, and

business services sectors. This followed a growth of 1.4% in 2023 and 4.8% in 2024, reflecting a sustained, though measured growth in economic activity.

On prices, Anguilla experienced a period of relative stability in 2025. Inflation fell by 0.3 per cent², supported by government's recent fiscal policy reforms including the removal of Goods and Services Tax from food items in late 2024 and the later comprehensive reform which took effect in August 2025, in response to rising cost-of-living pressures.

Our vital tourism sector, the cornerstone of our real economy, continued to expand beyond its pre-pandemic peak with robust visitor arrivals. Madam Speaker, visitor arrivals are projected to increase by 9.2 per cent by the end of 2025³, driven by expanded airlift and a more diversified hospitality offering. With the anticipated addition of new routes and charter services from the United States to strengthen connectivity and to enhance visitor experience, and the planned runway extension there is scope for more growth. Boutique accommodations, luxury villas, and cultural tourism initiatives have helped to extend visitor amenities and boost spending across communities. This growth reinforces Anguilla's position as one of the Caribbean's premier destinations, not by accident, but through strategic planning, consistent quality, and the unmatched warmth of our people.

The construction sector has once again served as a pillar of local employment and investment. ECCB estimates a 19.7 per cent real expansion in 2025, spurred by ongoing airport redevelopment, major improvements in the road network, school facilities and health infrastructure, and residential housing projects. These capital works help to build resilient infrastructure and strengthen long-term competitiveness.

Madam Speaker, as we look ahead to 2026, the outlook remains positive yet measured. The ECCB projects real GDP growth of 2.7 per cent, underpinned by tourism, expansion in construction, and the acceleration of private sector investment.

Our mission is clear - to move forward together by empowering people, driving purposeful development, and expanding shared prosperity. This is how we build not only an economy that grows, but one that uplifts our people, strengthens our communities, and secures our future.

Anguilla stands at a defining moment. The choices we make today, guided by discipline, compassion, and unity will shape the opportunities of tomorrow. Together, we will continue to advance our vision of People, Purpose, Prosperity as we move boldly toward a brighter, more resilient, and more inclusive future.

1. ECCB estimates from November 2025.
2. Measured by the change in the Anguilla Consumer Price Index for June 2025 over June 2024.
3. Data from the Anguilla Statistics Department through to June 2025.

2.2 2025 FISCAL REVIEW

Madam Speaker, I will now provide a brief synopsis on the 2025 fiscals, for revenue, expenditure, overall balance and debt.

2.2.1 Recurrent Revenue

Madam Speaker, total tax revenue outturn for 2025 is forecasted at EC\$289.3 million, representing approximately 86 per cent of the EC\$335.5 million budget. The overall outcome reflects solid performance across most major categories, tempered by lower receipts from international trade and transactions.

Taxes on Goods and Services remain the dominant contributor to total revenue, with a budget of EC\$226.70 million, and an estimated outturn of EC\$198.37 million by year-end. Although Post-GST Reform collections have impacted the revenue for this line item the steady performance continues to reflect consistent compliance among registered businesses and ongoing efficiency in the administration of taxes.

Taxes on payroll – primarily the Universal Social Levy (USL) - continues to be a reliable and stable source of revenue, with collections of EC\$18.84 million as of 30 September and a forecast of EC\$23.86 million, compared to the budget of EC\$26.51 million. This outcome indicates sustained employment levels and compliance with statutory obligations.

Taxes on Property performed marginally above the prior year's pace, achieving EC\$7.93 million to September, and are projected to close the year at EC\$8.20 million, relative to the budget estimate of EC\$7.54 million. This improvement reflects ongoing improvements in compliance.

Taxes on International Trade and Transactions recorded EC\$40.48 million to the end of September. Madam Speaker, revenues from international trade and transactions are forecast at EC\$53.1 million, compared to a budget of EC\$67.6 million. This outcome reflects some moderation in import activity during the year. The Ministry continues to review the underlying trends in trade volumes and customs collections to review broader changes in import patterns.

Finally, Taxes on Income, Profits and Capital Gains remain modest but stable, with collections of EC\$5.76 million and a similar forecast for year-end, relative to the budget of EC\$7.24 million.

Madam Speaker, the overall trend reflected in this chart confirms that tax revenue remains robust, underpinned by a broad and compliant tax base. The stability of collections across categories demonstrates confidence in the economy and continued progress in revenue administration reforms.

Non-tax revenue has recorded another year of exceptional growth with an end-of-year forecast of EC\$271.1 million, compared to the original budget of EC\$190.3 million. This represents an overall increase of more than 40 per cent

above budget expectations, Madam Speaker, demonstrating the effectiveness of ongoing efforts to strengthen collection and broaden the Government's revenue base.

The main driver of this performance has been Sales of Goods and Services, which account for the largest share of non-tax inflows. Collections in this category reached EC\$199.37 million by September and are forecast to close the year at EC\$260.52 million, well above the budgeted EC\$184.81 million. Notably, this line item includes the subcategory for **.AI domain collections**, which have contributed meaningfully to this robust outturn. Property Income also performed above expectations, with year-to-date receipts of EC\$8.09 million and a projected outturn of EC\$8.93 million, exceeding the budgeted EC\$3.36 million. Fines and Penalties, though modest in scale, have remained stable, with collections of EC\$0.13 million to date and a projected EC\$0.18 million by year-end. Transfers not elsewhere classified are expected to close at EC\$1.44 million, slightly below the budgeted EC\$1.97 million.

Madam Speaker, the overall strength of non-tax revenue highlights the resilience and diversification of Anguilla's fiscal base. This performance is a testament to prudent fiscal management, improved administrative efficiency, and a deliberate strategy to reduce reliance on traditional tax sources while ensuring that government services continue to generate fair and sustainable returns.

2.2.2 RECURRENT EXPENDITURE

Madam Speaker, recurrent expenditure for 2025 was budgeted at EC\$355.44 million. Actual expenditure as of September 30th, 2025, is estimated at EC\$216.33 million, with a projected outturn of approximately EC\$336.31 million by year-end, approximately 5.35% below budget.

Expenditure has been prudently managed across major categories. Personal Emoluments, the largest component, accounted for EC\$94.5 million at the end of September, with an expected outturn of EC\$145.6 million at year end. Goods and Services stood at EC\$70.2 million, with an expected outturn of EC\$132.9 million at year end. Other key expenditure lines as at September 2025 included Interest Payments of EC\$9.3 million and Retiring Benefits totalling EC\$11.2 million, and Current transfers totalling EC\$ 31.1million all expecting year end outturns of EC\$13.2 million, EC\$15.2 million and EC\$48.5 million respectively.

2.2.3 2025 Capital Revenue

Madam Speaker, capital grants during 2025 are projected to total EC\$3.6 million, representing 406% of the 2025 budget estimate. This decline relative to prior years reflects the natural winding down of the Anguilla Economic Recovery Programme with the UK Government, which provided significant support to the Airport Development Project and final disbursements from the EU's Regional EDF 11 (RESEMBID) Programme.

Receipts of note include EC\$1.9 million received from the UK Government in support of the Airport Project and EC\$1.4 million from the European Union, which financed the Aquaponics, Sustainable Energy, and Education Management Information Systems initiatives. These inflows reflect Anguilla's continued success in leveraging strategic partnerships to advance critical national projects and strengthen capacity for long-term development.

2.2.4 2025 Capital Expenditure

Capital expenditure outturn for 2025 is projected at **EC\$130 million**, representing **68%** of the **EC\$191 million** budgeted and a **39%** increase over expenditure in 2024. The result is a Capital Account deficit of approximately EC\$126.4 million.

Madam Speaker, the capital budget for 2025 was significant - EC\$191 million. Upon taking office, we made a conscious decision to pause, reassess, and realign investment priorities. In considering the capital investment portfolio, we took critical decisions to continue, to accelerate or to pivot. We had a renewed sense of direction and resolve to ensure that every dollar invested and every project advanced was tied to outcomes that matter most: for our people, our communities, and our shared prosperity.

In the area of enhanced public safety our schools have seen the installation of intercom and emergency alert systems and the completion of perimeter fencing, and gated access providing an additional layer of safekeeping. Advancement of the RAPF K9 Programme to expand patrol and detection services and a Radio Upgrade Programme is aimed at enhancing real-time communication across our law enforcement and correctional services. Contracting for the island-wide CCTV network and commissioning the Offender Electronic Monitoring System were major milestones in the upgrade of national security infrastructure and supervision in our communities, all of which improve our security capabilities and emergency responses to keep us all safe.

The completion of the development at Vivien Vanterpool Primary School and the long-awaited start of the Technical Block at the Albenia Lake-Hodge Comprehensive School are significant additions to the education infrastructure. This is in line with our goals for education and skills development. Improving access to technology and providing a foundation for national accreditation and career-ready skills ensures that our youth are equipped to find jobs and meet our island's needs. And, if they so desire, to access further education or employment opportunities outside of Anguilla.

