



# **Proud to serve Trusted to deliver**

A transformation strategy &  
action plan to deliver our reform  
commitments



# Table of Contents

Our Reform Commitment	1
Our Reform Journey So Far	3
Our Purpose, Vision & Mission	4
Public Service Transformation Strategy	5
Action Plan	13

# Our Reform Commitment

This Public Service Transformation Strategy & Action Plan sets out a clear and ambitious path to deliver our reform commitments.

**We will make it happen by working in partnership.**

We are committed to working together to deliver a transformed public service that meets the challenges of today and tomorrow.

We look towards a public service where every officer is proud to serve and where we all work towards a shared purpose.

We understand that reform requires new ways of leading - listening more, empowering others and earning trust.

We also know lasting change will only happen if we all play our part. Every officer has a vital role in supporting new ways of working and showing the commitment that defines public service.

We commit to championing this Strategy and the delivery of its Actions across our Ministries and Departments. We will work towards this common cause together, providing collective leadership - proud to serve and trusted to deliver.



Perin Bradley

The Honourable Deputy Governor,  
Mr. Perin Bradley



Ms. Marisa Harding-Hodge,  
Ministry of Finance,  
Immigration, Labour, Home  
Affairs & Constitutional Affairs



Mr. Larry Franklin, Ministry of  
Economic Development,  
Industry, Commerce, Lands &  
Natural Resources



Ms. Jacqueline Bryan-Niles,  
MICUHITES



Ms. Maeza Demis-Adams,  
Public Administration



Mr. Karim Hodge, Ministry of  
Health, Sports & Tourism



Dr. Aidan Harrigan, Ministry of  
Finance, Immigration, Labour,  
Home Affairs & Constitutional  
Affairs



Dr. Bonnie Richardson-Lake,  
Ministry of Social  
Development, Education,  
Probation, Youth & Culture,  
and Library Services

# Our Reform Journey So Far

We have embarked upon an ambitious programme of reform to transform into a modern public service that we are proud of.

## Looking Forward

A comprehensive review of the public service has given us a clear view of where we are, where we need to be and what it will take to get us there.

To guide us we have developed a new Purpose, Vision and Mission for the public service. This is underpinned by six pillars that will support our transformation over the next five years.

Our future public service will be trusted, values-driven, people-focused and innovative. It will tackle inefficiencies, embrace technology and sustain momentum to continually improve.

Find out more about the reform review [here](#).

The Public Service Transformation Strategy provides a shared and transparent understanding of our ambition for reform, fostering greater visibility and accountability for the expected outcomes.

The Action Plan is a comprehensive and tangible roadmap for delivering reform.

Progress towards achievement of the Strategy and Action Plan will be reported every six months. This is intended to build confidence and transparency in the reform process and in its ability to realise change.

## OUR PURPOSE

The Anguilla Public Service: committed to serving with professionalism and dedication

## OUR VISION

A stronger, more agile public service - working smarter, adapting faster and shaping a sustainable future for Anguilla

## OUR MISSION

Our Public Service - leading with accountability, integrity and compassion to deliver meaningful results

 **Trusted**

 **Public Service Focused**

 **Professional & People Centered**

 **Forward Looking**

 **Efficient**

 **Effective**

Public Service Transformation Strategy & Action Plan  
2025 – 2030

# **Public Service Transformation Strategy**

A shared and transparent  
ambition for reform

# Strategy Overview

This Strategy is founded on six pillars that will support our transformation over the next five years.

## Our Reform Pillars

These pillars are the optimal things that reform of the public service will achieve.

The pillars support a public service that is:

- Trusted
- Public Service Focused
- Professional & People-Centred
- Forward Looking
- Efficient
- Effective

They serve several purposes:

- Providing a realistic and reasonable ambition for the future of the Anguilla Public Service.
- Creating a shared and transparent understanding

of the ambition for reform, fostering greater visibility and accountability for the expected outcomes.

- Ensuring reform of the public service is forward looking in everything it does.
- Providing the benchmark for assessing the success of public service reform.

The pillars were shaped by the insights and aspirations of public servants in Anguilla and informed by international best practice in reform.

They aim to foster and embed an enduring culture and practice of reform that will outlast the Strategy and Action Plan themselves.



