



# GOVERNMENT OF ANGUILLA

## 2026

ESTIMATES OF RECURRENT REVENUE,  
EXPENDITURE & CAPITAL



# GOVERNMENT OF ANGUILLA



## RECURRENT AND CAPITAL ESTIMATES

### 2026

	Projected Actuals 2025 EC\$	Estimates 2026 EC\$
Estimated Recurrent Revenue	560,360,783	595,881,631
Estimated Recurrent Expenditure and Amortisation	312,654,899	437,232,755
Less : Debt Service Amortization	<u>(39,627,709)</u>	<u>(39,444,149)</u>
Total Recurrent Expenditure	273,027,190	397,788,606
<b>Estimated Surplus (Deficit) on Year's Operations - Recurrent</b>	<b>287,333,593</b>	<b>198,093,025</b>
Estimated Capital Receipts (Grants and Revenue)	3,438,494	1,478,510
Estimated Capital Expenditure	<u>124,200,346</u>	<u>233,360,000</u>
<b>Estimated Surplus (Deficit) on Year's Operations - Capital</b>	<b>(120,761,852)</b>	<b>(231,881,490)</b>
<b>Estimated Surplus (Deficit) on Year's Operations - Overall</b>	<b>166,571,741</b>	<b>(33,788,465)</b>
Estimated Surplus on Year's Operation - Overall	166,571,741	(33,788,465)
Less: Debt Service Amortisation	<u>(39,627,709)</u>	<u>(39,444,149)</u>
<b>Overall Surplus/Deficit (including amortisation)</b>	<b><u>126,944,032</u></b>	<b><u>(73,232,614)</u></b>
<b>Financing of Capital By:</b>		
CDB (PBL)	-	
CDB Loan/Anguilla Community College		73,000,000
Drawdown on Financial Assets	-	
	<u>-</u>	<u>73,000,000</u>
<b>Cumulative Balance after Financing</b>	<b><u>126,944,032</u></b>	<b><u>(232,614)</u></b>



**Office of the Premier**  
**Minister of Finance, Labour, Immigration, Home Affairs and Constitutional Affairs**

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2 January, 2026

GENERAL WARRANT 2026

TO: THE ACCOUNTANT GENERAL

You are hereby authorised and required to pay, during the course of the financial year ending 31 December 2026, from the Consolidated Fund, the sums totalling **six hundred and thirty-one million, one hundred and forty-eight thousand, six hundred and six (\$631,148,606)** of which:

- (a) the sum of three hundred and ninety-seven million seven hundred and eighty-eight thousand six hundred and six dollars (\$397,788,606) is to pay the Personal Emoluments, Pensions, Allowances and other Charges; and
- (b) the sum of two hundred and thirty-three million, three hundred and sixty thousand dollars (\$233,360,000) is to pay for Local Capital Expenditure when funding becomes available and only on the expressed permission of the Ministry of Finance via the Permanent Secretary of Finance.

Further,

- (c) Capital expenditure financed from external sources will be committed and expended only if and when the funding source has approved the necessary expenditure; and
- (d) the sum of thirty-nine million four hundred and forty-four thousand one hundred and forty-nine dollars (\$39,444,149) is to pay amortization.

Expenditure is to be made as specified in the Schedule to the Appropriation (2026) Act, 2025 hereto annexed as they become due in accordance with the Laws and Standing Financial Instructions of the Government.

And for so doing, this, together with Accounts, Certificates, Vouchers and Acquittances prescribed in the said Laws and Instructions shall be your sufficient Warrant and Discharge.

.....  
Honourable Cora Mae Richardson-Hodge  
Minister of Finance

ACCOUNTANT GENERAL

This warrant has been issued in accordance with the provisions of the Financial Administration and Audit Act 2010. (Revised Statutes of Anguilla Chapter F27)

  
.....  
Permanent Secretary, Finance

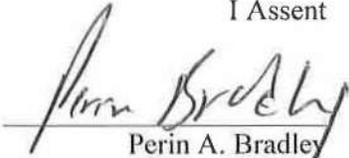


ANGUILLA

A BILL FOR  
**APPROPRIATION (2026) ACT, 2025**

Published by Authority

I Assent

  
Perin A. Bradley  
Governor (Acting)21. NOV-2025  
Date

ANGUILLA

No. 11/2025

**APPROPRIATION (2026) ACT, 2025**

[Gazette Dated: 21<sup>st</sup> November, 2025] [Commencement: Section 4]

An Act to provide for the services of the Government of Anguilla for the financial year ending the 31<sup>st</sup> day of December, 2026.

ENACTED by the Legislature of Anguilla

**Appropriation**

1. There shall be and there is hereby granted to His Majesty, the King for and towards defraying the several charges and expenses for the services of the Government of Anguilla, for the year ending the 31<sup>st</sup> day of December, 2026 the sum of six hundred and thirty-one million, one hundred and forty-eight thousand, and six hundred and six dollars (\$631,148,606) to be applied and expended in the manner and for the services set forth in the schedule to this Act.

**Sums charged on Consolidated Fund**

2. The sum of six hundred and thirty-one million, one hundred and forty-eight thousand, and six hundred and six dollars (\$631,148,606) shall be and the same is hereby declared to be charged upon and made payable from and out of the Consolidated Fund of Anguilla.

**Authority to pay**

3. The Accountant General of Anguilla is hereby authorised and required from time to time upon the Authority of a warrant, under the hand of the Minister of Finance, to pay the several sums appropriated as specified in the Schedule to this Act to the several services herein mentioned as the said warrant shall direct out of the Consolidated Fund of Anguilla without further order or formality.

**Citation and commencement**

4. This Act may be cited as the Appropriation (2026) Act, 2025 and shall come into operation on the 1<sup>st</sup> day of January, 2026.



Tara K. Carty  
*Speaker*

Passed by the House of Assembly this 19<sup>th</sup> day of November, 2025



Lenox J. Proctor  
*Clerk of the House of Assembly*

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**SCHEDULE**  
(Section 1)

<b>GOVERNMENT OF ANGUILLA</b>		
<b>2026 ESTIMATES OF RECURRENT EXPENDITURE AND CAPITAL</b>		
<b>SUMMARY OF APPROPRIATIONS</b>		
<b>SCHEDULE</b>		
<b>PROGRAM</b>	<b>MINISTRY</b>	<b>ESTIMATE 2026</b>
<b><u>PART 1 - RECURRENT EXPENDITURE</u></b>		
		<b>\$</b>
001R	HE THE GOVERNOR	50,583,778
450R	MINISTRY OF FINANCE, LABOUR, IMMIGRATION, HOME AFFAIRS AND CONSTITUTIONAL AFFAIRS	138,870,502
550R	MINISTRY OF SOCIAL DEVELOPMENT, EDUCATION, LIBRARY, YOUTH AND CULTURE	74,139,618
650R	MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING, IT AND E-GOVERNMENT SERVICES	33,416,765
850R	MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL RESOURCES	27,882,522
950R	MINISTRY OF HEALTH, TOURISM AND SPORTS	72,895,421
	<b>TOTAL RECURRENT EXPENDITURE</b>	<b>397,788,606</b>
<b><u>PART 11 - CAPITAL</u></b>		
001D	HE THE GOVERNOR	1,600,000
450D	MINISTRY OF FINANCE, LABOUR, IMMIGRATION, HOME AFFAIRS AND CONSTITUTIONAL AFFAIRS	1,100,000
550D	MINISTRY OF SOCIAL DEVELOPMENT, EDUCATION, LIBRARY, YOUTH AND CULTURE	23,986,700
650D	MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING, IT AND E-GOVERNMENT SERVICES	137,050,000
850D	MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL RESOURCES	55,123,300
950D	MINISTRY OF HEALTH, TOURISM AND SPORTS	14,500,000
	<b>TOTAL CAPITAL EXPENDITURE</b>	<b>233,360,000</b>
	<b>TOTAL RECURRENT AND CAPITAL EXPENDITURES</b>	<b>631,148,606</b>

**OBJECTS AND REASONS**  
*(Does not form part of the Bill)*

The Object of this Bill is to provide for the services of the Government of Anguilla for the financial year ending the 31<sup>st</sup> day of December 2026.

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## *2026 BUDGET ADDRESS*

*Moving Forward Together: People, Purpose, Prosperity*

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### 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 1<sup>st</sup>, 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 cent<sup>2</sup>, 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 2025, 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\$124.2 million**, representing **65%** of the **EC\$191 million** budgeted and a **33.02%** 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.

# Economic & Fiscal Outlook

## **Economic Overview**

Anguilla, a British Overseas Territory within the Caribbean, continues to be characterised by political stability, sound institutions, and a high-end, tourism-led economic model. As a small, open island economy, Anguilla remains highly sensitive to external developments, including global economic conditions, climate-related risks, and shifts in international travel demand. Tourism and construction remain the principal drivers of economic activity, while real estate activities and financial services are other historically significant economic sectors.

In 2024 and 2025, the global economy transitioned from post-pandemic recovery to a phase of moderated growth. Advanced economies maintained relatively tight monetary policy stances to consolidate gains against inflation, resulting in elevated interest rates and subdued global demand. Inflationary pressures eased gradually, energy markets stabilised, and supply chain conditions improved, though geopolitical tensions and climate-related disruptions continued to pose downside risks.

Within the Eastern Caribbean Currency Union (ECCU), economic performance remained resilient. Growth was underpinned by a sustained rebound in tourism, buoyant construction activity, and public-sector investment in infrastructure and resilience. While some member states faced weather-related shocks, regional output continued to expand at a moderate pace.

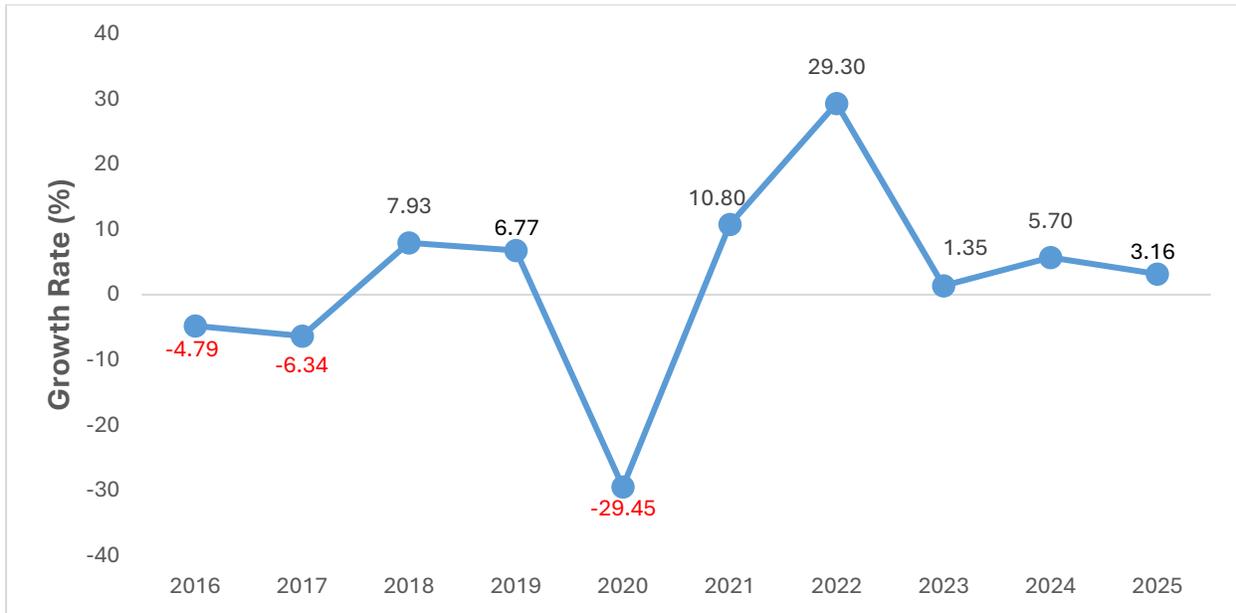
## **Historical Economic Performance, 2024 and 2025**

Against this backdrop, Anguilla recorded steady and broad-based growth in both 2024 and 2025. Economic activity was supported by strong tourism demand, continued investment in public and private construction, and improvements in air and sea connectivity.

- **Tourism** exceeded expectations in 2024, with several months recording historically high visitor arrivals compared to pre-pandemic benchmarks. This momentum carried into 2025, supported by expanded airlift, targeted destination marketing, and increased demand from core source markets, particularly the United States.
- **Construction activity** remained robust throughout both years, driven by major public infrastructure projects, including the redevelopment of the Clayton J. Lloyd International Airport, road rehabilitation, and educational facility upgrades, alongside private residential and tourism-related developments.
- **Macroeconomic stability** was maintained through prudent fiscal management, helping to contain inflationary pressures and preserve investor confidence. Price increases moderated over the period as global cost pressures eased, offering gradual relief to households and businesses.

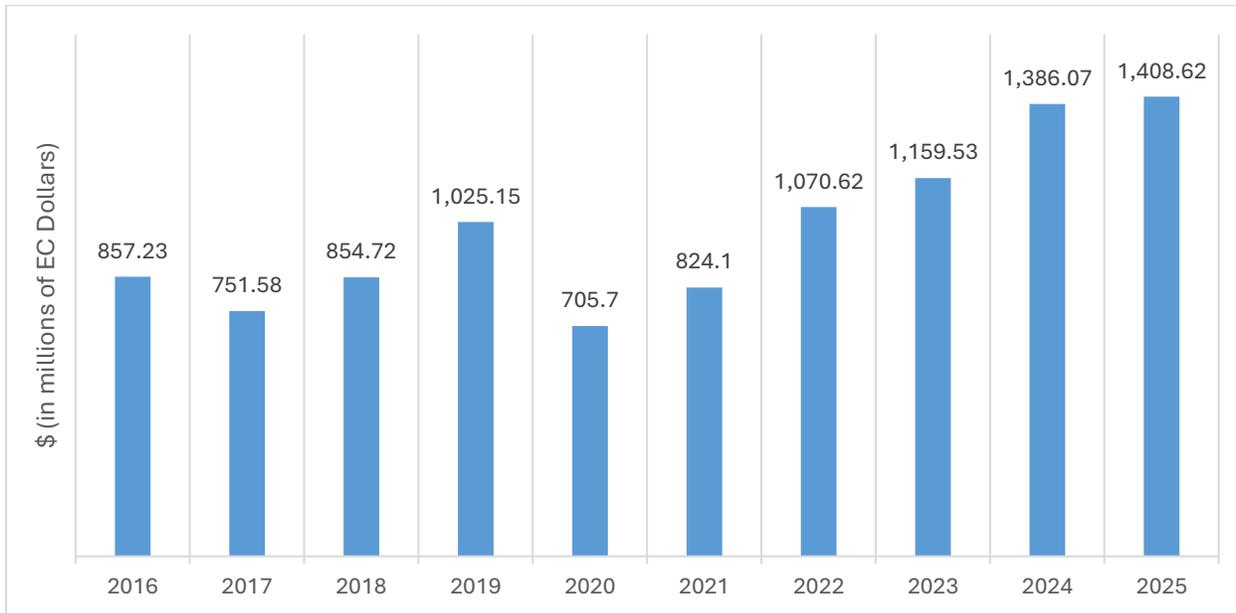
Overall, economic conditions in 2024 and 2025 reinforced the importance of stability, institutional credibility, and strategic investment in supporting sustainable growth and long-term development.

Figure 1: Real GDP Growth Rate, 2016 –2025 (in per cent, year-over-year)



Source: (data) Eastern Caribbean Central Bank and Anguilla Statistics Department

Figure 2: Nominal Gross Domestic Product, 2016 –2025 (in millions of Eastern Caribbean Dollars)



Source: (data) Eastern Caribbean Central Bank and Anguilla Statistics Department

## Industry Performance 2024

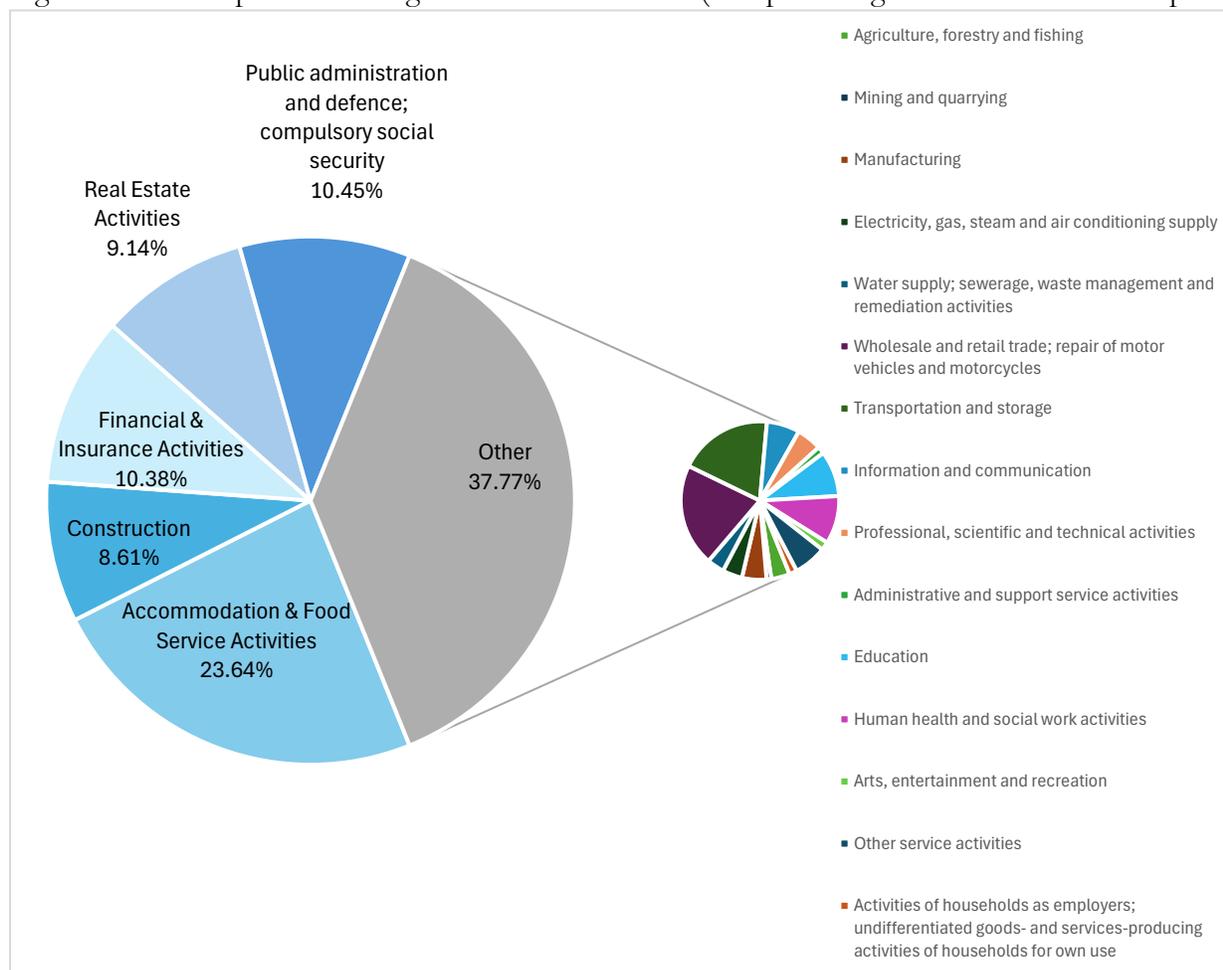
The top performing industries in 2024, in descending order of real Gross Value Added (GVA), which measures the contribution of that sector to the economy without inflationary pressure, were:

**Table 1: Top Performing Industries In 2024**

Sector	Real GVA (EC\$M)	Contribution to Real GVA (%)	Real Growth Rate of GVA (%)
Accommodation & Food Service Activities	193.30	23.64	15.70
Public Administration, Defence & Compulsory Social Security	85.49	10.45	7.17
Financial & Insurance Activities	84.91	10.38	6.21
Real Estate Activities	74.70	9.14	5.82
Construction	70.42	8.61	5.48

Source: (data) Eastern Caribbean Central Bank and Anguilla Statistics Department

Figure 3: 2024 Top Contributing Economic Industries (as a percentage of GVA in constant prices)



Source: (data) Eastern Caribbean Central Bank and Anguilla Statistics Department

## Industry Performance 2025

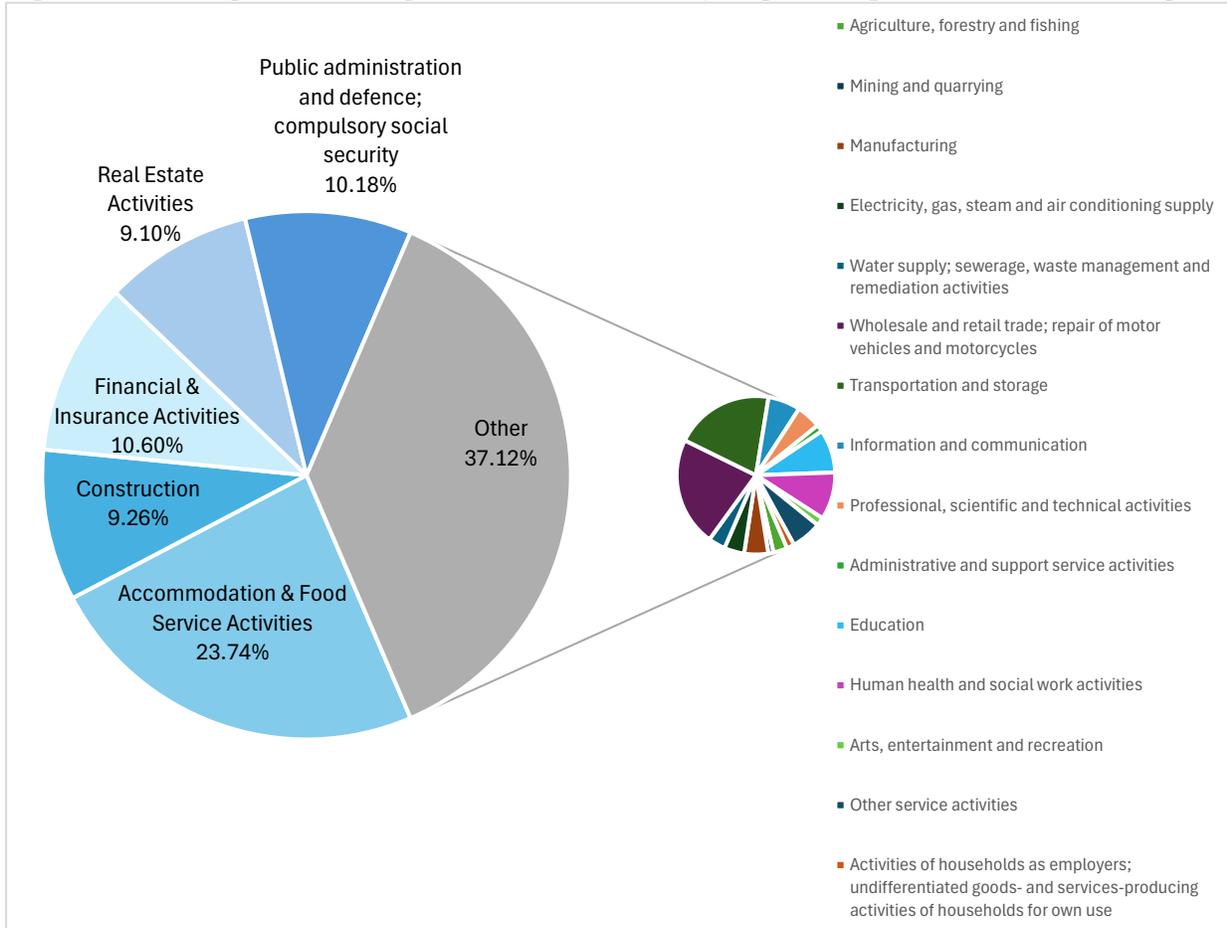
The top performing industries in 2025, in descending order of real Gross Value Added (GVA) were:

**Table 2: Top Performing Industries In 2025**

Sector	Real GVA (EC\$M)	Contribution to Real GVA (%)	Real Growth Rate of GVA (%)
Accommodation & Food Service Activities	202.26	23.74	4.64
Financial & Insurance Activities	90.32	10.60	6.38
Public Administration, Defence & Compulsory Social Security	86.72	10.18	1.44
Construction	78.85	9.26	11.98
Real Estate Activities	77.52	9.10	3.77

Source: (data) Eastern Caribbean Central Bank and Anguilla Statistics Department

Figure 4: 2025 Top Contributing Economic Industries (as a percentage of GVA in constant prices)



Source: (data) Eastern Caribbean Central Bank and Anguilla Statistics Department

## Inflation 2024 and 2025

The Consumer Price Index (CPI) trends for Anguilla over 2024 and 2025 indicate a clear and sustained disinflationary path, reflecting the gradual unwinding of global price shocks and improving macroeconomic conditions. While inflation reductions improve purchasing power at the margin, the legacy impact of earlier price increases continues to influence household welfare, particularly for lower-income groups. This reinforces the importance of complementary policies focused on income growth, productivity, and targeted social support.

According to the Anguilla Statistical Department (ASD), consumers paid 0.5% less for their basket of goods and services in December 2024 than they paid in December 2023. This marked a turning point following the elevated price pressures experienced in earlier years. The reduction in inflation was driven primarily by stabilisation in global energy prices and an easing of imported food price pressures, as international supply chains normalised and freight costs moderated.

In 2025, the disinflationary trend strengthened further. The ASD reports that consumers paid 1.6% less for their basket of goods and services in December 2025 than they paid in December 2024, reflecting a more pronounced easing of price pressures across the economy. Key contributing factors included further reductions in fuel and utility costs, improved import logistics and lower shipping costs, as well as greater price stability in core categories, including food, household items, and transport-related services.

While headline inflation declined, price levels remained elevated relative to pre-pandemic norms. However, the pace of price increases slowed materially, providing early relief to households and businesses facing cost-of-living pressures.

**Table 3: Inflation Rate, December 2023 to December 2025**

Category	DEC 23/ DEC 22	DEC 24/ DEC 23	DEC 25/ DEC 24
<b>INFLATION RATE (end of period percent)</b>	<b>-0.6</b>	<b>-0.5</b>	<b>-1.6</b>
<b>By Division:</b>			
Food And Non-Alcoholic Beverages	4.56	0.35	-6.7
Alcohol Beverages, Tobacco and Narcotics	6.3	0.3	-9.9
Clothing And Footwear	-6.0	5.3	1.0
Housing, Water, Electricity, Gas, And Other Fuels	-0.3	-1.7	-0.6
Furnishing, Household Equipment and Routine Household Maintenance	-1.7	-1.3	2.0
Health	0.2	0.3	1.8
Transport	-10.8	-7.3	-2.2
Communication	-1.3	-0.1	2.8
Recreation And Culture	3.8	0.6	-10.6
Education	3.1	3.2	1.8
Restaurants And Hotels	2.5	19.5	0.1
Miscellaneous Goods and Services	9.6	0.4	-2.4

Source: Anguilla Statistics Department

## 2026 Economic Outlook

The Anguillian economy in 2026 is expected to record steady, moderate growth, supported by sustained tourism demand, continued construction activity, and strong fiscal capacity through domain registry sales. As local airlift and connectivity strengthen, Anguilla is well positioned to benefit from resilient demand in its core source markets, particularly within the high-end tourism segment. The Eastern Caribbean Central Bank (ECCB) projects real GDP growth at 2.34% in 2026, underpinned by ongoing public infrastructure works, private-sector investment, and positive spillovers from tourism-related services.

Notwithstanding these favourable prospects, risks remain. Elevated global interest rates, geopolitical tensions, and climate-related vulnerabilities could temper growth and weigh on household and business confidence. In this context, continued fiscal prudence will be essential to preserve buffers while safeguarding priority capital projects and social programmes. Looking ahead, strategic efforts to diversify the economic base, advance digital transformation, and invest in climate-resilient infrastructure will be critical to strengthening economic resilience and sustaining inclusive growth over the medium term.

## Industry Performance Expectations

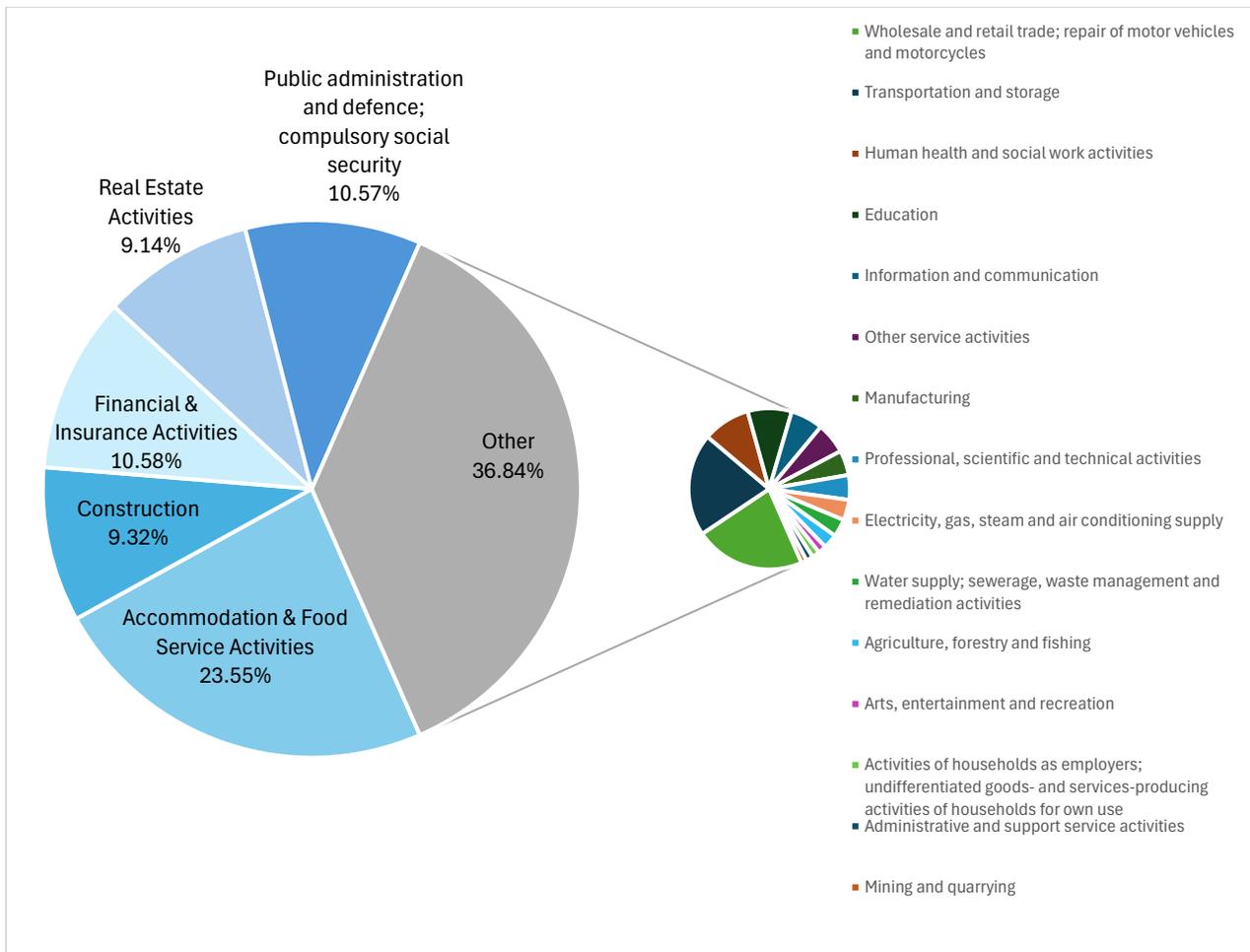
The top performing industries in 2026, in descending order of Real Gross Value Added are projected to be:

**Table 4: Top Performing Industries In 2026**

<b>Sector</b>	<b>Real GVA (EC\$M)</b>	<b>Contribution to Real GVA (%)</b>	<b>Real Growth Rate of GVA (%)</b>
<b>Accommodation &amp; Food Service Activities</b>	<b>205.61</b>	<b>23.55</b>	<b>1.65</b>
<b>Financial &amp; Insurance Activities</b>	<b>92.32</b>	<b>10.58</b>	<b>2.20</b>
<b>Public Administration, Defence &amp; Compulsory Social Security</b>	<b>92.30</b>	<b>10.57</b>	<b>6.43</b>
<b>Construction</b>	<b>81.32</b>	<b>9.32</b>	<b>3.12</b>
<b>Real Estate Activities</b>	<b>79.79</b>	<b>9.14</b>	<b>2.94</b>

Source: (data) Eastern Caribbean Central Bank and Anguilla Statistics Department

Figure 5: 2026 Top Contributing Economic Industries (as a percentage of GVA in constant prices)



Source: (data) Eastern Caribbean Central Bank and Anguilla Statistics Department

Permanent Secretary, Finance  
The Valley  
Anguilla

**MINISTRY OF FINANCE CIRCULAR NO. 1 OF JANUARY 9 , 2026**

**TO: DEPARTMENT HEADS  
ACCOUNTING OFFICERS  
PERMANENT SECRETARIES  
DEPUTY GOVERNOR  
H E THE GOVERNOR  
MINISTERS OF GOVERNMENT (for information)**

**SUBJECT: BUDGET FOR 2026 - INSTRUCTIONS TO  
ACCOUNTING OFFICERS**

This circular is in support of the 2026 budget that was passed by the House of Assembly on the 19<sup>th</sup> of November, 2025; assented to on 21<sup>st</sup> November, 2025 and gazetted on the 21<sup>st</sup> of November, 2025.

The Minister of Finance signed the General Warrant in accordance with Part 6 Section 25 of the Financial Administration and Audit Act (FAAA) R.S.A. c. F27. With this provision, the Accountant General has been authorised to make payments from the Consolidated Fund within the limits specified under Section 25 of the Act.

This Circular is issued to provide Accounting Officers and their delegates with instructions relating to the management of the Appropriation Act and Schedules for the 2025 Budget.

In accordance with Section 8 of the FAAA, the Minister has appointed Accounting Officers for each programme or sub programme in the 2025 Budget. Accounting Officers will also be named for each revenue subheads. Accounting Officers may be required to explain any queries in relation to the performance of their duties in respect of these programmes or the revenue subheads to the Public Accounts Committee or the Audit Committee.

Accounting and monitoring of both revenue and expenditure will continue and where revenue or expenditure varies significantly from the budgeted amounts, Accountability Forms will be issued to the Head of Department for comment and explanation. Heads of Departments and Accounting Officers are required to take these forms seriously. Failing to comply with this requirement to submit the completed Accountability Forms within the time stipulated could result in disciplinary action. The Ministry of Finance will remain committed to seeing the public finances of the Government of Anguilla maintain fiscal balance.

Additionally, quantitative data for ministries and departments' performance indicators have been recorded in the 2026 estimates and the forward years of 2027 and 2028. As a result,

ministries and departments are required to keep data records and monitor these indicators in order to report on the actual performance during the 2026 budget process.

## **EXPENDITURE LIMITATIONS**

All single expenditure initiatives and new contracts, including contract renewals involving a commitment, should be undertaken under the allowances of the Public Procurement and Contract Administration legislation. This requires all expenditure in excess of EC\$4,000 to be channelled through the relevant ministry's Procurement Committee. Specifically, accounting officers only have full carriage of procurements where the expenditure can be classified as micro procurement – that is, the expected value is less than EC\$4,000. Furthermore, where the estimated amount to be spent on a single expenditure exceeds \$54,000, the completed procurement documents must be presented to the Chief Procurement Officer for review and recommendation. One notable exception to this requirement is the purchase of vehicles where the limitation is \$67,750. Exempt procurements are listed under section 26 of the Public Procurement and Contract Administration Amendment Act, 2016. Allowance is also made for exceptional circumstances in sections 18, 35 and 36.

The subdividing of projects in order to circumvent the procurement process will not be permitted in accordance with Section 5 'Artificial Division of Solicitations Prohibited' of the Public Procurement and Contract Administration Amendment Act, 2016.

Allocation of funds during 2026 will be released based on the cash flow Forecasts provided by Ministries and Departments in conjunction with the cash flow status. Accounting Officers and their delegates should ensure that the Treasury Financial Management System (SmartStream) is used to its maximum capability. This system must be used for preparing purchase orders. Purchase Orders should not be processed if they would result in over expenditure on the account to which it relates. **No manual purchase orders are permitted unless specific prior approval is granted by the Accountant General.**

Accounting Officers and delegates should plan their expenditure in such a way that payments are not ballooned in December 2026. It may not be possible to increase allocations during the year. Budgetary constraints that are likely to impede delivery of government services must be discussed at meetings of Permanent Secretaries and with the relevant Minister to determine if alternative strategies would be possible.

## **LOCALLY FUNDED CAPITAL**

The 2026 Estimate for Locally Funded Capital was approved in the amount of \$233,360,000. Accounting Officers should establish how this expenditure should take place over the 12 months of the year. Accounting Officers have a responsibility to ensure that capital projects are delivered on time and within budget.

Inventories must be maintained for all items of furniture and equipment and should be available for inspection by the Internal Audit Department. Once per year, the Ministry of Finance should receive a completed inventory list or Asset Register from all departments.

## DEPOSITS AND ADVANCES

Advances and Deposits are sometimes referred to as Below the Line Accounts. They are temporary vehicles permitting expenditure and receipts that may not conform closely to revenue or expenditure as detailed in the budget. They may represent prepayments or a temporary receipt, a payment or receipt on behalf of another individual, institution or government to be adjusted or refunded within a short period. The Treasury Department will continue to embark on an exercise to reduce the number of Below the Line Accounts since the usage of such accounts play a vital role in cash management.

Advances are permitted under section 43 of the FAAA. They must be authorised by the Minister of Finance and **must be recoverable within 12 months**. The total amount of advances cannot exceed \$500,000 unless authorised by the House of Assembly.

Advances made to officers required to travel overseas to acquire goods or services must be settled within two (2) weeks following his/her return to Anguilla. Cash returned, original receipts, and a statement of expenses incurred must accompany the Transfer Voucher (prepared in duplicate) on settlement.

Deposits are permitted under Section 44 of the FAAA. Interest accruing on Deposits if invested, unless otherwise directed by the Minister of Finance, shall be deposited to the Consolidated Fund.

A deposit that is unclaimed for 5 years, subject to provisions of any law, shall cease to be a deposit and shall accrue to the Consolidated Fund. If the Minister is satisfied that an individual was entitled to the deposit at a subsequent date the Minister may direct that the amount due be refunded.

Deposit Accounts should not be confused with the establishment of a "Special Fund". Special Funds are authorized pursuant to Section 45 of the FAAA. The Act allows their establishment when:

1. they are established by or under any Act and for a specific purpose
2. they represent a trust fund held by the Government; and
3. the Minister of Finance authorizes the establishment of a fund by regulation.

## THE ROLE OF THE ACCOUNTING OFFICER

The role of the Accounting Officer is clearly defined in section 8 of the FAAA.

The House of Assembly through the Public Accounts Committee may call on any Accounting Officer to report on

- (1) the prompt collection and receipt of revenue under an account of revenue or part of an account of revenue in respect of which he or she has been appointed accounting officer,

(2) the control of, and accurate accounting for, expenditure for which he or she is appointed under—

- (A) the expenditure account or part of an account,
  - (B) each account or part of an account of expenditure charged on the Consolidated Fund or Development Fund by law and identified in the main or supplementary estimates, and
  - (C) each account of revenue or part of an account of revenue in the main estimates,
- (2) the control of, and accurate accounting for, public money, other than money for public purposes, received by the ministry, department or public service for which he or she is accounting officer, and
- (3) the control of, and accurate accounting for, the disbursement of public money, other than money for public purposes, received by the ministry, department or public service for which he or she is accounting officer, in accordance with this Act and the regulations and any other Act and its regulations and in accordance with the financial instructions;
- (4) the procurement of stores and other government property as are provided by the regulations.

The Accountant General has been instructed to reject all invoices from Departments that do not comply with standards set by the Financial Administration and Audit Act, Financial Instructions, General Orders or any other regulations in force.

## **REALLOCATION**

Section 30 of the FAAA sets out the conditions under which monies may be reallocated between accounts (Ministries). Specifically, with the approval of the House of Assembly, the Minister of Finance may by means of a reallocation warrant under his or her hand, direct that any surplus arising from under expenditure on any item in an expenditure vote contained in the main or supplementary estimates be applied in aid of any item in any other expenditure vote in the estimates or in aid of any new item of expenditure.

The purpose of the Reallocation Warrant is to make provision during the year to cover a type of expenditure authorized by an Appropriation Act for which the original allocation was insufficient. It is the transfer of funds among Programmes/Ministries. Therefore, an increase in one Vote must be offset by a reduction in another Vote without affecting the total sum appropriated.

## **VIREMENTS**

Virements are what were referred to prior to the passage of the current Financial Administration and Audit Act as Reallocations. There are two types of virement forms. There is one that deals with transfers within the Programme among Standard Object Codes

(SOC) and another that deals with transfers within Programmes of the same ministry.

The Ministry of Finance will review all requests for virements and reserves the right to reject any application that is deemed inappropriate. **In addition, Accounting Officers (Permanent Secretaries) are required to approve all virements before submission to the Ministry of Finance.**

The specific restrictions regarding the virements are as follows: -

- 1. Funds cannot be transferred between the Recurrent and the Capital Budget.**
- 2. Funds should not be transferred from a standard object and then back to that standard object.**

Whenever an application is made for the reallocation or virement of funds, the expenditure records must be reconciled with the Finance Officer at the Ministry of Finance before the application is submitted. A Schedule of Reallocation Warrants approved by the Permanent Secretary Finance shall be laid before the House of Assembly for information.

## **CONTINGENCIES WARRANTS**

As outlined in the FAAA Section 28 (p.23) in a financial year if

- (a) an expenditure for a public service not foreseen and provided for, or not sufficiently provided for is required for the public good
- (b) the Legislature is not meeting and will not meet for a period of more than ten days; and
- (c) the Appropriation Act for the financial year has come into force.

The Minister of Finance may, in anticipation of approval of the Expenditure in a Supplementary Appropriation Act, issue a Contingency Warrant under his or her hand authorising the expenditure to be made out of the Consolidated Fund but the aggregate of the amounts of the warrants issued under this section in the financial year shall not exceed 5% of the main estimates of recurrent and capital expenditures in that financial year unless cleared by the House of Assembly in the form of a Supplementary Appropriation Budget. Applications for Contingency Warrants must satisfy the following conditions: -

1. There is no provision for the expenditure in the Estimates;
2. The requirement is urgent, in the public interest, and cannot be deferred until supplementary provision is authorized by the House of Assembly;
3. The need could not have been foreseen; and
4. Provision cannot be made by Reallocation or Virement.

Department Heads should take special note of any Applications for Contingency Warrants that are required to supplement Standard Objects of Expenditure that have been reduced earlier to serve as a source of funds for a previous Reallocation or Virement Warrant.

Whenever an application is made for Supplementary Appropriation or for a Contingency Warrant, the Departmental expenditure records must be reconciled with the Treasury records and reviewed by the Ministry of Finance.

However, given the current pressures on Government spending and the need to adhere to the Government's fiscal balance targets, line Ministries should be aware that the Government will continue to apply a strict approach to requests for contingency warrants. Contingency warrants will only be approved in the most exceptional circumstances and in all cases will require full offsetting funds (or identified revenue source).

If Ministries consider that their final budget allocations are inadequate to meet their forward work programme, they must adjust their work plans accordingly. It is essential that line Ministries manage their programmes within approved budget resources.

Please refer to Part 6 Section 28 page 23 of the Financial and Administration and Audit Act and review the "Contingency Warrants."

### **OFFICERS LIABLE TO MAKE GOOD DAMAGE**

The Revised General Orders (2010) indicates that in the event of any financial damage arising from disregard of, or failure to comply with any General Orders, Financial Instructions, Stores Rules or Departmental Instructions or from any neglect of duty whatsoever on their part, officers may be liable to make good the damage or any part thereof.

Additionally, the Financial Administration and Audit Act Sections 8 (5) and 9 (6) advise that an accounting officer and his or her delegate, is accountable for discharging his or her responsibilities under this Act, the regulations and financial instructions with diligence and honesty and is subject to discipline under the applicable law for failing to do so.

Disciplinary action may take a number of forms but it must be noted that it does include surcharge, where the implementation of it is facilitated by other developments in the new act.

### **RIGHT OF SET OFF**

Officers are required to conduct a detailed review of Section 33 of the Financial Administration and Audit Act under the above captioned. Subject to this Section, when a person owes money to the Government or to a government agency in a specific amount and the person is owed money by the government in a specific amount, the Accountant General may exercise a right to set off in relation to the indebtedness. The procedural details are given in the aforementioned Section.

Therefore, a mechanism is in place for the easy implementation of any surcharges that may be levied against officers where the indebtedness of the officer is the amount of the surcharge and the indebtedness of the Government is the officer's salary or some other income generated from the government.

## **INTERNATIONAL TRAVEL**

Accounting Officers are reminded that the current policy of severely limiting international travel remains in effect. International travel must be approved by the appropriate Minister and Permanent Secretary and must be considered beneficial to the Government's overall objectives. This policy applies to all public servants regardless of whether the travel is paid wholly or in part from Government appropriations or "fully subsidized" by an external organisation.

Officers are further reminded that applications for overseas travel should be submitted with sufficient lead-time to allow for proper review and processing.

## **COMMUNICATIONS AND UTILITIES**

Accounting Officers are encouraged to continue to enforce all necessary measures to reduce and control expenditure in both these Standard Objects of Expenditure during the financial year. In working towards this goal, the following specific points regarding the use of communications facilities should be kept in mind:

1. Official, Overseas, Facsimile and Telephone calls must be signed by the Officer making the call and Name of person or business called must be indicated next to the officer's signature;
2. **Private Overseas calls shall only be made with the expressed permission of the Accounting Officer or Head of Department on the appropriate form. This includes the provision for the deduction of the relevant cost of the calls from their salaries if the settlement is not made by the due date;**
3. Department Heads are required to check the Phone Logs to ensure that the above procedures are being followed;
4. With the upgrading of the telephone system, officers are required to use extension numbers in preference to direct dialling to reach other officers on the government switchboard. A system of call accounting has been introduced to all telephones on the switchboard. Heads of Department must monitor these accounts and indicate whether the calls made by officers within that department are reasonable and consistent with their job descriptions. Any calls in excess of what can be considered reasonable must be paid for by the officers concerned. This will include calls to cellular numbers that are not work related. Officers are encouraged to assist in this regard by practising prudent use of the telephone system.

5. Electricity bills for all ministries and departments are paid through the Ministry of Finance every month and the Ministry of Finance in turn issues debit advices to the said ministries and departments. If bills are sent directly to your ministry/department from Anglec, please forward them to the Ministry of Finance as soon as possible so that payment can be made in a timely manner.

**Electricity bills for all ministries and departments are paid through the Treasury every month and the Treasury in turn issues debit advices to the said ministries and departments. If bills are sent directly to your ministry/department from the Department of Water Services, please forward them to the Treasury as soon as possible so that payment can be made in a timely manner.**

### **OVERTIME**

Any overtime must be settled by officers having days off in lieu of the overtime worked unless otherwise instructed by the department head after consultation with the Ministry of Finance.

### **REVENUE**

The Financial Administration and Audit Act permits the Minister to appoint accounting officers for revenue. Accounting Officers and their delegates should refer to Sections 8 and 9 of the Act to understand their role in relation to revenue.

Revenue collectors are urged to make every attempt to collect public revenue when it is due. Departments that collect revenue shall pay their collections into the Treasury Department on the scheduled date or before the end of each week. In the event this schedule cannot be followed, the Accounting Officer, or his/her delegate, must inform the Permanent Secretary Finance in writing as required by the Financial Instructions. The Head of the Department will be held personally responsible for any losses where this directive is not followed and will be liable to surcharge.

Cheques made payable to the Government must indicate the name, address and telephone number of the payee. All cheques written to the Government of Anguilla should be crossed in line with the Financial Instructions..

### **RATES OF PAY**

The rates of pay are included as a separate item in the budget document.

Included are salary scales for government established employees and police and also a wage rate schedule for government non-established employees.

As we continue to work together towards the recovery and stabilisation efforts during this fiscal period, your cooperation and adherence to the instructions set out in this circular are solicited.



Marisa Harding Hodge

# GOVERNMENT'S POLICY PRIORITIES 2026



## Enhancing National Security and Emergency Preparedness

The Government will strengthen security and community resilience through modern technologies, including radar and surveillance systems, and by improving emergency response and coordination to safeguard lives and borders.



## Empowering Youth and Advancing Lifelong Learning

The Government will expand and develop programmes that support youth empowerment, early childhood education, skills training, scholarships, and career development, creating clear pathways for meaningful participation in society and building a skilled, resilient population



## Advancing Community Well-Being and Social Protection

The Government will improve the quality and reach of healthcare and social services, with a focus on better patient care, stronger support for vulnerable populations, and expanded rehabilitation and community programmes that promote health, dignity, and inclusion.



## Strengthening Infrastructure Through Strategic Investment and Sustained Maintenance

The Government will adopt a deliberate, needs-based approach to physical, digital and renewable infrastructure by prioritizing targeted investments in key areas such as water, waste management, roads, airport development and government buildings, while institutionalizing regular maintenance of public infrastructure to ensure long-term functionality, safety, and value for money.



## Strengthening National Sports Development

The Government will modernize infrastructure, improve transportation access, enhance human resource capacity, and launch innovative programs that enable inclusive participation and support athlete growth from grassroots to professional levels.



## Promoting a Resilient, Opportunity-Driven Economy

The Government will advance sustainable economic growth by diversifying key economic sectors, promoting investment, enhancing food security, and fostering economic equity through strategic partnerships and market expansion, positioning Anguilla as a competitive, knowledge-driven destination regionally and globally.

