



The

ISLANDS PLAN

2014 - 2018

FALKLAND ISLANDS GOVERNMENT

The **ISLANDS PLAN**

FOREWORD BY THE MEMBERS OF THE LEGISLATIVE ASSEMBLY

This Islands Plan is an important document that articulates our collective vision and priorities for the Falkland Islands over the next four years and beyond. It describes the key actions that Government will take during the life of this Assembly, and lays the foundations for the future by setting out our plans to address the major issues that the Islands will face in the longer term.

The Plan focuses on improving the quality of life of present and future generations by stimulating economic and social development, within the constraints of our limited resources and the need to protect the environment.

OUR VISION IS...

To progress the sustainable, economic, social and political development of the Falkland Islands for the benefit of all residents.



We present this Islands Plan at an exciting time for the Falkland Islands. We are on the cusp of potentially significant changes that a hydrocarbons industry may bring – but we must work hard to ensure that the desire for such an industry becomes a reality, and to ensure that the Islands are prepared to manage its implications – on our economy, our society and our environment.

Historically our economic development has been constrained by our isolation – both physical and political – and the size of our resident population. This plan seeks to address these constraints so as to improve transport linkages with the rest of the world, and to ensure that the Islands have a stable population and labour force. We will continue to deliver the message of the Islanders to the world, and will uphold our right to self-determination in the international arena.

Our Islands have tremendous assets – a place with an outstanding natural environment, a strong sense of community and high standards of education and healthcare. We will ensure that our natural environment is preserved and protected and we will maintain and improve the quality of services insofar as we are able. We have a duty to ensure all residents can lead safe and healthy lives – especially our children.

However, we need to be realistic about the challenges ahead. We serve a community in which there are labour force constraints and an ageing population. This in turn leads to the need for increasing numbers of short-term contract workers. Despite high levels of economic activity, there are

disparities in incomes and we need to ensure that the local labour market is sustainable and benefits from economic activity and growth.

All of these issues must be considered in the context of uncertainties over our economic future. We remain committed to responsible management of the Government budget and will ensure that we maintain a sufficient level of financial reserves to provide security, and avoid creating unsustainable deficits. We will seek to deliver greater value for money from existing resources, whilst delivering the infrastructure and services that are needed for the future.

None of us underestimate the challenges that lie ahead. We know that we will have to make difficult decisions, but we are all committed to an ambitious programme that will deliver high quality services and a secure economic future for the Islands.

The Falkland Islands Legislative Assembly

 Dr. Barry Elsby	 Michael Poole	 Jan Cheek	 Gavin Short
 Roger Edwards	 Michael Summers OBE	 Ian Hansen	 Phyl Rendell MBE

SELF-DETERMINATION

GOOD GOVERNANCE

VISION

- Self-determination is a fundamental human right under the Charter of the United Nations. We will ensure our Islands determine their own future and will actively promote to the rest of the world the clear message that was delivered in the 2013 referendum - the people of the Falkland Islands wish to remain a self-governing Overseas Territory of the United Kingdom.
- We will continuously seek to uphold and improve standards of Government - by maintaining the rule of law, respecting human rights, responsibly managing the public finances, and delivering efficient public services.



DURING THE LIFE OF THIS ASSEMBLY WE WILL...

- Ensure that the international community receives an accurate picture of the culture, society and values of the Falkland Islands through our Public Diplomacy programme.
- Develop the Public Diplomacy programme, ensuring that members of the community can be more involved in both formal and informal international public diplomacy efforts.
- Agree a sustainable budget strategy for the Falkland Islands Government that will include maintaining reserves at a level that provides security for Falkland Islanders.
- Agree and implement new ways of consulting with and sharing information with the community to ensure greater transparency of, and community involvement in, policy development and decision-making.
- Begin a process of review of the Falkland Islands Constitution to ensure it is modern and fit for purpose in light of our ambitions for the Islands.
- Update the Electoral Ordinance to ensure that the Islands have modern legislation, voting processes and procedures.
- Produce and maintain an authoritative statement of Falkland Islands legislation that will be freely and publicly accessible.
- Introduce a new criminal code to improve criminal evidence and sentencing procedures.
- Ratify international treaties to tackle global corruption, bribery and the financing of terrorism.



