



The Islands Plan 2018-2022

May 2021 Update

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COVID-19 RESPONSE

Introduction

A huge national effort across government, and throughout our economy and society, has enabled us to maintain control over the virus in the Falkland Islands. In April of 2020 there were 13 confirmed cases of Covid-19 in the Falkland Islands which were carefully contained via a coordinated government response and partnership working with BFSAI.

Regulations were introduced requiring people entering the Islands to quarantine for 14 days, supported by a programme of surveillance swabbing. By late April 2021, 63 positive cases of Covid-19 had been recorded, but with no instances of transmission within the community, and no serious illness or deaths associated with the coronavirus.

The UK Government has supplied three batches of the Oxford/AstraZeneca vaccine and a nationwide vaccination programme began in February 2021. Uptake for all eligible adults has been approximately 94% and it is anticipated that everyone who consents to vaccination will have received both doses of the vaccine before the end of May 2021.

Emergency planning and coordination

An early planning group was established under the Directorate of Health and Social Services in January 2020, followed by Tactical Response and Strategic Pandemic Management Groups in February 2020 coordinated by the Director of Emergency Services and Island Security. These groups met over 90 times in 2020 and have continued to meet throughout the first four months of 2021. The groups manage and coordinate our overall response and ensure effective coordination with BFSAI, as well as provide advice and recommendations that have been presented at nearly 40 additional Executive Council meetings during 2020 and 2021.

Communications and public information

Since March 2020, regular Covid-19 communications have aimed to keep the public updated on a rapidly changing situation. Topics have ranged from public health and safety information, to government stimulus initiatives, guidance for business and advice for students studying overseas.

In January and February 2020, as the world was learning about the emergence of the coronavirus, there were 6 public service announcements, however this rapidly increased to 33 in March and a system of regular MLA-led updates was also established. The regularity of these updates was scaled up and down over time, to reflect the evolving situation in the Falkland Islands, but during 2020 there were 61 in total, supported by 13 Q&A sessions and 124 public service announcements or press released. All 61 updates were also broadcast live by local media and shared on social media.

The Communications and Media Office also worked with Synergy to set up a dedicated FIG Covid-19 website, which to date has seen almost 25,000 visitors. Additionally, the government utilised all available digital channels to spread information and had key messages and guidance translated from English into Spanish, Filipino and Shona.

Health

Testing

In March 2020 there was no on-island testing capacity, however this was developed over the course of the pandemic and we now have robust testing facilities and an established swabbing regime. We were also one of the first countries in the world to undertake regular surveillance swabbing to look for latent Covid-19 in our community.

Covid-19 and healthcare

KEMH has successfully cared for a number of unwell patients with Covid-19 and managed to effectively run a hot-cold system to ensure continuing healthcare for non Covid-19 related illnesses and trauma. The hospital was assisted by a small military nursing team who fitted well into KEMH's system for the provision of care.

There have been marked second order Covid-19 effects in relation to healthcare, with less access to visiting specialists and a more limited ability to transfer patients overseas for less urgent issues, although in the main we have managed to maintain safe links with South America for patients with critical illness and trauma.

Stanley Nightingale exercise

A successful exercise was held in June 2020 to test our capability to establish a Stanley Nightingale hospital, based in the leisure centre, should it ever become necessary to institute this temporary facility. This was an important part of prudent contingency planning.

Visitor Policy restrictions and quarantine measures

Since April 2020, restrictions have been in place to reduce the number of people entering the Islands. This has assisted in protecting the limited resources of KEMH whilst supporting business visitors and crew exchanges.

Quarantine measures have also been established and are kept under regular review. Amendments and updates to the quarantine regulations have continued to be made, using the latest advice from Public Health England. Testing of people in quarantine has enabled us to identify where individuals have been Covid-19 positive on entry to the Falkland Islands, and ensure that they have tested negative before leaving quarantine.

Vaccination programme

The KEMH nationwide vaccination programme began in the second week of February and has been successful in delivering initial doses of the vaccine to 94% of the eligible population; it is anticipated that all consenting adults will have received their second dose by the end of May 2021.

To support the programme, a 'call to action' was issued and recirculated, to encourage people to register at the hospital in order to support detailed vaccination planning and to prioritise those most at risk to receive the vaccine first.

Economic support

Support for businesses and individuals

An initial package of measures was announced on 25 March 2020, aimed at supporting the strong public health actions taken by the government to protect the population and minimise the social and economic impact of Covid-19 in the Falkland Islands. This package established temporary statutory sick pay at full wage rates (regardless of whether employees were contractually entitled) and covered categories of employees who were unable to work from home, including vulnerable employees, employees with Covid-19 symptoms who were required to self-isolate for two weeks, and employees who were sole carers of one or more children in self-isolation.

The Job Retention (Furlough) scheme was put in place from 24 April 2020, and will continue until 30 September 2021. Under this measure, if an employer is unable to operate or has limited or no work for the employee because of Covid-19, and if the employer and employee both agree, the employer can keep the employee on the payroll at 80% of their salary. This is known as being 'on furlough'. FIG payments cover 80% of salary (up to a cap of £2,500 per month) for furloughed employees. For employees on reduced hours, the payment is proportional to the percentage of hours not worked.

The Self-employed Income Supplement scheme was put in place from 24 April 2020, and will continue until 30 September 2021. This scheme is designed to assist those in self-employment (including sole traders, partnerships, and casual workers) who have experienced a significant reduction in sales. FIG payments provide an income supplement to ensure that the person's net monthly earnings do not fall below 80% of their average net monthly earnings (up to a maximum of £2,500 per month).