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT EXPENDITURE AND CAPITAL  
SUMMARY OF APPROPRIATIONS**

**SCHEDULE**

<b>PROGRAM</b>	<b>MINISTRY</b>	<b>ESTIMATE 2026</b>
<b><u>PART 1 - RECURRENT EXPENDITURE</u></b>		
		<b>\$</b>
<b>001R</b>	HE THE GOVERNOR	50,583,778
<b>450R</b>	MINISTRY OF FINANCE, LABOUR, IMMIGRATION, HOME AFFAIRS AND CONSTITUTIONAL AFFAIRS	138,870,502
<b>550R</b>	MINISTRY OF SOCIAL DEVELOPMENT, EDUCATION, LIBRARY, YOUTH AND CULTURE	74,139,618
<b>650R</b>	MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING, IT AND E-GOVERNMENT SERVICES	33,416,765
<b>850R</b>	MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL RESOURCES	27,882,522
<b>950R</b>	MINISTRY OF HEALTH, TOURISM AND SPORTS	72,895,421
	<b>TOTAL RECURRENT EXPENDITURE</b>	<b>397,788,606</b>
<b><u>PART 11 - CAPITAL</u></b>		
<b>001D</b>	HE THE GOVERNOR	1,600,000
<b>450D</b>	MINISTRY OF FINANCE, LABOUR, IMMIGRATION, HOME AFFAIRS AND CONSTITUTIONAL AFFAIRS	1,100,000
<b>550D</b>	MINISTRY OF SOCIAL DEVELOPMENT, EDUCATION, LIBRARY, YOUTH AND CULTURE	23,986,700
<b>650D</b>	MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING, IT AND E-GOVERNMENT SERVICES	137,050,000
<b>850D</b>	MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL RESOURCES	55,123,300
<b>950D</b>	MINISTRY OF HEALTH, TOURISM AND SPORTS	14,500,000
	<b>TOTAL CAPITAL EXPENDITURE</b>	<b>233,360,000</b>
	<b>TOTAL RECURRENT AND CAPITAL EXPENDITURES</b>	<b>631,148,606</b>

**GOVERNMENT OF ANGUILLA**  
**2026 - 2028 ESTIMATES OF RECURRENT REVENUE BUDGET**  
**SUMMARY BY TYPE AND STANDARD OBJECT**

REVENUE SOURCE	Actual Revenue 2024	Estimate 2025	End of year Projection 2025	Proposed Estimate 2026	Proposed Estimate 2027	Proposed Estimate 2028
<b>RECURRENT REVENUE</b>	<b>469,861,457</b>	<b>525,829,372</b>	<b>560,360,763</b>	<b>595,881,631</b>	<b>648,253,620</b>	<b>661,323,790</b>
<b>Taxes</b>	<b>316,461,449</b>	<b>335,539,048</b>	<b>289,307,592</b>	<b>286,150,741</b>	<b>299,393,030</b>	<b>308,305,423</b>
Taxes on Income, profits and capital gains	5,648,139	7,239,879	5,757,588	7,020,720	7,213,088	7,391,251
Taxes on payroll and workforce	23,088,179	26,506,235	23,858,930	26,050,949	26,764,703	27,425,720
Taxes on property	7,728,877	7,539,700	8,197,584	8,310,000	8,442,600	8,577,852
Taxes on goods and services	224,015,221	226,696,893	198,371,577	183,981,393	194,282,544	200,705,273
Taxes on international trade and transactions	55,981,032	67,556,340	53,121,913	60,787,679	62,690,095	64,205,327
<b>Nontax revenue</b>	<b>153,400,008</b>	<b>190,290,324</b>	<b>271,053,171</b>	<b>309,730,890</b>	<b>348,860,591</b>	<b>353,018,367</b>
Property income	4,118,535	3,358,599	8,925,515	4,805,275	4,805,279	4,805,283
Sales of goods and services	147,728,631	184,807,854	260,515,272	303,189,759	342,276,125	346,393,674
Fines and penalties	141,127	153,053	176,850	150,700	150,700	150,700
Transfers not elsewhere classified	1,411,716	1,970,818	1,435,534	1,585,156	1,628,487	1,668,710
<b>Grants</b>	-	<b>525,000</b>	<b>3,438,494</b>	<b>1,478,510</b>	-	-
Current	-	-	-	-	-	-
Capital	-	525,000	3,438,494	1,478,510	-	-
<b>TOTAL REVENUE</b>	<b>469,861,457</b>	<b>526,354,372</b>	<b>563,799,257</b>	<b>597,360,141</b>	<b>648,253,620</b>	<b>661,323,790</b>
<b>OTHER TRANSACTIONS</b>	-	-	-	-	-	-
<b>Incurrence of liabilities</b>	-	-	-	-	-	-
<i>CDB Loan (Anguilla Community College)</i>	-	-	-	-	-	-
<i>CDB Policy-Based Loan</i>	-	-	-	-	-	-
<b>OVERALL RECEIPTS</b>	<b>469,861,457</b>	<b>526,354,372</b>	<b>563,799,257</b>	<b>597,360,141</b>	<b>648,253,620</b>	<b>661,323,790</b>

**GOVERNMENT OF ANGUILLA**  
**2026-2028 ESTIMATES OF RECURRENT REVENUE BUDGET**  
**DETAILS OF RECURRENT REVENUE**

<b>GFS Code</b>	<b>COA #</b>	<b>REVENUE SOURCE Descriptor</b>	<b>Actual Revenue 2024</b>	<b>Estimate 2025</b>	<b>End of Year Projection 2025</b>	<b>Proposed Estimate 2026</b>	<b>Proposed Estimate 2027</b>	<b>Proposed Estimate 2028</b>
<b>111</b>		<b>Taxes on income, profits and capital gains</b>	<b>5,648,139</b>	<b>7,239,879</b>	<b>5,757,588</b>	<b>7,020,720</b>	<b>7,213,088</b>	<b>7,391,251</b>
<u>1112</u>		<u>Payable by corporations</u>	5,648,139	7,239,879	5,757,588	7,020,720	7,213,088	7,391,251
	11502	Bank Deposit Levy	5,648,139	6,316,172	5,757,588	7,020,720	7,213,088	7,391,251
	11510	Anglec Gross Revenue Tax		923,707				
	11511	Petroleum Gross Revenue Tax	-	-		-	-	-
<b>112</b>		<b>Taxes on payroll and workforce</b>	<b>23,088,179</b>	<b>26,506,235</b>	<b>23,858,930</b>	<b>26,050,949</b>	<b>26,764,703</b>	<b>27,425,720</b>
	11201	Interim Stabilisation Levy/Universal Social Levy	23,088,179	26,506,235	23,858,930	26,050,949	26,764,703	27,425,720
	11203	Training/Education Levy	-	-		-	-	-
<b>113</b>		<b>Taxes on property</b>	<b>7,728,877</b>	<b>7,539,700</b>	<b>8,197,584</b>	<b>8,310,000</b>	<b>8,442,600</b>	<b>8,577,852</b>
	11001	Property Tax	6,706,938	6,517,800	6,500,000	6,630,000	6,762,600	6,897,852
	11003	Resort Residence Annual Levy	1,021,939	1,021,900	1,697,584	1,680,000	1,680,000	1,680,000
<b>114</b>		<b>Taxes on goods and services</b>	<b>224,015,221</b>	<b>226,696,893</b>	<b>198,371,577</b>	<b>183,981,393</b>	<b>194,282,544</b>	<b>200,705,273</b>
<u>1141</u>		<u>General taxes on goods and services</u>	193,035,964	197,700,835	167,781,590	153,170,501	158,731,720	164,442,087
11411		Value-added taxes	166,722,760	181,529,419	143,563,121	-	-	-
	12506	Interim Goods Tax	28,643	-		-	-	-
	11512	Goods and Services Tax	166,694,117	181,529,419	126,558,607	0	0	0
	11518	Goods Tax			5,068,870	26,560,000	27,620,825	28,717,310
	11517	General Services Tax			11,935,644	109,860,000	114,260,000	118,780,000
<b>11414</b>		<b>Taxes on financial and capital transactions</b>	<b>26,313,204</b>	<b>16,171,416</b>	<b>24,218,469</b>	<b>16,750,501</b>	<b>16,850,895</b>	<b>16,944,777</b>
	11504	Stamp Duty	23,450,710	12,847,437	20,512,774	13,050,000	13,050,000	13,050,000
	11513	Lottery Levy	2,862,494	3,323,980	3,705,695	3,700,501	3,800,895	3,894,777
	11514	AUTO Act Levy	-	-				
	11515	Gaming Revenue Tax	-	-				
<u>1142</u>		<u>Excises</u>	<b>9,081,066</b>	<b>9,951,251</b>	<b>8,739,464</b>	<b>9,761,830</b>	<b>14,138,882</b>	<b>14,488,075</b>
	11505	Environmental Levy	101,385	-	130,452	-	-	-
	13008	Excise	8,979,680	9,951,251	8,609,012	9,761,830	14,138,882	14,488,075
<u>1144</u>		<u>Taxes on specific services</u>	<b>278,305</b>	<b>282,854</b>	<b>36,032</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>
	11501	Accommodation Tax	84,293	-	18,454	-	-	-
	11506	Tourism Marketing Levy	50,193	-	17,578	-	-	-
	11507	Communication Levy	-	-		-	-	-
	11509	Medical School & Student Levy	143,281	282,854		110,000	110,000	110,000
	11503	Entertainment Tax	538	-		-	-	-

**GOVERNMENT OF ANGUILLA**  
**2026-2028 ESTIMATES OF RECURRENT REVENUE BUDGET**  
**DETAILS OF RECURRENT REVENUE**

GFS Code	COA #	REVENUE SOURCE Descriptor	Actual Revenue 2024	Estimate 2025	End of Year Projection 2025	Proposed Estimate 2026	Proposed Estimate 2027	Proposed Estimate 2028
<b>114</b>		<b>Taxes on goods and services cont'd</b>						
		<u>Taxes on use of goods and on permissions to use goods or perform activities</u>						
1145			21,619,886	18,761,953	21,814,491	20,939,062	21,301,942	21,665,111
12002		Amateur Radio	43,775	47,435	49,957	55,672	57,197	58,610
12003		ANGLEC	1,529,847	1,452,546	750,000	1,500,000	1,500,000	1,500,000
12004		Telecommunication Licences	1,933,480	1,369,051	1,038,575	1,360,790	1,400,000	1,440,000
12005		Banking Licence	-	-	-	-	-	-
12006		Boat and Permits	66,950	62,000	50,517	57,500	59,076	60,535
12009		Diving Permits	-	-	-	-	-	-
12010		Dog	17,200	17,500	11,988	14,300	14,692	15,055
12011		Drivers	2,785,130	2,578,355	2,769,368	3,110,750	3,190,985	3,269,802
12012		Firearms	148,755	153,559	176,217	181,988	186,975	191,593
12013		Fishing	31,638	25,593	40,827	45,480	46,726	47,880
12014		Food Handlers	239,456	250,000	212,726	230,000	235,000	240,805
12016		Liquor	304,325	310,000	327,275	362,512	371,157	381,857
12017		Lottery	-	-	-	-	-	-
12018		Marriage	24,980	23,000	24,611	23,400	24,041	24,635
12020		Motor Vehicles Licences	9,259,398	8,948,942	10,507,971	9,632,152	9,830,795	10,027,411
12023		Petroleum	15,600	16,000	15,600	15,600	15,600	15,600
12024		Business & Professional	-	-	-	-	-	-
12026		Trade, Business & Professional	3,682,282	3,270,472	4,304,180	4,110,278	4,130,000	4,150,650
12027		Caribbean Beacon - Transmitting	-	-	-	-	-	-
12028		Traveling Agents	37,070	37,500	34,679	38,640	39,699	40,679
12030		Import Licence - Block & Cement	-	-	-	-	-	-
12031		Import Licence - Bulk Petroleum	1,500,000	200,000	1,500,000	200,000	200,000	200,000
<b>115</b>		<b>Taxes on international trade and transactions</b>	<b>55,981,032</b>	<b>67,556,340</b>	<b>53,121,913</b>	<b>60,787,679</b>	<b>62,690,095</b>	<b>64,205,327</b>
12501		Cruise Permits	1,750,280	1,013,090	2,002,013	1,791,175	1,809,087	1,827,178
12502		Embarkation Tax	-	-	-	-	-	-
12504		Airline Ticket Tax	-	-	-	-	-	-
12505		Customs Service Fee	4,305,330	5,268,612	3,933,251	4,574,758	4,700,107	4,816,199
13001		Export Duty	-	-	-	-	-	-
13002		Import Duty - Alcohol	2,982,521	2,934,916	2,577,033	3,276,195	3,365,962	3,449,102
13005		Import Duty - Fuel and Gas	5,028,577	6,378,134	4,747,706	7,107,415	7,302,158	7,482,521
13006		Import Duty - Other	41,246,896	51,173,843	39,164,709	43,277,906	44,463,720	45,561,974
NEW		Offshore Fish Licences	-	-	-	-	268,000	268,000
11516		Outgoing Money Transfer Levy	667,427	787,744	697,201	760,231	781,061	800,354

**GOVERNMENT OF ANGUILLA**  
**2026-2028 ESTIMATES OF RECURRENT REVENUE BUDGET**  
**DETAILS OF RECURRENT REVENUE**

GFS Code	COA #	REVENUE SOURCE Descriptor	Actual Revenue 2024	Estimate 2025	End of Year Projection 2025	Proposed Estimate 2026	Proposed Estimate 2027	Proposed Estimate 2028
<b>14</b>		<b>Other revenue</b>	<b>153,400,008</b>	<b>190,290,324</b>	<b>271,053,171</b>	<b>309,730,890</b>	<b>348,860,591</b>	<b>353,018,367</b>
<b>141</b>		<b>Property income</b>	<b>4,118,535</b>	<b>3,358,599</b>	<b>8,925,515</b>	<b>4,805,275</b>	<b>4,805,279</b>	<b>4,805,283</b>
1411		Interest	1,969,602	612,521	3,889,304	2,070,000	2,070,000	2,070,000
14112	14004	Interest on Bank Deposits	1,969,602	612,521	3,889,304	2,070,000	2,070,000	2,070,000
<b>1412</b>		<b>Dividends</b>	-	-	2,902,789	-	-	-
14015		Share of Dividends NCBA	-	-	-	-	-	-
14016		3% Share Caribbean Beacon	-	-	-	-	-	-
14020		Share of ANGLEC Dividends	-	-	1,390,846	-	-	-
14501		ECCB Profits	-	-	1,511,943	-	-	-
<b>1415</b>		<b>Rent</b>	<b>2,148,932</b>	<b>2,746,078</b>	<b>2,133,422</b>	<b>2,735,275</b>	<b>2,735,279</b>	<b>2,735,283</b>
14001		Annual Lease Maundays Bay	-	360,000	-	-	-	-
14002		Annual Lease Merrywing	-	-	-	-	-	-
14005		Lease of Government Property	1,849,131	2,064,684	1,855,005	2,430,005	2,430,005	2,430,005
14007		Rent Agricultural Lands	-	-	-	100	100	100
14010		Rent Non-Agricultural Lands	-	-	-	100	100	100
14013		Royalty All Island Television	60,730	72,740	37,491	41,780	41,780	41,780
14014		Royalty Private Water Extractions	238,711	248,239	240,807	263,134	263,134	263,134
14099		Rents, Interest & Dividends Other	360	416	120	156	160	164
<b>142</b>		<b>Sales of goods and services</b>	<b>147,728,631</b>	<b>184,807,854</b>	<b>260,515,272</b>	<b>303,189,759</b>	<b>342,276,125</b>	<b>346,393,674</b>
<b>1422</b>		<b>Administrative fees</b>	<b>136,692,062</b>	<b>167,708,571</b>	<b>248,615,386</b>	<b>286,511,666</b>	<b>325,141,087</b>	<b>328,835,433</b>
13505		Belonger Status Fees	180,051	163,000	175,720	190,492	195,711	200,545
13506		Births Deaths & Marriage Cert.	92,702	100,000	90,826	100,000	102,740	105,278
13507		Building Permits	81,886	95,000	87,674	98,000	100,685	103,172
13509		Company Annual Fees	7,335,758	7,573,949	7,408,471	4,978,000	5,077,560	5,179,111
13510		Company Registration & Docs.	526,212	1,402,728	186,113	500,000	502,500	505,013
13511		Court Fines and Fees	489,695	450,000	364,479	450,000	461,730	473,135
13512		Customs Officer Fees	78,927	72,000	90,697	97,952	100,636	103,122
13515		Domain Name Registration	104,253,510	132,000,000	219,220,239	253,557,731	291,321,033	294,234,243
13516		Estate Fees	45,298	60,000	39,077	45,000	46,233	47,375
13517		Examination Fees	-	-	-	-	-	-
13518		Extension of Stay	1,728,921	2,657,499	1,648,678	2,135,075	2,162,075	2,195,478
13520		Land Registry Fees	827,189	750,000	559,141	750,000	770,550	789,583
13521		Legal Fees	-	-	-	-	-	-
13525		Naturalization & Registration Fee:	167,160	150,000	131,320	150,000	154,110	157,917
13526		Pier Dues	-	45,000	-	100	103	105
13528		Planning Permits	107,399	115,000	111,115	125,000	128,425	131,597
13530		Storage Dues (Warehouse Rent)	-	100	-	100	100	100
13533		Passport Fees	262,800	366,265	236,483	365,000	375,001	384,264
13534		Patent Registration	19,893	25,000	-	100	100	100
13535		Permanent Resident Fees	100,350	150,000	138,600	145,000	148,973	152,653
13537		Police Certificates	153,990	151,000	152,133	165,000	169,521	173,708
13540		Private Water Connection Fees	-	-	-	-	-	-
13541		Survey Fees	-	-	-	-	-	-
13542		Terminal Fees - Post Office	-	-	237,610	265,000	272,261	278,701
13543		Trademarks Registration	124,357	240,000	-	-	-	-
13545		Travel Permit Fees	6,550	6,200	5,563	6,550	6,729	6,896
13548		Work Permit Fees	4,072,934	4,916,868	3,791,675	4,300,000	4,417,820	4,526,940
13549		Container Road Fees	280,200	290,000	285,313	305,000	313,357	321,097
13551		Administrative Fees - Passport	200	100	40	100	100	100
13552		A.L.H.L. Application Fees	64,517	70,000	136,113	147,900	151,952	155,706
13553		Villa Rental Fees Under A.L.H.L.	8,563	10,000	4,816	5,350	5,497	5,632
13554		Overseas Agents Administration	-	-	-	-	-	-
13556		Court Mediation	2,425	2,750	3,442	3,836	3,941	4,038
13557		Government Employee Penalties	12,019	100	120	100	103	105
13559		Registered Agent/Office Fees	-	-	-	-	-	-
13560		Student Permit	113,712	95,000	23,315	25,980	26,692	27,351
13561		Student Work Permit	-	-	-	-	-	-
13562		Spectrum Fees	-	-	-	-	-	-
13564		Physiological Services	1,998	2,000	700	780	801	821
13569		Ship Registration	-	-	-	-	-	-
13599		Fines, Fees, Permits - Other.	27,910	30,000	35,250	40,500	41,610	42,637
13570		Special Economic Zone Fees	5,054	8,214	941	1,050	1,079	1,105
13578		Medical Fees	10,620,953	14,729,000	12,876,060	16,413,470	16,905,874	17,323,449
15004		Customs Restoration	-	100	-	100	100	100
15011		Lapsed Deposits	-	100	-	100	100	100
15012		Over Payments Recovered	2,931	100	-	100	100	100
15013		Parcel Post Handling Charges	-	2,750	2,477	2,760	2,836	2,906
15036		Express Mail Services	700	100	-	100	100	100
15053		Certificate of Compliance	-	1,000	-	100	100	100
15054		Education Tourism Project	229,156	100	-	100	100	100
15056		Flight Permit Fees	727,830	312,548	-	382,000	392,467	402,161
15057		Visa Application Fees	-	665,000	571,185	758,140	779,582	798,689
15058		COVID Testing Fees	538	-	-	-	-	-
15055		Repatriation Fees	3,937,775	-	-	-	-	-

**GOVERNMENT OF ANGUILLA**  
**2026-2028 ESTIMATES OF RECURRENT REVENUE BUDGET**  
**DETAILS OF RECURRENT REVENUE**

3FS Code	COA #	REVENUE SOURCE Descriptor	Actual Revenue 2024	Estimate 2025	End of Year Projection 2025	Proposed Estimate 2026	Proposed Estimate 2027	Proposed Estimate 2028
<b>142</b>		<b>Sales of goods and services cont'd</b>						
1423		<b>Incidental sales by nonmarket establishments</b>	<b>11,036,569</b>	<b>17,099,283</b>	<b>11,899,886</b>	<b>16,678,094</b>	<b>17,135,038</b>	<b>17,558,241</b>
	13503	Agricultural Fees and Supplies	81,193	102,453	83,782	89,432	91,883	94,152
	13547	Veterinary Services Fees	1,480	4,062	1,451	1,617	1,661	1,702
	14006	Rent Agricultural Equipment	11,014	11,670	8,357	9,313	9,568	9,804
	14009	Rent of Government Buildings	3,192	100	1,586	1,767	1,816	1,861
	14011	Rent Post Boxes	173,585	234,669	174,632	194,610	199,942	204,881
	14012	Rent Public Market	-	100	-	100	100	100
	14008	Rent DICU Equipment	-	100	-	100	100	100
	15006	Fisheries Supplies	-	100	-	100	100	100
	15009	Income from Broadcasting	289,566	339,962	236,068	253,565	260,513	266,947
	15010	Insurance Settlements	-	40,997	-	100	100	100
	15014	Philatelic Sales	-	100	-	100	100	100
	15015	Plant Propagation and Sales	-	100	-	100	100	100
	15016	Post Office Promotional Sales	1,417	8,818	220	2,220	2,281	2,337
	15017	Previous Years Reimbursements	757,981	2,023,659	64,684	2,100,000	2,157,540	2,210,831
	15018	Refund Social Security Benefits	949,568	1,043,282	818,149	1,215,000	1,248,291	1,279,124
	15019	Sales by Auction	-	100	165,100	183,987	189,029	193,698
	15020	Sale of Company Documents	580,848	670,793	104,436	215,000	220,891	226,347
	15022	Sale of Government Equipment	-	100	-	100	100	100
	15023	Sale of Maps and Flags	3,310	3,493	4,000	4,458	4,580	4,693
	15024	Sale of Insecticides	12,837	17,693	11,527	12,845	13,197	13,523
	15025	Sale of Law Books	-	100	-	100	100	100
	15026	Sale of Livestock	21,513	5,040	12,000	13,373	13,739	14,079
	15027	Sale of Publications	20,693	27,349	16,051	17,887	18,377	18,831
	15028	Sale of Seeds, Seedlings, etc.	20,122	31,216	36,484	38,898	39,964	40,951
	15030	Sale of Stamps	72,914	84,723	52,298	58,281	59,878	61,357
	15031	Sale of Vegetables & Fruits	203	1,385	605	675	693	710
	15032	Water Charges	4,535,431	7,317,661	6,626,924	7,020,989	7,213,364	7,391,534
	15038	Sale of Government Land	-	100	-	100	100	100
	15040	Refund on Expenditure	20,419	100	14,562	20,500	21,062	21,582
	15041	Bulk Postage	-	100	-	100	100	100
	15047	Post Office E-Top Up Service Comm.	-	100	-	100	100	100
	15049	Share of Expenditure, Fire & Rescue	-	100	-	100	100	100
	15050	Intellectual Property Rights	-	100	-	100	100	100
	15051	Home Shopping/EZONE	2,713,768	3,314,680	2,801,154	3,360,000	3,452,064	3,537,330
	15052	Money Transfer Services	257,737	346,536	237,368	350,000	359,590	368,472
	15001	Cargo Handling Charges	80	100	2,132	2,376	2,441	2,501
	15099	Other Revenue	507,697	1,467,542	426,316	1,510,000	1,551,374	1,589,693
<b>143</b>		<b>Fines and penalties</b>	<b>141,127</b>	<b>153,053</b>	<b>176,850</b>	<b>150,700</b>	<b>150,700</b>	<b>150,700</b>
	13504	Alien Land Holding Licence – Penalties	-	-	-	-	-	-
	13513	Customs Penalties	24,980	57,953	-	100	100	100
	13539	Pound Fees	-	-	-	-	-	-
	13544	Traffic Ticketing Fines	73,000	70,000	105,630	100,500	100,500	100,500
	13555	Penalty Bonds	28,147	25,000	71,220	50,000	50,000	50,000
	15007	Forfeiture of Bail	15,000	100	-	100	100	100
			-	-	-	-	-	-
<b>144</b>		<b>Transfers not elsewhere classified</b>	<b>1,411,716</b>	<b>1,970,818</b>	<b>1,435,534</b>	<b>1,585,156</b>	<b>1,628,487</b>	<b>1,668,710</b>
	13563	Residency by Investment	24,194	189,942	125,449	128,657	132,182	135,447
	13567	Tax Residency	-	100	-	-	-	-
		Residency for Tax Purposes	-	-	-	100	-	-
	15002	Commission Insurance & Association	-	100	-	-	-	-
	15003	Contributions to Local Capital	-	100	-	-	-	-
	15008	Gains on Exchange	1,193,604	1,364,820	1,120,855	1,249,080	1,283,305	1,315,003
	15042	Cable and Wireless Discounts	-	-	-	-	-	-
	15046	Repayment of Student Bonds	193,517	415,656	189,230	207,319	212,999	218,261
	15048	Contributions to Foster Care	400	100	-	-	-	-
<b>13</b>		<b>Grants</b>	<b>-</b>	<b>524,867</b>	<b>-</b>	<b>1,478,510</b>	<b>-</b>	<b>-</b>
<b>131</b>		<b>From foreign governments</b>	<b>-</b>	<b>524,867</b>	<b>-</b>	<b>1,478,510</b>	<b>-</b>	<b>-</b>
	16001	Current	-	-	-	-	-	-
		Capital	-	524,867	-	1,478,510	-	-
	23501	Grants from Other Governments	-	524,867	3,438,494	1,478,510	-	-
	23503	European Development Fund	-	-	-	-	-	-

Recurrent Revenue Policy Assumptions  
2027-2029 (in millions)

Measure	Type	2025	2026	2027	2028
Reform of Bulk Petroleum Licence	Tax	-1.3	-1.3	-1.3	-1.3
Revision of Goods and Services Tax into General Services Tax and Goods Tax (GST RELIEF)	Tax	-16.3	-41.84	-43.51	-45.23
Revision of Goods and Services Tax - Removal of GST FROM FOOD (GST RELIEF)	Tax	-17.4	-19.18	-19.45	-19.66
Improved Management of Domain Name Registry	Non Tax	90.46	149.31	187.07	189.98
Offshore Fishing Licences	Tax	0	0	0.27	0.27

GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
SUMMARY OF RECURRENT EXPENDITURE BY DEPARTMENT

No	Min	Program	DEPARTMENT	Personal Emoluments	Goods and Services	Other Expenditure	Restricted Expenditure	Retirement Benefits	Interest Payments	Grants & Contributions	Social Services	Actual 2024	Estimate 2025	Revised Estimate 2025	Estimate 2026	Estimate 2027	Estimate 2028	Estimate % over 2025	
1	01	001	H E THE GOVERNOR	835,752	185,976							708,283	813,043	813,043	1,021,728	1,048,602	1,076,191	25.7%	
2	10	100	PUBLIC ADMINISTRATION	2,637,471	6,785,518	184,309					39,687	4,826,338	9,518,987	9,518,987	9,646,955	9,855,813	10,072,400	1.3%	
3	10	101	H M PRISON	4,543,333	1,358,362						103,190	5,034,405	5,629,547	5,629,547	6,004,885	6,177,110	6,342,938	6.7%	
4	10	102	HOUSE OF ASSEMBLY	1,464,113	130,225							1,303,777	1,374,187	1,374,187	1,594,338	1,629,000	1,664,941	16.0%	
5	10	103	DISASTER MANAGEMENT	676,103	236,282	25,991						171,342	919,750	919,750	938,376	963,495	969,008	2.0%	
6	10	104	FINANCIAL INTELLIGENCE UNIT	697,556	125,749							565,044	819,955	819,955	823,305	846,139	870,053	0.4%	
7	20	200	POLICE	13,759,950	677,126							13,709,457	16,494,167	16,494,167	20,537,076	21,081,020	21,630,916	24.5%	
8	25	251	HIGH COURT	943,456	595,201					2,328,161	391,067	2,971,162	4,056,306	4,056,306	4,260,886	4,302,762	4,404,787	5.0%	
9	25	252	MAGISTRATE'S COURT	736,191	149,287					0	1	852,879	845,715	845,715	885,479	809,988	935,266	4.7%	
10	30	300	ATTORNEY GENERAL'S CHAMBERS	3,216,352	1,654,399							3,503,108	4,137,996	4,137,996	4,870,751	5,002,024	5,132,554	17.7%	
			<b>Ministry's Total</b>	<b>29,510,277</b>	<b>18,001,125</b>	<b>210,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,328,161</b>	<b>533,915</b>	<b>34,215,795</b>	<b>44,609,653</b>	<b>44,609,653</b>	<b>50,583,778</b>	<b>51,815,953</b>	<b>53,119,054</b>	<b>13.4%</b>	
			<b>MINISTRY OF HOME AFFAIRS, LANDS &amp; SURVEYS,</b>																
			<b>PHYSICAL PLANNING</b>																
35	350		IMMIGRATION									1,088,238	1,103,693	1,103,693					
35	351		INFORMATION AND BROADCASTING									3,692,511	4,840,092	4,840,092					
35	352		LABOUR									845,052	934,599	934,599					
35	355		LANDS AND SURVEYS									818,380	1,218,854	1,218,854					
35	356		PHYSICAL PLANNING									1,411,728	1,941,721	1,941,721					
			<b>Ministry's Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,010,734</b>	<b>11,312,501</b>	<b>11,312,501</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
11	45	450	MINISTRY OF FINANCE, LABOUR, IMMIGRATION, HOME AFFAIRS AND CONSTITUTIONAL AFFAIR	2,933,577	4,868,322	2	40,740,000		11,158,524	611,716		25,732,341	41,718,564	41,718,564	60,312,142	62,882,846	61,799,298	44.6%	
12	45	451	TREASURY	6,674,433	18,907,573	5,152,055		17,895,740	70,000	6,337,303		53,407,903	49,872,912	49,872,912	55,037,104	56,698,153	57,965,079	10.4%	
13	45	452	CUSTOMS DEPARTMENT	6,329,220	616,409							4,931,522	6,805,800	6,805,800	6,945,629	7,146,699	7,353,929	2.1%	
45	453		COMMERCIAL REGISTRY	0	0							458,316	0	0	0	0	0	0	
14	45	454	POST OFFICE	1,804,782	2,146,795							3,243,559	3,869,813	3,869,813	3,951,577	4,056,756	4,161,606	2.1%	
15	45	456	INTERNAL AUDIT	786,089	63,311							644,609	776,567	776,567	849,400	873,841	899,009	9.4%	
16	45	458	INLAND REVENUE	3,206,897	334,672							2,801,658	3,530,050	3,530,050	3,541,569	3,641,741	3,745,021	0.3%	
45	461		MINISTRY OF HEALTH									11,936,684	11,143,722	11,143,722					
45	462		DEPARTMENT OF HEALTH PROTECTION									6,638,845	7,057,902	7,057,902					
45	463		DEPARTMENT OF HEALTH SERVICES									25,144,198	39,926,445	39,926,445					
45	464		PRIMARY HEALTH CARE									0	21	21					
17	45	465	MINISTRY OF HOME AFFAIRS	600,371	310,273	1					4,336					914,982	938,038	961,955	
18	45	466	IMMIGRATION	4,768,170	199,903											4,968,073	5,114,552	5,265,473	
19	45	467	INFORMATION AND BROADCASTING	899,968	42,523											942,492	968,644	995,616	
20	45	468	LABOUR	1,297,185	110,349											1,407,534	1,447,987	1,489,675	
			<b>Ministry's Total</b>	<b>29,300,692</b>	<b>27,600,130</b>	<b>5,152,058</b>	<b>40,740,000</b>	<b>17,895,740</b>	<b>11,228,524</b>	<b>6,953,356</b>	<b>2</b>	<b>134,939,633</b>	<b>164,701,796</b>	<b>164,701,796</b>	<b>138,870,502</b>	<b>143,769,257</b>	<b>144,636,661</b>	<b>-15.7%</b>	
21	55	550	MINISTRY OF SOCIAL DEVELOPMENT, LIBRARY AND YOUTH & CULTURE	2,270,678	2,234,720	211,968						5,567,525	3,439,915	13,382,534	12,920,330	13,724,806	14,020,033	14,312,970	6.2%
22	55	551	EDUCATION DEPARTMENT	32,891,824	8,630,678							1,422,734	736,670	35,991,370	41,659,944	43,681,906	44,857,215	46,043,318	4.9%
23	55	554	DEPARTMENT OF SOCIAL DEVELOPMENT	2,197,058	458,150							4,496,522	6,093,375	6,753,335	7,151,730	7,306,327	7,465,309	5.9%	
24	55	557	LIBRARY SERVICES	834,792	385,071	38,636						1,070,354	1,212,969	1,212,969	1,258,499	1,295,710	1,328,838	3.8%	
25	55	561	DEPARTMENT OF PROBATION	2,068,799	779,607						1	5,954	2,107,733	2,759,458	2,854,361	2,930,659	3,007,434	3.4%	
55	562		DEPARTMENT OF SPORTS									1,765,161	1,990,755	1,990,755					
26	55	563	DEPARTMENT OF YOUTH AND CULTURE	1,122,489	271,278							3,019,212	1,055,337	4,479,365	4,984,685	5,468,316	5,580,918	5,696,765	9.7%
			<b>Ministry's Total</b>	<b>41,385,640</b>	<b>12,759,504</b>	<b>250,604</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,009,472</b>	<b>9,734,398</b>	<b>64,890,282</b>	<b>72,281,476</b>	<b>72,281,476</b>	<b>74,139,618</b>	<b>75,990,772</b>	<b>77,854,634</b>	<b>2.6%</b>	
27	65	650	MINISTRY OF INFRASTRUCTURE	3,346,184	5,439,426	1						301,934	15,790,750	15,439,467	15,439,467	9,087,545	9,289,183	9,496,834	-41.1%
28	65	652	INFRASTRUCTURE COMM & UTILITIES	2,348,617	3,984,341								5,303,054	5,707,305	5,707,305	6,332,958	6,480,888	6,630,272	11.0%
29	65	656	ANGUILLA FIRE AND RESCUE SERVICES	4,599,062	806,454	0						12,754,869	17,675,675	17,675,675	5,405,516	5,558,465	5,715,807	6.0%	
30	65	657	DEPARTMENT OF INFORMATION TECHNOLOGY AND E-GOVERNMENT SERVICES	2,260,210	10,330,536							3,918,729	5,098,618	5,098,618	12,590,746	12,855,019	13,129,276		
			<b>Ministry's Total</b>	<b>12,554,073</b>	<b>20,560,757</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>301,934</b>	<b>0</b>	<b>37,767,401</b>	<b>43,921,065</b>	<b>43,921,065</b>	<b>33,416,765</b>	<b>34,183,555</b>	<b>34,972,189</b>	<b>-23.9%</b>	
31	85	850	MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL RESOURCES	1,741,759	396,980	0						643,895	1,494,667	3,079,956	3,079,956	2,782,634	2,852,678	2,923,813	-9.7%
			DEPARTMENT OF INFORMATION TECHNOLOGY AND E-GOVERNMENT SERVICES									0	7,453,926	10,661,903	10,661,903	0			
			<b>Ministry's Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>643,895</b>	<b>1,494,667</b>	<b>3,079,956</b>	<b>3,079,956</b>	<b>2,782,634</b>	<b>2,852,678</b>	<b>2,923,813</b>	
32	85	852	STATISTICS	776,857	98,512	74,700						674,580	938,114	938,114	950,069	977,224	1,004,406	1.3%	
33	85	853	DEPARTMENT OF NATURAL RESOURCES	3,246,911	787,230							3,577,299	3,937,906	3,937,906	4,034,141	4,142,095	4,250,382	2.4%	
34	85	854	LANDS AND SURVEYS	1,891,754	140,887											2,032,641	2,090,411	2,149,988	
35	85	855	PHYSICAL PLANNING	1,277,784	32,670											1,310,454	1,348,681	1,387,975	
36	85	856	DEPARTMENT OF WATER SERVICES	1,917,331	14,855,251	1										16,772,583	17,278,770	17,635,909	
			<b>Ministry's Total</b>	<b>10,852,396</b>	<b>16,311,530</b>	<b>74,701</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>643,895</b>	<b>0</b>	<b>13,200,472</b>	<b>18,617,879</b>	<b>18,617,879</b>	<b>28,689,859</b>	<b>29,352,473</b>	<b>29,352,473</b>	<b>49.8%</b>	
37	95	950	MINISTRY OF HEALTH, TOURISM AND SPORTS	1,933,653	825,981	249,243						9,958,818	9,300,000			22,267,695	23,971,747	24,982,428	
38	95	951	DEPARTMENT OF HEALTH PROTECTION	1,977,774	5,407,583											7,385,357	7,562,760	7,742,451	
39	95	952	DEPARTMENT OF HEALTH SERVICES	24,902,226	16,145,386	90,498										41,138,112	42,283,902	43,357,559	
40	95	953	DEPARTMENT OF SPORTS	1,012,272	253,383							510,215	328,387			2,104,257	2,153,378	2,202,357	
			<b>Ministry's Total</b>	<b>29,825,925</b>	<b>22,632,333</b>	<b>339,741</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,469,034</b>	<b>9,628,388</b>	<b>0</b>							

**GOVERNMENT OF ANGUILLA**  
**2025 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL BUDGET**  
**MEDIUM TERM FISCAL SUMMARY 2026-2028**

	2026	2027	2028
<b>TOTAL REVENUE</b>	<b>597,360,141</b>	<b>648,253,620</b>	<b>661,323,790</b>
<b>RECURRENT REVENUE</b>	<b>595,881,631</b>	<b>648,253,620</b>	<b>661,323,790</b>
<b>Tax Revenue</b>	<b>286,150,741</b>	<b>299,393,030</b>	<b>308,305,423</b>
Taxes on Income, Profits and Capital Gains	7,020,720	7,213,088	7,391,251
Taxes on Payroll and Workforce	26,050,949	26,764,703	27,425,720
Taxes on Property	8,310,000	8,442,600	8,577,852
Taxes on Goods and Services	183,981,393	194,282,544	200,705,273
Taxes on International Trade and Transactions	60,787,679	62,690,095	64,205,327
<b>Nontax Revenue</b>	<b>309,730,890</b>	<b>348,860,591</b>	<b>353,018,367</b>
Property Income	4,805,275	4,805,279	4,805,283
Sales of Goods and Services	303,189,759	342,276,125	346,393,674
Fines and Penalties	150,700	150,700	150,700
Transfers not elsewhere classified	1,585,156	1,628,487	1,668,710
<b>Grants</b>	<b>1,478,510</b>	<b>-</b>	<b>-</b>
Current	-	-	-
Capital	1,478,510	-	-
<b>TOTAL EXPENDITURE</b>	<b>631,148,606</b>	<b>609,071,182</b>	<b>596,823,532</b>
<b>RECURRENT EXPENDITURE</b>	<b>397,788,606</b>	<b>410,421,182</b>	<b>418,219,801</b>
<b>Personal Emoluments</b>	<b>153,429,003</b>	<b>158,111,563</b>	<b>162,684,495</b>
Wages	8,460,600	8,621,634	8,789,842
Salaries	144,968,403	149,489,929	153,894,653
<b>Retiring Benefits</b>	<b>17,895,740</b>	<b>18,433,943</b>	<b>18,879,444</b>
<b>Interest Payments</b>	<b>11,228,524</b>	<b>9,574,578</b>	<b>8,295,248</b>
Domestic	5,481,773	5,116,534	4,752,875
Foreign	5,746,751	4,458,044	3,542,373
<b>Goods and Services</b>	<b>164,632,785</b>	<b>171,503,763</b>	<b>173,980,677</b>
Travel & Subsistence	2,648,649	2,683,813	2,720,404
Utilities	19,093,969	19,913,100	20,301,404
Supplies & Materials	15,229,677	15,522,583	15,827,047
Operating & Maintenance	21,121,803	21,532,644	21,959,408
Rental	10,206,187	10,426,824	10,653,509
Communications	1,622,093	1,653,034	1,685,233
Consultancy & Training	33,371,600	34,005,503	34,675,374
Other	61,338,807	65,766,262	66,158,298
<b>Current Transfers</b>	<b>50,602,554</b>	<b>52,797,335</b>	<b>54,379,937</b>
Grants & Contributions	30,705,851	31,298,234	31,970,254
Social Services	19,896,703	21,499,101	22,409,683
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>233,360,000</b>	<b>198,650,000</b>	<b>178,603,731</b>
<b>CURRENT ACCOUNT (Surplus/(Deficit))</b>	<b>198,093,025</b>	<b>237,832,438</b>	<b>243,103,989</b>
<b>CAPITAL ACCOUNT (Surplus/Deficit)</b>	<b>(231,881,490)</b>	<b>(198,650,000)</b>	<b>(178,603,731)</b>
<b>PRIMARY ACCOUNT</b>	<b>(22,559,941)</b>	<b>48,757,016</b>	<b>72,795,506</b>
<b>OVERALL BALANCE(Surplus/(Deficit)) before amortization</b>	<b>(33,788,465)</b>	<b>39,182,438</b>	<b>64,500,258</b>
<b>Debt Amortisation</b>	<b>39,444,149</b>	<b>36,948,368</b>	<b>23,129,895</b>
<b>Statutory Expenditure Arrears</b>	<b>-</b>	<b>5,000,000</b>	<b>7,000,000</b>
<b>OVERALL BALANCE(Surplus/(Deficit)) w/ Amortisation</b>	<b>(73,232,614)</b>	<b>(2,765,930)</b>	<b>34,370,363</b>
<b>FINANCING:</b>	<b>73,000,000</b>	<b>5,000,000</b>	<b>-</b>
Overdraft/Drawdown on Financial Assets	73,000,000	5,000,000	
<b>Opening Consolidated Fund Balance</b>	<b>679,635</b>	<b>447,021</b>	<b>2,681,090</b>
<b>Cumulative Balance after Financing</b>	<b>447,021</b>	<b>2,681,091</b>	<b>37,051,453</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL BUDGET**  
**MEDIUM TERM FISCAL SUMMARY ACTUALS 2023 - 2025**

	2023	2024	2025 (Projection)
<b>TOTAL REVENUE</b>	<b>413,695,406</b>	<b>478,311,936</b>	<b>563,799,257</b>
<b>RECURRENT REVENUE</b>	<b>411,722,183</b>	<b>465,932,436</b>	<b>560,360,763</b>
<b>Tax Revenue</b>	<b>290,023,243</b>	<b>316,461,012</b>	<b>289,307,592</b>
Taxes on Income, Profits and Capital Gains	5,690,298	6,398,139	5,757,588
Universal Social Levy	20,226,543	23,087,843	23,858,930
Taxes on Property	11,025,416	7,728,877	8,197,584
Taxes on Goods and Services	199,227,852	223,265,121	198,371,577
Taxes on International Trade and Transactions	53,853,134	55,981,032	53,121,913
<b>Nontax Revenue</b>	<b>121,698,940</b>	<b>149,471,424</b>	<b>271,053,171</b>
Property Income	1,434,126	4,118,535	8,925,515
Sales of Goods and Services	118,576,527	143,800,046	260,515,272
Fines and Penalties	148,279	141,127	176,850
Transfers not elsewhere classified	1,540,008	1,411,716	1,435,534
<b>Grants</b>	<b>1,973,223</b>	<b>12,379,500</b>	<b>3,438,494</b>
Current - UK Grant			
Capital	1,973,223	12,379,500	3,438,494
<b>TOTAL EXPENDITURE</b>	<b>277,470,553</b>	<b>387,396,224</b>	<b>436,855,245</b>
<b>RECURRENT EXPENDITURE</b>	<b>247,263,810</b>	<b>294,024,316</b>	<b>312,654,899</b>
<b>Personal Emoluments</b>	<b>106,032,300</b>	<b>127,925,754</b>	<b>131,848,338</b>
Wages	6,882,058	8,530,094	8,862,093
Salaries	99,150,242	119,395,660	122,986,245
<b>Retiring Benefits</b>	<b>10,984,484</b>	<b>14,563,293</b>	<b>17,756,961</b>
<b>Interest Payments</b>	<b>14,450,670</b>	<b>13,113,473</b>	<b>11,051,067</b>
Domestic	6,241,717	5,805,374	4,078,184
Foreign	8,208,953	7,308,099	6,972,883
<b>Goods and Services</b>	<b>52,190,043</b>	<b>82,184,481</b>	<b>104,091,784</b>
Travel & Subsistence	1,444,975	1,866,241	2,725,320
Utilities	5,631,929	12,414,336	14,712,397
Supplies & Materials	4,578,253	8,485,771	12,015,587
Operating & Maintenance	12,823,755	15,657,659	18,139,545
Rental	6,050,683	6,574,069	7,280,201
Communications	1,145,562	1,353,827	1,319,168
Consultancy & Training	9,772,081	22,074,195	28,755,017
Other	10,742,805	13,758,383	19,144,549
<b>Current Transfers</b>	<b>63,606,313</b>	<b>56,237,315</b>	<b>47,906,749</b>
Grants & Contributions	50,062,837	31,214,799	29,592,531
Social Services	13,543,476	25,022,516	18,314,218
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>30,206,743</b>	<b>93,371,908</b>	<b>124,200,346</b>
<b>CURRENT ACCOUNT (Surplus/(Deficit))</b>	<b>164,458,373</b>	<b>171,908,120</b>	<b>247,705,864</b>
<b>CAPITAL BALANCE</b>	<b>(28,233,520)</b>	<b>(80,992,408)</b>	<b>(120,761,852)</b>
<b>PRIMARY ACCOUNT</b>	<b>150,675,523</b>	<b>104,029,185</b>	<b>137,995,079</b>
<b>OVERALL BALANCE(Surplus/(Deficit)) before amortization</b>	<b>136,224,853</b>	<b>90,915,712</b>	<b>126,944,012</b>
<b>Debt Amortisation</b>	<b>36,271,658</b>	<b>38,196,123</b>	<b>39,627,709</b>
<b>OVERALL BALANCE(Surplus/(Deficit)) incl. Amortisation</b>	<b>99,953,195</b>	<b>52,719,589</b>	<b>87,316,303</b>
<b>FINANCING:</b>	<b>-</b>	<b>866,389</b>	<b>-</b>
CDB: Anguilla Community College		866,389	
Drawdown on Financial Assets	-	-	-
<b>Opening Consolidated Fund Balance</b>			
<b>Cumulative Balance after Financing</b>	<b>99,953,195</b>	<b>53,585,978</b>	<b>87,316,303</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL BUDGET**  
**2026 - 2028 BUDGET STANDARD OBJECT CODE**

STANDARD OBJECT CODE	DESCRIPTION	Approved Budget 2025	Estimate 2026	Forward Estimate 2027	Forward Estimate 2028
310	Personal Emoluments	126,444,071	132,660,560	136,640,378	140,739,587
311	Temporary Staff	667,732	657,118	668,064	680,350
312	Wages	8,417,465	8,460,600	8,621,634	8,789,842
314	Social Security - Government	5,025,000	5,418,100	5,829,820	5,999,212
315	Ex Gratia Award	1	1	1	1
316	Allowances	4,249,840	5,229,686	5,329,573	5,433,479
317	Civil Servants Back Pay	1	1	1	1
318	Allowances to House of Assembly	826,936	1,002,936	1,022,092	1,042,023
319	Increments and Progressions	1	1	1	1
320	Local Travel and Subsistence	776,112	807,382	807,382	807,382
322	International Travel and Subsistence	1,658,614	1,841,267	1,876,431	1,913,022
324	Utilities	19,624,674	19,093,969	19,913,100	20,301,404
326	Communications Expense	1,547,032	1,622,093	1,653,034	1,685,233
328	Supplies and Materials	6,574,010	7,408,468	7,551,248	7,699,597
329	Medical Supplies	6,937,978	7,125,470	7,261,995	7,403,993
330	Subscriptions, Periodicals and Books	679,374	695,739	709,340	723,457
331	Maintenance of Buildings	1,500,820	1,534,889	1,564,205	1,594,707
332	Maintenance Services	11,083,787	13,231,793	13,485,070	13,748,526
333	Maintenance of Roads	2,901,102	3,116,957	3,176,491	3,238,432
334	Operating Cost	3,146,735	3,238,164	3,306,878	3,377,743
336	Rental of Assets	4,790,811	5,182,903	5,289,635	5,399,817
337	Rental of Heavy Equipment	4,718,670	5,023,284	5,137,189	5,253,692
338	Professional and Consultancy Services	22,656,161	25,212,855	25,690,821	26,198,460
340	Insurance	11,889,119	13,590,358	13,898,859	14,214,363
342	Hosting and Entertainment	275,277	677,425	690,402	703,899
344	Training	6,245,835	8,158,745	8,314,682	8,476,914
346	Advertising	195,084	199,508	203,349	207,341
347	Gender Affairs and Human Rights	72,466	104,111	106,099	108,168
350	Retiring Benefits	15,195,000	17,895,740	18,433,943	18,879,444
352	Grants and Contributions	29,596,600	30,705,851	31,298,234	31,970,254
360	Public Assistance	13,995,243	14,930,216	16,437,754	17,249,639
361	Medical Treatment	3,503,240	3,582,763	3,651,194	3,722,393
362	Sports Development	289,417	328,387	334,659	341,185
363	Youth Development	243,369	390,201	397,654	405,408
364	Culture/Art Development	862,822	665,136	677,840	691,058
370	Refunds	198,372	1,000,000	1,022,700	1,045,915
371	GST Government Expense	1,761,602	650,000	662,401	675,341
372	Claims Against Government	2,450,000	3,450,000	3,450,000	3,450,000
373	COVID-19 Response Programme	1	1	1	1
374	Sundry Expenses	1,157,660	927,403	945,116	963,508
380	Debt Servicing - Domestic	5,916,048	5,481,773	5,116,534	4,752,875
382	Debt Servicing -Foreign	7,317,612	5,746,751	4,458,044	3,542,373
384	Special Expenditure	1	1	1	1
390	Restricted Expenditure	20,052,675	40,740,000	44,787,334	44,789,761
<b>Total</b>		<b>355,444,370</b>	<b>397,788,606</b>	<b>410,421,183</b>	<b>418,219,802</b>

**PUBLIC DEBT**

**STATEMENT OF PUBLIC DEBT FINANCED BY REVENUE  
(Central Government Debt)**

**STATEMENT OF CONTINGENT LIABILITIES  
(Loans Guaranteed by the Government of Anguilla)**

## COMPLIANCE WITH THE FRAMEWORK FOR FISCAL SUSTAINABILITY AND DEVELOPMENT AND DEBT/GDP RATIO

The Framework for Fiscal Sustainability and Development (FFSD) agreement between the Government of Anguilla (GoA) and the United Kingdom Government (UKG) was signed in April 2013 and legislated in October 2013 via the Fiscal Responsibility Act, 2013. The FFSD replaced the 2003 Borrowing Guidelines and provides guidance on how the fiscal operations of the GoA should be conducted. It includes borrowing ratios for determining debt affordability and fiscal sustainability. The GoA has been in breach of the debt benchmarks since 2008 and in accordance with the FFSD, is required to comply by the end of 2017. However, following the banking resolution (2016) and the impact of Hurricane Irma (2017), the compliance date has been extended to 2030.

The GoA's projected performance against the FFSD debt benchmarks and ECCU Debt/GDP ratio for 2025 to 2028 are provided in Table 5.

The net debt and debt service ratios measure the long-term affordability of the level of public debt. Preliminary estimates show that in 2025, the net debt ratio will remain in compliance with the benchmark by **80.30** percentage points and commendably, the debt service ratio is projected to be compliant to its benchmark by **0.77** percentage points.

The net debt and debt service calculations for 2026-2028 assume approximately EC\$5.0 million in short-term debt (projected balance on the Eastern Caribbean Central Bank Cash Advance). No new borrowing is considered over the medium term. The forecast shows that the net debt will remain in compliance over the medium term. The debt service ratio will comply with the benchmark in 2025 and is projected to remain in compliance over the medium term. **See Table 5 above.**

The liquid assets ratio, which is a measure of the adequacy of cash balances held rather than debt levels, as at the end of 2025, is projected to remain in compliance with the benchmark target by **62.39** percentage points. For the period 2026-2028, the projected calculations show that the liquid assets ratio will deteriorate but remain in compliance with the stipulated target over the medium term, with a compliant ratio of **51.63 per cent** at the end of 2028. This deterioration in the liquid assets ratio is due to the Government's plan to draw down on liquid assets to fill gross financing needs as a result of several capital expenditure projects, especially the construction of the Clayton J. Lloyd Airport development.

Additionally, the ECCU Monetary Council Debt/GDP ratio, a measure of the stock of public debt relative to the size of the economy and recognized by our regional neighbours and partners, at the end of 2025, is projected to remain in compliance with the benchmark target of **60 per cent** by **40.09** percentage points. Medium-term projections show that the ratio will remain in compliance for the period 2026 to 2028.

FFSD RATIOS	CALCULATIONS	TARGETS	PROJECTIONS			
			2025	2026	2027	2028
Net Debt/Rec. Rev.	Central Government Debt plus (+) risk weighted Government Guaranteed & Non Guaranteed SOEs Debt minus (-) Liquid Assets divided (÷) by Recurrent Revenue (Recv. Rev.).	Max 80%	-0.30%	6.18%	0.76%	-2.75%
Variance			-80.30%	-73.82%	-79.24%	-82.75%
Debt Service/Rec. Rev.	Central Government debt service costs plus (+) risk weighted Government Guaranteed & Non Guaranteed SOEs debt service costs divided (÷) by Recurrent Revenue (Rec. Rev.).	Max 10%	9.23%	8.46%	7.16%	4.73%
Variance			-0.77%	-1.54%	-2.84%	-5.27%
Liquid Assets/Rec. Exp.	Liquid Assets/Reserves divided (÷) by Recurrent Expenditure (Rec. Exp).	Min 25%	87.39%	55.54%	52.82%	51.63%
		Min 90 Days	314.62	199.93	190.15	185.86
Variance			62.39%	30.54%	27.82%	26.63%
			224.62	109.93	100.15	95.86
<b>OTHER RATIO(S)</b>						
Debt/GDP	Total Public Debt divided (÷) by Gross Domestic Product (GDP)	Max 60%	19.91%	16.26%	13.56%	11.84%
Variance			-40.09%	-43.74%	-46.44%	-48.16%

**STATEMENT OF PUBLIC DEBT FINANCED BY REVENUE - (CENTRAL GOVERNMENT DEBT)**  
**(Expressed in Eastern Caribbean Dollars)**

CREDITOR/REF	PURPOSE	LIABILITY CURRENCY	AMOUNT APPROVED	AMOUNT DISBURSED	DISBURSED OUTSTANDING DEBT 2025	DISBURSED OUTSTANDING DEBT 2024
<b>FOREIGN DEBT</b>						
<u>Long Term</u>						
<b>European Investment Bank</b>						
Loan No: 80338	Road Development Phase 1	EURO	2,620,024.00	2,620,024.00	343,560.68	354,385.73
<b>Caribbean Development Bank</b>						
Loan No: 06/SFR-OR-ANL	11306 Disaster Management Rehabilitation - Hurricane Lenny	US\$	9,990,000.00 <b>(947,358.88 cancelled)</b>	9,042,641.12	543,684.38	815,526.66
Loan No: 7/SFR-ANL	11302 Hurricane Lenny Immediate Response	US\$	1,350,000.00 <b>(61,419.41 - cancelled)</b>	1,288,580.58	16,107.26	80,536.30
Loan No: 4/OR-ANL	11304 Policy-Based Loan	US\$	148,500,000.00	148,500,000.00	21,656,250.01	34,031,250.09
Loan No: 5/OR-ANL	11305 Anguilla Community College Development Project	US\$	8,680,500.00	8,632,352.52	4,709,346.40	5,565,591.24
Loan No: 7/OR-ANL	11307 Anguilla Bank Resolution - Bridge Bank Capitalisation	US\$	59,400,000.00	59,400,000.00	32,882,143.04	37,125,000.16
Loan No: 10/OR-ANL	11309 First Programmatic Stability & Resilience Building - PBL	US\$	25,110,000.00	25,110,000.00	19,460,250.00	21,971,250.00
Loan No: 09/OR-ANL	11310 Hurricane Recovery Support	US\$	15,120,000.00	15,120,000.01	8,694,000.00	10,206,000.00
Loan No: 11/OR-ANL	11311 Second Programmatic Fiscal Stability & Resilience Building - PBL	US\$	20,250,000.00	20,250,000.00	20,250,000.00	20,250,000.00
<b>Total Foreign Debt</b>					<b>108,555,341.77</b>	<b>130,399,540.18</b>
<b>DOMESTIC DEBT</b>						
<u>Short Term</u>						
Eastern Caribbean Central Bank	Cash Advance	EC\$	29,890,000.00	-	-	-
National Commercial Bank of Anguilla	Overdraft Facility	EC\$	20,000,000.00	-	-	-
<u>Long Term</u>						
Anguilla Social Security Board	Bank Resolution Promissory Note	EC\$	214,000,000.00	214,000,000.00	163,175,000.00	173,875,000.00
Depositors Protection Trust - CCB	Bank Resolution	EC\$	32,927,506.46	32,927,506.46	5,762,313.35	9,055,064.03
Depositors Protection Trust - NBA	Bank Resolution	EC\$	23,951,106.26	23,951,106.26	4,191,443.48	6,586,554.12
PPP - Seven Seas Water Production	Supply of Water - Dept of Water Services	US\$	-	-	10,483,980.00	11,828,080.00
<b>Total Domestic Debt</b>					<b>183,612,736.83</b>	<b>201,344,698.15</b>
<b>TOTAL FOREIGN AND DOMESTIC DEBT</b>					<b>292,168,078.60</b>	<b>331,744,238.33</b>

**STATEMENT OF EXPLICIT CONTINGENT LIABILITIES**  
(Expressed in Eastern Caribbean Dollars)

CREDITOR/REF	PURPOSE/BORROWER	LIABILITY CURRENCY	AMOUNT APPROVED	AMOUNT DISBURSED	DISBURSED OUTSTANDING DEBT 2025	DISBURSED OUTSTANDING DEBT 2024
<b>FOREIGN DEBT</b>						
<u>Long Term</u>						
<b>Caribbean Development Bank</b>						
Loan No: 05/SFR-OR-ANL 11252	Fourth Line of Credit - Anguilla Development Board	US\$	7,659,900.00 (7,515.31 - cancelled)	7,652,348.69	0.00	105,867.65
Loan No: 07/SFR-OR-ANL 11453	Fifth Line of Credit - Anguilla Development Board	US\$	13,500,000.00 (171.56 - cancelled)	13,499,828.44	231,428.66	289,285.78
<b>Total Foreign Debt</b>					<b>231,428.66</b>	<b>395,153.43</b>
<b>DOMESTIC DEBT</b>						
<b>Total Domestic Debt</b>					<b>0.00</b>	<b>0.00</b>
<b>Total Contingent Liabilities in respect of loans to third parties</b>					<b>231,428.66</b>	<b>395,153.43</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL BUDGET**  
**CONTRIBUTIONS TO GOVERNMENT AGENCIES AND OTHER INSTITUTIONS**

	Approved Estimate 2026	Approved Estimate 2025
<b>Anguilla Tourist Board</b>	9,534,273	8,234,273
<b>Anguilla Community College</b>	4,997,178	4,997,178
<b>Anguilla Chamber of Commerce</b>	167,618	167,618
<b>Anguilla National Trust</b>	360,000	360,000
<b>Pre-Schools</b>	884,500	588,500
<b>Anguilla Hotel and Tourism Association</b>	250,000	250,000
<b>Anguilla Development Board</b>	430,000	430,000
<b>TOTAL</b>	<b>16,623,569</b>	<b>15,027,569</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**SUMMARY OF ESTABLISHED POSITIONS**

NO.	DEPARTMENT	2026		2025	
		Authorized	Forecast	Authorized	Actual
1	H E THE GOVERNOR	8	7	6	4
2	PUBLIC ADMINISTRATION	28	25	26	19
3	H M PRISON	64	61	60	49
4	HOUSE OF ASSEMBLY	6	5	5	4
5	DISASTER MANAGEMENT	7	6	7	4
6	FINANCIAL INTELLIGENCE UNIT	8	7	8	4
7	POLICE	171	168	151	123
8	HIGH COURT	15	12	15	9
9	MAGISTRATE'S COURT	9	9	8	6
10	ATTORNEY GENERAL'S CHAMBERS	25	22	21	2
11	MINISTRY OF FINANCE	24	21	35	26
12	TREASURY	19	17	19	15
13	CUSTOMS DEPARTMENT	99	87	94	58
14	POST OFFICE	29	27	29	20
15	INTERNAL AUDIT	9	9	8	7
16	INLAND REVENUE	46	41	45	35
17	MINISTRY OF HOME AFFAIRS	5	5	5	4
18	IMMIGRATION	74	68	72	58
19	INFORMATION AND BROADCASTING	16	11	16	8
20	LABOUR	18	16	16	12
21	MINISTRY OF SOCIAL DEVELOPMENT	19	18	15	14
22	DEPARTMENT OF EDUCATION	380	352	365	313
23	DEPARTMENT OF SOCIAL DEVELOPMENT	24	19	24	16
24	LIBRARY SERVICES	16	11	16	10
25	DEPARTMENT OF PROBATION	30	23	30	17
26	DEPARTMENT OF YOUTH AND CULTURE	11	9	10	6
27	MINISTRY OF INFRASTRUCTURE	25	24	27	13
28	DEPARTMENT OF INFRASTRUCTURE	31	25	30	13
29	ANGUILLA FIRE AND RESCUE SERVICES	88	84	79	66
30	DEPARTMENT OF INFORMATION & E-GOVERNMENT SERVICES	34	26	34	18
31	MINISTRY OF ECONOMIC DEVELOPMENT,INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL RESOURCES	16	14	9	6
32	STATISTICS	19	11	19	5
33	DEPARTMENT OF NATURAL RESOURCES	33	29	32	25
34	LANDS AND SURVEYS	31	26	33	17
35	PHYSICAL PLANNING	19	14	19	11
36	DEPARTMENT OF WATER SERVICES	26	26	26	16
37	MINISTRY OF HEALTH, TOURISM AND SPORTS	20	14	17	8
38	DEPARTMENT OF HEALTH PROTECTION	22	19	22	17
39	DEPARTMENT OF HEALTH SERVICES	321	313	299	241
40	DEPARTMENT OF SPORTS	9	8	9	8
	<b>TOTALS</b>	<b>1854</b>	<b>1689</b>	<b>1761</b>	<b>1307</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**GOVERNOR'S OFFICE**

**MISSION**

To work in Partnership with the Government of Anguilla and the UK Government, to promote the security, prosperity and good governance of Anguilla.