ECONOMIC DEVELOPMENT

VISION

We will develop a sustainable economic future for the Falkland Islands, ensuring a balanced approach to social and economic development through an integrated strategy that brings benefits to all. This will involve further efforts to derive greater economic benefits from existing sectors, as well as additional measures to ensure the successful diversification of the economy into new industries, including efforts to secure the development of a successful hydrocarbons industry.

DURING THE LIFE OF THIS ASSEMBLY WE WILL...

- Revise the Economic Development Strategy to provide a blueprint for the future development of the economy.
- Create the conditions for wider growth and investment in the economy by removing barriers to business growth and investment.
- Secure the best interests of the people of the Islands and local businesses through policies that will protect against the abuse of monopolistic practices.
- Secure the localisation of services provided at the Mount Pleasant air terminal; and continue to explore opportunities to deliver improvements to the air terminal building and overall passenger experience.
- Consult on and prepare a delivery plan for funding that has been secured from the European Development Fund to support economic development in the Islands between 2014 and 2020.
- Pursue the outsourcing and privatisation of Government services where this provides public benefit.
- Provide incentives and investments to increase the number of people living and working in Camp, and to increase the number and profitability of businesses operating in Camp via:
 - Implement a Rural Enterprise Zone(s);
 - Implement camp-wide incentives to encourage business creation and growth;
 - Develop an infrastructure strategy for Camp to create a sustainable population centre outside Stanley.





IN RELATION TO OIL & GAS WE WILL...

- Create the conditions to ensure the successful development of an oil and gas industry in the Falkland Islands, providing clear policy and legislative frameworks, and implementing policies to ensure the industry develops in a way that ensures its commercial success and the delivery of sustainable economic and social benefits to the Islands.
- Agree and implement new legislation to facilitate the development of the oil and gas industry and to ensure the effective regulation of its activities, including a new maritime safety regime, improvements to emergency planning preparedness, and updated environmental protection legislation.
- Develop clear plans for the future regulation of the oil and gas industry to ensure the necessary resources are available to facilitate, monitor and control industry activities.
- Ensure local people and businesses benefit from the development of the oil and gas industry in both the short- and long-term through a Code of Practice and providing business support and training where required.
- Prepare a detailed plan for the management and use of potential hydrocarbons revenues in the form of a Sovereign Wealth Fund.

IN RELATION TO FISHERIES WE WILL...

- Ensure that adequate resources are invested in fisheries research and management, and pursue the establishment of a regional fisheries management agreement.
- Review the benefits that the Individual Transferable Quota system has delivered for the Islands and its fisheries industry, and devise a strategy for the further development of fisheries activities in and around the Islands.
- Engage with the fishing industry to ensure the Islands benefit from a modern fishing fleet, and consider what financial support may be necessary to achieve this.
- Complete economic and environmental studies to secure greater sustainable commercial exploitation of the Islands' inshore marine resources.





IN TOURISM, WE WILL...

- Review the Tourism Development Strategy and place renewed emphasis on its implementation. The core aim remains to increase the value of the tourism sector.
- Focus on high-value land-based tourists and new markets where appropriate.
- Increase the number of cruise vessel visits, and increase the amount of tourist spending by facilitating waterfront development and improving the quality of welcoming facilities.
- Increase the number and frequency of passenger exchanges on the Islands, supported by improved airlinks.
- Support investment in improving the breadth and quality of the Islands' accommodation, leisure and recreational facilities.

IN AGRICULTURE, WE WILL...

- Identify and facilitate opportunities that will increase economic growth and employment in agriculture.
- Provide advice and support in farm management that is tailored to meet the needs of individual farms with a view to increasing farm productivity.
- Work in partnership with the farming community to develop integrated wool and meat production systems to match agricultural products with consumer expectations.
- Support and facilitate increased exports of meat products from the Islands, including measures to increase the supply of lamb, mutton and beef from farms.
- Support and encourage businesses to expand into new geographical markets.