The Unemployment Subsidy scheme became effective from 20 March 2020, and is expected to run until 30 September 2021. The scheme provides payments of up to 60% of the previous average monthly salary or wages for the residual number of workers who are not kept on furlough. Payments are at least at the level of the minimum wage, up to a maximum payment of £2,500 per month.

The Business Grant Scheme was put in place from 1 May 2020, and should run until 30 September 2021. It provides support for businesses that had to close due to government guidance (such as bars, cafes and restaurants), or otherwise experienced a significant reduction in their monthly revenue due to the adverse economic effects of the pandemic. It provides business grants of up to £10,000 per month for small and medium sized businesses with an annual turnover of less £500,000, or businesses in the hospitality, human health and social work (in which case the turnover threshold is set at up to £1,000,000 per annum).

Support for agriculture

FIG introduced a range of initiatives to support the rural economy through the market disruption arising from Covid-19. The Wool Producers Assistance Scheme enabled FIG to successfully purchase over 4,000 bales from Falkland Island Farmers between May 2020 and January 2021. The FIMCo (Falkland Islands Meat Company) Supplier Support Scheme makes a £10 per animal payment to farmers to provide financial stability for farms which have produced mutton that could not be processed given a more limited export season. Please see the agriculture section for more details.

Support for tourism

The Tourism Recovery Incentive Programme (TRIP), a domestic tourism scheme, has been the centrepiece of a substantial package of support for the Falkland Islands tourism sector. Please see the section on tourism for details.

Community recovery

FIG has a comprehensive plan in place to take robust and proportionate measures should there be any future cases of Covid-19 in the community.

An Islands-wide Community Recovery Programme has been established, which has sought the views of people from across the community in terms of their experiences during the first months of the Covid-19 pandemic. 290 adults have responded to an initial survey and further surveys have been undertaken with children and young people.

A series of workshops has also been held with a wide range of different groups in the community. The findings will be combined with those from the independent de-brief (see below) and the outcomes will be published in 2021.

Independent de-brief and lessons learnt

FIG commissioned an independent debrief to review all our Covid-19 response work, which involved a wide range of individual interviews and group feedback. We are the only Overseas Territory to have undertaken this lesson learning exercise to date, to ensure we drive continuous improvement.

SELF DETERMINATION AND GOOD GOVERNANCE

Our 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 delivered in our 2013 referendum: that 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 public finances, delivering efficient public services and learning from others.

Encourage widespread democratic engagement and participation

A referendum was held on 24 September 2020, with voters deciding to keep the current two constituencies for Stanley and Camp, rather than moving to a single Island-wide constituency.

A programme of monthly public 'Your Government and You' workshops are taking place between January and September 2021 to improve public awareness of how the Assembly and government operates, and to provide information to support anyone considering standing for election.

MLAs also organised events for Parliament Week, including youth groups. In February 2020, the Falklands hosted a Commonwealth Parliamentary Association Women's Parliament for the British Islands and Mediterranean region.

Review our constitution to ensure it remains modern and fit for purpose in the light of our ambitions for the Islands

A Select Committee was established in February 2019 chaired by MLA Edwards. The initial stages of the process resulted in written evidence being gathered. Subsequent stages, scheduled for 2021, will result in the gathering of oral evidence.

Update the electoral ordinance to ensure the Islands have modern and proportionate legislation, and voting processes and procedures

A review has been undertaken and was reported to Executive Council in December 2020. This will now result in some incremental improvements being made prior to the next General Election, to improve voter experience.

Agree a sustainable budget for the Falkland Islands Government and maintain reserves at a level that provides financial security.

The Falkland Islands Government continues to focus on prudent fiscal management. The operating surplus for 2019/20 was approximately £11m (draft unaudited accounts) and the total value of FIG funds held with external investment managers was £395m as at 30 June 2020.

A five-year medium-term financial plan was prepared as part of the 2019/20 budget process and in addition a longer-term 10-year analysis of major capital projects has been agreed by ExCo. FIG has significantly enhanced its ability to more accurately forecast revenues, while improved contract management and budget controls have been introduced for major projects.

These measures, based on prudence and evidence, have allowed for a more ambitious spending programme on infrastructure to support sustained economic prosperity and social well-being.

Ask to extend ratification of international treaties to tackle global corruption and financing of terrorism

A review has been undertaken, and no further action is required at this stage.

Agree and implement new ways of sharing information and consulting with the community, including developing the digital presence of the Falkland Islands Government to ensure greater accountability, transparency, and community participation in policy development and decision making

MLAs have increased their accessibility over the course of the current Legislative Assembly. Each week they provide interviews for both FITV and FIRS, in rotation across portfolios. In terms of print media, there is also a weekly Penguin News column from Gilbert House and, until recently there was also a weekly Penguin News interview, which has changed to being provided on an 'as needed' basis. There is also a Falkland Islands MLA Q&A Group on Facebook, where constituents can receive direct responses from elected representatives. Additionally, since the 2017 General Election, a total of 781 press statements and public announcements have been produced, up until the end of March 2021.

The two existing government websites have undergone extensive work to update content and bring everything together under a new, single website. The website has been redesigned to improve user experience and accessibility, and a series of phased changes are due to be completed during 2021. The government has also run a series of public consultations on a wide range of policy and legislative initiatives, including housing, management of Stanley Common, environmental strategy, law revision and sentencing guidelines. Alongside these have been surveys seeking feedback on existing services such as telecommunications and the Community Development Scheme.