**STRATEGIC OBJECTIVES**

- To carry out the Constitutional and other functions of the offices of Governor and Deputy Governor effectively, with integrity and whenever possible in full transparency, when discharging their responsibilities both to the Government and people of Anguilla and to the UK Government.
- To promote and facilitate initiatives that will ultimately lead to the modernization of the public service through improvements in recruitment and retention techniques, benefits customer service, productivity, performance, communication and the ethics and integrity of public servants.
- To identify and implement more effective means of communication between the public and the public service.
- To work with the Department of Disaster Management to initiate and sustain national strategies and supporting work programmes for all phases of disaster management, mitigation, preparedness, emergency response and recovery.
- With the assistance of the Supervisor of Elections to ensure that national elections are free and fair and are conducted according to the relevant legislation.
- To work with Executive Council and the Commissioner of Police to improve the efficiency and effectiveness of the Royal Anguilla Police force in the execution of its mandate "to serve and protect".
- To ensure that Anguilla complies with international standards in the maintenance of aviation and maritime safety and security.

<b>SUMMARY OF EXPENDITURE BY PROGRAMME</b>							
<b>RECURRENT EXPENDITURE</b>							
<b>PROGRAMME</b>		<b>2024 Actual Expenditure</b>	<b>2025 Approved Budget</b>	<b>2025 Revised Estimate</b>	<b>2026 Budget Estimates</b>	<b>2027 Forward Estimates</b>	<b>2028 Forward Estimates</b>
001	HE THE GOVERNOR	708,283	813,043	813,043	1,021,728	1,048,602	1,076,191
100	PUBLIC ADMINISTRATION	4,826,338	9,518,987	9,518,987	9,646,955	9,855,813	10,072,400
101	HM PRISON	5,034,405	5,629,547	5,629,547	6,004,885	6,177,110	6,342,938
102	HOUSE OF ASSEMBLY	1,303,777	1,374,187	1,374,187	1,594,338	1,629,000	1,664,941
103	DISASTER MANAGEMENT	741,342	919,750	919,750	938,376	963,495	989,008
104	FINANCIAL INTELLIGENCE UNIT	565,044	819,955	819,955	823,305	846,139	870,053
200	ROYAL ANGUILLA POLICE FORCE	13,709,457	16,494,167	16,494,167	20,537,076	21,081,020	21,630,916
251	HIGH COURT	2,971,162	4,056,306	4,056,306	4,260,885	4,302,762	4,404,787
252	MAGISTRATE'S COURT	852,879	845,715	845,715	885,479	909,988	935,266
300	ATTORNEY GENERAL'S CHAMBERS	3,503,108	4,137,996	4,137,996	4,870,751	5,002,024	5,132,554
	<b>MINISTRY TOTAL</b>	<b>34,215,795</b>	<b>44,609,653</b>	<b>44,609,653</b>	<b>50,583,778</b>	<b>51,815,953</b>	<b>53,119,054</b>
<b>CAPITAL EXPENDITURE</b>							
10 100	PUBLIC ADMINISTRATION				1,600,000	-	-
<b>MINISTRY TOTAL EXPENDITURE</b>					<b>52,183,778</b>	<b>51,815,953</b>	<b>53,119,054</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**H.E. THE GOVERNOR**  
**PROGRAMME 001**

**OBJECTIVE:** To enable the Governor and Deputy Governor of Anguilla to perform their constitutional and traditional roles, and to provide for the operation and administration of the offices and residence.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL 2024</b>	<b>APPROVED ESTIMATE 2025</b>	<b>REVISED ESTIMATE 2025</b>	<b>APPROVED ESTIMATE 2026</b>	<b>FORWARD ESTIMATE 2027</b>	<b>FORWARD ESTIMATE 2028</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>PERSONAL EMOLUMENTS</b>						
<b>310</b>	Personal Emoluments	467,949	477,618	477,618	660,399	680,211	700,617
<b>312</b>	Wages	41,833	91,119	91,119	93,187	94,967	96,819
<b>316</b>	Allowances	86,778	82,166	82,166	82,166	83,735	85,368
<b>317</b>	Civil Servants Backpay	-	-	-	-	-	-
<b>319</b>	Increments and Progressions	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>596,560</b>	<b>650,903</b>	<b>650,903</b>	<b>835,752</b>	<b>858,913</b>	<b>882,804</b>
	<b>GOODS AND SERVICES</b>						
<b>320</b>	Local Travel and Subsistence	-	-	-	-	-	-
<b>322</b>	International Travel and Subsistence	24,757	38,165	38,165	39,033	39,777	40,552
<b>324</b>	Utilities	6,239	6,552	6,552	6,854	7,148	7,287
<b>326</b>	Communication Expense	21,758	22,204	22,204	22,708	23,142	23,593
<b>328</b>	Supplies and Materials	17,133	17,353	17,353	37,747	38,468	39,218
<b>332</b>	Maintenance Services	15,663	47,710	47,710	48,793	49,725	50,695
<b>334</b>	Operating Cost	9,324	19,470	19,470	19,912	20,292	20,688
<b>342</b>	Hosting and Entertainment	16,850	10,686	10,686	10,929	11,137	11,354
	<b>Total Goods and Services</b>	<b>111,723</b>	<b>162,140</b>	<b>162,140</b>	<b>185,976</b>	<b>189,689</b>	<b>193,387</b>
	<b>TOTAL ESTIMATES</b>	<b>708,283</b>	<b>813,043</b>	<b>813,043</b>	<b>1,021,728</b>	<b>1,048,602</b>	<b>1,076,191</b>

**ACCOUNTING OFFICER: DEPUTY GOVERNOR**

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
H.E THE GOVERNOR  
PROGRAMME 001**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	H.E. The Governor		1	1
1	1	1	Deputy Governor	DG/AG	240,000	240,000
1	1	0	Principal Assistant Secretary	B	113,445	0
1	1	0	Communications Officer	E	69,336	0
1	1	1	Clerk to Executive Council	F	87,912	87,912
2	2	2	Executive Assistant	G	142,704	142,704
1	0	1	Executive Secretary	H	1	1
<b>8</b>	<b>7</b>	<b>6</b>	<b>TOTALS</b>		<b>653,399</b>	<b>470,618</b>

**2026 Personal Emoluments - Standard Object Code 310**

<b>Detailed Object Code</b>			<b>2026</b>	<b>2025</b>
31001	Public Officers Salaries		653,399	470,618
31003	Overtime		7,000	7,000
	<b>Total</b>		<b>660,399</b>	<b>477,618</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 100:**  
**DEPARTMENT OF PUBLIC ADMINISTRATION**  
**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Reinstitutionalize the Performance Management System to maximise potential as well as address poor performance of officers.
- Develop five (5) HR Policies that are inkeeping with progressive/modern workplaces.
- Promote the automization/digitization of services across the Anguilla Public Service.
- Organise training across the APS in the areas of coaching, mentoring and Customer Service.
- Organise training in Leadership for new/middle managers to continue to build leadership capacity.
- Prepare/engage the work place/workforce for operations in the Covid 19/Post Covid 19 Era.

PERFORMANCE INDICATORS	2025 Estimate	2025 Actuals	Reasons
· Number of ministries and departments conducting the Performance Management System	30		
· Number of progressive HR Policies developed.	5		
· Number of ministries and departments reviewing processes and procedures with a view to automating /digitizing the said.	30		
· Number of staff attending training courses.	200		
· Number of new/middle managers receiving continuing leadership training	20		
· Number of ministries/departments engaged re workplace changes and workforce changes in the Covid 19/Post Covid 19 era.	30		
<b>Outcome Indicators</b>			
· Percentage of ministries and departments conducting the Performance Management System	83%		
· Average number of progressive HRM policies that were developed.	5		
· Percentage of ministries and departments reviewing processes and procedures with a view to automating/digitizing the said.	83%		
· Percentage of civil servants attending training	80%		
· Percentage of new/middle managers receiving continuing leadership training	83%		
· Percentage of ministries and departments engaged re-workplace changes and workforce changes in the Covid 19/Post Covid 19 era.	83%		

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 100:**  
**DEPARTMENT OF PUBLIC ADMINISTRATION**  
**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Review and upgrade the PMDR tool to create a model that improves current performance and groom talent for the future.
- Develop three (3) HR Policies that are inkeeping with progressive/modern workplaces.
- Finalize draft policies/review/update and implement in keeping with modern workplaces and best practices.
- Promote the automization/digitization HR processes for use across the Anguilla Public Service.
- Review Best HR software system and processes and manage the transition to new HR solution.
- Organise and implement training for administrative staff across the APS in keeping with a Training Needs Analysis (TNA).
- Organise training in Leadership for new/middle managers to continue to build leadership capacity.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
· Number of ministries and departments conducting the Performance Management System	30	30	30
· Number of progressive HR Policies developed.	3	3	3
· Number of policies, reviewed, updated and implemented	5	5	5
· Number of processes automated/digitized and/or enhanced for use across the Anguilla Public Service	3	3	3
· Number of administrative officers attending training courses.	40	40	40
· Number of managers receiving leadership training	30	30	30
Number of HR modules and processes successfully configured and deployed in the new system.	5	5	5

**Outcome Indicators**

· Percentage of ministries and departments conducting the Performance Management System	85%	85%	85%
· Average number of progressive HRM policies that were developed.	3	3	3
· Average number of processes automated for use across the Anguilla Public Service.	3	3	3
Average number of HR policies, reviewed, updated and implemented	5	5	5

· Percentage of administrative officers attending/completing training	80%	80%	80%
· Percentage of new/middle managers receiving continuing leadership training	85%	85%	85%
· Percentage of modules and processes configured into the new HR system.	80%	80%	80%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PUBLIC ADMINISTRATION**  
**PROGRAMME 100**

**OBJECTIVE:** 1. To provide leadership and policy direction for the development and allocation of human resources for the public service of Anguilla; and  
2. To ensure the smooth operations of government ministries and departments through timely and equitable personnel resolution of issues.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL 2024 \$	APPROVED ESTIMATE 2025 \$	REVISED ESTIMATE 2025 \$	APPROVED ESTIMATE 2026 \$	FORWARD ESTIMATE 2027 \$	FORWARD ESTIMATE 2028 \$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	1,802,231	2,221,097	2,221,097	2,272,253	2,340,421	2,410,633
311	Temporary Staff	-	30,834	30,834	1	1	1
312	Wages	26,464	198,887	198,887	113,108	115,268	117,516
316	Allowances	228,188	252,109	252,109	252,109	256,924	261,934
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>2,056,882</b>	<b>2,702,927</b>	<b>2,702,927</b>	<b>2,637,471</b>	<b>2,712,614</b>	<b>2,790,084</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	12,088	8,996	8,996	8,996	8,996	8,996
322	International Travel and Subsistence	111,416	184,867	184,867	189,063	192,675	196,432
324	Utilities	163	171	171	179	187	190
326	Communication Expense	5,655	2,111	2,111	2,159	2,200	2,243
328	Supplies and Materials	146,771	31,390	31,390	32,103	32,715	33,354
330	Subscriptions, Periodicals and Books	-	-	-	-	-	-
332	Maintenance Services	-	2,145	2,145	2,194	2,236	2,279
334	Operating Cost	-	-	-	-	-	-
336	Rental of Assets	11,414	19,001	19,001	19,432	19,803	20,190
338	Professional and Consultancy Services	238,007	1,429,488	1,429,488	443,537	452,009	460,823
342	Hosting and Entertainment	44,688	6402	6402	21,547	21,959	22,387
344	Training	1,972,072	4,546,496	4,546,496	6,055,568	6,171,229	6,291,568
346	Advertising	13,395	10,502	10,502	10,740	10,946	11,159
	<b>Total Goods and Services</b>	<b>2,555,669</b>	<b>6,241,569</b>	<b>6,241,569</b>	<b>6,785,518</b>	<b>6,914,955</b>	<b>7,049,621</b>
	<b>SOCIAL SERVICES</b>						
360	Public Assistance	-	-	-	-	-	-
361	Medical Treatment	77,165	38,777	38,777	39,657	40,415	41,203
	<b>Total Social Services</b>	<b>77,165</b>	<b>38,777</b>	<b>38,777</b>	<b>39,657</b>	<b>40,415</b>	<b>41,203</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expenses	136,621	535,714	535,714	184,309	187,829	191,492
	<b>Total Other Expenditure</b>	<b>136,621</b>	<b>535,714</b>	<b>535,714</b>	<b>184,309</b>	<b>187,829</b>	<b>191,492</b>
	<b>TOTAL ESTIMATES</b>	<b>4,826,338</b>	<b>9,518,987</b>	<b>9,518,987</b>	<b>9,646,955</b>	<b>9,855,813</b>	<b>10,072,400</b>

ACCOUNTING OFFICER: PERMANENT SECRETARY PUBLIC ADMINISTRATION

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF PUBLIC ADMINISTRATION**  
**PROGRAMME 100**

**ESTABLISHMENT DETAILS**

2026		2025	Details	Grade	2026	2025
Authority	Forecast	Authority			\$	\$
1	1	1	Permanent Secretary, Public Administration	A	198,420	198,420
1	1	1	Director Human Resource Management	B	151,260	151,260
1	0	1	PAS Public Administration	B	1	1
3	3	2	Deputy Director Human Resource Management	C	277,548	260,220
1	1	1	Human Resource Management and Development C	D	106,392	106,392
1	1	1	Office Manager	E	92,448	92,448
1	1	1	HRIS Officer	E	105,336	105,336
3	3	3	Human Resource Officer	E	277,344	277,344
1	1	1	Senior Passport Officer	E	92,448	92,448
2	2	2	Passport Officer	G	135,060	135,060
1	0	1	HR Executive Assistant	G	1	1
1	1	1	Electoral Registration Officer	G	73,140	73,140
2	2	2	HR Assistant II	H	129,672	129,672
1	1	1	HR Executive Secretary/ Administrative Officer- PSC	G	65,496	61,668
2	1	1	Auxillary Officer	NG	76,251	46,251
1	1	1	Accounts Officer	J	56,316	56,316
3	3	3	HR Assistant I	K	145,332	145,332
1	1	1	Passport Assistant	L	44,700	44,700
0	0	0	Clerical Officer	M	0	0
1	1	1	Electoral Assistant	M	44,268	44,268
<b>28</b>	<b>25</b>	<b>26</b>	<b>TOTALS</b>		<b>2,071,433</b>	<b>2,020,277</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	2,071,433	2,020,277
31006 Supernumerary	200,820	200,820
<b>Total</b>	<b>2,272,253</b>	<b>2,221,097</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 101:**  
**H.M. PRISON**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- To provide a prison Healthcare service for prisoners.
- To formalise the Senior Officer rank by inclusion into the grading structure.
- To reorganize the Prison Senior Management Team by introducing a flatter management structure.
- To introduce a prison communications and intelligence gathering centre.
- To complete all witness reports and Police statements in a timely fashion.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Percentage of prisoners reporting with medical complaints treated by Healthcare Officer.	95%		
· Percentage of prisoner complaints dealt with by the Senior Officers.	90%		
· Percentage of prisoner adjudications completed within 24hrs.	90%		
· Number of Security Intelligence Reports (SIR) processed.	70		
· Percentage of incident statements completed within 48hrs of an incident.	99%		
<b>Outcome Indicators</b>			
· A percentage reduction in the number of prisoner escorts to the hospital and clinics.	90%		
· A percentage reduction in the number of prisoner complaints reaching the Head of Custody.	90%		
· Percentage of adjudications dealt with by the Heads of Custody and Security.	66%		
· Percentage of Security Intelligence Reports processed within 5 days.	100%		
· Percentage of incidents dealt with by the SMT within one week.	95%		

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
PROGRAMME 101:  
H.M. PRISON**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- To provide a prison Healthcare service for prisoners.
- To formalise the Senior Officer rank by inclusion into the grading structure.
- To reorganize the Prison Senior Management Team by introducing a flatter management structure.
- To introduce a prison communications and intelligence gathering centre.
- To complete all witness reports and Police statements in a timely fashion.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Percentage of prisoners reporting with medical complaints treated by Healthcare Officer.	95%	95%	95%
· Percentage of prisoner complaints dealt with by the Senior Officers.	90%	90%	90%
· Percentage of prisoner adjudications completed within 24hrs.	90%	90%	90%
· Number of Security Intelligence Reports (SIR) processed.	70	70	70
· Percentage of incident statements completed within 48hrs of an incident.	99%	99%	99%
<b>Outcome Indicators</b>			
· A percentage reduction in the number of prisoner escorts to the hospital and clinics.	90%	90%	90%
· A percentage reduction in the number of prisoner complaints reaching the Head of Custody.	90%	90%	90%
· Percentage of adjudications dealt with by the Heads of Custody and Security.	66%	66%	66%
· Percentage of Security Intelligence Reports processed within 5 days.	100%	100%	100%
· Percentage of incidents dealt with by the SMT within one week.	95%	95%	95%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**H.M. PRISON**  
**PROGRAMME 101**

**OBJECTIVE:** To contribute, as part of the criminal justice system and respecting the rule of law, to the protection of society, by providing services related to the supervision, control and sentence administration of offenders.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL 2024	APPROVED ESTIMATE 2025	REVISED ESTIMATE 2025	APPROVED ESTIMATE 2026	FORWARD ESTIMATE 2027	FORWARD ESTIMATE 2028
		\$	\$	\$	\$	\$	\$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	3,461,757	3,998,539	3,998,539	4,276,909	4,405,216	4,537,373
311	Temporary Staff	-	38,001	38,001	38,864	38,001	38,001
312	Wages	210,065	183,964	183,964	188,140	191,733	195,472
316	Allowances	24,001	7,048	7,048	39,420	40,173	40,956
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>3,695,823</b>	<b>4,227,552</b>	<b>4,227,552</b>	<b>4,543,333</b>	<b>4,675,123</b>	<b>4,811,802</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	3,093	7,195	7,195	7,195	7,195	7,195
324	Utilities	427,393	508,351	508,351	531,786	554,600	565,414
326	Communication Expense	15,697	14,045	14,045	14,364	14,638	14,924
328	Supplies and Materials	626,309	639,725	639,725	670,247	683,048	696,368
330	Subscriptions, Periodicals and Books	255	528	528	540	550	561
332	Maintenance Services	28,700	26,250	26,250	26,846	27,359	27,892
334	Operating Cost	47,517	30,004	30,004	30,685	31,271	31,881
336	Rental of Assets	-	1,946	1,946	1,990	2,028	2,068
338	Professional and Consultancy Services	83,408	50,000	50,000	51,135	52,112	53,128
344	Training	11,105	23,051	23,051	23,574	24,025	24,493
	<b>Total Goods and Services</b>	<b>1,243,476</b>	<b>1,301,095</b>	<b>1,301,095</b>	<b>1,358,362</b>	<b>1,396,826</b>	<b>1,423,924</b>
	<b>SOCIAL SERVICES</b>						
361	Medical Treatment	95,105	100,900	100,900	103,190	105,161	107,212
	<b>Total Social Services</b>	<b>95,105</b>	<b>100,900</b>	<b>100,900</b>	<b>103,190</b>	<b>105,161</b>	<b>107,212</b>
	<b>TOTAL ESTIMATES</b>	<b>5,034,405</b>	<b>5,629,547</b>	<b>5,629,547</b>	<b>6,004,885</b>	<b>6,177,110</b>	<b>6,342,938</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY PUBLIC ADMINISTRATION**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**H M PRISON**  
**PROGRAMME 101**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>	<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>			<b>\$</b>	<b>\$</b>
1	1	1	Superintendent of Prison	B	151,260	151,260
2	1	2	Deputy Superintendent of Prison	C	123,720	123,720
1	1	1	Rehabilitation & Development Coordinator	D	124,980	124,980
1	1	1	Head of Custody	D	106,392	106,392
1	1	1	Head of Security	D	106,392	79,794
1	0	1	Senior Correctional Services Officer		1	1
1	1	1	Correctional Services Counselor	E	117,648	117,648
5	4	5	Principal Prison Officers	F	292,560	292,560
1	1	1	Prison Tutor	F	104,292	104,292
1	1	1	Chaplain	G	69,564	69,564
1	1	1	Health Care Officer/Registered Nurse	G	75,324	70,224
6	6	6	Senior Prison Officers	G	407,064	407,064
1	1	1	Executive Secretary	H	63,540	63,540
40	40	36	Prison Officers	H	2,485,728	2,239,056
1	1	1	Senior Clerical Officer	K	48,444	48,444
<b>64</b>	<b>61</b>	<b>60</b>	<b>TOTALS</b>		<b>4,276,909</b>	<b>3,998,539</b>

**2026 Personal Emoluments - Standard Object Code 310**

<b>Detailed Object Code</b>		<b>2026</b>	<b>2025</b>
	Public Officers Salaries	4,276,909	3,998,539
	<b>Total</b>	<b>4,276,909</b>	<b>3,998,539</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 102:**  
**HOUSE OF ASSEMBLY**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- To present all major pieces of legislation to the public for input prior to passage and to compile the feedback received from the public from the benefit of Members, thereby increasing opportunities for the public to input into the legislative process.
- The Public Accounts Committee undertakes at least four inquiries annually and the capacity of members of the Committee is further developed so as to improve the capacity of the Assembly to provide meaningful oversight of the Executive.
- Members of the Assembly are provided with training and developmental opportunities along with the information they need on an ongoing basis so as to improve their capacity to be better representatives and advocates of the people.
- Key recommendations from the Commonwealth Parliamentary Association's Benchmarks from Democratic Legislatures Assessment Report and from the Governance, Organisation and Administrative Review of the House of Assembly, including the establishment of Parliamentary Services Commission Act are implemented so as to achieve greater efficiency in the operation and management of the Assembly and to increase the capacity of the House Service to support the achievement of the Assembly's Objectives.
- All sittings of the Assembly and all public meetings of the Assembly's committees are recorded; Hansard produced; published live and archived publicly so as to promote openness and transparency and to increase public access to the Assembly.
- Students at the primary and secondary levels and the general public are educated about the work of the Assembly so as to promote greater understanding between Members and the Public.
- The Assembly leads debate on issues important to the people of Anguilla so as to support the aspirations of the people and to promote greater understanding between Members of the Assembly and the Public.
- A code of Conduct and Register of Interest developed so as to support ethical and principled governance within the Assembly and build trust and confidence of the people in their Assembly.

PERFORMANCE INDICATORS	2025 Estimates	2025 Actuals	Reasons
<b>Output Indicators</b>			
· Percentage of major pieces of legislation presented to public for input.	100		
· Number of inquiries held annually	4		
· Number of PAC specific training opportunities made accessible	2		
· The number of training opportunities created or accessed internationally and nationally.	4		
· Percentage of Recommendations progressed	100		
· Percentage of meetings broadcast live, recorded, archived and for which Hansards available.	100		
· Number of public information sessions and student outreach	12		
· Number of debates on key issues held	4		
· Code of Conduct and register of Interest Developed and Operational	1		
<b>Outcome Indicators</b>			
· Number of persons from public engaged in the process			
· Percentage of reports produced and disseminated to Members	100%		
· Inquiry Reports laid before the Assembly	4		
· Number of Responses to PAC reports tabled by Government in the Assembly	4		
· Percentage of members trained	100%		

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
PROGRAMME 102:  
HOUSE OF ASSEMBLY**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Enhance the process for the progressing of Bills through the House of Assembly
- Enhance capacity of the Public Accounts Committee through on-going training
- Train Members so as to improve their understanding of their roles as representatives and leaders
- Legislate separation for the House of Assembly from the Executive Branch
- Continue school-based outreach programme
- Amplify outreach opportunities through a tertiary and adult education system
- Support the Youth Parliament
- Ensure that the public is informed of the work of the House of Assembly
- Ensure ethical and principled governance

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Best Practice for progressing Bills and the budget identified through a regional/international review conducted by Q3 2026, including Inter alia effective use of the Committee Stage and of Explanatory Notes			
· Opportunities for public consultations, including at the Committee level, provided for all new Bills as well as amendments			
· Members of the PAC participate in at least one in-house training activity in the work of the PAC annually, beginning in 2026			
· At least two members of the PAC participate in at least one regional/international training activity related to the work of the PAC annually, beginning in 2026			
· At least one training session for all Members of the HOA conducted annually			
· Opportunity provided annually to at least 2 Members to receive training regionally or internationally, including, e.g., the Westminster Seminar, CPA Residency Programme, McGill Parliamentary Development Programme			
· Presentations about the HOA made to all Grades 5 and 6 students at all public and private schools across the island, on-going			
<b>Outcome Indicators</b>			
· Progression of Bills and budget to meet Government's Legislative Agenda provides opportunity for meaningful and effective scrutiny			
· A more effective system of scrutiny of the Executive Branch			

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· Members are empowered to be good representatives and advocates

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· A greater degree of separation from the Executive Branch is achieved

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· A greater degree of separation from the Executive Branch is achieved

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**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**HOUSE OF ASSEMBLY**  
**PROGRAMME 102**

**OBJECTIVE:** To provide support to the members of the House of Assembly for their activities, both individually and the performance of their roles as representatives of the people of Anguilla.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL</b>	<b>APPROVED</b>	<b>REVISED</b>	<b>APPROVED</b>	<b>FORWARD</b>	<b>FORWARD</b>
		<b>2024</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
		<b>\$</b>	<b>2025</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>PERSONAL EMOLUMENTS</b>							
<b>310</b>	Personal Emoluments	330,456	367,765	367,765	397,081	408,993	421,263
<b>312</b>	Wages	67,649	62,673	62,673	64,096	65,320	66,594
<b>317</b>	Civil Servants Backpay	-	-	-	-	-	-
<b>318</b>	Allowances - Members of the House	801,936	826,936	826,936	1,002,936	1,022,092	1,042,023
<b>319</b>	Increments and Progressions	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,200,041</b>	<b>1,257,374</b>	<b>1,257,374</b>	<b>1,464,113</b>	<b>1,496,405</b>	<b>1,529,880</b>
<b>GOODS AND SERVICES</b>							
<b>320</b>	Local Travel and Subsistence	6,150	6,150	6,150	6,150	6,150	6,150
<b>322</b>	International Travel and Subsistence	52,033	39,000	39,000	39,885	40,647	41,440
<b>326</b>	Communication Expense	199	1	1	1	1	1
<b>328</b>	Supplies and Materials	10,062	5,492	5,492	5,617	5,724	5,836
<b>332</b>	Maintenance Services	5,151	32,576	32,576	33,315	33,952	34,614
<b>338</b>	Professional and Consultancy Services	11,253	18,324	18,324	18,740	19,098	19,470
<b>342</b>	Hosting and Entertainment	18,887	15,270	15,270	26,517	27,023	27,550
	<b>Total Goods and Services</b>	<b>103,736</b>	<b>116,813</b>	<b>116,813</b>	<b>130,225</b>	<b>132,595</b>	<b>135,061</b>
	<b>TOTAL ESTIMATES</b>	<b>1,303,777</b>	<b>1,374,187</b>	<b>1,374,187</b>	<b>1,594,338</b>	<b>1,629,000</b>	<b>1,664,941</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY PUBLIC ADMINISTRATION**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**HOUSE OF ASSEMBLY**  
**PROGRAMME 102**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>	<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>			<b>\$</b>	<b>\$</b>
1	1	1	Clerk to the House of Assembly	B	151,260	151,260
1	1	1	Clerk of Committees	D	106,392	106,392
1	1	1	Executive Secretary	H	61,668	61,668
1	1	0	Editor and Publications Officer	NG	29,316	0
1	1	1	Senior Clerical Officer	K	48,444	48,444
1	0	1	Clerical Officer	M	1	1
<b>6</b>	<b>5</b>	<b>5</b>	<b>TOTALS</b>		<b>397,081</b>	<b>367,765</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	397,081	367,765
<b>Total</b>	<b>397,081</b>	<b>367,765</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 103:**  
**DEPARTMENT OF DISASTER MANAGEMENT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Disaster Risk Reduction (DRR) integrated into the community and key sectors;
- Revision of National Hazard Identification and Risk Assessment (HIRA);
- Enhanced National Emergency Management Programme encompassing Comprehensive Disaster Management.
- Development of National Comprehensive Disaster Management (CDM) Strategy

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimate</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
Number of Community Emergency Response Teams (CERT) sensitised to role of the community emergency response team (CERT) within the national programme.	25%	0%	The Community Response Team (CRT) programme started this year and we had a CRT instructor training. However, the proposal to integrate them into the National Mechanism is not complete. Therefore, we were unable to extend the sensitisation sessions to the new and existing CRTs. We trained 24 CRTs, and 8 Trainer of Trainers (ToTs) so far.
Number of training programmes held to enhance the effectiveness of response and coordination among emergency responders.	3	1	NEOC training held in August 2025.
Number of exercises held to enhance Emergency Response.	2	6	Active Shooter Drill (Campus Q) Exercise Sandy Ground- Mass Rescue Operation (MRO) Live Exercise Chemical Incident - Operation Clean Sweep Bomb Threat Active Shooter Drill (Campus Q) NEOC Management were all done to enhance our emergency response.
<b>Outcome Indicators</b>			
Number of hazard plans developed or reviewed to enhance the response.	5%	27%	We have about 22 known hazards and we have revised 6 plans in 2025. Namely: Oil spill, Hurricane, Drought & Water Shortage, Tsunami, Maritime Incidents (Mass Rescue Operation), Earthquake.

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 103:**  
**DEPARTMENT OF DISASTER MANAGEMENT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

Strengthened institutional capacity of national disaster management system to implement Comprehensive Disaster Management (CDM)

Enhanced operational readiness for improved emergency management coordination and recovery

Disaster Risk Reduction initiatives integrated into key sectors

Strengthened human and community resilience

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
Percentage of national budget supporting National Disaster Office (NDO) operations	0.90%		
Number of Annual Performance Reports for Country Work Programme (CWP) submitted with quality content standards (content, availability, timeliness and completeness)	1	1	1
Number of partners that have programmes aligned to support CDM implementation	1	0	1
Number of development partners contributing to CDM implementation	1	1	2
Number of disaster plans revised	100%	100%	100%
Number of annual national exercises conducted	1	1	1
Number of disaster plans exercised	1	2	2
Number of CDM training programmes that are being implemented	1	3	3
Number of persons from NDO teams participating in priority courses identified through the Training Needs Assessment	2	2	2
Number of National CDM coordination systems in place and functional	1	1	1
Percentage of readiness of NEOC	75%	85%	95%
Existence of protocols for emergency communications at the local (community) and national levels	1	1	1
Number of resilient and redundant emergency communications networks	4	5	5
Number of strategies completed based on hazard mapping, vulnerability and risk assessments	2	2	2
Number of national entities with capabilities for mapping/modeling priority hazards	6	5	0
Number of sectors supported to integrate CDM at the strategic level	1	1	1
Number of CDEMA CDM Safe School Programme initiatives implemented	3	3	3

Existence of a functioning Disaster Liaison Officer programming that is supporting CDM implementation	1	1	1
Presence of staff in key sector agencies to support CDM implementation	10%	20%	50%
Number of engagement sessions convened for mainstreaming CDM programming within the private sector	2	2	2
Number of private sector CDM programming existing as a key component of the national system	1	1	1
Number of non-government entities supported to develop and test BCPs	2%	5%	10%
Number of national public awareness strategies which include outreach to urban and rural communities	3	4	5
Number of CDM related educational material available for use in schools	500	350	300
Number of communities with multi-hazard community plans that address vulnerable groups	1	1	1
Number of communities that have functioning resilience mechanisms in place	1	1	1
Presence of a functioning emergency communications community network	1	1	1
Presence of a multi-hazard EWS to warn the population about impending threats	update and maintain	update and maintain	update and maintain
<b>Outcome Indicators</b>			
Existence of a functioning governance mechanism			
Number of mechanisms supporting operational readiness of the national disaster management system			
Number of sectors that have integrated normative requirements for risk mitigation and hazard information into development planning and work programming			
Number of communities with functioning community resilience mechanisms in place			

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DISASTER MANAGEMENT**  
**PROGRAMME 103**

**OBJECTIVE:** To enable the Deputy Governor of Anguilla to perform his constitutional and traditional roles, and to protect Anguilla and its citizens by reducing and where possible avoiding, the loss of life, damage and suffering caused by disaster events.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL</b>	<b>APPROVED</b>	<b>REVISED</b>	<b>APPROVED</b>	<b>FORWARD</b>	<b>FORWARD</b>
		<b>2024</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>PERSONAL EMOLUMENTS</b>							
310	Personal Emoluments	551,568	640,237	640,237	640,237	659,444	679,227
311	Temporary Staff	-	1	1	1	1	1
312	Wages	12,982	23,335	23,335	23,865	24,321	24,795
316	Allowances	16,491	12,000	12,000	12,000	12,229	12,468
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>581,040</b>	<b>675,573</b>	<b>675,573</b>	<b>676,103</b>	<b>695,995</b>	<b>716,491</b>
<b>GOODS AND SERVICES</b>							
320	Local Travel and Subsistence	6,520	10,210	10,210	10,210	10,210	10,210
324	Utilities	18,205	16,562	16,562	17,326	18,069	18,421
326	Communication Expense	28,494	40,804	40,804	41,730	42,527	43,357
328	Supplies and Materials	27,637	28,340	28,340	28,983	29,537	30,113
330	Subscriptions, Periodicals and Books	1,108	1,145	1,145	1,901	1,937	1,975
332	Maintenance Services	8,199	16,020	16,020	16,384	16,697	17,022
334	Operating Cost	-	393	393	402	410	418
336	Rental of Assets	38,364	48,258	48,258	61,020	62,186	63,399
338	Professional and Consultancy Services	4,103	15,273	15,273	15,620	15,918	16,228
344	Training	27,673	41,758	41,758	42,706	43,522	44,370
346	Advertising	-	-	-	-	-	-
	<b>Total Goods and Services</b>	<b>160,301</b>	<b>218,763</b>	<b>218,763</b>	<b>236,282</b>	<b>241,013</b>	<b>245,513</b>
<b>OTHER EXPENDITURE</b>							
374	Sundry Expenses	-	25,414	25,414	25,991	26,487	27,004
	<b>Total other expenditure</b>	<b>-</b>	<b>25,414</b>	<b>25,414</b>	<b>25,991</b>	<b>26,487</b>	<b>27,004</b>
	<b>TOTAL ESTIMATES</b>	<b>741,342</b>	<b>919,750</b>	<b>919,750</b>	<b>938,376</b>	<b>963,495</b>	<b>989,008</b>

**ACCOUNTING OFFICER: DEPUTY GOVERNOR**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DISASTER MANAGEMENT**  
**PROGRAMME 103**

**ESTABLISHMENT DETAILS**

<b>2026 Authority</b>	<b>2026 Forecast</b>	<b>2025 Authority</b>	<b>Details</b>	<b>Grade</b>	<b>2026 \$</b>	<b>2025 \$</b>
1	1	1	Director, Disaster Management	B	151,260	151,260
1	1	1	Deputy Director Disaster Management	C	123,720	123,720
1	1	1	Programme Officer- Emergency Communications	E	92,448	92,448
1	1	1	Programme Officer- Community Preparedness & Outreach	E	92,448	92,448
1	1	1	Programme Officer- Mitigation and Technical Planning	E	92,448	92,448
1	1	1	Emergency Administrative Officer	F	87,912	87,912
1	0	1	Assistant Programme Officer	J	1	1
<b>7</b>	<b>6</b>	<b>7</b>	<b>TOTALS</b>		<b>640,237</b>	<b>640,237</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	640,237	640,237
<b>Total</b>	<b>640,237</b>	<b>640,237</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 104:**  
**FINANCIAL INTELLIGENCE UNIT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Enhancing Anguilla's Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) regime which secures Anguilla access to the Global Financial System which prevents the threat of financial exclusion and the deterrence of potential investors
- Enhance cooperation and communication with domestic law enforcement agencies through intelligence sharing and joint meetings/operations.
- Improve the timeliness of responses to request for intelligence from domestic and international counterparts and non counterparts.
- Improve the level of spontaneous disseminations to domestic and international counterparts and non counterparts.
- Increase public awareness of as it relates the the money laundering, terrorist financing and proliferation financing risk, threats, trends and typologies affecting Anguilla.
- Enhance the analytical and investigative capabilities of the FIU through the development of human and technical resources.
- Enhancing the timeliness and quality of investigations of matters.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimate</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
Number of intelligence products disseminated by the FIU	24	47	
Number of intelligence meetings with domestic LEAs	4	4	
Number of advisories and awareness seminars or initiatives undertaken by the FIU	10	10	
Number of investigations of financial crimes	12		
Number of investigative orders used during the course of an investigation	24	14	
Number of cash seizure	3		
<b>Outcome Indicators</b>			
Increased submission of Suspicious Activity Reports	45%	50%	
Increased financial crime reports received from the public	10%	12%	
Increased information sharing from joint intelligence meetings	100%	100%	
Increased money laundering charges proffered	10%	10%	
Increased use of investigative orders	20%	20%	
Increased forfeiture applications	33%	33%	

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 104:**  
**FINANCIAL INTELLIGENCE UNIT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

Improve the Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) regime through the following key objectives:

- Strengthen cooperation and communication with domestic law enforcement agencies through intelligence sharing and joint meetings/operations for greater multi-agency effectiveness.
- Improving the timeliness and operational value of responses to requests for intelligence from domestic and international counterparts and non counterparts.
- Increase meaningful reporting across all reporting sectors.
- Enhance and improve cross border and within border intelligence sharing and operational impact.
- Increasing public awareness of as it relates the money laundering, terrorist financing and proliferation financing risk, targeted financial sanctions regime, threats, trends and typologies affecting Anguilla.
- Enhancing the analytical and investigative capabilities of the FIU through the development of human and technical resources.
- Focusing on the monitoring and assessment of the obligations under the respective legislations targeting terrorist financing, proliferation financing and related target financial sanction.
- Addressing gaps or deficiencies to ensure compliance with international standards and best practices.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimate</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
Number of intelligence products disseminated by the FIU	45	28	30
Number of intelligence meetings with domestic LEAs	6	4	4
Number of advisories and awareness seminars or initiatives undertaken by the FIU	12	12	14
Number of investigations of financial crimes	14	20	24
Number of investigative orders used during the course of an investigation	24	28	32
Number of assessments conducted with respect to target financial sanctions obligations	2	8	40
Number of cash seizure matters	3	5	7
<b>Outcome Indicators</b>			
Increased submission of Suspicious Activity Reports	45%	50%	55%
Increased financial crime reports received from the public	10%	17%	18%
Increased information sharing from joint intelligence meetings	100%	50%	50%
Increased money laundering charges proffered	10%	17%	18%
Increased use of investigative orders	20%	34%	36%
Increase in target financial sanction assessment and monitoring	50%	70%	85%
Increased forfeiture applications	33%	66%	40%

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
FINANCIAL INTELLIGENCE UNIT  
PROGRAMME 104**

**OBJECTIVE:** To receive, analyse and disseminate intelligence and investigate matters relevant to money laundering, terrorist financing and proliferation financing as well as financial crimes while creating an environment of knowledge, awareness and security within the financial sector and beyond.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL	APPROVED	REVISED	APPROVED	FORWARD	FORWARD
		2024	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		2025	2025	2026	2027	2028	
		\$	\$	\$	\$	\$	
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	475,021	674,208	674,208	674,208	694,434	715,267
312	Wages	-	3,258	3,258	3,332	3,396	3,462
316	Allowances	32,770	20,016	20,016	20,016	20,398	20,796
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>507,791</b>	<b>697,482</b>	<b>697,482</b>	<b>697,556</b>	<b>718,228</b>	<b>739,525</b>
	<b>GOODS AND SERVICES</b>						
322	International Travel and Subsistence	25,259	15,400	15,400	15,750	16,050	16,363
324	Utilities	20,000	21,225	21,225	22,203	23,156	23,608
326	Communication Expense	-	1	1	1	1	1
328	Supplies and Materials	6,591	23,898	23,898	24,440	24,907	25,393
332	Maintenance Services	-	1	1	1	1	1
334	Operating Cost	-	5,904	5,904	6,038	6,017	6,156
338	Professional and Consultancy Services	430	27,315	27,315	27,935	27,837	28,480
344	Training	4,973	28,729	28,729	29,381	29,942	30,526
	<b>Total Goods and Services</b>	<b>57,253</b>	<b>122,473</b>	<b>122,473</b>	<b>125,749</b>	<b>127,911</b>	<b>130,528</b>
	<b>TOTAL ESTIMATES</b>	<b>565,044</b>	<b>819,955</b>	<b>819,955</b>	<b>823,305</b>	<b>846,139</b>	<b>870,053</b>

**ACCOUNTING OFFICER: DEPUTY GOVERNOR**

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
FINANCIAL INTELLIGENCE UNIT  
PROGRAMME 104**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>		<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>				<b>\$</b>	<b>\$</b>
1	1	1		Director	C	123,720	123,720
2	1	2		Deputy Director	D	106,392	106,392
1	1	1		Senior Financial Analyst	E	92,448	92,448
2	2	2		Financial Investigator	F	175,824	175,824
2	2	2		Financial Analyst	F	175,824	175,824
<b>8</b>	<b>7</b>	<b>8</b>		<b>TOTALS</b>		<b>674,208</b>	<b>674,208</b>

**2026 Personal Emoluments - Standard Object Code 310**

<b>Detailed Object Code</b>			
31001	Public Officers Salaries	674,208	674,208
31003	Overtime	0	0
	<b>Total</b>	<b>674,208</b>	<b>674,208</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 200:**  
**ROYAL ANGUILLA POLICE FORCE**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Intelligence led policing operations in crime hot spots targeting gangs/individuals involved in drugs and firearm crimes.
- An increase in foot and mobile patrols and high visibility areas.
- Implementation of crime prevention initiatives throughout communities e.g. Neighbourhood watch, community consultative groups and youth groups.
- Enhance cooperation and communication with local, regional, and international law enforcement agencies through joint meetings, operations and intelligence sharing.
- Reduction of road traffic accidents and the traffic violations by 5%.
- Increase joint maritime border patrols with local law enforcement agencies.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimate</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of crimes reported.	555		
· Number of intelligence reports received.	252		
· Number of traffic infringements recorded.	759		
· Custody records compliance with no major errors.	80%		
· Number of hours of targeted patrols.	2920		
· Number of hours of actual patrols.	3650		
<b>Outcome Indicators</b>			
· Percentage of crimes solved.	75%		
· Percentage of convictions.	90%		
· Customer satisfaction with police reponse	75%		
· Percentage of crimes brought to justice for code 1 & 2 crimes	35%		
· Rate of serious crime detection	70%		
· Rate of overall crime detection	75%		
· Rate of compliance to grade 1 and 2 calls	90%		

**Denotes:**

Code 1 - Detected Charge

Code 2 - Detected summons

Grade 1 - Emergency Response (15 mins)

Grade 2 - Standard response (30 - 60 mins)

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 200:**  
**ROYAL ANGUILLA POLICE FORCE**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Intelligence led policing operations in crime hot spots targeting gangs/individuals involved in drugs and firearm crimes.
- An increase in foot and mobile patrols and high visibility areas.
- Implementation of crime prevention initiatives throughout communities e.g. Neighbourhood watch, community consultative groups and youth groups.
- Enhance cooperation and communication with local, regional, and international law enforcement agencies through joint meetings, operations and intelligence sharing.
- Reduction of road traffic accidents and the traffic violations by 5%.
- Increase joint maritime border patrols with local law enforcement agencies.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimate</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of crimes reported.	555	555	555
· Number of intelligence reports received.	252	252	252
· Number of traffic infringements recorded.	759	759	759
· Custody records compliance with no major errors.	80%	80%	80%
· Number of hours of targeted patrols.	2920	2920	2920
· Number of hours of actual patrols.	3650	3650	3650
<b>Outcome Indicators</b>			
· Percentage of crimes solved.	75%	75%	75%
· Percentage of convictions.	90%	90%	90%
· Customer satisfaction with police reponse	75%	75%	75%
· Percentage of crimes brought to justice for code 1 & 2 crimes	35%	35%	35%
· Rate of serious crime detection	70%	70%	70%
· Rate of overall crime detection	75%	75%	75%
· Rate of compliance to grade 1 and 2 calls	90%	90%	90%

Code 1 - Detected Charge  
Code 2 - Detected summons  
Grade 1 - Emergency Response (15 mins)  
Grade 2 - Standard response (30 - 60 mins)

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**ROYAL ANGUILLA POLICE FORCE**  
**PROGRAMME 200**

**OBJECTIVE:** To uphold law and order fairly and firmly, while providing quality services and respecting the rights of all those we serve.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL	APPROVED	REVISED	APPROVED	FORWARD	FORWARD
		2024	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		2025	2025	2026	2027	2028	
		\$	\$	\$	\$	\$	
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	8,805,639	11,625,709	11,625,709	12,864,637	13,250,576	13,648,093
312	Wages	360,966	443,437	443,437	572,338	583,270	594,643
316	Allowances	314,852	319,135	319,135	322,975	329,144	335,562
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>9,481,457</b>	<b>12,388,281</b>	<b>12,388,281</b>	<b>13,759,950</b>	<b>14,162,990</b>	<b>14,578,298</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	12,743	16,051	16,051	16,051	16,051	16,051
322	International Travel and Subsistence	134,830	156,645	156,645	160,201	163,261	166,444
324	Utilities	448,643	472,614	472,614	494,402	515,611	525,666
326	Communication Expense	105,416	104,059	104,059	131,421	133,931	136,543
328	Supplies and Materials	532,470	427,401	427,401	437,103	445,452	454,138
330	Subscriptions, Periodicals and Books	229,992	244,559	244,559	250,110	254,888	259,858
332	Maintenance Services	214,030	182,971	182,971	187,124	190,699	194,417
334	Operating Cost	204,470	253,784	253,784	259,545	264,502	269,660
336	Rental of Assets	317,157	272,169	272,169	278,347	283,664	289,195
338	Professional and Consultancy Services	1,988,066	1,705,535	1,705,535	3,919,251	3,994,108	4,071,993
342	Hosting and Entertainment	-	-	-	-	-	-
344	Training	40,182	270,098	270,098	643,571	655,863	668,653
346	Advertising	-	-	-	-	-	-
	<b>Total Goods and Services</b>	<b>4,228,000</b>	<b>4,105,886</b>	<b>4,105,886</b>	<b>6,777,126</b>	<b>6,918,030</b>	<b>7,052,618</b>
	<b>TOTAL ESTIMATES</b>	<b>13,709,457</b>	<b>16,494,167</b>	<b>16,494,167</b>	<b>20,537,076</b>	<b>21,081,020</b>	<b>21,630,916</b>

**ACCOUNTING OFFICER: COMMISSIONER OF POLICE**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**ROYAL ANGUILLA POLICE FORCE**  
**PROGRAMME 200**

**ESTABLISHMENT DETAILS**

2026		2025		Details	Grade	2026	2025
Authority	Forecast	Authority				\$	\$
1	1	1		Commissioner of Police	RAPF - A	254,028	254,028
1	1	1		Deputy Commissioner of Police	RAPF - C	146,556	146,556
1	1	0		Assistant Commissioner	NG	137,280	-
2	2	2		Superintendent of Police	RAPF - E	258,672	258,672
8	8	6		Inspector	RAPF - F	766,752	547,680
19	19	19		Sergeant	RAPF - H	1,633,836	1,633,836
108	108	100		Constable/Senior Constable	RAPF - K	7,970,952	7,383,336
1	0	1		Head of Forensic Services	D	1	118,836
1	1	1		Senior Crime Scene Investigator	D	79,794	1
1	1	0		Senior Digital Forensic Investigator	NG	79,794	-
1	1	1		Crime Scene Investigator	F	96,228	88,692
1	1	1		Finance Administrator	F	73,140	73,140
1	1	1		Digital Forensic Investigator	F	87,912	87,912
				Joint Emergency Services Control Room -			
4	4	4		Supervisor	F	351,648	351,648
1	1	1		Executive Assistant	G	69,564	69,564
				Call Handler, Joint Emergency Services			
16	16	8		Control Room	H	740,016	493,344
2	1	2		Senior Clerical Officer	K	48,444	48,444
2	1	2		Clerical Officer	M	40,020	40,020
<b>171</b>	<b>168</b>	<b>151</b>		<b>TOTAL</b>		<b>12,834,637</b>	<b>11,595,709</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001	Public Officers Salaries	12,834,637	11,595,709
31003	Overtime	30,000	30,000
	<b>Total</b>	<b>12,864,637</b>	<b>11,625,709</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 251:**  
**HIGH COURT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Ensure that all persons conducting business at the Judicial Department are dealt with in an effective, prompt, fair and efficient manner.
- Review existing legislation to accommodate technological advancements.
- Liaise with the Eastern Caribbean Supreme Court to ensure all new directives are adhered to as instructed and all Circuits in the OECS are in sync.
- Execute outstanding warrants immediately to increase revenue.
- Continuous training for all staff to ensure an effective delivery of service to our customers.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimate</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of matters filed in the high court.	950	156	
· Number of warrants issued for outstanding fines.	60	2	
· Number of certificates issued.	2500	N/A	
· Percentage of defendants fined.	90%	17%	
· Number of liquor licence applications.	250	N/A	
· Number of inquest.	30	N/A	
· Number of marriage applications.	200	N/A	
<b>Outcome Indicators</b>			
· Percentage of payments received on warrants.	85%	50%	
· Percentage of improvement in performance as a result of training.	100%	N/A	
· Percentage of requested information from files, submitted to customers within two days.	100%	100%	
· Percentage of satisfied customers.	100%	95%	

