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Anguilla & Hurricane Irma

Opportunities Arising



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EXECUTIVE SUMMARY

Anguilla has been British since 1650 and is the only British Overseas Territory in history that fought Britain to remain British and succeeded in the Anguilla Revolution (1967- 69) against Harold Wilson's government.

Anguilla is of strategic importance as the gateway to the Panama Canal that connects the Atlantic to the Pacific. 20% of the world's shipping passes through Anguillian waters that reside under the control of the Government of Anguilla.

Anguilla has direct borders with France and the EU, as the collectivité of French Saint Martin is part of metropolitan France and an Outer Most Region of the EU. The Dutch country of Sint Maarten and municipalié of Saba.

Anguilla is heavily dependent on both France and Holland for essential commodities and services that include mail, fuel, international access, and basic medical services such as MRI scanning, and dentistry. Each evening at 5.30pm the French close their border with Anguilla, effectively cutting the island off.

The EU is Anguilla's only source of significant developmental aid.

As demonstrated in the response to Hurricane Irma, the UK regards Anguilla as ineligible for support from DFID, which only provided nominal support even when Anguilla was deemed eligible, and despite having a lower GDP than other recipients of DFID funding.

Anguilla is ranks top in the Caribbean for good governance and financial transparency by the US - CIA, Financial Action Task Force (FATF), the US - Federal Bureau of Investigation, Organisation for Economic Co-operation and Development (OECD), HM Treasury, The International Monetary Fund (IMF), The Egmont Group of Financial Intelligence Units (a group of police forces across the globe), Transparency International, US - Department of State, United Nations, World Bank Group and various regulatory authorities from around the world for the territory's avoidance of money laundering, terrorist financing, international sanctions, corruption, narcotics, governance related risks and financial transparency. Anguilla is therefore regarded as the most efficacious financial centre in the Caribbean and one of the best in the world despite its IT aging systems.

Anguilla suffers from the most out-dated constitution of all British Overseas Territories that compromises the effectiveness of its democratically appointed government. This provides the opportunity for the UK and Anguilla to work together in creating a new form of British nation fit for purpose during a post *Brexit* era that is mutually beneficial, recognising both the human and political rights of Anguillians, demonstrating British leadership in global democracy.

ANGUILLA AT A GLANCE

GEOGRAPHY

Anguilla is the most northern of the Leeward Islands and closest to Europe, comprises 23 islands and cays of which only the island of Anguilla is inhabited. There is no surface fresh water, no mountains, or lush vegetation. A significant portion of Anguilla lies below sea level and the majority of the island was hit by Hurricane Irma devastating lives and livelihoods.

THE PEOPLE

As at 2016 the population of Anguilla was 16,752 comprising: African/Black: 85.3%, Hispanic: 4.9%, Mixed: 3.8%, White: 3.2%, Asian: 1%, and Other: 1.6%. The population is now less than 13,500 post Hurricane Irma. Since Irma the population has continued to fall significantly.

RELIGION

Religions currently practiced comprise: Protestant: 73.2%, Roman Catholic: 6.8%, Jehovah' Witness: 1.1%, Other Christian: 10.9% and Other: 3.2%.

GOVERNMENT

Anguilla is internally self-governing UK Overseas Territory that operates under a political system based on the Westminster model. Whilst the Government of Anguilla exercises executive powers, the UK appointed Governor is responsible for defence, financial services, external affairs and the police, meaning these powers and responsibilities have not been devolved to the Government of Anguilla. An Attorney General, appointed by the Governor, is responsible for the prosecution of criminal cases and law reform.

THE ECONOMY

Tourism is the main economic driver supplemented by construction, agriculture and fisheries, with financial services, duly regulated by the Governor also featuring in the relatively narrow economy. The seasonal nature of Anguilla's award winning tourism, considerable foreign ownership in the sector and the risk of annual natural disaster add considerable risk to economic growth and prosperity in the absence of a diverse economy. Anguilla's GDP per capita in 2008 was US\$12,200 and was rated as minus 400% by the Caribbean Catastrophe Risk Insurers as a direct result of Hurricane Irma. The UK aid package means Anguilla's economy is set to grow by 8.1% despite the HDI shrinking substantially.

EDUCATION AND SKILLS

Education is compulsory for all 5 to 17 year olds and is provided by Anguilla's six state primary schools and one secondary school. There is a nominal presence of the University of the West Indies (UWI) that also collaborates with the Anguilla Community College (ACC). Neither institution provides comprehensive tertiary education on Anguilla. The ACC is currently introducing *Btech* courses and offers modules that, like those from UWI, may be accredited towards degree courses on the USA or on other Caribbean islands. Anguillian students are recognised as 'domestic' in the UK, but few can afford the additional costs of accommodation and travel, and seldom succeed in securing grants that may assist in accessing education in the UK. Moreover unlike students from St Martin, student visas are required for Anguillians to study in the UK.

HEALTHCARE

Anguilla provides primary healthcare through four health centres and one polyclinic. The 32-bed Princess Alexandra Hospital is the only public hospital in the territory and serves both the resident population and the tens of thousands of tourists that visit Anguilla each year, however limited diagnostic capabilities such as no MRI scanner, causes heavy reliance on neighbouring French, Dutch and American islands. All tertiary care must be sought abroad invariably at the expense of the patient. Under a 1985 agreement, four patients a year from Anguilla are permitted access to the NHS in the UK subject to proof that the treatment cannot be secured in the region whether privately or public, regardless of whether patients have contributed to the National Insurance system in the UK or not.

TRANSPORT

Dutch Sint Martin's Princess Juliana Airport has provided Anguilla with the majority of its international transport links. To access Anguilla, most visitors traverse French Saint Martin, and Outer Most Region of the EU. Puerto Rico provided a popular alternative for many tourists from the USA and those not averse to travelling long distances on small propeller planes have the alternative of flights via Antigua. The airports of St Martin and Puerto Rico were all severely hit during the 2017 hurricane season.

ENERGY

Saint Eustatius is also pivotal to Anguilla in that approximately 90% of the territory's oil is transhipped through the Dutch municipality by necessity due to the shallow waters that surround Anguilla.

SUMMARY OF IMPACT OF HURRICANE IRMA ON ANGUILLA

Hurricane Irma was the first category 5 hurricane to hit Anguilla since 1928 and the worst recorded in the Atlantic, severely damaging ninety per cent of the island's housing stock and destroying nearly all of the island's key infrastructure. It was one of two category 5 hurricanes that hit the Caribbean in close succession during the 2017 hurricane season.

The eye of Hurricane Irma stretched over twenty-three miles and engulfed Anguilla in its entirety. The island, which is a mere three and a half miles at its widest point and sixteen in length, experienced gusts of wind exceeding 200 mph causing cataclysmic destruction.

Hurricane Irma downed over 1,500 electricity poles, demolishing the island's electricity supply that is also used for vital desalination of seawater as Anguilla has no surface fresh water and its underground fresh water supplies are brackish.

The island's only passenger ferry terminal at Blowing Point was completely destroyed as were the French and Dutch counterparts in Saint Martin. This provided the main transport link to the island for the 17,000 inhabitants of the time providing access to essential goods and services in Saint Martin, the main gateway to Anguilla.

The island's only Secondary School, the Albena Lake High School, was critically damaged and was demolished for safety reasons. All of the other schools, bar one, on the island have been severely damaged and the children of the island are being educated in temporary accommodation in shifts. This is an unsustainable arrangement as it entails attending school at night in many instances.