Madam Speaker, we have achieved unprecedented levels of investment in health services development addressing both health infrastructure and equipment to improve patient care. Critical repairs to the Princess Alexandra Hospital and community health centres have been completed, alongside equipment upgrades to the Operating Theatre, NICU, and other critical care units; dialysis machines, ventilators, an endoscopic tower, to name but a few and this Madam

Speaker is only the tip of the iceberg. Again, Madam Speaker, we are investing in lives, in dignity, and in the quality of care that our people deserve.

2025 has been a year of laying the groundwork for major projects that will define Anguilla's development for the next decade. We are advancing land acquisition and high-level design work to prepare for major construction developments ensuring that they are fit for purpose and responsive to community needs. Maintenance and renovation work on Government buildings alongside energy efficient installations and acquisitions will ultimately reduce operational costs and prevent deterioration that would ultimately cost much more to repair.

Madam Speaker, we continue to intensify support to the agriculture and fisheries sectors, driving local food security and safeguarding livelihoods. The roll out of aquaponics systems and the ongoing provision of shade houses, water tanks, and poultry inputs strengthened our local production capacity and brings us closer to the goal of reduced dependence on food imports. Also worthy of mention is that Anguilla has now accessed the Caribbean Ocean and Aquaculture Sustainability Facility (COAST), offered by the Caribbean Catastrophic Risk Insurance Facility (CCRIF). This parametric insurance mechanism is groundbreaking for our fisheries sector. It will enable Government to provide protection and support to fisherfolk in the aftermath of disasters

2025 has been a year of consolidation and recalibration, a year in which we have taken stock, refocused our priorities, and now chart the way forward with clarity and purpose.

2.2.5 2025 Overall Balance

Madam Speaker, when both the recurrent and capital accounts are taken together, the Government's overall fiscal position for 2025 is projected to record an overall surplus of approximately EC\$126.9 million, compared to a budgeted deficit of EC\$20.1 million. After accounting for amortisation payments of EC\$39.6 million, the overall balance for 2025 is projected to remain in surplus at approximately EC\$87.3 million.

This positive outcome has been driven by stronger-than-expected non-tax revenue performance, particularly from domain name revenues, coupled with lower-than-budgeted capital expenditure. The latter reflects the natural slowdown in project execution during the transition to a new administration, as we undertook a careful review of the capital portfolio to realign priorities and ensure value for money.

Madam Speaker, this surplus is not the product of underspending for its own sake but of deliberate stewardship, of pausing to ensure that every project we advance is meaningful, affordable, and aligned with our development vision. It reflects the prudence of a government determined to build not just quickly, but correctly.

Importantly, this favourable balance positions Anguilla to enter 2026 on a foundation of stability, renewed fiscal space, and confidence in our capacity to deliver. This is how credibility is built through management that is steady in principle, prudent in action, and focused always on results that strengthen our island's future.

2.2.6 Public Debt Review

Madam Speaker, my Government, upon assuming office in March of this year, recognized the critical importance of prudent public debt management and remains steadfast in maintaining credible and sustainable debt levels. Madam Speaker, as anticipated, the downward trend in public debt continued throughout fiscal year 2025.

Preliminary estimates indicate that public and publicly guaranteed debt, comprising Central Government and Government-Guaranteed debt of State-Owned Enterprises (SOEs) is projected at **EC\$292.40 million (19.91 per cent of GDP)** at the end of fiscal year 2025. This represents a reduction of **EC\$39.74 million** over the 2024 total of **EC\$332.14 million (23.62 per cent of GDP)**.

Of this projected total, the Central Government debt stock is projected at **EC\$292.17 million (19.90 per cent of GDP)**, reflecting a decline of **EC\$39.58 million**, compared to **EC\$331.74 million (23.59 per cent of GDP)** in 2024. Meanwhile, Government-Guaranteed debt is projected at **EC\$0.23 million (less than 1 per cent of GDP)**, a decrease of **EC\$0.17 million** compared to **EC\$0.40 million** in 2024. These reductions reflect the fact that scheduled amortization during the year is projected to exceed disbursements.

By the end of 2025, Central Government debt is projected to account for **99.92 per cent** of the total public and publicly guaranteed debt stock, while Government-Guaranteed SOE debt will represent the remaining **0.08 per cent**, comprising loans held by the Anguilla Development Board. The **domestic debt** portion of the debt stock is projected at **62.80 per cent (EC\$183.61 million)**, with the **external debt** portion representing **37.20 per cent (EC\$108.79 million)**.

Madam Speaker, during fiscal year 2025, no new debt was contracted, and no disbursements were made on existing loans. Furthermore, my government has no plans for additional borrowing over the medium term. In line with recent patterns, the Government did not utilize its existing lines of credit under the **ECCB Cash Advance Facility** or the **Overdraft Facility** with the National Commercial Bank of Anguilla (NCBA) Ltd during the fiscal year. The government does not anticipate utilizing these existing short-term lines of credit over the medium term. Also, no new debt was contracted, nor were any disbursements made associated with Government Guaranteed SOE debt.

Madam Speaker, the cost of servicing Central Government debt is projected to decline from **EC\$51.68 million** in 2025 (amortization – **EC\$39.63 million**; interest – **EC\$12.05 million**) to **EC\$50.40 million** in 2026 (amortization – **EC\$39.44 million**; interest – **EC\$10.96 million**). This represents a **decrease of 2.48 per cent (EC\$1.28 million)**, due to the continued reduction in the debt stock and reduction in debt servicing costs associated with lower variable interest rates on external debt, which currently stand at **5.00 per cent** compared to **5.60 per cent** at the end of 2024. My government remains committed to managing these costs prudently to ensure continued fiscal sustainability.

Madam Speaker, under the Framework for Fiscal Sustainability and Development (FFSD), the Government of Anguilla must maintain debt levels within three stipulated borrowing limits:

- The **net debt-to-revenue ratio** must not exceed **80 per cent** of recurrent revenue.
- The **debt service-to-revenue ratio** must not exceed **10 per cent** of recurrent revenue.
- **Liquid assets** must be sufficient to cover at least **90 days (or 25 per cent)** of recurrent expenditure.

Madam Speaker, preliminary projections for the end of 2025 indicate full compliance with these borrowing limits. Although full compliance will be achieved, some notable improvements are highlighted compared to fiscal year 2024. They are: -

- i. The **net debt ratio** is projected at **-0.31 per cent** compared to **14.61 per cent** at the end of 2024;
- ii. The **debt service ratio** is projected at **9.23 per cent**, improving from **11.31 per cent** in 2024;
- iii. The **liquid assets ratio** is projected at **87.39 per cent (approximately 315 days)**, compared to **89.70 per cent (approximately 323 days)** in 2024.

Madam Speaker, by the end of 2025, Anguilla's debt-to-GDP ratio, a key measure recognized by regional partners, is projected to stand at **19.91 per cent**, a marked improvement from **23.62 per cent** in 2024. This places the GOA **40.09 percentage points** below the ECCU target benchmark of 60 per cent, reflecting our continued commitment to sound fiscal management.

Madam Speaker, let me explain what these numbers mean in straightforward terms.

When we talk about the *net debt ratio* improving, it means the Government will have more financial assets on hand than it owes in debt. In other words, Anguilla will be operating in the positive, owing less than we own.

The *debt service ratio* tells us how much of our annual recurrent revenue is used to pay back loans. At just under ten per cent, it means that for every dollar collected, less than ten cents goes to debt repayment. That's a strong signal that we are managing our obligations responsibly and freeing up more funds for schools, healthcare, roads, and the everyday needs of our people.

The *liquid assets ratio* measures how much cash we have compared to our annual spending. At nearly 88 per cent or roughly 315 days, shows that we are maintaining strong cash reserves to meet our daily obligations and manage any unexpected challenges without disruption. That is real resilience, Madam Speaker.

And finally, our *debt-to-GDP ratio*, which is the key regional benchmark, is projected at under 20 per cent, far below the ECCU's 60 per cent target. This tells our people and our partners that Anguilla's finances are stable, sustainable, and well-managed.

Put simply, Madam Speaker, these results show that Anguilla is standing on firm fiscal ground. We are paying what we owe, saving for the future, and protecting the stability that allows us to keep investing in our people.

Debt servicing costs, particularly principal repayments totalling **EC\$39.44 million** in 2026 are projected to decline slightly over the medium term and remain manageable. Projections under the MTEFP and MTDS suggest full compliance with all borrowing ratios under the FFSD Framework by the end of fiscal year 2025 and sustained compliance thereafter. The ratios are on a favourable path due to the projected revenue growth generated during the period. This is attributed to the continued revenue performance, particularly Domain Name revenues, over the forecast period.

The MTEFP projects overall deficits after amortization for the first two years of the medium term. The government plans to address these financing needs by sourcing the needed funds from the consolidated fund and utilizing the reserves/liquid assets. This strategy will temporarily reduce the liquid assets ratio, but the Government is projected to remain in compliance with the fiscal benchmarks over the medium term.

Madam Speaker, the fiscal review reflects the discipline and resilience of our public service and our people. Yet as a new administration, we cannot be content with stability alone.

