



TURKS & CAICOS ISLANDS  
**PUBLIC SERVICE  
ROADMAP**  
2025 – 2030







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## Message from the Governor

**I extend my sincere congratulations to Her Excellency the Deputy Governor and her dedicated team for the successful launch of the Turks & Caicos Islands first multi-year Strategic Plan for Public Service Transformation. This milestone reflects a collaborative effort, shaped by input from both internal and external stakeholders, and sets a clear, ambitious course for the future of our public sector.**



The Strategic Plan outlines a comprehensive framework grounded in key pillars: fostering a people-centred culture, strengthening institutional capacity, enhancing service delivery, leveraging technology, promoting good governance and improving internal and external communication. It is a forward-looking roadmap that emphasises fiscal responsibility, value for money and measurable impact.

This initiative comes at a critical time when the need for responsive, accountable and innovative public institutions is more urgent than ever. Reforming the public sector is not only about systems and structures - it is also about people. Strategic investment in talent development and leadership capacity is essential to ensuring a resilient, future-ready Public Service. Building a robust pipeline of high-calibre professionals and empowering the next generation of public service leaders must remain a priority.

This Strategic Plan is more than a document - it is a commitment to transformational change and improved outcomes for the people and Government of the Turks and Caicos Islands. I commend all those involved and look forward to witnessing the positive impact of this important work.

Warm regards,

**Her Excellency Dileeni Daniel-Selvaratnam**  
**Governor**



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## Message from the Premier

**As Premier, and on behalf of my newly re-elected government, I reaffirm our full commitment to supporting Deputy Governor Her Excellency Anya Williams and her team in advancing the Public Service reform agenda outlined in the draft Strategic Plan, Our Roadmap.**



The Public Service plays a vital role in delivering our Government's vision for sustainable social and economic development. Strengthening its capacity and capability remains a top priority—one that requires strong administrative leadership and unwavering political support.

Our Roadmap lays out a clear and ambitious five-year path to position the Public Service as the Golden Standard in service excellence. It also aligns with our broader national objective of achieving developed country status by 2040.

While the goals ahead are bold, they are both necessary and attainable. This plan will help drive our policy agenda forward, enhance services for our people and stakeholders, and foster a modern, empowering work environment for our public servants.

Our mission remains unchanged: to make life better and easier for all our people. As you implement this plan and work to realize its vision, you have my Government's full and unwavering support.

I wish you every success.

**Honorable Charles Washington Misick, OBE**  
**Premier & Minister of Finance, Economic Development, Investment & Trade**



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## Message from the Deputy Governor

**As Deputy Governor and Head of the Public Service of the Turks and Caicos Islands, I am pleased to officially introduce the Public Service Roadmap 2025–2030, marking a significant new chapter in the ongoing transformation of the Turks & Caicos Islands Public Service.**



As Public Servants, we hold a critical responsibility: to support the Government's policies, serve our communities with integrity, uphold the rights and interests of the public and ultimately to improve the quality of life for all residents across these Islands.

Our work influences every part of daily life and plays a vital role in shaping our nation's future. To meet rising expectations and changing needs, we must continue to evolve becoming more people-centered, better organized and led, more efficient in resource management and deeply committed to creating lasting value for those we serve.

This new Strategic Plan delivers on two primary objectives aligned with the Government's broader agenda:

- ☑ Delivering high-quality public services to the people of the Turks and Caicos Islands; and
- ☑ Advancing Vision 2040—our national goal of achieving developed country status.

The Roadmap 2025–2030 is the result of an inclusive and consultative process, drawing on insights and feedback from across the Public Service. It sets out six strategic goals, underpinned by eighteen strategic objectives and supported by eighty focused initiatives and projects. These six long-term goals are:

- ☑ Create a people-focused culture
- ☑ Drive institutional strengthening
- ☑ Provide an exceptional customer experience
- ☑ Leverage technology
- ☑ Pursue governance excellence
- ☑ Promote effective communication

Together, we will lay the foundation for a modern, resilient and high-performing Public Service, one that meets the needs of today while preparing for the challenges and opportunities of tomorrow.

I look forward to working closely with all of you as we chart this exciting Roadmap to the future.

**Deputy Governor and Head of the Public Service**  
**Her Excellency Anya Williams**



## OUR ROADMAP (2025-2030)

Roadmap (2025-2030) is the new path the Turks & Caicos Islands Public Service will take into the future. It is the first multi-year plan that brings together the Ministries and Agencies under one umbrella. Ultimately, it aims to develop our people, build systems and processes so that we can fulfill our vision to become the Golden Standard in Public Service.