The thirty-two bed Princess Alexandra Hospital which caters for the needs of the island's entire population, and its annual visitors that number, on average, over 80,000 a year, lost part of its roof and remains susceptible to flooding. In any event, the island's only hospital was inadequate providing limited secondary care without a comprehensive diagnostic capability.

The control tower of Anguilla's airport has been severely damaged, whilst the runway is too short to offer direct long haul access or evacuation in the case of emergency. The Princess Juliana Airport on Dutch Sint Maarten, that was the international hub for the region and main access point for Anguilla, has also been critically damaged and continues to provide a limited service. Puerto Rico, a more distant alternative was severely damaged by Hurricane Maria.

STATUS REPORT AS OF 15 FEBRUARY 2018

Anguilla

Access to Anguilla is steadily improving. Seaborne now flies five days a week from San Juan, Puerto Rico, to Anguilla, Thursday through Monday, providing connections to *American Airlines, Delta, JetBlue, United Airlines and Southwest Airlines'* service into San Juan. *Seaborne's* codeshare agreements with American, Delta, JetBlue provide for better connectivity and interline baggage transfers for passengers transiting to Anguilla. *JetBlue* launched daily service from New York to St. Maarten on 5 January, up from the current twice-weekly service. Delta is operating daily service out of Atlanta, and American flies daily from Miami into St. Maarten, with service from additional gateways coming on stream in the second quarter of 2018. Daily ferry services are operating from Anguilla's Blowing Point port to both the Dutch and the French sides of St. Maarten/St. Martin. All visitors and residents are processed through Anguilla's Blowing Point Police Station on arrival and departure. From the Dutch side, visitors and residents are processed on arrival and departure through the police station at Simpson Bay, a five minute taxi ride from the Princess Juliana Airport. The private ferry companies operating from Anguilla to the Dutch side are *Calypso Charters, Funtime Charters, GB Express and Another Link*. The public ferry departs eight times a day from Anguilla to Marigot Bay on the French side, starting at 7:30 a.m. and ending at 4:45 p.m. The first public ferry transfer from St. Maarten/St. Martin to Anguilla departs at 8:15 a.m. with the last leaving at 5:15 p.m.

Almost 600 rooms are available on island this holiday season, comprised of a wide selection of villas, small hotels and holiday apartment rentals. An additional 540 rooms are due to come on stream by April, as some of the islands' renowned five star resorts plan to reopen in the first quarter of 2018. Most of the island's popular restaurants and beach bars are also already open for the season. Following months of restoration due to the impact of Hurricane Irma, the Four Seasons Resort and Residences Anguilla has announced it will reopen on 23 March.

Saint Martin

As a result of Hurricane Irma, the isle's two airports, Princess Juliana International Airport (located on the Dutch side), and the significantly smaller Grand Case International Airport (located on the French side), were temporarily closed to commercial flights; Princess Juliana's main terminal also suffered structural damage. Both airports are now operational and run around 60 flights a week from 12 airlines. Princess Juliana, has daily nonstop service to and from the United States. The island's other airport, Grand Case International Airport, reopened to commercial flights in September; the airport offers daily flights to and from Guadeloupe, Martinique and St. Bart's and to and from destinations in Europe, Canada and the United States, but does not service Anguilla. Princess Juliana Airport on St. Maarten opened a new air-conditioned departure lounge to accommodate passengers in a larger facility until the interior of the main terminal has been reconstructed and reopens later this year or early next year. Until now, departing passengers have had

to wait in a large tent after checking in for their flights. The new temporary facility accommodates 315 seats, 11 concessions, 17 airline check-in booths, restrooms and security screening. Next on the airport's agenda will be a new temporary arrival pavilion to free up the general aviation building that has been used for arrivals. The airport's new roof will be designed to sustain winds over 185 mph and wind gusts to 240 mph.

Close to 95% of the island has electricity, and everyone has water and telecommunications, according to V. H. Cornelius de Weever, interim minister of tourism and justice. On Saint Martin's French side, more than 60 restaurants are open for business as are more than a dozen hotels. On the Dutch side of the island, around 80 per cent of the restaurants are open, and 1,600 hotel rooms are available to book; before the hurricane, 4,115 rooms were available. Cruises are also returning to St. Martin: the cruise port that can accommodate larger ships, St. Maarten's Port Authority, reopened on Dec. 4. The island's other cruise port, Port de Galisbay, is once again welcoming small vessels.

Puerto Rico

While a portion of the island remains without electricity, a municipal generator is providing power to much of Isabel Segunda. Many homes and businesses are relying on their own generators, as workers from Florida Power and Light repair the downed lines, with full power on the island due to be restored this summer. The long queues for gasoline and ice are gone, and some Americans who maintain part-time homes on the island have returned, lending a semblance of normalcy. While visitors may lack WiFi at their hotel, basic services have been restored, as the island seeks to pump up tourism, its economic mainstay.

120 of the 150 hotels that reported damage are now reopened with 12,458 rooms currently available in inventory with 2,670 rooms currently being "revamped." 410,000 cruise passengers travelled through the San Juan port since October 7 and 633,000 more passengers are expected by June 30. There are now 110 daily flights to San Juan.

Saint Eustatius (Statia)

NuStar Energy LP shut down operations at its oil terminal in St. Eustatius ahead of the arrival of Hurricane Irma. The Statia terminal, which reopened in October 2017, has capacity to store up to 13.03 million barrels of crude and refined products and has six mooring locations to service oil tankers. This is the main hub for oil transshipment in the region.

One area of concern is the political situation on the island, which may have an adverse affect on Anguilla's oil imports, 90% of which are trans-shipped from Statia. The Netherlands is taking over the governing of Statia due to a report from a committee that investigated the state of the island and concluded that there is a "gross neglect of duties" within its government. The island's governing body, called the Island Council, will be dissolved and other officials will be relieved of their duties. A Government Commissioner will be appointed to restore order on the island. The governing situation on Statia has been a concern for some time, as previous measures to improve the situation had no desirable effect. The investigating

committee concluded that the current governing situation is characterised by lawlessness and financial mismanagement. There are also signs of *'discrimination, intimidation, threats and insults, and the pursuit of personal power at the expense of the inhabitants'*. The committee was also critical on the Dutch government's role in the development of the situation on Statia. Over the past years delays arose in projects to improve roads, water supply, housing, underground pipelines, waste processing, the seaport and the airport. The committee advised that investments be accelerated wherever possible so that these delays can be caught up.

Trans Anguilla Airways (TAA) schedule to and from neighbouring islands

<http://www.transanguilla.com/>

(check website to confirm times)

HURRICANE IRMA & ANGUILLA

Hurricane Irma commenced near the Cape Verde Islands on the 30 August 2017 rapidly increasing in intensity, reaching category 5 in strength by the time the eye of the storm hit Anguilla and neighbouring Saint Martin on the 6 September. The islands had a matter of hours to prepare and used well-established disaster planning. However, with winds gusting up to 200 miles an hour, the storm was the strongest ever recorded in the Atlantic and reeked havoc on the British Overseas Territory of Anguilla, going on to strike its fellow territories, the British Virgin Islands and Turks and Caicos days later.

Every island in the Caribbean is unique and as such each has suffered in its own way. The extent of damage in physical, social and economic terms differs accordingly, reflecting the extent of preparedness, coupled with the level of development, as well as the economic and social stability of each location.