Madam Speaker, the fiscal picture I have outlined tells a story not only of discipline but of potential. Stability is not our destination; it is our launching pad. This Budget is therefore not simply an account of what has been managed, but a blueprint for what must now be built. The time has come to transform stability into opportunity, to translate sound management into visible results, and to give new meaning to responsible leadership in action.

3 2026 BUDGET: A BLUEPRINT FOR PEOPLE, PURPOSE, AND PROSPERITY

3.1 SECURING OUR ISLAND – PROTECTING PEOPLE, STRENGTHENING RESILIENCE

Madam Speaker, there is no greater duty of any government than to keep its people safe. Safe in their homes, secure at their borders, and confident in the strength of the institutions that guard their freedom. In 2026, this administration moves with purpose to fortify Anguilla's security, not through fear, but through foresight. We are modernising the way we protect our island, investing in technology, people, and systems that give Anguillians confidence in their tomorrow.

Madam Speaker, our borders are being reimagined for the future. We will roll out a state-of-the-art **Border Management System**, bringing electronic travel authorisation and risk management tools that make our ports safer, smarter, and more efficient. Key immigration services will move online, so that travellers and residents alike experience speed, transparency, and professionalism. Behind these systems are our people; trained, competent, and focused on service. We are building a border management model that is secure, digital, and deeply people centred.

But, security is not only about technology; it is about the people who wear the uniform and bear the weight of public trust.

The overall allocation for the **Royal Anguilla Police Force** will rise from **EC\$16.49 million in 2025 to EC\$20.54 million in 2026**, an increase of nearly 25 percent. This significant investment demonstrates the Government's unwavering commitment to strengthening national security through people, professionalism, and preparedness. Our Royal Anguilla Police Force will continue to grow, with a renewed emphasis on local recruitment and training. We are advancing programmes in partnership with the UK Government, to ensure that young Anguillians can now access professional policing instruction right here at home, building both capacity and confidence in the next generation of officers. We are not just training police; we are shaping role models, community leaders, and guardians of public trust.

This expanded budget will support new positions- both in police officers as well as the emergency response team, and enhanced training. It also maintains limited support from UK Armed Response Officers, whose presence continues to provide specialised expertise and emergency response.

But Madam Speaker, while we value this partnership, our direction is clear. The intention of this administration is to transition toward full self-reliance, strengthening the Force from within so that external assistance becomes a bridge,

not a dependency. Through knowledge transfer, leadership development, and steady recruitment, we are preparing our officers to assume full responsibility for the security of this island.

This is the path of confidence and nationhood, investing in our people, empowering our institutions, and ensuring that the guardians of Anguilla's peace and order are proudly and capably Anguillian.

New radar and surveillance systems will strengthen the monitoring of our coastline and territorial waters, guarding our borders and preserving the peace and safety our communities depend on. The Joint Emergency Services Call Centre will expand its reach, integrating probation monitoring, coastal surveillance, and island-wide CCTV coverage. These are not just upgrades in equipment; they are upgrades in how we protect our people, through smart systems that work together, in real time, for the safety of all.

At Her Majesty's Prison, rehabilitation will remain our focus. In 2026, the newly completed prison workshop will open its doors to vocational and trade training programmes, giving inmates a second chance to gain skills that help them rebuild their lives and contribute positively to society. When we invest in rehabilitation, we invest in safer neighbourhoods, and a safer Anguilla.

Madam Speaker, justice is the foundation of good governance. The new Legal Assistance Policy will ensure that no person is denied their constitutional right to a fair trial simply because they cannot afford representation. Under this policy, most individuals appearing before the High Court will have access to legal counsel. This is fairness in action, justice that serves everyone equally.

The Attorney General's Chambers will also be strengthened, with four new legal positions dedicated to improving the prosecution of criminal matters. These investments mean that cases will move faster, justice will be more accessible, and public confidence in the system will continue to grow.

Beyond law and order, Madam Speaker, national security means readiness. Following Anguilla's redesignation as "*Tsunami Ready*" and the successful completion of our new Comprehensive Disaster Management Strategy, we have reaffirmed our position as one of the most resilient small island jurisdictions in the region. This is a tremendous achievement, and one we intend to build on.

In 2026, we will continue to strengthen disaster preparedness and enhance our early warning systems. Because true security is not just about defence; it is about resilience, the capacity of our people, our institutions, and our island to adapt, recover, and rise stronger after every test.

Madam Speaker, security is not a slogan; it is the steady work of leadership, of investing wisely, planning, and building institutions that last. In every sense, we are moving from reaction to readiness, from dependence to discipline. Anguilla's safety will not rest on chance or charity, but on the strength of our own people and the systems we continue to build. This Government will stay the course; firm, focused, and unflinching, in protecting our island and safeguarding the future of every Anguillian.

3.2 INVESTING IN PEOPLE – BUILDING WELLNESS, EMPOWERING FAMILIES, SHAPING THE FUTURE

Madam Speaker, security may keep us safe, but it is people who move us forward. And so, as we build resilience, we must also build capacity in our health, our education, our families, and our future. At the heart of this Budget and at the heart of this administration is one conviction: *when our people flourish, our island prospers.*

Every decision, every programme, and every reform under this Government is guided by a single principle, that people are not a cost to be managed, but an investment to be multiplied.

In 2026, our focus remains clear: to build a stronger, healthier, more compassionate Anguilla, where education, wellness, and opportunity are the pillars of shared progress.

3.2.1 Health and Wellness for All

Madam Speaker, true prosperity begins with good health. Through the Ministry of Health via the *National Strategic Plan for Health 2025–2030*, we are transforming how care is delivered; making it more modern, accessible, and people-centred.

This year, we will expand the number of **nurses, paramedics, and emergency responders**, while strengthening leadership across the system through new coordination and management roles. Investments of more than **EC\$13 million** in 2026 will upgrade the **MRI suite, ambulance bay, operating theatre, laundry, and psychiatric ward**, supported by new ambulances, upgraded digital systems, and improved medical waste management.

We are also expanding compassion. The **Junior Shield Medical Programme**, launched this year, now provides free care for all children under six, and the Medical Shield Programme will be broadened this year to include **dialysis patients**, extending relief to persons in need of life-saving treatment who reside in Anguilla.

Our nurses, the backbone of our healthcare system, are being re-empowered. The appointment of a Chief Nursing Officer, the intended creation of a Nursing Council, and the reintroduction of the Nursing Cadet Programme will restore pride and professionalism to a calling that sits at the very heart of public service.

Madam Speaker, this is how we move from treatment to transformation, building a health system that heals, uplifts, and ensures that every Anguillian can live with dignity and hope.

3.2.2 Protecting Families and Promoting Well-Being

But health is more than hospitals; it is the well-being of families, the strength of communities, and the care we show for one another. Through programmes like **Potential Unlocked** and **Social Upskilling**, the Ministry of Social Development is reaching young people at risk, pairing mentorship and skills training with wraparound social support that turns vulnerability into opportunity. The **Family First Programme** continues to equip parents and caregivers with the tools to raise resilient, emotionally secure children, reinforcing the home as the foundation of national development.

And because mental health is just as critical as physical health, we will continue to strengthen psychological care, recruiting both a **clinical psychologist** and a **substance-abuse counsellor** to support schools, families, and justice-involved individuals across our communities.

We are also modernising how we keep our island safe and clean; expanding waste collection, improving recycling, and upgrading inspection and food-safety standards to protect public health. A cleaner, greener Anguilla is not only a healthier island, but also a more competitive one. These are investments not just in services, Madam Speaker, but in people, in dignity, and in second chances.

3.2.3 Education and Opportunity

Our education reforms remain the bedrock of this investment in people. The completion and commissioning of the **Technical Block at the Albena Lake-Hodge Comprehensive School** will expand technical and vocational programmes, preparing young people for the modern workforce. The **INSPIRE Programme** will reach every primary school, ensuring equal access to quality early learning, while the **WISE Campus** continues to expand alternative education opportunities.

A new **Sports Hub** will rise at Campus Q, offering improved facilities for youth and community engagement, and with the rollout of the **Education Management Information System** and the launch of a national **e-learning platform**, we are reimagining how our children learn, connect, and grow in a digital age.

Madam Speaker, we are also ensuring that no child goes hungry. The **School Meals Programme** will continue to provide nutritious meals in every public primary school and will now extend to the **Valley Primary School**, supported by a new, modern kitchen facility. We take this opportunity to express our sincere gratitude to the **Richard Schulze Family Foundation** for its continued partnership and generosity. Their steadfast support has strengthened this vital programme, helping us to nourish young minds, promote wellness, and give every child the foundation they deserve to learn and thrive.

And through the introduction of a **new digital system for social protection**, families in need will have faster, fairer, and more transparent access to assistance, ensuring that no one falls through the cracks.

Madam Speaker, every community deserves a pathway to dignity. Construction will continue this year on the **Zenaida Haven Juvenile Rehabilitation Centre**; a modern facility that will provide comprehensive psycho-social and rehabilitative care for youth. We will also introduce **electronic monitoring technology** to strengthen rehabilitation and reduce recidivism; helping individuals reintegrate safely and productively into society. This is what compassion looks like in practice: justice with mercy, structure with support, and opportunity with accountability.