## Pillar 1

Public servants are trusted to always make decisions that are for the good of Anguilla

- Public servants act with integrity in everything they do, focusing on the public good
- Public servants at all levels are visible, accessible, approachable and welcome challenge
- There is mutual trust and respect between Ministers and public servants, and between public servants of all grades
- Everyone is accountable for their actions in an empowering, supportive and no blame culture
- Service users trust that all public services are delivered fairly and equitably using transparent processes
- Service users trust that any information they provide to public services will always be kept confidential



## Public Service Focused

# Pillar 2

Aligned with its public service purpose in everything it does

- Service users are treated with courtesy, fairness and respect at all times
- Public servants feel a strong sense of purpose, show their pride and passion for public service and seek to ignite that pride and passion in others
- Strategic objectives are clearly defined, documented and communicated across the public service
- Everything the public service does aligns with the strategic objectives that have been set
- Each Ministry and Department has a clear and well-defined purpose that guides everything it does
- There is a clear line-of-sight between the Ministry's / Department's purpose and the role each person performs



## Pillar 3

The public service is professional in everything it does

- People value and model professional excellence, expertise and integrity
- People are seen as the public service's most valuable asset and their health & wellbeing is supported throughout the workplace
- Staff feel safe to do their jobs in the right way without reprisal or penalty
- Performance management is seen as an ongoing activity with opportunities for improvement and development communicated honestly, constructively and in a timely manner
- Talent, potential and good performance are recognised, communicated, supported, encouraged and rewarded
- Under-performance is recognised, communicated early and addressed through formal channels with opportunities for improvement actively supported
- There is a focus on leadership development with investment in today's leaders, and by identifying future leaders and supporting them to become the leaders of tomorrow



## Forward Looking

# Pillar 4

Embraces opportunities to adopt emerging technologies and innovative approaches

- Public servants are empowered to solve challenges in new ways with the authority to deliver their work, with people at all grades feeling safe to put forward new ideas
- Innovation and initiative are encouraged and rewarded, ensuring we learn from what has worked and what has not
- Technology is adopted to support public facing and internal services, and is designed to be user centred
- User experience is integral to decision-making in the adoption of technology
- Opportunities for improvement and innovation are sought on both a systematic and continuous basis in relation to people, processes, structures and technology
- We invest in the capabilities of our people to be effective now and in the future



**Efficient**

## Pillar 5

Delivers in a streamlined manner with minimum delay, duplication or nugatory effort

- Strategically focused leadership with the capacity to prioritise and balance immediate issues with strategically important longer-term issues
- Decisions are taken at the right level in a timely manner, involving inputs from all those with the necessary expertise
- Responsiveness to changing circumstances with initiatives being quickly brought back on track in the face of setbacks
- Roles are clearly defined and everyone understands and performs their individual roles and responsibilities, with the flexibility to respond to unexpected demands
- Timely and regular flows of information and communications both internally and externally



**Effective**

## Pillar 6

Delivers in a timely manner against desired and clearly defined objectives and outcomes

- Policies and procedures are easy to understand without conflict between different documents, and are consistently applied
- Streamlined ways of working and decision making that are responsive and agile to new challenges
- Reporting structures, workflows, information flows and processes are fit for purpose and are consistently applied, efficiently without bottlenecks
- Management and staff are empowered to make decisions without multiple levels of nugatory approvals
- Key performance indicators and metrics are actively used to improve performance and support decision making
- People are connected in their engagement and timely in their communications, demonstrating emotional intelligence in their interactions and valuing, encouraging and facilitating collaboration and teamwork

# Action Plan

A comprehensive roadmap for  
delivering reform

# Action Plan Overview

This Action Plan translates our Strategy into practical steps for delivering reform and allows us to track progress.

## From Strategy to Action

There is much to be done in the public service, and it will not be possible to do everything at once. That does not mean there should be a protracted reform process: focus and setting demanding timeframes will ensure the greatest chance of success.

Work has already begun on a number of “burning issues” that demand priority attention. The remaining priorities will be implemented over the next five years.

Five years may not feel like a long time, but it is realistic and achievable. It is imperative to maintain momentum - the public service must challenge itself to deliver change.

This Action Plan directly reflects recommendations arising from the reform review.

Actions have been prioritised in a systematic manner using a recognised assessment framework. This has meant weighting up what is most important against the resources we have to deliver.