The Covid-19 pandemic has also led to further regular public updates. During times of high alert, there were daily media broadcasts and public statements, which decreased to fortnightly and then monthly, as the critical stage was passed. These were supplemented by weekly swab updates as well as targeted communications for specific initiatives and interventions, such as changes to quarantine legislation and travel requirements. Public meetings have also been held monthly throughout the current Legislative Assembly, with the exception of a short and temporary hiatus due to Covid-19.

As part of efforts to emerge from a state of high alert and to move towards a recovery plan for the Islands, a Community Recovery Group was established in May 2020, which ran an islands-wide survey, workshops and individual feedback sessions which sought the views of individuals, in terms of their experiences during the early months of the pandemic. The outcomes of this work will be shared in 2021 and an action plan will be developed to address the issues in the months ahead.

Encourage young people into politics through schemes such as the Youth Parliament initiative

Tiphonie May and Lucinda Lowe attended the Commonwealth Youth Parliament in Jersey in 2018, and Tom Short and Emily Middleton attended the equivalent event in Delhi in 2019. Students Anastasia Markina (2018) and Jack Ford (2019) also attended the Commonwealth Day events in Westminster.

MLAs also held a table for the first time at the FICS careers fair to showcase politics as a career option. MLAs have had good sessions engaging with youth groups, the Watch Group and Girl Guiding, and have offered to engage regularly with school councils.

Advocate for and promote the transparency of the Falkland Islands Government

Greater transparency is a priority for the Falkland Islands Government and during 2018, 2019 and 2020, 59% of ExCo papers were published.

MLAs continue to support the work of the Public Accounts Committee, providing greater resources for this important institution. Committee information is constantly reviewed to ensure that agendas and minutes are as open and transparent as they can be in accordance with the Committees (Public Access) Ordinance 2012.

PUBLIC DIPLOMACY AND INTERNATIONAL RELATIONS

Our vision

- We will ensure that our public diplomacy efforts are strategic, focused, and aim to build relationships which support our right to self-determination
- We will raise the profile of the Falkland Islands internationally and amplify existing good relations with our friends across the globe through our public diplomacy initiatives
- We will work to strengthen our position as the 'Gateway to Antarctica'
- We will embed our environmental and economic development goals within our public diplomacy work, and will ensure that our voice is heard, understood and shared on the international stage.

Promote Falkland Islands culture, society and values through our international public diplomacy programme

Public diplomacy is a vital strand of work for the Falkland Islands Government and between January 2018 and early 2020, there were 36 overseas events or trips related to public diplomacy. These have included engagement with the Commonwealth, our South American neighbours, the United Nations and other international organisations such as the Red Cross.

During the same timeframe, there were 23 inbound public diplomacy visits, with a total of 64 stakeholders visiting the Falkland Islands from a range of countries including India, Canada, Brazil, Chile, Uruguay, Argentina, Peru, USA, UK and France. These included students, scientists, journalists, social media influencers and politicians, to give these stakeholders a first-hand experience of the Falkland Islands. These have helped us to build growing networks of friends and contacts to further information sharing and business connections as well as providing opportunities to share the Falklands story of self-sufficiency, self-determination, and economic, social and political progress.

As part of these efforts, in February 2020, the Commonwealth Women Parliamentarians Regional Conference took place for the first time ever in the Falkland Islands. It was attended by 35 delegates including visitors from Cyprus, England, Gibraltar, Guernsey, Jersey, Malta, Scotland, St Helena and Wales. Attendees heard from local speakers on subjects including combatting stereotypes in small communities, gender-based violence and encouraging women to stand for public office.

Complementary to this work was the commissioning of two UK opinion polls, which canvassed views from the UK public and politicians as to their view and impressions of key statements concerning the Falkland Islands. The results of this work were sent back to government in October 2019, with the intention of using these as a baseline for future public diplomacy work within the UK in particular. There are plans to repeat these opinion polls following the UK General Election in December 2019, the global pandemic, and in advance of the 40th anniversary of the Falkland Islands War in 2022.

UK public diplomacy is supported by FIGO, which is active in initiating a wide range of meetings – including virtually – with senior politicians, government officials, politicians, the other UK Overseas Territories, Falklands veterans, and UK based Falkland Islands groups.

Since the onset of the global pandemic, the Legislative Assembly has also sought other ways to support existing networks and affiliations, such as two charitable donations made of £5,000 each to the Fundación Gente de la Calle in Santiago, Chile and the Centro de Promoción por la Dignidad Humana based in Uruguay.

Involve the Falkland Islands community in both formal and informal public diplomacy efforts

Falkland Islanders have been involved in both local and international public diplomacy initiatives during the current Legislative Assembly, examples include:

- MLAs took special advisors, Imogen Didlick and Colin Summers, to the United Nations Committee of 24 in June 2018, and in 2019 were joined by Jack Ford and Tamsin McLeod
- A Falkland Islands student attends the annual Commonwealth Day Observance in London on behalf of the government
- We aim to place the young people taking part in our annual student visit within homestays across the community
- In September 2020, FIGO launched a new Junior Ambassador programme, with Hannah McPhee and India Clarke appointed as the first two postholders.

Lobby for the best possible access to markets for exports and services

It is an ongoing priority to secure the best possible terms for Falkland exports following the UK's exit from the European Union. We have also adopted a more proactive role in raising the profile of the Falkland Islands in South America since the appointment of a representative based in Uruguay in March 2019. Priority areas of work include: closer economic and commercial ties (with a special focus on tourism and agriculture); infrastructure and human resources; academic links and research with technical and scientific exchanges; and cultural exchanges. We have also participated in notable events such as Expo Prado and trade missions to both Chile and Brazil.