Madam Speaker, from our hospitals to our classrooms, from our clinics to our kitchens, this Budget invests in what truly builds a territory - *its people*. We are strengthening families, empowering youth, expanding access to care, and protecting those who need us most. This is not charity, this is strategy. Because when our people rise, Anguilla rises with them.

3.2.4 Sports and Culture – Pride in Motion, Power in Heritage

Madam Speaker, no jurisdiction is defined only by its buildings or its budgets. It is defined by the strength of its people, their spirit, their stories, and the pride that binds them together.

That is why this Government continues to invest in **sports and culture**; not as afterthoughts, but as engines of wellness, identity, and national pride.

In 2026, we take another bold step forward. Guided by the *National Sports Policy: Towards a Healthier, Happier Anguilla*, more than **EC\$1.5 million** will be dedicated to the construction of a **modern track and field facility**; a world-class space where our athletes can train, compete, and dream right here at home. The **Blowing Point Basketball Court** will also be completed, creating another space for recreation, youth engagement, and community connection.

And Madam Speaker, 2026 will mark a truly historic milestone, the formal recognition of **boat racing as Anguilla's National Sport**. This long-cherished tradition is woven into the fabric of our identity; a symbol of unity, courage, and the indomitable spirit that defines our people.

But our investment in sport is also about creating opportunity. Through partnerships with regional athletic bodies and educational institutions, we are expanding access to scholarships, coaching certification, and athletic exchanges. Public-private partnerships will also be explored to modernise sporting facilities and grow **sports tourism**, opening doors for our young people to showcase their skill and discipline beyond our shores.

Madam Speaker, the same passion that propels our athletes also fuels our creative and cultural energy. The arts, festivals, and heritage of this island are not just reflections of who we have been, they are the blueprint of who we are becoming.

Through the **Festivals Development Commission**, we are modernising how our festivals are managed, promoted, and monetised, ensuring that creativity translates into opportunity. And I must pause here, Madam Speaker, to acknowledge the **Minister of Culture**, whose passion and persistence are driving this reform *full steam ahead*. In fact, the **first reading of the Festival Commission Bill** was taken in this very House **earlier today**. We look forward to an even bolder, brighter **Anguilla Summer Festival** next year - one that celebrates our culture and showcases the best of who we are.

We are also advancing the creation of the **National Museum**; a space that will preserve our story while igniting new ones. It will serve as a cornerstone of heritage, education, and entrepreneurship; where tradition and innovation meet.

These investments; in sport, in culture, in creativity, are not side notes to development. They are central to it. They nurture pride, strengthen unity, and remind us that our greatest wealth is not found in numbers, but in our people, in their spirit, their skill, and their unshakable belief in this little island they call home.

Madam Speaker, every reform, every investment, every decision in this Budget comes back to one truth; **our people are the plan**. We are building an Anguilla where health care is modern, education is accessible, work is dignified, and

culture is celebrated; where every family can stand on the strength of opportunity and every child can believe that their future begins here.

This is not abstract policy; it is the daily work of progress. And we will continue to do it not with spectacle, but with steadiness; not for headlines, but for history. This is what *Moving Forward Together* truly means; **People as our foundation. Purpose as our direction. Prosperity as our shared reward.**

Madam Speaker, as we invest in our people, we must also open the doors of opportunity. The next phase of our journey is about transformation, converting resilience into productivity, and stability into growth. This administration is shifting Anguilla from a recovery economy to a producing economy, where innovation, enterprise, and technology create new value at home and across our borders.

3.3 BUILDING RESILIENCE, DRIVING OPPORTUNITY

Madam Speaker, when we invest in people, we build the foundation for every other form of progress. But investment in people must be matched by the creation of opportunity. The next stage of this budget focuses on transforming that human potential into economic strength; building the systems, industries, and innovations that drive sustainable growth.

The test of any economy is not how it performs in comfort, but how it adapts in change. This administration is determined to build an Anguilla that does not merely endure global shifts, but shapes its own direction through innovation, sound management, and the steady empowerment of its people. In 2026, our focus is clear: **to strengthen the pillars that sustain growth; food, water, land, technology, and tourism, the foundation of a resilient and opportunity-driven Anguilla.**

3.3.1 Food Security – Strengthening the Roots of Resilience

At the heart of a self-reliant island lies the ability to feed its people. For too long, Anguilla's dependence on imports has left us vulnerable to supply disruptions and rising global prices. This Budget changes that.

In 2026, we will bolster food security by strategically investing in sustainable agriculture and modern food production systems. We are expanding our support for local farmers through advanced technologies like recirculating aquaponics and controlled-environment agriculture. These innovations are not just buzzwords; they are practical solutions that will maximize local production, enhance the quality of our food, and empower our producers to adapt to harsh climatic conditions.

The construction of the **National Abattoir** will mark a turning point, giving livestock farmers the capacity to meet local demand, strengthen value chains, and reduce costs for households. This is how we build true resilience: from the ground up, with our own hands and our own harvest.

Madam Speaker, food security remains one of this Government's top priorities; not as a slogan, but as a serious economic mission. At the end of this month, while in London, I have arranged several meetings with potential partners, suppliers, and distributors to strengthen our food systems and supply chains. These discussions will explore new technologies, sustainable inputs, and strategic sourcing options that can help stabilise prices, expand production, and ensure reliability across our food network. We are pursuing every opportunity to make Anguilla more self-sufficient and less exposed to external shocks.

3.3.2 Water – Investing in the Lifeblood of Development

Madam Speaker, clean and reliable water is not a privilege, it is a necessity, and a right.

In 2026, we are allocating significant funds for the Water Network Redevelopment Project. This is a comprehensive modernization of our most vital resource. This major capital project includes extensive pipe relays to replace aging infrastructure, advanced leak detection initiatives to eliminate wastage, and the construction of a new, modern home for the Department of Water Services. Every drop matters, Madam Speaker, and through these reforms, we are ensuring that every household, every farmer, and every investor can depend on a safe, stable water supply.

3.3.3 Land and Environment – Securing the Foundations of Growth

Our long-term prosperity depends on the responsible management of our land and natural assets. That is why this Budget directs new resources to **sustainable land and environmental management**, reinforcing our commitment to resilience and green growth. We are purchasing modern equipment and technology to reduce, recover, and recycle waste. A key component of this is the transformation of the Corito facility into a sustainable waste management site for the future.

These measures are not only environmentally sound but are also economically strategic. By strengthening our regulatory framework and promoting a circular economy, we are creating green jobs, fostering innovation, and futureproofing our island for generations to come.

Sustainability, Madam Speaker, is not an expense; it is an investment in the very soil from which our progress grows.

3.3.4 The Digital Frontier – Monetising the .ai Advantage

Madam Speaker, few small islands can claim a global footprint in the digital economy, but Anguilla can. Our **.ai domain name** has become more than an address on the internet; it is a symbol of how intelligence, governance, and innovation can converge to create lasting value.

Revenue from **domain name registration** continues to exceed expectations, reflecting the growing global demand for artificial intelligence and the steady professionalism with which Anguilla manages this unique asset.

Madam Speaker, revenues from .ai domain registrations are projected to contribute nearly forty percent of total non-tax revenue; a remarkable example of how a small island can create global value through good governance and foresight. But our task is not simply to collect revenue, it is to manage it wisely. The message is clear: **.ai is not just a revenue stream; it is a nation-building tool for the digital age.** And through prudent management, we will ensure that this opportunity uplifts every Anguillian, not for a moment, but for a generation.

3.3.5 Tourism- Sustaining Growth, Elevating Experience

Madam Speaker, if .ai represents the future, tourism remains the heartbeat of our present. It is the industry that connects our creativity, our hospitality, and our natural gifts to the world. Tourism remains one of the greatest expressions of Anguilla's resilience, creativity, and global identity. It is not merely an industry. It is a way of life, a living connection between our people and the world. Our ambition is clear: to move beyond traditional tourism, building a model that is sustainable, inclusive, and proudly Anguillian.

Our development strategy places people at the centre. We are investing deeply in **human capital, innovation, and service excellence**, ensuring that the men and women who represent our destination are trained, empowered, and positioned for success. The Government will continue to expand **training, mentorship, and certification programmes** across hospitality, the creative industries, and the fast-growing areas of eco-tourism and wellness travel. When our people rise, the entire destination rises with them.

Madam Speaker, tourism today is no longer just about beautiful beaches. It is about authenticity, community, and purpose. That is why we are embedding sustainability at the heart of every initiative. We are weaving together the threads of the **orange, blue, and green economies**, creating opportunities in culture, marine activity, and environmental stewardship that strengthen livelihoods while preserving what makes Anguilla unique. The Ministry of Health, Tourism and Sport's partnerships with regional and international agencies will continue to unlock access to technical expertise, funding, and technology to keep Anguilla at the forefront of global tourism trends.