POPULATION WORKFORCE

VISION

- We wish to ensure that the Islands' population is sufficient to deliver sustainable economic development, whilst ensuring no detriment to our environment and way of life. To this end we wish to commence a public debate on the immigration challenges facing the Islands as we seek to grow and diversify our economy, and we will develop clear strategies to respond to current and future immigration needs and desires. We are committed to ensuring that population growth is not confined to Stanley - whilst Stanley may be a focal point for population growth, we will encourage the population of Camp to grow to a more sustainable level.
- In relation to workforce, our vision is to ensure the Falkland Islands has a skilled and competitive workforce to deliver a productive and sustainable future for the Islands. This will require increased short-term workforces, but needs will be managed to ensure that there is both an opportunity for local people to sustain work and greater encouragement for overseas workers to make the Islands their home in the longer-term.

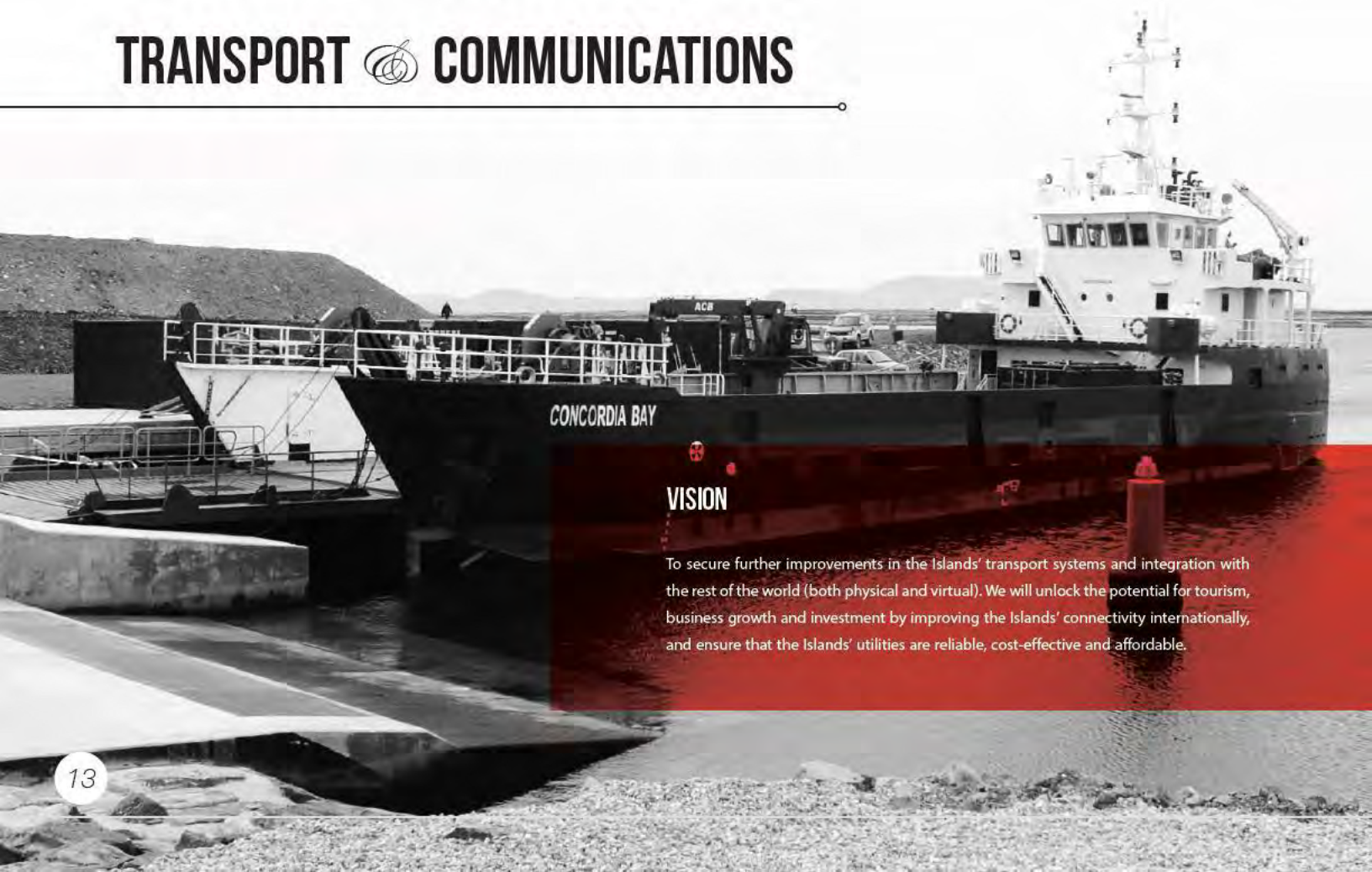


DURING THE LIFE OF THIS ASSEMBLY WE WILL...

- Consider changes to the immigration system necessary to meet current economic development needs and to address labour market shortages (and their underlying causes). This will ensure that we have an immigration system that will be effective regardless of any future decision that will be taken on immigration policy.
- Ensure that the immigration system is attractive for overseas workers, who initially come on contracts, to stay and make the Islands their home in the longer-term.
- Ensure that our employment laws are modern, flexible and fair, and prevent the exploitation of workers in the Falkland Islands.
- In collaboration with the private sector, develop and implement an Islands-wide skills and workforce development strategy.
- Implement an annual employer skills survey so that future training and skills needs can be better understood and planned for more efficiently.
- Expand the provision of vocational and academic qualifications available within the Islands.
- Nurture leaders in all walks of life across the community through leadership development programmes.
- Ensure that all FIG departments prepare and implement workforce development and succession plans to deliver skills development and career progression for local people



TRANSPORT COMMUNICATIONS



CONCORDIA BAY

VISION

To secure further improvements in the Islands' transport systems and integration with the rest of the world (both physical and virtual). We will unlock the potential for tourism, business growth and investment by improving the Islands' connectivity internationally, and ensure that the Islands' utilities are reliable, cost-effective and affordable.

DURING THE LIFE OF THIS ASSEMBLY WE WILL...

- Review domestic transport infrastructure needs to ensure greater complementarity in the provision and accessibility of air, road and sea transport across the Islands.