Work to maintain and construct economic and political relationships with European partners and take all possible steps to mitigate any negative impact of the UK withdrawal from the European Union on the Falkland Islands

The government published 3 reports in 2018 and 2019 which set out the impact Brexit could have on the economy of the Islands and government revenue. These formed the basis for an extensive programme of engagement in the UK, Spain, and Brussels. This included sending briefings to every MP and Peer in Westminster, holding meetings with UK, Irish, and Spanish MEPs in Brussels, providing evidence to Select Committees of both the House of Commons and Lords, and securing press coverage across the UK and Europe. It was heartening to see how much support the Falkland Islands has in Brussels and Westminster and how many politicians are willing to table questions, secure amendments, speak in debates, write articles, and speak with ministers behind the scenes.

However, despite our best efforts, it was not possible for the UK government to secure the inclusion of the Falklands Islands in the Trade and Cooperation Agreement concluded in December 2020. We continue to work with the UK government, FIFCA/FIMCo, and our fellow UK Overseas Territories to secure the removal of the tariffs at the earliest opportunity. In addition to this, we will explore new opportunities to have Rest of the World Free Trade Agreements, extended to us where appropriate.

Work in partnership with other UK Overseas Territories to support our existing access to markets and create new opportunities

We work collaboratively with other UK Overseas Territories through the United Kingdom Overseas Territories Association (UKOTA), including regular meeting with UK parliamentarians, work on securing our future relationship with the EU and on other areas of shared interest, including the upcoming COP 26 to be held in Glasgow in late 2021.

COMMUNITY AND CULTURE

Our vision

- We will strive to remain a fair, equal and just society
- We will preserve and celebrate the Falkland Islands' heritage and way of life
- We will enable everyone to participate in cultural, leisure and sporting activities.

Improve sporting and leisure facilities to increase involvement and participation, and support local sports groups and athletes in raising their competitive standards

The government has supported the establishment of a National Sports Council, which is leading work to develop a sports strategy. Increased funding has also been allocated for the new multi-purpose all-weather sports facility, following a public consultation that took place from January to March 2019. The project will be delivered by the National Sports Council with FIG funding. FIG subventions and the Community Fund also provide financial support to a number of sporting bodies.

The retiling of the Stanley Leisure Centre swimming pool is due to be complete by May 2021, along with associated works to replace plant and equipment to ensure longevity of the facility.

In 2019, a Falkland Islands team participated in the International Islands Games in Gibraltar. However, the Islands Games scheduled to take place in Guernsey in 2021 have been postponed until 2023, due to Covid-19. FIG continues to support FIOGA and provide funding for the Island Games.

Find ways to recognise and encourage volunteers in the community

MLAs recognise the invaluable contributions made by the numerous volunteers in the Islands. To honour these efforts, they held a reception to thank those volunteers within the community in 2018. An intended follow-up event in 2020 did not take place due to the Covid-19 disruption. Government subventions also support a range of voluntary organisations.

Develop a cultural strategy in the Falkland Islands, and champion and invest in artistic and cultural experiences that enrich the community

Policy work on a cultural strategy is expected to take place during 2021, to encompass heritage, arts, music, and leisure aspects. This will be informed by significant engagement with all sectors, community groups and the general public.

In early 2020, prior to the pandemic, FIG supported FIODA to bring a drama group from Uruguay to the Falklands to perform and run workshops with local people.

The government has also established a Community Fund to help support community events and cultural experiences. The budget for 2020/21 is £100,000.

Support the Falkland Islands Museum and National Trust, and other cultural organisations in the preservation of our heritage, and improve opportunities for everyone to learn about our history

The Falkland Islands Government continues to support the Falkland Islands Museum and National Trust through the annual budget. In 2020/21 this support is expected to total £467,052. In addition, the government, in recognition of the importance of the tourism industry, reacted to the pressures facing the trustees in their aspirations to deliver the Lookout Gallery and Exhibition Hall in advance of the 40th anniversary celebrations by providing a loan facility of £500,000 to support construction.

Improve accessibility to community and cultural facilities

Accessibility is an important consideration for all new government buildings. The most recent example is the inclusion of mobility access to Falkland College and Hunter Christie Library. FIG house design also considers accessibility and access ramps are included on a proportion of the new builds. Accessibility improvements have been completed on three existing properties in the last three years.

Review options on how to ensure fairer distribution of resources for the benefit of the local community

The Falkland Islands Government has advanced several initiatives related to ensuring fairer distribution of resources to benefit the local community, including:

- The minimum wage increased from £6.58 in 2018 to £7.13 in 2021, and has now achieved parity with the living wage
- A new Travel Credit Scheme, with benefits accruing since 1 July 2018
- A childcare subsidy scheme, to raise the quality and stability of childcare provision, while containing the hourly cost to parents
- A review of welfare benefits, which is expected to lead to the introduction of a new Single Income Support system during 2021, which will ensure that our most vulnerable residents receive the support they are entitled to
- The Community Development Scheme was reviewed in 2020 and now provides greater opportunities for the community to grow and develop their skills, whilst meeting the Islands' skills needs
- Work has also begun to measure income inequality in the Falkland Islands, which will provide a benchmark to measure trends and for international comparisons.

Promote and protect consumer rights

FIG protects consumer rights in various ways, including through the work of the regulator for telecommunications, and the domestic fuel formula obligation with Stanley Services Limited. Transparency is also provided across government rates for the quarry, electricity, housing and service charges.