### Why Roadmap 2025-2030?

The Turks & Caicos Islands Public Service acts on behalf of the Government to fulfill its policies. In 2024, the Government launched the Vision 2040 Plan (Vision 2040) with the goal of reaching developed-country status for the TCI. Vision 2040 envisions a TCI where everyone feels safe, included, enjoys a high quality of life, and future generations could thrive.

The Public Service has been entrusted with facilitating Vision 2040. To deliver the 2040 vision, we must transform our organization. The purpose of Roadmap (2025-2030) is to provide a clear, comprehensive structure on how we intend to build the required capacities and capabilities to achieve our vision. When the work we do within our departments and agencies positively impacts our stakeholders, then we will have fulfilled the golden standard in public service.

### Strategic Framework 2025-2030

We have crafted a model titled the 'Strategic Framework.' It will support the way we interact with each other, treat customers, behave, make decisions, solve problems, innovate, communicate, account for our actions and results, and manage resources, particularly finances. The 'Strategic Framework' structures how we will go forward together with a shared purpose and vision, mission, compelling core values and goals. It is a guide for what the Turks & Caicos Islands Public Service aspires to be in five years.



**Our strategic framework is purposefully represented by a house, where each element reinforces the structure and stability of our organization.**

-  The foundation—anchored in a firm understanding of our purpose—grounds everything we do, ensuring alignment with our core reason for existence.
-  Our values serve as the solid base upon which the six pillars, representing the walls of the house, are constructed, providing strength and direction.
-  Our mission functions as the beams, supporting the roof, which symbolizes our vision—the overarching goal that shelters and guides our journey forward.
-  This framework ensures that every initiative, decision, and action is rooted in Purpose, sustained by principles, and directed toward a unified vision of



# THE GOLDEN STANDARD



Roadmap (2025-2030) sets out the goals by which we will become the golden standard over the long-term. Change is never easy. Making proposed improvements will be challenging, but transformation is necessary for us to achieve the Government's agenda; deliver first-class services and create a workplace culture where Public Servants can thrive and perform at their best. The golden standard must become the norm for us, not an aspiration.

Through the delivery of the six goals within Roadmap (2025-2030), we will transform our Public Service into the Golden Standard. We will make "Exceptional Moments" our "Business as Normal."



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## WHAT IS THE GOLDEN STANDARD?



### GOAL 1

#### Create People-Focused Culture

Our employees are sensitive to the needs of the people of Turks & Caicos Islands and work collaboratively with each other to meet those needs.



### GOAL 2

#### Drive Institutional Strengthening

Our institutions are fit for the purpose and able to withstand short term shocks.



### GOAL 3

#### Provide Exceptional Customer Experience

Our customers offer high praise and look forward to utilizing our services and our elected leaders value our work to deliver their policies and priorities.



### GOAL 4

#### Leverage Technology

Our services are available to the public at their convenience.



### GOAL 5

#### Pursue Governance Excellence

We deliver results whilst maintaining the confidence of those we serve.



### GOAL 6

#### Promote Effective Communication

We achieve awareness and buy-in for Government's policy priorities among internal and external stakeholders.



# OUR CORE VALUES



## INTEGRITY

We consistently do the right thing in our work.



## PEOPLE-FOCUSED

Responsible for employee well-being, learning and development, positive relationships.



## INNOVATIVE

Encourage inspiration, new ideas, and experimentation.



## EXCEPTIONAL

Pursue outstanding performance; exceed expectations.



# WHAT SUCCESS LOOKS LIKE

## We will be successful when:

- ✓ Our customers look forward to doing business with us; and say so.
- ✓ We take pride in supporting the dream of developed-country status.
- ✓ We transform because we want to leave a rich legacy for future generations.

A Public Service that becomes the Golden Standard will attract, develop and retain high-caliber employees; develop the right structure, processes and systems across Ministries and Agencies; effectively and efficiently allocate resources; and practice continuous improvement and good governance. These internal strengths help us deliver exceptional service through a people-focused culture and innovative solutions; create value for customers; deliver Government priorities; and ensure that the TCI thrives and is resilient in setback.

## MANAGING ROADMAP 2025-2030

The Deputy Governor's Office will centrally manage the implementation of Roadmap 2025-2030 since it is heavily focused on harnessing our potential to exceed customer expectations. It is an exciting time to be a Public Servant as we collectively embark on this journey to modernize the delivery of public services and empower our people and make a difference in the community we serve.



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