- Pursue an additional commercial air-link to the Islands.
- Commit to supporting an international shipping link to the Islands for the lifetime of this Assembly in order to support and sustain export businesses and reduce import costs.
- Continue to regulate the Islands' telecommunications services to deliver further improvements in service quality, coverage and cost.
- Continue to ensure the security of fuel supplies to the Islands, and improve the regulation of fuel supplies in terms of their cost, quality and availability.



EDUCATION TRAINING

VISION

We will provide high quality, accessible education and training opportunities to support the lifelong learning aspirations and ambitions of the whole community. We must prepare our young people for jobs and careers that may not even exist yet, and we must do so in the face of possible financial constraints. We will use our limited resources efficiently and effectively to ensure high standards of education throughout the Islands.

DURING THE LIFE OF THIS ASSEMBLY WE WILL...

- Revise and update the Education Ordinance to provide a framework for education that ensures our teachers and children are safeguarded, and to ensure that regulation enables the appropriate delivery of education on the Islands.
- Address the organisational and capacity issues within our education system, with the goal of providing schools that will enable the Islands to deliver a quality education to all children, with sufficient capacity for growth and the appropriate facilities to ensure a quality education for all.
- Invite formal, independent inspection of schools to acceptable international standards and act on the recommendations as part of a renewed focus on continuous improvement in the quality and standard of education delivered on the Islands.
- Establish the most effective ways to deliver post-16 education to children, whether this is in the Islands, overseas, or through new approaches to the delivery of education.
- Develop a coherent and consistent higher education strategy for the Islands, ensuring that criteria for participation are clear, transparent and up-to-date, and better tailored to meet the skills needs of the Islands in future years.
- Implement a holistic careers guidance strategy for all students in secondary, further and higher education, as well as other members of the community.
- Where possible, integrate children with special educational needs into mainstream education and, through our Vulnerable People's Strategy, improve capability and capacity.
- Establish new collaborative links with the UK to improve the skills and training of local teachers.
- Plan for the needs of looked-after children to ensure the best possible outcomes for these children within the Islands, and to reduce expenditure on overseas education provision for children that currently cannot be adequately provided for on the Islands.