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITA**  
**PROGRAMME 251:**  
**HIGH COURT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Ensure that all persons conducting business at the High Court are dealt with in an effective, prompt, fair and efficient manner.
- Liaise with the Eastern Caribbean Supreme Court to ensure all new directives are adhered to as instructed and all Circuits in the OECS are in sync.
- Execute outstanding warrants immediately to increase revenue.
- Continuous training for all staff to ensure an effective delivery of service to our customers.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of matters filed in the High Court.	160	200	200
· Number of warrants issued for outstanding fines.	5	2	0
· Percentage of defendants fined.	5%	50%	50%
· Number of probate services rendered (1% Estate Fee).	20	n/a	
<b>Outcome Indicators</b>			
· Percentage of payments received on warrants.	65%	85%	90%
· Percentage of improvement in performance as a result of training.	100%	100%	100%
· Percentage of requested information from files, submitted to customers within four days.	90%	100%	100%
· Percentage of satisfied customers.	90%	100%	100%
· Percentage of probate services	90%	95%	95%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**HIGH COURT**  
**PROGRAMME 251**

**OBJECTIVE:** To provide a court of law, equity and admiralty for the better administration of the laws of Anguilla

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL</b>	<b>APPROVED</b>	<b>REVISED</b>	<b>APPROVED</b>	<b>FORWARD</b>	<b>FORWARD</b>
		<b>2024</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>PERSONAL EMOLUMENTS</b>							
<b>310</b>	Personal Emoluments	613,931	903,373	903,373	903,373	930,474	958,388
<b>311</b>	Temporary Staff	15,307	1	1	1	1	1
<b>312</b>	Wages	26,000	24,432	24,432	24,987	24,899	25,474
<b>316</b>	Allowances	16,513	10,471	10,471	15,095	15,383	15,683
<b>317</b>	Civil Servants Backpay	-	-	-	0	0	0
	<b>Total Personal Emoluments</b>	<b>671,750</b>	<b>938,277</b>	<b>938,277</b>	<b>943,456</b>	<b>970,757</b>	<b>999,546</b>
<b>GOODS AND SERVICES</b>							
<b>320</b>	Local Travel and Subsistence	5,074	4,697	4,697	4,697	4,697	4,697
<b>324</b>	Utilities	150,717	159,285	159,285	166,628	173,776	177,165
<b>326</b>	Communication Expense	14,214	14,534	14,534	14,864	15,148	15,443
<b>328</b>	Supplies and Materials	25,236	40,481	40,481	41,400	42,191	43,013
<b>330</b>	Subscriptions, Periodicals and Books	466	1	1	1	1	1
<b>332</b>	Maintenance Services	21,546	16,540	16,540	16,915	17,239	17,575
<b>336</b>	Rental of Assets	163,014	164,405	164,405	168,137	171,348	174,690
<b>338</b>	Professional and Consultancy Services	63,897	181,440	181,440	185,559	189,103	192,790
	<b>Total Goods and Services</b>	<b>444,166</b>	<b>581,383</b>	<b>581,383</b>	<b>598,201</b>	<b>613,503</b>	<b>625,374</b>
<b>TRANSFERS AND SUBSIDIES</b>							
<b>352</b>	Grants and Contributions	1,732,774	2,276,485	2,276,485	2,328,161	2,319,966	2,373,560
	<b>Total Transfers and Subsidies</b>	<b>1,732,774</b>	<b>2,276,485</b>	<b>2,276,485</b>	<b>2,328,161</b>	<b>2,319,966</b>	<b>2,373,560</b>
<b>SOCIAL SERVICES</b>							
<b>360</b>	Public Assistance	122,472	260,161	260,161	391,067	398,536	406,307
	<b>Total Social Services</b>	<b>122,472</b>	<b>260,161</b>	<b>260,161</b>	<b>391,067</b>	<b>398,536</b>	<b>406,307</b>
	<b>TOTAL ESTIMATES</b>	<b>2,971,162</b>	<b>4,056,306</b>	<b>4,056,306</b>	<b>4,260,885</b>	<b>4,302,762</b>	<b>4,404,787</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY PUBLIC ADMINISTRATION**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**HIGH COURT**  
**PROGRAMME 251**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>	<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>			<b>\$</b>	<b>\$</b>
1	1	1	Registrar	A	198,420	198,420
1	1	1	Deputy Registrar	C	123,720	123,720
1	1	1	Office Manager	E	92,448	92,448
1	1	1	Judicial Research Assistant	F	1	1
1	1	1	Judicial Executive Assistant	G	69,564	69,564
1	1	1	Executive Officer Registration, Probate and Personnel	G	69,564	69,564
4	2	4	Court Reporter	G	139,128	139,128
2	1	2	High Court Clerk	H	61,668	61,668
1	1	1	Bailiff (High Court)	J	51,972	51,972
1	1	1	Senior Clerical	K	48,444	48,444
1	1	1	JEMS Officer	K	48,444	48,444
<b>15</b>	<b>12</b>	<b>15</b>	<b>TOTALS</b>		<b>903,373</b>	<b>903,373</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001	Public Officers Salaries	903,373	903,373
31003	Overtime	-	-
	<b>Total</b>	<b>903,373</b>	<b>903,373</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 252:**  
**MAGISTRATE'S COURT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Ensure that all persons conducting business at the Judicial Department are dealt with in an effective, prompt, fair and efficient manner.
- Review existing legislation to accommodate technological advancements.
- Liaise with the Eastern Caribbean Supreme Court to ensure all new directives are adhered to as instructed and all Circuits in the OECS are in sync.
- Execute outstanding warrants immediately to increase revenue.
- Continuous training for all staff to ensure an effective delivery of service to our customers.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimate</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of matters filed in the magistrate court.	950	515	
· Number of warrants issued for outstanding fines.	60	48	
· Number of certificates issued.	2500	3700	
· Percentage of defendants fined.	90%	90%	
· Number of liquor licence applications.	250	305	
· Number of inquest.	30	10	
· Number of marriage applications.	200	120	
<b>Outcome Indicators</b>			
· Percentage of payments received on warrants.	85%	85%	
· Percentage of improvement in performance as a result of training.	100%		
· Percentage of requested information from files, submitted to customers within two days.	100%	85%	
· Percentage of satisfied customers.	100%	90%	

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 252:**  
**MAGISTRATE'S COURT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Ensure that all persons conducting business at the Magistrate's Court are dealt with in an effective, prompt, fair and efficient manner.
- Review existing legislation to accommodate technological advancements.
- Liaise with the Eastern Caribbean Supreme Court to ensure all new directives are adhered to as instructed and all Circuits in the OECS are in sync.
- Execute outstanding warrants immediately to increase revenue.
- Continuous training for all staff to ensure an effective delivery of service to our customers.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of matters filed in the Magistrate's Court.	580	550	575
· Number of warrants issued for outstanding fines.	80	60	50
· Number of certificates issued.	3000	2500	2700
· Percentage of defendants fined.	90%	90%	90%
· Number of liquor licence applications.	320	300	300
· Number of inquest.	15	10	10
· Number of marriage applications.	200	250	250
<b>Outcome Indicators</b>			
· Percentage of payments received on warrants.	85%	85%	90%
· Percentage of improvement in performance as a result of training.	100%	100%	100%
· Percentage of requested information from files, submitted to customers within two days.	90%	90%	100%
· Percentage of satisfied customers.	90%	95%	100%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MAGISTRATE'S COURT**  
**PROGRAMME 252**

**OBJECTIVE:** To provide a court of law, equity and admiralty for the better administration of the laws of Anguilla

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL</b>	<b>APPROVED</b>	<b>REVISED</b>	<b>APPROVED</b>	<b>FORWARD</b>	<b>FORWARD</b>
		<b>2024</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	547,622	669,157	669,157	705,490	726,655	748,454
311	Temporary Staff	45,410	10,000	10,000	10,227	10,422	10,626
312	Wages	-	-	-	-	-	-
316	Allowances	13,750	20,474	20,474	20,474	20,865	21,272
317	Civil Servants Backpay	-	-	-	-	-	-
319	Increments and Progressions	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>606,782</b>	<b>699,631</b>	<b>699,631</b>	<b>736,191</b>	<b>757,942</b>	<b>780,352</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	5,014	4,927	4,927	4,927	4,927	4,927
324	Utilities	-	-	-	-	-	-
326	Communication Expense	-	-	-	-	-	-
328	Supplies and Materials	-	-	-	-	-	-
330	Subscriptions, Periodicals and Books	-	-	-	-	-	-
332	Maintenance Services	-	-	-	-	-	-
336	Rental of Assets	-	-	-	-	-	-
338	Professional and Consultancy Services	241,084	141,156	141,156	144,360	147,118	149,986
	<b>Total Goods and Services</b>	<b>246,098</b>	<b>146,083</b>	<b>146,083</b>	<b>149,287</b>	<b>152,045</b>	<b>154,913</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	-	-	-	-	-	-
	<b>Total Transfers and Subsidies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>SOCIAL SERVICES</b>						
360	Public Assistance	-	1	1	1	1	1
	<b>Total Social Services</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	<b>TOTAL ESTIMATES</b>	<b>852,879</b>	<b>845,715</b>	<b>845,715</b>	<b>885,479</b>	<b>909,988</b>	<b>935,266</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY PUBLIC ADMINISTRATION**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MAGISTRATE'S COURT**  
**PROGRAMME 252**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	Senior Magistrate	B	174,120	174,120
1	1	1	Additional Magistrate	B	69,433	69,433
1	1	1	Magistrate	C	134,088	134,088
2	2	2	Magistrate's Court Clerk	G	139,128	139,128
2	2	2	Bailiff (Magistrate's Court)	J	103,944	103,944
1	1	1	Public Records and Data Officer	K	48,444	48,444
1	1	0	Senior Clerical Officer	K	36,333	0
<b>9</b>	<b>9</b>	<b>8</b>	<b>TOTALS</b>		<b>705,490</b>	<b>669,157</b>

**2026 Personal Emoluments - Standard Object Code 310**

<b>Detailed Object Code</b>			<b>2026</b>	<b>2025</b>
31001	Public Officers Salaries		705,490	669,157
31003	Overtime		-	-
	<b>Total</b>		<b>705,490</b>	<b>669,157</b>

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
PROGRAMME 300:  
ATTORNEY GENERAL'S CHAMBERS**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- 
- To stimulate economic growth by promoting transparent, fair and certain laws and Governmental decision making.
  - To provide timely, efficient and client focused legal advice to all Government departments.
  - To represent the Government in all civil proceedings, providing fair and effective written and oral advocacy.
  - To efficiently and fairly prosecute all crimes.
  - To formulate policy to improve the fairness and efficiency of the courts and justice system.
  - To draft clear and effective legislation to give effect to the policy of the Government of the day.
  - To efficiently process applications for naturalisation.
- 

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimate</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· To respond to all Government requests for advice in a timely manner.			
· To provide timely advice in respect of criminal prosecutions.			
· To fairly prosecute all crime.			
· To defend the Government budget from all unmeritorious claims.			
· To efficiently process all applications for naturalization			

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 300:**  
**ATTORNEY GENERAL'S CHAMBERS**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- To stimulate economic growth by promoting transparent, fair and certain laws and Governmental decision making.
- To provide timely, efficient and client focused legal advice to all Government departments.
- To represent the Government in all civil proceedings, providing fair and effective written and oral advocacy.
- To efficiently and fairly prosecute all crimes.
- To formulate policy to improve the fairness and efficiency of the courts and justice system.
- To draft clear and effective legislation to give effect to the policy of the Government of the day.
- To efficiently process applications for naturalisation.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· To respond to all Government requests for advice in a timely manner.			
· To provide timely advice in respect of criminal prosecutions.			
· To fairly prosecute all crime.			
· To defend the Government budget from all unmeritorious claims.			
· To efficiently process all applications for naturalization			
<b>Outcome Indicators</b>			

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**ATTORNEY GENERAL'S CHAMBERS**  
**PROGRAMME 300**

**OBJECTIVE:** To provide the Government of Anguilla and its departments with high-quality legal services, have superintendence of all matters connected with the administration of justice in Anguilla that are not within the jurisdiction of the Judicial Branch, and to propose policy and programme initiatives with a view to ensuring that Anguilla is a fair, just and law-abiding society with an accessible, equitable, efficient and effective system of justice.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL 2024</b>	<b>APPROVED ESTIMATE 2025</b>	<b>REVISED ESTIMATE 2025</b>	<b>APPROVED ESTIMATE 2026</b>	<b>FORWARD ESTIMATE 2027</b>	<b>FORWARD ESTIMATE 2028</b>
		\$	\$	\$	\$	\$	\$
<b>PERSONAL EMOLUMENTS</b>							
310	Personal Emoluments	1,611,113	2,234,955	2,234,955	2,666,219	2,746,206	2,828,592
311	Temporary Staff	-	-	-	-	-	-
312	Wages	28,219	34,483	34,483	35,266	35,939	36,640
316	Allowances	123,031	152,662	152,662	514,867	524,701	534,933
317	Civil Servants Backpay	0	-	-	-	-	-
319	Increments and Progressions	0	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,762,363</b>	<b>2,422,100</b>	<b>2,422,100</b>	<b>3,216,352</b>	<b>3,306,846</b>	<b>3,400,165</b>
<b>GOODS AND SERVICES</b>							
320	Local Travel and Subsistence	9,942	10,297	10,297	18,697	18,697	18,697
322	International Travel and Subsistence	98,126	61,681	61,681	63,081	64,286	65,540
324	Utilities	174,282	183,413	183,413	191,868	200,099	204,001
326	Communication Expense	69,108	6,848	6,848	7,003	7,162	7,325
328	Supplies and Materials	26,517	21,670	21,670	22,162	22,665	23,179
330	Subscriptions, Periodicals and Books	142,253	77,406	77,406	79,163	80,960	82,798
332	Maintenance Services	4,662	8,525	8,525	8,719	8,916	9,119
334	Operating Cost	1,281	1,422	1,422	1,454	1,487	1,521
336	Rental of Assets	498,376	370,981	370,981	379,402	388,015	396,823
338	Professional and Consultancy Services	716,198	958,651	958,651	867,507	887,200	907,339
344	Training	-	15,000	15,000	15,341	15,689	16,045
342	Hosting and Entertainment	-	1	1	1	1	1
346	Advertising	-	1	1	1	1	1
	<b>Total Goods and Services</b>	<b>1,740,745</b>	<b>1,715,896</b>	<b>1,715,896</b>	<b>1,654,399</b>	<b>1,695,178</b>	<b>1,732,389</b>
	<b>TOTAL ESTIMATES</b>	<b>3,503,108</b>	<b>4,137,996</b>	<b>4,137,996</b>	<b>4,870,751</b>	<b>5,002,024</b>	<b>5,132,554</b>

**ACCOUNTING OFFICER: ATTORNEY GENERAL**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**ATTORNEY GENERAL'S CHAMBERS**  
**PROGRAMME 300**

**ESTABLISHMENT DETAILS**

2026		2025	Details	Grade	2026	2025
Authority	Forecast	Authority			\$	\$
1	1	1	Attorney General	DG/AG	255,000	255,000
1	0	1	Deputy Attorney General	A	1	1
1	1	1	Chief Parliamentary Counsel	A	183,096	183,096
1	1	1	Principal Crown Counsel - Civil & Commercial	A	183,096	206,532
1	1	1	Principal Crown Counsel - Crime	A	152,580	1
2	2	2	Senior Parliamentary Counsel	B	302,520	302,520
1	1	1	Senior Crown Counsel - Civil & Commercial	B	174,120	174,120
2	2	1	Senior Crown Counsel-Criminal	B	126,050	170,652
1	1	1	Senior Crown Counsel -Criminal Justice Reform	B	151,260	151,260
1	1	0	Senior Crown Counsel- Specialist		170,652	0
1	1	1	Parliamentary Counsel	C	131,412	131,412
1	0	1	Crown Counsel - Civil & Commercial/Crown Counsel II- Civil & Commercial	C	1	131,412
2	2	2	Crown Counsel - Crime/ Crown Counsel II - Crime	C	262,824	131,412
1	1	0	Crown Counsel I	NG	99,030	0
1	1	0	Litigation Manager	NG	77,040	0
1	1	1	Office Manager	E	92,448	92,448
1	1	1	Senior Drafting Assistant	F	73,140	73,140
1	1	1	Drafting Assistant (SCO)	G	69,564	69,564
1	1	1	Naturalisation Processing Officer	G	65,496	65,496
0	0	0	Executive Assistant	G	0	0
2	1	2	Senior Clerical Officer	K	48,445	48,445
1	1	1	Legal Secretary	K	48,444	48,444
<b>25</b>	<b>22</b>	<b>21</b>	<b>TOTALS</b>		<b>2,666,219</b>	<b>2,234,955</b>

**2026 Personal Emoluments - Standard Object Code 310**

Detailed Standard Object Code		
	Public Officers Salaries	2,666,219 2,234,955
	<b>Total</b>	<b>2,666,219 2,234,955</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF FINANCE, LABOUR, IMMIGRATION, HOME AFFAIRS AND CONSTITUTIONAL AFFAIRS**

**MISSION**

· To achieve sustainable economic growth and development and sound Public Finances for the benefit of Anguilla through the implementation of appropriate policies and plans.

**STRATEGIC OBJECTIVES**

- To programme and execute a long-term national economic development strategy.
- To formulate foreign direct investment policies and implement strategy.
- To promote local entrepreneurship in the key development sectors.
- To pursue a Public Sector Investment Programme in accordance with national strategic plans.
- To prepare and present the economic and fiscal status of the country's economy through the budget address and the estimates of recurrent revenue and expenditure.
- To prudently manage the country's Public Debt.
- To promote a diversified and sustainable revenue base.
- To ensure that all government revenues collected and expenditures incurred are accounted for and reported.
- To gather and analyse statistical data to inform decision making.
- To promote the use of technology and other innovative business practices.

<b>SUMMARY OF EXPENDITURE BY PROGRAMME</b>							
<b>RECURRENT EXPENDITURE</b>							
<b>PROGRAMME</b>		<b>2024 Actual Expenditure</b>	<b>2025 Approved Budget</b>	<b>2025 Revised Estimate</b>	<b>2026 Budget Estimates</b>	<b>2027 Forward Estimates</b>	<b>2028 Forward Estimates</b>
450	MINISTRY OF FINANCE	25,732,341	41,718,564	41,718,564	60,312,142	62,882,846	61,799,298
451	TREASURY	53,407,903	49,872,912	49,872,912	55,037,104	56,698,153	57,965,079
452	CUSTOMS	4,931,522	6,805,800	6,805,800	6,945,629	7,146,699	7,353,929
453	COMMERCIAL REGISTRY	458,316	-	-	-	-	-
454	POST OFFICE	3,243,559	3,869,813	3,869,813	3,951,577	4,056,756	4,161,606
456	INTERNAL AUDIT	644,609	776,567	776,567	849,400	873,841	899,009
458	INLAND REVENUE	2,801,658	3,530,050	3,530,050	3,541,569	3,641,741	3,745,021
461	MINISTRY OF HEALTH	11,936,684	11,143,722	11,143,722	-	-	-
462	HEALTH PROTECTION	6,638,845	7,057,902	7,057,902	-	-	-
463	DEPARTMENT OF HEALTH SERVICES	25,144,198	39,926,445	39,926,445	-	-	-
464	PRIMARY HEALTH CARE	-	21	21	-	-	-
465	MINISTRY OF HOME AFFAIRS				914,982	938,038	961,955
466	IMMIGRATION				4,968,073	5,114,552	5,265,473
467	INFORMATION AND BROADCASTING				942,492	968,644	995,616
468	LABOUR				1,407,534	1,447,987	1,489,675
	<b>MINISTRY TOTAL</b>	<b>134,939,633</b>	<b>164,701,796</b>	<b>164,701,796</b>	<b>138,870,502</b>	<b>143,769,257</b>	<b>144,636,661</b>
<b>CAPITAL EXPENDITURE</b>							
45 450	MINISTRY OF FINANCE, HEALTH & ECONOMIC DEVELOPMENT, INVESTMENT, COMMERCE				1,100,000		
	<b>MINISTRY TOTAL EXPENDITURE</b>				<b>139,970,502</b>	<b>143,769,257</b>	<b>144,636,661</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 450:**  
**MINISTRY OF FINANCE, LABOUR, IMMIGRATION, HOME AFFAIRS AND CONSTITUTIONAL AFFAIRS**  
**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Enhancing compliance with legislative and regulatory frameworks to optimize the Ministry's efficiency and effectiveness in achieving its mandate.
- Strengthen fiscal discipline and transparency by implementing training regarding public financial management and budgeting processes, ensuring that all stakeholders are well-informed about the government's fiscal position.
- Improve financial reporting and accountability of Statutory Bodies by ensuring compliance with legislative and regulatory requirements.
- Monitor compliance by Financial Institutions with Common Reporting Standards and Foreign Accounts Tax Compliance Act.
- Develop draft strategies and recommendations for strengthening the management and repayment of Government debt.
- Improve the efficiency and effectiveness of the Public Sector Investment Programme.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of quarterly and annual compliance reports detailing adherence to financial reporting requirements	5		
· Number of quarterly reports analyzing the government's fiscal performance.	4		
· Number of compliance audits conducted on financial institutions regarding Common Reporting Standards (CRS) and Foreign Accounts Tax Compliance Act (FATCA).	10		
· Number of procurement reports generated and published.	5		
· Number of debt reports prepared.	5		
· Number of consultations conducted in relation to the Consumer Affairs Act.	4		
· Number of budget monitoring reports detailing project expenditures, progress, and variances.	4		
<b>Outcome Indicators</b>			
· Percentage increase in the number of statutory bodies that have demonstrated improved accountability and transparency through consistent and reliable financial reporting.	50%		
· Percentage increase in stakeholder awareness and understanding of the government's fiscal position, as measured by surveys or feedback assessments.	50%		
· Percentage of financial institutions in full compliance with CRS and FATCA requirements, as determined by audit findings.	95%		
· Reduction in incidence of Financial Irregularities reported or detected.	40%		

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 450:**  
**MINISTRY OF FINANCE, LABOUR, IMMIGRATION, HOME AFFAIRS AND CONSTITUTIONAL AFFAIRS**  
**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Enhancing compliance with legislative and regulatory frameworks to optimize the Ministry's efficiency and effectiveness in achieving its mandate.
- Strengthen fiscal discipline and transparency by implementing training regarding public financial management and budgeting processes, ensuring that all stakeholders are well-informed about the government's fiscal position.
- Improve financial reporting and accountability of Statutory Bodies by ensuring compliance with legislative and regulatory requirements.
- Monitor compliance by Financial Institutions with Common Reporting Standards and Foreign Accounts Tax Compliance Act.
- Develop draft strategies and recommendations for strengthening the management and repayment of Government debt.
- Improve the efficiency and effectiveness of the Public Sector Investment Programme.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of quarterly and annual compliance reports detailing adherence to financial reporting requirements	5	5	5
·Number of quarterly reports analyzing the government's fiscal performance.	4	4	4
·Number of compliance audits conducted on financial institutions regarding Common Reporting Standards (CRS) and Foreign Accounts Tax Compliance Act (FATCA).	10	10	10
·Number of procurement reports generated and published.	5	5	5
·Number of debt reports prepared.	5	5	5
·Number of consultations conducted in relation to the Consumer Affairs Act.	4	2	0
·Number of budget monitoring reports detailing project expenditures, progress, and variances.	4	4	4
<b>Outcome Indicators</b>			
·Percentage increase in the number of statutory bodies that have demonstrated improved accountability and transparency through consistent and reliable financial reporting.	50%	75%	100%
·Percentage increase in stakeholder awareness and understanding of the government's fiscal position, as measured by surveys or feedback assessments.	50%	60%	70%
·Percentage of financial institutions in full compliance with CRS and FATCA requirements, as determined by audit findings.	95%	100%	100%

·Reduction in incidence of Financial Irregularities reported or detected.	40%	50%	60%
·Percentage of debt reports prepared.	100%	100%	100%
·Reduction in consumer complaints.	5%	10%	20%
·Percentage increase in capital budget execution rate.	5%	5%	5%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF FINANCE**  
**PROGRAMME 450**

**OBJECTIVE:** To develop appropriate policies and render sound advice with respect to economic, social and financial conditions and to the Government's agenda; responsible administration of international financial obligations and subscriptions; responsible financing of special projects; and effective and efficient corporate administration.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL 2024 \$	APPROVED ESTIMATE 2025 \$	REVISED ESTIMATE 2025 \$	APPROVED ESTIMATE 2026 \$	FORWARD ESTIMATE 2027 \$	FORWARD ESTIMATE 2028 \$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	2,228,822	3,168,568	3,168,568	2,300,007	2,369,007	2,440,077
311	Temporary Staff	38,754	1	1	1	1	1
312	Wages	71,418	149,443	149,443	75,000	76,433	77,923
316	Allowances	483,392	405,734	405,734	558,569	569,238	580,338
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>2,822,387</b>	<b>3,723,746</b>	<b>3,723,746</b>	<b>2,933,577</b>	<b>3,014,679</b>	<b>3,098,339</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	23,351	24,114	24,114	17,114	17,114	17,114
322	International Travel and Subsistence	365,913	397,522	397,522	391,548	399,024	406,805
324	Utilities	23,601	26,353	26,353	27,568	28,751	29,311
326	Communication Expense	206,871	355,116	355,116	363,177	370,114	377,331
328	Supplies and Materials	59,800	46,737	46,737	42,798	43,615	44,466
330	Subscriptions, Periodicals and Books	-	-	-	-	-	-
332	Maintenance Services	5,282	1	1	1	1	1
334	Operating Cost	-	1	1	1	1	1
336	Rental of Assets	-	5,010	5,010	5,124	5,222	5,323
338	Professional and Consultancy Services	2,084,929	3,034,325	3,034,325	3,522,836	3,581,342	3,652,470
342	Hosting and Entertainment	182,845	86,170	86,170	478,126	487,258	496,760
344	Training	15,395	18,012	18,012	18,421	18,773	19,139
346	Advertising	1,304	1,572	1,572	1,608	1,638	1,670
	<b>Total Goods and Services</b>	<b>2,969,291</b>	<b>3,994,933</b>	<b>3,994,933</b>	<b>4,868,322</b>	<b>4,952,853</b>	<b>5,050,391</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	172,650	783,547	783,547	611,716	623,399	635,556
	<b>Total Transfers and Subsidies</b>	<b>172,650</b>	<b>783,547</b>	<b>783,547</b>	<b>611,716</b>	<b>623,399</b>	<b>635,556</b>
	<b>SOCIAL SERVICES</b>						
360	Public Assistance	6,655,611	1	1	1	1	1
	<b>Total Social Services</b>	<b>6,655,611</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expense	-	1	1	1	1	1
	<b>Total Other Expenditure</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	<b>DEBT</b>						
380	Debt Servicing - Domestic	5,800,806	5,846,048	5,846,048	5,411,773	5,046,534	4,682,875
382	Debt Servicing - Foreign	7,308,099	7,317,612	7,317,612	5,746,751	4,458,044	3,542,373
	<b>Total Debt</b>	<b>13,108,905</b>	<b>13,163,660</b>	<b>13,163,660</b>	<b>11,158,524</b>	<b>9,504,578</b>	<b>8,225,248</b>
	<b>SPECIAL EXPENDITURE</b>						
384	Furniture and Equipment	3,497	1	1	1	1	1
	<b>Total Special Expenditure</b>	<b>3,497</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	<b>RESTRICTED EXPENDITURE</b>						
390	Restricted Expenditure	-	20,052,675	20,052,675	40,740,000	44,787,334	44,789,761
	<b>Total Restricted Expenditure</b>	<b>-</b>	<b>20,052,675</b>	<b>20,052,675</b>	<b>40,740,000</b>	<b>44,787,334</b>	<b>44,789,761</b>
	<b>TOTAL ESTIMATES</b>	<b>25,732,341</b>	<b>41,718,564</b>	<b>41,718,564</b>	<b>60,312,142</b>	<b>62,882,846</b>	<b>61,799,298</b>

ACCOUNTING OFFICER: PERMANENT SECRETARY FINANCE

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF FINANCE**  
**PROGRAMME 450**

**ESTABLISHMENT DETAILS**

2026		2025		Details	Grade	2026	2025
Authority	Forecast	Authority				\$	\$
<b>FINANCE</b>							
1	1	1		Permanent Secretary Finance	A	183,096	183,096
2	2	1		Principal Assistant Secretary Finance	B	302,520	151,260
1	1	1		Budget Director	C	123,720	123,720
1	1	1		Debt Manager	C	123,720	123,720
1	1	1		Chief Procurement Officer	C	123,720	123,720
1	1	1		Director, International Tax Cooperation	C	123,720	123,720
1	1	1		Director of Finance	C	123,720	123,720
1	1	1		Deputy Chief Procurement Officer	D	106,392	106,392
1	0	1		Senior Finance Officer		1	1
1	1	1		Senior International Tax Cooperation Officer	D	106,392	106,392
1	1	1		Senior Budget Officer	D	106,392	13,944
1	1	0		Chief Protocol Officer	NG	92,448	0
2	2	2		Finance Officer	E	203,244	203,244
1	0	1		Budget Officer	E	1	92,448
1	1	1		Debt Officer	E	92,448	92,448
2	2	2		Procurement Officer	E	184,896	184,896
1	1	1		International Tax Cooperation Officer	E	92,448	92,448
<b>ECONOMIC DEVELOPMENT</b>							
0	0	1		Principal Assistant Secretary	B	0	151,260
0	0	1		Director Economic Planning	C	0	123,720
0	0	1		Director, Consumer Affairs	C	0	123,720
0	0	1		Chief Projects Officer	C	0	128,808
0	0	1		Director of Trade, Investment and Commerce	C	0	31,272
0	0	1		Senior Project Officer	D	0	106,392
0	0	1		Economist	E	0	92,448
0	0	1		Commerce Officer	E	0	100,188
0	0	2		Trade and Investment Officer	E	0	184,896
0	0	2		Project Officer	E	0	2
0	0	1		Consumer Affairs Inspector	G	0	69,564
<b>ADMINISTRATION</b>							
1	1	1		Administrative Services Manager	F	87,192	87,192
1	1	1		Executive Secretary	H	61,668	61,668
1	1	1		Finance Administrative Assistant	H	61,668	61,668
1	0	1		Office Assistant	M	1	1
<b>24</b>	<b>21</b>	<b>35</b>		<b>TOTALS</b>		<b>2,299,407</b>	<b>3,167,968</b>
<b>Detailed Object Code</b>							
				31001 Public Officers Salaries		2,299,407	3,167,968
				31003 Overtime		600	600
				<b>Total</b>		<b>2,300,007</b>	<b>3,168,568</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 451:**  
**TREASURY**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Improve accuracy of cash flow forecasting.
- Enforce regulations requiring all purchasing officers to ensure funds are approved and available prior to entering into commitments or contracts for purchasing.
- Undertake legal action against officers who unlawfully approve expenditure without prior approval that funds are available.
- Increase the proportion of payments made electronically.
- Disbursement of payments within 24hours of receipt of invoices.
- Enhance controls and to account for revenue and expenditures in strict accordance with appropriation laws and to continue aggressive measures to minimize audit queries.
- Ensure efficiency and propriety in the conduct of public business.
- Provide prompt settlement of debt servicing and other payment requests.
- Execute the country's financial policies and increase the reliability of the Government's financial system.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimate</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
Number of payments processed.	23,280	30,693	Payments including new departments
Number of financial reports prepared.	271	271	
Number of bank reconciliations.	335	335	
Number of payments rejected due to non-compliance.	10	10	More employees are becoming compliant with FAA and Procurement Regs.
Number of queries processed.	1,000	1,780	Queries from DHS and DWS included
<b>Outcome Indicators</b>			
Average time to process transactions from time of receipt.	12hrs	6hrs	Increased efficiency with two approvers
Percentage of payments paid on time.	95%	95%	
Percentage of payments in arrears as at 31 December.	0	0	
Average time taken to submit financial reports (after close of accounting period).	6 months	6 Months	
Number of sanctions imposed on officers failing to comply with regulations.	10	10	
Number of times public account is in overdraft.	190 days	0 days	GoA bank accounts in positive balances.
Number of deposit slips outstanding as at 31 <sup>st</sup> December.	5	2	Improved compliance with all revenue Collecting Departments

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 451:**  
**TREASURY**  
**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Improve accuracy of cash flow forecasting.
  - Enforce regulations requiring all purchasing officers to ensure funds are approved and available prior to entering into commitments or contracts for purchasing.
  - Undertake legal action against officers who unlawfully approve expenditure without prior approval that funds are available.
  - Increase the proportion of payments made electronically.
  - Disbursement of payments within 24hours of receipt of invoices.
  - Enhance controls and to account for revenue and expenditures in strict accordance with appropriation laws and to continue aggressive measures to minimize audit queries.
  - Ensure efficiency and propriety in the conduct of public business.
  - Provide prompt settlement of debt servicing and other payment requests.
- Execute the country's financial policies and increase the reliability of the Government's financial system.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
Number of payments processed.	40,000	40,000	4,000
Number of financial reports prepared.	271	271	271
Number of bank reconciliations.	335	335	335
Number of payments rejected due to non-compliance.	10	10	10
Number of queries processed.	2,000	2,000	2,000
<b>Outcome Indicators</b>			
Average time to process transactions from time of receipt.	6hrs	6hrs	6hrs
Percentage of payments paid on time.	95%	95%	95%
Percentage of payments in arrears as at 31 December.	0	0	0
Average time taken to submit financial reports (after close of accounting period).	3 months	3 months	3 months
Number of sanctions imposed on officers failing to comply with regulations.	10	10	10
Number of times public account is in overdraft.	0 days	0 days	0 days
Number of deposit slips outstanding as at 31 <sup>st</sup> December.	5	5	5

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**TREASURY**  
**PROGRAMME 451**

**OBJECTIVE:** To develop and maintain policies and procedures related to the safe and effective management of the receipt, transfer, holding, disbursement, reconciliation, monitoring and reporting of public money on behalf of the Government of Anguilla, including the timely production of the Annual Accounts while managing the Treasury Department's resources effectively and provide a high level of quality service to our customers.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL</b>	<b>APPROVED</b>	<b>REVISED</b>	<b>APPROVED</b>	<b>FORWARD</b>	<b>FORWARD</b>
		<b>2024</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>PERSONAL EMOLUMENTS</b>							
310	Personal Emoluments	930,775	1,197,651	1,197,651	1,197,651	1,233,581	1,270,588
311	Temporary Staff	26,005	35,438	35,438	36,242	36,935	37,655
312	Wages	18,346	14,624	14,624	14,956	15,242	15,539
314	Social Security - Government	4,293,147	5,025,000	5,025,000	5,418,100	5,829,820	5,999,212
315	Ex-gratia Payments	12,305,143	1	1	1	1	1
316	Allowances	7,957	7,481	7,481	7,481	7,624	7,773
317	Civil Servants Backpay	25,652	1	1	1	1	1
319	Increments and Progressions	-	1	1	1	1	1
	<b>Total Personal Emoluments</b>	<b>17,607,025</b>	<b>6,280,197</b>	<b>6,280,197</b>	<b>6,674,433</b>	<b>7,123,205</b>	<b>7,330,770</b>
<b>GOODS AND SERVICES</b>							
320	Local Travel and Subsistence	3,416	5,550	5,550	5,550	5,550	5,550
324	Utilities	1,700,134	3,078,166	3,078,166	3,220,069	3,358,210	3,423,695
326	Communication Expense	1,478	1,200	1,200	1,227	1,255	1,284
328	Supplies and Materials	43,991	38,732	38,732	39,611	40,510	41,430
332	Maintenance Services	504	6,618	6,618	6,768	6,922	7,079
334	Operating Cost	114,310	50,052	50,052	51,188	52,350	53,539
336	Rental of Assets	-	1,556,575	1,556,575	1,724,909	1,764,065	1,804,109
338	Professional and Consultancy Services	-	261,948	261,948	267,894	273,975	280,195
340	Insurance	10,170,900	11,889,118	11,889,118	13,590,357	13,898,858	14,214,362
344	Training	-	-	-	-	-	-
	<b>Total Goods and Services</b>	<b>12,034,733</b>	<b>16,887,959</b>	<b>16,887,959</b>	<b>18,907,573</b>	<b>19,401,695</b>	<b>19,831,243</b>
<b>TRANSFERS AND SUBSIDIES</b>							
350	Retiring Benefits	14,563,293	15,195,000	15,195,000	17,895,740	18,433,943	18,879,444
352	Grants and Contributions	6,618,975	6,978,882	6,978,882	6,337,303	6,481,159	6,628,282
	<b>Total Transfers and Subsidies</b>	<b>21,182,268</b>	<b>22,173,882</b>	<b>22,173,882</b>	<b>24,233,043</b>	<b>24,915,102</b>	<b>25,507,726</b>
<b>OTHER EXPENDITURE</b>							
370	Refunds	775,770	198,372	198,372	1,000,000	1,022,700	1,045,915
371	Government GST Expense	928,829	1,761,602	1,761,602	650,000	662,401	675,341
372	Claims against the Government	860,594	2,450,000	2,450,000	3,450,000	3,450,000	3,450,000
374	Sundry Expense	14,116	50,900	50,900	52,055	53,050	54,084
	<b>Total Other Expenditure</b>	<b>2,579,309</b>	<b>4,460,874</b>	<b>4,460,874</b>	<b>5,152,055</b>	<b>5,188,151</b>	<b>5,225,340</b>
<b>DEBT</b>							
380	Debt Servicing - Domestic	4,569	70,000	70,000	70,000	70,000	70,000
	<b>Total Debt</b>	<b>4,569</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
	<b>TOTAL ESTIMATES</b>	<b>53,407,903</b>	<b>49,872,912</b>	<b>49,872,912</b>	<b>55,037,104</b>	<b>56,698,153</b>	<b>57,965,079</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY FINANCE**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**TREASURY**  
**PROGRAMME 451**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	Accountant General	B	151,260	151,260
1	1	1	Deputy Accountant General	C	123,720	123,720
1	1	1	Senior Accountant	NG	11,112	11,112
2	2	2	Accountant	E	187,728	187,728
1	1	1	Business Process Analyst	E	100,188	100,188
1	0	1	Cash Management Analyst		1	1
1	1	1	Operations Manager	F	87,912	87,912
1	0	1	Executive Assistant	G	1	1
2	2	2	Payroll Officer	H	146,676	146,676
1	1	1	Executive Secretary	H	64,836	64,836
1	1	1	Principal Cashier	H	61,668	61,668
1	1	1	Accounts Officer II	J	59,808	59,808
1	1	1	Senior Accounts Officer (Ledger)	J	51,972	51,972
2	2	2	Approver Payables Officer	J	106,068	106,068
1	1	1	Social Security and Pensions Officer	L	44,700	44,700
1	1	1	Accounts Payable Officer	M	1	1
<b>19</b>	<b>17</b>	<b>19</b>	<b>TOTALS</b>		<b>1,197,651</b>	<b>1,197,651</b>

**2024 Personal Emoluments - Standard Object Code 310**

<b>Detailed Object Code</b>			
31001	Public Officers Salaries	1,197,651	1,197,651
	<b>Total</b>	<b>1,197,651</b>	<b>1,197,651</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 452:**  
**CUSTOMS DEPARTMENT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Targeting Improved compliance through increased container and passenger inspection; Improve inspection and examination capabilities (human competencies and deployment of appropriate applicable technology and equipment).
- Strengthening prosecution activity against importers in breach of customs regulations;
- Upgrading customs software to improve management of collections.\*Increased use and availability of new Information and communication technology.
- Improve the level of cooperation and communication with other agencies.
- Improve surveillance over customs controlled areas.
- To ensure that the ASYCUDA World platform is maintained.
- Conduct a public awareness campaign for importers and travellers on customs regulations and penalties for non-compliance.
- Establish a customs advisory service 'help desk' for importers.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of containers processed.			
· Number of containers inspected.			
· Number of fines and prosecutions.			
· Number of Meetings with other agencies (annually).			
<b>Outcome Indicators</b>			
· Percentage containers non-compliant.			
· Duty value of non or falsely declared goods.			
· Percentage of non-compliant importers and passengers issued fines.			
· Value of fines imposed.			
· MOU's/Agreement with other agencies.			
· Employee capacity/competency.			

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 452:**  
**CUSTOMS DEPARTMENT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Targeting Improved compliance through increased container and passenger inspection; Improve inspection and examination capabilities (human competencies and deployment of appropriate applicable technology and equipment).
- Strengthening prosecution activity against importers in breach of customs regulations;
- Upgrading customs software to improve management of collections.\*Increased use and availability of new Information and communication technology.
- Improve the level of cooperation and communication with other agencies.
- Improve surveillance over customs controlled areas.
- To ensure that the ASYCUDA World platform is maintained.
- Conduct a public awareness campaign for importers and travellers on customs regulations and penalties for non-compliance.
- Establish a customs advisory service 'help desk' for importers.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of containers processed.	2000	2000	2000
· Number of containers inspected.	2000	2000	2000
· Number of fines and prosecutions.	7	7	7
· Number of Meetings with other agencies (annually).	4	4	4
<b>Outcome Indicators</b>			
· Percentage containers non-compliant.	1%	1%	1%
· Duty value of non or falsely declared goods.	\$90,000	90,000	90,000
· Percentage of non-compliant importers and passengers issued fines.	1%	1%	1%
· Value of fines imposed.	\$15,000	\$15,000	\$15,000
· MOU's/Agreement with other agencies.	8	8	8
· Employee capacity/competency.	32	32	32

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**CUSTOMS DEPARTMENT**  
**PROGRAMME 452**

**OBJECTIVE:** To provide port of entry services and administer legislation governing the import and export of goods.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL</b>	<b>APPROVED ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>APPROVED ESTIMATE</b>	<b>FORWARD ESTIMATE</b>	<b>FORWARD ESTIMATE</b>
		<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>PERSONAL EMOLUMENTS</b>						
<b>310</b>	Personal Emoluments	4,426,440	5,971,622	5,971,622	6,292,808	6,481,592	6,676,040
<b>311</b>	Temporary Staff	-	-	-	-	-	-
<b>312</b>	Wages	34,388	32,397	32,397	33,132	33,765	34,424
<b>316</b>	Allowances	3,920	3,280	3,280	3,280	3,343	3,408
<b>317</b>	Civil Servants Backpay	-	-	-	-	-	-
<b>319</b>	Increments and Progressions	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>4,464,749</b>	<b>6,007,299</b>	<b>6,007,299</b>	<b>6,329,220</b>	<b>6,518,700</b>	<b>6,713,872</b>
	<b>GOODS AND SERVICES</b>						
<b>320</b>	Local Travel and Subsistence	5,622	9,613	9,613	9,613	9,613	9,613
<b>326</b>	Communication Expense	31,790	32,363	32,363	33,098	33,730	34,388
<b>328</b>	Supplies and Materials	189,283	168,585	168,585	172,412	175,705	179,131
<b>330</b>	Subscriptions, Periodicals and Books	-	-	-	-	-	-
<b>332</b>	Maintenance Services	6,293	24,047	24,047	24,593	25,063	25,551
<b>334</b>	Operating Cost	26,372	19,036	19,036	19,468	19,840	20,227
<b>336</b>	Rental of Assets	40,993	204,776	204,776	9,424	9,604	9,792
<b>338</b>	Professional and Consultancy Services	6,261	37,262	37,262	38,108	38,836	39,593
<b>344</b>	Training	160,159	302,819	302,819	309,693	315,608	321,762
	<b>Total Goods and Services</b>	<b>466,773</b>	<b>798,501</b>	<b>798,501</b>	<b>616,409</b>	<b>627,999</b>	<b>640,057</b>
	<b>TOTAL ESTIMATES</b>	<b>4,931,522</b>	<b>6,805,800</b>	<b>6,805,800</b>	<b>6,945,629</b>	<b>7,146,699</b>	<b>7,353,929</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY FINANCE**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**CUSTOMS DEPARTMENT**  
**PROGRAMME 452**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	Comptroller	B	151,260	151,260
2	2	2	Deputy Comptroller	C	247,440	247,440
1	1	1	ICT Manager	D	106,392	106,392
3	3	3	Assistant Comptroller	D	319,176	292,578
1	1	1	ICT Officer	E	92,448	92,448
4	0	4	Principal Officer		4	4
2	1	2	Compliance Officer	G	87,912	87,912
16	16	14	Senior Customs Officer	E	1,386,720	1,248,048
1	0	1	Chief Guard		1	1
1	0	1	Accounts Manager		1	1
1	1	1	Executive Secretary	H	61,668	61,668
55	55	52	Customs Officers	G	1,878,228	1,878,228
			Assistant Customs Officers	J	1,572,153	1,416,237
2	2	2	Senior Clerical Officer	K	105,000	105,000
2	2	2	Cashiers	K	96,888	96,888
4	1	4	Customs Guard	M	47,496	47,496
2	1	2	Clerical Officer	M	40,020	40,020
1	0	1	Warehouse Assistant	M	1	1
<b>99</b>	<b>87</b>	<b>94</b>	<b>TOTALS</b>		<b>6,192,808</b>	<b>5,871,622</b>

**2024 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	6,192,808	5,871,622
31003 Overtime	100,000	100,000
<b>Total</b>	<b>6,292,808</b>	<b>5,971,622</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**COMMERCIAL REGISTRY**  
**PROGRAMME 453**

**OBJECTIVE:** To aggressively promote Anguilla as an industry leader in the provision of 24 hour on-line company registration and related services.

**RECURRENT EXPENDITURES**

STANDARD OBJECT	DETAILS OF EXPENDITURE	ACTUAL	APPROVED	REVISED	APPROVED	FORWARD	FORWARD
		2024	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		\$	2025	2025	2026	2027	2028
		\$	\$	\$	\$	\$	\$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	199,142	-	-	-	-	-
312	Wages	6,440	-	-	-	-	-
316	Allowances	13,351	-	-	-	-	-
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>218,933</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	722	-	-	-	-	-
322	International Travel and Subsistence	-	-	-	-	-	-
326	Communication Expense	8,156	-	-	-	-	-
328	Supplies and Materials	5,265	-	-	-	-	-
330	Subscriptions, Periodicals and Books	1,246	-	-	-	-	-
332	Maintenance Services	578	-	-	-	-	-
338	Professional and Consultancy Services	223,416	-	-	-	-	-
342	Hosting and Entertainment	-	-	-	-	-	-
346	Advertising	-	-	-	-	-	-
	<b>Total Goods and Services</b>	<b>239,382</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL ESTIMATES</b>	<b>458,316</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY FINANCE**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 454:**  
**POST OFFICE**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

Enhance the customer experience of the current products and services of the GPO by November 2025.

Promote the POCDS to customers to improve efficiency in processing and clearance of packages by July 2025.

Reinforce the distinct value that the GPO represents in the Anguillian community through greater engagement with customers, encouraging greater usage and increase customer base by November 2025.

Continue to promote the use of the Online Payment System as the preferred payment option for Ezone Home Shopping and Post Box rentals by June 2025.

PERFORMANCE INDICATORS	2025 Estimates	2025 Actuals	Reasons
<b>Output Indicators</b>			
Number of products and services improved to enhance the customer experience.	3	3	MoneyGram customers can send money to bank accounts, (ability to send to e wallet still being tested) expansion of mail routes throughout the Caribbean post covid; series of video clips to improve customers' use of the CDS kiosks and to bring awareness re shipping of items containing lithium ion batteries on various social media platforms, soft launch of GPO Mobile App, testing of additional digital/online platforms etc
Number of promotion campaigns of the POCDS service.	3	3	Sponsored ads on Social Media Platforms, video clips etc
The number of initiatives organised to reinforced the community focus of the GPO.	5	5	Partnered with Adventist Youth group, Police, Fire Services, MSD, Diabetes Association, Education etc to bring awareness to issues (youth violence, see something say something, Diabetes month, Walk in their shoes World AIDS Day Campaign, Lithium Ion batteries etc) that impact our community Partnered with Education re UPU Essay Writing Competition and day of prayer, World Post Day activities to include more face to face interaction with community promoting our services etc
Number of new customers making payments for Ezone, Homeshopping and Private Letter Box Rental via the online platform.	50	50 plus	The department continues to promote the online platform as the preferred payment method. The number of persons utilizing the platform and payments processed via the said continue to grow. Highest number of funds collected via the platform occurred in the month January XCD\$87,000.00 and lowest collected occurred in September which is general considered one of our slowest months XCD\$56,145.00

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**Outcome Indicators**

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Percentage/Average number of customer experiences enhanced.	70%	100%
The percentage of promotion campaigns designed/developed and implemented to promote the POCDS.	90%	100%
The percentage of initiatives organised to reinforce the community focus of the GPO.	90%	100%
Percentage increase/Average number of new persons utilizing the online payment platform for Ezone, Homeshopping and Private Letter Box payments.	80%	100%

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**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 454:**  
**POST OFFICE**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

Know our customer zone and address gaps in operations as well as leverage the human touch to ensure excellence in customer experience by November 2026.

Streamline and refine the business operating model by implementing more pragmatic rates/terms and conditions for all services of the General Post Office by January 31, 2026

Monitor the competitive landscape to identify emerging trends and technologies that could be incorporated into the GPO's business strategy by November 2026.

Conduct training sessions that facilitate employee learning, resilience and well being in the workplace by November 2026.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
Number of initiatives to know the customers and gaps addressed to ensure excellence in the customer experience.	3	3	3
Number of rates/terms and conditions streamlined and refined to ensure operational efficiencies.	3	3	3
Number of competitors monitored and trends and technologies identified.	5	5	5
Number of training sessions planned and implemented to facilitate employee learning, resilience and well being in the workplace.	3	3	3
<b>Outcome Indicators</b>			
Percentage/Average number of initiatives to know customers and address gaps to ensure excellence in customer service.	70%	70%	70%
The percentage of rates/terms and conditions streamlined and refined that ensure operational efficiencies.	90%	90%	90%
The percentage of competitors monitored to identify emerging trends and technologies.	70%	70%	70%
Average number of training sessions planned and implemented to facilitate employee learning, resilience and wellbeing.	80%	80%	80%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**POST OFFICE**  
**PROGRAMME 454**

**OBJECTIVE:** To provide a wide range of high quality postal and non-postal/innovative services capable of competing nationally and internationally through modern information technology and sustainable, profitable alliances and partnerships.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL 2024</b>	<b>APPROVED ESTIMATE 2025</b>	<b>REVISED ESTIMATE 2025</b>	<b>APPROVED ESTIMATE 2026</b>	<b>FORWARD ESTIMATE 2027</b>	<b>FORWARD ESTIMATE 2028</b>
		\$	\$	\$	\$	\$	\$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	1,518,884	1,750,269	1,750,269	1,781,187	1,834,623	1,889,661
311	Temporary Staff	4,377	18,180	18,180	18,593	18,948	19,317
312	Wages	2,483	1	1	1	1	1
316	Allowances	5,697	5,001	5,001	5,001	5,097	5,196
317	Civil Servants Backpay	-	-	-	-	-	-
319	Increments and Progressions	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,531,441</b>	<b>1,773,451</b>	<b>1,773,451</b>	<b>1,804,782</b>	<b>1,858,669</b>	<b>1,914,175</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	5,529	4,965	4,965	4,965	4,965	4,965
324	Utilities	119,770	126,458	126,458	132,288	137,963	140,653
326	Communication Expense	10,290	8,541	8,541	8,735	8,933	9,136
328	Supplies and Materials	50,725	39,823	39,823	40,727	41,651	42,597
332	Maintenance Services	86,688	87,681	87,681	89,671	91,707	93,789
334	Operating Cost	1,431,120	1,807,665	1,807,665	1,848,699	1,890,664	1,933,583
336	Rental of Assets	500	501	501	512	524	536
338	Professional and Consultancy Services	1,518	13,093	13,093	13,390	13,694	14,005
342	Hosting and Entertainment	-	-	-	-	-	-
344	Training	-	-	-	-	-	-
346	Advertising	5,977	7,635	7,635	7,808	7,986	8,167
	<b>Total Goods and Services</b>	<b>1,712,118</b>	<b>2,096,362</b>	<b>2,096,362</b>	<b>2,146,795</b>	<b>2,198,087</b>	<b>2,247,431</b>
	<b>TOTAL ESTIMATES</b>	<b>3,243,559</b>	<b>3,869,813</b>	<b>3,869,813</b>	<b>3,951,577</b>	<b>4,056,756</b>	<b>4,161,606</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY FINANCE**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**POST OFFICE**  
**PROGRAMME 454**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	Postmaster General	B	157,476	157,476
2	2	2	Deputy Postmaster General	C	247,440	247,440
1	1	1	Accounts Manager	F	87,912	87,912
1	1	1	Arts & Graphic Designer	F	87,912	87,912
1	1	1	Senior Accounts Officer	NG	71,700	53,775
1	0	1	Postal and E-Commerce Clearance Manager		1	1
4	3	4	Supervisor Postal and E-Commerce Services	G	208,693	208,693
3	3	3	Senior Postal and E-Commerce Logistics Officer	H	185,004	185,004
1	1	1	Accounts Officer	H	64,836	64,836
1	1	1	Executive Secretary	H	64,836	64,836
5	5	5	Postal and E-Commerce Sales Officer	J	259,861	246,868
4	4	4	Postal and E-Commerce Logistics Officer	L	178,800	178,800
4	4	4	Postal and E- Commerce Assistant	M	165,216	165,216
<b>29</b>	<b>27</b>	<b>29</b>	<b>TOTALS</b>		<b>1,779,687</b>	<b>1,748,769</b>

**2026 Personal Emoluments - Standard Object Code 310**

<b>Detailed Object Code</b>			<b>2026</b>	<b>2025</b>
31001	Public Officers Salaries		1,779,687	1,748,769
31003	Overtime		1,500	1,500
	<b>Total</b>		<b>1,781,187</b>	<b>1,750,269</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 456:**  
**INTERNAL AUDIT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Position the Internal Audit Department as an essential partner in transparency and accountability by building awareness and visibility of its role, value, and impact.
- Strengthen the Department's capabilities by equipping staff with necessary skills and knowledge while increasing personnel to meet growing internal audit demands.
- Implement global standards and best practices within all internal audit processes, ensuring consistent, high-quality audits that add value to government operations.
- Support the digitisation of public services through greater audit focus on IT governance, risk and controls.
- Drive proactive risk management throughout the public service by leveraging risk register data to inform and prioritise risk-based audit planning and implementation, supporting auditable entities in mitigating key risks.