The tragic and devastating consequences of the 2017 hurricane season and the increased risk of a higher frequency and magnitude of such extreme weather conditions due to global warming has put a strain on Anguilla's already weak and fragile economy and placed insurmountable fiscal pressures on the Government of Anguilla at a time when faced with the restructuring of the territory's national bank, the repositioning of Anguilla's dependency on the European islands that surround and embrace it by virtue of the UK's withdrawal from the European Union and the difficult, protracted, recovery from the global economic downturn that commenced in 2008. It should be noted that Anguilla's pre-Irma fiscal and economic position was such that the UK Government actively prevented the territory from borrowing for development or to support the territory's banking sector. It was therefore clear that to borrow after a disaster that has crippled the island's main economic driver, tourism, would be both imprudent and arguably negligent as it is reasonably foreseeable that this would severely harm the welfare of the island, jeopardising its economic recovery for many years to come, during which time further natural disasters may well occur.

There is also the crucial consideration of the heavy dependence of Anguilla on its European neighbours and its direct border with an Outer Most Region of the EU. With *Brexit* coinciding with the recovery from Hurricane Irma, Anguilla is extensively exposed to the recovery of other islands in the region and the Florida peninsular, which are each key to its supply lines, transport links, and which support Anguilla's limited public service; meaning the territory's recovery, redevelopment and resilience building will be strongly influenced by that of third parties unless the British Overseas Territory is made more self sufficient by developing key infrastructure that is fit for purpose. The effects of Hurricane Irma on Anguilla, the island of Saint Martin and Florida, and of Hurricane Maria on Puerto Rico together with the political uncertainty of Dutch Saint Martin and Statia have tipped Anguilla's finely balanced prospects over the edge plummeting it into a myriad of critical risks for

which it has been ill equipped. Anguilla's recovery, reconstruction, resilience building and ultimate prosperity are therefore predominantly an issue of the development of self-sufficiency.

Anguilla must ensure that self-sufficiency and resilience to natural disasters and economic challenges is intrinsic in its re-development. This strategic approach will serve to reduce the risk of future natural disasters of this nature and that of migration or sustained poverty brought about by losses incurred in the tourism sector and the lessening prospects of cost effective insurance. This has already given rise to mass unemployment, a situation that may be repeated with each disaster unless innovative insurance models and economic diversification that includes virtual elements are adopted.

In tackling Anguilla's reconstruction effort should be made to place the territory in a position that would enable it to support other islands in its vicinity thereby greatly improving Britain's rapid response capabilities in a manner that would enhance the value for money in the deployment of British aid in the Caribbean as a whole. This would speak to a more Global Britain in that the islands in the immediate catchment of Anguilla include the island of Saint Martin (French and Dutch), Saba (Dutch), Saint Eustatius (Dutch), Saint Kitts and Nevis (Independent members of the Commonwealth and UN) and Saint Barts (French), any of which many be hit by similar extreme weather conditions in the future and none which benefit from Anguilla's flat terrain, closeness to Europe, and low density population that may enable Anguilla to act as a hub for rapid response should the island itself not be affected. With the real prospect of an increase in the frequency and ferocity of hurricane seasons of this magnitude on the horizon, Anguilla will remain at considerable risk unless its recovery and reconstruction are conducted strategically. The macroeconomic, environmental and social consequences of this new landscape have yet to be fathomed, but should not be underestimated and cannot be overcome without sustained support in a manner that will not of itself be an economic burden on both Anguilla and the UK, nor entail the taking on of debt and other liabilities the territory is evidently incapable of serving as highlighted by the UK Government in the years in the run up to Hurricane Irma when the UK consistently forbade Anguilla from borrowing for its development, in so doing knowingly leaving the territory with infrastructure that was both weak and vulnerable.

This paper examines how Anguilla's needs may be met giving rise to a sustainable improvement in the general welfare of the British citizens of Anguilla by way of catalytic aid whilst at the same time improving the UK's capacity to deliver aid to a region of the world regularly exposed to natural disaster in which the lives and livelihoods of tens of thousands of British citizens may be jeopardised. Anguilla's sustained recovery from Hurricane Irma, and that of the neighbouring islands with which it has a symbiotic relationship that is essential to Anguilla's viability, will span the UK's withdrawal from the EU. Care must therefore be taken to ensure that initiatives undertaken not only survive that event, but also provide a platform for continued harmonisation to the benefit of the local population and the European countries that have a vested interest in their prosperity. Meeting global challenges in the pursuit of prosperity is intrinsic to the fulfilment of this ambition and aligns with the international stance on global warming which is the root cause of the problem.

PROSPERITY: Anguillians are hard working people, however sustainable prosperity continues to allude them due to the island's limited natural resources and inadequate infrastructure which means there is a constant risk of water poverty and that individuals often struggle to access comprehensive diagnostics, secondary medical facilities, tertiary or vocational education on the island and experience restricted access to opportunities in the region or globally. Anguillians are often isolated due to convoluted and expensive transport links and limitations of the British Overseas Territory status that prevents global access to the same extent of other British citizens. The mono-economy of tourism limits aspirations in education, training and employment among the young, resulting in a reduction of opportunities in the territory; a situation repeated throughout the region as a whole. Consequently, Anguilla's fragile economy directly exposes the island to the influences of other nations whose fates lie well beyond the control or influence of Anguilla and to a lessening extent, the UK too, often with the potential for dramatic consequences for the territory, protracting the process of recovery whilst adding to its expense. Economic diversification is a pivotal consideration, as is the resilience of new trades and industry that may be introduced to the territory as part of that exercise. However, it is imperative that economic diversification is given a stable platform to build upon. This will include facilities such as banking, the unimpaired movement of goods and services within the region and globally, together with reliable and cost effective communications, including broadband. E-commerce offers opportunities for resilient Small to Medium Size (SME) enterprise accessible to a broad cross section of Anguilla's current skills base and could facilitate international trade, provided such mechanisms are in place. Economic diversification will bring much needed opportunities to Anguilla's banking sector that is currently in a state of transition.

POVERTY: Anguillians have experienced abject poverty for extensive periods throughout the island's centuries old mutual history with the UK, with many alive today having lived through droughts that have lasted for years and isolation of a level and nature not experienced elsewhere in the region. These circumstances have all too often been ignored by the UK and the outside world, undoubtedly due to the island's perceived commercial insignificance. A mere fifty years ago when Anguilla successfully fought Britain to remain British, the level of neglect experienced was such that the island had only one public telephone, no electricity, no running water and no sanitation. Since then, notwithstanding extremely limited support from Britain, the people of Anguilla built up its economy. Nonetheless, the territory has remained well behind other islands and territories in the region and well behind other British nations, in respect of its public services and infrastructure, with Britain having persistently ignored Anguilla's developmental needs, forcing the island to seek support from its foreign neighbours wherever possible.