A photograph of four men of different ages running in a vast, open field under a cloudy sky. The man in the foreground on the left is older, wearing glasses and a grey and black jacket. The man in the center is middle-aged, wearing a dark sweater. Two younger men are running in the background on the right. The text 'HEALTH SOCIAL CARE' is overlaid on the image, with a circular logo between the words.

HEALTH SOCIAL CARE

VISION

Everyone in the community should be encouraged to live a healthy, independent, and fulfilling life. We will continue to focus on the provision of excellent public health and primary care, and appropriate secondary care. Access to health services will be improved across the Islands with a focus on continuous improvement in the quality, safety and efficiency of health and social services to ensure all in our community are supported, protected and well-cared for.

DURING THE LIFE OF THIS ASSEMBLY WE WILL...

- Place renewed emphasis on health prevention and promote healthy and active lifestyles to reduce the requirement for costly treatments (at home and overseas) in the longer-term.
- Plan for the needs of the Islands' growing elderly population, including the provision of elderly care facilities outside of a hospital environment.
- Prepare and publish a Vulnerable People's Strategy that will provide a framework to support people to lead fulfilling lives within their community. This will include a consistent and transparent policy framework for responding to the needs of vulnerable adults and children in our community.
- Ensure the safety and security of children through our Social Services department by implementing the provisions of the new Children's Ordinance. We will also ensure the creation of a strong and effective Falkland Islands Safeguarding Children Board.
- Introduce mammography screening on the Islands on a permanent basis.
- Introduce a quality improvement programme to ensure a culture of continuous learning and improvement in the delivery of health and social services across the Islands.
- Prepare a Camp Health Strategy to ensure that health services are appropriate and accessible to those living and working in Camp.
- Provide excellent and affordable dental care for all, ensuring that those most in need are supported to achieve good dental health.
- Provide a programme of overseas medical treatment insofar as FIG is able to do so.



The background of the page features a silhouette of three wind turbines of varying sizes on a dark, rolling hill. The sky is a gradient of blue and orange, suggesting a sunset or sunrise. A thin white horizontal line with a small square at its right end is positioned above the turbines.

INFRASTRUCTURE

VISION

We will pursue a co-ordinated, holistic approach to ensure that the infrastructure required to meet the future needs of the Islands is provided in an appropriate and timely manner. By taking a strategic approach to infrastructure development we will deliver appropriate responses to the scale and timing of infrastructure investments over the next 20 years, prioritising between investment choices to meet the Islands' needs.

DURING THE LIFE OF THIS ASSEMBLY WE WILL...

- Prepare a National Infrastructure Plan setting out infrastructure needs and priorities for the next 20 years.
- Undertake a full review of the Development Plan and Stanley Town Plan to ensure that they adequately meet and manage current and future development needs and provide a clear framework for long-term spatial planning.
- Create an investment prospectus that will facilitate the delivery of Stanley waterfront development as articulated in the Waterfront Masterplan.
- Continue to develop plans for port facilities in the Islands.
- Establish a clear and consistent framework for the disposal of Crown Land in support of the Falkland Islands' priorities in terms of growth and investment. FIG will make Crown Land available for private and commercial use, so far as it is consistent with the overall need to secure the optimum sustainable use of the Islands' natural resources.
- Secure and enhance power supplies within the Islands through investment in power generation.
- Enhance the quality and security of water supplies through investment in infrastructure and protection of catchment areas.
- Improve the quality of our road network through an on-going capital works programme. We will reach a firm conclusion on options and timeframes for possible surfacing of the MPA road as part of the development of a National Infrastructure Plan.
- Prepare a Housing Strategy for the Islands, including a re-examination of the role of Government in the Islands' housing market in order to ensure that all persons have access to housing to meet their reasonable needs, and that there is sufficient housing supply to meet growth ambitions.
- Facilitate an acceleration of house building activity in the Islands to eliminate current shortages, and to accommodate future growth.



