

**Government of Anguilla: Ministry of
Infrastructure, Communications and Utilities**

**Public Sector Development:
Implementation Action Plan**

20 October 1997

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1 Introduction

This Implementation Action Plan has been developed with the Permanent Secretary, senior managers and the Change Management Team of the Ministry of Infrastructure, Communications and Utilities.

The action plan has been developed to enable the Ministry to take forward its decisions on:

- divestment of operational areas;
- restructuring of the Ministry;
- development of new roles and responsibilities for the Ministry;
- development of performance management systems and contracts management procedures to enable the Ministry to perform its new role.

Details of the decisions that have been taken as a part of the Public Sector Development Programme and the recommendations that have been made as a result of KPMG's assistance to the Ministry of Infrastructure, Communications and Utilities in carrying out a functional and efficiency review can be found in our three reports:

- Functional and efficiency review: Implementation Report and Action Plan;
- Performance indicators for the Ministry of Infrastructure, Communications and Utilities;
- Review of contracting procedures.

This action plan is extracted from the Implementation Report. It sets out the agreed actions which must be taken in each functional area in order to ensure the successful implementation of the public sector development programme in the Ministry of Infrastructure, Communications and Utilities.

This action plan is primarily for the use of the Permanent Secretary and the Ministry's Change Management Team, in order to allocate responsibilities for action and to monitor that actions are undertaken in a timely manner. In addition to listing the actions, we note:

- the timescale;
- who should take main responsibility for the action;
- evidence of completion in order that the Permanent Secretary and Change Management Team can monitor progress.

2 Ministry headquarters

Action	Evidence of completion	Responsibility	Timescale
Change name of Ministry to Ministry of Infrastructure, Communications and Utilities	Approval of new title by EXCO	Permanent Secretary, MICU	Dec 1997
<i>Staffing</i>			
Revise job descriptions where necessary	Revised job descriptions agreed	Permanent Secretary, MICU, Office Manager	30 Nov 1997
Agree whether to seek contract or permanent appointments and fill vacant new positions	Staff appointed	Permanent Secretary, MICU, Permanent Secretary, PA	Jan 1998
Establish training and development needs of staff in new posts and set up training/development programmes	Training/development programmes agreed	Permanent Secretary, MICU, Permanent Secretary, PA	Mar 1998
Training/development programmes implemented	Agreed programmes undertaken by appropriate staff	Permanent Secretary, MICU, Office Manager, Permanent Secretary, PA	Jan 1999
Identify staff whose positions are superfluous and set up mechanisms for transfer to vacant positions elsewhere	Staff transfer from MICU	Permanent Secretary, PA	Jan 1998
Establish policy for staff transfer to divested organisations	Policy statement agreed with unions and issued	Permanent Secretary, PA, Director of Finance	Feb 1998
<i>Legislation: Public Utilities Commission</i>			
Carry out detailed review of model legislation for Public Utilities Commission	Detailed comments and notes on policy areas prepared for lawyer	Permanent Secretary, MICU, Water Engineer	1 Dec 1997

Appoint lawyer to draft legislation	Lawyer appointed	Permanent Secretary MICUO, PSD Co-ordinator,	Feb 1998
Draft legislation for Public Utilities Commission	Draft legislation passed to ministry for review	Legal consultant	May 1998
Pass draft legislation to Attorney General's Chambers	Legislation agreed and passed to EXCO	Attorney General	May 1998
Agree and enact legislation	EXCO approval	EXCO, Permanent Secretary, MICU	Aug 1998
Commission members appointed	Appropriate appointments made	Minister of ICU	Dec 1998
Public Utilities Commission established	First meeting of Commission	Minister of ICU, Permanent Secretary MICU	Jan 1999
<i>Performance management</i>			
Agree timescales for reporting on performance (monthly/quarterly, annually) and agree mechanisms for gathering information	Reporting timescales agreed and issued to all relevant managers	Permanent Secretary MICU, Chief Technical Officer, Senior managers	Dec 1997
Restructure finance recording and reporting systems around key outputs to enable performance information to be produced: <ul style="list-style-type: none"> ■ road maintenance; ■ road construction ■ vehicle licensing ■ airport; ■ seaport. 	New Vote Book structure agreed	Permanent Secretary, MICU. Office Manager, Director of Finance	Dec 1997
Agree performance indicators and their provision with telecommunications and electricity companies	Written agreement to report on performance indicators obtained	Permanent Secretary, MICU, Technical Officer (Utilities)	Mar 1998