Our Anguilla Tourist Board (ATB) will continue to drive this transformation with bold, strategic marketing. In 2026, the ATB will sharpen its focus on key source markets in North America, the UK, and Europe, while deepening its digital presence to reach the next generation of high-value visitors. The Board's vision, *"The Totality of the Anguilla Experience,"* captures what sets our island apart: the warmth of our people, the quality of our product, and the authenticity of our purpose. Every campaign, every partnership, and every investment will tell that story to the world that Anguilla is more than a place to visit; it is a place to belong.

Madam Speaker, this commitment to excellence extends to how we welcome the world. The **completion of the Clayton J. Lloyd International Airport Terminal** represents a defining step in that journey. This new facility will transform how travellers experience Anguilla with faster processing, greater comfort, and increased capacity for regional and international flights. Work will also begin on the **runway and apron expansion**, enabling us to accommodate larger aircraft and new routes, opening the door to more opportunities for trade, investment, and tourism growth.

We are also expanding our **sea access** through improvements to our ferry terminal and upgrades to our port facilities, ensuring that the journey to Anguilla, whether by air or sea, is seamless, efficient, and world-class. Together, these investments are transforming how the world connects with us, strengthening our competitiveness in an increasingly demanding global travel market.

Anguilla's tourism is entering a new era, one rooted in sustainability, powered by innovation, and driven by our people. We are building a tourism industry that reflects who we are: confident, creative, and ready to claim our place among the best in the world.

Madam Speaker, the next chapter of Anguilla's development must be about transformation; moving from recovery to productivity, from reliance to resilience. For years, public investment has carried the weight of growth. The time has come to unlock the full power of private enterprise, innovation, and technology. Through digital monetisation of our .ai domain, green infrastructure, and strategic reforms, we are laying the foundation for a diversified economy; one that earns more, spends wiser, and provides opportunity for every Anguillian to prosper.

3.4 ACCELERATING TRANSFORMATION: INFRASTRUCTURE, ENERGY, AND INNOVATION

Madam Speaker, economic growth cannot stand on ideas alone; it must rest on the strength of the foundations that support it, the infrastructure that connects us, the energy that powers us, and the digital systems that move us forward. This is the mission of the Ministry of Infrastructure; a Ministry that quite literally builds the Anguilla of tomorrow.

As we continue this journey of resilience, shared purpose, and people-centred development, I am reminded of the words of Henry Ford: *“If everyone is moving forward together, then success takes care of itself.”* That spirit of collective progress guides our work. It is embedded in the People’s Plan; a vision of empowered people, clear purpose, and prosperity for all Anguillians. For, Madam Speaker, the Anguillian dream must be supported by the infrastructure we build.

3.4.1 Air and Sea Access Development

Airport redevelopment stands as a vital pillar in Anguilla’s journey toward inclusive growth and transformation. In 2026, we will celebrate the completion of the expanded aircraft apron; an essential complement to the new terminal building. This new space will allow the simultaneous parking of multiple large aircraft, improve turnaround times, and increase operational efficiency. It is not just infrastructure; it is a launch pad for opportunity.

In tandem, the runway extension project will commence in 2026, a bold step that will expand our capacity and unlock new opportunities for international airlift. Already, we are seeing the benefits of strategic route development, with direct services to Boston, Newark, and Baltimore; connecting Anguilla to key metropolitan gateways. These investments affirm our shared purpose: to make Anguilla more connected, more competitive, and more accessible to the world.

As this work advances, we will also upgrade the Anguilla Fire and Rescue Service training facility to ensure that our officers remain certified to international standards and prepared to protect both residents and visitors. At the same time, we continue to move forward with the expansion of the Blowing Point Ferry Terminal, including the construction of an additional finger pier, new parking facilities, and improved traffic flow for taxis, rentals, and private vehicles. These upgrades will reduce congestion, enhance passenger safety, and modernize our operations, all shaped through community consultation.

Work will also begin on upland developments at Road Bay Port; including new warehousing, yard paving, and port access roads, to strengthen logistics, improve efficiency, and position Anguilla as a model for smart, sustainable port management in the region.

3.4.2 Rehabilitating Our Road Network

We are investing EC\$14 million to rehabilitate and develop Anguilla's road network; a critical step in connecting people and communities, supporting commerce, and improving everyday life. For too long, deteriorating roads have burdened our residents and businesses. This ambitious programme, supported by a pavement engineering consulting firm, will address years of deferred maintenance and ensure a modern, durable, and safe road system.

In 2026, work will focus on key routes including the Raphael T. Lake and A.R. Lake Roads (*these are the roads connecting the airport to the roundabout by the central polyclinic*), as well as the stretch from Mary's Bakery to the ALHCS Campus Q, improving school access and easing congestion. These projects will create jobs, improve connectivity, and deliver a tangible difference in the daily lives of our people.

3.4.3 Government Office Complex – A Modern Public Service Hub

We are continuing the transformative step to enhance the delivery of public services through the construction of two fit-for-purpose, energy-efficient Government Office buildings. These modern facilities will bring key departments together under one roof, creating a centralized hub that promotes collaboration, accessibility, and efficiency. Designed with smart technologies and green features, they will symbolize a modern government that serves its people with openness, professionalism, and care.

3.4.4 Energy Security and Sustainability

Madam Speaker, solar and wind energy are not just environmentally sound, they are economically smart. In 2026, we will ensure that the people of Anguilla benefit from a cleaner, cheaper, and more secure energy mix.

From solar installations at the Princess Alexandra Hospital to the rollout of electric-vehicle charging stations and solar-powered streetlights, our energy transformation is already underway. Most notably, ANGLEC will install a 12-megawatt solar plant; a landmark initiative that will significantly boost national energy independence and reduce electricity costs for households and businesses alike.

These initiatives are environmentally responsible, socially empowering, and aligned with our National Energy Policy, Integrated Resource Resilience Plan, and Electric Vehicle Transition Plan. They represent progress that is green, grounded, and geared toward prosperity.

3.4.5 Digital Transformation – Building a Smarter Anguilla

Madam Speaker, the future of government is digital. In 2026, we will accelerate the transformation of public services to make them faster, more transparent, and more responsive to our people.

This includes major investments in ICT infrastructure, strengthening the Government's data centres and cybersecurity systems, expanding network capacity, and deploying new e-Government platforms. We are also developing low-code applications to improve departmental efficiency and integrating CCTV and access control systems that support national security. DITES will continue to build capacity across ministries through targeted digital training, ensuring that technology serves both the public officer and the public they serve.

Madam Speaker, our ambition goes further. Working with the Public Utilities Commission, we will create a policy and legislative framework to accelerate transformative technologies, from 5G and the Internet of Things to satellite connectivity. These investments will enhance reliability, expand access, and ensure that every Anguillian can participate fully in the digital economy.

Even as we strengthen the physical foundations of progress; our roads, our ports, our energy and digital systems, we must also strengthen the institutional foundations that uphold good governance and public trust. Because no matter how impressive the infrastructure is, true development depends on the integrity, efficiency, and commitment of the people who serve within it. That is why this Government remains firmly focused on building a modern, accountable, and people-centred public service, one that delivers results, honours the public's confidence, and stands as the backbone of our democracy.

3.5 GOVERNANCE THAT DELIVERS

3.5.1 Stewarding Confidence — Building Trust

Madam Speaker, at the heart of good governance is trust, the confidence of our people that their government manages public resources with fairness, discipline, and purpose.

This year, the Ministry of Finance took bold steps to strengthen that trust. Through the launch of Anguilla's first-ever **Citizens' Budget Survey**, we invited our people to share what matters most. They told us clearly security, education, youth, and health - and Madam Speaker, we listened. Those very priorities shape this Budget.

Transparency will remain our hallmark. We will soon publish the second edition of the Citizens' Budget, followed by quarterly fiscal reports and we will continue to publish public debt bulletins, so that every Anguillian can see how resources are raised, spent, and safeguarded.

We are also reforming how Government earns revenue. Our Inland Revenue Department, and Customs Department continue to modernise operations, investing in digital systems, risk-based audits, and improved customer service to make compliance easier and enforcement fairer. These upgrades mean stronger collections, better efficiency, and, ultimately, more resources to invest back into our communities. At the same time, our Treasury Department is continuing the work for the upgrade of the Government's payment and financial management system. This reform will modernise how we process payments, manage cash flow, and reconcile accounts, introducing stronger controls across ministries and departments. It is about building a government that is digital, responsive, and accountable.

Alongside this, Madam Speaker, we are advancing **procurement reforms** and **performance-based budgeting**, ensuring that every contract, every project, and every programme delivers clear value for money.

And, looking ahead, we are laying the groundwork for the establishment of a **Sovereign Wealth Fund**; a long-term investment vehicle to secure and grow national assets for future generations. Technical assistance has already been requested from our development partners to support its design and implementation, and I am pleased to report that this support has now been confirmed.

This is what stewardship looks like - transparent, responsible, and forward-looking. It is how we build a government worthy of the people's trust, and an Anguilla ready for the opportunities of tomorrow.