SAFETY SECURITY

VISION

- We will provide a policing and prison service to uphold the law and to make people safer and to feel safer; provide an effective and efficient border control; and provide a fire and rescue service to save life and protect property. We will continue to assist in the defence of the Islands through the Falkland Islands Defence Force.
- We will ensure that our laws and their enforcement safeguard our children from harm.



DURING THE LIFE OF THIS ASSEMBLY WE WILL...

- Implement new child protection legislation along with new policies, practices and procedures to ensure that our residents are protected from harm.
- Enact a new Prison Ordinance and associated Regulations.
- Ensure that our prison is appropriately resourced, and has sufficient capacity to deal with the prison population.
- Create an organisational culture where appropriate educational, rehabilitation, and resettlement programmes are seen as essential parts of a person's term of imprisonment.
- Implement a Neighbourhood Management Policing model, to maintain the high level of confidence in the Police and to engage with the public to address their policing problems.
- Improve the skills and capabilities within the Islands to ensure appropriate plans and contingencies are in place to deal with any possible major emergency.
- Continue to ensure that the Falkland Islands Defence Force is equipped, trained and provisioned to fulfil its role in the defence of the Islands.
- Maintain a strong deterrent to prevent the importation of drugs.
- Maintain an effectively trained Fire Service to respond to contemporary fire risks.



COMMUNITY CULTURE

VISION

We aim to ensure that we retain what is great and valuable about the Islands – its strong sense of community and trust. Our ambitions for economic expansion may bring challenges in this regard, and it will require the effort of the whole population to maintain the strong sense of culture and community that currently exist.

DURING THE LIFE OF THIS ASSEMBLY WE WILL...

- Continue to ensure the needs of those earning low incomes are considered during the annual budget cycle, and focus effort on addressing the underlying causes of low earnings in society.
- Consider measures to ensure that there is an equitable distribution of national wealth.
- Broaden the opportunities for sporting, recreational and community activities in both Stanley and Camp.
- Ensure that the Town Plan continues to define green space and community facilities and protects the culture and character of Stanley. A key element of this shall be waterfront regeneration that acts both as a welcome for tourists and to highlight our heritage.
- Explore how FIG may play a role in helping to facilitate the building of new community facilities, such as a cinema.
- Ensure that the history of the Islands is properly documented and is accessible to all via the maintenance and development of the National Archives.
- As MLAs, we shall continue to develop the portfolio structure so that our culture, heritage, sport and the arts have dedicated and active political support.





PROTECTING THE ENVIRONMENT

VISION

We will conserve and enhance the natural environment and built heritage of the Falkland Islands to support our economic and social well-being, biodiversity, and managed response to climate change.

DURING THE LIFE OF THIS ASSEMBLY WE WILL...

- Demonstrate the Falkland Islands' commitment to responsible environmental management by upholding and implementing our commitments to international environmental agreements.
- Implement a responsible strategy to mitigate the effects of climate change, including:
 - Exploring and supporting further take-up of renewable energy in both Stanley and Camp; and
 - Implementing measures to improve the energy efficiency of existing buildings so as to reduce energy consumption.
- Agree and progress a Waste Management Strategy for the Islands for the next 10-15 years, and reduce the proportion of waste sent to landfill.
- Implement appropriate land and marine spatial planning frameworks to ensure the preservation and management of both the terrestrial and marine environments of the Falkland Islands.
- Address gaps in the Islands' environmental legislation to ensure that it is fit for purpose for future hydrocarbons production. We will continue to support joint programmes of environmental research between FIG and the hydrocarbons industry.
- Progress an ecosystem services assessment of the Islands so as to better understand the value of our environment, and to improve the economic, social and lifestyle benefits that it provides.
- Review and update the Islands' Biodiversity Strategy, and work with partners to ensure its delivery.
- Proactively manage Stanley Common to ensure an appropriate balance between nature conservation and recreational activity.





Est. 2014

STONE RIVER

Creative Design

Photography

*Saul Zuvic, Gandhi Suppiah, Christiaan Howlett, Hannah McPhee, Sharon Jaffray,
Zoran Zuvic, Samantha Marsh, Karl Nightingale & Aniket Sardana*

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