PERFORMANCE INDICATORS	2025 Estimates	2025 Actuals	Reasons
<b>Output Indicators</b>			
· Number of outreach initiatives conducted	24	18	As at 28 October 2025, eighteen (18) outreach initiatives were conducted. The remaining six (6) will be conducted by 31 December 2025.
· Number of professional development sessions completed	12	15	IAD prioritised professional development throughout 2025 to enhance the quality of internal audit services provided and build competency in applying the standards, principles and methodologies of the new International Professional Practices Framework (IPPF), which includes the 2024 Global Internal Audit Standards that became effective on 9 January 2025.
· Internal Assessment of the Internal Audit Function completed (outlining conformance with the Global Internal Audit Standards)	1		As at 28 October 2025, work is ongoing and on track to complete the Internal Quality Assessment by 31 December 2025.
· Number of consultancy and advisory engagements facilitated	1		As at 28 October 2025, there have been no formal advisory engagements facilitated.

· Number of risk-based audits reports issued	14	Given the prioritisation of addressing the backlog of external audit samples (2021 – 2023) during the first seven (7) months of 2025 and the anticipation of the assignment of the 2024 External Audit samples in quarter 4 2025, IAD has determined that it will be unable to meet its target of fourteen (14) risk-based internal audit engagement reports issued in 2025. Unexpected events also impacted the delivery of the 2025 Risk-based Internal Audit Plan. Some initiated engagements will be concluded during quarter 4 2025 while planned or not started engagements will be reassessed based on risk level and consideration will be given to inclusion in the 2026 Risk-based Internal Audit Plan, if deemed appropriate.
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<b>Outcome Indicators</b>		
·Percentage of awareness and understanding of the role and value of the Internal Audit (specific to management and staff of Government entities)	30%	This indicator is still to be assessed.
· Percentage of management and internal audit staff certified in Internal Auditing	65%	33% As at 28 October 2025, IAD management have earned internal audit designations (1 Certified Internal Auditor and 1 Internal Audit Practitioner). Other two other members of staff will be taking CIA Part 1 exam to qualify for the Internal Audit Practitioner designation in November 2025.
· Percentage conformance with the Global Internal Audit Standards	70%	As at 28 October 2025, the Internal Assessment of conformance with the Global Internal Audit Standards is ongoing. The actual percentage conformance will be determined by 31 December 2025.
·Percentage of Government ministries, departments, IT systems audited	30%	This indicator is still to be assessed.
· Percentage of audit recommendations accepted	90%	As at 28 October 2025, exit conferences are scheduled for November and December 2025, where the acceptance of recommendations will be communicated.
· Percentage of recommended actions implemented/completed	90%	This indicator is still to be assessed.

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 456:**  
**INTERNAL AUDIT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Position the Internal Audit Department as an essential partner in transparency and accountability by building awareness and visibility of its role, value, and impact.
- Strengthen the Department's capabilities by equipping staff with necessary skills and knowledge while increasing personnel to meet growing internal audit demands.
- Implement global standards and best practices within all internal audit processes, ensuring consistent, high-quality internal audit services that add value to government operations.
- Support the digitisation of public services through greater internal audit focus on IT governance, risk and controls.
- Drive proactive risk management throughout the public service by leveraging risk register data to inform and prioritise risk-based audit planning and implementation, supporting auditable entities in mitigating key risks.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of outreach and stakeholder engagement initiatives conducted	24	24	24
· Skills matrix, identifying key internal audit skills and competencies needed to fulfill the risk-based internal audit plan, compared to those held by current IAD staff	1	1	1
· Cumulative number of Continuing Professional Education (CPE) hours completed across all IAD staff	185	200	200
· Internal Assessment of the Internal Audit Function completed (outlining conformance with the Global Internal Audit Standards)	1	1	1
· Number of advisory engagements conducted	1	2	4
· Number of risk-based engagement reports issued	14	14	14
<b>Outcome Indicators</b>			
· Percentage of awareness and understanding of the role and value of the Internal Audit Department (specific to management and staff of Government entities)	50%	70%	80%

· Average stakeholder satisfaction rating with the quality of engagement with and services provided by the Internal Audit Department	70%	80%	85%
· Percentage of IAD staff with relevant and active professional designations/certifications in areas such as internal auditing, information systems auditing, governance, risk management, internal controls, fraud examination and/or project management	65%	80%	90%
· Percentage of IAD staff with active membership in relevant professional organisations such as The Institute of Internal Auditors (IIA), Information Systems Audit and Control Association (ISACA) and/or Association of Certified Fraud Examiners (ACFE)	100%	100%	100%
· Percentage of audit recommendations accepted	95%	95%	100%
· Percentage of recommendations or action plans completed by management that result in desired outcomes, as monitored by the Internal Audit Department	90%	90%	90%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**INTERNAL AUDIT**  
**PROGRAMME 456**

**OBJECTIVE:** To add value to and improve the operations of Government departments, ministries and subsidiaries, by measuring and evaluating the efficiency and effectiveness of managerial and financial controls, risk management, asset management and governance processes.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL 2024 \$	APPROVED ESTIMATE 2025 \$	REVISED ESTIMATE 2025 \$	APPROVED ESTIMATE 2026 \$	FORWARD ESTIMATE 2027 \$	FORWARD ESTIMATE 2028 \$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	577,389	695,617	695,617	764,953	787,902	811,539
312	Wages	14,784	14,800	14,800	15,136	15,425	15,726
316	Allowances	5,837	6,000	6,000	6,000	6,115	6,234
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>598,010</b>	<b>716,417</b>	<b>716,417</b>	<b>786,089</b>	<b>809,442</b>	<b>833,499</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	8,968	13,350	13,350	15,450	15,450	15,450
326	Communication Expense	1,138	1,158	1,158	1,184	1,211	1,239
328	Supplies and Materials	24,968	20,360	20,360	20,822	21,295	21,778
330	Subscriptions, Periodicals and Books	6,631	7,067	7,067	7,227	7,391	7,559
332	Maintenance Services	2,090	4,633	4,633	4,738	4,846	4,956
344	Training	2,804	13,582	13,582	13,890	14,206	14,528
	<b>Total Goods and Services</b>	<b>46,599</b>	<b>60,150</b>	<b>60,150</b>	<b>63,311</b>	<b>64,399</b>	<b>65,510</b>
	<b>TOTAL ESTIMATES</b>	<b>644,609</b>	<b>776,567</b>	<b>776,567</b>	<b>849,400</b>	<b>873,841</b>	<b>899,009</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY FINANCE**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**INTERNAL AUDIT**  
**PROGRAMME 456**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	Director, Internal Audit	B	151,260	151,260
1	1	1	Deputy Director, Internal Audit	C	123,720	123,720
2	2	1	Senior Internal Auditor	E	96,229	96,228
1	1	1	IT Internal Auditor	E	69,336	1
3	3	3	Internal Auditor	F	262,740	262,740
1	1	1	Executive Secretary	H	61,668	61,668
<b>9</b>	<b>9</b>	<b>8</b>	<b>TOTALS</b>		<b>764,953</b>	<b>695,617</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001	Public Officers Salaries	764,953	695,617
	<b>Total</b>	<b>764,953</b>	<b>695,617</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 458:**  
**DEPARTMENT OF INLAND REVENUE**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Increase number and coverage of tax inspections.
- Conduct public awareness campaign on increased inspections.
- Development of a strategy to reduce outstanding tax arrears through:
  - \* Increasing penalties for late payment.
  - \* Prosecuting tax payers for avoidance and non-payment.

PERFORMANCE INDICATORS	2025 Estimates	2025 Actuals	Reasons
<b>Output Indicators</b>			
· Number of registered taxpayers:	<b>8,000</b>	<b>3,363</b>	
GST	400	372	
USL	1,800	1,933	
Property Tax	6,300	906	Commercial properties residential repealed as at 2024
· Number of tax assessments issued.	<b>30,330</b>	<b>22,577</b>	
GST	6,000	6,288	
USL	23,196	15,077	
Property Tax	5,532	1,212	Commercial properties residential repealed as at 2024
· Number of tax inspections of businesses and individuals:	<b>100</b>	<b>960</b>	
GST		330	
USL		330	
Property Tax		300	
· Number of tax audits conducted.	<b>95</b>	<b>81</b>	During the 2024 audit cycle, the decision was made to increase the number of comprehensive audits in order to capture more tax types. As such, the available audit hours were consumed by the additional comprehensive audits and no audit hours were available to launch more audits.
GST	40	23	
USL	30	11	
Property Tax	25	11	
<b>Outcome Indicators</b>			
· Percentage of taxpayers paying assessments within due date.	<b>Filing</b>	<b>Remitting</b>	
GST	95.4%	87.8%	
USL	74.8%	67.9%	
Property Tax	100.0%	95.0%	
· Number of tax assessments outstanding for more than 2 years.	20%	70.3%	
· Amount of tax arrears outstanding for more than two years.	40,000,000	33,113,257	
· Number of penalty tax assessments issued.	<b>3,500</b>	<b>4,000</b>	
GST	300	289	
USL	3,200	3,799	
Property Tax	0	0	No penalty and interest exist

· Number of cases referred for prosecution.	1	1
· Revenue recovered from fees/fines and arrears.	<b>2,000,000</b>	<b>2,812,447</b>
GST	1	580,000.00
USL	1	527,111.33
Property Tax	1	1,705,335

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 458:**  
**DEPARTMENT OF INLAND REVENUE**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

**1. Expand Digital Tax Inspection Tools**

Leverage advanced digital tools and analytics to increase the efficiency and coverage of tax inspections, focusing on high-risk sectors and non-compliant taxpayers.

**2. Intensify Public Engagement and Education**

Launch a comprehensive public education campaign on the importance of tax compliance, highlighting the IRD's commitment to transparency and the potential penalties for non-compliance. Emphasize the benefits of tax compliance for economic development and improved public services.

**3. Strengthen Arrears Management Strategy**

**Enhanced Legal Measures for Tax Avoidance**

Collaborate with the courts and Attorney General Chambers to expedite prosecutions and penalties for deliberate tax avoidance and non-payment, while simplifying the legal framework for swifter enforcement.

These strategies aim to modernize the IRD's approach to tax administration, improve compliance, and ultimately boost revenue generation to support national economic goals.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of registered taxpayers.	23,000	25,000	25,300
· Number of tax assessments issued.	30,330	34,000	34,000
· Number of tax inspections of businesses and individuals.	20	25	30
· Number of tax audits conducted.	20	25	30
<b>Outcome Indicators</b>			
· Percentage of taxpayers paying assessments within due date.	70%	80%	85%
· Number of tax assessments outstanding for more than 2 years.	20%	20%	15%
· Amount of tax arrears outstanding for more than two years.	28,000,000	26,000,000	25,000,000
· Number of penalty tax assessments issued.	1,000	1,200	1,250
· Number of cases referred for prosecution.	1	1	1
· Revenue recovered from fees/fines and arrears.	6,000,000	6,000,000	6,000,000

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF INLAND REVENUE**  
**PROGRAMME 458**

**OBJECTIVE:** To collect revenues and administer the tax laws for the Government of Anguilla.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL 2024</b>	<b>APPROVED ESTIMATE 2025</b>	<b>REVISED ESTIMATE 2025</b>	<b>APPROVED ESTIMATE 2026</b>	<b>FORWARD ESTIMATE 2027</b>	<b>FORWARD ESTIMATE 2028</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>PERSONAL EMOLUMENTS</b>							
<b>310</b>	Personal Emoluments	2,477,924	3,008,419	3,008,419	3,004,892	3,095,039	3,187,890
<b>311</b>	Temporary Staff	-	85,512	85,512	87,453	89,123	90,861
<b>312</b>	Wages	41,792	109,565	109,565	112,052	114,192	116,419
<b>316</b>	Allowances	24,269	2,500	2,500	2,500	2,548	2,597
<b>317</b>	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>2,543,985</b>	<b>3,205,996</b>	<b>3,205,996</b>	<b>3,206,897</b>	<b>3,300,902</b>	<b>3,397,767</b>
<b>GOODS AND SERVICES</b>							
<b>320</b>	Local Travel and Subsistence	15,869	11,770	11,770	11,770	11,770	11,770
<b>324</b>	Utilities	-	1	1	1	1	1
<b>326</b>	Communication Expense	5,724	4,606	4,606	4,711	4,801	4,894
<b>328</b>	Supplies and Materials	217,695	281,485	281,485	291,403	296,969	302,759
<b>330</b>	Subscriptions, Periodicals and Books	927	1	1	1	1	1
<b>332</b>	Maintenance Services	368	517	517	529	539	549
<b>334</b>	Operating Cost	13,897	16,878	16,878	17,261	17,591	17,934
<b>344</b>	Training	2,184	1	1	1	1	1
<b>346</b>	Advertising	1,008	8,795	8,795	8,995	9,166	9,345
	<b>Total Goods and Services</b>	<b>257,673</b>	<b>324,054</b>	<b>324,054</b>	<b>334,672</b>	<b>340,839</b>	<b>347,254</b>
	<b>TOTAL ESTIMATES</b>	<b>2,801,658</b>	<b>3,530,050</b>	<b>3,530,050</b>	<b>3,541,569</b>	<b>3,641,741</b>	<b>3,745,021</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY FINANCE**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF INLAND REVENUE**  
**PROGRAMME 458**

**ESTABLISHMENT DETAILS**

2026		2025		Details	Grade	2026	2025
Authority	Forecast	Authority				\$	\$
1	1	1		Comptroller Inland Revenue	B	151,260	151,260
2	2	2		Deputy Comptroller Inland Revenue	C	247,440	247,440
1	0	1		Legal Analyst		1	1
1	1	1		ICT Manager	D	118,836	118,836
1	1	1		Collections and Compliance Manager	D	106,392	106,392
1	1	1		Manager Audit Unit	D	106,392	106,392
1	0	1		Assistant Comptroller - Property Tax	D	1	1
1	1	1		Assistant Comptroller - Taxpayer Services	D	106,392	106,392
1	1	1		Assistant Comptroller - Revenue Operations	D	106,392	106,392
6	6	6		Auditor	E	554,688	554,688
1	1	1		Senior Collections Officer		1	1
3	2	3		Property Tax Officer	G	130,992	130,992
2	2	2		Systems Administrator	G	143,400	143,400
3	3	3		Compliance Officer	G	208,692	147,024
1	0	1		Objections Officer	H	-	61,668
4	4	4		Taxpayer Services Officer	H	246,672	246,672
1	1	1		Executive Secretary	H	64,836	64,836
1	1	1		Tax Officer Revenue	H	61,668	61,668
1	0	1		Assessment Officer	J	1	51,972
3	3	3		Collections Officer	J	155,916	155,916
1	1	1		Tax Refund Officer	J	51,972	51,972
1	1	0		Senior Clerical Officer	K	48,444	0
5	5	5		Cashier	K	242,220	242,220
1	1	1		Tax Officer I	L	51,972	51,972
1	1	1		Property Tax Assistant	L	45,156	45,156
1	1	1		Taxpayer Assistant Officer	L	45,156	45,156
<b>46</b>	<b>41</b>	<b>45</b>		<b>TOTALS</b>		<b>2,994,892</b>	<b>2,998,419</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

Public Officers Salaries	2,994,892	2,998,419
Overtime	10,000	10,000
<b>Total</b>	<b>3,004,892</b>	<b>3,008,419</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 465:**  
**MINISTRY OF HOME AFFAIRS**  
**PROGRAMME PERFORMANCE INDICATORS**

**KEY STRATEGIES FOR 2025**

To ensure the implementation of a modern Labour Code.  
 To develop an advanced immigration system and visa processing centre  
 Formulation of population growth strategy

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actual</b>	<b>Reasons</b>
<b>Output Indicators</b>			
No. of policy papers and briefings prepared for Minister and/or Executive Council	5	15	Number of matters needing Executive Council consideration were beyond what was expected.
No. of Labour disputes resolved by ADR	3	1	Existing matters extended for longer than expected.
No. of Bills presented to the House of Assembly	3	1	Limited availability of drafting resources.
No. of working committees/ commissions established	1	1	Establishment of Constitutional Reform Committee.
<b>Outcome Indicators</b>			
Percentage of policy recommendations prepared for Executive Council consideration approved	100%	100%	
Percentage of disputes successfully resolved by ADR	100%	33%	
Percentage of Bills passed	100%	33%	
Percentage of Committees functioning	100%	100%	

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 465:**  
**MINISTRY OF HOME AFFAIRS**  
**PROGRAMME PERFORMANCE INDICATORS**

**KEY STRATEGIES FOR 2026**

To ensure the implementation of an updated and modern labour legislation  
 To implement an advanced immigration system and visa processing centre  
 To establish a Constitutional Reform Committee and the presentation of Report to Executive Council  
 To implement a modern Labour Management System

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
No. of policy papers and briefings prepared for Minister and/or Executive Council	5	6	7
No. of Labour disputes resolved by ADR	3	3	3
No. of Bills presented to the House of Assembly	2	2	2
No. of working committees/ commissions established	1	1	1
<b>Outcome Indicators</b>			
Percentage of policy recommendations prepared for Executive Council consideration approved	90%	90%	90%
Percentage of disputes successfully resolved by ADR	75%	75%	75%
Percentage of Bills passed	100%	100%	100%
Percentage of Committees functioning	100%	100%	100%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF HOME AFFAIRS**  
**PROGRAMME 465**

**OBJECTIVE:** To provide administrative support for the Ministry of Home Affairs and the effective and efficient functioning of the Ministry and its initiatives.

**RECURRENT EXPENDITURES**

STANDARD OBJECT	DETAILS OF EXPENDITURE	ACTUAL	APPROVED ESTIMATE	REVISED ESTIMATE	APPROVED ESTIMATE	FORWARD ESTIMATE	FORWARD ESTIMATE
		2024	2025	2025	2026	2027	2028
		\$	\$	\$	\$	\$	\$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	468,307	480,913	480,913	529,356	545,237	561,594
311	Temporary Staff		1	1	1	1	1
312	Wages	20,484	20,548	20,548	21,014	21,416	21,833
316	Allowances	266,388	262,855	262,855	50,000	50,955	51,928
317	Civil Servants Backpay	0	0	0	0	0	0
	<b>Total Personal Emoluments</b>	<b>755,179</b>	<b>764,317</b>	<b>764,317</b>	<b>600,371</b>	<b>617,609</b>	<b>635,356</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	3,999	4,663	4,663	4,800	4,800	4,800
322	International Travel and Subsistence	60,474	70,443	70,443	45,722	46,595	47,504
324	Utilities	-	1	1	1	1	1
326	Communication Expense	10,794	9,500	9,500	9,716	9,901	10,094
328	Supplies and Materials	29,045	23,164	23,164	23,690	24,142	24,613
330	Subscriptions, Periodicals and Books	255	1	1	1	1	1
332	Maintenance Services	5,346	2,019	2,019	2,065	2,104	2,145
334	Operating Cost	-	1	1	1	1	1
336	Rental of Assets	215	1	1	1	1	1
338	Professional and Consultancy Services	162,334	205,873	205,873	210,546	214,568	218,751
342	Hosting and Entertainment	60,595	18,971	18,971	13,222	13,474	13,737
344	Training		496	496	507	517	527
346	Advertising	-	1	1	1	1	1
	<b>Total Goods and Services</b>	<b>333,058</b>	<b>335,134</b>	<b>335,134</b>	<b>310,273</b>	<b>316,106</b>	<b>322,176</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	0	4,240	4,240	4,336	4,321	4,421
	<b>Total Transfers and Subsidies</b>	<b>0</b>	<b>4,240</b>	<b>4,240</b>	<b>4,336</b>	<b>4,321</b>	<b>4,421</b>
	<b>SOCIAL SERVICES</b>						
361	Medical Treatment	-	1	1	1	1	1
	<b>Total Social Services</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expense	-	1	1	1	1	1
	<b>Total Other Expenditure</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	<b>TOTAL ESTIMATES</b>	<b>1,088,238</b>	<b>1,103,693</b>	<b>1,103,693</b>	<b>914,982</b>	<b>938,038</b>	<b>961,955</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY HOME AFFAIRS**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF HOME AFFAIRS**  
**PROGRAMME 465**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	Permanent Secretary	A	198,420	198,420
1	1	1	Principal Assistant Secretary, International Relations	B	151,260	151,260
1	1	1	Executive Assistant	G	69,564	69,564
1	1	1	Executive Secretary	H	61,668	61,668
1	1	1	Senior Clerical Officer	K	48,444	1
<b>5</b>	<b>5</b>	<b>5</b>	<b>TOTALS</b>		<b>529,356</b>	<b>480,913</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	529,356	480,913
<b>Total</b>	<b>529,356</b>	<b>480,913</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 466:**  
**DEPARTMENT OF IMMIGRATION**  
**PROGRAMME PERFORMANCE INDICATORS**

**KEY STRATEGIES FOR 2025**

- To develop and improve the human resources and general services rendered in the Department.
- To further improve efficiency and effectiveness by focusing on upgrading systems and documents.
- Revisit security of existing Immigration Laws and Policies.
- Provide relevant training and necessary equipment to undertake enforcement operations.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimate</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of passengers processed.	40,890	219,361	There was a significant increase in arrivals for this year
· Number of applications for Identity services processed.	530	6,898	There was an increase in identity services processed for 2025
· Number of interceptions undertaken.	170	39	Estimated target was not achieved
· Number of joint patrols conducted.	40	15	Unavailability of officers from the law enforcement agencies would have hindered some joint patrols
<b>Outcome Indicators</b>			
· Average waiting time to process passengers on arrival.	1 min	5 - 8 min	It was recognized that the estimate time of 1 minute was not achievable
· Average time to issue endorsement of stamp.	1 min	45 sec	Was able to process under the average estimated time
· Number of persons found residing illegally.	190	25	Estimated target was not achieved

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 466:**  
**IMMIGRATION DEPARTMENT**  
**PROGRAMME PERFORMANCE INDICATORS**

**KEY STRATEGIES FOR 2026**

- Implement a new Border Management System (BMS) by introducing advanced electronic travel authorisation and risk management capabilities
- Upgrade the Visa Unit - enhancing its capacity, processes and risk mitigation to improve visa processing
- Digitize immigration services - transitioning select services to online platforms to make them more accessible and streamline applications

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
- Number of passengers processed	230,329	241,845	253,937
- Number of visa/ identity service applications processed	7,243	7,605	7,985
- Number of interceptions conducted	40	50	60
- Number of patrols conducted	50	55	60
- Number of training sessions held	5	5	5
<b>Outcome Indicators</b>			
· Average waiting time to process arriving passengers	8 min	5 min	3 min
· Average time to issue endorsement/ stamp.	45 sec	45 sec	45 sec
· Number of persons found residing illegally.	25	25	30
· Higher staff competency and performance	75%	75%	75%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**IMMIGRATION DEPARTMENT**  
**PROGRAMME 466**

**OBJECTIVE:** To ensure that the movement of people into and out of Anguilla contributes to the national, social and economic interests of Anguilla.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL	APPROVED	REVISED	APPROVED	FORWARD	FORWARD
		2024	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		2025	2025	2026	2027	2028	
		\$	\$	\$	\$	\$	
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	3,521,347	4,618,896	4,618,896	4,742,232	4,884,499	5,031,034
311	Temporary Staff	-	1	1	1	1	1
312	Wages	17,040	14,213	14,213	14,536	14,813	15,102
316	Allowances	27,602	11,401	11,401	11,401	11,619	11,845
317	Civil Servants Backpay	-	-	-	-	-	-
319	Increments and Progressions	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>3,565,989</b>	<b>4,644,511</b>	<b>4,644,511</b>	<b>4,768,170</b>	<b>4,910,932</b>	<b>5,057,982</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	4,857	5,211	5,211	5,211	5,211	5,211
322	International Travel and Subsistence	8,798	12,934	12,934	13,228	13,480	13,743
324	Utilities	-	-	-	-	-	-
326	Communication Expense	9,079	6,869	6,869	7,025	7,159	7,299
328	Supplies and Materials	96,459	165,186	165,186	168,936	172,162	175,520
332	Maintenance Services	4,391	2,237	2,237	2,288	2,331	2,377
334	Operating Cost	2,938	3,144	3,144	3,215	3,277	3,341
336	Rental of Assets	-	-	-	-	-	-
338	Professional and Consultancy Services	-	-	-	-	-	-
344	Training	-	-	-	-	-	-
346	Advertising	-	-	-	-	-	-
	<b>Total Goods and Services</b>	<b>126,522</b>	<b>195,581</b>	<b>195,581</b>	<b>199,903</b>	<b>203,620</b>	<b>207,491</b>
	<b>TOTAL ESTIMATES</b>	<b>3,692,511</b>	<b>4,840,092</b>	<b>4,840,092</b>	<b>4,968,073</b>	<b>5,114,552</b>	<b>5,265,473</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY HOME AFFAIRS**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**IMMIGRATION DEPARTMENT**  
**PROGRAMME 466**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>	<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>			<b>\$</b>	<b>\$</b>
1	1	1	Chief Immigration Officer	B	151,260	151,260
2	2	2	Deputy Chief Immigration Officer	C	247,440	247,440
1	1	1	Principal Immigration Officer(Ports)	D	106,392	106,392
8	8	8	Senior Immigration Officer	E	739,584	739,584
1	1	1	Senior Immigration Officer (Visa Pro)	E	92,448	92,448
11	10	11	Immigration Officer II	G	695,640	695,640
35	35	33	Immigration Officer I	H	2,158,380	2,035,044
1	1	1	Executive Secretary	H	61,668	61,668
1	1	1	Senior Clerical Officer	K	48,444	48,444
4	2	4	Data Entry Clerk	K	90,312	90,312
9	6	9	Assistant Immigration Officer	K	290,664	290,664
<b>74</b>	<b>68</b>	<b>72</b>	<b>TOTALS</b>		<b>4,682,232</b>	<b>4,558,896</b>

**2026 Personal Emoluments - Standard Object Code 310**

<b>Detailed Object Code</b>		<b>2026</b>	<b>2025</b>
31001	Public Officers Salaries	4,682,232	4,558,896
31003	Overtime	60,000	60,000
	<b>Total</b>	<b>4,742,232</b>	<b>4,618,896</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 467:**  
**DEPARTMENT OF INFORMATION AND BROADCASTING**  
**PROGRAMME PERFORMANCE INDICATORS**

**KEY STRATEGIES FOR 2025**

- Create four major marketing campaigns to boost advertising and revenue.
- Implement a Hurricane Preparedness plan for the Department of Information and Broadcasting.
- Implement new programming with an aim of reaching out to the community to get its involvement.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimate</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of hours of broadcasting.	6,240	5,880	Broadcast hours have been temporarily reduced due to a health and safety concern.
· Number of local radio programmes produced.	3,460	3,400	Broadcast hours have been temporarily reduced due to a health and safety concern.
· Number of local news stories aired.	2,184	2,184	Newscasts continue as normal
· Number of transmitter outages.	10	11	Generator at Crocus Hill needed switch
· Number of new commercials .	280	290	Advertising specials successful
· Number of live outside broadcasts.	40	50	Required to go to guests and customers
<b>Outcome Indicators</b>			
· Percentage of hours of broadcast locally produced.	80%		
· Percentage of advertising produced at the Department.	90%		
· Percentage of News stories prepared/written in-house.	95%		

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 467:**  
**DEPARTMENT OF INFORMATION AND BROADCASTING**  
**PROGRAMME PERFORMANCE INDICATORS**

**KEY STRATEGIES FOR 2026**

- Create four major marketing campaigns to boost advertising and revenue.
- Implement a Hurricane Preparedness plan for the Department of Information and Broadcasting.
- Implement new programming with an aim of reaching out to the community to get its involvement.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of hours of broadcasting.	6,240	6,240	6,240
· Number of local radio programmes produced.	3,460	3,550	3,550
· Number of local news stories aired.	2,184	2,184	2,184
· Number of transmitter outages.	10	10	10
· Number of new commercials.	280	300	300
· Number of live outside broadcasts.	40	50	50
<b>Outcome Indicators</b>			
· Percentage of hours of broadcast locally produced.	80%	80%	80%
· Percentage of advertising produced at the Department.	90%	90%	90%
· Percentage of News stories prepared/written in-house.	95%	95%	95%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF INFORMATION & BROADCASTING**  
**PROGRAMME 467**

**OBJECTIVE:** To develop and provide a national broadcasting system that benefits all members of Anguilla society.

		<b>RECURRENT EXPENDITURES</b>						
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL</b>	<b>APPROVED ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>APPROVED ESTIMATE</b>	<b>FORWARD ESTIMATE</b>	<b>FORWARD ESTIMATE</b>	
		<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
	<b>PERSONAL EMOLUMENTS</b>							
310	Personal Emoluments	634,989	762,581	762,581	762,581	785,458	809,022	
311	Temporary Staff	-	2,749	2,749	2,811	2,865	2,921	
312	Wages	158,584	130,717	130,717	133,684	136,238	138,894	
316	Allowances	1,097	892	892	892	909	927	
317	Civil Servants Backpay	-	-	-	-	-	-	
319	Increments and Progressions	-	-	-	-	-	-	
	<b>Total Personal Emoluments</b>	<b>794,670</b>	<b>896,939</b>	<b>896,939</b>	<b>899,968</b>	<b>925,470</b>	<b>951,764</b>	
	<b>GOODS AND SERVICES</b>							
320	Local Travel and Subsistence	8,576	8,458	8,458	8,458	8,458	8,458	
324	Utilities	-	-	-	-	-	-	
326	Communication Expense	17,681	18,226	18,226	22,840	23,276	23,730	
328	Supplies and Materials	17,162	7,990	7,990	8,171	8,327	8,490	
332	Maintenance Services	6,412	2,984	2,984	3,052	3,110	3,171	
334	Operating Cost	-	1	1	1	1	1	
336	Rental of Assets	-	-	-	-	-	-	
338	Professional and Consultancy Services	551	-	-	1	1	1	
	<b>Total Goods and Services</b>	<b>50,382</b>	<b>37,659</b>	<b>37,659</b>	<b>42,523</b>	<b>43,173</b>	<b>43,851</b>	
	<b>TRANSFERS AND SUBSIDIES</b>							
352	Grants and Contributions	-	1	1	1	1	1	
	<b>Total Transfers and Subsidies</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	
	<b>TOTAL ESTIMATES</b>	<b>845,052</b>	<b>934,599</b>	<b>934,599</b>	<b>942,492</b>	<b>968,644</b>	<b>995,616</b>	

**ACCOUNTING OFFICER: PERMANENT SECRETARY HOME AFFAIRS**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF INFORMATION & BROADCASTING**  
**PROGRAMME 467**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>	<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>			<b>\$</b>	<b>\$</b>
1	1	1	Director Information and Broadcasting	C	128,808	128,808
1	1	1	Chief Information Officer	E	92,448	92,448
1	1	1	Programme Manager	E	105,336	105,336
1	0	1	Sales & Marketing Manager	E	1	1
1	1	1	Technician	G	69,564	69,564
1	1	1	Sales & Marketing Officer	G	65,496	65,496
1	0	1	Information Officer	G	1	1
1	0	1	Senior Announcer	H	1	1
4	4	4	Announcer	K	197,832	197,832
1	1	1	Senior Clerical Officer	K	54,648	54,648
1	1	1	Assistant Information Officer	L	48,444	48,444
1	0	1	Accounts Assistant		1	1
1	0	1	Clerical Officer	M	1	1
<b>16</b>	<b>11</b>	<b>16</b>	<b>TOTALS</b>		<b>762,581</b>	<b>762,581</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	762,581	762,581
<b>TOTAL</b>	<b>762,581</b>	<b>762,581</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 468:**  
**DEPARTMENT OF LABOUR**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- To perform proactive labour inspections in targeted sectors
- To increase public education on labour laws.
- To develop a Department of Labour staff manual and have staff participate in training initiatives.
- To implement a functioning Labour Administrative System
- To continue revision of the Department's Policies and Procedures in alignment with existing labour legislation

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimate</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of conciliatory matters and labour queries handled	250	318	
· Number of work permits processed	1100	1210	
· Number of work permit exemptions processed	-	79	
· Number of employers monitored to ensure compliance with Labour legislation and policy.	130	473	Includes monitoring for work permit application purposes
<b>Outcome Indicators</b>			
· Percentage of workplaces compliant with labour recommendations within 90 days of inspection.	85%	80%	-
· Percentages of conciliatory matters successfully addressed or resolved	90%	76%	-
· Percentage of job seekers placed/referred to employment opportunity.	100%	100%	-
· Percentage of Occupational Health and Safety provisions enacted, implemented and monitored.	-	-	There are no finalised Occupational Health and Safety Laws.
· Percentage of workplace injuries reported and addressed	90%	50%	Resignations occurred prior to resolution.
· Percentage of work permit applications that are fully	95%	76%	

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 468:**  
**LABOUR DEPARTMENT**  
**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- To perform proactive labour inspections in targeted sectors
- To increase public education on labour laws.
- To develop a Department of Labour staff manual and have staff participate in training initiatives.
- To implement a functioning Labour Administrative System
- To continue revision of the Department's Policies and Procedures in alignment with existing labour legislation

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of conciliatory matters and labour queries handled	450	450	450
· Number of work permits processed	1200	1200	1200
· Number of work permit exemptions processed	80	80	90
· Number of organisations monitored to ensure compliance with Labour legislation and policy.	350	360	375
<b>Outcome Indicators</b>			
· Percentage of inspected workplaces compliant with labour legislation and policies within 90 days of inspection.	80%	80%	80%
· Percentages of conciliatory matters successfully addressed or resolved	90%	90%	90%
· Percentage of job seekers placed/referred to employment opportunity.	100%	60%	100%
· Percentage of Occupational Health and Safety provisions enacted, implemented and monitored.	-	-	80%
· Percentage of workplace injuries reported and addressed	90%	90%	90%
· Percentage of work permit applications that are fully processed	95%	95%	95%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**LABOUR DEPARTMENT**  
**PROGRAMME 468**

**OBJECTIVE:** To develop policies and legislation that respond to the emerging needs of workers and employers within Anguilla; to assist in resolving disputes between workers and the employer; and to improve cooperation on labour issues in order to recognize the changing nature of the workplace.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL</b>	<b>APPROVED ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>APPROVED ESTIMATE</b>	<b>FORWARD ESTIMATE</b>	<b>FORWARD ESTIMATE</b>
		<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>PERSONAL EMOLUMENTS</b>						
<b>310</b>	Personal Emoluments	754,922	1,120,198	1,120,198	1,284,049	1,322,570	1,362,248
<b>311</b>	Temporary Staff	-	1	1	1	1	1
<b>312</b>	Wages	10,719	11,098	11,098	11,350	11,567	11,792
<b>316</b>	Allowances	8,182	1,745	1,745	1,785	1,819	1,854
<b>317</b>	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>773,822</b>	<b>1,133,042</b>	<b>1,133,042</b>	<b>1,297,185</b>	<b>1,335,957</b>	<b>1,375,895</b>
	<b>GOODS AND SERVICES</b>						
<b>320</b>	Local Travel and Subsistence	13,789	18,120	18,120	22,320	22,320	22,320
<b>324</b>	Utilities	-	1	1	1	1	1
<b>326</b>	Communication Expense	1,638	853	853	8,072	8,227	8,387
<b>328</b>	Supplies and Materials	28,512	39,546	39,546	52,044	53,038	54,072
<b>330</b>	Subscriptions, Periodicals and Books	255	1,001	1,001	1,024	1,043	1,064
<b>332</b>	Maintenance Services	363	1,289	1,289	1,318	1,343	1,370
<b>336</b>	Rental of Assets	-	-	-	-	-	-
<b>344</b>	Training	-	25,001	25,001	25,569	26,057	26,565
<b>346</b>	Advertising	-	1	1	1	1	1
	<b>Total Goods and Services</b>	<b>44,557</b>	<b>85,812</b>	<b>85,812</b>	<b>110,349</b>	<b>112,030</b>	<b>113,780</b>
	<b>TOTAL ESTIMATES</b>	<b>818,380</b>	<b>1,218,854</b>	<b>1,218,854</b>	<b>1,407,534</b>	<b>1,447,987</b>	<b>1,489,675</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY HOME AFFAIRS**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**LABOUR DEPARTMENT**  
**PROGRAMME 468**

**ESTABLISHMENT DETAILS**

<b>2026</b>	<b>2025</b>				<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	Labour Commissioner	B	151,260	151,260
1	1	1	Deputy Labour Commissioner	C	123,720	123,720
1	1	1	Labour Compliance Manager	D	106,392	106,392
1	1	1	Senior Labour Inspector	E	92,448	92,448
6	6	4	Labour Inspector	F	483,516	329,670
1	0	1	Senior Labour Officer	G	1	1
1	1	1	Executive Secretary	H	61,668	61,668
4	3	4	Labour Officer	H	185,004	185,004
2	2	2	Clerical Officer	M	80,040	70,035
<b>18</b>	<b>16</b>	<b>16</b>	<b>TOTALS</b>		<b>1,284,049</b>	<b>1,120,198</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	1,284,049	1,120,198
<b>Total</b>	<b>1,284,049</b>	<b>1,120,198</b>

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
MINISTRY OF SOCIAL DEVELOPMENT**

**MISSION**

To be the lead agency in the development of social services, including health services, sports and recreation, environmental health protection, youth and cultural development, and family and community services, through the provision of policy and strategic direction to improve the quality of life for all persons residing in Anguilla.

**STRATEGIC OBJECTIVES**

- Strengthen leadership competencies, institutional capacity and regulatory function.
- Monitor and regulate the provision of health and social services.
- Develop the necessary infrastructure/framework to facilitate the provisions of social services.
- Provide strategic direction for the social sector.
- Provide strategic direction for the health sector.
- Facilitate access to social services.
- Develop and implement appropriate policies and guidelines to meet the needs of a growing and changing population.
- Respond to National Disasters and health emergencies
- Effectively manage information resources in support of community development.
- Empower youth to ensure their constructive participation in national development.
- Preserve cultural identity and the utilization of cultural expression as a tool for national development.
- Develop sports as an avenue for social cohesion, career advancement and economic growth.
- Develop facilities and programmes to rehabilitate offenders.

<b>SUMMARY OF EXPENDITURE BY PROGRAMME</b>							
<b>RECURRENT EXPENDITURE</b>							
<b>PROGRAMME</b>		<b>2024 Actual Expenditure</b>	<b>2025 Approved Budget</b>	<b>2025 Revised Estimate</b>	<b>2026 Budget Estimates</b>	<b>2027 Forward Estimates</b>	<b>2028 Forward Estimates</b>
550	MINISTRY OF SOCIAL SERVICES	13,382,534	12,920,330	12,920,330	13,724,806	14,020,033	14,312,970
551	EDUCATION	35,991,370	41,659,944	41,659,944	43,681,906	44,857,215	46,043,318
554	DEPT. SOCIAL SERVICES	6,093,765	6,753,335	6,753,335	7,151,730	7,306,237	7,465,309
557	LIBRARY SERVICES	1,070,354	1,212,969	1,212,969	1,258,499	1,295,710	1,328,838
561	PROBATION SERVICES	2,107,733	2,759,458	2,759,458	2,854,361	2,930,659	3,007,434
562	DEPT. SPORTS	1,765,161	1,990,755	1,990,755	-	-	-
563	DEPT. OF YOUTH & CULTURE	4,479,365	4,984,685	4,984,685	5,468,316	5,580,918	5,696,765
	<b>MINISTRY TOTAL</b>	<b>64,890,282</b>	<b>72,281,476</b>	<b>72,281,476</b>	<b>74,139,618</b>	<b>75,990,772</b>	<b>77,854,634</b>
<b>CAPITAL EXPENDITURE</b>							
55 550	MINISTRY OF SOCIAL DEVELOPMENT ,EDUCATION, LIBRARY, YOUTH & CULTURE				23,986,700	-	-
	<b>MINISTRY TOTAL EXPENDITURE</b>				<b>98,126,318</b>	<b>75,990,772</b>	<b>77,854,634</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 550:**  
**MINISTRY OF SOCIAL DEVELOPMENT**  
**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Develop a National Policy on Disability.
- Fully implement a comprehensive Child Protection System.
- Implement the National Policy for Older Persons.
- Develop a National Gender Policy
- Establish a Festivals Committee
- Enact and implement relevant social sector legislation.
- Create a responsive Criminal Justice System
- Promote Arts & Cultural Development
- Implement Decriminalization Policy
- Fully implement and monitor the TVET policy and framework.
- Monitor and update curricula
- Implement the revised and updated National Youth Policy
- Develop a Special Needs Policy
- Strengthen services to vulnerable populations

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of policies, bills, strategies and plans developed.	5	3	
· Number of technological advances implemented	2	3	
· Number of Cultural Opportunities Created	4	6	
· Number of Programmes to Support Vulnerable Persons Executed	5	10	
<b>Outcome Indicators</b>			
· Rate of recidivism	10%		
· Reduction in the incidence of Gender-based Violence	5%		
· Reduction in the incidence of child abuse cases	5%		

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 550:**  
**MINISTRY OF SOCIAL DEVELOPMENT**  
**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

Improve quality of life through the provision of coordinated Mental Health Services

Improve the delivery of services through infusion of technology

Create peaceful communities through a network of programmes and services that support vulnerable populations

Promote Arts & Cultural Development through the creation of cultural opportunities

Develop an efficient workforce through full implementation the TVET policy and framework.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of policies, bills, strategies and plans presented to Executive Council	4	6	6
· Number of technological advances implemented	2	3	4
· Number of cultural opportunities created	4	6	7
· Number of programmes to support vulnerable persons executed	5	6	7
<b>Outcome Indicators</b>			
· Reduction in recidivism	10%	10%	10%
· Percentage of employers reporting satisfaction with employee performance	55%	65%	60%
· Reduction in gender based violence	5%	5%	6%
· Reduction in income inequality	2%	2%	3%
· Reduction in child abuse	5%	5%	6%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF SOCIAL DEVELOPMENT**  
**PROGRAMME 550**

**OBJECTIVE:** To provide leadership and development and monitor all matters related to social development including organized sports and recreation, health services and the protection of the environment within Anguilla that will lead to an improved quality of life.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL 2024 \$</b>	<b>APPROVED ESTIMATE 2025 \$</b>	<b>REVISED ESTIMATE 2025 \$</b>	<b>APPROVED ESTIMATE 2026 \$</b>	<b>FORWARD ESTIMATE 2027 \$</b>	<b>FORWARD ESTIMATE 2028 \$</b>
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	1,302,809	1,552,285	1,552,285	1,837,651	1,892,781	1,949,564
311	Temporary Staff	-	1	1	1	1	1
312	Wages	54,906	72,751	72,751	74,402	75,824	77,302
316	Allowances	272,866	358,624	358,624	358,624	365,474	372,600
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,630,580</b>	<b>1,983,661</b>	<b>1,983,661</b>	<b>2,270,678</b>	<b>2,334,080</b>	<b>2,399,467</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	20,126	16,852	16,852	16,852	16,852	16,852
322	International Travel and Subsistence	106,439	138,162	138,162	211,298	215,334	219,533
324	Utilities	476,575	537,371	537,371	562,144	586,260	597,692
326	Communication Expense	14,049	14,303	14,303	14,628	14,907	15,198
328	Supplies and Materials	35,704	33,914	33,914	34,684	35,346	36,036
329	Medical Supplies	-	1	1	1	1	1
330	Subscriptions, Periodicals and Books	255	352	352	360	367	374
332	Maintenance Services	7,457	14,163	14,163	14,485	14,761	15,049
334	Operating Cost	3,756	95,134	95,134	97,294	99,152	101,085
336	Rental of Assets	535,276	744,924	744,924	761,834	776,385	791,524
338	Professional and Consultancy Services	165,794	160,125	160,125	178,760	182,174	185,727
342	Hosting and Entertainment	84,096	25,452	25,452	56,030	57,100	58,213
344	Training	14,979	172,366	172,366	176,279	179,646	183,149
346	Advertising	1,676	5,828	5,828	5,960	6,074	6,193
347	Gender Affairs & Human Rights	21,653	72,466	72,466	104,111	106,099	108,168
	<b>Total Goods and Services</b>	<b>1,487,835</b>	<b>2,031,413</b>	<b>2,031,413</b>	<b>2,234,720</b>	<b>2,290,458</b>	<b>2,334,794</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	3,970,583	5,334,431	5,334,431	5,567,525	5,673,862	5,784,503
	<b>Total Transfers and Subsidies</b>	<b>3,970,583</b>	<b>5,334,431</b>	<b>5,334,431</b>	<b>5,567,525</b>	<b>5,673,862</b>	<b>5,784,503</b>
	<b>SOCIAL SERVICES</b>						
360	Public Assistance	-	-	-	-	-	-
361	Medical Treatment Overseas	6,262,107	3,363,562	3,363,562	3,439,915	3,505,617	3,573,977
	<b>Total Social Services</b>	<b>6,262,107</b>	<b>3,363,562</b>	<b>3,363,562</b>	<b>3,439,915</b>	<b>3,505,617</b>	<b>3,573,977</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expenses	31,428	207,263	207,263	211,968	216,016	220,229
	<b>Total Other Expenditure</b>	<b>31,428</b>	<b>207,263</b>	<b>207,263</b>	<b>211,968</b>	<b>216,016</b>	<b>220,229</b>
	<b>TOTAL ESTIMATES</b>	<b>13,382,534</b>	<b>12,920,330</b>	<b>12,920,330</b>	<b>13,724,806</b>	<b>14,020,033</b>	<b>14,312,970</b>

**ACCOUNTING OFFICER: PERMANENT OF SOCIAL DEVELOPMENT , EDUCATION, LIBRARY, YOUTH & CULTURE**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF SOCIAL DEVELOPMENT**  
**PROGRAMME 550**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>		<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>				<b>\$</b>	<b>\$</b>
1	1	1		Permanent Secretary	A	194,460	194,460
1	1	1		Principal Assistant Secretary	B	151,260	151,260
2	2	1		Clinical Psychologist	B	264,705	151,260
1	1	1		Community Services Planner	C	123,720	123,720
1	1	1		Social Development Planner	C	131,412	131,412
1	1	1		Education Services Planner	C	139,572	139,572
1	1	1		Gender Development Coordinator	D	106,392	106,392
1	1	1		Coordinator TVET	D	118,836	118,836
1	1	0		Drug Counsellor	NG	89,127	0
1	1	1		Project Officer, Education Planning	E	92,448	92,448
1	1	1		Programme Officer, Violence and Crime	E	92,448	92,448
1	1	1		Systems Administrator- EMIS & E-Learning	E	46,224	92,448
1	1	0		Technical Office Manager- EMIS	NG	92,448	0
1	1	0		Systems Officer- EMIS & LMS	NG	36,570	0
1	1	1		Executive Assistant	G	69,564	69,564
1	0	1		Senior Clerical Officer	K	1	1
1	1	1		Educational Planning Statistical Assistant	K	48,444	48,444
1	1	1		Clerical Officer	M	40,020	40,020
<b>19</b>	<b>18</b>	<b>15</b>		<b>TOTALS</b>		<b>1,837,651</b>	<b>1,552,285</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001	Public Officers Salaries	1,837,651	1,552,285
	<b>Total</b>	<b>1,837,651</b>	<b>1,552,285</b>

**GOVERNMENT OF ANGUILLA**  
**2025 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 551**

**DEPARTMENT OF EDUCATION**

**PROGRAMME PERFORMANCE INDICATORS**

**KEY STRATEGIES FOR 2025**

Promoting equity in and universal access to Education.  
 Providing tuition free Public and Comprehensive Education at the Primary and Secondary levels.  
 Promoting and developing Technological and Technical Education with particular emphasis on Information Technology.  
 Promoting and developing Technological and technical education with particular emphasis on Information Technology.  
 Providing Public Community College/Junior College Education.  
 Supporting Private Preschool, Primary and Secondary Education that conform to criteria and regulations established by the Government.  
 Supporting Adult and Continuing Education programmes and Tertiary Education.  
 Promoting Education focused on morals, norms, values and ethics and culture.  
 Promoting participatory governance of Education.  
 Promoting lifelong Education.  
 Ensuring accountability in Education at all levels.  
 Ensuring high standards and excellence in Education.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
No. of school complying with regulations	19	19	
Number of schools following prescribed curriculum	18	18	
No. of schools with a library facility	2	5	Work continues on the renovation of spaces
No. of schools with equipment and staff prepared for ICT integration	7	7	
Number of schools with an adopted Behaviour Management Plan	7	7	
Percentage of children visiting a counsellor four times a year	40%	25%	Challenges recruiting qualified counsellors
Number of schools with appropriate computer labs	7	7	
Percentage of teachers undertaking at least 10 days professional development	90%	100%	
No. of schools overseen by an approved Board of Management	1	1	
No. of schools with School Improvement Plans	7	7	
Percentage students leaving with a TVET certificate in at least one technical area	40%	30%	Lower enrollment than expected
<b>Outcome Indicators</b>			
All children participated in two years of quality Preschool Education prior to Primary School entry	100%	99%	
A structured age appropriate curriculum, consistent with the CARICOM Learning Outcomes, is being implemented and monitored in all Pre Primary Schools	8	8	
Percentage of competent, qualified and certified Early Childhood Practitioners	85%	100%	
Number of schools that are effectively managed in accordance with regulations governing the provision of Preschool Education	8	8	

Percentage of children that complete seven years of quality Primary Education regardless of any physical or intellectual disabilities	100%	100%	
Percentage of Primary School children that have access to skilled Guidance and Pastoral Care	100%	100%	
Percentage of trained and qualified teachers prepared for primary schooling	85%	95%	
Number of qualified and effective leaders are in place across the education system	27	27	
Total percentage of children that complete 5 years of an appropriate, affordable quality secondary education	100%	100%	
Total percentage of all secondary school children that have access to skilled guidance and pastoral care	100%	100%	
Percentage of trained and qualified teachers prepared for secondary schooling	85%	85%	A cohort of teacher is still undergoing training
Number of qualified and effective leaders and managers are in place across the school	21	21	

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 551**  
**DEPARTMENT OF EDUCATION**  
**PROGRAMME PERFORMANCE INDICATORS**

**KEY STRATEGIES FOR 2026**

Promoting equity in and universal access to Education.  
 Providing tuition free Public and Comprehensive Education at the Primary and Secondary levels.  
 Promoting and developing Technological and Technical Education with particular emphasis on Information Technology.  
 Promoting and developing Technological and technical education with particular emphasis on Information Technology.  
 Providing Public Community College/Junior College Education.  
 Supporting Private Preschool, Primary and Secondary Education that conform to criteria and regulations established by the Government.  
 Supporting Adult and Continuing Education programmes and Tertiary Education.  
 Promoting Education focused on morals, norms, values and ethics and culture.  
 Promoting participatory governance of Education.  
 Promoting lifelong Education.  
 Ensuring accountability in Education at all levels.  
 Ensuring high standards and excellence in Education.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
No. of school complying with regulations	19	19	19
Number of schools following prescribed curriculum	18	18	18
No. of schools with a library facility	5	7	7
No. of schools with equipment and staff prepared for ICT integration	7	7	7
Number of schools with an adopted Behaviour Management Plan	7	7	7
Percentage of children visiting a counsellor four times a year	40%	50%	60%
Number of schools with appropriate computer labs	7	7	7
Percentage of teachers undertaking at least 10 days professional development	100%	100%	100%
No. of schools overseen by an approved Board of Management	1	1	1
No. of schools with School Improvement Plans	7	7	7
Percentage students leaving with a TVET certificate in at least one technical area	40%	50%	60%
No. of Trained ESL Teachers providing support services for English Learners	4	5	6
<b>Outcome Indicators</b>			
All children participated in two years of quality Preschool Education prior to Primary School entry	100%	100%	100%

A structured age appropriate curriculum, consistent with the CARICOM Learning Outcomes, is being implemented and monitored in all Pre Primary Schools	8	8	8
Percentage of competent, qualified and certified Early Childhood Practitioners	85%	95%	100%
Number of schools that are effectively managed in accordance with regulations governing the provision of Preschool Education	8	8	8
Percentage of children that complete seven years of quality Primary Education regardless of any physical or intellectual disabilities	100%	100%	100%
Percentage of Primary School children that have access to skilled Guidance and Pastoral Care	100%	100%	100%
Percentage of trained and qualified teachers prepared for primary schooling	85%	95%	100%
Number of qualified and effective leaders are in place across the education system	7	7	7
Total percentage of children that complete 5 years of an appropriate, affordable quality secondary education	100%	100%	100%
Total percentage of all secondary school children that have access to skilled guidance and pastoral care	100%	100%	100%
Percentage of trained and qualified teachers prepared for secondary schooling	85%	95%	100%
Number of qualified and effective leaders and managers are in place across the school	21	21	21

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF EDUCATION**  
**PROGRAMME 551**

To provide leadership and support in development and operation of the education system within Anguilla from kindergarten to 6th Form as well as adult education programmes, to prepare the people of Anguilla for full and meaningful participation in society.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL 2024	APPROVED ESTIMATE 2025	REVISED ESTIMATE 2025	APPROVED ESTIMATE 2026	FORWARD ESTIMATE 2027	FORWARD ESTIMATE 2028
		\$	\$	\$	\$	\$	\$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	24,868,509	28,119,078	28,119,078	29,102,581	29,975,658	30,874,928
311	Temporary Staff	16	12,169	12,169	12,445	12,683	12,930
312	Wages	4,496,320	3,780,856	3,780,856	3,579,725	3,648,098	3,719,236
316	Allowances	221,312	197,073	197,073	197,073	200,837	204,753
317	Civil Servants Backpay	-	-	-	-	-	-
319	Increments and Progression	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>29,586,157</b>	<b>32,109,176</b>	<b>32,109,176</b>	<b>32,891,824</b>	<b>33,837,276</b>	<b>34,811,847</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	125,955	172,203	172,203	172,203	172,203	172,203
324	Utilities	1,004,587	1,086,538	1,086,538	1,136,626	1,185,389	1,208,504
326	Communication Expense	127,438	129,734	129,734	132,679	135,213	137,850
328	Supplies and Materials	965,867	943,214	943,214	1,564,625	1,594,509	1,625,602
330	Subscriptions, Periodicals and Books	174,325	222,547	222,547	227,599	231,946	236,469
331	Maintenance of Buildings	328,530	337,381	337,381	345,040	351,630	358,487
332	Maintenance Services	542,882	522,703	522,703	639,567	651,784	664,494
334	Operating Cost	159,929	120,356	120,356	123,088	125,439	127,885
336	Rental of Assets	263,884	381,975	381,975	390,646	398,107	405,870
338	Professional and Consultancy Services	1,816,751	3,741,767	3,741,767	3,826,704	3,899,795	3,975,841
344	Training	60,686	62,446	62,446	63,864	65,083	66,352
346	Advertising	7,201	7,859	7,859	8,037	8,191	8,351
	<b>Total Goods and Services</b>	<b>5,578,038</b>	<b>7,728,723</b>	<b>7,728,723</b>	<b>8,630,678</b>	<b>8,819,289</b>	<b>8,987,908</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	668,978	1,101,725	1,101,725	1,422,734	1,449,908	1,478,182
	<b>Total Transfers and Subsidies</b>	<b>668,978</b>	<b>1,101,725</b>	<b>1,101,725</b>	<b>1,422,734</b>	<b>1,449,908</b>	<b>1,478,182</b>
	<b>SOCIAL SERVICES</b>						
360	Public Assistance	158,197	720,320	720,320	736,670	750,742	765,381
	<b>Total Social Services</b>	<b>158,197</b>	<b>720,320</b>	<b>720,320</b>	<b>736,670</b>	<b>750,742</b>	<b>765,381</b>
	<b>TOTAL ESTIMATES</b>	<b>35,991,370</b>	<b>41,659,944</b>	<b>41,659,944</b>	<b>43,681,906</b>	<b>44,857,215</b>	<b>46,043,318</b>