Madam Speaker, strong finances alone do not build a strong territory, it is people who do. The integrity of our public service, the accountability of our systems, and the efficiency of our institutions are what turn resources into results. That is why this administration continues to invest in **good governance, effective leadership, and a modern, people-centred public service** - one that delivers with competence, compassion, and pride.

3.5.2 Empowering the Public Service to Deliver for the People

At the heart of every successful government is a public service that works, one that is efficient, accountable, and responsive to the people it serves. I have made it clear that this administration expects no less.

In 2026, we will continue the work of building a modern, people-centred public service, one that delivers results, manages resources wisely, and treats every interaction with the public as a measure of our credibility. The Office of the Deputy Governor will lead this charge through the implementation of the **Five-Year Public Sector Reform Agenda (2025–2030)**. This agenda will modernise the **General Orders**, introduce a **fair and transparent compensation framework**, and launch a **People-Focused Strategy** that redefines how government engages with the public.

These reforms are not about bureaucracy; they are about trust. They are about ensuring that when persons walk into government offices, they are met with efficiency, respect, and professionalism.

But Madam Speaker, motivation and efficiency begin with fairness, with the assurance that those who serve are respected and properly rewarded. That is why this administration has set aside resources in the 2026 Budget for anticipated public service compensation adjustments. The review is well advanced, and we expect the first draft of the final report by February 2026. Once complete, we will move deliberately and responsibly. Fiscal discipline remains our watchword. Any salary adjustment must be fair, affordable, and built to last and I have no doubt that my team in Finance will measure twice before we move once.

But Madam Speaker, I want to pause here because behind every balanced budget are the people who make government work. Our public officers have shouldered enormous responsibility, often under difficult conditions. Many have served without a meaningful salary increase since 2008 and only began to see restoration in 2024. They have worked in spaces that are cramped, that are hot and other less than desirable conditions, yet they show up, day after day, to keep this island running.

To our health teams, I owe a special word of thanks. You have held the line through pandemics and recovery, and structural change. You give of yourselves long after others go home. As we continue the process of ensuring fair compensation, I want you to know that this Government sees you, values you, and remains committed to ensuring that recognition translates into action.

Madam Speaker, we must continue to make public service a place of pride, a place that attracts capable, qualified professionals who see this work not as a stepping stone, but as a calling. And yes, that means fair pay. But it also means renewed discipline, pride, and accountability. Because with every right comes a responsibility: to show up, to serve with excellence, and to treat every interaction with the public as an act of trust.

So, to our officers, I say thank you for your patience, your professionalism, and your perseverance.

But Madam Speaker, fairness alone is not enough. Motivation is about more than compensation, it is about conditions, leadership, and the opportunity to grow. It is about giving our officers the tools, the training, and the environment they need to perform at their best.

Madam Speaker, we are not only rewarding work done we are building capacity for the future. In 2026, more than \$6 million will be invested in new and ongoing training initiatives across the public service and wider community - an increase of \$1.5 million over the 2025 budgeted amount. This includes leadership and management programmes, technical skills development, and professional certifications, ensuring that our people are equipped to serve with competence, confidence, and creativity in a changing world.

3.5.3 Constitutional Reform – Governance for a Modern Anguilla

Madam Speaker, as we strengthen our institutions, modernise public administration, and rebuild trust in the machinery of Government, we must also look to the framework that governs us all - the Constitution itself.

In the year ahead, this administration will continue the careful and inclusive work of **constitutional reform**, a process aimed at ensuring that Anguilla's supreme law reflects the maturity of our democracy, the values of our people, and the evolving realities of our governance as a British Overseas Territory.

Madam Speaker, our relationship with the United Kingdom has long been one grounded in partnership and mutual respect. As Anguilla continues to grow in confidence and capacity, it is both appropriate and necessary that our constitutional arrangements evolve to reflect that progress, strengthening local decision-making, clarifying the respective roles of the Governor and elected Government, and ensuring that our institutions remain transparent, accountable, and fit for purpose.

The reform process will be people-centred, consultative, and deliberate. It will engage persons from every district, along with our diaspora, constitutional experts, and the United Kingdom Government. This will not be change for its own sake, Madam Speaker, but thoughtful evolution guided by the principles of self-determination, democratic governance, and partnership within the wider British family.

In this way, Anguilla will move forward not only with stronger institutions, but with a constitutional foundation worthy of the progress we have made and the future we intend to build.

Madam Speaker, these are not promises written on paper. They are priorities backed by numbers. Every reform, every initiative I've outlined, finds its reflection in the allocations that follow. Our blueprint for development is clear, and

our priorities are set. What follows now is the financial plan that will make it real, the 2026 Budget and the figures that chart the course for the year ahead.

4 2026 BUDGET SNAPSHOT: KEY FIGURES

This Budget, Madam Speaker, is firmly anchored in the principles of the Fiscal Responsibility Act, ensuring that every dollar spent is matched by discipline, foresight, and measurable results.

Madam Speaker, this 2026 Budget, the first crafted entirely under this administration, represents a deliberate and forward-looking step in Anguilla's ongoing journey toward sustainable development, economic resilience, and shared prosperity. In line with the theme of "Moving Forward Together: People, Purpose, Prosperity," the budget process embraced a disciplined and inclusive approach that prioritised fiscal responsibility, alignment with national development goals, measurable performance outcomes, and importantly, the voice of the people captured through our first Citizens' Survey.

The outcome, Madam Speaker, is a Budget that affirms Government's commitment to prudent fiscal management while investing strategically in the sectors that drive growth, protect our people, and strengthen the foundation of national progress. It embodies our vision for a stronger, fairer, and more caring Anguilla, one where fiscal discipline supports human development and where every dollar spent reflects purpose, compassion, and responsibility.

For the fiscal year 2026, the total revenue projected at approximately EC\$597.4 million, representing a 6 per cent increase over the 2025 forecast.

Recurrent Revenue is expected to reach EC\$595.9 million, compared to EC\$560.4 million forecasted outturn in 2025, driven by the continued recovery of key sectors, improvements in compliance, and sustained activity in tourism, services, and construction.

Tax revenue remains the cornerstone of our fiscal architecture, with an overall forecasted earning of EC\$286.2 million. The Government anticipates continued strong performance across major categories:

- Taxes on Goods and Services are estimated at EC\$184 million in 2026, reflecting a 7.3 per cent decline compared to the projected outturn of EC\$198.37 million in 2025, and a 12.5 per cent reduction relative to the original 2025 estimate. The moderation in collections primarily reflects the full-year impact of the reform of the Goods and Services Tax structure, which took effect in August 2025. This

adjustment, while lowering nominal receipts, is expected to ease the financial burden on households while preserving fiscal stability and strengthening fairness within the tax system.

- Taxes on International Trade and Transactions are projected to maintain a steady contribution of approximately EC\$60.8 million.
- Payroll and Workforce Taxes through the Universal Social Levy will reflect consistent employment levels, forecasting revenue collections of EC\$26.1 million for 2026. Property and Income Taxes are expected to produce revenue earnings of EC\$ 8.3 million.

Non-tax revenue continues to strengthen as public service delivery becomes more efficient and diversified.

- Sales of Goods and Services will remain the dominant contributor with an expected revenue forecast of EC\$303.2 million, notably including revenues from the .ai domain, which continues to deliver significant value as a key national asset and demonstrate credible long-term viability.
- Additionally, collections from Property Income, Fines and Penalties, and Transfers are projected to remain stable throughout the fiscal year of EC\$6.5 million collectively, a slight decrease from the previous year projections.

Madam Speaker, grant inflows are expected to moderate in 2026, with a contribution amount of EC\$1.5 million. Funds will be sourced from the UK Government in support of Anguilla's Water Production and Distribution Network Investment Plan. This support is indicative of the responsiveness to Anguilla's needs and priorities as this is perhaps one of the most important areas of focus on our agenda in that it will provide a much needed reliable, efficient, and sustainable water supply across all our communities. External partners remain critical allies in funding capital development, renewable energy, and infrastructure modernisation. Continued collaboration with development partners underscores Anguilla's credibility and commitment to sound fiscal governance.

4.1 EXPENDITURE OUTLOOK

Madam Speaker, turning to expenditure, the 2026 Budget reflects the Government's continued commitment to sound fiscal management and the efficient allocation of public resources. Total recurrent expenditure for 2026 is estimated at approximately EC\$397.8 million, with allocations strategically directed toward the delivery of essential services and the implementation of the Government's development priorities.

The major expenditure categories remain Personal Emoluments and Goods and Services, which together account for the largest share of the recurrent budget.

- Personal Emoluments, projected at EC\$153.4 million, reflect the Government's ongoing investment in its public service the dedicated men and women, ensuring that the public service remains motivated and adequately resourced to deliver on national priorities;
- Goods and Services, estimated at EC\$164.6 million, encompass the operational and maintenance costs essential to sustaining service delivery, infrastructure upkeep, and program execution across Ministries and Departments.