No single Action is a solution in itself. Some will drive forward change more quickly than others, while some will have greater impact overall. Seeing successful reform as the sum of all these component parts breaks down what may seem like a momentous task into a series of achievable and impactful interventions.

Progress is indicated as follows:

-  Complete
-  In Progress
-  Not Started



## Build trust within and in the public service

We will rebuild trust within the public service by tackling behaviours, practices and cultures that undermine trust, while also better understanding and addressing factors that deplete service users' trust in the APS.

Prioritise recommendations from the Public Service Reform Review Report and develop a tangible programme of reform initiatives

<b>Action 1</b> - Publish the Public Service Reform Review Report so it is available to all staff in the APS and the public.	Q1 2026	
<b>Action 2</b> - Prioritise the recommendations contained in the Public Service Reform Review Report through a systematic, transparent process using a recognised assessment framework.	Q4 2025	
<b>Action 3</b> - Develop and publish a five-year Public Service Transformation Strategy & Action Plan for reform.	Q1 2026	
<b>Action 4</b> - Report progress against delivery of the five-year Public Service Transformation Strategy & Action Plan every six months.	Q2 2026	

Baseline and monitor trust

<b>Action 5</b> - Introduce an annual Staff Trust Survey that is used both as a listening mechanism and a signal that the APS is serious about building a more open, respectful and trusting culture.	Q4 2026	
<b>Action 6</b> - Introduce visible customer service feedback forms with QR codes in public areas for every customer facing service.	Q4 2026	
<b>Action 7</b> - Establish a public service "Trust Charter" & Action Plan including several simple commitments for building trust, co-created through a facilitated, participatory process across all grades of staff across the public service.	Q4 2030	
<b>Action 8</b> - Consider introducing a Public Trust Survey to baseline and track trust among external service users and stakeholders.	Q4 2030	

Clarify and cement the role and relationship that is expected of and between Ministers and Permanent Secretaries

**Action 9** – Host a symposium for Ministers and Permanent Secretaries in relation to the functional relationship between the two groups.

Q2  
2026



Provide a practical enabler to build trust, transparency and consistent communications across the public service

**Action 10** - Establish a central Communications and Information function under the Office of the Deputy Governor that: provides timely, accurate, and consistent information across the public service; promotes transparency; and amplifies the work and priorities of the public service.

Q3  
2026





## Reinforce Purpose, Values and Standards

We will instill and continually reinforce a sense of public service that is rooted in a sense of purpose, values and standards.

Embed purpose and strengthen standards through foundational moves, everyday practice and symbolic reinforcements

**Action 11** - Co-create a Public Service Purpose Statement with leaders and staff across the public service to ensure it reflects shared values.

Q1 2026



**Action 12** - Visible reminders of Purpose, Vision and Mission through ongoing service wide communications and physical displays across workplaces.

Q2 2026



**Action 13** - Regular "Stories of Service" where real examples are shared and celebrated of APS staff going above and beyond (e.g. through email communications, videos, the intranet, townhalls).

Q4 2026



**Action 14** - Spotlight features recognising teams or individuals as a routine part of internal communications and / or on the intranet homepage.

Q4 2026



**Action 15** - Introduce mandatory annual "fitness to practice" or "fitness to serve" training as a formal mechanism for ensuring regular reminders of important standards, expectations and policies (e.g. Purpose/Vision/Mission, Values, Code of Ethics, General Orders etc).

Q4 2028



**Action 16** - Develop an enhanced documented pre-employment compliance procedure for all new public servants, including: mandatory declarations (e.g. interests, secondary employment); contractual terms and conditions; and signed acceptance of key governance documents (e.g. General Orders, Public Service Commission Regulations, Code of Ethics, Code of Conduct).

Q4 2027



**Action 17** - Establish a trusted and consistent professional identity for the public service by setting branding and style standards, including: email signatures (specific to Ministries and Departments but with a consistent underlying style), style guide (e.g. color palette, font type) and document formats (e.g. Word, PowerPoint templates).