Establish procedures for monitoring and performance analysis of organisations in utilities and communications sectors within the Ministry of Infrastructure, Communications and Utilities	Procedures agreed and issued	Permanent Secretary, MICU, Technical Officers	Mar 1998
Assess management development requirements to embed performance monitoring of achievement into management culture in Ministry	Training or development plans prepared and enacted	Permanent Secretary, MICU, Training Officer	May 1998
Implement performance information systems	Performance information received from utilities by Ministry and acted on	Permanent Secretary, MICU, Technical Officers	July 1998

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Infrastructure Department

Action	Evidence of completion	Responsibility	Timescale
<i>Divestment of road maintenance</i>			
Agree company structure for roads maintenance company	Advertisement for private sector partners drafted	Permanent Secretary, MICU, Director of Finance	30 Oct 1997
Communicate decisions on company structure to workers	Communications completed	Permanent Secretary, MICU	4 Nov 1997
Communicate decisions and plans to EXCO	EXCO informed	Permanent Secretary MICU	30 Oct 1997
Advertise for private sector partners	Advertisement issued and contact made with likely partners	Permanent Secretary MICU	12 November 1997
Value the assets to be transferred to road maintenance company	Valuation report agreed	Permanent Secretary, MICU	7 Nov 1997
Negotiate with partners on <ul style="list-style-type: none"> ■ share allocation ■ contract size and scope 	Partner selected and negotiations concluded	Permanent Secretary MICU, Director of Finance	19 Dec 1997
Obtain legal assistance to draft contract	Draft contract prepared	Permanent Secretary MICU, Attorney General	12 Nov 1997
Agree payment structures for road maintenance and construction	Incorporation of payment structures in contract	Permanent Secretary MICU, Director of Finance	19 Dec 1997
Agree contract	Contract signed	Permanent Secretary MICU, Director of Finance, EXCO	31 Dec 1997
Issue notice to workers in roads areas	Notice issued	Permanent Secretary MICU, Permanent Secretary PA	5 Nov 1997

Communications of decision to other public servants and general public	Communications drafted and issued	Permanent Secretary MICU	5 Nov 1997
<i>Staffing</i>			
Make changes to establishment of Ministry	Changes set out in Estimates	Permanent Secretary, PA	Dec 1997
Appoint staff to vacant and newly created posts: <ul style="list-style-type: none"> ■ Chief Technical Officer ■ Vehicles Superintendent ■ Vehicles Examiner ■ Technician (Roads) ■ Roads Inspector 	Posts filled	Permanent Secretary MICU, Permanent Secretary, PA	March 1998
Transfer Building Control functions and staff to Physical Planning Unit	Changes made to establishment	Permanent Secretary PA, Chief Planning Officer	1 Jan 1998
<i>Contract management</i>			
Make decision on short term technical assistance to Roads Department to assist in developing contracts and planned maintenance programmes	Adviser appointed	Permanent Secretary MICU, Permanent Secretary PA	1 Dec 1997
Carry out road condition survey	Road condition survey completed ✓	CTO, Roads Engineer	Jan 1998
Develop annual and monthly road maintenance plans	Planned maintenance programme completed ✓	CTO, Roads Engineer	Feb 1998
Develop standardised output based specifications for common road maintenance tasks, and develop quality standards	Standardised contracts and quality statements completed	CTO, Roads Engineer	March 1998
Review contracts briefing documents for project consultants received from Buildings Code consultant	Adaptations made to documents for use by Ministry	Permanent Secretary MICU	Jan 1998
Formalise contracting procedures and develop a contract manual available to all staff	Manual completed and issued	Clerk of Works, CTO ✓	August 1998
Prepare quality standard statements for building maintenance tasks	Quality statements completed	Clerk of Works ✓	August 1998