Retiring Benefits are projected at approximately EC\$18 million. Interest Payments, estimated at EC\$10 million, demonstrate the Government's sustained effort to manage public debt responsibly. These interest payments continue the downward trajectory, demonstrating our sustained effort to reduce borrowing costs, safeguard fiscal space, and direct more resources toward the priorities that matter most - education, health, security, and infrastructure.

Finally, Current Transfers, amounting to approximately EC\$50.6 million, include contributions to statutory bodies, regional institutions, and essential social programmes that directly benefits our people.

Madam Speaker, this expenditure framework ensures that the Government remains focused on service delivery, value for money, and fiscal prudence, balancing the need for operational efficiency with the strategic investment required to build a more resilient and prosperous Anguilla.

The **total Capital Expenditure** for 2026 is projected at **EC\$233.36 million**. This is ambitious but our guiding principle is unchanged - our people remain at the heart of everything we do.

Madam Speaker, while the larger projects with significant allocations including the **Airport Development Project (EC\$87 million)**, the **Road Development Programme (EC\$14 million)**, **Land Acquisition for Development (EC\$40.5 million)**, and the **Government Office Accommodation Project (EC\$19.5 million)**, represent major national investments essential to driving economic growth and sustaining long-term progress, it is equally important to recognise and highlight other investments that also demonstrate our commitment to the national strategic priorities. People-focused projects are the true measure of our development, improving daily lives, strengthening communities, and ensuring that growth is both inclusive and meaningful.

The **phased improvement of the national water distribution network** stands out as one of the most important areas of focus with plans to start in the Long Path to Sandy Hill and the Little Harbour to Jeremiah Gumbs Highway intersection with Blowing Point Road areas. This long-term investment will deliver a reliable, efficient, and sustainable

water supply to all communities across Anguilla and this is a vital foundation for public health, economic activity, and resilience.

The **expansion of the national CCTV network** to cover all schools and additional strategic locations represents a crucial next step in enhancing public safety. Combined with the **expansion of the integrated Joint Emergency Services Control Room** to combine the monitoring of 911 operations, coastal surveillance, and electronic monitoring, these initiatives strengthen our long-term security, enhance coordination, and provide peace of mind for residents and visitors alike.

4.2 FISCAL POSITION AND SUSTAINABILITY

Madam Speaker, this disciplined approach ensures that fiscal policy remains both **credible and sustainable**, even as we advance our development priorities. It recognizes that stability is not achieved by restraint alone, but by purposeful investment — by using today’s resources wisely to secure tomorrow’s growth.

The 2026 Budget projects a **recurrent surplus of EC\$198.09 million**, which will serve as a critical buffer for capital investment and debt management.

Total amortisation is estimated at **EC\$39.44 million**. The **overall balance**, inclusive of capital spending and amortisation, is projected to reflect a deficit of **EC\$73.23 million** consistent with the Government’s medium-term fiscal plan. To support the expenditure, we anticipate the need to **draw down** approximately **EC\$73 million from reserves**, ensuring that we maintain critical investments while preserving fiscal resilience

4.1 MINISTRY OF FINANCE, LABOUR, IMMIGRATION, HOME AFFAIRS & CONSTITUTIONAL AFFAIRS

The Ministry of Finance has been allocated **EC\$140.0 million** in the 2026 Budget, comprising **EC\$138.9 million for recurrent expenditure** and **EC\$1.1 million for capital expenditure**. **The recurrent expenditure allocation represents 34.9% of the recurrent budget** and a **15.7% decrease** from the prior year. This significant decrease is due to the transfer of the health portfolio from the Ministry. There is an increased allocation within the Ministry of Finance as a central allocation of contingency funds to support potential salary adjustments following the outcomes of the Public Sector Compensation Review.

Key Areas of New Expenditure:

New allocations in Treasury total EC\$1.31 million, reflecting prudent investment in the expansion of Government's insurance coverage. This includes expansion of the CCRIF coverage to include the COAST fisheries-risk facility, as well as coverage for new Government vehicles and professional malpractice coverage for our health professionals. The devastation witnessed in Jamaica following Hurricane Melissa is a timely reminder of the value of such foresight. These investments reinforce our commitment to responsible risk management and to using insurance as a key instrument of fiscal resilience.

Madam Speaker, within the total capital allocation of the Ministry, provisions are made for the purchase of essential furniture and equipment required for the continued operation of Government departments. Funds have also been set aside as reserves to address unforeseen or unanticipated expenditures that may arise during the financial year, ensuring that Government remains responsive and financially resilient.

4.2 MINISTRY OF SOCIAL DEVELOPMENT AND EDUCATION

The Ministry of Social Development and Education has been allocated EC\$98.11 million in the 2026 Budget, comprising EC\$74.13 million for recurrent expenditure and EC\$23.98 million for capital expenditure. The recurrent allocation represents 18.6% of the recurrent budget and reflects a 2.6 % increase from the prior year.

New allocations for the Ministry of Social Development and Education reinforces the Government's priorities of advancing community well-being, strengthening education delivery, and empowering youth through inclusive and equitable services. Key funding allocations total **EC\$0.56 million** to support teacher salary adjustments, additional teaching posts, and new Curriculum Officers for the rollout of the reformed curriculum. A further EC\$0.60 million is dedicated to teaching and learning materials, alongside EC\$0.30 million to enhance early childhood programs. To improve health and social protection, provision will be made for a Clinical Psychologist and Drug Counsellor.

Key Areas of Capital Expenditure include:

- **EC\$12 million** towards completion of the technical block at ALHCS and planning for the development of a Sports Hub to facilitate various sporting activities
- **EC\$1.3 million** towards Minor Education Projects including Project Inspire with the replacement of student and teacher laptops and the upgrade of WISE workshops
- **EC\$9.5 million** towards construction of Zenaida Haven- Purpose Built Residential Facility

- **EC\$0.55 million** towards construction at the Landsome Bowl Cultural Centre to complete offices for the Festivals Committee and offices for the Department of Youth and Culture

Collectively, these investments strengthen education, mental health, and community resilience, advancing Anguilla's human capital development and social inclusion goals.

4.3 MINISTRY OF INFRASTRUCTURE

The Ministry of Infrastructure has been allocated **EC\$170.5 million** in the 2026 Budget, comprising **EC\$33.42 million** for recurrent expenditure and **EC\$137.05 million** for capital expenditure. The recurrent allocation represents **8.4%** of the recurrent budget and a **23.9%** decrease from the prior year. The decrease primarily relates to the shift in portfolio, subjects as Tourism which was transferred to a different Ministry inclusive of the allocation for the Anguilla Tourist Board.

New recurrent spending for the Ministry of Infrastructure, Communications, Utilities, Housing, Information Technology and E-Government Services continues to advance the Government's priorities of infrastructure modernization, renewable energy development, and digital transformation.

Funding includes EC\$0.21 million for new leadership positions to strengthen project delivery and regulatory oversight — an investment in the capacity of the **Ministry of Infrastructure**. This reinforcement ensures that as we build, we do so with discipline, transparency, and technical excellence; delivering projects that meet the highest standards of quality, value, and public accountability.

Additional allocations include EC\$0.80 million for consultancy services in digital strategy, and IT modernization. Significant resources are also directed toward information systems and cybersecurity resilience, with EC\$0.59 million for CCTV management, EC\$0.18 million for ransomware prevention, and additional allocations for data recovery and system upgrades.

New resources are provided that will also strengthen technical staffing and emergency response capacity for the Anguilla Fire and Rescue Service, including the recruitment of six new firefighters and one sub-officer. A further EC\$300,000 has been allocated for grants and contributions to advance initiatives which relate to the Ministry's broad mandate.

Key Areas of Capital Expenditure:

We have allocated **EC\$19.5 million** for **Government Office Accommodation**. In 2026, upgrades to existing offices will continue, and construction will begin on the first two of four planned four-storey buildings. These facilities will centralise government operations, improve public access to services, and create modern, energy-efficient spaces that reflect the professionalism and pride of our public service.

The **Road Development Programme** continues with an investment of **EC\$14 million** to complete the Jeremiah Gumbs-South Hill link road and advance works in key areas, including Sandy Hill and The Valley. This programme will not only improve safety and connectivity but also stimulate economic activity and enhance the daily lives of our people.

The **Airport Development Project** will focus on completing the new terminal building and starting the runway and apron expansions, positioning Anguilla to handle increased airlift and larger aircraft.

Other key initiatives include:

- EC\$0.4 million towards planning and installation of **solar PV systems at the Princess Alexandra Hospital** and **solar streetlights** across major public areas reinforcing our commitment to sustainable energy and cost efficiency.
- **EC\$4.7 million** towards the implementation of digital information systems to modernize and enhance service delivery, efficiency, and security across the public sector including the **Vehicles and Drivers Licence Management System**, which streamlines licensing and registration, and the **Border Management System**, which strengthens security and efficiency at our ports of entry.

Together, these investments reinforce Anguilla's commitment to a modern, connected, and resilient national infrastructure that supports innovation, safety, and sustainable growth.