Having moved away from subsistence farming, salt production and, to a lesser extent, lobster fishing, tourism is now the single most important economic driver for Anguilla, and the largest principal and secondary employer on the island. The colossal losses and damage inflicted by this year's hurricane season has largely written off mainstream tourism during the 2017/8 period due to the tendency to

advance book, and will inevitably negatively impact upon the 2018/9 season due to the Caribbean's appeal having diminished by virtue of the Zika pandemic of 2015-6, and the devastating 2017 hurricane season. This spate of events will negatively impact upon the island's economy for some considerable time. Weeks after the storm, over 1,800 jobs have been lost amounting to over 60% of the workforce in the tourism sector, raising the island's unemployment to over 25%. Although the major resorts on Anguilla created a welfare fund for those they have laid off, the island continues to experience mass unemployment and significant levels of migration of a population that, unusual among British Overseas Territories, consists mainly of indigenous Anguillians (97%), who are all British citizens. Migration has caused a brain and skills drain that has already seen hundreds and may witness thousands leave the island as many prepare to leave subject to the effectiveness of the recovery and resilience building processes. For a small community like Anguilla, such an exodus will hinder the island's sustainable recovery and must therefore be discouraged. The existence of a large, well-established Anguillian diaspora in the UK could easily facilitate large scale migration, makes this a realistic option for many, particularly those that have been rendered unemployed and homeless by the hurricane and who are obliged to fund their own recovery in the absence of private insurance. This is magnified by the real and serious risk of loss of current and potential investors such as hoteliers and other leisure industry operators that may themselves struggle to find insurance in the future and who may not have adequate cover to meet current losses. Lack of insurance is a major predicament for the majority of locals who may become impoverished by having to rebuild their homes without recourse to public support, or finance they can afford to service, particularly in the absence of employment.

With the social structure of the island comprising extended families and many elderly having retired there alone, the social consequences of unemployment are magnified considerably. This is worsened by the absence of a comprehensive welfare system and limited key public services and Anguilla's unusual trait of longevity. Anguilla's public services and infrastructure may no longer be supplemented with ease by neighbouring islands such as Saint Martin and Puerto Rico, each of which has also suffered devastating loss and, like Anguilla, face years of recovery that will challenge their economies, social fabric and political stability for some considerable time. By addressing the reconstruction needs of Anguilla in an innovative manner, using the well established local skills base, and encouraging inward investment Anguilla may use the recovery process as a catalyst for much needed sustainable economic growth that could prove beneficial for the region as a whole.

GLOBAL CHALLENGES: Anguilla faces the ultimate insurmountable challenge - nature itself. At present the island is beset by a protracted humanitarian crisis that is destined to last for several years, set against the backdrop of *Brexit* that will result in the termination of Anguilla's only significant source of developmental aid that is provided by way of grants as opposed to loans from the European Union through its European Development Fund (EDF). EU aid is provided in a manner that empowers Anguillians through its own democracy to prioritise and progress with the island's development. In 2016 EDF accounted for 36% of the island's capital development budget. At present there is no UK or

global equivalent to the EU's EDF funding for which Anguilla would be eligible. The island therefore faces a precarious future given the fact that most of its key infrastructure has been adversely affected by this year's hurricane season alone and the £60 million grant in aid provided by the UK will not comprehensively fund recovery.

This small island, which has no industry of its own and a small population, albeit one that uses fossil fuels for energy, desalination and transport, cannot be held responsible for global warming that has caused an increase in the temperature of the Atlantic Ocean which is widely recognised as the reason for the increase in frequency and ferocity of hurricanes in the Caribbean region. The risk of earthquakes and tsunamis adds to the burden, and the daunting fact that vast tracts of Anguilla lie well below sea level. Anguilla has suffered from water stress for centuries having no surface water and prolonged droughts that have recently been alleviated by aid provided from neighbouring Saint Martin. Rising sea levels not only threaten Anguilla, but also many of its twenty-two outlying islands and cays, which although uninhabited, are the homes of significant elements of Anguilla's biodiversity.

The second global challenge that Anguilla faces is that of the global economy, as the island's main economic driver is tourism predominantly from the USA and UK. Difficult and expensive international and regional access, an airport currently incapable of receiving commercial aircraft other than light aircraft and with only a small local ferry service that links Anguilla to the outside world through French Saint Martin, which is an Outer Most Region of the EU, and Dutch Saint Martin, means Anguilla is relatively isolated. Moreover, with the border with French Saint Martin now closing at 5.30pm each day, access by sea, which had been a popular option, is hampered. As a consequence the relatively low number of tourists that visit Anguilla are now likely to diminish significantly in number for the foreseeable future. Given its circumstances, Anguilla's tourism model has traditionally focused on low volume, high-end tourism to compensate for the expense and difficulty of access. Unlike the British Virgin Islands or Turks and Caicos Islands, all-inclusive cruise ships cannot enter Anguilla's shallow waters nor provide supplemental accommodation, entertainment nor sustenance for visitors.

Anguilla's dependence upon Europe is perilous in that, unlike Gibraltar, which also borders a member state of the EU, it is not self sufficient and cannot provide key public services without regional support that is largely provided by its European neighbours. Whilst, all other British Overseas Territories may choose whether they interact with European related entities or not, in the case of Anguilla there are few, if any, practical alternatives. Anguilla, like Gibraltar, sits within Europe, the distinction being that for Anguilla, Europe is in the Caribbean Sea where it is encircled by Dutch and French interests with which it has long established familial, cultural and commercial ties. Anguilla is therefore very much a part of that European family as well as the family of British nations. This network of relationships is not replicated in its associate membership of CARICOM, the Commonwealth or OECS none of which retain full non English-speaking membership.

The risks Anguilla faces as Britain becomes more distant and less influential in Europe may be resolved with relative ease if self-sufficiency is built into the disaster recovery programme. Failure to do so would expose the British Overseas Territory to an uncertain future in which the attainment of sustainable prosperity may be put at risk once more, particularly as the position of Anguilla vis-à-vis Brexit has yet to be determined. Anguilla seeks to build on its track record as a Centre of British Excellence in tourism, demonstrating the fact that despite Brexit, the UK and Anguilla may realise the potential of the '*deep and special relationship*' that has evolved between the European related islands in this part of the Caribbean over centuries due to an on-going harmonisation of human endeavour. This should not be extinguished by political objectives if the welfare of the people is a valued consideration. As such Anguilla will always remain a part of a European family of nations not only by virtue of its geography within the Caribbean and on the rim of the Atlantic, which places Anguilla at the heart of yet another diverse European neighbourhood, but also through mutual heritage and the fact that each island faces grave risks that warrant collaboration and harmonisation of effort.

The protracted crisis that began with the 2017 hurricane season could be turned into an opportunity for the advancement of Anguilla should the UK assist in the introduction of sustainable inward investment, and support economic diversification thereby creating a Centre of British Excellence that may trade with Europe and America through the auspices of the hundreds of thousands of tourists that visit the region annually.

Anguilla has been making a case to the UK Government to ensure that *Brexit* does not jeopardise access to this essential support provided by its European neighbours nor the trading links they provide. Sadly Anguilla has been largely ignored thus far, the UK preferring, instead to rely upon bilateral relations between the islands to circumvent possible hurdles thrown up by Brexit. Unfortunately, this offers little protection from more stringent border controls, import duties or other potential traits of a post-Brexit relationship. As Anguilla is but a territory, whilst French Saint Martin is a constituent part of mainland France and an Outer Most Region of the EU, the bargaining power in the bilateral negotiations envisaged by the Foreign and Commonwealth Office is not evenly matched, as Anguilla would be at a loss without UK support in such negotiations should Paris ordain an even harder border than that already experienced with Saint Martin, or in the event of the Hague seeking new duties on essential oil transshipments from Saint Eustatius. Anguilla already experiences one of the hardest borders in the world in that the daily closure of its border with French Saint Martin that now takes place at 5.30pm, puts the welfare of the remaining population of 13,000 British citizens at risk due to the inadequacy of the public health system and transport links. Upgrading Anguilla's medical and transport facilities would not only avoid this position but may offer cost effective regional support during the inevitable natural disasters the region will face. It would also provide a much-needed platform for sustainable economic diversification within a British Overseas territory renowned for Good Governance and transparency that has had little support from the UK for generations.