POPULATION AND WORKFORCE

Our vision

- We will sustainably increase our population, while maintaining our cultural identity
- We will develop public services and infrastructure to meet the needs of our growing population
- We will develop our workforce, ensuring we have the skills needed to carry our nation forward
- We will ensure that everyone employed within the Falkland Islands enjoys decent and fair terms and conditions.

Create a long term labour force strategy to ensure we train and retain existing workers, and attract new workers in areas of skills shortages

Between 2018 and 2020, the government employed a labour force development specialist to conduct research and development work, which will lead to the development of emerging policy options during 2021.

The government's human resources team has also initiated a new online jobs portal to support overseas recruitment for FIG vacancies. Locally, the Islands have a very high labour participation rate for men and women. Unemployment remains extremely low at less than 1% of the labour market.

The cap has now been lifted on apprenticeships, and in December 2020 there were 35 apprentices in the Island.

Population growth is estimated at up to approximately 60 additional residents per year, potentially leading to a non-transitory population level of approximately 4,000 by the year 2035 supporting approximately 2,600 jobs.

Implement and continuously monitor immigration policy to ensure it supports our aims and objectives

A revised Immigration Ordinance and Regulations will be put to the Legislative Assembly in 2021. These proposals include new permit types, a revised PRP points system, and new provisions to protect the population of the Falklands, including improved mandatory and discretionary refusal powers. The amendments will help deliver a modern and robust entry control and immigration system. Under the new system, posts must be advertised after four years, but work permits for those remaining in the same role can be extended up to four years without the need to re-advertise.

The Registered Employers Scheme will require all employers who wish to employ migrant labour to register and will ensure greater input and engagement from employers. The scheme will mean that employees will only require one permit and other jobs will be managed through a notification system. This is intended to reduce administrative burden and to streamline the work permissions process enabling employers to fill employment gaps whilst continuing to protect the resident labour market. The use of the Workforce Shortage List will ensure that the areas with labour shortages can be addressed efficiently.

A shorter medical assessment process for people from specific countries is currently being trialled for a six-month period and work is also underway to streamline application processes.

Encourage students to return to the Falklands after higher education

Careers information, advice and guidance is available to help young people understand the options open to them – this will be expanded further in 2021.

Engagement with Islanders studying in the UK has improved so that they are more aware of the opportunities that await them should they decide to come home. This includes advice and support through FIGO and the Education Department, and access to the careers adviser based in Falkland College.

Encourage contractors and their families to make the Falkland Islands their home

Streamlined practices and procedures are being introduced for applications for PRP as well as a proposed increase in quota for PRP to 90 per annum; changes to the points system will enable a wider section of the community to secure PRP.

Invest in education and skills training for people above the age of 16 years

Please see the Education and Training section for details.

Ensure a culture of succession planning to help avoid workforce and skills gaps

A workforce planning process is in place to provide a corporate overview of key posts within the Falkland Islands Government. A re-introduced appraisal process also identifies opportunities for development, and succession planning for key posts.

Key parts of the FIG Management Code have been reviewed and reissued to improve the focus on performance management, training and development. Work placements for young people within FIG and across the Islands provide opportunities to support our future workforce.

FIG has also introduced a new management trainee scheme, aimed at identifying and supporting the next generation of leaders across government. The first two trainees, Shannon Alazia and Ariane Brownlee, took up post in November 2020. The programme is designed to provide a consistent approach to job training and study through a two-year schedule of activities to prepare participants for future supervisory and management roles.

Develop workplace legislation including minimum wage guidelines and working conditions

The Minimum Wage Ordinance 2013 is enforceable by the employee pursuing a claim through the courts. Customs and Immigration Officers advise prospective new employers that they must adhere to the laws of the Falklands regarding employment matters and employees can seek advice from the Citizens Advice Bureau if they have any concerns about their employment conditions. The Falkland Islands Government Taxation Office (FIGTO) also produce very helpful guides for employers and workers on the minimum wage legislation. Copies are available on the FIG website:

www.fig.gov.fk/taxation

Ensure all Falkland Islanders can earn a living wage

The minimum wage is reviewed annually and is currently set at £7.13 per hour. In 2017, the minimum wage was £5.81 per hour; approximately 80% of the living wage rate. To bring the minimum wage more in line with the living wage, the hourly rate was increased by 13% in 2018; bringing it to £6.58 per hour, or approximately 90% of the living wage rate. A further increase brought the value to 100% of the living wage in 2019/20.

Encourage a culture of continued learning and professional development

The Falkland College curriculum continues to be developed to meet Continuing Professional Development (CPD) needs, working with employers. The Community Development Scheme (CDS) has also been reviewed and highly publicised. See Education and Training section for more details.

Promote opportunities for individuals and families to live in Camp

We continue to invest in Camp infrastructure as well as economic investment in Camp. A housing policy consultation exercise in September 2020 identified key issues for both Camp and Stanley, and included three consultation events in Camp (at Goose Green, Port Howard and Fox Bay). The report and findings were published in March 2021.

A new points system for awarding PRP is proposed for implementation in 2021 and includes additional points for people working in Camp.

Ensure that the necessary health and safety legislation along with guidance is in place to protect our workforce, and ensure that working conditions, equipment and practices are appropriate

A health and safety advisor was appointed in 2019 and has been closely examining FIG policy and procedures. A new incident reporting procedure has now been introduced and training is being provided for all FIG staff, which includes additional training on near misses.

A revised risk assessment pilot is also being run in FIG.