4.4 MINISTRY OF ECONOMIC DEVELOPMENT

The Ministry of Economic Development has been allocated **EC\$83.02 million** in the 2026 Budget, comprising **EC\$27.9 million for recurrent expenditure** and **EC\$55.12 million for capital expenditure**. The recurrent allocation represents 7.01% of the recurrent budget and a 49.8% increase from the prior year. This increase is driven

by the change in composition and refashioning of the Ministry, particularly to include the Department of Water Services.

Highlights of capital expenditure includes:

EC\$9 million to upgrade the national water network, expand metering, and strengthen leak detection systems. This will ensure that every drop counts and that every household enjoys a reliable and safe water supply.

A further **EC\$40.5 million** has been earmarked for **land acquisition**, securing key sites that will unlock the next generation of national infrastructure. Land is legacy, Madam Speaker, and this Government is ensuring that it serves the collective good of our people.

In **agriculture and fisheries**, we are investing **EC\$1.7 million** in modern food systems, including aquaponics and a new multispecies abattoir. Planning will also advance for the establishment of a **national fish-processing facility** to support local producers and strengthen food security.

Environmental resilience also remains a cornerstone. **EC\$2.2 million** has been allocated for planning, equipment procurement, and the development of a sustainable waste management system at **Corito**. This initiative will improve environmental protection and move us toward a cleaner, greener Anguilla.

Finally, **EC\$1.2 million** will fund the **National Development Plan**, which will guide all future investments, policies, and resource allocations with clarity and purpose.

Together, these investments demonstrate that this Government is building wisely, planning boldly, and acting decisively in the interest of our people and the promise of Anguilla's tomorrow.

4.5 MINISTRY OF HEALTH, TOURISM AND SPORTS

The Ministry of Health has been allocated **EC\$87.4 million** in the 2026 Budget, comprising **EC\$72.9 million** in recurrent expenditure and **EC\$14.5 million** in capital expenditure. This Ministry, newly established under the current administration, represents a strategic alignment of health, tourism, and sports; three sectors that are central to the well-being, resilience, and economic vitality of our people.

Key recurrent allocations under the Ministry include **EC\$1.30 million** to strengthen our tourism and financial services engines — increasing the subvention to the Anguilla Tourist Board for marketing efforts. We have also

listened to the people, responding to the clear call for **greater investment in healthcare** — with funding to expand healthcare staffing through the addition of **nurses, anaesthetists, paramedics, and emergency medical technicians**, ensuring higher quality care, faster response, and a stronger, more resilient health system.

Key Areas of Capital Expenditure:

In **health services development**, we are investing **EC\$13 million** to strengthen the quality and reach of care across our island. This includes the rehabilitation of the hospital and polyclinic facilities (including the MRI Waiting Room, Operating Theatre upgrade and works at the Western Polyclinic) and the purchase of modern, life-saving medical equipment. These investments will enhance patient care, improve working conditions for our healthcare professionals, and ensure that every Anguillian can access the services they need with dignity and confidence.

In **sports development**, **EC\$1.5 million** has been allocated for the continued upgrade and rehabilitation of national facilities for training, competition, and recreation. These projects will nurture local talent, expand access for our youth, and inspire community pride ensuring that sport remains not just a pastime, but a pathway for health, discipline, and national unity. The focus will be on the completion of the **Blowing Point basketball court, the upgrade of parks and playing fields and planning work to establish new facilities and areas of recreation**. These investments are essential to nurturing athletic talent, promoting sports participation in schools, and inspiring our people to lead active and healthy lifestyles.

These investments are directed toward health, education, infrastructure, and community development - areas that deliver tangible benefits to our people and support long-term resilience and growth.

4.6 Portfolio of the Governor

The Portfolio of the Governor has been allocated a total of **EC\$52.1 million** in the 2026 Budget, comprising **EC\$50.5 million** for recurrent expenditure and **EC\$1.6 million** for capital expenditure. The recurrent allocation represents **12.7 percent** of the recurrent budget and a **13.2 percent** increase over the prior year. These allocations strengthen national security, enhance governance, and improve the efficiency of public service operations.

Key highlights of this allocation include:

- Just under EC\$1 million been allocated for the recruitment of one Assistant Commissioner, two Inspectors, and eight Constables, strengthening the Royal Anguilla Police Force's operational capacity and visibility across the island.

- Funds have been provided for eight new officers in the Joint Emergency Services Centre to expand CCTV monitoring and support integrated emergency coordination.
- Her Majesty's Prison has been allocated additional funds for the appointment of four new Prison Officers.
- A part year allocation has been provided for constituency allowances, ensuring that Members can continue to engage directly with the people they represent. Madam Speaker, it is intended these allowances will operate under a structured reimbursement framework, ensuring transparency and accountability. Members will be reimbursed for verified expenses, providing the means to engage constituents, while maintaining proper oversight and documentation. This is representation done responsibly through a clear system that strengthens the connection between Members and the people they serve. Further information on the framework will be shared once the design has been finalised.

The EC**\$1.6 million in capital expenditure** is directed toward critical initiatives.

We are investing in **new tactical gear for the Royal Anguilla Police Force** and expanding the **Joint Emergency Control Centre** to bring together 911 response, coastal surveillance, and offender monitoring under one integrated platform. This modern, coordinated approach will enhance real-time communication, improve response times, and safeguard communities across Anguilla.

At Her Majesty's Prison, work will advance on the construction of a vocational training workshop, creating opportunities for inmates to develop practical skills that support rehabilitation and successful reintegration into society. The installation of a new CCTV surveillance system within the prison compound will also strengthen safety, security, and accountability for staff and inmates alike.

These investments reflect our belief that true security goes beyond enforcement. It is about prevention, opportunity, and second chances, ensuring that every part of the justice system contributes to a safer, more resilient Anguilla. This allocation underscores commitment to strengthening national security through real-time surveillance and communication, and enabling faster, coordinated responses to build public confidence.

Madam Speaker, the numbers tell a story of prudence and progress, but the real story is about people. It is about the families whose lives will be made easier, the young people whose opportunities will expand, and the communities that will feel the impact of these investments where it matters most. As we move to close, let us remember that this Budget is not about what Government spends, it is about what our people gain.

5 CONCLUSION

Madam Speaker, this Budget is not a speech of grand declarations; it is a plan of grounded conviction. It reflects a government determined to turn stability into opportunity and opportunity into prosperity, guided always by the simple truth that *progress must serve people*.

We came into office at a time when our island's confidence in governance needed restoration, when fiscal reform had created uncertainty, and when people were looking not for slogans, but for steadiness. Over the past nine months, Madam Speaker, we have provided that steadiness. We have restored compassion to public finances, and accountability to our systems.

We have done so with humility, because the work of governance is not about erasing what came before, but about ensuring that every reform truly works for the people it was meant to serve. That is what responsible leadership demands; listening, adjusting, and improving.

Madam Speaker, this Budget continues that journey, one that places people at the centre and builds the structures that last. It invests in the foundations that make daily life secure and dignified: water, roads, health care, housing, education, and community well-being. It reinforces fiscal discipline while opening pathways for growth through innovation, technology, and a modern public service.

But beyond the immediate horizon, this Budget begins to shape a longer-term vision, an Anguilla that is confident, resilient, and self-sustaining. One where our children can study and work here by choice, not by chance; where technology supports transparency, and where investment is balanced by environmental and social responsibility.

Madam Speaker, the people of Anguilla have done their part. They have adapted, endured, and held faith through change and challenge. They have earned a government that keeps its word and builds with care. That is what this administration will continue to deliver: credible management, honest dialogue, and steady progress that people can feel.

And Madam Speaker, in that same spirit of fairness and gratitude, I know there's been some chatter — by the water coolers, in the parking lots, in the staff kitchens, and yes, even on the WhatsApp threads. So, let's put it to rest once and for all.

Yes, there will be an Ex-Gratia Payment this year..... It is a gesture. A modest but heartfelt thank-you for your continued service and patience through difficult years. It is our way of saying: we see you; we thank you, and we are working to build better for you.

This is how we move forward together, through fairness, through opportunity, and through the shared belief that when our people rise, our island rises with them.

Our goal is not simply to balance books; it is to balance lives and to ensure that every Anguillian has access to opportunity, stability, and hope. This is the purpose behind every number in this Budget: the purpose of building an Anguilla that works better, serves better, and lives up to the expectations of its people. This is Putting People First.

Madam Speaker, we are no longer managing survival; we are designing success. We are no longer catching up; we are catching on to a future that demands competence, collaboration, and courage.

As we move forward, this administration will hold fast to the principles that define us: sound governance, fiscal responsibility, and people at the heart of policy.

We will continue to reform with wisdom, invest with foresight, and lead with integrity.

To every Anguillian at home and abroad I say this: your trust anchors us, your participation strengthens us, and your success remains our measure of achievement.

Together, we are writing a new chapter, one grounded in confidence, discipline, and care. Together, we will build an Anguilla that is steady in governance, strong in purpose, and sure in its direction.

People as our foundation.

Purpose as our direction.

Prosperity as our shared reward.

That is our compass. That is our commitment.

And together, Madam Speaker, we will succeed.

Madam Speaker,, I beg to move.