Q4 2026



**Action 18** - Update and finalise the Draft Social Media Usage Policy for the Anguilla Public Service.

Q2  
2026



**Action 19** - Introduce service wide annual staff awards.

Q4  
2030



Reduce the potential for conflicts of interest among officers with secondary employment

**Action 20** - Conduct a service-wide exercise asking all officers to complete a signed Declaration of Interest form, along with information highlighting: the need to declare secondary employment; the role of the Public Service Integrity Board; and the health & wellbeing impact of working long hours through secondary employment.

Q4  
2030



**Action 21** - Introduce an individual employee level electronic record of any applications to and approvals (or otherwise) by the Public Service Integrity Board for secondary employment.

Q4  
2030





## Invest in people

We will increase professionalism by investing in people through fair pay and a greater emphasis on training and development (including leadership development) and health & wellbeing, while also doubling down on performance management, and modernising recruitment and induction.

Instill a culture and practice of performance management, Learning & Development and strategic data-driven human resources management

<b>Action 22</b> - Design and establish an enhanced transformed Public Administration function to provide an elevated, fully developed and modern strategic human resource function.	Q1 2027	
<b>Action 23</b> - Implement a new strategic human resource management platform to manage performance and every other aspect of human resources planning, monitoring and management.	Q4 2030	
<b>Action 24</b> - Develop and implement a Competency Framework to ensure consistent expectations and standards for: recruitment; performance management; progression; and professional development.	Q4 2027	
<b>Action 25</b> - Provide public servants with access to a suite of learning interventions that support their ongoing development.	Q1 2027	
<b>Action 26</b> - Provide annual training to all staff in giving and receiving feedback, not just those with line management responsibility.	Q4 2027	
<b>Action 27</b> - Review, update and raise awareness of the Training Policy and process for Ministry / Department requests to fund scholarships, including: assessment of applications based on a published set of criteria, aligned to skills and labor market priorities; a standard template for applications; and a transparent and standardised decision-feedback step explaining the basis for each decision.	Q2 2026	

Invest in people

<b>Action 28</b> - The Pay and Grading Review should take account of the findings from the Public Service Reform Review Report.	Q2 2026	
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**Action 29** - Re-introduce performance-based pay increments as a priority, as soon as pay increments are reinstated.

Q4  
2030



Place a systematic focus on health & wellbeing

**Action 30** - Designate a health & Wellbeing Lead to: finalise and drive implementation of the Promoting Wellness in the Anguilla Public Service Policy; raise awareness of health & wellbeing; and support Ministries and Departments to design and deliver practical wellbeing initiatives.

Q2  
2026



**Action 31** - Increase awareness and visibility of health & wellbeing resources and information through the intranet, which should include a dedicated health & wellbeing section.

Q4  
2026



**Action 32** - Provide access to counselling or an EAP (Employee Assistance Programme) with targeted support for high-risk groups (e.g. emergency responders, front-line officers).

Q4  
2028



Systematically invest in leadership development

**Action 33** - Introduce a systematic leadership development programme for senior and future leaders.

Q2  
2026



**Action 34** - Host an annual leadership forum that focuses on structured leadership development sessions, strategic planning, networking and information sharing.

Q4  
2026





Look forward at an accelerated pace by embracing technology and innovation

We will focus on digitising internal and public facing processes and services to improve efficiency and increase transparency.

Take forward an extensive programme of digital transformation and technology enablement, and cultivate ambitions to embrace innovation

**Action 35** - Design and establish an enhanced transformed DITES function that continues to provide all of its current operational support functions as well as expanding its capacity to progress a strategic programme of digital transformation and technology enablement.

Q4 2026



**Action 36** - Develop a whole-of-government digital strategy that prioritises which services and systems should be digitised and legacy systems modernised (e.g. based on citizen demand, potential for efficiency and feasibility) including short, medium and long-term goals.

Q2 2026



**Action 37** - Establish a Digital Transformation and Governance Management Forum and Working Group to discuss, review and provide strategic direction on Information Technology and Information Security matters.

Q3 2026



**Action 38** - Address structural and legal barriers to digital reform, including an assessment of digital readiness that identifies laws or regulations that block digital transformation.

Q4 2030



**Action 39** - Provide training programmes to equip public servants with the skills needed for effective digital service delivery and ways of working.

Q4 2027



**Action 40** - Use "Innovation Challenges" to find creative solutions to issues facing the public service (e.g. through "Innovation Challenge Days").