Continuation of Anguilla's inadequate pre-Irma position is further aggravated as French and Dutch Saint Martin were in the throes of a boundary dispute at the time of the storm. With the high levels of civil unrest that had broken out on that island, which included armed looting and a rise in racial tension, the border between French and Dutch Saint Martin is now being more strictly administered and the respective sides of the island of Saint Martin subjected to increased policing. Political instability in Dutch Saint Martin and Saint Eustatitus has further added to the risks that Anguilla faces. The practical implications for those that seek to travel through Saint Martin, which was the route for over 90% of Anguilla's visitors prior to the hurricane, have yet to be fully determined and are all the more relevant as many visitors to Anguilla are increasingly obliged to stay on the island of Saint Martin overnight due to the earlier closure of its border with Anguilla. This is a situation that few plan for in their travel arrangements and often results in disappointment and extra expense.

The territory's natural assets that include the flora, fauna, beaches and landscape of the main island together with the twenty-two outer islands and cays are important elements of its tourism offer. With many years required for natural recovery, Anguilla may prove less attractive to a very discerning client base. Moreover, the experiences of tourists in being trapped on islands throughout the region during some of the worst weather conditions ever documented during a period of social unrest will certainly dissuade many from returning to the region as a whole for some considerable time. This prospect has already resulted in avid competition between the islands of the Caribbean to attract business within an ever-shrinking market. Of itself, this may lead to a loss of the Anguilla's most important natural asset - its people, who are already beginning to migrate.

CATALYTIC GRANT IN AID: The UK has now agreed an aid package of £60million, the largest grant in Anguillian history. This must take the form of catalytic grant in aid as the sum can not cover all of the losses suffered by the island which amounted to over £140million in the public sector alone. The recovery, resilience building and preparedness strategy must equip the island with the means to prosper sustainably, as opposed to creating an aid dependent relationship with the sovereign state for an extensive period of time, as has been the case in other territories. Instead, Anguilla's track record of aid dependence is good. Grant in Aid has not been provided by the UK to Anguilla since 1983 and the territory has not received significant capital support from the UK since 2003 nor has Anguilla ever received support from the UK of the magnitude recently witnessed with other Overseas Territories with substantially smaller populations and no pressing humanitarian need or crisis.

Aside from the remote British Overseas Territories, Anguilla has the most sizeable indigenous population, meaning that every penny spent by the British taxpayer on its support for recovery and reconstruction would have a 97% yield in supporting British citizens, reflecting the percentage of indigenous Anguillians that make up the population and who are born British.

At a time when the British tax payer continues to question Britain's stance on international aid, Anguilla would provide a legitimate case for cost effective support for British people that are known to be very capable and hardworking, as reflected by the manner in which the islanders of Anguilla responded to the disaster which meant there was no need to declare a state of emergency due to civil unrest as Anguillians began an effective community clear up operation whilst awaiting assistance from the outside world.

Working with Anguilla would provide the UK strategically placed example of British innovation, and could afford its inhabitants the ability to benefit from British research and innovation whilst at the same time attracting inward investment. Ancillary opportunities by virtue of Anguilla's location at the gateway of the Panama Canal where it plays host to 20% of the world's shipping that comprises over US \$270 billion worth of cargo serving more than 140 maritime routes to over 80 countries. This may afford the opportunity to re-introduce a toll on the premise of a '*voluntary green tariff*'. Despite this, no attempt has been made to realise the potential of this strategic location by the UK who have recently refused to support Anguilla in repairing the lighthouse on Sombrero Island that marks the well-established shipping route, although Anguillians had proved the strategy in the past with economic success that supported the development of the island's roads. The repurposing of the temporary control tower funded by the UK once the airport is repaired may prove a viable option for revitalising Sombrero Island. Opportunities in regional and global security through strategic positioning of British facilities of global significance are evident, serving to reinforce Britain's global outreach.

Anguilla's tourism model is unique among the British Overseas Territories, having successfully focused solely on high end, low volume tourism, thereby making Anguilla an ideal location for marketing British innovation, luxury goods and services whilst at the same time preserving its delicate environment which, along with that of its fellow British Overseas Territories account for 90% of the biodiversity held when assessed jointly with that of the UK. A '*pop up*' retail offer featuring the 'Best of British' luxury goods would not only match the tourism model, but could attract foreign customers from neighbouring islands as is the case for Dutch Saint Martin, as this would be a unique British Luxury goods offer in a region frequented by hundreds of thousands of tourists. This approach would provide a good means of conducting market research and would not be affected by the buying strategies of the tourism sector that are largely American-centric.

Anguilla could provide the UK with a platform to work with Europe in a more pragmatic context than that of mainland Europe, an approach that is in the best interests of the UK and Europe alike. Having a direct border with the EU that is marine and is not saddled with a sovereignty dispute, Anguilla presents an opportunity for Britain and Europe to demonstrate a '*deep and special relationship*' that must, by necessity, survive *Brexit*, particularly in the aftermath of this humanitarian crisis and the consequential need for regional cooperation and harmonisation in both humanitarian and environmental initiatives. Respect may only be engendered if we establish environmental, financial and political resilience; failing which Anguilla may yet suffer collateral damage from *Brexit* to the

embarrassment of the member states in question, each of which, together with the EU and its institutions, continue to pursue global leadership in the field of human rights, environmental initiatives and international development.

At present both the UK and EU rely heavily upon full members of CARICOM, that are mainly independent English speaking Caribbean countries, to administer and deliver their initiatives in the Caribbean including disaster response and humanitarian aid. Whilst the attraction for the UK of the votes of independent Caribbean countries in the UN and Commonwealth is clear, query whether nations such as Anguilla that are partially administered by the UK could adopt similar or ancillary roles that may support the UK Government's regional and global aspirations, whilst at the same time generating much needed economic diversity within the British Overseas Territory whereby the need for support by the UK is extinguished. The capability and potential of British Overseas Territories in the region to satisfy an aid related brief was vividly demonstrated by the Cayman Islands who themselves suffered near total destruction by Hurricane Ivan in 2008. Having carefully position their recovery and reconstruction, they were in a position to provide aid to Anguilla through medical airlifts generated from their advanced medical sector that were a fraction of the cost of those mounted by the UK from Europe and proved effective in adjusting swiftly to the ever changing needs of the situation. Anguilla, like Caymans, is a low lying coral island that could so easily host a humanitarian base by entrenching cost effective elements within its reconstruction that would enable Anguilla to assist in delivering a *'bigger, better, faster UK response to the rapid onset of disaster'* in a region known to be at increased risk and which is the home of tens of thousands of British citizens and destination of countless others. Such measures may serve to reduce insurance premiums for commercial and private beneficiaries, making inward investment more attractive. The locality and unique geography of Anguilla makes it a prime candidate to compliment the capacity of islands such as the Caymans, Curacao and Barbados that have similar advantages. Such an approach would bring with it the benefits of regional knowledge whilst at the same time reducing the need for the deployment of resources located at considerable distance from the hurricane prone area, such as the deployment of the UK's military undertaken at vast public expense that necessitated trans-Atlantic crossing at vast expense in monetary terms when time was of the essence. Placing this capability within Anguilla has the added benefit of much needed job creation within the scope of the existing skills base resident in Anguilla. This may not only benefit Anguilla and the UK, but the region as a whole providing an attractive platform for relations with Europe post *Brexit* and reducing the pressure on Anguilla's border with the EU, the conditions of which have yet to be negotiated in the limited timeframe available for Brexit negotiations.