A new FIG Health and Safety Policy is due to go to ExCo later in 2021, along with a five-year implementation plan. The expectation is that the policy will be initially rolled out within FIG, and then extended more widely and incorporated into legislation.

ECONOMIC DEVELOPMENT

Our vision

- We will create long term, coordinated strategies to ensure that our economy remains sustainable and benefits everyone
- We will support the growth and expansion of our local industries and businesses;
- We will foster a culture of entrepreneurship and innovation
- We will remove barriers to growth and play an active role in driving the economy forward, encouraging both local and international investment.

Deliver the actions contained in the Economic Development Strategy and Rural Development Strategy

Government has made progress in the implementation of the actions contained in the Economic Development Strategy that was refreshed in 2017. The priority has been to focus on strategic investments and initiatives, that will create and ensure the right conditions for economic growth. As mentioned earlier, a five-year medium-term financial plan was prepared as part of the 2019/20 budget process and in addition a longer-term 10-year analysis of major capital projects has been agreed in principle by ExCo and is valued at £290 million. It includes work on a new port facility, new housing developments, including the provision of 160 serviced housing plots, the Tussac House long-term care facility, Falkland College, and the King Edward VII Memorial Hospital refurbishment.

These measures, based on prudence and evidence, have allowed for a more ambitious spending programme on infrastructure to support sustained economic prosperity and social well-being.

The government has also worked closely with the Chamber of Commerce and other business leaders to identify how government might support new private sector investment. This work has included a review of government tax policies to ensure that they are clear and consistent, and support the development ambitions of the Falkland Islands.

The government also worked closely with commercial stakeholders in the development of support measures designed to assist businesses and their employees during the ongoing Covid-19 pandemic. This collaborative approach resulted in a comprehensive package of measures rolled out in 2020 that helped businesses and their employees survive the impact of Covid-19.

Develop our science and technology capabilities for the Islands

FIG works with industry, NGOs and the research industry to continue to enhance science and research capability in the Islands. For example, the government has worked closely with SAERI on a feasibility study for enhanced scientific research facilities. The Falkland Islands are well positioned as a “Gateway to Antarctica and the South Atlantic” which we continue to support through efforts to improve connectivity to major transport hubs (e.g. the second flight to South America), develop appropriate port and warehouse facilities on the Islands, improve broadband capacity, and develop a reputational brand to attract scientific researchers from around the world. Funding has been approved by ExCo and terms of reference for a feasibility study are now being finalised.

Support an ambitious long term tourism development strategy aligned with our objectives for rural and economic development

This is covered in the section on tourism.

Work with the Ministry of Defence and industry partners to identify new opportunities

FIG and the Ministry of Defence have been working in partnership, through a joint collaboration board. Several projects have been delivered, or are in train, including:

- Establishing from November 2019, the second South American flight, between Mount Pleasant and Sao Paolo
- Improvements to the Mount Pleasant Airport passenger terminal
- A joint strategy for waste management, with improved recycling
- A housing development project, with a joint procurement that will result 70 new, high quality houses to help address the housing needs of both FIG and the British Forces South Atlantic Islands (BFSAI).

Work in partnership with the private sector to deliver continued prosperity

The government continues to support prosperity in the private sector, working with the Chamber of Commerce and the Falkland Islands Development Corporation (FIDC) to identify additional support for entrepreneurship and business development. The private sector has been a major beneficiary and partner in FIG's five-year capital programme, which helps create revenue and sustain employment, while at the same time improving infrastructure in the Islands.

Ensure the development of a new port facility that supports industry

This is detailed within the infrastructure section.

Review existing tax policies to ensure they are clear, consistent and encourage investment

There is a continual review of the Taxes Ordinance to ensure that it is clear to both taxpayers and the Tax Administration, Recent achievements and ongoing work includes:

- Legislation enacted in the Taxes Amendment Bill 2020 to provide tax reliefs for the rural community and also tax policy changes to encourage investment
- Work is well advanced with amending Schedule 6 requirements to make the reporting process more efficient for both taxpayer and tax administration as well as reducing the time taken to collect taxes from taxpayers involved in the oil industry
- A review has been undertaken and identified small administrative changes to the Taxes Ordinance that is intended to make the legislation more transparent, and removes the commissioner discretion. This will be enacted during 2021.

Further work will be needed in the future to ensure that our legislation (enacted in 1997) is kept up to date and fit for purpose.

Introduce appropriate regulation of monopolies to protect consumers, and to encourage diversification and economic growth

FIG takes an active role in monitoring the performance of monopoly providers on the Islands, in the interest of consumers. During 2020, the telecommunications regulator issued a direction to Sure, which requires Sure to report against a broader set of performance measures with targets. This will be reinforced in 2021 by the deployment of broadband probes into Sure's network to measure the line speeds at representative points in the network against Sure's advertised line speeds.

Use the National Infrastructure Plan to support economic and social development

This is detailed within the infrastructure section.

Review public sector procurement policies and enhance access to opportunities for the private sector

Effective, efficient and transparent public sector procurement practices both ensure value for money for Falkland Islanders, and support a thriving, competitive private sector. Actions include:

- Workshops and training sessions with the local business community
- A refreshed FIG website with contract register, forward plan, procurement information and guidance for businesses
- Improved FIG processes, guidance and training
- FIG 'supporting local' policy developed and made available to the local business community

Agriculture

Support the Rural Development Strategy to augment economic development in Camp

FIG continues to support the Rural Development Strategy through FIDC, by providing advice to farmers on a range of issues including genetic improvement, pasture management, veterinary advice, biosecurity action and consolidation and diversification of their farm enterprises.