Q2 2027





## Robustly confront inefficiencies that undermine the effective operation of the public service

We will instill a culture and practice of strategic planning and coordination across the APS, improving coherence, accountability and oversight of delivery while making better use of resources

Establish structures and frameworks to support strategic planning and co-ordination to strengthen focus, responsiveness, accountability and delivery

**Action 41** - Establish a centre-of-government function under the Office of the Deputy Governor to align priorities, drive policy delivery, and improve transparency, including the following functional units: Deputy Governor & Executive Council Secretariat; Communications & Information; and Strategic Planning & Reform.

Q3 2026



**Action 42** - Design and implement a robust strategic planning and prioritisation framework to include: an annual strategic planning cycle; mid-year review and re-prioritisation process; tiered prioritisation of activities; and link to budgeting and performance reporting.

Q4 2026



**Action 43** - Service-wide publication of work plans at the APS, Ministry and Departmental levels, accompanied by annual townhall events led by the Deputy Governor and Permanent Secretaries.

Q4 2026



**Action 44** - Conduct mid and end of year reviews of achievement of work plans, where leaders account for what has been achieved and barriers to achievement, as well as actions and priorities going forward.

Q4 2026



Adopt measures to optimise resource utilisation

**Action 45** - Instill a practice of Strategic Workforce Planning under the enhanced strategic human resource function to identify redundant posts and reposition officers into posts that maximise organisational capability.

Q4 2027



**Action 46** - Introduce a structured, service-wide process for assessing and approving new or replacement posts, permitting recruitment on a clearly justified and transparently defined basis.

Q4 2026



**Action 47** - Design a Voluntary Exit Scheme as a mechanism for exiting staff in posts that no longer meet the needs of the service.

Q4 2030





## Focus on getting the fundamentals right

We will align and modernise the documented basis for delivering the public service while removing structural impediments to getting things done by optimising structures and processes.

Align and modernise the documented basis for delivering the public service

**Action 48** - Modernise the General Orders, and address inconsistencies with the Public Service Commission Regulations and other documentation to provide an unambiguous “single source of the truth”.

Q3 2026



**Action 49** - Implement an extensive programme of training and awareness to support the introduction of the revised General Orders and Public Service Commission Regulations across the APS, including: what they are; why they are important; what has changed; and what this means for managers and staff.

Q4 2026



**Action 50** - Provide a dedicated technical Help Desk that any member of the APS can contact for clarity on procedural matters relating to the new General Orders.

Q4 2026



Address structural impediments to getting things done in the Attorney General’s Chambers, Procurement and the Public Service Commission

**Action 51** - Modernise the role of the Public Service Commission with an emphasis on empowering and restoring trust in Ministries and Departments to manage recruitment, grievance, disciplinary and training matters in relation to their own staff.

Q4 2030



**Action 52** - Seek external support to ensure reforms to the Public Service Commission are coherent, Constitutionally and legally sound, and aligned with international good practice, while also tailored to Anguilla’s specific needs and context

Q3 2026



**Action 53** - Enable e-procurement and increases to procurement thresholds by making amendments to procurement legislation as a priority.

Q4 2026



<b>Action 54</b> - Appoint a substantive Attorney General.	Q1 2026	
<b>Action 55</b> - Appoint a reinforced senior leadership team including the proposed Deputy Attorney General, Principal Crown Counsel – Civil and Principal Crown Counsel – Criminal.	Q4 2026	
<b>Action 56</b> - Embed a transparent cross-government prioritisation and regular review process for legislative work in collaboration with the Attorney General's Chambers, Ministers and Permanent Secretaries.	Q3 2026	
<b>Action 57</b> - Reinforce accountability through a practical mechanism such as a Memorandum of Understanding between the Attorney General's Chambers, Government of Anguilla and the Governor's Office.	Q3 2026	
<p>Implement critical structural changes as the conclusion to the reform process</p>		
<b>Action 58</b> - Proceed to design a future structure for the APS during the next phase of reform, aimed at reducing the number of Departments.	Q2 2026	
<b>Action 59</b> - Structural change should be taken forward holistically, as part of a single programme of work, in a co-ordinated way and with bold intent.	Q4 2030	



# THE GOVERNMENT OF ANGUILLA

**Proud to serve. Trusted to deliver.**

A transformation strategy & action plan to deliver our reform commitments