Revise standard contracts for buildings maintenance to ensure <ul style="list-style-type: none"> ■ payment is made on achievement of specified outputs ■ 10% retention for remedial work is specified 	Standard contracts completed and available ✓	Clerk of Works	August 1998
Develop prioritised planned maintenance programme for buildings	Planned maintenance programme completed ✓	Clerk of Works	August 1998
Establish list of approved contractors	List approved ✓	CTO	June 1998
Develop transparent criteria for tender evaluation by Tender Board	Criteria prepared and issued to Tender Board with contract specifications ✓	Chair of Tender Board, Ministry of Finance, Managers developing specifications	June 1998
Establish formal contracts disputes procedures	Formal procedures proposed and approved by EXCO	Ministry of Finance, Attorney General	June 1998
Review need for co-ordinating and supporting contracting out across Government	Proposals for co-ordination made	Director of Finance	June 1998
<i>Vehicles</i>			
Issue notice to workers in mechanical workshop	Notice issued	Permanent Secretary, MICU, Permanent Secretary PA	5 Nov 1997
Issue notice to other non-established workers whose service will no longer be needed (eg day security officer)	Notice issued	Permanent Secretary, MICU, Permanent Secretary, PA	5 Nov 1997
Develop planned maintenance system for vehicles (including vehicle condition survey)	Planned maintenance programme completed ✓	Vehicles Supt	Feb 1998
Establish contracts for vehicle maintenance and repair	Contracts issued ✓	Vehicles Supt	Feb 1998
Agree timescales for reporting on performance (monthly/quarterly, annually) and agree mechanisms for gathering information	Reporting requirements issued to relevant managers	Permanent Secretary, MICU, CTO	March 1998

Establish new staff in Vehicle Licensing Section	Staff trained in systems and procedures	Vehicles Supt., Senior Clerical Officer	Feb 1998
Review IT needs for Vehicle Licensing (including exploration of BVI system)	Recommendations made for improvements to IT system	Office Manager, Senior Clerical Officer, Computer Unit	April 1998
Set up appropriate databases and systems and train staff in use	System in use	Office Manager, Senior Clerical Officer, Computer Unit	June 1998
Agree with Treasury to expand functions of Vehicle Licensing Section to include revenue collection and licence place issue	Agreement reached with Ministry of Finance	Permanent Secretary, MICU, Office Manager	Dec 1998
Implement changes in functions in Vehicle Licensing	New functions taken on	Vehicles Supt, Senior Clerical Officer	Jan 1999

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Water Department

Action	Evidence of completion	Responsibility	Timescale
<i>Legislation</i>			
Make initial assessment of legislation from elsewhere in the region	Report received from engineering consultant	Permanent Secretary MICU, Water Engineer	24 Oct 1997
Carry out detailed review of legislation for Water Authority	Detailed comments and notes on policy areas prepared for lawyer	Permanent Secretary, MICU, Water Engineer	1 Dec 1997
Build powers for Ministry to licence water extraction into legislation	Inclusion in draft legislation	Permanent Secretary, MICU, Water Engineer	Dec 1997
Appoint lawyer to draft legislation	Lawyer appointed	Permanent Secretary MICUO, PSD Co-ordinator,	Feb 1998
Draft legislation for Public Utilities Commission	Draft legislation passed to ministry for review	Legal consultant	May 1998
Pass draft legislation to Attorney General's Chambers	Legislation agreed and passed to EXCO	Attorney General	May 1998
Agree and enact legislation	EXCO approval	EXCO, Permanent Secretary, MICU	Aug 1998
<i>Water production</i>			
Complete negotiations and sign contract with water production company	Contract signed	Permanent Secretary, MICU, Water Engineer	Jan 1998
Train Pump Chargehand and Handiman for new duties	Training programme agreed and commenced	Water Engineer, Water production company	April 1998