Sector	Original condition	Effect of hurricane	Remedial work	Value added
<p>AIR</p> <p>The Clayton J Lloyd Airport was in need of capital investment in infrastructure with the terminal building suffering from a catalogue of damage and wear and tear, such as the lack of flooring between swathes of the ground and first floor, poor lighting and inadequate seating, coupled with a range of equipment that required updating including the Fire Hall and Air Traffic Control. In addition the short length of the runway limited its use to small commercial or specialist emergency aircraft with specialist crew. This reduced the volume of tourism and dissuading inward</p> <p>TRANSPORT</p>	<p>Hurricane Irma severely damaged the control tower of Anguilla's sole airport and destroyed key equipment and the majority of the aircraft based there due to inadequate facilities to protect equipment from storms of this nature and magnitude. This exacerbated the risk that may prove uninsurable without specialist policies that may demand higher premiums.</p>	<p>The immediate extension of the airport runway by 600 feet to a total of 6000 feet to enable Anguilla to accommodate medium to large aircraft and emergency airlifts both for Anguilla and throughout the region giving the UK a strategic base of its own for such operations in the region. This will address Anguilla national security needs, the obligation that resides with the sovereign state to protect the territory, and would reduce Anguilla's heavy dependence on both Dutch Saint Martin and its French counterpart which is an intrinsic part of metropolitan France and outer region of the</p>	<p>An airport extension would incentivize the tourism industry that are at risk of divesting their investments in Anguilla and would encourage an increase in tourism that may encourage further inward investment into the sector, which is the principal economic driver of Anguilla.</p> <p>Anguilla's airport provides a support service for visitors to Saint Barts that cannot utilise their small runway due to the volcanic island's topography. This may be developed further attracting business from other markets and would support local business in catering and other related services.</p> <p>Like the Cayman Islands that is located almost two hours away by air, Anguilla is a flat coral island. It is the only British Overseas Territory in the Eastern Caribbean with this geography and as such capable of twinning with Caymans to offer a base for UK operations in the Caribbean region thereby keeping the UK spend on any future humanitarian operations in the region and may help future EU/UK relations if Anguilla</p>	