ACCOUNTING OFFICER: PERMANENT OF SOCIAL DEVELOPMENT ,EDUCATION, LIBRARY, YOUTH & CULTURE

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF EDUCATION**  
**PROGRAMME 551**

**ESTABLISHMENT DETAILS**

2026		2025		Details	Grade	2026	2025
Authority	Forecast	Authority				\$	\$
<b>Central Administration</b>							
1	1	1		Chief Education Officer	B	151,260	151,260
1	1	1		Education Officer, Assessment, Measurement & Testing	C	123,720	123,720
1	1	1		Education Officer, Curriculum Development	C	132,732	132,732
1	1	1		Education Officer, Primary/Pre-Primary	C	126,240	126,240
1	1	1		Education Officer, Multi-Professional Support Services	C	126,240	126,240
1	1	1		Education Officer, Human Resource Development	C	141,000	141,000
1	1	1		Education Officer, Secondary/Tertiary	C	123,720	123,720
1	0	1		Occupational Therapist	NG	1	1
1	1	1		Educational Psychologist	D	118,836	118,836
1	1	1		Drug Counselor/Therapist	D	113,028	113,028
2	1	2		Senior School Health Nurse	D	113,028	113,028
1	1	1		Curriculum Officer, Science	D	120,048	120,048
1	1	1		Curriculum Officer, Numeracy	D	106,392	106,392
1	1	1		Curriculum Officer, Literacy	D	113,028	113,028
1	1	1		Curriculum Officer, ICT	D	106,392	106,392
1	1	1		Curriculum Officer, Early Childhood and Home Schooling	NG	106,392	53,196
2	2	0		Curriculum Officer, Secondary	NG	88,660	-
1	1	0		Curriculum Officer, Humanities	NG	44,330	
1	1	1		Reading Recovery Tutor	D	123,720	123,720
1	1	1		Coordinator, Careers Unit	D	106,392	106,392
1	1	2		Speech/Language Therapist	D	118,836	118,836
1	1	1		Assessment Officer	D	106,392	106,392
1	1	1		Financial Manager	NG	106,392	79,794
1	1	1		Communication Officer	E	92,448	1
1	1	1		Coordinator, Tourism Education	E	135,316	135,316
1	1	1		Facilities Manager	D	106,392	106,392
1	1	1		Maintenance Coordinator	E	100,188	100,188
2	2	2		Technology Integration Coach	NG	184,896	92,448
2	2	2		School Health Nurse	F	162,312	162,312
3	3	3		Education Welfare Officer	F	271,932	271,932
1	1	1		Executive Assistant	G	73,140	73,140
1	1	1		Bursar	G	66,498	66,498
1	1	1		Executive Secretary	H	61,668	13,224
3	3	1		Resource Centre Technician	H	194,508	1
6	6	7		Senior Clerical Officer	K	296,316	348,816
3	3	3		Clerical Officer	M	127,236	127,236
<b>51</b>	<b>49</b>	<b>48</b>		<b>Totals - Central Administration</b>		<b>4,389,629</b>	<b>3,801,499</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF EDUCATION**  
**PROGRAMME 551**

**ESTABLISHMENT DETAILS**

2026		2025	Details	Grade	2026	2025
Authority	Forecast	Authority			\$	\$
<b>Secondary Education</b>						
1	1	1	Principal ALHCS	C	141,000	141,000
4	3	4	Deputy Principal ALHCS	D	356,508	356,508
1	1	1	Coordinator, WISE	D	113,028	113,028
1	1	1	Coordinator, PRU	D	109,680	109,680
5	5	5	Guidance Counselor	E	490,380	490,380
109	109	105	Graduate Teacher	E	10,528,188	9,970,002
2	1	2	Part-Time Graduate Teacher	E	40,020	40,020
1	1	0	Reading Recovery Teacher		30,816	-
3	2	3	Technical Teacher III	F	203,412	203,412
3	2	3	Technical Teacher II	F	187,092	279,540
1	0	1	Technical Teacher I	G	1	69,564
2	1	2	Specialist Teacher II	F	102,216	102,216
1	0	1	Specialist Teacher I	F	1	87,912
1	1	1	Part-Time Specialist Teacher	F	72,420	72,420
7	7	7	Certificated Teacher	H	455,172	461,304
6	6	5	Uncertified Teacher	J	324,048	272,076
1	1	1	Steel Pan Instructor	J	1	1
6	6	6	Teaching Assistants	L	268,200	268,200
1	1	1	Laboratory Assistant	L	47,952	47,952
1	1	1	School Library Assistant	M	1	2
<b>157</b>	<b>150</b>	<b>151</b>	<b>Totals - Secondary Education</b>		<b>13,470,136</b>	<b>13,085,217</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF EDUCATION**  
**PROGRAMME 551**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>	
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>		<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
<b>Primary Education</b>							
6	6	6		Principal Primary	D	704,976	696,312
6	6	6		Deputy Principal	E	634,884	634,884
48	45	43		Graduate Teacher	E	4,390,476	4,157,282
4	4	4		Guidance Counselor	E	394,152	394,152
2	0	2		Specialist Teacher	F	-	-
3	0	3		Certificated Teacher II	G	1	69,564
49	48	49		Certificated Teacher	H	3,124,884	2,927,004
22	12	22		Uncertified Teacher	J	641,964	1,059,867
2	2	2		PE Coach	J	130,992	130,992
3	3	3		Teaching Assistant (II)	K	3	3
27	27	26		Teaching Assistant	L	1,220,484	1,162,302
<b>172</b>	<b>153</b>	<b>166</b>		<b>Totals - Primary Education</b>		<b>11,242,816</b>	<b>11,232,362</b>
<b>380</b>	<b>352</b>	<b>365</b>		<b>TOTALS - DEPARTMENT</b>		<b>29,102,581</b>	<b>28,119,078</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001	Public Officers Salaries	29,102,581	28,119,078
	<b>Total</b>	<b>29,102,581</b>	<b>28,119,078</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 554:**  
**DEPARTMENT OF SOCIAL DEVELOPMENT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Strengthen the support system for children in need of care and protection especially those in alternate placement.
- Seniors and persons with disability more integrated in the life and activity of the community.
- Supporting Families through poverty alleviation initiatives.
- Working in partnership to enhance services
- Ammendment and implementaion of legislation

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of foster children placed in alternate care receiving basic benefits.	25	16	
· Number of placements audited and reassessed.	25	22	5 approved, 2 being assessed, 1 not approved and 14 forfeited their application
· Number of carers trained.	12	0	Carers were invited and reminded about training and didn't attend
· Number of registered members of ARPA association	150	125	
· Number of persons receiving public assistance.	150	126	
· Number of legislations ammended or enacted	2		
· Number of Active MoUs	4		
<b>Outcome Indicators</b>			
· Percentage of children receiving basic financial benefits	100%		
· Percentage of day care centres audited.	80%	100%	
· Percentage of day carers trained.	80%	80%	
· Percentage of persons with disability registered with the association.	80%		
· Perdcentage of retired persons registered with ARPA	60%		
· Percentage decrease in the number of persons receiving poverty assistance.	20%		
· Percentatge of legislation amended or enacted	75%		
· Percentage of signed MoUs still active	75%		

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 554:**  
**DEPARTMENT OF SOCIAL DEVELOPMENT**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Strengthen the support system for children in need of care and protection especially those in alternate placement.
- Seniors and persons with disability more integrated in the life and activity of the community.
- Supporting Families through poverty alleviation initiatives.
- Working in partnership to enhance services
- Ammendment and implementaion of legislation

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of children placed in alternate care receiving benefits.	18	18	16
· Number of placements audited and reassessed.	20	18	18
· Number of carers trained.	20	20	20
· Increased number public engagement in the community	5	5	6
· Number of persons receiving public assistance.	130	125	125
· Number of legislations ammended or enacted	1	1	1
· Number of Active MoUs	6	6	6
<b>Outcome Indicators</b>			
· Percentage of children receiving basic financial benefits	100%	100%	100%
· Percentage of day care centres audited.	90%	90%	90%
· Percentage of day carers trained.	90%	90%	90%
· Percentage of persons with disability registered with the association.	80%	80%	80%
· Continued community engagement, public awareness	90%	90%	90%
· Percentage decrease in the number of persons receiving	20%	25%	25%
· Percentatge of legislation amended or enacted	90%	90%	90%
· Percentage of signed MoUs still active	90%	90%	90%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF SOCIAL DEVELOPMENT**  
**PROGRAMME 554**

**OBJECTIVE:** To provide holistic services to the community aimed at improving and sustaining the whole wellbeing of individuals, through the use of a team of highly skilled and motivated staff, working in partnership with other agencies.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL 2024 \$</b>	<b>APPROVED ESTIMATE 2025 \$</b>	<b>REVISED ESTIMATE 2025 \$</b>	<b>APPROVED ESTIMATE 2026 \$</b>	<b>FORWARD ESTIMATE 2027 \$</b>	<b>FORWARD ESTIMATE 2028 \$</b>
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	1,230,804	1,553,177	1,553,177	1,585,241	1,632,798	1,681,782
311	Temporary Staff	-	1	1	1	1	1
312	Wages	543,897	597,913	597,913	611,486	623,165	635,317
316	Allowances	1,171	330	330	330	336	343
319	Increments and Progression	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,775,872</b>	<b>2,151,421</b>	<b>2,151,421</b>	<b>2,197,058</b>	<b>2,256,300</b>	<b>2,317,443</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	26,997	27,926	27,926	27,926	27,926	27,926
324	Utilities	43,764	46,845	46,845	49,005	51,107	52,103
326	Communication Expense	11,363	6,949	6,949	7,107	7,242	7,384
328	Supplies and Materials	21,248	16,049	16,049	16,413	16,727	17,053
331	Maintenance of Buildings	-	-	-	-	-	-
332	Maintenance Services	8,083	5,580	5,580	5,707	5,816	5,929
334	Operating Costs	7,127	9,288	9,288	9,499	9,680	9,869
336	Rental of Assets	73,704	48,808	48,808	49,916	50,869	51,861
338	Professional and Consultancy Services	8,979	141,532	141,532	292,576	298,164	303,978
344	Training	-	1	1	1	1	1
	<b>Total Goods and Services</b>	<b>201,267</b>	<b>302,978</b>	<b>302,978</b>	<b>458,150</b>	<b>467,532</b>	<b>476,104</b>
	<b>SOCIAL SERVICES</b>						
360	Public Assistance	4,116,626	4,298,936	4,298,936	4,496,522	4,582,405	4,671,762
	<b>Total Social Services</b>	<b>4,116,626</b>	<b>4,298,936</b>	<b>4,298,936</b>	<b>4,496,522</b>	<b>4,582,405</b>	<b>4,671,762</b>
	<b>TOTAL ESTIMATES</b>	<b>6,093,765</b>	<b>6,753,335</b>	<b>6,753,335</b>	<b>7,151,730</b>	<b>7,306,237</b>	<b>7,465,309</b>

**ACCOUNTING OFFICER: PERMANENT OF SOCIAL DEVELOPMENT ,EDUCATION, LIBRARY, YOUTH & CULTURE**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF SOCIAL DEVELOPMENT**  
**PROGRAMME 554**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	Commissioner of Social Development	C	123,720	123,720
1	1	1	Director - Family and Social Services/ Social Work Manager	D	113,028	113,028
1	0	1	Social Policy & Research Analyst	D	1	1
1	1	1	Senior Social Worker - Family and Social Services	E	92,448	92,448
1	1	1	Senior Social Worker - Child Maintenance	E	92,448	92,448
1	1	1	Senior Social Worker - Elderly and Disabled	E	107,472	107,472
2	2	2	Social Worker - Family & Social Services	F	222,432	222,432
1	1	1	Senior Social Worker	E	92,448	92,448
2	2	2	Child Maintenance Officer	F	147,024	147,024
1	1	1	Social Worker - Elderly & Disabled	F	76,152	76,152
1	1	1	Supervisor Place of Safety	E	92,448	92,448
1	1	1	Executive Office Manager	H	64,836	64,836
1	0	1	Senior Clerical Officer	K	1	1
4	4	4	Care Workers	G	261,984	229,920
1	1	1	Cashier	K	54,096	54,096
1	1	1	Receptionist	L	44,700	44,700
1	0	1	Social Worker Assistant		1	1
1	0	1	Psychologist		1	1
1	0	1	Programme Officer		1	1
<b>24</b>	<b>19</b>	<b>24</b>	<b>TOTALS</b>		<b>1,585,241</b>	<b>1,553,177</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	1,585,241	1,553,177
<b>Total</b>	<b>1,585,241</b>	<b>1,553,177</b>

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
PROGRAMME 557:  
LIBRARY SERVICES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Increase use of library services by target groups.
- Promote reading among users who are unable to visit the library.
- Improve access to information resources.
- Build partnerships to assist with resource provision and programming.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of new users registered.			
· Number of computers available for public use.			
· Average number of items borrowed per capita.			
· Number of ICT sessions conducted.			
· Number of new items added to collections.			
· Number of participants in outreach programmes.			
· Number of website visits.			
<b>Outcome Indicators</b>			
· Percentage of customers more confident in use of ICT.			
· Percentage of parents who read with young children.			
· Number of customers who access information they previously could not.			
· Percentage of customers satisfied with the resources provided.			

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 557:**  
**LIBRARY SERVICES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Increase use of library services by target groups.
- Promote reading among users who are unable to visit the library.
- Improve access to information resources.
- Build partnerships to assist with resource provision and programming.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of new users registered.	250	300	350
· Number of computers available for public use.	31	34	34
· Average number of items borrowed per capita.	3.5	4	4.5
· Number of ICT sessions conducted.	10	10	10
· Number of new items added to collections.	1,500	2,000	2,200
· Number of participants in outreach programmes.	500	600	700
· Number of website visits.	2,000	3,000	4,000
<b>Outcome Indicators</b>			
· Percentage of customers more confident in use of ICT.	40%	60%	70%
· Percentage of parents who read with young children.	50%	75%	75%
· Percentage of customers who access information they previously could not.	60%	75%	75%
· Percentage of customers satisfied with the resources provided.	75%	75%	75%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF LIBRARY SERVICES**  
**PROGRAMME 557**

**OBJECTIVE:** To provide guidelines, policies and management for all aspects associated with the provision of library, archives and information services relevant to the recreational, cultural, educational and informational needs of the community.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL	APPROVED	REVISED	APPROVED	FORWARD	FORWARD
		2024	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		2025	2025	2026	2027	2028	
		\$	\$	\$	\$	\$	
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	644,254	739,264	739,264	739,264	761,442	784,285
311	Temporary Staff	-	1	1	1	1	1
312	Wages	94,709	73,850	73,850	95,526	97,351	99,249
316	Allowances	-	1	1	1	1	1
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>738,963</b>	<b>813,116</b>	<b>813,116</b>	<b>834,792</b>	<b>858,795</b>	<b>883,536</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	4,270	6,814	6,814	6,814	6,814	6,814
324	Utilities	191,190	210,737	210,737	220,452	229,909	234,393
326	Communication Expense	5,490	4,886	4,886	4,997	5,092	5,192
328	Supplies and Materials	30,028	32,852	32,852	33,598	34,239	34,907
330	Subscriptions, Periodicals and Books	92,764	110,493	110,493	113,001	115,160	117,405
332	Maintenance Services	6,707	709	709	725	739	753
334	Operating Costs	-	1	1	1	1	1
338	Professional and Consultancy Services	-	1	1	1	1	1
344	Training	-	1	1	1	1	1
346	Advertising	941	5,359	5,359	5,481	5,585	5,694
	<b>Total Goods and Services</b>	<b>331,391</b>	<b>371,853</b>	<b>371,853</b>	<b>385,071</b>	<b>397,541</b>	<b>405,161</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expenses	-	28,000	28,000	38,636	39,374	40,141
	<b>Total Other Expenditure</b>	<b>-</b>	<b>28,000</b>	<b>28,000</b>	<b>38,636</b>	<b>39,374</b>	<b>40,141</b>
	<b>TOTAL ESTIMATES</b>	<b>1,070,354</b>	<b>1,212,969</b>	<b>1,212,969</b>	<b>1,258,499</b>	<b>1,295,710</b>	<b>1,328,838</b>

**ACCOUNTING OFFICER: PERMANENT OF SOCIAL DEVELOPMENT ,EDUCATION, LIBRARY, YOUTH & CULTURE**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF LIBRARY SERVICES**  
**PROGRAMME 557**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>				<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>		<b>\$</b>	<b>\$</b>
1	1	1	Director of Library Services	C		123,720	123,720
1	1	1	Deputy Director, School Children Library Services	E		103,260	103,260
2	0	2	Librarian	E		2	2
1	1	1	Reference Librarian	E		92,448	92,448
2	2	2	Senior Library Assistant	H		129,672	129,672
1	1	1	Executive Secretary	H		64,836	64,836
5	4	5	Library Assistant	L		185,304	185,304
1	0	1	Clerical Officer	M		1	1
1	1	1	Library Attendant	M		40,020	40,020
1	0	1	Archivist			1	1
<b>16</b>	<b>11</b>	<b>16</b>	<b>TOTALS</b>			<b>739,264</b>	<b>739,264</b>

**2025 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	739,264	739,264
<b>Total</b>	<b>739,264</b>	<b>739,264</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 561:**  
**DEPARTMENT OF PROBATION**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

Rehabilitation and Reintegration programmes strengthened.  
 Asssit with the review of Child Jusitce Act  
 Zenaida Haven Staff Development and Review Training  
 Explore training opporinies is Drug Misuse and Abuse, Sex Offender training, Client Understanding & Advocacy , Analytical Report Writing

PERFORMANCE INDICATORS	2025 Estimates	2025 Actuals	Reasons
<b>Output Indicators</b>			
Number of persons on Probation.	10	17	
Number of persons on Parole.	5-10	2	
Number of residents at ZH (including remands).	8-10	3 Care & Protection	
Number of children given Diversion Directives	8-10	0	No new Diversion Directives were issued in 2025
Number of children taken before the Child Justice Board	8-10	5	3 youths who were sentenced in 2024 and their orders carried over into 2025 were present for 5 update hearings in 2025. Six Initial Inquiry Assessment reports were written during the latter part of 2025, but as of 12th November 2025 no dates for Initial Inquiry had been issued.
Number of matter involving children taken to court	15	0	Children were primarily subjected to Diversion Directives
Number of trainings and staff development and trainings undertaken	1-5	28	Staff participated in a number of developmental sessions and trainings, some of which were organized as part of Officers PMS objectives.
Number of ZH staff trained	10	8	
Number of external training and professional development opportunities for staff.	1-5	7	
<b>Outcome Indicators</b>			
· % of probationers who comply with stipulation of Order.	75%	94%	
· % of children compliant with Diversion Directive.	50%	63%	
· % of parolees who comply with stipulation of Licence.	80%	100%	
· % of former residents who do not reoffend withing 2 years of leavng the Centre (ZH)	50%	83%	
· % of ZH staff trained	80%	87%	

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
PROGRAMME 561:  
DEPARTMENT OF PROBATION**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

Rehabilitation and Reintegration programmes strengthened.

Assist with the requirements for the implementation of Electronic Monitoring (EM)

Zenaida Haven Staff Development and Review Training

Explore training opportunities in Drug Misuse and Abuse, Sex Offender training, Client Understanding & Advocacy , Analytical Report Writing through new networking relationships with Prison Advisor, CJOT & CAoP

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
Number of persons on Probation.	16	13	13
Number of persons on Parole.	5-10	5-10	5-10
Number of residents at ZH.	8-10	8-10	8-10
Number of children given Diversion Direction	8-10	8-10	8-10
Number of matters involving children taken to Court.	5	5	5
Number of trainings and staff developments undertaken.	1-5	1-5	1-5
Number of ZH staff trained	10	12	12
Number of external training and professional development opportunities for staff.	1-5	1-5	1-5
<b>Outcome Indicators</b>			
Percentage of probationers who comply with stipulation of Orders.	85%	85%	85%
Percentage of children compliant with Diversion Directions	50%	50%	50%
Percentage of parolees who comply with stipulation of Licence.	85%	85%	85%
Percentage of residents who do not re-offend within 2 years of leaving the Centre.	70%	70%	70%
Percentage of ZH staff trained	80%	85%	85%
Percentage of Probation staff participating in 1- 3 trainings annually	80%	80%	80%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF PROBATION**  
**PROGRAMME 561**

**OBJECTIVE:** To assist the Court by providing offenders, under our supervision, the opportunity to make positive behavioral changes and also to promote and enhance the safety and security of the Anguillian Community.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL	APPROVED	REVISED	APPROVED	FORWARD	FORWARD
		2024	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		2025	2025	2026	2027	2028	
		\$	\$	\$	\$	\$	
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	1,425,332	1,798,001	1,798,001	1,845,901	1,901,278	1,958,316
311	Temporary Staff	-	1	1	1	1	1
312	Wages	157,082	181,677	181,677	185,801	189,350	193,042
316	Allowances	12,268	13,096	13,096	37,096	37,805	38,542
317	Civil Servants Backpay	-	-	-	-	-	-
319	Increments and Progression	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,594,681</b>	<b>1,992,775</b>	<b>1,992,775</b>	<b>2,068,799</b>	<b>2,128,434</b>	<b>2,189,901</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	15,792	17,119	17,119	17,119	17,119	17,119
324	Utilities	75,256	79,683	79,683	83,356	86,932	88,628
326	Communication Expense	7,767	7,913	7,913	8,093	8,247	8,408
328	Supplies and Materials	83,357	155,209	155,209	158,732	161,764	164,918
330	Subscriptions, Periodicals and Books	430	352	352	360	367	374
332	Maintenance Services	21,950	29,066	29,066	29,726	30,294	30,884
334	Operating Cost	11,526	18,015	18,015	18,424	18,776	19,142
338	Professional and Consultancy Services	295,209	450,152	450,152	460,370	469,164	478,312
344	Training	1,763	3,351	3,351	3,427	3,493	3,561
	<b>Total Goods and Services</b>	<b>513,051</b>	<b>760,860</b>	<b>760,860</b>	<b>779,607</b>	<b>796,156</b>	<b>811,346</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	-	1	1	1	1	1
	<b>Total Transfers and Subsidies</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	<b>SOCIAL SERVICES</b>						
360	Public Assistance	-	5,822	5,822	5,954	6,068	6,186
	<b>Total Social Services</b>	<b>-</b>	<b>5,822</b>	<b>5,822</b>	<b>5,954</b>	<b>6,068</b>	<b>6,186</b>
	<b>TOTAL ESTIMATES</b>	<b>2,107,733</b>	<b>2,759,458</b>	<b>2,759,458</b>	<b>2,854,361</b>	<b>2,930,659</b>	<b>3,007,434</b>

**ACCOUNTING OFFICER: PERMANENT OF SOCIAL DEVELOPMENT , EDUCATION, LIBRARY, YOUTH & CULTURE**

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
DEPARTMENT OF PROBATION  
PROGRAMME 561**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>	
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>		<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1		Chief Probations Officer	C	131,412	131,412
1	1	1		Deputy Chief Probation Officer	D	106,392	1
1	1	1		Corrections Counselor	D	118,836	118,836
1	1	1		Supervisor, Juvenile Center	D	106,392	106,392
2	1	2		Senior Probation Officer	E	92,448	100,188
5	4	5		Senior Juvenile Care Worker	F	351,648	329,670
2	1	2		Community Services Diversion Officer	F	73,140	73,140
5	4	5		Probation Officer/ Probation Diversion Officer	G	292,560	292,560
10	8	10		Juvenile Care Workers	G	524,628	597,357
1	1	1		Senior Clerical Officer	K	48,444	48,444
1	0	1		Clerical Officer	M	1	1
<b>30</b>	<b>23</b>	<b>30</b>		<b>TOTALS</b>		<b>1,845,901</b>	<b>1,798,001</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	1,845,901	1,798,001
<b>Total</b>	<b>1,845,901</b>	<b>1,798,001</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 563:**  
**DEPARTMENT OF YOUTH AND CULTURE**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- To support the engagement of young people, artists and cultural practitioners in sustainable livelihoods.
- To provide support for the further development of community initiatives that can extend the Department's youth development programming at the grassroots level.
- To promote the constructive participation of young people in Anguilla's economic growth and social development
- To create an enabling environment for the development of cultural and creative industries

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Provide training and facilitate apprenticeship opportunities for young people through targeted programming	30	11	Eleven Youth Exposure Clients completed training. Job Link-Up started the year with 15 clients registered – mainly WISE students. However, the Department experience difficulty securing work placements because many of the clients were still in school. Additionally ACC was unable to schedule and facilitate the training.
· Facilitate permanent employment of clients on Youth Employability Programmes	6	4	Four Youth Exposure.
· Finalise the draft legislation for the Festival Commission to be submitted to Executive Council	1	0	Was delayed with changes in Gov't and workload of AG's Chambers.
· In collaboration with MICUHT advance the Landsome Bowl Cultural Centre Redevelopment Project	1	1	
<b>Outcome Indicators</b>			
· Eligible youth gainfully employed as a result of participation in GoA employability and entrepreneurship programmes	100%	37%	
· Festivals Commission Established	100%	75%	
· First phase of Landsome Bowl Cultural Centre completed	100%	90%	
· Operationalise Old Court House Heritage Museum	100%	50%	

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 563:**  
**DEPARTMENT OF YOUTH AND CULTURE**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- To support the engagement of young people, artists and cultural practitioners in sustainable livelihoods.
- To provide support for the further development of community initiatives that can extend the Department's youth development programming' at the grassroot level.
- To promote the constructive participation of young people in Anguilla's economic growth and social development.
- To create an enabling environment for the development of cultural and creative industries in Anguilla.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Enhance the mental and physical wellbeing of 30 young people through targeted programming (Wellness Programme)	30	30	50
· Facilitate permanent employment of clients from the youth employment programmes (Employability programme)	8	8	10
· In collaboration with the Minister of Social Development, fully operationalise the Landsome Bowl Cultural Centre	1	N/A	N/A
· Develop a Policy Paper to advocate for government-backed creative development	1	N/A	N/A
<b>Outcome Indicators</b>			
· Eligible youth gainfully employed as a result of participation in GoA employability and entrepreneurship programmes	50%	50%	50%
· Festivals Commission Established	100%	100%	NA
· Landsome Bowl Cultural Centre completed to include DYC and Festivals Commission Office	100%	N/A	N/A
· Operationalise Old Court House Heritage Museum	75%	100%	100%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF YOUTH AND CULTURE**  
**PROGRAMME 563**

**OBJECTIVE:** i. To facilitate the participation of youths in their development and to empower them to play an assertive and constructive role in  
ii. To coordinate the management of Anguilla's cultural resources and to develop and market cultural expression as a viable economic sector and as a means of advancing social cohesion and a national identity.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL	APPROVED	REVISED	APPROVED	FORWARD	FORWARD
		2024	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		2025	2025	2026	2027	2028	
		\$	\$	\$	\$	\$	
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	622,347	620,762	620,762	672,089	692,252	713,019
311	Temporary Staff	-	1	1	1	1	1
312	Wages	251,089	285,701	285,701	446,096	454,616	463,481
316	Allowances	1,948	4,303	4,303	4,303	4,385	4,471
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>875,384</b>	<b>910,767</b>	<b>910,767</b>	<b>1,122,489</b>	<b>1,151,254</b>	<b>1,180,972</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	9,922	10,624	10,624	12,724	12,724	12,724
324	Utilities	32,334	33,954	33,954	45,119	47,055	47,972
326	Communication Expense	7,055	7,187	7,187	10,950	11,159	11,377
328	Supplies and Materials	21,448	24,150	24,150	24,698	25,170	25,661
330	Subscriptions, Periodicals and Books	2,211	3,326	3,326	3,402	3,466	3,534
331	Maintenance of Buildings	27,230	30,456	30,456	31,147	31,742	32,361
332	Maintenance Services	14,690	16,290	16,290	16,660	16,978	17,309
336	Rental of Assets	71,452	72,753	72,753	74,404	75,826	77,304
338	Professional and Consultancy Services	42,636	59,761	59,761	27,361	27,884	28,427
340	Insurance	-	-	-	-	-	-
342	Hosting and Entertainment	-	1	1	1	1	1
344	Training	12,157	17,962	17,962	16,291	16,602	16,926
346	Advertising	5,872	8,332	8,332	8,521	8,684	8,853
	<b>Total Goods and Services</b>	<b>247,007</b>	<b>284,796</b>	<b>284,796</b>	<b>271,278</b>	<b>277,291</b>	<b>282,449</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	840,171	2,682,931	2,682,931	3,019,212	3,076,879	3,136,878
	<b>Total Transfers and Subsidies</b>	<b>840,171</b>	<b>2,682,931</b>	<b>2,682,931</b>	<b>3,019,212</b>	<b>3,076,879</b>	<b>3,136,878</b>
	<b>SOCIAL SERVICES</b>						
363	Youth Development	228,990	243,369	243,369	390,201	397,654	405,408
364	Culture/Art Development	2,287,814	862,822	862,822	665,136	677,840	691,058
	<b>Total Social Services</b>	<b>2,516,803</b>	<b>1,106,191</b>	<b>1,106,191</b>	<b>1,055,337</b>	<b>1,075,494</b>	<b>1,096,466</b>
	<b>TOTAL ESTIMATES</b>	<b>4,479,365</b>	<b>4,984,685</b>	<b>4,984,685</b>	<b>5,468,316</b>	<b>5,580,918</b>	<b>5,696,765</b>

**ACCOUNTING OFFICER: PERMANENT OF SOCIAL DEVELOPMENT ,EDUCATION, LIBRARY, YOUTH & CULTURE**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF YOUTH AND CULTURE**  
**PROGRAMME 563**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	Director of Youth and Culture	C	123,720	123,720
1	0	1	Deputy Director, Youth and Culture	D	1	1
1	1	1	Senior Programme Officer - Youth	E	96,228	96,228
1	1	1	Senior Programme Officer - Culture	E	92,448	92,448
1	1	1	Programme Officer - Culture	F	73,140	73,140
1	1	1	Programme Officer - Youth	F	73,140	73,140
1	1	0	Facilities Manager- LBCC	NG	54,855	0
1	1	1	Executive Secretary	H	61,668	61,668
1	1	1	Programme Assistant - Youth	K	48,444	48,444
1	1	1	Programme Assistant - Culture	K	48,444	48,444
1	0	1	Senior Clerical Officer	K	1	1
<b>11</b>	<b>9</b>	<b>10</b>	<b>TOTALS</b>		<b>672,089</b>	<b>617,234</b>

**2025 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	672,089	617,234
<b>Total</b>	<b>672,089</b>	<b>617,234</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING, IT AND E-GOVERNMENT SERVICES**

**MISSION**

The Ministry of Infrastructure, Communications, Utilities and Housing is committed to planning and co-ordinating sustainable infrastructural development, monitoring and regulating communications, transport and utility services while establishing standards and policies to guide its efforts for the benefit of Anguilla.

**STRATEGIC OBJECTIVES**

- To monitor and regulate organisations in the communications and utilities fields to ensure quality delivery at affordable cost to the people of Anguilla;
- To establish an approved Anguilla Tourism Policy to guide the sector;
- To monitor, review and regulate the land (Roads/Vehicular) aviation and maritime transport sector services to protect passengers and the general public and to enable safe movement of goods;
- To plan and monitor transport and communications systems to ensure that they develop in a co-ordinated and coherent manner which meets the needs of users;
- To plan and co-ordinate infrastructural development within the resources available which meets the needs of Anguilla;
- To initiate the Dept of Infrastrucuture to complete the Maintenance Plan for GOA assets to agreed standards;
- To manage the Ministry effectively while ensuring the best use of its human resources and efficient management of finances.

<b>SUMMARY OF EXPENDITURE BY PROGRAMME</b>							
<b>RECURRENT EXPENDITURE</b>							
<b>PROGRAMME</b>		<b>2024 Actual Expenditure</b>	<b>2025 Approved Budget</b>	<b>2025 Revised Estimate</b>	<b>2026 Budget Estimates</b>	<b>2027 Forward Estimates</b>	<b>2028 Forward Estimates</b>
650	MINISTRY OF INFRASTRUCTURE	15,790,750	15,439,467	15,439,467	9,087,545	9,289,183	9,496,834
652	DEPARTMENT OF INFRASTRUCTURE	5,303,054	5,707,305	5,707,305	6,332,958	6,480,888	6,630,272
653	WATER DEPARTMENT	12,754,869	17,675,675	17,675,675	-	-	-
656	ANGUILLA FIRE & RESCUE	3,918,729	5,098,618	5,098,618	5,405,516	5,558,465	5,715,807
657	DEPARTMENT OF INFORMATION TECHNOLOGY & E-GOVERNEMENT SERVICES				12,590,746	12,855,019	13,129,276
	<b>MINISTRY TOTAL</b>	<b>37,767,401</b>	<b>43,921,065</b>	<b>43,921,065</b>	<b>33,416,765</b>	<b>34,183,555</b>	<b>34,972,189</b>
<b>CAPITAL EXPENDITURE</b>							
65 650	MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING, IT & E-GOVERNEMENT SERVICES				137,050,000		
	<b>MINISTRY TOTAL EXPENDITURE</b>				<b>170,466,765</b>	<b>34,183,555</b>	<b>34,972,189</b>

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
PROGRAMME 650:**

**MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING, IT AND E-GOVERNMENT SERVICES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Revisit and strengthen the policy and legislation guiding Anguilla electricity services
- Initiate the reconstruction of resilient infrastructure for the Government facilities
- Review the Roads Act and propose appropriate amendments to the Act
- Finalise the revision of the Vehicles and Roads Traffic Act and propose appropriate amendments to the Act.
- Finalise merger of DFMR, DOE, DOA, to form Department of Natural Resources
- Develop an appropriate policy, legal and institutional framework for the Maritime Division
- Partial replacement of vehicles in accordance with the Vehicle Replacement policy

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
• Number of policies, bills, reports and strategic plans prepared for Minister and/or Executive Council.			
• Number of Licencing regimes approved and implemented.			
• Number of projects related to the energy sector executed.			
• Number of infrastructure plans executed.			
• Phased implementation of the Castalia Report.			
• Framework for the development and monitoring of a modern Maritime Division created.			
<b>Outcome Indicators</b>			
• Percentage of policies, reports, bills and strategic plans agreed upon by Minister and/or approved by Executive Council.			
• Percentage of licensing regimes approved and implemented.			
• Percentage of projects completed within stipulated timeframe.			
• Percentage of projects completed within budget.			
• Percentage of national energy resources provided by renewable energy.			

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 650:**  
**MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING, IT AND E-**  
**GOVERNMENT SERVICES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Strengthen Public Utilities Division Unit through Water and Wells, telecoms, radio, regulatory improvements to aid compliance
- Establish a MICUHT Audit and Financial Committee, with guidelines and responsibilities.
- Restructuring of the MICUHT through the reorganisation of staff and the establishment of new Departments/Units to allow for delivery of necessary outcomes and effective and efficient use of resources ( Dept of Housing and Construction, Anguilla Maritime Administration and Shipping Registry etc)
- Catalyze the aviation sector by innovation and strengthening the Aviation Unit
- Establishment of an approved Tourism Policy for Anguilla
- Execute a HR Management Capacity and an Operations assessment /audit of the AFRS to ensure that the organisation reaches its full potential
- Collaborate and maintain oversight of Statutory Bodies which are linked to the MICUHT with the Ministry of Finance support

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Targets</b>	<b>2026 Targets</b>
<b>Output Indicators</b>			
· The Public Utilities Division to complete the water and wells Abstraction Regulations	1	0	0
· Develop the MICUHT Finance and Audit Plan	1	0	0
· Develop Draft Structures for new agencies for discussion and approval by Minister with justifications			
· Complete the ten pieces of the Maritime Regulations and three amendments to the Maritime Shipping Act 2020.	1	0	0
· Establish draft Aviation Unit structure to ensure a resourced, resilient and structured Unit with competency.	100%	0%	0%
· Initiate the development of the draft Tourism Policy form Anguilla for consultation	100%	0%	0%
· Secure an independent Consultant to execute the HRM and Operations Assessment of the the AFRS	100%	0%	0%
· Establish standing quarterly meetings with all Statutory bodies	100%	0%	0%
<b>Outcome Indicators</b>			

· Ministry and EXCO approval of the water and wells Abstraction Regulations	100%	0%	0%
· Approved Resstructuing and new agencies approved by the Minister and EXCO approval is granted for the 2024 budgetary cycle	100%	0%	0%
· Exco consideration and approval or ten (10) pieces of Maritime Regulations and three (3) amendments to the Maritimw Shipping Amendment Act 2022	100%	0%	0%
· Ministry consideration and EXCO approval of the Structure for Aviation by 1st July 2022	100%	0%	0%
· EXCO consideration and approval of Tourism Policy by 31 December 2023	100%	0%	0%
· Accept the HRM and Assessment findings and begin a phased implementation using a logical approach	50%	25%	25%
· Statutory bodies to delivery quarterly financial and opertaions updates to the Ministry through for (4)	100%	0%	0%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING, IT AND E-GOVERNMENT SERVICES**  
**PROGRAMME 650**

**OBJECTIVE:** To implement, monitor, and supervise Government policies related to air, sea and land transportation and Government infrastructure holdings, including buildings and roads.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL</b>	<b>APPROVED ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>APPROVED ESTIMATE</b>	<b>FORWARD ESTIMATE</b>	<b>FORWARD ESTIMATE</b>
		<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	1,242,415	2,025,665	2,025,665	2,475,526	2,549,792	2,626,286
311	Temporary Staff	8,074	1	1	1	1	1
312	Wages	66,686	67,521	67,521	69,054	70,373	71,745
316	Allowances	370,013	472,839	472,839	801,603	816,914	832,843
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,687,188</b>	<b>2,566,026</b>	<b>2,566,026</b>	<b>3,346,184</b>	<b>3,437,080</b>	<b>3,530,875</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	11,047	12,382	12,382	13,432	13,432	13,432
322	International Travel and Subsistence	161,363	267,452	267,452	327,523	333,779	340,288
324	Utilities	-	1,187	1,187	56,242	58,654	59,798
326	Communication Expense	11,200	11,406	11,406	11,665	11,888	12,120
328	Supplies and Materials	303,619	215,102	215,102	216,985	221,129	225,441
330	Subscriptions, Periodicals and Books	511	704	704	720	734	748
331	Maintenance of Buildings	542,471	1,018,000	1,018,000	1,041,109	1,060,994	1,081,683
332	Maintenance Services	49,893	89,057	89,057	84,079	85,684	87,355
334	Operating Cost	-	1	1	1	1	1
336	Rental of Assets	96,469	115,034	115,034	1,116,985	1,138,320	1,160,517
338	Professional and Consultancy Services	2,017,194	1,633,219	1,633,219	2,431,093	2,477,527	2,525,839
342	Hosting and Entertainment	8,331	30,414	30,414	27,104	27,622	28,161
344	Training	44,624	109,306	109,306	111,787	113,922	116,144
346	Advertising	627	686	686	701	715	729
	<b>Total Goods and Services</b>	<b>3,247,349</b>	<b>3,503,950</b>	<b>3,503,950</b>	<b>5,439,426</b>	<b>5,544,401</b>	<b>5,652,256</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	10,856,213	9,369,490	9,369,490	301,934	307,701	313,702
	<b>Total Transfers and Subsidies</b>	<b>10,856,213</b>	<b>9,369,490</b>	<b>9,369,490</b>	<b>301,934</b>	<b>307,701</b>	<b>313,702</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expenses	-	1	1	1	1	1
	<b>Total Other Expenditure</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	<b>TOTAL ESTIMATES</b>	<b>15,790,750</b>	<b>15,439,467</b>	<b>15,439,467</b>	<b>9,087,545</b>	<b>9,289,183</b>	<b>9,496,834</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY MICUHITES**

**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**

**MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING, IT AND E-GOVERNMENT SERVICES**

**PROGRAMME 650**

**ESTABLISHMENT DETAILS**

2026 Authority	2026 Forecast	2025 Authority	Details	Grade	2026 \$	2025 \$
1	1	1	Permanent Secretary	A	183,096	183,096
2	2	1	Principal Assistant Secretary	B	264,705	151,260
1	1	1	Director, Public Utilities, Technology and Information Security	B	151,260	151,260
1	1	1	Director, Construction & Housing	C	123,720	123,720
1	1	1	Director of Maritime Affairs	C	123,720	123,720
1	1	0	Director, Project Delivery & Commercial Management	C	92,790	
0	0	1	Tourism Planner	C	-	123,720
1	1	1	Director, Renewable Energy	C	118,836	-
1	1	1	Superintendent of Ports	D	106,392	106,392
1	1	1	Quality Assurance and Compliance Manager	D	106,392	106,392
1	1	1	Financial Manager	D	106,392	106,392
1	0	1	Utilities & Communications Technical Officer	D	1	1
1	1	1	Chief Surveyor		123,270	123,270
1	1	1	Finance Officer	E	92,448	92,448
0	0	1	Product Development Officer	E	-	92,448
2	2	2	Regulatory Enforcement Officers	E	184,896	138,672
0	0	1	Tourism Research Officer	E	-	1
1	1	1	Natural Resource Officer I - Energy Analyst	E	92,448	0
1	1	1	Natural Resource Officer I - Research and Development	E	92,448	0
1	1	1	Natural Resource Officer I - Project Analyst	E	92,448	0
1	1	1	Registrar of Ships	F	87,912	87,912
1	1	1	Administrator	G	69,564	69,564
1	1	1	Technical Services Officer	G	69,564	52,173
1	1	1	Executive Assistant	G	69,564	69,564
1	1	1	Administrator Tourism/ Administrator (Document C)	G	69,564	69,564
1	1	1	Senior Clerical Officer	K	54,096	54,096
0	0	1	Maritime Affairs Assistant	NG	-	11,333
<b>25</b>	<b>24</b>	<b>27</b>	<b>TOTALS</b>		<b>2,475,526</b>	<b>2,025,665</b>

**2026 Personal Emoluments - Standard Object Code 310**

Detailed Object Code	2026	2025
31001 Public Officers Salaries	2,475,526	2,025,665
<b>Total</b>	<b>2,475,526</b>	<b>2,025,665</b>

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
PROGRAMME 652:  
DEPARTMENT OF INFRASTRUCTURE**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Review the Roads Act and propose appropriate amendments to the Act
- Conduct research initiatives for the adoption of a relevant Building Code.
- Develop a comprehensive GOA Facilities Management strategy.
- Finalise the procurement of the replacement vehicles in accordance with the stipulated funds.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Length of roads rehabilitated.			
· Length of roads maintained			
· Number of vehicles replaced			
· Number of studies and research initiatives completed.			
· Number of strategies implemented.			
<b>Outcome Indicators</b>			
· Percentage of new road constructed			
· Percentage of planned maintenance activities achieved.			
Percentage of vehicles purchased.			
· Percentage of compliance with implemented strategies.			

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 652:**  
**DEPARTMENT OF INFRASTRUCTURE**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Review the Roads Act and propose appropriate amendments to the Act
- Conduct research initiatives for the adoption of a relevant Building Code.
- Develop a comprehensive GOA Facilities Management strategy.
- Finalise the procurement of the replacement vehicles in accordance with the stipulated funds.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Length of roads rehabilitated.	1.7km	1.5km	0.5km
· Length of roads maintained	100km	100km	90km
· Number of vehicles replaced	11	14	5
· Number of studies and research initiatives completed.	5	5	5
· Number of strategies implemented.	10	12	12
<b>Outcome Indicators</b>			
· Percentage of new road constructed	6%	6%	6%
· Percentage of planned maintenance activities achieved.	7%	7%	7%
· Percentage of vehicles purchased.	5%	5%	5%
· Percentage of compliance with implemented strategies.	90%	95%	95%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF INFRASTRUCTURE**  
**PROGRAMME 652**

**OBJECTIVE:** To develop, administer and deliver plans to improve and maintain all Government infrastructure holdings related to air, land and sea transportation within Anguilla, as well as Government buildings, roads and safety initiatives.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL</b>	<b>APPROVED ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>APPROVED ESTIMATE</b>	<b>FORWARD ESTIMATE</b>	<b>FORWARD ESTIMATE</b>
		<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>PERSONAL EMOLUMENTS</b>							
<b>310</b>	Personal Emoluments	1,305,731	1,824,879	1,824,879	2,144,726	2,209,068	2,275,340
<b>311</b>	Temporary Staff	68,112	2,423	2,423	2,478	2,525	2,575
<b>312</b>	Wages	148,947	180,463	180,463	198,960	202,760	206,713
<b>316</b>	Allowances	313	2,453	2,453	2,453	2,500	2,549
<b>317</b>	Civil Servants Backpay	-	-	-	-	-	-
<b>319</b>	Increments and Progression	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,523,103</b>	<b>2,010,218</b>	<b>2,010,218</b>	<b>2,348,617</b>	<b>2,416,853</b>	<b>2,487,177</b>
<b>GOODS AND SERVICES</b>							
<b>320</b>	Local Travel and Subsistence	9,254	9,631	9,631	9,631	9,631	9,631
<b>324</b>	Utilities	141,104	151,699	151,699	158,692	165,500	168,727
<b>326</b>	Communication Expense	34,929	45,819	45,819	46,859	47,754	48,685
<b>328</b>	Supplies and Materials	37,509	46,837	46,837	47,900	48,815	49,767
<b>330</b>	Subscriptions, Periodicals and Books	-	1	1	1	1	1
<b>332</b>	Maintenance Services	449,381	440,438	440,438	500,436	509,994	519,939
<b>333</b>	Maintenance of Roads	3,039,451	2,901,102	2,901,102	3,116,957	3,176,491	3,238,432
<b>334</b>	Operating Cost	66,041	88,675	88,675	90,688	92,420	94,222
<b>337</b>	Rental of Heavy Equipment	605	10,182	10,182	10,413	10,612	10,819
<b>346</b>	Advertising	1,677	2,703	2,703	2,764	2,817	2,872
	<b>Total Goods and Services</b>	<b>3,779,950</b>	<b>3,697,087</b>	<b>3,697,087</b>	<b>3,984,341</b>	<b>4,064,035</b>	<b>4,143,095</b>
	<b>TOTAL ESTIMATES</b>	<b>5,303,054</b>	<b>5,707,305</b>	<b>5,707,305</b>	<b>6,332,958</b>	<b>6,480,888</b>	<b>6,630,272</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY MICUHITES**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF INFRASTRUCTURE**  
**PROGRAMME 652**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>	<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>			<b>\$</b>	<b>\$</b>
1	1	1	Chief Engineer	B	174,120	174,120
1	1	1	Deputy Chief Engineer	C	141,000	141,000
1	1	1	Roads Engineer	C	123,720	123,720
1	1	1	Facilities Manager	C	123,720	123,720
1	1	1	Buildings Engineer	D	118,836	118,836
1	1	1	Vehicle Superintendent	E	92,448	92,448
1	1	1	Design Engineer-Roads	E	107,472	107,472
1	1	1	Design Engineer-Buildings	E	107,472	107,472
2	2	2	Architectural Officers	E	192,636	100,188
1	1	1	Vehicles Fleet Manager	E	92,448	92,448
1	1	1	Building Services Officer	NG	92,448	69,336
1	1	1	Deputy Vehicle Superintendent	NG	46,224	1
1	1	1	Operations Supervisor	NG	87,412	65,559
1	0	1	Assistant Architectural Officer		1	1
1	1	1	Facilities Officer	NG	73,140	54,855
1	1	1	Roads Inspector	F	73,140	73,140
2	1	2	Vehicle Technicians	F	73,140	73,140
1	1	0	Fleet Officer	NG	54,855	-
1	1	1	Road Supervisor	H	47,655	1
1	1	1	Vehicle Inspector Foreman	H	63,540	63,540
1	1	1	DOI Administrator	H	61,668	61,668
1	1	1	Licensing and Registration Officer	NG	61,668	46,251
2	0	2	Technical Assistants	K	2	2
2	1	2	Senior Clerical Officer	K	48,444	48,444
1	1	1	Vehicle Inspector Officer	M	40,020	40,020
1	0	1	Clerical Officer	M	1	1
1	1	1	Data Entry Clerk	M	47,496	47,496
<b>31</b>	<b>25</b>	<b>30</b>	<b>TOTALS</b>		<b>2,144,726</b>	<b>1,824,879</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	2,144,726	1,824,879
<b>Total</b>	<b>2,144,726</b>	<b>1,824,879</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 656:**  
**ANGUILLA FIRE & RESCUE SERVICES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Provide the highest level of service provision within the fire and rescue services, both airport and domestic, working within the regulatory requirements, in the most cost effective manner possible.
- To raise awareness of potential dangers of fire to people and property, through robust fire safety strategies and initiatives, working with local people, schools and businesses to create a safer environment for the people and visitors of Anguilla.
- To develop short and long term strategic plans to enhance and develop existing capability through robust training and development initiatives in accordance with regulatory standards.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of school visits	20	36	
· Number of media and awareness initiatives conducted	20	22	
· Number of house fires for the year.	15	10	
· Number of motor vehicle accidents	40	40	
· Number of bush fires.	30	31	
· Number of officers trained locally for the year.	40	40	
· Number of officers trained overseas for the year.	20	22	
· Number of theoretical lectures conducted Inhouse	110	89	
· The number of practical training conducted Inhouse	110	67	
· Aerodrome response time test	25	10	
· Number of Fire inspections conducted	60	32	
· Number of fire drills conducted.	15	8	
· Number of bonfires	15	19	
· Number of Aerodrome responses	4	7	
· Number of incidents attended annually	180	244	
· Number of runway inspections	650	658	
· Number of maritime search and rescue operations.	20	23	
· Number of land search and rescue operations.	2	3	
· Number of firefighting rescues operations.	10	12	
· Number of special services.	30	29	

.	Number of service calls attended	20	28
.	Number of boating events attended	25	30
.	Number of Firework escorts conducted	20	23
.	Number of airport higher category upgrades.	1800	1588

**Outcome Indicators**

.	Average response time to fire related incidents.	10-15MINS	
.	Percentage of schools conducting evacuation drills.	100%	
.	Percentage of businesses conducting evacuation drills.	10%	
.	Percentage of staff trained.	40%	

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 656:**  
**ANGUILLA FIRE & RESCUE SERVICES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Provide the highest level of service provision within the fire and rescue services, both airport and domestic, working within the regulatory requirements, in the most cost effective manner possible.
- To raise awareness of potential dangers of fire to people and property, through robust fire safety strategies and initiatives, working with local people, schools and businesses to create a safer environment for the people and visitors of Anguilla.
- To develop short and long term strategic plans to enhance and develop existing capability through robust training and development initiatives in accordance with regulatory standards.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of school visits	14	20	20
· Number of media and awareness initiatives conducted	10	15	15
· Number of house fires for the year.	10	15	15
· Number of motor vehicle accidents	36	40	40
· Number of bush fires.	35	40	40
· Number of officers trained locally for the year.	25	30	40
· Number of officers trained overseas for the year.	15	15	20
· Number of theoretical lectures conducted Inhouse	70	80	90
· The number of practical training conducted Inhouse	100	110	120
· Aerodrome response time test	20	25	30
· Number of Fire inspections conducted	150	300	300
· Number of fire drills conducted.	10	15	20
· Number of incidents attended annually	140	150	150
· Number of runway inspections	596	610	610
· Number of maritime search and rescue operations.	10	10	10
· Number of land search and rescue operations.	3	3	3
· Number of firefighting rescues operations.	10	15	15
· Number of special services.	30	50	50
· Number of airport higher category upgrades.	115	130	150
<b>Outcome Indicators</b>			
· Average response time to fire related incidents.	10-15 Mins	10-15 Mins	10-15 Mins
· Percentage of schools conducting evacuation drills.	100%	100%	100%
· Percentage of businesses conducting evacuation drills.	20%	20%	20%
· Percentage of staff trained.	30%	60%	80%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**ANGUILLA FIRE AND RESCUE SERVICES**  
**PROGRAMME 656**

**OBJECTIVE:** To Provide quality firefighting and rescue services to all residents and people operating within the territorial boundaries of Anguilla by ensuring that the recommended standards of performance and confidence levels are maintained.