The Department of Natural Resources (DNR) has been proactive as a result of the downturn in commodity prices and international market paralysis as a result of Covid-19 and other market forces. FIG introduced a range of initiatives to support the rural economy:

- The Covid-19 Wool Producers Assistance Scheme enabled FIG to successfully purchase over 4,000 bales from Falkland Island farmers between May 2020 and January 2021. As of January 2021, over 3,600 have been sold, with the remaining bales estimated to be sold in the coming months. FIG invested close to £700,000 in the difference between the wool purchase price and the price received from the final buyer supporting the farm businesses in the Falkland Islands during this unprecedented time.
- FIG funded FIMCo (Falkland Islands Meat Company) Supplier Support Scheme to support farmers financially as a result of less mutton being processed due to a modified export season in January 2021. The scheme was built on capacity of FIMCo and a £10 payment to farmers for scheduled mutton is being administered by FIDC. This scheme had a very high uptake and provided financial stability for farms.
- Farmers and rural tourism also benefited from the overall FIG business and employee Covid support schemes which included the TRIP scheme, designed to encourage domestic tourism.

FIG is coordinating a review of the short and medium state of the rural economy, in light of the global pandemic, declining wool prices and current market restrictions on meat and tourism. Initial work has been undertaken which will lead to an assessment later on in 2021 of the issues related to commercial aquaculture in the Falkland Islands.

Work with partners to provide advice and support to farmers to expand and diversify their businesses

A farm advisory visitation programme "Farm Based Research" (FBR) has been implemented since 2019 to support farmers to develop their farm management, with an emphasis on farmer-initiated

and identified research, trials of new methods and approaches. Discussion with farmers took the form of a kitchen table discussion between farmers and adviser, in lieu of the cancellation of RBA Farmers week in 2020. This has provided a range of projects ranging from benefits of adding lime to soils, new fencing to enable different grazing regimes, and support for changing the ratios of different stock classes on farm.

Work with business to promote local producers and increase the profile of our high quality exports

FIG continues to support the promotion of our quality products in the UK and beyond. FIG-funded attendance at Expo Prado in Uruguay. FIMCo continues to be invested in and supported by the regular veterinary team. Analysis of the impact of Brexit has been ongoing over the past three years and DNR will provide support to the rural export businesses as changes are implemented in 2021.

Work has been undertaken in relation to participation in international organisations and forums that promote awareness and trade of agricultural commodities. This has largely been based around the newly established relationship with the International Wool Textile Association (IWTO) which, in collaboration with the New Zealand Wool Testing Authority (NZWTA), WoolCo and Falkland Wool Growers, has resulted in Falkland Islands wool being tested by LASERSCAN, replacing Airflow technology. Therefore, the number of farmers having their wool clip core and grab sampled has increased and as a result wool agents/brokers are in a stronger position to sell the national clip.

Support and drive local and international market opportunities for agricultural products

Farmers have also been supported to work in collaboration with international experts and researchers including on hydatids, sustainable wool production and the impact of climate change. During 2018/19, representatives from manufacturers in both Europe and Uruguay visited farms in the Falklands; these relationships are important in the selling of the Falkland Islands clip. In 2019, nine Uruguayan farmers and agricultural journalists visited the Falkland Islands followed up by a tour of Uruguayan farms and wool processing facilities in September 2019. prior to Expo Prado. This resulted in an exchange of ideas regarding farm innovation for the Falkland Islands.

Highlight and support business expansion and import substitution opportunities across the Falkland Islands

FIG continues to make a budget of £190k available to farmers for business development through the Farm Improvement Programme. Through subventions to FIDC, FIMCo, and SAAS we have been able to develop opportunities for local businesses. Support for wool innovation is in place, led by FIDC and the DNR. The government has also supported a pilot responsible wool scheme, which is an international voluntary standard that addresses/acknowledges welfare on sheep farms, sustainable land management and chain of custody of wool from certified farms to the final product.

Businesses have been supported to enhance the genetics of their flock. The artificial insemination initiative funded by the farm improvement programme supports the fast-tracking of genetic improvement in the Falkland Islands sheep flock to maintain profitability and viability. This is also supported by the ongoing contribution of the national stud flock and the annual sale of progeny.

The biosecurity team supports businesses which import goods into the Falkland Islands, e.g. in relation to animal feed, fruit and vegetables and other equipment and commodities. In 2018, the rules on the import of foodstuffs of animal origin (FOAO) changed, so that all FOAO imported from EU approved establishments no longer need sanitary certificates or import permits.

Provide opportunities to support new and emerging technologies.

An Optical Fibre Diameter Analyser (OFDA) machine was purchased by DNR which allows access to affordable testing of microns which will result in better alignment of genetic selection on farm to wool specifications and increased profits. The uptake of this technology with farmers has been positive in 2020 resulting in greater farmer knowledge and better on-farm genetic improvement.

Hydrocarbons

Recognise that hydrocarbon resources in Falkland Islands waters belong to local people and maximise the benefits from their development for current and future generations

Hydrocarbon development in Falkland Islands waters could potentially play a significant role in the future economic development of the Islands. The government recognises that ownership of these non-renewable resources is best recognised through a modern, robust, legislative and regulatory framework that provides the tools necessary for Islanders to manage their resources in a manner that provides for both environmental integrity and economic benefit.