	<p>investment in the sector</p> <p>LAND The fleet of government cars and those in private use were all petrol driven and therefore reliant upon the import and transshipment of oil that is Anguilla's main overhead. Car rental is one of the key secondary tourism SME's on Anguilla.</p> <p>SEA The ferry port at Blowing Point was in need of repair and refurbishment. The Government of Anguilla was prohibited from taking out a loan to</p>	<p>The majority of the island's vehicles were substantially damaged or destroyed by Hurricane Irma.</p> <p>Hurricane Irma destroyed the Blowing Point Ferry Terminal meaning access to the island is restricted and the stricter application of EU regulations coupled</p>	<p>EU, at a time when the UK's relationship with the EU will fundamentally change.</p> <p>The government's fleet of vehicles must be repaired and/or replaced including ambulances, fire engines and other specialist vehicles.</p> <p>Anguilla's ferry port must be rebuilt to increase access for the island's permanent inhabitants, and the thousands of tourists that are essential to its</p>	<p>may assist neighbouring islands.</p> <p>The opportunity for British firms to sell and showcase electric and hybrid cars for use in Anguilla where the terrain and size of the island would make their use effective and serve the purpose of demonstrating the need to combat climate change. This may be linked to the used of solar panels to recharge car batteries both publically and domestically making the cost of running cars nominal, and reducing overheads for both the public and private sectors and curtailing the amount of fuel imports required thereby making Anguilla more self sufficient.</p> <p>The opportunity to address the daily closure of the border between Saint Martin and Anguilla that imposes what is, in practice, a curfew, may be resolved and should in any event be taken into consideration in the Brexit negotiations as unless and until Anguilla's infrastructure and public services</p>
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<p style="text-align: center;">TRANSPORT</p>	<p>rebuild this essential facility. It is the only such facility on Anguilla, providing the only form of affordable access to the outside world for many Anguillians and is one of the main routes in for tourists. It is also the principle point of access for small goods and services including medical diagnostics and specialist treatments that are not available on Anguilla.</p> <p>The seaport at Road Bay was assessed by the British Army and found to be in need of structural repairs several years ago. This is the only port of entry for all substantial imports into Anguilla. The UK pledged assistance to remedy this crucial resource.</p>	<p>with an early, daily closure of the border means Anguilla is cut off from the rest of the world for longer periods each day.</p>	<p>economy. In addition, the earlier closure of the border reduces the prospects of Anguillians securing viable employment in St Martin, adding strain to its economic recovery.</p>	<p>are greatly improved the island will remain dependent upon an Outer Most region of the EU and a Dutch country. In the common interests of recovery, the closure of Anguilla's EU border should be renegotiated and provision made for an increase in the capacity for border control to a 24hr facility, as the lack of capacity is the explanation provided by the French for closure of the border.</p>
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<p>EDUCATION</p>	<p>Anguilla's limited educational facilities required an overhaul. The 11th EDF funding from the European Union was in the process of being used to address the woeful condition of the Albena Lake Hodge Secondary School, the only source of secondary education on the island. There is limited scope for children to commute to neighbouring islands to complete or expand their secondary education as they are largely French and Dutch speaking and those islands now face public service challenges of their own. Nonetheless in the absence of specialist support for the conditions of dyslexia, dyspraxia, and similar conditions that are well known to compromise</p>	<p>All of Anguilla's schools, bar one, were significantly damaged by Hurricane Irma and the island's only secondary school was destroyed and has since been demolished for safety reasons, having suffered the loss of essential equipment such as computers, lab equipment together with, children's work some of which contributes to regional examinations which are imminent.</p>	<p>All children in Anguilla are obliged to attend school from the age of 5 to 17. It is therefore imperative that they all attend a secondary school. As hurricane Irma largely destroyed Anguilla's only secondary school the EU program for its replacement must be accelerated. 11th EDF funding will not suffice alone in that all equipment and specialist facilities, and material were destroyed, with all of the island's other schools suffering similar losses. Time is of the essence, as the children have been traumatised by the disaster, and yet must retain the momentum and quality of their education if they are to succeed. More over, with child care</p>	<p>All students in Anguilla are deemed domestic for the purposes of education in the UK, including tertiary education. With the imminent loss of Erasmus funding due to Brexit whereby many have, over the years, accessed tertiary education throughout Europe, the main alternative will be education within the region, which has dominated the development of the Caribbean for many years, with mixed outcomes, the USA that is fast becoming more introspective, and the UK. Improved access of Anguillian students to UK universities may help satisfy the 'Widening Participation' goals of UK universities, but will not preclude the need for preschool, primary and secondary education of a globally respected standard on the island.</p> <p>Anguilla required aid to rebuild, refurbish and equip its entire education system. Twinning with established schools in the UK would help to introduce innovation, raise standards and equip the students for access to the UK system that, although deemed to be compatible by virtue of their designation as domestic students, is in fact difficult to access and navigate.</p>
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<p style="text-align: center;">EDUCATION</p>	<p>the educational potential of many children, Anguilla has been forced to look to Saint Martin for support.</p>		<p>largely residing within the hands of the female population, it is important that the burden of childcare is shared with the schools to enable the women to adjust to demand of the recovery process and mass unemployment that has been inflicted upon Anguilla by the prolonged closure of all of it large resorts that are the main employer outside of the public sector.</p>	<p>Support for special needs is currently only available from Saint Martin, affording the UK an opportunity to undertake knowledge transfer and teacher exchange programmes with robust, positive impacts.</p> <p>Increased knowledge of funding opportunities would support the 'global Britain agenda by ensuring more Anguillian students look to the UK for tertiary education and professional training</p> <p>Extra curricula initiatives may be shared and student and teacher exchanges encouraged. This fits the citizenship curriculum in the UK, and with the sporting prowess of Anguilla that has produced various world leading sportsmen and women that have competed for Britain globally, there is ample opportunity for summer schools and sports camps that would strengthen such ties.</p> <p>Access to procurement sources for equipment and materials as used by UK schools could significantly reduce overheads in Anguilla and would stimulate trade with and in the UK.</p>
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<p style="text-align: center;">EDUCATION</p>				<p>The investment in Anguilla's schools would therefore have the value added for the UK taxpayer, as well as supporting the British Overseas Territory in its recovery and reconstruction, focusing on the island's most valuable human capital asset, its children. In rebuilding and refurbishing these facilities, use of renewable, sustainable energy should be entrenched throughout.</p> <p>Innovation capable of entrenching resilience and preparedness are vital. This may include enhanced IT that could facilitate virtual classrooms akin to those used in UK universities to deliver classes and mark work when no physical classrooms are available thereby ensuring reduced interruption of education. Strengthened communications, including broadband may require modified infrastructure. Additional computer and the introduction of Ipad teaching would also support this mode of resilience showcasing British innovation in education and allowing scope for international distance learning and UK university MOOCS. This may also provide a means of supporting those with special needs and disability.</p>
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<p>AGRICULTURE</p>	<p>Compared to its closest neighbour, Anguilla is relatively rural, a position augmented by the traditional small-holdings of its predominantly landowning population. Since the 18th century Anguilla has been renowned for having the finest goats and sheep in all of the Americas and also won fame in the early 19th century for its salt, and fine Sea Island cotton. Whilst sheep and goats were prevalent on the island, many were lost together with chicken, cows and horses during the hurricane. The extent of the agricultural losses has yet to be reported in full. There is an increased number of islanders that supplemented their income and food sources</p>	<p>Anguilla suffered widespread loss of livestock and crops together with agricultural equipment. This has yet to be comprehensively assessed due to the structure of small-holdings prevalent on the island, although there is already evident need for equipment such as a tractor in the agriculture department.</p>	<p>Import of livestock and cost effective access to seeds and seedlings that would ensure indigenous flora and fauna are not endangered and Anguilla's livestock bloodlines are restored. Research into potential for high-end niche crops suited to small-holdings under a cooperative model may be explored. Jamaica's Blue Mountain Coffee industry provides a good precedent in the region. And compliments the luxury tourism market for which Anguilla is known.</p>	<p>Support to create a database of livestock and crops and to learn from traditional practices, much of which was organic and symbiotic.</p> <p>Support for those in agriculture to rebuild their farming interests and diversify their produce.</p> <p>Support in preparing for Brexit to ensure access to the principal market of Saint Martin is maintained without disruption and that the farmers of Anguilla fulfill all and any EU rules and regulations that may be imposed post Brexit. The adoption of trading standards that are mutually respected for domestically/regionally consumed goods would achieve this cost effectively.</p>
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<p>AGRICULTURE</p>	<p>with small holdings and many would have resorted to these resources to counterbalance reduced access to imports by virtue of restricted wholesale supplies to Anguilla and unemployment.</p>			
<p>FISHING</p>	<p>The boats and equipment used by Anguilla's fisherman was largely constructed locally using the island's robust skills in marine architecture and fishing. The fishing fleet of over 100, not only provides fresh food for local consumption, but also supplied the tourism sector in Anguilla and domestic markets in Saint Martin whose access to fish in their own waters was curtailed by the introduction of a Blue Belt on the shores of</p>	<p>Many of the boats were destroyed in the hurricane undermining the ability to fish. Tons of coral and rock has shifted along the coasts making sailing hazardous in a now unfamiliar underwater terrain. EU rules and regulations are now being strictly interpreted as a result of the Brexit process, leading, at one point, to all Anguillian fish being dumped for failing to meet EU regulations that when transferred to</p>	<p>Fishermen must be assisted in repairing and if necessary replacing their fleet. New sources of affordable insurance must be found and/or devised akin to that used in the UK. A vessel is required to police Anguillian waters and transfer skills in deep seas fishing would progress the development of commercial fisheries. Facilities such as a canning or freezing plant may further support the industry.</p>	<p>A specialist public support system may be devised to ensure that persons capable of generating food substances are supported in a speedy recovery for the benefit of the entire population. Different commercial models may be considered and expertise from the UK tapped into. Cooperatives, unions and similar collectives could be investigated as a means of strengthening this key group of workers.</p> <p>Efforts to establish commercial fishing in Anguilla should not be derailed, and potential investors and advisers pursued.</p> <p>FOR THE AVOIDANCE OF DOUBT, IT SHOULD BE NOTED THAT ANGUILLA DOES NOT SEEK TO PARTICIPATE IN THE UK'S BLUE BELT INITIATIVE WHICH IS ITS CONSTITUTIONAL RIGHT.</p>

<p>FISHING</p>	<p>French Saint Martin which limits travel across the waters using engines and fishing by local fishermen. Anguilla was renowned for its lobster and was known as a favoured breeding ground of the Conch having a large area on the south shores formerly known as the Conch Pool.</p>	<p>Saint Martin. Workshops for fishermen had commenced but have now been interrupted by the disaster.</p> <p>Anguilla was in the process of developing a commercial fishery as a means of utilising its extensive marine territory that is the subject of poaching by foreign fishermen and whalers. The hurricane may divert the resources from this important endeavour.</p>		<p>A parallel approach may be taken in agriculture.</p>
<p>ENERGY</p>	<p>Anguilla's energy is over 90% fossil fuel purchased on futures contracts from Trinidad and Venezuela and transhipped as a necessity due to Anguilla's shallow waters through Saint Eustatius that is the regional hub.</p>	<p>Anglec faced financial challenges prior to the hurricane and capital injections were being sought.</p> <p>The risk of duties and/or tariffs being introduced on oil from Saint Eustatius by virtue of</p>	<p>Key energy lines must be buried to ensure they withstand adverse weather conditions that are expected to become more frequent and destructive.</p> <p>This will entail some degree of road</p>	<p>Inbuilt in the recovery of Anguilla's energy sector should be the continued diversification of energy sources to embrace sustainable renewable sources, used in conjunction with smart energy use.</p> <p>Specialist skills training such as electrical linesmen, which are evidently scarce in the region, together with training in underground cabling may give rise to local SMEs with a</p>