**RECURRENT EXPENDITURES**

STANDARD OBJECT	DETAILS OF EXPENDITURE	ACTUAL	APPROVED ESTIMATE	REVISED ESTIMATE	APPROVED ESTIMATE	FORWARD ESTIMATE	FORWARD ESTIMATE
		2024	2025	2025	2026	2027	2028
		\$	\$	\$	\$	\$	\$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	3,216,826	4,286,645	4,286,645	4,526,417	4,662,210	4,802,076
312	Wages	-	1	1	1	1	1
316	Allowances	95,485	72,644	72,644	72,644	74,032	75,475
317	Civil Servants Backpay	-	-	-	-	-	-
319	Increments and Progression	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>3,312,311</b>	<b>4,359,290</b>	<b>4,359,290</b>	<b>4,599,062</b>	<b>4,736,243</b>	<b>4,877,552</b>
	<b>GOODS AND SERVICES</b>						
324	Utilities	12,933	14,679	14,679	15,356	16,014	16,326
326	Communication Expense	-	1	1	1	1	1
328	Supplies and Materials	143,204	254,068	254,068	259,835	264,798	269,962
329	Medical Supplies	-	-	-	-	-	-
330	Subscriptions, Periodicals and Books	-	-	-	-	-	-
332	Maintenance Services	157,120	186,225	186,225	220,452	224,663	229,043
334	Operating Cost	66,564	91,450	91,450	113,526	115,694	117,950
336	Rental of Assets	-	-	-	-	-	-
337	Rental of Heavy Equipment	-	-	-	-	-	-
344	Training	226,596	192,905	192,905	197,284	201,052	204,973
346	Advertising	-	-	-	-	-	-
	<b>Total Goods and Services</b>	<b>606,418</b>	<b>739,328</b>	<b>739,328</b>	<b>806,454</b>	<b>822,222</b>	<b>838,255</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expense	-	-	-	-	-	-
	<b>Total Other Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL ESTIMATES</b>	<b>3,918,729</b>	<b>5,098,618</b>	<b>5,098,618</b>	<b>5,405,516</b>	<b>5,558,465</b>	<b>5,715,807</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY MICUHITES**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**ANGUILLA FIRE AND RESCUE SERVICES**  
**PROGRAMME 656**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>			<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	Chief Fire Officer	B	151,260	151,260
1	1	1	Deputy Chief Fire Officer	D	106,392	106,392
1	1	1	Administrative Services Manager	E(D)	116,472	116,472
3	3	3	Station Officer - Fire	E	281,124	281,124
6	6	6	Sub-Officer - Fire	F	414,318	377,748
11	11	11	Leading Firefighter	G	767,340	767,340
4	0	4	Senior Firefighter		4	4
60	60	51	Firefighter/FirefighterTrainee	L	2,689,506	2,486,304
1	1	1	Clerical Officer	M	1	1
<b>88</b>	<b>84</b>	<b>79</b>	<b>TOTALS</b>		<b>4,526,417</b>	<b>4,286,645</b>

**2025 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

Public Officers Salaries	4,526,417	4,286,645
<b>Total</b>	<b>4,526,417</b>	<b>4,286,645</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 657:**  
**DEPARTMENT OF INFORMATION TECHNOLOGY AND E-GOVERNMENT SERVICES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

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<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
<b>Outcome Indicators</b>			

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 657:**  
**DEPARTMENT OF INFORMATION TECHNOLOGY AND E-GOVERNMENT SERVICES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Evaluate business processes and identify efficiencies that could be gained by leveraging the use of existing or emerging technologies
- Maintain current technology hardware, software and network infrastructure
- Install VoIP technology for Police Dept to improve the delivery of voice communications and replace the aging phone system
- Evaluate and implement security technologies to ensure the privacy and integrity of information resources
- Obtain feedback from users on satisfaction levels and desired new services and implement changes accordingly
- Expand and enhance technology support tools to meet customers current needs and expectations
- Improve the learning environment in the schools through the implementation of a Student Information Management System
- Implement policies and technology to reduce the number of paper documents being used to conduct business
- Implement green initiatives to reduce the power consumption by the use of IT Equipment
- Development of an Information Technology (IT) Strategic Plan to improve the Governments business applications which will effectively support the departmental functions
- Implement solutions to improve the resiliency of the Government's IT systems and Data

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of online services provided to the public.	5	9	12
· Number of Departments using new self-help system.	80%	100%	100%
· Number of requests to help desk.	3000	2000	2000
· No of IT equipment maintained.	5600	6000	6200
· Number of users with access to VOIP system .	600	800	900
· Number of logs reporting downtime of critical services.	7	5	3
· Number of Phone faults reported in HelpDesk.	20	10	10
· Number of Critical Copier and Printer faults reported in HelpDesk.	50	50	50
· Percentage of departments relying on paper records to conduct business.	80%	60%	40%
· Number of users using terminals with VDI solution.	150	200	250
· Number of servers virtualised on the Private Cloud.	30	50	80
· Number of services replicated to Public Cloud.	5	10	20
· Percentage of services replicated to Fail-over site.	25%	50%	100%
· Percentage of departments with Wi-Fi access.	60%	80%	100%
<b>Outcome Indicators</b>			
· No of complaints.	30	20	10
· Average response time to help desk requests.	4Hrs	2Hr	1Hr
· Percentage of Schools with access to VoIP .	50%	100%	100%
· Percentage reduction in communication cost.	45%	55%	65%

·	Percentage savings achieved resulting from paperless Initiative.	10%	25%	45%
·	Percentage of Departments using IT Applications to improve efficiency.	30%	50%	65%
·	Percentage downtime of critical services.	3%	3%	3%
·	Percentage users using online services.	40%	65%	75%
·	Percentage satisfied customers.	85%	95%	95%
·	Percentage reduction in faults reported for IT equipment.	30%	45%	50%
·	Percentage of requests that were resolved.	95%	95%	95%
·	Recovery time of IT services after a critical failure.	8Hrs	4Hrs	2Hr
·	Number of Schools campuses connected via a central network.	4	6	10
·	Number of Health facilities conncted to Government' main network.	4	6	6
·	Number of Local Schools acessing the SIMS and LIMS	3	5	7

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF INFORMATION TECHNOLOGY AND E-GOVERNMENT SERVICES**  
**PROGRAMME 657**

**OBJECTIVE:** To provide direction and a range of support and central services to other Government departments including; electronic data processing, information technology, electronic office systems, network and computer security, and training.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL	APPROVED	REVISED	APPROVED	FORWARD	FORWARD
		2024	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		2025	2025	2026	2027	2028	
		\$	\$	\$	\$	\$	
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	1,552,081	2,218,928	2,218,928	2,245,526	2,312,892	2,382,279
311	Temporary Staff	-	1	1	1	1	1
312	Wages	14,884	14,356	14,356	14,682	14,962	15,254
316	Allowances	1,200	1	1	1	1	1
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,568,165</b>	<b>2,233,286</b>	<b>2,233,286</b>	<b>2,260,210</b>	<b>2,327,856</b>	<b>2,397,535</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	23,825	35,926	35,926	35,926	35,926	35,926
324	Utilities	-	1	1	1	1	1
326	Communication Expense	312,037	373,627	373,627	382,108	389,407	397,000
328	Supplies and Materials	(88,536)	318,007	318,007	325,226	331,438	337,901
330	Subscriptions, Periodicals and Books	-	1	1	1	1	1
332	Maintenance Services	5,622,379	7,661,807	7,661,807	9,547,134	9,729,484	9,919,209
334	Operating Cost	12,290	5,442	5,442	5,566	5,672	5,782
336	Rental of Assets	-	-	-	-	-	-
338	Professional and Consultancy Services	-	2,546	2,546	2,604	2,654	2,705
344	Training	3,765	31,260	31,260	31,970	32,580	33,216
	<b>Total Goods and Services</b>	<b>5,885,762</b>	<b>8,428,617</b>	<b>8,428,617</b>	<b>10,330,536</b>	<b>10,527,163</b>	<b>10,731,741</b>
	<b>TOTAL ESTIMATES</b>	<b>7,453,926</b>	<b>10,661,903</b>	<b>10,661,903</b>	<b>12,590,746</b>	<b>12,855,019</b>	<b>13,129,276</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY MICUHITES**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF INFORMATION, TECHNOLOGY AND E-GOVERNMENT SERVICES**  
**PROGRAMME 657**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>		<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>				<b>\$</b>	<b>\$</b>
1	1	1		Director Information Technology	B	157,476	157,476
1	1	1		Deputy Director Information Technology Operations & Communications	C	123,720	123,720
1	1	1		Deputy Director Information Technology Development & Application Support	C	123,720	123,720
2	2	2		Senior Analyst Programmer	D	222,864	222,864
2	1	2		Senior Systems Engineer	D	106,392	79,794
6	6	6		Systems Engineers	E	554,688	554,688
7	4	7		Analyst Programmers	E	389,232	389,232
2	2	2		Senior Systems Technicians	G	141,264	141,264
1	0	1		Communication Services Officer	G	1	1
1	1	1		Executive Secretary	H	64,836	64,836
7	5	7		Systems Technicians	J	264,204	264,204
1	0	1		Help Desk Administrator	J	1	1
1	1	1		Communications Technician	L	51,972	51,972
1	1	1		Receptionist	L	45,156	45,156
<b>34</b>	<b>26</b>	<b>34</b>		<b>TOTALS</b>		<b>2,245,526</b>	<b>2,218,928</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	2,245,526	2,218,928
<b>Total</b>	<b>2,245,526</b>	<b>2,218,928</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL**  
**RESOURCES**

**MISSION**

To provide the strategic leadership, policy direction, and regulatory oversight necessary to facilitate sustainable economic growth and enhance the quality of life for all Anguillians and residents of the territory by fostering a resilient and diversified economy, ensuring the responsible management of land and natural resources, promoting fair commerce, and investing in strategic infrastructure.

**STRATEGIC OBJECTIVES**

To spearhead the formulation, coordination, and monitoring of Anguilla's medium- and long-term integrated National Sustainable Development Plan, ensuring a cohesive strategy that aligns economic, social, and environmental priorities for sustainable and resilient growth.

To create and maintain a stable, attractive, and competitive economic framework that promotes targeted investment, fosters local entrepreneurship, and expands trade opportunities.

To modernise and streamline public-facing regulatory processes, reducing bureaucracy and enhancing the ease of doing business for residents and investors

To guide the strategic development of national infrastructure and land use, ensuring that physical planning is aligned with long-term economic goals and enhances community resilience.

To ensure national food and water security through the responsible management of our land, water, and marine resources, and the promotion of a resilient blue and green economy.

To foster a fair, transparent, and competitive marketplace by protecting consumer rights and promoting ethical business practices.

To strengthen the foundation for evidence-based decision-making across government by ensuring the timely production and dissemination of accurate national statistics.

<b>SUMMARY OF EXPENDITURE BY PROGRAMME</b>							
<b>RECURRENT EXPENDITURE</b>							
<b>PROGRAMME</b>		<b>2024 Actual Expenditure</b>	<b>2025 Approved Budget</b>	<b>2025 Revised Estimate</b>	<b>2026 Budget Estimates</b>	<b>2027 Forward Estimates</b>	<b>2028 Forward Estimates</b>
850	MINISTRY OF SUSTAINABILITY	1,494,667	3,079,956	3,079,956	2,782,634	2,852,678	2,923,813
851	DEPARTMENT OF INFORMATION TECHNOLOGY	7,453,926	10,661,903	10,661,903			
852	STATISTICS	674,580	938,114	938,114	950,069	977,224	1,004,406
853	NATURAL RESOURCES	3,577,299	3,937,906	3,937,906	4,034,141	4,142,095	4,250,382
854	LANDS AND SURVEYS				2,032,641	2,090,411	2,149,988
855	PHYSICAL PLANNING				1,310,454	1,348,681	1,387,975
856	DEPARTMENT OF WATER SERVICES				16,772,583	17,278,770	17,635,909
	<b>MINISTRY TOTAL</b>	<b>13,200,472</b>	<b>18,617,879</b>	<b>18,617,879</b>	<b>27,882,522</b>	<b>28,689,859</b>	<b>29,352,473</b>
<b>CAPITAL EXPENDITURE</b>							
	MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL RESOURCES				55,123,300	-	-
<b>MINISTRY TOTAL EXPENDITURE</b>					<b>83,005,822</b>	<b>28,689,859</b>	<b>29,352,473</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 850:**  
**MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL**  
**RESOURCES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Develop and implement 2023 work programme with UK Blue Belt programme and other agencies for prudent environmental management and sustainable use of marine resources.
- Develop an integrated renewable energy and e-mobility plan for Anguilla to advance the renewable energy transition.
- Implement food security project to increase food production.
- Improve legislative framework for environmental protection through the revision and implementation of key legislation.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of policy papers, reports and proposals prepared	20	30	This indicator was exceeded due to an increased demand for timely and comprehensive documentation arising from urgent policy matters, additional stakeholder consultations, changes in the ministerial portfolio, and the need for detailed proposals to support new initiatives. These factors collectively resulted in the preparation of more papers than originally anticipated.
· Number of bills presented to the House of Assembly	5	0	A revision of legislative priorities led to a realignment of focus toward other legal instruments.
· Number of workshops conducted	4	5	

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 850**  
**MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER**  
**AND NATURAL RESOURCES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- To strengthen the national economy by promoting investment in priority sectors, supporting local businesses, and expanding trade opportunities.
- To modernise and streamline regulatory processes to create a more attractive, predictable, and efficient environment for local and foreign investment.
- To ensure a fair and transparent marketplace for all consumers through public education, effective regulation, and timely resolution of disputes.
- To enhance the capacity of local producers and manufacturers to increase local food production, encourage import substitution, and increase exports.
- To ensure the sustainable expansion of the blue economy and long-term health of Anguilla's marine and terrestrial ecosystems through the promotion of sustainable agriculture and fisheries practices.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of policy papers, reports and proposals prepared to support evidence-based policy.	7	12	15
· Number of investment promotion campaigns launched targeting residency by investment, knowledge-based industries, ".ai" domain, and tourism.	4	5	5
· Number of micro and small-sized enterprises (MSEs) provided with grant support through Pro-Grow Micro & Small Enterprises Finance Programme.	15	25	35
· Number of consumer rights awareness campaigns conducted.	3	4	5
· Average number of days to process and approve a straightforward business licence application.	30 days	25 days	20 days
<b>Outcome Indicators</b>			
· Reduction in the number of consumer complaints related to unfair business practices.	5%	7%	10%
· Percentage increase in foreign direct investment inquiries and applications.	10%	12%	15%
· Percentage growth in the number of licenced businesses.	5%	5%	6%
· Reduction in non-revenue water (water lost due to leaks and other issues).	5%	7%	10%
· Reduction in the value of imported food products as a percentage of total imports.	3%	5%	8%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL RESOURCES**  
**PROGRAMME 850**

**OBJECTIVE:** To enable a resilient and viable economy through prudent resource management, efficient service delivery and the implementation of data-driven policies that integrate socio-environmental considerations, while fostering investment, entrepreneurship, innovation and business development.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL	APPROVED ESTIMATE	REVISED ESTIMATE	APPROVED ESTIMATE	FORWARD ESTIMATE	FORWARD ESTIMATE
		2024	2025	2025	2026	2027	2028
		\$	\$	\$	\$	\$	\$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	310,643	884,761	884,761	1,455,885	1,499,562	1,544,548
311	Temporary Staff	-	1	1	1	1	1
312	Wages	20,160	15,270	15,270	15,617	15,915	16,225
316	Allowances	392,100	387,256	387,256	270,256	275,418	280,789
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>722,904</b>	<b>1,287,288</b>	<b>1,287,288</b>	<b>1,741,759</b>	<b>1,790,896</b>	<b>1,841,563</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	3,866	5,025	5,025	12,025	12,025	12,025
322	International Travel and Subsistence	82,007	154,700	154,700	199,532	203,343	207,308
324	Utilities	5,388	50,281	50,281	52,599	54,855	55,925
326	Communication Expense	-	7,001	7,001	7,160	7,297	7,439
328	Supplies and Materials	7,530	40,100	40,100	41,010	41,794	42,609
330	Subscriptions, Periodicals and Books	-	-	-	-	-	-
332	Maintenance Services	245	2,036	2,036	2,082	2,122	2,163
334	Operating Cost	-	1	1	1	1	1
336	Rental of Assets	-	646,001	646,001	1	1	1
338	Professional and Consultancy Services	72,183	368,031	368,031	55,385	56,443	57,544
342	Hosting and Entertainment	212,582	70,207	70,207	21,980	22,401	22,837
344	Training	11,522	3,055	3,055	3,124	3,184	3,246
346	Advertising	240	2,036	2,036	2,081	2,122	2,163
	<b>Total Goods and Services</b>	<b>395,563</b>	<b>1,348,474</b>	<b>1,348,474</b>	<b>396,980</b>	<b>405,588</b>	<b>413,261</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	376,200	444,194	444,194	643,895	656,194	668,989
	<b>Total Transfers and Subsidies</b>	<b>376,200</b>	<b>444,194</b>	<b>444,194</b>	<b>643,895</b>	<b>656,194</b>	<b>668,989</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expense	-	-	-	-	-	-
	<b>Total Other Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL ESTIMATES</b>	<b>1,494,667</b>	<b>3,079,956</b>	<b>3,079,956</b>	<b>2,782,634</b>	<b>2,852,678</b>	<b>2,923,813</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL RESOURCES**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING WATER AND NATURAL**  
**RESOURCES**

**PROGRAMME 850**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>	<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>			<b>\$</b>	<b>\$</b>
1	1	1	Permanent Secretary	A	198,420	198,420
2	2	1	Principal Assistant Secretary	B	226,890	151,260
0	0	1	Director- Renewable Energy	C	0	118,836
0	0	1	Natural Resource Officer I - Energy Analyst	E	0	92,448
0	0	1	Natural Resource Officer I - Research and Development	E	0	92,448
0	0	1	Natural Resource Officer I - Project Analyst	E	0	92,448
0	0	1	Chief Protocol Officer	NG	0	69,336
1	1	1	Executive Assistant	G	69,564	69,564
1	1	1	Clerical Officer	M	1	1
<b>ECONOMIC DEVELOPMENT</b>						
1	1	0	Director Economic Planning	C	123,720	-
1	1	0	Director, Consumer Affairs	C	123,720	-
1	1	0	Chief Projects Officer	C	128,808	-
1	1	0	Director of Trade, Investment and Commerce	C	123,720	-
1	1	0	Senior Project Officer	D	106,392	-
1	1	0	Economist	E	92,448	-
1	1	0	Commerce Officer	E	100,188	-
1	1	0	Trade and Investment Officer	E	92,448	-
2	0	0	Project Officer	E	2	-
1	1	0	Consumer Affairs Inspector	G	69,564	-
<b>16</b>	<b>14</b>	<b>9</b>			<b>1,455,885</b>	<b>884,761</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Obejct Code**

Public Officers Salaries	1,455,885	884,761
<b>Total</b>	<b>1,455,885</b>	<b>884,761</b>



**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
PROGRAMME 852:  
DEPARTMENT OF STATISTICS**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Completion of tabulation and analysis of 2011 Population & Housing Census.
- Liaise with providers to improve timeliness of collection of data.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of electronic statistical publications.	17	17	17
· Number of data requests received.	20	20	20
<b>Outcome Indicators</b>			
· Number of electronic statistical publications emailed.	17	17	17

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF STATISTICS**  
**PROGRAMME 852**

**OBJECTIVE:** To provide statistical information and analyses on the economic and social structure and functioning of Anguilla society as a basis for the development, operation, and evaluation of public policies, programmes and for the general public at large.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL 2024 \$</b>	<b>APPROVED ESTIMATE 2025 \$</b>	<b>REVISED ESTIMATE 2025 \$</b>	<b>APPROVED ESTIMATE 2026 \$</b>	<b>FORWARD ESTIMATE 2027 \$</b>	<b>FORWARD ESTIMATE 2028 \$</b>
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	519,621	757,890	757,890	757,892	780,629	804,048
311	Temporary Staff	-	1	1	1	1	1
312	Wages	11,811	11,100	11,100	11,352	11,569	11,794
316	Allowances	3,208	7,612	7,612	7,612	7,757	7,909
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>534,640</b>	<b>776,603</b>	<b>776,603</b>	<b>776,857</b>	<b>799,956</b>	<b>823,752</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	2,592	3,600	3,600	3,600	3,600	3,600
324	Utilities	31,113	32,760	32,760	34,270	35,740	36,437
326	Communication Expense	873	890	890	910	928	946
328	Supplies and Materials	20,824	35,630	35,630	36,439	37,135	37,859
330	Subscriptions, Periodicals and Books	255	5,702	5,702	5,831	5,943	6,059
332	Maintenance Services	12,185	17,072	17,072	17,460	17,793	18,140
334	Operating Cost	-	1	1	1	1	1
346	Advertising	-	1	1	1	1	1
	<b>Total Goods and Services</b>	<b>67,842</b>	<b>95,656</b>	<b>95,656</b>	<b>98,512</b>	<b>101,141</b>	<b>103,043</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expense	72,098	65,855	65,855	74,700	76,127	77,611
	<b>Total Other Expenditure</b>	<b>72,098</b>	<b>65,855</b>	<b>65,855</b>	<b>74,700</b>	<b>76,127</b>	<b>77,611</b>
	<b>TOTAL ESTIMATES</b>	<b>674,580</b>	<b>938,114</b>	<b>938,114</b>	<b>950,069</b>	<b>977,224</b>	<b>1,004,406</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING,  
WATER AND NATURAL RESOURCES**

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
DEPARTMENT OF STATISTICS  
PROGRAMME 852**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>				<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>		<b>\$</b>	<b>\$</b>
1	1	1	Chief Statistician	B		157,476	157,476
2	1	2	Statistician	D		106,393	106,393
4	2	4	Senior Statistical Officer	F		146,282	146,280
3	1	3	Statistical Officer	G		65,498	65,498
1	0	1	Census Officer	G		1	1
1	0	1	Executive Secretary	H		1	1
4	4	4	Statistical Assistant	K		193,776	193,776
1	1	1	Census Assistant	K		48,444	48,444
1	0	1	Senior Clerical Officer			1	1
1	1	1	Clerical Officer	M		40,020	40,020
<b>19</b>	<b>11</b>	<b>19</b>	<b>TOTALS</b>			<b>757,892</b>	<b>757,890</b>

**2026 Personal Emoluments - Standard Object Code 310**

<b>Detailed Object Code</b>			
31001	Public Officers Salaries	757,892	757,890
	<b>Total</b>	<b>757,892</b>	<b>757,890</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 853:**  
**DEPARTMENT OF NATURAL RESOURCES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

Increased awareness about the laws governing natural resources in Anguilla.

Provide reliable pest and disease prevention services to farmers within a week of their request to enable improved service delivery.

Implement one programme each for climate action, ecosystem management and biosecurity.

Develop and or revise policies and strategies where necessary for enhancing blue green economy.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
Number of farmers provided technical assistance.	100	115	Increased investment in agriculture facilitated improved engagement with and participation of farmers.
Number of fish stock assessment activities completed annually.	100	118	Support received from the three aquaponics officers enabled the team to increase their fieldwork.
Number of draft policy papers prepared.	2	4	Increased investment in fisheries and agriculture revealed gaps in the regulatory framework that need to be addressed.
Number of grants submitted for funding.	5	3	Fisheries and Environment Units have had to prioritise implementation of projects for which grant proposals were submitted in 2024 but awarded in 2025.
Number of laws amended and or drafted.	3	3	We had already engaged a consultant to amend these laws and the deadline for delivery was 2025.
<b>Outcome Indicators</b>			

<p>Percentage of policy papers prepared and implemented.</p>	<p>70%</p>	<p>100% prepared; 0% implemented.</p>	<p>100% of the policy papers that we estimated were prepared but none were implemented. We still have a number of consultations and deliverable to complete before moving to implementation.</p>
<p>Percentage of successful grants completed.</p>	<p>70%</p>	<p>0%</p>	<p>The projects that received grant funding all include activities that will roll over into 2026. The scope of these projects are such that they could not be completed in a &lt; one year time frame.</p>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 853:**  
**DEPARTMENT OF NATURAL RESOURCES**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

Increase and improve extension services to farmers to support sustainable food production.

Revise and enhance regulatory framework for biosecurity, fisheries protection and marine conservation.

Leverage technology and data to support sustainable food production, environmental management and climate resilience.

Strengthen collaboration and engagement between public sector, private sector and community groups to promote food security, conservation and sustainable development.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
Number of farmers provided technical assistance for crop and livestock production.	100	125	150
Number of chicks delivered to local farmers.	10,000	12,000	15,000
Number of controlled environment agriculture technology installed for capacity building.	2	3	5
Quantity of fish reared in the aquaponics systems.	200lbs	300lbs	500lbs
Quantity of produce derived from the aquaponics systems.	400lbs	500lbs	800lbs
Number of newly established aquaponics systems.	5	10	10
Number of fish stock assessment activities completed.	100	125	150
Number of biosecurity projects/programmes implemented.	2	3	3
Number of environmental management data collection programmes implemented.	5	8	10
Acres of habitats restored.	2	5	5
Number of datasets/reports published.	3	3	5
Number of collaborative outreach activities hosted.	6	9	12
Number of draft policy papers prepared.	2	2	2
Number of grants submitted for funding.	5	5	5
Number of laws amended or enacted.	3	2	2
<b>Outcome Indicators</b>			
Percentage increase in jobs relating to sustainable fisheries and agriculture.	5%	10%	15%
Percentage compliance with enacted and enforced natural resources laws.	5%	10%	15%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF NATURAL RESOURCES**  
**PROGRAMME 853**

**OBJECTIVE:** To implement, monitor, and supervise Government policies related to Natural Resources.

**RECURRENT EXPENDITURES**

STANDARD OBJECT	DETAILS OF EXPENDITURE	ACTUAL	APPROVED	REVISED	APPROVED	FORWARD	FORWARD
		2024	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		\$	\$	\$	\$	\$	\$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	2,382,968	2,516,967	2,516,967	2,578,635	2,655,994	2,735,674
311	Temporary Staff	-	-	-	-	-	-
312	Wages	497,564	643,665	643,665	658,276	670,849	683,931
316	Allowances	23,621	10,000	10,000	10,000	10,191	10,390
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>2,904,153</b>	<b>3,170,632</b>	<b>3,170,632</b>	<b>3,246,911</b>	<b>3,337,034</b>	<b>3,429,995</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	16,436	19,100	19,100	19,100	19,100	19,100
324	Utilities	111,305	126,961	126,961	132,814	138,512	141,213
326	Communication Expense	17,484	16,068	16,068	16,433	16,747	17,073
328	Supplies and Materials	218,242	258,373	258,373	264,238	269,285	274,536
329	Medical Supplies	8,975	14,560	14,560	14,891	15,175	15,471
330	Subscriptions, Periodicals and Books	-	1	1	1	1	1
332	Maintenance Services	195,346	126,015	126,015	128,876	131,337	133,898
334	Operating Cost	54,152	131,286	131,286	134,266	136,831	139,499
336	Rental of Assets	23,161	28,044	28,044	28,681	29,228	29,798
337	Rental of Heavy Equipment	12,275	17,618	17,618	18,018	18,362	18,720
338	Professional and Consultancy Services	-	-	-	-	-	-
340	Insurance	-	1	1	1	1	1
344	Training	-	-	-	-	-	-
346	Advertising	15,771	29,247	29,247	29,911	30,482	31,077
	<b>Total Goods and Services</b>	<b>673,147</b>	<b>767,274</b>	<b>767,274</b>	<b>787,230</b>	<b>805,061</b>	<b>820,387</b>
	<b>TOTAL ESTIMATES</b>	<b>3,577,299</b>	<b>3,937,906</b>	<b>3,937,906</b>	<b>4,034,141</b>	<b>4,142,095</b>	<b>4,250,382</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL RESOURCES**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF NATURAL RESOURCES**  
**PROGRAMME 853**

**ESTABLISHMENT DETAILS**

2026		2025	Details	Grade	2026	2025
Authority	Forecast	Authority			\$	\$
1	1	1	Chief Natural Resources Officer	B	151,260	151,260
1	1	1	Chief Veterinary Officer	C	141,000	141,000
1	1	1	Director Natural Resources - Fisheries/ Director of Fisheries	D/C	123,720	123,720
1	1	1	Director Natural Resources - Agriculture/ Director of Agriculture	D/C	134,088	134,088
1	1	1	Director Natural Resources - Environment/ Director of Environment	D	118,836	118,836
1	1	1	Principal Associate/ Senior Environmental Management Officer	D	120,048	120,048
1	1	1	Senior Animal Health Officer		106,392	106,392
1	1	1	Natural Resources Officer I - Fisheries Management	E	92,448	92,448
1	1	1	Natural Resource Officer I - Marine Biologist	E	92,448	92,448
1	1	1	Natural Resources Officer I - Horticulture	E	100,188	100,188
1	1	1	Natural Resources Officer I - Plant Protection	E	92,448	92,448
1	1	1	Natural Resources Officer I - Agronomist	E	92,448	92,448
1	1	1	Natural Resources Officer I - Animal Control	E	92,448	92,448
1	1	2	Natural Resources Officer I - Livestock Production	E	109,680	109,680
1	1	1	Natural Resources Officer I - Sustainable Development	E	107,472	107,472
1	1	1	Natural Resources Officer I - Pollution Control and Prevention	E	1	92,448
1	1	1	Natural Resources Officer I - Conservation Education	E	92,448	92,448
1	0	1	Natural Resources Officer I - Scientific Research Technology Development	E	92,448	1
1	1	1	Office Manager	E	92,448	92,448
1	1	1	Administrator	G	69,564	69,564
8	8	6	Natural Resource Officers II - Fisheries	H	439,992	378,324
2	0	2	Natural Resource Officers II - Enforcement	H	1	1
1	1	1	Executive Secretary	H	64,836	64,836
1	0	1	Natural Resources Assistant - Fisheries	J	1	1
1	1	1	Natural Resources Assistant - Agriculture	J	51,972	51,972
<b>33</b>	<b>29</b>	<b>32</b>	<b>TOTALS</b>		<b>2,578,635</b>	<b>2,516,967</b>

**2026 Personal Emoluments - Standard Object Code 310**

Detailed Object Code	2026	2025
31001 Public Officers Salaries	2,578,635	2,516,967
<b>Total</b>	<b>2,578,635</b>	<b>2,516,967</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 854:**  
**DEPARTMENT OF LANDS AND SURVEYS**  
**PROGRAMME PERFORMANCE INDICATORS**

**KEY STRATEGIES FOR 2025**

- To provide next day registration of documents
- Register surveys within five days;
- Provide searches and copies of documents online;
- Develop a monitoring system in conjunction with Inland Revenue Department for Aliens Land Holding Licences.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of Land Transactions submitted for registration	2,400	2,407	
· Number of Cautions submitted for registration	70	158	
· Number of Charges submitted for registration	120	237	
· Number of Aliens Land Holding Licences processed	40	66	
· Number of Leases/Licences processed	15	11	
· Number of Transfers processed	650	845	
· Number of Surveys processed	120	135	
· Number of GIS processed	2,800	3,050	
· Number of EXCO Memos (Leases, Acquisition, etc) processed	45	21	
· Number of EXCO Memos (ALHL) processed	85	72	
<b>Outcome Indicators</b>			
· Percentage of land transactions registered	92%	75%	
· Percentage of Cautions registered	90%	73%	
· Percentage of Charges registered	90%	84%	
· Percentage of Leases/Licences registered	60%	55%	
· Percentage of Transfers registered	80%	62%	
· Percentage of Surveys registered	85%	60%	
· Average number of GIS maps produced	11	15	
· Percentage of EXCO Memos (Leases, Acquisition, etc) approved	90%	48%	
· Percentage of EXCO Memos (ALHL) approved	80%	68%	

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 854:**  
**DEPARTMENT OF LANDS AND SURVEYS**  
**PROGRAMME PERFORMANCE INDICATORS**

**KEY STRATEGIES FOR 2026**

- To provide two day registration of documents
- Register surveys within five days;
- Provide searches and copies of documents online;
- To allow for the submission of land transactions online
- To provide stakeholders with GIS data to aid with decision making on property
- To monitor Aliens Land Holding Licences, Leases and Licences.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Target</b>	<b>2028 Target</b>
<b>Output Indicators</b>			
· Number of Land Transactions submitted for registration	2,200	2,500	3,000
· Number of Cautions submitted for registration	100	180	200
· Number of Charges submitted for registration	200	210	240
· Number of Aliens Land Holding Licences processed	45	50	60
· Number of Leases/Licences processed	25	25	30
· Number of Transfers processed	1500	800	900
· Number of Surveys processed	120	140	150
· Number of GIS Maps produced	2,800	3,100	3,100
· Number of EXCO Memos (ALHL) processed	85	90	90
· Number of EXCO Memos (Leases, Acquisition,etc) processed	45	50	50
<b>Outcome Indicators</b>			
· Percentage of land transactions registered	92%	92%	92%
· Percentage of Cautions registered	90%	95%	95%
· Percentage of Charges registered	90%	92%	92%
· Percentage of approved Aliens Land Holding Licences	92%	95%	95%
· Percentage of Leases/Licences registered	65%	60%	65%
· Percentage of Transfers registered	80%	92%	92%
· Percentage of Surveys registered	85%	85%	90%
· Average number of GIS maps produced	20	25	25
· Percentage of EXCO Memos (ALHL) approved	90%	90%	92%
· Percentage of EXCO Memos (Leases, Acquisition,etc) approved	80%	80%	85%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF LANDS & SURVEYS**  
**PROGRAMME 854**

**OBJECTIVE:** To develop, provide and maintain a national registration database of land and property holdings including: land surveys; registration and transfer of land, and property valuations through the maintenance of accurate records and prompt updating.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL 2024	APPROVED ESTIMATE 2025	REVISED ESTIMATE 2025	APPROVED ESTIMATE 2026	FORWARD ESTIMATE 2027	FORWARD ESTIMATE 2028
		\$	\$	\$	\$	\$	\$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	1,202,783	1,684,706	1,684,706	1,764,316	1,817,245	1,871,763
311	Temporary Staff	53,113	54,759	54,759	56,002	57,072	58,185
312	Wages	43,098	33,021	33,021	33,771	34,416	35,087
316	Allowances	21,965	37,665	37,665	37,665	38,384	39,133
317	Civil Servants Backpay	-	-	-	-	-	-
319	Increments and Progressions	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,320,959</b>	<b>1,810,151</b>	<b>1,810,151</b>	<b>1,891,754</b>	<b>1,947,117</b>	<b>2,004,168</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	5,071	2,384	2,384	8,768	8,768	8,768
324	Utilities	-	1	1	1	1	1
326	Communication Expense	360	5,000	5,000	5,114	5,096	5,098
328	Supplies and Materials	68,291	65,761	65,761	67,254	68,538	69,875
330	Subscriptions, Periodicals and Books	-	2,036	2,036	2,082	2,122	2,163
332	Maintenance Services	9,528	6,208	6,208	6,349	6,470	6,596
334	Operating Cost	7,518	10,180	10,180	10,411	10,610	10,817
338	Professional and Consultancy Services	-	40,000	40,000	40,908	41,689	42,502
	<b>Total Goods and Services</b>	<b>90,769</b>	<b>131,570</b>	<b>131,570</b>	<b>140,887</b>	<b>143,294</b>	<b>145,820</b>
	<b>TOTAL ESTIMATES</b>	<b>1,411,728</b>	<b>1,941,721</b>	<b>1,941,721</b>	<b>2,032,641</b>	<b>2,090,411</b>	<b>2,149,988</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING,  
WATER AND NATURAL RESOURCES**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF LANDS & SURVEYS**  
**PROGRAMME 854**

**ESTABLISHMENT DETAILS**

2026		2025		Details	Grade	2026	2025
Authority	Forecast	Authority				\$	\$
1	1	1		Director, Lands and Surveys	B	151,260	151,260
1	1	1		Deputy Director, Registrar	C	123,720	123,720
1	1	1		Land Information Systems Manager	NG	123,720	92,790
1	1	1		Assistant Chief Surveyor	E	92,448	92,448
1	1	1		Land Information Systems Officer	NG	92,448	92,448
1	1	1		Assistant Registrar	F	92,448	92,448
0	0	1		Cadastral Quality Control Officer	F	1	1
2	2	2		Surveyor	F	133,932	73,140
1	1	1		Senior Valuation Officer/ Senior Valuation Officer, Crown Lands	F	95,280	95,280
1	1	1		Senior Valuation Officer	F	73,140	73,140
1	1	1		Investment Officer	NG	73,140	73,140
2	2	2		Senior Land Registration Officer	G	135,060	135,060
1	0	1		Executive Assistant Lands	G	1	1
2	2	2		Land Information Systems Technician	G	71,700	71,700
2	2	1		Valuation Officer/ Valuation Officer II	H	69,564	69,564
1	0	1		Senior Survey Assistant	H	1	1
1	0	1		Property Tax Officer		1	1
1	0	1		Assistant Property Tax Officer		1	1
0	0	1		Office and Finance Officer		1	1
1	0	1		Land Administration Officer		1	1
1	1	1		Executive Secretary	H	61,668	61,668
2	2	3		Survey Assistant	K	96,888	145,332
1	1	1		Land Registration Officer	K	52,500	52,500
2	2	2		Senior Clerical Officer/Cashier	K	96,888	96,888
1	1	1		Assistant Valuation Officer/ Valuation Officer I	L	36,333	1
1	1	1		Map Maintenance Officer, Draftsman	L	47,016	47,016
1	1	1		Data Entry Clerk	M	45,156	45,156
<b>31</b>	<b>26</b>	<b>33</b>		<b>TOTALS</b>		<b>1,764,316</b>	<b>1,684,706</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

Public Officers Salaries	1,764,316	1,684,706
<b>Total</b>	<b>1,764,316</b>	<b>1,684,706</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 855:**  
**DEPARTMENT OF PHYSICAL PLANNING**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- To strengthen the institutional and legal framework hereby making provision for a more coordinated approach towards development planning, development control, building control and environmental management.
- To determine 80% of Planning and Building Applications within the statutory period
- To acquire data that will improve the functioning of the Geographic Information System (GIS).
- To secure the enactment of the Planning Act, and its Regulations with the implementation of the Building Code.
- To provide public awareness and education of the need for appropriate planning laws and to control and facilitate the planning process.

<b>PERFORMANCE INDICATORS</b>	<b>2025</b>	<b>2025</b>	<b>Reasons</b>
	<b>Estimates</b>	<b>Actuals</b>	
<b>Output Indicators</b>			
<b><i>Building Section</i></b>			
Number of Building Applications Reviewed.	240	188	
Number of Inspections Carried Out.	400	490	
Number of Public Awareness Items Produced.	5	0	
Number of Policies Approved.	2	0	
Number of Specifications of Electrical Installation forms reviewed.	400	290	
Number of policy papers written.	2	0	
Number of seminars organized.	2	1	
<b><i>Development Planning/GIS</i></b>			
Number of cadastral sections carried out by fieldwork on the Land Use Inventory.	5	9	One cadastral section is under survey
Number of Land Use statistic reports by cadastral sections prepared.	5	0	Still pending
National Projects: Updating the National Land Use Plan			
Organize work and prepare terms of reference	1	0	This project spearheaded by the OECS apparently is cancelled.
Sectorial research and survey			
Problem identification and analysis			
Planning Bill - awareness and sensitizing campaign	2	0	Did not start yet
	2	4	1 policy approved by LDCC - 2 approved by Management Staff - 1 is in second review - 1 is in work progress
Number of policies/plans reviewed/drafted.			
Number of responses to appeals prepared.	10	4	Total of appeals submitted
Number of layers created/updated.	5	380	Staff and work load increased
Number of maps or other outputs created.	45	60	Staff and work load increased
Number of training sessions provided.	6	6	
Number of technical staff trained.	3	3	
Number of LDCC presentations prepared	11	16	
<b><i>Development Control</i></b>			
Number of Radio Talks.	10	0	Did not have Town Planning day as yet
Number of Jingles.	2	0	Did not have Town Planning day as yet
			Did not have the need to have Town Hall meetings as yet
Number of Town Hall Meetings.	2	0	
Number of Round Table Meetings.	4	7	
Number of applications advertised on radio.	13	7	
Number of hours in which response is done.	48hrs	48hrs	
Number of sites monitored per year	18	10	
Number of site visits carried out for purposes of processing of applications	420	470	
Number of site visits made pertaining to applications on appeal.	25	10	
Number of enforcement notices served on offenders per year.	35	10	
Number of applications determined with the 60 day period per month.	60	35	
Number of site visits made by the LDCC per year	7	10	
Number of LDCC meetings convened per year	5	34	

**Outcome Indicators****Building Section**

Percentage of building application approved.	92%	75%
Percentage of inspections carried out.	90%	90%
Percentage of public awareness items produced.	75%	0%
Percentage of policies approved.	50%	0%
Percentage inspections carried out from specifications.	100%	95%
Percentage of policy papers approved.	0%	0%
Percentage increase in passed inspections.	-25%	-26%

**Development Planning**

Percentage of the Land Use Inventory carried out by fieldwork.	50%	90%	
Percentage of the Land Use Inventory statistics reports produced.	50%	0%	
Percentage of policies approved at different stages	50%	25%	Considered completed when approved by LDCC
Percentage of response to appeals completed within 10 working days.	95%	75%	3 decisions by ExCo (completed) 1 is in progress
Percentage of mapping services produced.	95%	100%	
Percentage of staff trained.	90%	100%	
Percentage of LDCC presentations successfully carried out	90%	100%	

**Development Control**

Percentage of population reached with radio talks.	25%	0%	No radio talks were done for the year
Percentage of population reached with Jingles	25%	0%	No Jingles were done for the year
Percentage of persons in community made aware of proposed development through Town Hall Meetings.	35%	0%	No Town Hall meetings were done for the year
Percentage of government and –non-government officers consulted with that attend Meetings and give feedback.	95%	97%	
Percentage of applications received that are advertised on radio.	4%	5%	
Percentage of unauthorised development that are regularised as a result of enforcement initiatives.	60%	75%	
Percentage of successful interventions made to correct development not building in accordance with approved drawings.	39%	30%	
Percentage increase in the efficiency of processing of applications	8%	8%	
Increase in awareness and understanding on the part of the Ministers of Government the site characteristics and details of a development on appeal.	4%	20%	
Percentage increase in awareness of policies and legislation on the part of persons served with enforcement notices.	80%	80%	
Percentage increase in the efficiency of processing and determining of applications	7%	7%	
Greater understanding and appreciation of the site characteristics and understanding of the development being proposed.	10%	10%	
Reduction in the time period in which applications are determined which enhances Department's public image.	8%	8%	

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 855:**  
**DEPARTMENT OF PHYSICAL PLANNING**  
**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

To strengthen the institutional and legal framework hereby making provision for a more coordinated approach towards development planning, development control, building control and environmental management.

To acquire data that will improve the functioning of the Geographic Information System (GIS).

To secure the enactment of the Planning Act, and its Regulations with the implementation of the Building Code.

To provide public awareness and education of the need for appropriate planning laws and to control and facilitate the planning process.

To broaden awareness through public information programs by communicating knowledge based information;

To train all technical staff members within the Department that interface with GIS.

To conduct National Building Code workshops with contactors, architects and draftsmen.

<b>PERFORMANCE INDICATORS</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
	<b>Estimates</b>	<b>Targets</b>	<b>Targets</b>
<b>Output Indicators</b>			
<b><i>Building Section</i></b>			
· Number of Building Applications Reviewed.	200	200	200
· Number of Inspections Carried Out.	445	500	550
· Number of Public Awareness Items Produced.	2	4	4
· Number of Policies Approved.	2	2	2
· Number of Specifications forms reviewed.	345	400	400
· Number of policy papers written.	0	2	2
· Number of seminars organized.	2	2	2
<b><i>Development Planning/GIS</i></b>			
· Planning Bill - awareness and sensitizing campaign	1	1	1
· Social media posts for public awareness	4	4	4
· Number of policies/plans reviewed/drafted.	2	2	2
· Number of responses to appeals prepared.	10	10	10
· Number of layers created/updated.	350	350	350
· Number of maps or other outputs created.	60	60	60
· Number of training sessions provided.	7	7	7
· Number of technical staff trained.	6	6	6
· Number of LDCC presentations prepared	16	16	16
<b><i>Development Control</i></b>			
· Number of Radio Talks.	10	10	10
· Number of Jingles.	2	2	2
· Number of Town Hall Meetings.	2	2	4
· Number of Round Table Meetings.	4	4	5
· Number of applications advertised on radio.	10	11	13
· Number of hours in which response is done.	48hrs	48hrs	48hrs
· Number of sites monitored per month.	20	22	24
· Number of site visits carried out for purposes of processing of	450	500	540
· Number of site visits made pertaining to applications on appeal.	27	28	29
· Number of enforcement notices served on offenders per year.	25	20	18
· Number of applications determined with the 60 day period per month.	63	65	70

· Number of site visits made by the LDCC per month.	8	9	10
· Number of LDCC meetings convened per month.	25	27	10
<b>Outcome Indicators</b>			
<b>Building Section</b>			
· Percentage of building application approved.	80%	80%	80%
· Percentage of inspections carried out.	90%	70%	80%
· Percentage of public awareness items produced.	100%	100%	100%
· Percentage of policies approved.	0%	50%	50%
· Percentage inspections carried out from specifications.	100%	100%	100%
· Percentage of policy papers approved.	50%	50%	50%
· Percentage increase in passed inspections.	14%	20%	20%
<b>Development Planning</b>			
· Social media posts for public awareness	75%	75%	75%
· Percentage of policies approved.	50%	50%	50%
· Percentage of response to appeals completed within 10 working days.	95%	95%	95%
· Percentage of mapping services produced.	95%	95%	95%
· Percentage of staff trained.	90%	90%	90%
· Percentage of LDCC presentations successfully carried out	95%	95%	95%
<b>Development Control</b>			
· Percentage of population reached with radio talks.	25%	25%	25%
· Percentage of population reached with Jingles	25%	25%	30%
· Percentage of persons in community made aware of proposed	35%	37%	40%
· Percentage of government and –non-government officers consulted with that attend Meetings and give feedback.	95%	97%	97%
· Percentage of applications received that are advertised on radio.	4%	2%	3%
· Percentage of unauthorised development that are regularised as a	60%	70%	80%
· Percentage of successful interventions made to correct development not building in accordance with approved drawings.	39%	45%	50%
· Percentage increase in the efficiency of processing of applications	8%	9%	15%
· Increase in awareness and understanding on the part of the Ministers of Government the site characteristics and details of a development on appeal.	4%	7%	20%
· Percentage increase in awareness of policies and legislation on the part of persons served with enforcement notices.	80%	82%	85%
· Percentage increase in the efficiency of processing and determining of applications	7%	8%	15%
· Greater understanding and appreciation of the site characteristics and understanding of the development being proposed.	10%	11%	15%
· Reduction in the time period in which applications are determined which enhances Department's public image.	8%	9%	15%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF PHYSICAL PLANNING**  
**PROGRAMME 855**

**OBJECTIVE:** To ensure the orderly and sustainable development of Anguilla's natural resources and infrastructure, while minimizing social and environmental costs and enhancing economic development.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL</b>	<b>APPROVED ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>APPROVED ESTIMATE</b>	<b>FORWARD ESTIMATE</b>	<b>FORWARD ESTIMATE</b>
		<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>PERSONAL EMOLUMENTS</b>							
<b>310</b>	Personal Emoluments	1,059,281	1,180,759	1,180,759	1,217,090	1,253,602	1,291,211
<b>311</b>	Temporary Staff	-	1	1	1	1	1
<b>312</b>	Wages	14,768	4,072	4,072	4,164	4,244	4,327
<b>316</b>	Allowances	53,686	56,529	56,529	56,529	57,609	58,732
<b>317</b>	Civil Servants Backpay	-	-	-	-	-	-
<b>319</b>	Increments and Progressions	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,127,735</b>	<b>1,241,361</b>	<b>1,241,361</b>	<b>1,277,784</b>	<b>1,315,456</b>	<b>1,354,271</b>
<b>GOODS AND SERVICES</b>							
<b>320</b>	Local Travel and Subsistence	7,129	8,172	8,172	8,172	8,172	8,172
<b>324</b>	Utilities	-	1	1	1	1	1
<b>326</b>	Communication Expense	57	2,500	2,500	2,500	2,557	2,606
<b>328</b>	Supplies and Materials	18,772	19,057	19,057	19,490	19,932	20,313
<b>330</b>	Subscriptions, Periodicals and Books	-	1	1	1	1	1
<b>332</b>	Maintenance Services	-	1	1	1	1	1
<b>334</b>	Operating Cost	1,134	2,446	2,446	2,502	2,558	2,607
<b>336</b>	Rental of Assets	-	1	1	1	1	1
<b>338</b>	Professional and Consultancy Services	-	1	1	1	1	1
<b>346</b>	Advertising	-	1	1	1	1	1
	<b>Total Goods and Services</b>	<b>27,091</b>	<b>32,181</b>	<b>32,181</b>	<b>32,670</b>	<b>33,225</b>	<b>33,704</b>
	<b>TOTAL ESTIMATES</b>	<b>1,154,827</b>	<b>1,273,542</b>	<b>1,273,542</b>	<b>1,310,454</b>	<b>1,348,681</b>	<b>1,387,975</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER AND NATURAL RESOURCES**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF PHYSICAL PLANNING**  
**PROGRAMME 855**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>	<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>			<b>\$</b>	<b>\$</b>
1	1	1	Principal Planning Officer	B	151,260	151,260
1	1	1	Deputy Principal Planning Officer	C	123,720	123,720
2	2	2	Senior Planner (Development)	D	246,348	246,348
1	1	1	Chief Building Inspector	D	118,836	118,836
1	1	1	Chief Electrical Inspector	D	1	1
1	1	1	Planner	E	92,448	92,448
1	1	1	Senior GIS Officer	E	100,188	100,188
1	0	1	Building Inspector	E	1	1
1	1	1	Electrical Inspector	E	100,188	100,188
1	0	1	Enforcement Officer	E	1	1
1	0	1	GIS Officer	F	1	1
1	0	1	Community Planning Officer	F	1	1
2	2	2	Planning Technicians	G	141,264	141,264
1	1	1	Executive Secretary	H	64,836	64,836
2	1	2	Assistant Planning Technician	K	36,333	1
1	1	1	Clerical Officer	M	41,664	41,664
<b>19</b>	<b>14</b>	<b>19</b>	<b>TOTALS</b>		<b>1,217,090</b>	<b>1,180,758</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001 Public Officers Salaries	1,217,090	1,180,758
<b>Total</b>	<b>1,217,090</b>	<b>1,180,758</b>



**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF WATER SERVICES**  
**PROGRAMME 856**

OBJECTIVE:

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL 2024 \$</b>	<b>APPROVED ESTIMATE 2025 \$</b>	<b>REVISED ESTIMATE 2025 \$</b>	<b>APPROVED ESTIMATE 2026 \$</b>	<b>FORWARD ESTIMATE 2027 \$</b>	<b>FORWARD ESTIMATE 2028 \$</b>
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	873,192	1,843,194	1,843,194	1,874,028	1,930,249	1,988,156
311	Temporary Staff	-	1	1	1	1	1
312	Wages	5,375	1	1	1	1	1
316	Allowances	-	25,051	25,051	43,301	44,128	44,989
	<b>Total Personal Emoluments</b>	<b>878,566</b>	<b>1,868,247</b>	<b>1,868,247</b>	<b>1,917,331</b>	<b>1,974,379</b>	<b>2,033,147</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	-	3,376	3,376	3,376	3,376	3,376
324	Utilities	4,016,530	8,080,000	8,080,000	6,952,488	7,250,750	7,392,139
326	Communication Expense	18,284	18,301	18,301	18,716	19,074	19,446
328	Supplies and Materials	280,501	450,001	450,001	460,216	469,006	478,152
330	Subscriptions, Periodicals and Books	-	1	1	1	1	1
331	Maintenance of Buildings	-	-	-	-	-	-
332	Maintenance Services	13,101	82,150	82,150	84,015	85,619	87,289
334	Operating Cost	33,597	100,000	100,000	102,270	104,223	106,256
336	Rental of Assets	-	45,000	45,000	46,022	46,901	47,815
338	Professional and Consultancy Services	7,514,289	7,027,097	7,027,097	7,186,612	7,323,876	7,466,692
342	Hosting and Entertainment	-	-	-	-	-	-
344	Training	-	1	1	1	1	1
346	Advertising	-	1,500	1,500	1,534	1,563	1,594
	<b>Total Goods and Services</b>	<b>11,876,302</b>	<b>15,807,427</b>	<b>15,807,427</b>	<b>14,855,251</b>	<b>15,304,390</b>	<b>15,602,761</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expenses	-	1	1	1	1	1
	<b>Total Other Expenditure</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	<b>TOTAL ESTIMATES</b>	<b>12,754,869</b>	<b>17,675,675</b>	<b>17,675,675</b>	<b>16,772,583</b>	<b>17,278,770</b>	<b>17,635,909</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING,  
WATER AND NATURAL RESOURCES**

**GOVERNMENT OF ANGUILLA  
2026 REVISED ESTIMATES OF RECURRENT EXPENDITURE AND CAPITAL  
DEPARTMENT OF WATER SERVICES  
PROGRAMME 856**

**ESTABLISHMENT DETAILS**

2026		2025		Details	Grade	2026	2025
Authority	Forecast	Authority				\$	\$
1	1	1		Director Water Services	B	151,260	151,260
2	2	2		Water Engineer	D	214,944	214,944
1	1	1		Finance Manager	D	106,392	106,392
1	1	1		Customer Service Manager	D	106,392	106,392
1	1	1		Distribution Foreman	E	92,448	92,448
1	1	1		Senior Water Technician (Field Supervisor)	E	92,448	92,448
1	1	1		Customer Service Officer	G	65,496	65,496
1	1	1		Equipment/Facilities Supervisor (Stores)	G	65,496	65,496
4	4	4		Water Technician	G	261,984	261,984
1	1	1		Executive Secretary (Administrator)	H	66,156	66,156
1	1	1		Finance Administrative Assistant		9,876	9,876
7	7	7		Water Technician Assistant	H	431,676	400,842
1	1	1		Equipment Operator/Facilities Clerk	H	65,496	65,496
2	2	2		Accounts Officer	J	103,944	103,944
1	1	1		Customer Service Representative	M	40,020	40,020
<b>26</b>	<b>26</b>	<b>26</b>				<b>1,874,028</b>	<b>1,843,194</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

Public Officers Salaries	<b>1,874,028</b>	<b>1,843,194</b>
<b>Total</b>	<b>1,874,028</b>	<b>1,843,194</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF HEALTH, TOURISM AND SPORTS**

**MISSION**

The Ministry of Health, Tourism, and Sports is dedicated to improving lives by ensuring quality and accessible healthcare, fostering sustainable tourism to drive economic growth, and providing vibrant sporting opportunities that enhance the development and well-being of our people.