Deliver training programme	Programme completed	Water Engineer, Water production company	Sept 1998
Desalinated water delivered through mains network	Water pumped into storage	Water Engineer	Oct 1998
Develop plan for communications strategy to inform public about changes to water supply, and to assist in changing attitudes to water supply and likely costs of water	Plan produced and approved	Water Engineer, Permanent Secretary MICU	Feb 1998
Implement communications plans through a public campaign	Publicity disseminated	Water Engineer	from Nov 1998
<i>Accommodation</i>			
Tender for new office buildings for Water Authority	Tender documents re-issued	Water Engineer	Nov 1998
Award tender for buildings	Construction started	Water Engineer, Permanent Secretary MICU, Tender Board	Feb 1998
Take over new office buildings	Buildings occupied	Water Engineer	Oct 1998
<i>Staffing</i>			
Appoint Water Engineer on 1 year contract	Engineer appointed	Permanent Secretary, MICU, Permanent Secretary, PA	Dec 1997
Agree policy for transfer of staff to new Authority	Policy agreed and communicated to unions and staff	Permanent Secretary, PA, Director of Finance	Feb 1998
Make plans for filling other vacant and proposed posts	Individuals identified to fill posts and plans made for recruitment	Permanent Secretary, MICU, Permanent Secretary, PA, Water Engineer	April 1998

Recruit staff into remaining vacant positions in new authority	Staff appointed	Water Engineer	Dec 1998
<i>Water Billings</i>			
Make decisions on computerisation of system in the light of the Water Billing study	Terms of reference for computerisation drafted and issued	DTRS ✓	Dec 1997 ✓
Award contract for computerisation of water billing systems	Contractors appointed	DTRS ✓	April 1998
Introduce computerised billings system	Pilot system set up	Water Engineer	March 1999
<i>Financial planning</i>			
Review asset value of Water Department (including new assets from water development programme)	Assets valued and likely depreciation costs assessed	Water Engineer	Jan 1998
Revise financial models developed from Water Tariff Study in light of changes to depreciation	Revised model completed	Water Engineer	Mar 1998
Make initial proposals for new charging structures	Proposals discussed by EXCO	Permanent Secretary MICU, Water Engineer	August 1998
Agree charges for services	Proposals for charging structures agreed	Permanent Secretary MICU, Water Engineer	Sept 1998
Develop longer term revenue plans for new authority, with planned changes to charges and reducing subsidy from Government	Plans prepared and agreed in outline with EXCO	Water Engineer, Permanent Secretary MICU, Ministry of Finance	Oct 1998
<i>Performance management</i>			
Agree timescales for reporting on performance (monthly/quarterly, annually) and establish mechanisms for gathering information	Reporting mechanisms established	Water Engineer, Permanent Secretary MICU, Technical Officer, Utilities	June 1998
Structure Authority's budget to enable reporting against efficiency indicators	Performance indicators provided	Water Engineer	Dec 1998

Establish performance management systems	Performance information provided to Ministry	Chief Executive, Water authority	Mar 1999
<i>Water Authority</i>			
Appoint Board members	Appropriate appointments made	Minister of ICU	Dec 1998
Establish Water Authority	Notice in Gazette	Permanent Secretary, MICU	Jan 1999