<p style="text-align: center;">ENERGY</p>	<p>It is processed by the publically owned energy company, Anglec and distributed as electricity and oil. In the case of the latter poles and wires are used, and are extremely susceptible to the hurricane season. Over 1,500 poles were downed by Hurricane Irma raising the question of more efficient distribution and the value of Anglec as a company. Less than 5% is sustainable, with solar energy being the source favoured in the public and private sector. Again, the majority of solar panels were destroyed or severely damaged by the storm.</p>	<p>Brexit has yet to be determined.</p> <p>Development of sustainable energy was largely funded by the EU and will cease upon the UK's departure from the union.</p>	<p>construction.</p> <p>The majority of the island's electricity poles must be repositioned (possibly underground) and/or replaced.</p> <p>The strategic use of generators whilst essential to immediate recovery, must be reduced over time to curtail oil consumption; oil being one of the government's and private sector's biggest overheads.</p> <p>The oil supply line must be repaired and made more resilient.</p>	<p>captive regional market.</p> <p>Innovative use of sunlight to illuminate buildings as opposed to electrical lighting, particularly in the public sector, may demonstrate British innovation, and reduce public spending whilst providing scope for local enterprise.</p>
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<p style="text-align: center;">WATER</p>	<p>Anguilla has no surface fresh water and limited underground supplies that are largely brackish, meaning rainwater catchment and desalination are key to its viability.</p>	<p>The desalination plant was severely damaged by the hurricane as was the energy supply required for desalination.</p>	<p>Whilst the desalination unit has been repaired, faced with a perpetual struggle with water supply, Anguilla should consider the introduction of a dual water system similar to that used in the former territory of Hong Kong whereby filtered, grey water is used for non-potable purposes, and desalination is restricted to water used for public consumption. This is feasible given the non-corrosive pipe work prevalent in Anguilla and would reduce the need for one of the largest consumers of electricity, desalination.</p>	<p>Building on the extensive construction expertise in Anguilla the development of a dual water system is feasible, and the consequential commercial opportunities in the region are evident.</p>
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<p>HOSPITAL & CLINICS</p>	<p>The Princess Alexandra Hospital was woefully inadequate with 32 beds and no MRI scanner.</p>	<p>The hospital lost its roof and electricity supply, resulting in flooding.</p>	<p>Two new generators have been positioned in a hurricane proof room, whilst a small maternity wing is being built. The Valley Clinic that included a key dental facility will be redeveloped and other clinics reconstructed.</p>	<p>Anguilla will resume its position as a centre of excellence in the provisions of renal care. This may expand in due course, once a new hospital is built and the current facility is repurposed for provision for geriatric services. A public-private partnership is sought and the huge potentials for medical research amongst the largely indigenous population is also intended.</p>
<p>SPORT</p>	<p>Several parks and sports grounds throughout the island used to support schools and fully available to the general public.</p>	<p>Severe damage to walls and seating together with loss of equipment.</p>	<p>Reconstruction and upgrade of facilities to support Anguilla's unrivalled performance among UKOTs to produce world sports men and women that have competed for the territory, West Indies and the UK at international level, including the Olympic Games, Commonwealth Games and cricket.</p>	<p>Anguilla would continue to support the UK in its sports and could build on its unique ability to produce such a high density of world class sports men and women. Ancillary roles may be introduced through training and knowledge transfer in sports science, management, physiotherapy and enhanced facilities may support public health initiatives as recommended by PAHO, such as the UK's 'Change 4 Life' initiative.</p>

A PRIVATE & PUBLIC SECTOR MISSION

Examples of potential mutually beneficial collaboration with UK institutions and commerce are listed below with those marked * being initiatives that the West India Committee has already conducted feasibility studies in collaboration with potential partners for Anguilla in the UK. The West India Committee is a UK registered charity incorporated by Royal Charter with over 283 years of experience in the Caribbean and as a consulting NGO to UNESCO to the development of small island nations. The object of the charity is to promote agriculture, manufacturing, trade and industry in and with the Caribbean in order to improve the general welfare of its people.

UK university research, advisory support, widening participation of domestic students and student/teacher exchange.*

Dods: regional pop up college for civil service training in region and on-going professional training and advisory services for the civil service of Anguilla capable of creating an income stream from a regional client base to the Community College of Anguilla thereby subsidising courses that locals currently find too expensive. *

Anguilla Salt Farm: using the natural resource of the salt pond to recommence production of Anguillian salt for niche market.*

Horniman Museum: the only place when coral is grown in captivity, affording Anguilla the opportunity to act as a regional hub for post disaster environmental recovery of one of the region's key natural assets.*

Conch Farm: potential to create the world's second conch farm to grow the CITES listed conch which is a culinary speciality in the region (Note the old conch pool).*

Dual Water Systems: solving Anguilla's water poverty whilst developing SME's based on local construction and plumbing skills, responding to regional demand to reduce energy hungry desalination for non potable purposes.*

Twining of Anguilla's schools with established academies and schools in the UK supporting the domestic student status of Anguillian students for tertiary education in the UK. Potential link to schools that support the armed services may prove attractive.*

Prince's Trust International: to deliver a catalogue of programmes to disaffected youths in Anguilla capable of increasing employability, entrepreneurialism and reducing anti-social behaviour.*

Heritage Lottery Funded projects conducted in the UK to record and preserve Anguillian tangible and intangible heritage resident in the UK that may be shared digitally with Anguilla and encouragement of lottery funded facilities (as seen in ZSL and the British Museum) that retain the natural heritage of the British Overseas Territories to raise awareness in the UK and work with facilities in the region. *

Agricultural niche cooperatives: goats cheese, salt, conch, lobsters servicing regional tourism and building on Anguilla's skills base and heritage.

Niche Banking: collaboration with UK banks and the City to solve regional banking demand, such as facilities to support e-commerce, credit cards, savings accounts, and corresponding banks.

UNESCO Schools: inscribe Anguilla's schools as UNESCO Associated schools promoting the global citizenship of Anguillian children. This with exceptional UK schools and academies to strengthen access to the tertiary, vocational and professional training in the UK with student teacher exchange. *

Royal Astronomical Society (RAS): promoting Dark Sky Tourism as Anguilla resides under one of the densest locations under the Milkyway, raising local attainment in mathematics, and physics strengthened by links with Slough where Sir William Herschel, founder of the RAS, discovered Uranus and his sister Charlotte discovered 14 comets.*

Museum of London: on heritage and virtual reality reconstruction of built heritage lost through disasters. Anguilla's unique regional heritage is of global significance.*

Sports: Interaction with UK and Commonwealth organisations to enhance development of Anguilla's sporting facilities and strengthen links with the UK for Anguilla's sports men and women. Also to increase access to ancillary employment paths such as sports science, management, physiotherapy, marketing, PR, design and events management.

Mulberry: Handbags, luggage and accessories*

The West India Company: A range of antiques, books, maps and other goods derived from the West India Committee's UNESCO inscribed collection.



The Representative of the Government of Anguilla and The West India Committee have prepared this document on behalf of the Government of Anguilla. The West India Committee is a UK registered charity incorporated by Royal Charter in 1904 the object of which is to improve the general welfare of the peoples of the Caribbean and the societies in which they live and work through the auspices of education, training, advocacy and advice, where necessary acting as an umbrella organisation in so doing promoting the interests of manufacturing, trade and commerce. The West India Committee is a Consulting NGO to UNESCO specializing in Small Island State Development, and is custodian of The West India Committee collection and library that spans five hundred years of Caribbean history which is inscribed as a UNESCO Memory of the World, second only to a World Heritage Site.

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