**STRATEGIC OBJECTIVES**

- Improve access to affordable, high quality healthcare for vulnerable persons
- Strengthen preventative health promotion programmes to reduce the burden of non-communicable diseases
- Expand health infrastructure and services to meet community needs
- Promote development of cultural, natural heritage and sports tourism products
- Expand access to inclusive sports infrastructure
- Enhance emerging and elite talent development environment

<b>SUMMARY OF EXPENDITURE BY PROGRAMME</b>							
<b>RECURRENT EXPENDITURE</b>							
<b>PROGRAMME</b>		<b>2024 Actual Expenditure</b>	<b>2025 Approved Budget</b>	<b>2025 Revised Estimate</b>	<b>2026 Budget Estimates</b>	<b>2027 Forward Estimates</b>	<b>2028 Forward Estimates</b>
950	MINISTRY OF HEALTH, TOURISM AND SPORTS				22,267,695	23,971,747	24,982,428
951	DEPARTMENT OF HEALTH PROTECTION				7,385,357	7,562,760	7,742,451
952	DEPARTMENT OF HEALTH SERVICES				41,138,112	42,283,902	43,357,559
953	DEPARTMENT OF SPORTS				2,104,257	2,153,378	2,202,353
	<b>MINISTRY TOTAL</b>	-	-	-	<b>72,895,421</b>	<b>75,971,787</b>	<b>78,284,791</b>
<b>CAPITAL EXPENDITURE</b>							
	MINISTRY OF HEALTH, TOURISM AND SPORTS				14,500,000	-	-
<b>MINISTRY TOTAL EXPENDITURE</b>					<b>87,395,421</b>	<b>75,971,787</b>	<b>78,284,791</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 950:**  
**MINISTRY OF HEALTH, TOURISM AND SPORTS**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

Strengthen the health workforce through training, recruitment and retention to provide access to expanded care

Enhance electronic health information system to provide defined set of health indicators

Increase access to affordable healthcare services through provision of subsidies for vulnerable persons

Improve regulatory mechanisms for health professionals to enhance patient safety

Conduct research initiatives to improve the quality and delivery of healthcare services.

Finalize and implement health policies, plans and relevant legislation.

Strengthen the tourism workforce through training, certification, and retention programs to enhance service quality and visitor experience

Research, conduct and implement a National tourism policies, industry standards, and relevant legislation to support sustainable growth

Conduct market research and visitor satisfaction studies to improve product offerings and destination competitiveness

Increase access to tourism opportunities for industry partners

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
Number of health policies, bills, strategies and plans developed.	5	7	7
Number of reports on health performance indicators received.	2	4	4
Number of health research projects undertaken.	2	2	2
Number of sports policies, bills, strategies and plans developed	2	2	2
Number of tourism policies, strategies, and plans developed	3	5	6
Number of tourism performance reports published	2	4	4
Number of tourism-related research projects undertaken	1	2	2
<b>Outcome Indicators</b>			
Percentage of eligible persons enrolled for healthcare services subsidies	70%	85%	90%
Percentage of approved policies implemented	80%	85%	85%
Percentage compliance with health-related data request.	85%	85%	85%
Percentage of approved tourism policies and plans implemented	70%	85%	85%
Percentage compliance with tourism data reporting requests	70%	80%	85%
Percentage of certified tourism workforce retained in the sector	80%	85%	90%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF HEALTH, TOURISM AND SPORTS**  
**PROGRAMME 950**

**OBJECTIVE:** To enable a resilient and viable economy through prudent resource management, efficient service delivery and the implementation of data-driven policies that integrate socio-environmental considerations, while fostering investment, entrepreneurship, innovation and business development.

		<b>RECURRENT EXPENDITURES</b>					
<b>STANDARD OBJECT</b>	<b>DETAILS OF EXPENDITURE</b>	<b>ACTUAL 2024 \$</b>	<b>APPROVED ESTIMATE 2025 \$</b>	<b>REVISED ESTIMATE 2025 \$</b>	<b>APPROVED ESTIMATE 2026 \$</b>	<b>FORWARD ESTIMATE 2027 \$</b>	<b>FORWARD ESTIMATE 2028 \$</b>
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	692,280	1,310,184	1,310,184	1,619,142	1,667,716	1,717,748
311	Temporary Staff	-	-	-	-	-	-
312	Wages	41,637	1	1	1	1	1
316	Allowances	65,130	49,153	49,153	314,510	320,516	326,766
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>799,047</b>	<b>1,359,338</b>	<b>1,359,338</b>	<b>1,933,653</b>	<b>1,988,233</b>	<b>2,044,515</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	8,551	10,189	10,189	14,389	14,389	14,389
322	International Travel and Subsistence	47,673	121,641	121,641	145,402	148,179	151,069
324	Utilities	33,000	35,375	35,375	37,005	38,593	39,346
326	Communication Expense	-	-	-	-	-	-
328	Supplies and Materials	14,568	19,140	19,140	27,574	28,200	28,841
329	Medical Supplies	110,091	116,466	116,466	119,110	121,814	124,579
330	Subscriptions, Periodicals and Books	-	-	-	-	-	-
332	Maintenance Services	3,505	1	1	7,001	7,160	7,322
334	Operating Cost	-	-	-	-	-	-
336	Rental of Assets	-	-	-	-	-	-
338	Professional and Consultancy Services	579,859	444,514	444,514	464,805	475,356	486,146
342	Hosting and Entertainment	4,625	677	677	10,693	10,935	11,183
344	Training	-	1	1	1	1	1
346	Advertising	-	1	1	1	1	1
	<b>Total Goods and Services</b>	<b>801,872</b>	<b>748,005</b>	<b>748,005</b>	<b>825,981</b>	<b>844,628</b>	<b>862,877</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	5,531,249	170,671	170,671	9,958,818	10,184,883	10,416,080
	<b>Total Transfers and Subsidies</b>	<b>5,531,249</b>	<b>170,671</b>	<b>170,671</b>	<b>9,958,818</b>	<b>10,184,883</b>	<b>10,416,080</b>
360	<b>PUBLIC ASSISTANCE</b>						
	Senior Shield & Statutory Medical Refunds	4,758,159	8,710,000	8,710,000	9,300,000	10,700,000	11,400,000
	<b>Total Public Assistance</b>	<b>4,758,159</b>	<b>8,710,000</b>	<b>8,710,000</b>	<b>9,300,000</b>	<b>10,700,000</b>	<b>11,400,000</b>
	<b>OTHER EXPENDITURE</b>						
373	COVID-19 Response Programme	(19,642)	1	1	1	1	1
374	Sundry Expense	65,999	155,707	155,707	249,242	254,002	258,955
	<b>Total Other Expenditure</b>	<b>46,357</b>	<b>155,708</b>	<b>155,708</b>	<b>249,243</b>	<b>254,003</b>	<b>258,956</b>
	<b>TOTAL ESTIMATES</b>	<b>11,936,684</b>	<b>11,143,722</b>	<b>11,143,722</b>	<b>22,267,695</b>	<b>23,971,747</b>	<b>24,982,428</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY OF HEALTH, TOURISM AND SPORTS**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**MINISTRY OF HEALTH, TOURISM AND SPORTS**  
**PROGRAMME 950**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>		<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>				<b>\$</b>	<b>\$</b>
1	1	1		Permanent Secretary	A	183,096	183,096
1	1	1		Principal Assistant Secretary	B	151,260	151,260
1	1	1		Chief Medical Officer	B	188,634	188,634
1	1	1		Health Planner	C	123,720	123,720
1	1	1		Director of Health Services Quality Management	C	92,790	1
1	1	1		Chief Nursing Officer	C	123,720	123,720
				Director National Chronic Disease Prevention			
1	1	1		Programme/ Director, Primary Prevention Programme	C	123,720	123,720
				Senior Health Services Quality Officer/Health Services			
1	0	1		Quality Manager	D	1	1
				Health Services Quality Manager/Health Services Quality			
1	0	1		Officer	E	1	1
1	0	1		Surveillance Officer	E	1	1
1	1	1		Programme Officer, Sexual and Reproductive Health	E	92,448	92,448
1	1	1		Programme Officer, Non Communicable Disease	E	92,448	92,448
1	0	1		Chronic Disease Unit, Programme Officer	E	1	1
				Senior Health Educator/ Programme Officer - Health			
1	1	1		Promotion and Education		93,396	93,396
1	1	1		Health Educator/Programme Officer - Health Education		68,172	68,172
<b>Tourism Unit</b>							
1	1	0		Tourism Planner	C	123,720	-
1	1	0		Product Development Officer	E	92,448	-
1	0	0		Tourism Research Officer	E	1	-
<b>Administration</b>							
1	1	1		Executive Assistant	G	69,564	69,564
1	0	1		Clerical Officer	M	1	1
<b>20</b>	<b>14</b>	<b>17</b>		<b>TOTALS</b>		<b>1,619,142</b>	<b>1,310,184</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

Public Officers Salaries	1,619,142	1,310,184
Overtime	0	0
<b>Total</b>	<b>1,619,142</b>	<b>1,310,184</b>

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 951:**  
**DEPARTMENT OF HEALTH PROTECTION**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Control pest and vector population to limit potential health risks
- Ensure that consumers receive and consume wholesome foods.
- Strengthen the operational systems for the storage, collection and disposal of solid waste.
- Control and mitigate the disease agents at ports of entry.
- Reduce the environmental health risks at new and existing premises for the health, safety and welfare of users.
- Enhance the capacity and effective management of liquid waste.
- Enhance surveillance, monitoring, public awareness and regulatory capacity for effective management of drinking and recreational water strengthened.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimates</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
Number of mosquito breeding sites inspections.			
Number of persons who receive vector health education advice.			
Number of food handlers permits unavailable.			
Number of food premises closed			
Number of pounds of food requiring condemnation.			
Number of bulky waste applications processed/dumpsites reduced.			
Number of solid waste complaints received.			
Number of ship sanitation inspections.			
Number of imported goods inspections.			
Number of awareness events on health and safety in the workplace.			
Number of analyses assess for WHO compliance			
Number of analyses that complied with WHO guideline values.			
<b>Outcome Indicators</b>			
Percentage increase in breeding sites inspected .			
Percentage increase in vector public education/awareness programs.			
Percentage reduction of food premises closures			
Percentage increase in trained food handlers.			
Percentage reduction in food condemnations.			
Percentage reduction in the number of illegal dumpsites.			
Percentage decrease in solid waste complaints received.			
Percentage increase in ship sanitation certificates issued.			
Percentage increase in imported goods inspections.			
Percentage increase in occupational health and safety awareness.			
Percentage of analyses that did not complied with WHO values			
Percentage of analyses that complied with WHO guideline values.			

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 951:**  
**DEPARTMENT OF HEALTH PROTECTION**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- Control pest and vector population to limit potential health risks
- Ensure that consumers receive and consume wholesome foods.
- Strengthen the operational systems for the storage, collection and disposal of solid waste.
- Control and mitigate the disease agents at ports of entry.
- Reduce the environmental health risks at new and existing premises for the health, safety and welfare of users.
- Enhance the capacity and effective management of liquid waste.
- Enhance surveillance, monitoring, public awareness and regulatory capacity for effective management of drinking and recreational water strengthened.

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
Number of mosquito breeding sites inspections.	3,000	3,000	3,000
Number of persons who receive vector health education advice.	1,500	1,500	1,500
Number of food handlers permits available for endorsement during inspection	100	100	100
Number of food premises closures following inspection.	100	100	100
Number of pounds of food requiring condemnation.	8,000	8,000	8,000
Number of illegal dumpsites developing reduced.	40	40	40
Number of solid waste complaints received.	40	40	40
Number of ship sanitation inspections.	40	40	40
Number of imported goods inspections.	50	50	50
Number of awareness events on health and safety in the workplace.	36	36	36
Number of water samples analyzed.	1,075	1,075	1,075
Number of water samples that complied with WHO guideline values.	1,027	1,027	1,027
<b>Outcome Indicators</b>			
Percentage reduction in mosquito breeding in the community.	3%	3%	3%
Percentage increase in vector public education/awareness programs.	25%	25%	25%
Percentage reduction of food safety contraventions.	80%	80%	80%
Percentage increase in trained food handlers.	100%	100%	100%
Percentage reduction in food condemnations.	80%	80%	80%
Percentage reduction in the number of illegal dumpsites.	80%	80%	80%
Percentage decrease in solid waste complaints received.	80%	80%	80%
Percentage increase in ship sanitation certificates issued.	70%	70%	70%
Percentage increase in imported goods inspections.	70%	70%	70%
Percentage increase in occupational health and safety awareness.	70%	70%	70%
Percentage of water samples that could not be analyzed due to abnormalities.	3%	3%	3%
Percentage of water samples that complied with WHO guideline standards.	97%	97%	97%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF HEALTH PROTECTION**  
**PROGRAMME 951**

**OBJECTIVE:** To protect and improve the health and quality of life of the public through the development and implementation of sustainable and affordable health promotion strategies, health protection strategies, preventive services and community health surveillance programmes, for the benefit of the environment, public health and future generations.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL 2024 \$	APPROVED ESTIMATE 2025 \$	REVISED ESTIMATE 2025 \$	APPROVED ESTIMATE 2026 \$	FORWARD ESTIMATE 2027 \$	FORWARD ESTIMATE 2028 \$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	1,296,461	1,402,897	1,402,897	1,402,897	1,444,984	1,488,333
311	Temporary Staff	673	1	1	1	1	1
312	Wages	547,315	553,215	553,215	565,773	576,579	587,823
316	Allowances	7,169	9,103	9,103	9,103	9,277	9,458
317	Civil Servants Backpay	-	-	-	-	-	-
319	Increments and Progression	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>1,851,618</b>	<b>1,965,216</b>	<b>1,965,216</b>	<b>1,977,774</b>	<b>2,030,841</b>	<b>2,085,615</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	11,768	15,000	15,000	15,000	15,000	15,000
324	Utilities	86,640	91,137	91,137	95,338	99,428	101,367
326	Communication Expense	-	-	-	1	1	1
328	Supplies and Materials	251,493	181,795	181,795	185,922	190,142	194,458
329	Medical Supplies	-	1	1	1	1	1
330	Subscriptions, Periodicals and Books	255	352	352	360	368	377
332	Maintenance Services	32,573	35,334	35,334	36,136	36,956	37,795
334	Operating Cost	41,879	40,321	40,321	41,236	42,172	43,130
336	Rental of Assets	41,936	43,378	43,378	44,363	45,370	46,400
337	Rental of Heavy Equipment and Machinery	4,318,728	4,685,365	4,685,365	4,989,223	5,102,478	5,218,304
338	Professional and Consultancy Services	500	1	1	1	1	1
344	Training	-	1	1	1	1	1
346	Advertising	1,455	1	1	1	1	1
	<b>Total Goods and Services</b>	<b>4,787,227</b>	<b>5,092,686</b>	<b>5,092,686</b>	<b>5,407,583</b>	<b>5,531,919</b>	<b>5,656,836</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expense	-	-	-	-	-	-
	<b>Total Other Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL ESTIMATES</b>	<b>6,638,845</b>	<b>7,057,902</b>	<b>7,057,902</b>	<b>7,385,357</b>	<b>7,562,760</b>	<b>7,742,451</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY OF HEALTH, TOURISM AND SPORTS**

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF HEALTH PROTECTION**  
**PROGRAMME 951**

**ESTABLISHMENT DETAILS**

<b>2026</b>		<b>2025</b>		<b>Details</b>	<b>Grade</b>	<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>				<b>\$</b>	<b>\$</b>
1	1	1		Director of Health Protection	C	123,720	123,720
1	1	1		Principal Environmental Health Officer	D	106,392	106,392
1	1	1		Senior Water Laboratory Technologist	D	106,392	106,392
2	2	2		Senior Environmental Health Officer	E	184,896	184,896
1	1	1		Water Laboratory Technologist	E	92,448	92,448
3	3	3		Environmental Health Officer	F	219,420	219,420
3	3	3		Water Laboratory Technician	H	190,836	190,836
1	1	1		Senior Vector Control Officer	H	61,668	61,668
1	1	1		Executive Secretary	H	61,668	61,668
2	1	2		Environmental Health Assistant	J	51,972	51,972
4	3	4		Vector Control Officer	K	150,984	150,984
1	1	1		Senior Clerical Officer/Accounts Assistant	K	52,500	52,500
1	0	1		Clerical Officer	M	1	1
<b>22</b>	<b>19</b>	<b>22</b>		<b>TOTALS</b>		<b>1,402,897</b>	<b>1,402,897</b>

**2026 Personal Emoluments - Standard Object Code 310**

<b>Detailed Object Code</b>			
	31001 Public Officers Salaries	1,402,897	1,402,897
	<b>Total</b>	<b>1,402,897</b>	<b>1,402,897</b>



**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF HEALTH SERVICES**  
**PROGRAMME 952**

OBJECTIVE:

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL	APPROVED	REVISED	APPROVED	FORWARD	FORWARD
		2024	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		\$	\$	\$	\$	\$	
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	14,322,017	22,864,491	22,864,491	23,423,086	24,125,779	24,849,552
311	Temporary Staff	743,359	365,536	365,536	379,597	386,847	394,390
312	Wages	56,495	30,001	30,001	30,682	31,268	31,878
316	Allowances	668,769	951,446	951,446	1,068,861	1,089,276	1,110,517
	<b>Total Personal Emoluments</b>	<b>15,790,639</b>	<b>24,211,474</b>	<b>24,211,474</b>	<b>24,902,226</b>	<b>25,633,170</b>	<b>26,386,337</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	120,310	210,751	210,751	213,451	213,451	213,451
322	International Travel and Subsistence	-	1	1	1	1	1
324	Utilities	2,992,140	4,370,677	4,370,677	4,572,165	4,768,311	4,861,293
326	Communication Expense	217,645	250,348	250,348	256,031	260,921	266,009
328	Supplies and Materials	586,556	1,388,028	1,388,028	1,453,636	1,481,401	1,510,288
329	Medical Supplies	2,491,349	6,806,949	6,806,949	6,991,467	7,125,004	7,263,941
330	Subscriptions, Periodicals and Books	-	1,795	1,795	2,051	2,090	2,131
331	Maintenance of Buildings	-	60,000	60,000	61,362	62,534	63,753
332	Maintenance Services	1,351,574	1,336,767	1,336,767	1,367,112	1,393,223	1,420,391
334	Operating Cost	402,799	216,054	216,054	220,958	225,179	229,570
336	Rental of Assets	62,607	20,251	20,251	20,711	21,106	21,518
338	Professional and Consultancy Services	377,048	487,366	487,366	498,429	507,949	517,854
342	Hosting and Entertainment	2,083	11,025	11,025	11,275	11,491	11,715
344	Training	745,659	365,134	365,134	373,423	380,555	387,976
346	Advertising	3,791	101,021	101,021	103,314	105,287	107,341
	<b>Total Goods and Services</b>	<b>9,353,559</b>	<b>15,626,167</b>	<b>15,626,167</b>	<b>16,145,386</b>	<b>16,558,503</b>	<b>16,877,232</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	-	1	1	1	1	1
	<b>Total Transfers and Subsidies</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
360	<b>PUBLIC ASSISTANCE</b>						
	Public Assistance	-	1	1	1	1	1
	<b>Total Public Assistance</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	<b>OTHER EXPENDITURE</b>						
374	Sundry Expense	-	88,802	88,802	90,498	92,227	93,988
	<b>Total Other Expenditure</b>	<b>-</b>	<b>88,802</b>	<b>88,802</b>	<b>90,498</b>	<b>92,227</b>	<b>93,988</b>
	<b>TOTAL ESTIMATES</b>	<b>25,144,198</b>	<b>39,926,445</b>	<b>39,926,445</b>	<b>41,138,112</b>	<b>42,283,902</b>	<b>43,357,559</b>

ACCOUNTING OFFICER: PERMANENT SECRETARY OF HEALTH, TOURISM AND SPORTS

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF HEALTH SERVICES**  
**PROGRAMME 952**

**ESTABLISHMENT DETAILS**

2026 Authority	Forecast	2025 Authority	Details	Grade	2026 \$	2025 \$
<b>Administrative Staff</b>						
1	1	1	Health Services Commissioner		174,120	174,120
1	0	1	Deputy Health Services Commissioner		1	123,720
1	1	1	Director Nursing Services		139,572	139,572
1	1	1	Director Support Services		139,572	139,572
1	1	1	Director Medical Services		217,380	217,380
1	1	1	Director of Facilities		139,572	139,572
1	1	0	Nursing Coordinator		106,392	0
1	1	0	Nurse Manager		106,392	0
1	1	1	Health Care Relations Officer		95,280	95,280
1	1	1	Health Care Relations Assistant		61,668	61,668
1	1	1	Executive Assistant		86,160	86,160
2	2	2	Administrative Assistant		101,952	101,952
1	1	1	Messenger		43,368	43,368
5	5	5	Receptionist		173,472	173,472
1	1	1	Quality Administrative Officer		63,540	63,540
1	1	1	Nurse Informatics Officer		86,160	86,160
1	1	1	Infection Control & Surveillance Officer		98,196	98,196
0	0	1	Human Resource Officer		-	86,160
0	0	1	Human Resource Assistant		-	47,952
1	1	0	Procurement Officer		63,516	0
1	1	1	Accounts Officer		76,152	76,152
1	1	1	Accounts Payable Officer		63,540	63,540
1	1	1	Claims Officer		70,272	70,272
1	1	1	Claims Assistant		57,480	57,480
1	1	1	Accounts Receivable Officer		77,700	77,700
9	9	9	Cashier		435,996	435,996
1	1	1	Billing Clerk		43,368	43,368
1	1	1	Stores Supervisor/		95,280	95,280
1	1	1	Stores Assistant		57,480	57,480
1	1	1	Stores Receivable		43,368	43,368
3	3	3	Health Information Medical Records Assistant		157,500	157,500
1	1	1	Coordinator Health Information		86,160	86,160
1	1	1	System Administrator		77,700	77,700
1	1	1	System Technician		57,480	57,480
2	2	2	Clerical Officer/Receptionist		86,736	86,736
<b>Technical Staff</b>						
1	1	1	Senior Medical Doctor/ Senior General Practitioner		206,676	206,676
11	11	11	Medical Doctor/ General Practitioner		1,955,652	1,955,652
2	2	2	Medical Doctor- Family Medicine		360,264	360,264
1	1	1	Medical Doctor- Gerontologist		175,200	175,200
2	2	2	Medical Doctor- Internist		431,004	431,004
2	2	2	Medical Doctor- General Surgeon		500,000	500,000
2	2	2	Medical Doctor- Pediatrician		447,291	447,291
2	2	2	Medical Doctor- OBGYN		431,004	431,004
1	0	1	Medical Doctor- Orthopedic Surgeon		1	213,624
1	0	1	Medical Doctor- Non-Invasive Cardiologist		1	213,624
2	2	2	Medical Doctor- Anesthesiologist		424,824	424,824
1	1	1	Medical Doctor- Psychiatrist		213,624	213,624
1	1	1	Senior Dental Surgeon		211,200	211,200
3	3	3	Dental Surgeon		509,940	509,940
1	1	1	Radiologist		216,132	216,132
1	1	1	Nutritionist		85,872	85,872
2	2	2	Biomedical Engineer		199,272	199,272
3	3	3	Health District Manager		282,084	282,084
1	1	1	Manager of MGSCH		96,876	96,876
1	1	1	Accident & Emergency Manager		96,876	96,876

1	1	1	Operating Theatre Manager	94,956	94,956
1	1	1	Nephrology Manager	94,956	94,956
1	1	1	Coordinator Pharmaceutical Services	94,956	94,956
1	1	1	Coordinator Mental Health	94,956	94,956
1	1	1	Coordinator Laboratory Services	94,956	94,956
1	1	1	Ward Manager	92,112	92,112
1	1	1	Senior Radiographer	92,112	92,112
2	2	2	Physiotherapist	179,856	179,856
1	1	1	Public Health Nurse	85,872	85,872
1	1	1	Senior Dental Therapist	85,872	85,872
1	1	1	Dietitian	85,872	85,872
2	2	1	Nurse Anesthetist	169,164	85,872
2	2	2	Radiographer	160,332	160,332
1	1	1	Coordinator EMS/Paramedic	70,047	70,047
28	28	26	Registered Nurse	1,941,552	1,801,080
6	6	6	Registered Nurse- Community II	463,116	463,116
4	4	4	Registered Nurse- Community I	276,060	276,060
10	10	10	Registered Nurse- Midwife	755,580	755,580
2	2	0	Registered Nurse- ICU	112,986	0
10	7	10	Registered Mental Health Nurse	534,288	760,260
3	3	3	Nephrology Nurse	225,972	225,972
5	5	5	Registered Nursing Assistant	261,636	261,636
2	2	2	Peri-Operative Nurse	149,916	149,916
2	2	2	Graduate Nurse	136,248	136,248
2	2	0	A&E Triage Nurse	136,248	0
2	2	2	Dental Therapist	122,556	122,556
4	3	4	Medical Technologist	225,972	225,972
4	4	2	EMT/Paramedic	228,318	133,044
4	4	4	Pharmacist	274,608	274,608
1	1	1	CSSD Supervisor	63,516	63,516
1	1	1	Housekeeping Supervisor	62,268	62,268
1	1	1	Team Leader	57,444	57,444
1	1	1	Dietary Supervisor	57,444	57,444
1	1	1	Senior Orderly	57,444	57,444
1	1	1	Laboratory Assistant/ Laboratory Technician	57,444	57,444
2	2	2	Physiotherapist Assistant	107,088	107,088
1	1	1	Pharmacy Technician	47,472	47,472
12	12	8	Emergency Medical Technician	561,900	388,476
8	8	6	Nurses Aide	338,214	273,180
4	4	4	Clinic Aide	173,424	173,424
6	6	6	Community Health Aide	308,592	308,592
8	8	8	Psychiatric Health Aide	346,848	346,848
1	1	1	Phlebotomist	43,356	43,356
2	2	2	Pharmacy Assistant	86,712	86,712
2	2	2	CSSD Assistant	86,712	43,356
6	6	6	Dental Assistant	260,136	260,136
15	15	13	Housekeeper	665,436	535,368
4	4	3	Clinic Housekeeper	173,424	130,068
3	3	2	Laundress	135,833	89,412
3	3	3	Cook	145,848	145,848
3	3	3	Food Service Worker	130,068	130,068
12	12	12	Care Assistant	571,944	571,944
2	2	0	Mortuary Attendant	103,944	0
6	6	8	Orderly	274,104	369,048
4	4	4	Security Guard/Orderly	173,424	173,424
10	10	8	Security Guard	441,108	354,396
4	4	4	Maintenance Officer	234,600	234,600
1	0	1	Ward Clerk	1	1
1	1	1	HandyMan	43,368	43,368
<b>321</b>	<b>313</b>	<b>299</b>	<b>TOTALS</b>	<b>23,376,509</b>	<b>22,845,615</b>

#### 2026 Personal Emoluments - Standard Object Code 310

Detailed Object Code		
Public Officers Salaries	23,376,509	22,845,615
Overtime	46,577	18,876
<b>Total</b>	<b>23,423,086</b>	<b>22,864,491</b>

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
PROGRAMME 953:  
DEPARTMENT OF SPORTS**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2025**

- Coordinate the pilot After School Activity Programme initiated by CARICOM.
- To work with National Sports Associations (NSOs) to improve coaching and officiating in various sports.
- To promote community sports programmes throughout the Island.
- To monitor and maintain sports facilities in order to provide a safe and comfortable environment for use by the general public.
- To strengthen the organisation and administrative capacities of the various sport associations.

<b>PERFORMANCE INDICATORS</b>	<b>2025 Estimate</b>	<b>2025 Actuals</b>	<b>Reasons</b>
<b>Output Indicators</b>			
· Number of Community Based Sports Programme.	4	3	
· Number of workshops/courses organized for coaches and officials in various sports.	3	3	Done in partnerships with NSA's
· Frequency of Quality Physical Education sessions delivered per weekly.	30	30	
· Number of workshops held for executive members of sport organisations.	2	0	Availibility of persons
· Number of facilities efficiently maintained.	5	5	
<b>Outcome Indicators</b>			
· Number of persons engaged through community sports Programmes.	100	200 plus	
· Number of qualified coaches and officials to deliver and officiate per sporting programme.	15	12	Certifications were done in Swimming and Cricket
· Number of students receiving Quality Physical Education weekly.	1200	1200 plus	
· Percentage of improvement in the functioning of sport associations.	50%	85%	
· Frequency rate of facility usage by sports organisations and other groups.	60%	100%	Not enough space

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**PROGRAMME 953:**  
**DEPARTMENT OF SPORTS**

**PROGRAMME PERFORMANCE INFORMATION**

**KEY STRATEGIES FOR 2026**

- In coordination with Sport associations and Youth Community Centres advance Youth & Grassroots Development Sport Programmes.
- Strengthen Sports Governance and Institutional Capacity of National Sport Associations.
- Improve and maintain sports facilities in order to provide a safe and comfortable environment for use by the general public.

Enhance Talent Development & High-Performance Sport

<b>PERFORMANCE INDICATORS</b>	<b>2026 Estimates</b>	<b>2027 Targets</b>	<b>2028 Targets</b>
<b>Output Indicators</b>			
· Number of Afterschool activities across various sports	5	7	10
· Number of workshops/courses organized for the Executive, Coaches and Officials in various sports.	3	2	2
· Number of Community Based Sports Programmes/activities for adults and children.	3	5	7
· Number of facilities upgraded and/or efficiently maintained.	3	5	10
Number of athletes participating in Regional and International tournaments	150	200	300
<b>Outcome Indicators</b>			
· Number of persons engaged through afterschool activities.	150	200	200
· Number of qualified coaches and officials to deliver and officiate per sporting programme.	6	8	10
· Number of children and adults engage in community based programmes/activities.	400	700	1000
· Percentage of improvement in the functioning of sport associations.	60%	75%	90%
· Frequency rate of facility usage by sports organisations and other groups.	75%	85%	100%
Increase percentage of visibility and success of national athletes	50%	75%	100%

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**DEPARTMENT OF SPORTS**  
**PROGRAMME 953**

**OBJECTIVE:** To improve leadership and development and monitor all matters related to social development.

STANDARD OBJECT	DETAILS OF EXPENDITURE	RECURRENT EXPENDITURES					
		ACTUAL	APPROVED	REVISED	APPROVED	FORWARD	FORWARD
		2024	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		\$	\$	\$	\$	\$	\$
	<b>PERSONAL EMOLUMENTS</b>						
310	Personal Emoluments	566,712	672,145	672,145	672,145	692,309	713,079
311	Temporary Staff	4,037	12,112	12,112	12,387	12,624	12,870
312	Wages	292,696	309,035	309,035	316,050	322,087	328,367
316	Allowances	2,964	11,690	11,690	11,690	11,913	12,146
317	Civil Servants Backpay	-	-	-	-	-	-
	<b>Total Personal Emoluments</b>	<b>866,409</b>	<b>1,004,982</b>	<b>1,004,982</b>	<b>1,012,272</b>	<b>1,038,933</b>	<b>1,066,462</b>
	<b>GOODS AND SERVICES</b>						
320	Local Travel and Subsistence	8,919	14,700	14,700	14,700	14,700	14,700
324	Utilities	71,331	75,633	75,633	79,120	82,514	84,123
326	Communication Expense	2,615	2,059	2,059	2,105	2,146	2,188
328	Supplies and Materials	19,104	9,364	9,364	9,577	9,759	9,950
330	Subscriptions, Periodicals and Books	-	-	-	-	-	-
331	Maintenance of Buildings	38,158	54,983	54,983	56,231	57,305	58,423
332	Maintenance Services	37,751	47,400	47,400	48,476	49,402	50,365
334	Operating Cost	9,659	10,328	10,328	10,562	10,764	10,974
336	Rental of Assets	67	1,018	1,018	1,041	1,061	1,082
337	Rental of Heavy Equipment and Machinery	3,871	5,505	5,505	5,630	5,737	5,849
338	Professional and Consultancy Services	-	20,364	20,364	20,826	21,224	21,638
344	Training	-	3,001	3,001	3,069	3,128	3,189
346	Advertising	-	2,001	2,001	2,046	2,086	2,126
	<b>Total Goods and Services</b>	<b>191,475</b>	<b>246,356</b>	<b>246,356</b>	<b>253,383</b>	<b>259,826</b>	<b>264,607</b>
	<b>TRANSFERS AND SUBSIDIES</b>						
352	Grants and Contributions	447,008	450,000	450,000	510,215	519,960	530,099
	<b>Total Transfers and Subsidies</b>	<b>447,008</b>	<b>450,000</b>	<b>450,000</b>	<b>510,215</b>	<b>519,960</b>	<b>530,099</b>
	<b>SOCIAL SERVICES</b>						
362	Sports Development	260,269	289,417	289,417	328,387	334,659	341,185
	<b>Total Social Services</b>	<b>260,269</b>	<b>289,417</b>	<b>289,417</b>	<b>328,387</b>	<b>334,659</b>	<b>341,185</b>
	<b>TOTAL ESTIMATES</b>	<b>1,765,161</b>	<b>1,990,755</b>	<b>1,990,755</b>	<b>2,104,257</b>	<b>2,153,378</b>	<b>2,202,353</b>

**ACCOUNTING OFFICER: PERMANENT SECRETARY OF HEALTH, TOURISM AND SPORTS**

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
DEPARTMENT OF SPORTS  
PROGRAMME 953**

**ESTABLISHMENT DETAILS**

	<b>2026</b>	<b>2025</b>			<b>2026</b>	<b>2025</b>
<b>Authority</b>	<b>Forecast</b>	<b>Authority</b>	<b>Details</b>	<b>Grade</b>	<b>\$</b>	<b>\$</b>
1	1	1	Director of Sports	C	123,720	123,720
1	1	1	Deputy Director Sports	D	106,392	106,392
1	1	1	Facilities Manager		87,912	87,912
2	2	2	Programme Officer - Sports	F	184,140	184,140
1	1	1	Senior Sports Dev. Officer	G	69,564	69,564
1	1	1	Development Officer	J	51,972	51,972
1	1	1	Senior Clerical Officer	K	48,444	48,444
1	0	1	Clerical Officer	M	1	1
<b>9</b>	<b>8</b>	<b>9</b>	<b>TOTALS</b>		<b>672,145</b>	<b>672,145</b>

**2026 Personal Emoluments - Standard Object Code 310**

**Detailed Object Code**

31001	Public Officers Salaries	672,145	672,145
	<b>Total</b>	<b>672,145</b>	<b>672,145</b>

2026 CAPITAL BUDGET ESTIMATE			
MINISTRY/PROJECT	FUNDING AGENCY	ESTIMATE 2026	DESCRIPTION
<b>THE GOVERNOR</b>			
Police Development	GOA	600,000	Tactical Equipment and Joint Emergency Services Control Room Expansion
Her Majesty's Prison (HMP) Development		1,000,000	Complete and outfit HMP workshop, upgrade classroom and install CCTV at HMP
<b>SUB TOTAL</b>		<b>1,600,000</b>	
<b>MINISTRY OF FINANCE, LABOUR, IMMIGRATION, HOME AFFAIRS &amp; CONSTITUTIONAL AFFAIRS</b>			
Furniture and Equipment	GOA	800,000	Procurement of furniture or equipment assets
Restricted Expenditure		300,000	Contingency Provisioning for insufficient funding for Capital Expenditure
<b>SUB TOTAL</b>		<b>1,100,000</b>	
<b>MINISTRY OF SOCIAL DEVELOPMENT &amp; EDUCATION</b>			
Albena Lake Hodge Comprehensive School (ALHCS)	GOA	12,000,000	1. Complete and outfit technical block 2. SportsHub at ALHCS 3. Solar installations in schools - planning phase and pilot
Minor Education Projects	GOA	1,300,000	1. Project Inspire Upgrade - devices for students and teachers 2. WISE Workshops Upgrade - Phase II 3. Furniture for schools
Zenaida Haven - Purpose Built Residential Facility	GOA	9,500,000	The current Juvenile Centre (Zenaida Haven) is ill-equipped to address the specific needs of young offenders. Additionally, the expansion of the Clayton J. Lloyd International calls for the demolition of the current facility.
Offender Electronic Monitoring System	GOA	150,000	Three Year Pilot Project of electronic monitoring system to rehabilitate and supervise offenders - Year 2
Capital Development Fund - VVPS	GOA/UKG/ Private Donor	83,700	Contribution to Capital Development Fund for Vivien Vanterpool School Project - Completion works at Vivien Vanterpool Primary School
Education Management Information System & E-learning Platform	GOA	403,000	Phase II - Completion of the E learning platform (LMS) and the integrated rollout with the EMIS
Landsome Bowl Cultural Centre	GOA	550,000	Completion and outfitting of second floor expansion to accommodate the Festivals Office and the Department of Youth and Culture
<b>SUB TOTAL</b>		<b>23,986,700</b>	
<b>MINISTRY OF ECONOMIC DEVELOPMENT, INDUSTRY, COMMERCE, LANDS, PLANNING, WATER, NATURAL RESOURCES</b>			
National Development Plan	GOA	1,200,000	2026/2027 National Development Plan process - roadmap that guides all other investments, policies, and resource allocation for national development
Anguilla Population and Housing Census	GOA	273,300	Reporting and Dissemination Phase. Production of Population Projections - Consultancy

Statistics Development	GOA	250,000	1. Anguilla Labour Force Survey - Analysis, Presentations, Publication and Dissemination. 2. Household Income and Expenditure Survey - Planning and Preparation (Design and Build Stages)
Agriculture and Fisheries Development	GOA	1,700,000	1. Aquaponics sites at HMP, Zenaida Haven and White Cedar 2. Multispecies Abattoir 3. Fish Aggregating Devices 4. Agroprocessing equipment 5. Planning for Fish Processing Facility
Water Development	GOA/ UKG	9,000,000	1. Relaying of district 13 Long Path Proctors to Sandy Hill & 6 network Little Harbour to JGH intersection with Blowing Point Road (Point 6.1 and 7.1 of the 2024 Water Resilience Plan) 2. Meter installation costs 3. Leak detection crash course 4. Complete construction and furnishing of Department Water Services office space. 5. Consultancy Services
Land Acquisition	GOA	40,500,000	1. Acquisition of lands for development 2. Acquisition Former NBA Building
Environmental Management	GOA	2,200,000	Planning for Corito Sustainable Waste Facility: 1. Revise regulatory framework, 2. Purchase equipment to store, sort, treat and process waste., 3. Installation of weather and climate proofed dome infrastructure for waste treatment and equipment storage, 4. Develop Sustainable Waste Management Strategy.
<b>SUB TOTAL</b>		<b>55,123,300</b>	
<b>MINISTRY OF INFRASTRUCTURE, COMMUNICATIONS, UTILITIES, HOUSING IT &amp; E GOVERNMENT SERVICES</b>			
Disaster Mitigation and Recovery	GOA	450,000	1. Shuttering of Government Buildings 2. Bracing of roll-up shutters on Government Buildings 3. NEOC Enhancement of Warehousing Area . Oil Spill Prevention Activities
Government Office Accommodation	GOA	19,500,000	COMPLETION OF : 1. Consultancy - Building design and project management for Office Accommodation 2. Demolition works (Statistics Department/Sports Dept.) 3. Retrofit of rented office space and Department relocations 4. Networking Infrastructure for new office accommodation 5. RAPF Expansion (include retrofit of Custody Suite ) 7. NBA (West) Retrofit START 2026/ 2027: 8. Phased construction of 2 buildings - Government Offices
Replacement of Government Vehicles	GOA	3,000,000	1. Procurement of next phase of prioritised vehicles (4 RAPF, 6 School buses, School Feeding Programme) 2. Phased replacement of Government vehicles: Box Truck for Post Office, Sports Dept 19 seater, School buses, 3 Ministers Vehicles. Complete ongoing contracts and replenish GoA fleet
Road Development	GOA	14,000,000	COMPLETION OF : Jeremiah Gumbs Highway Link Road and Sandy Hill Road START: Prioritised Road Programme (2026/2027): Periodic Maintenance- Raphael T. Lake - Albert Lake Dr - Albert Lake Dr to ALHCS Blowing Point Exit Road -Support Services - LAND ACQUISITION: Jeremiah Gumbs Highway, Sandy Hill and Blowing Point Exit Road
Renovation of Government Assets	GOA	5,500,000	COMPLETION OF: 1. AC system rehabilitation to improve air quality - CSB 2.MICUH - replace galvanise with concrete roof, 3. Court House security - replacement doors PRIORITISE AND SCHEDULE: 1. NEOC Building Leaks, 2. Accommodation to cover mobile equipment / Storage extension/ 3. Renovations at HMP Main Building & HMP West (Womens Prison) 4. ATB Building Renovation 5. Vehicles Section - One Stop Shop 6. Island Harbour Community Centre Security Measures at Courthouse and Parliament Building - Fencing

Airport Development - Clayton J Lloyd International Airport	GOA/UKG	87,000,000	1. Completion of Terminal Building 2. Land Acquisition 3. Expansion to the runway and apron
Sustainable Energy Programme	GOA	400,000	Planning works for: 1. Solar PV Installation for the Princess Alexandra Hospital, 2. Solar EV Charging Stations (Public & Government Use) 3. Solar Streetlight Installation across key public areas.
IT Equipment	GOA	800,000	Replacement of Government IT assets
IT Infrastructure	GOA	1,300,000	1. Replacement of Generator and UPS for Data Center 2. Security Systems - Government Buildings ( CCTV Phase II - Schools and HMP) 3. Underground Networking System - Establish a fibre link from the Library Roundabout to Princess Alexandra Hospital
Information Systems Development	GOA	4,700,000	Completion of: 1. Vehicles and Drivers Licence Management System 2. Labour Market Information System Prioritise and start: 2. E-Procurement System 3. Border Management System
Fire Services Development	GOA	400,000	Renovation of Anguilla Fire and Resue Services assets (Training Facility and Fire Tender). Planning and design of domestic fire station
<b>SUB TOTAL</b>		<b>137,050,000</b>	
<b>MINISTRY OF HEALTH, TOURISM SPORTS</b>			
Health Services Development	GOA	13,000,000	COMPLETE: Morgue and MRI Waiting Room SCHEDULE AND START: 1. Hyperbaric Chamber/Ambulance Bay 2. Rehabilitation works at Western Polyclinic (Roof and Plumbing) 3. Operating Theatre Upgrade 4. Hospital Equipment 5. Morgue 6. Laundry Equipment . 6. PC Upgrade to facilitate Health Information System 7.Relocation of Incinerator 8. Expansion of Central Sterilization Unit 9. Outfitting of Psychiatric Ward 10. Ambulances - 3 Prioritisation: ROUND 1: MRI, Operating Theatre, Western Polyclinic, Laundry, PC Upgrade, CSSD Expansion ROUND2: Incinerator, Ambulance Bay
Sports Development	GOA	1,500,000	1.Completion of Blowing Point Basketball Court Facility structure, parking area and drainage . 2. Perimeter fencing Sandy Ground Playing Field 3. Resurfacing of two tennis courts 4. Players Pavillion Development 5. Planning for race track development
<b>SUB TOTAL</b>		<b>14,500,000</b>	
<b>TOTAL</b>		<b>233,360,000</b>	

## Budget Notes

### Column A

31001 Public Officers Salaries  
 31003 Overtime  
 31005 Severance Pay  
 31006 Supernumerary  
 31007 H E Governor  
 31008 Deputy Governor  
 31009 Payment in Lieu of Vacation Leave  
 31101 Temporary Help  
 31201 Wages  
 31203 Holiday Pay and Honorarium  
 31204 Overtime on Wages  
 31206 Severance Pay on Wages  
 31601 Ministerial Duty Allowance  
 31602 Acting Allowance  
 31603 Telephone Allowance  
 31604 Entertainment Allowance  
 31605 Responsibility Allowance  
 31606 Communication Allowance  
 31607 Detective Allowance  
 31608 Marine Allowance  
 31609 Rent Allowance  
 31610 Housing Allowance  
 31611 Station Command Allowance  
 31612 Emergency Allowance  
 31612 Band Allowance  
 31614 Inducement Allowance  
 31615 On Call Allowance  
 31616 Uniform Allowance  
 31617 Honoraria  
 31618 Duty Allowance  
 31620 Plain Clothes Allowance  
 31621 Community Choir Allowance  
 31622 Drivers Allowance  
 31623 Vehicle Maintenance Allowance  
 31699 Allowance Other  
 31625 Tender's Board Allowance  
 31626 Executive Council Allowance  
 31699 Allowance Other  
 31701 Civil Servants Back Pay  
 31801 Allowance to Elected Members & Speaker  
 31802 Allowance to Nominated Members  
 31803 Allowance to Opposition Members & Speaker  
 31804 Entertainment Allowance to Members  
 31806 Constituency Allowance  
 32001 Local Travel Allowance  
 32099 Transport - Other  
 32201 Airfare International Travel  
 32202 Subsistence Ministers etc  
 32203 Subsistence - Civil Servants  
 32299 Subsistence Other  
 32401 Electricity Charge  
 32402 Water Charges  
 32403 Street Lighting  
 32601 Facsimile Cost

### Column B

33206 Mechanical Spares  
 33207 Maintenance of Sombrero  
 33299 Other Maintenance Costs  
 33401 Fuel, Oils and Lubricants  
 33402 Water Production  
 33601 Rental of Buildings  
 33603 Rental of Other Equipment  
 33604 Rental of Transport  
 33699 Other Rentals  
 33701 Heavy Equipment and Machinery  
 33801 Professional and Consultancy Services  
 33802 Legal Advisor  
 34001 Medical Insurance  
 34002 Property Insurance  
 34003 Travel Insurance (Overseas)  
 34004 Vehicle Insurance  
 34099 Other Insurance  
 34201 Official Entertainment  
 34202 Official Entertainment Receptions and National Celebrations  
 34401 Local Training  
 34402 Overseas Training  
 34601 Advertising  
 34602 Marketing, Promotions, Demos  
 34701 Gender Affairs & Human Rights  
 34801 Bank Resolution  
 35001 Statutory Gratuities  
 35002 Police Gratuities  
 35003 Statutory Pensions  
 35004 Non-Statutory Pensions  
 35005 Legislature Pensions  
 35006 Pension and Gratuities Overseas  
 35201 Grant and Contributions to Local Institutions  
 35202 Grants and Contributions Regional Institutions  
 35203 Grants and Contributions International Institutions  
 35204 Subvention - Tourist Board.  
 36001 Public Assistance  
 36002 Foster Care  
 36003 Community Services  
 36004 Disaster Assistance  
 36005 Funeral Expense - Poor and Destitute  
 36006 Care of Juveniles  
 36099 Other Social Welfare Costs  
 36101 Medical Treatment Overseas  
 36201 Sports Development  
 36301 Youth Development  
 36401 Culture/Art Development  
 37001 Revenue Refunds  
 37002 Customs Refunds  
 37003 Personal Refunds  
 37099 Other Refunds  
 37201 Claims Against Government (Compensation)  
 37301 COVID-19 Response Programme  
 37401 Losses and Write offs  
 37402 Conveyance of Mail

**Column A**

32602 Internet Charge  
32603 Postage and Courier  
32604 Telephones - Local  
32605 Telephones - International  
32699 Telephones - Other  
32801 Stationery and Office Supplies  
32802 Uniform and Protection Clothing  
32803 Printing and Binding  
32899 Other Supplies  
32901 Purchase of Drugs  
32999 Other Medical Supplies  
33001 Subscriptions, Periodicals, Books  
33101 Maintenance of Buildings  
33203 Maintenance of Vehicles  
33204 Maintenance Furniture and Equipment  
33205 Maintenance and Upkeep Grounds

**Column B**

37403 External Exams  
37404 Loss on Exchange  
37405 EU Transhipment Expenses  
37406 Rewards  
37407 Organization and Health Promotion  
37408 Census and Surveys  
37410 Environments  
37411 Unallocated Stores  
37412 Disaster Preparedness  
37413 National AIDS Programme  
37414 Human Rights and Gender Affairs/Protocol  
37415 Accidental Death  
37499 Expenses Other  
38001 Debt Servicing - Domestic  
38201 Debt Servicing - Foreign  
38401 Special Expenditure Furniture and Expenditure  
39001 Restricted Expenditure

GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
SALARIES RATES AND PAY FOR THE PUBLIC SERVICE

GRADE	U1	U2	1	2	3	4	5	6	7	8	O1	O2
DG/AG	-	-	240,000	243,000	246,000	249,000	252,000	255,000	-	-	-	-
A (144-158)	-	-	183,096	186,780	190,608	194,460	198,420	202,428	206,532	210,672	-	-
B (125-139)	-	-	151,260	154,356	157,476	160,656	163,920	167,256	170,652	174,120	-	-
C (111-118)	128,808	130,080	131,412	132,732	134,088	135,432	136,800	138,180	139,572	141,000	142,392	143,856
D (101-108)	116,472	117,648	118,836	120,048	121,248	122,496	123,720	124,980	126,240	127,512	128,808	130,080
E (91-98)	105,336	106,392	107,472	108,552	109,680	110,796	111,888	113,028	114,180	115,308	116,472	117,648
F (81-88)	95,280	96,228	97,200	98,196	99,180	100,188	101,196	102,216	103,260	104,292	105,336	106,392
(TTM) (71-78)	86,160	87,048	87,912	88,812	89,700	90,612	91,512	92,448	93,396	94,320	95,280	96,228
G (61-68)	71,700	72,420	73,140	73,884	74,628	75,372	76,152	76,908	77,700	78,480	79,272	80,076
H (51-58)	64,836	65,496	66,156	66,816	67,500	68,172	68,880	69,564	70,272	70,968	71,700	72,420
J (41-48)	58,632	59,232	59,808	60,432	61,032	61,668	62,280	62,916	63,540	64,188	64,836	65,496
K (31-38)	53,016	53,568	54,096	54,648	55,212	55,752	56,316	56,880	57,480	58,056	58,632	59,232
L (21-28)	47,952	48,444	48,936	49,416	49,932	50,436	50,952	51,480	51,972	52,500	53,016	53,568
M (11-18)	43,368	43,812	44,268	44,700	45,156	45,612	46,068	46,548	47,016	47,496	47,952	48,444
(TTS) (1-8)	-	-	40,020	40,416	40,836	41,268	41,664	42,096	42,504	42,948	43,368	43,812

GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
RATES AND PAY FOR THE POLICE SERVICE

GRADE	S144	S145	S146	S147	S148	S149	S150	S151	S152	S153
Commissioner	183,072	184,932	186,780	188,676	190,596	192,516	194,460	196,416	198,420	200,412
	S154	S155	S156	S157	S158					
	202,428	204,480	206,520	208,596	210,672					

GRADE	1	2	3	4	5	6	7	8
Deputy Commission	146,556	148,032	149,508	151,008	152,520	154,056	155,580	157,140
Superintendent	129,336	130,620	131,940	133,260	134,580	135,936	137,280	138,660
Inspector	109,536	111,720	113,952	116,220	118,548	120,936	123,336	125,808
Sergeant	85,260	86,952	88,692	90,468	92,292	94,128	96,024	97,944
Constable	70,596	72,024	73,452	74,916	76,428	77,940	79,500	81,084

**GOVERNMENT OF ANGUILLA**  
**2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL**  
**HOURLY WAGE RATES**

Category	Labour Classification	Rate Per Hour \$
A	Apprentice II	16.20
B	Cleaner	16.20
	Labourer	16.20
	Beach Cleaner	16.20
	Street Cleaner	16.20
	Yardman	16.20
C	Apprentice I	16.80
	Semi-skilled Labourer	16.80
	Supervisor (Cleaner)	16.80
	Meter Reader	16.80
	Stockman	16.80
	Storeman	16.80
	Clerk	16.80
	Gardner	16.80
	Latrine Attendant	16.80
	Pest Control Officer	16.80
	Maid	16.80
D	Assistant Operator II	18.00
	Pumpman	18.00
	Semi-skilled Mechanic Craftsman	18.00
	Handyman	18.00
	Pipe Fitter	18.00
E	Watchman	18.40
	Compressor Operator	18.40
	Light Roller Operator	18.40
	Electrical Assistant	18.40
	Storeman - Time Keeper	18.40
	Technical Assistant	18.40
	Agricultural Assistant	18.40
	Maintenance Assistant	18.40
	Mechanic IV	18.40
	Painter II	18.40
	Squad Leader (Public Health)	18.40
F	Assistant Operator I	19.80
	Electrician	19.80
	Linesman III (Groundsman)	19.80
	Joiner	19.80
	Mason	19.80
	Plumber	19.80
	Assistant Prison Officer/Cook	19.80
	Mechanic III	19.80
	Painter I	19.80
G	Driver - Heavy Goods Vehicle	20.95

Category	Labour Classification	Rate Per Hour \$
	Senior Joiner/Mason/Plumber	20.95
	Charge Hand/Helper	20.95
	Linesman II	20.95
	Electrical Technician	20.95
	Heavy Roller Operator	20.95
	Solid Waste Loader	20.95
	Mechanic II	20.95
H	Linesman I	22.10
	Mechanic I	22.10
	Mechanic (Power Station)	22.10
	Tractor Operator	22.10
	Senior Electrical Technician	22.10
	Supervisor (Non Technical)	22.10
	Backhoe/Loader Operator II	22.10
	Power Station Operator II	22.10
	Truancy officer	22.75
I	Senior Mechanic	22.85
	Backhoe/Loader Operator I	22.85
	Senior Linesman	22.85
	Heavy Plant Operator II	22.85
	Bulldozer/Grader/Rockbreaker II	22.85
	Power Station Operator I	22.85
	Fork-lift Operator I	22.85
	Housekeeper in Charge/Cook	22.85
J	Foreman	24.05
	Heavy Plant Operator I	24.05
	Bulldozer/Grader/Rockbreaker I	24.05
K	Special Constable	25.15
	Solid Waste Driver (Supervisor)	25.55
	Bulldozer Operator (Public Health)	25.55
L	Senior Building Foreman	27.35
	Supervisor	27.35
	Senior Mechanic Foreman	27.35
	Electrical Maintenance	27.35
	Security Officer (ALHCS)	27.60

**GOVERNMENT OF ANGUILLA  
2026 ESTIMATES OF RECURRENT REVENUE, EXPENDITURE AND CAPITAL  
SUPPLEMENTARY DETAILS**

**OVERTIME RATES**

<b>GRADING</b>	<b>NORMAL RATE</b>	<b>PREMIUM RATE*</b>
(A) M-L	16.20	20.00
(B) K-J	20.00	25.00
(C) G-H	22.00	30.00

\* The Premium Rate is paid for work on Sundays and Public Holidays.

**TRAVEL ALLOWANCE**

<b>CATEGORIES</b>	<b>RATES</b>
A	225.00
B	175.00
C	125.00
D	75.00
E	62.50