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Airport and Sea Ports

Action	Evidence of completion	Responsibility	Timescale
<i>Organisation and responsibilities</i>			
Decide on organisation structure (statutory corporation or state owned company) in liaison with Director of Finance	Decision made and communicated to PSD Committee	Permanent Secretary, MICU	Nov 1997
Brief Governor on decisions and plans	Meeting held with Governor	Permanent Secretary, MICU, Airport Mgt Team	Dec 1997
Discuss Governor's functions under Air Navigation Order (Overseas Territories) 1989 and agree on functions to divest, functions to remain in Government and delegation of powers	Agreement reached and documented	Governor, Permanent Secretary MICU, Airport Manager	Dec 1997
Establish review mechanism for fees and charges	Review mechanism agreed and committee members identified	Governor, Permanent Secretary MICU	May 1998
Brief Minister of ICU on decisions and plans	Government support for decision to divest secured	Permanent Secretary MICU, Airport Manager	Dec 1997
Communicate decisions and plans in detail to staff	Communication meetings held	Airport Mgt Team	Dec 1997
<i>Legislation</i>			
Carry out detailed review of legislation for Airport and Sea Ports Authority	Detailed comments and notes on policy areas prepared for lawyer	Permanent Secretary, MICU, Airport Manager	1 Dec 1997
Appoint lawyer to draft legislation	Lawyer appointed	Permanent Secretary MICU, PSD Co-ordinator,	Feb 1998
Draft legislation for Public Utilities Commission	Draft legislation passed to ministry for review	Legal consultant	May 1998

Pass draft legislation to Attorney General's Chambers	Legislation agreed and passed to EXCO	Attorney General	May 1998
Agree and enact legislation	EXCO approval	EXCO, Permanent Secretary, MICU	Aug 1998
<i>Staffing</i>			
Agree staffing transfer policy	Policy statement agreed with unions and communicated to staff	Permanent Secretary, PA, Director of Finance	Feb 1998
Plan transfer of staff into new posts	Transfer plans agreed and communicated to staff	Permanent Secretary, PA	June 1998
Recruit staff to vacant positions	Appointments made	Airport Mgt Team	Dec 1998
Review training needs of staff, in particular for professional and technical areas	Training needs analysis and plans for training and development prepared	Airport Manager	August 1998
Review sources of training and development funding and availability to new Authority	Resources identified for training over next two years	Airport Manager	October 1998
Ensure airport receives aerodrome licence	Licence issued	Airport Manager	Dec 1998
Review fees and charges for 1999 for: <ul style="list-style-type: none"> ■ licences and inspections ■ airport ■ port 	Proposals put forward for review	Governor, Permanent Secretary MICU, Airport Manager	July 1998
Agree fees and charges	New fees and charges published	Airport Manager, Airport charges review committee, Permanent Secretary MICU	Sept 1998

Develop and refine revenue and expenditure plans and financial models	Revenue and expenditure plans produced	Airport Manager, Permanent Secretary MICU, Director of Finance	Sept 1998
<i>Performance management</i>			
Agree timescales for reporting on performance (monthly/quarterly, annually) and agree mechanisms for gathering information	Reporting mechanisms established	Airport Manager, Permanent Secretary MICU, Technical Officer, Air & Sea Comms	June 1998
Structure Authority's budget to enable reporting against efficiency indicators	Performance indicators provided	Airport Manager	Dec 1998
Establish performance management systems	Agreed performance information provided to Ministry	Chief Executive, Fin & Res Mgr	Mar 1999
<i>Sea ports management</i>			
Apply for technical assistance for port development study from CDB	Application made	Permanent Secretary MICU, Supt of Ports	Feb 1998
Appoint consultants	Contract offered	Permanent Secretary MICU, CDB	April 1998
Carry out consultancy into port development	Report submitted and approved	Permanent Secretary, MICU	Oct 1998
Review sea port functions, including recommendations from CDB funded consultancy	Review completed and proposals made to Board	Chief Executive, Sea port manager	June 1999
Review port fees and charges including recommendations from CDB consultancy	Review completed and proposals made to Board	Chief Executive, Sea Port Manager	June 1999
Implement changes to sea port management and operations	Changes agreed with other stakeholders	Chief Executive, Sea Port Manager	Jan 2000
<i>Airport and Sea Ports Authority establishment</i>			

Appoint Board members	Appropriate appointments made	Minister of ICU	Dec 1998
Establish Airport and Sea Ports Authority	Notice in Gazette	Permanent Secretary, MICU	Jan 1999