Create attractive conditions to facilitate external investment for existing and new hydrocarbons projects

FIG will continue to work with Premier Oil to manage transition to Harbour Energy, following Harbour's acquisition of Premier's assets, and will resume work on the Sea Lion project during 2021, following the significant worldwide industry disruption arising from Covid-19 in 2020. FIG will also continue to work with the UK government to provide political and regulatory support for the Falkland Islands to develop the Sea Lion project.

Increase the long-term benefits of hydrocarbon development for Falkland Islanders

A FIG report on the socio-economic impact of oil and gas development in the Falkland Islands, which was released in December 2019, considered the combined effects of not only potential hydrocarbon development, but also of expected infrastructure development over the period up to 2035. The analysis, which is supported by detailed modelling, concluded that the unique characteristics of the Falkland Islands economy, along with government actions planned or already in place, will help to insulate the Falkland Islands from impacts seen in other regions.

Create a robust legislative framework to facilitate and regulate hydrocarbons development, including high standards of safety, emergency preparedness and environmental protection

Creation of a robust legislative framework has resulted in work on a number of parallel initiatives:

- Policy work has been completed for the new Offshore Minerals Ordinance and related environmental and safety legislation
- A review of the Wildlife Legislation and Policy in the Falkland Islands has been completed; this entailed a review of eight wildlife-related ordinances with recommendations for improvement based on case studies of international best practice and previous legislative reviews. This will now form the basis of detailed policy work.
- Premier Oil's Environmental Impact Statement has been accepted
- The Falkland Island Government's internal capacity has been reviewed by ExCo
- A significant base of external expert advisors has been established and communication with the UK Government is being facilitated through the cross-Whitehall group

Establish a clear local content policy to maximise business opportunities for Falkland Islands companies

Some work has been undertaken on local content legislation with final development deferred until after the Sea Lion project is ready to go ahead.

Fisheries

Ensure responsible marine management including the implementation of new maritime legislation

Measures are now in place to ensure that the Falkland Islands has a suitably independent maritime regulator with an appropriately resourced operational service. The Falkland Islands Maritime Authority (FIMA) was established in law in September 2018, and has since transferred from the Department of Natural Resources (DNR) to the Department of Emergency Services and Island Security (DESIS) to ensure independent oversight can be delivered.

Maritime legislation has also been substantially overhauled. The Harbours and Port Ordinance was brought into force in 2018. The Maritime Ordinance 2017 was amended in 2019, with supporting regulations enacted. The Maritime Labour Ordinance 2019 and supporting regulations were also enacted in 2019. A comprehensive legal framework to help ensure the Falkland Islands meets international obligations has enabled the prestigious registration, under the Falklands flag, of the British Antarctic Survey's vessel RSS Sir David Attenborough. An ongoing programme of work is also underway to ensure compliance with the Implementation of IMO Instruments (or III) Code, which sets the international benchmark for maritime safety.

Significant progress in fishing boat safety has been made. New dedicated anchorages within Stanley harbour were introduced in February 2018 which has reduced the risk of collisions and groundings. The introduction of a new jigger safety code has also been developed along with more formal safety briefings and inspections.

ExCo has given approval to extend a number of international fishing conventions to the Falkland Islands. These include measures to improve safety, vessel construction, training, health, welfare, environmental compliance and the control of illegal, unreported and unregulated fishing in Falkland Islands waters. It has also been agreed to adopt a suite of UK safety regulations that are suitable for the Falkland Islands, along with significant improvements to the enforcement of our legislation in relation to foreign-flagged fishing vessels. The details of the implementation plans will now be carefully considered and rolled out over the next five years.

FIG is also working to deliver a number of Marine Management Areas within its Exclusive Economic Zone (EEZ). Scientific baseline data has been compiled in conjunction with information regarding any potential economic impact that the establishment of an MMA might have, and further consultation is expected to take place during 2021.

Lead the development of a long-term plan, working with the fishing sector to ensure the right conditions to encourage development, sustainability and growth

Significant progress has been made in relation to the development of an overarching agreement between government and the fishing industry. The newly developed Fishery Accord was signed in February 2020 and the action plan that sits beneath it is under development now.

The review of the Individual Transfer Quota (ITQ) system is complete and the necessary legislative changes are expected to be completed during the latter part of 2021. As part of this process, ITQ access fees for Loligo squid and Toothfish were rebased using economic data from fishing companies.

An independent review of the finfish fisheries and the wider institutional capacity of the Department of Natural Resources (DNR) was carried out in early 2020, these findings, alongside a proposed action plan will be considered by ExCo during 2021. It is likely that the management model of the finfish fisheries will change from an effort-based approach to a quota-based approach in due course.

The Falkland Islands is in the process of seeking exempt status that would enable the export of Loligo squid to the US following the success of the robust marine mammal mitigation system that has been implemented across the Loligo fishery. The government has also approved plans to investigate whether or not the appropriately scaled aquaculture of salmon in inshore waters is desirable from an environmental, social and economic perspective. Expert advisors have been appointed.

Make progress on regional fisheries conservation and management to ensure better sustainability and conservation of fish stocks, and to improve ecosystem understanding

During 2017 and 2018 there was renewed collaboration on fisheries conservation issues, data exchange and joint research cruises involving the Falkland Islands, Argentina and the United Kingdom. Sadly, this ceased in early 2019, following the election of a new government in Argentina. FIG stands ready to work with our neighbours on mutual areas of interest in the fishery when the political situation allows.

There has been continued improvement in mitigation measures to prevent interactions between seabirds and marine mammals, and fishing gear using fixed aerial arrays, bycatch discard tanks on factory decks and the deployment of seal exclusion devices.

Work in partnership with our fishing companies to ensure the fishery is responsibly managed and widely promoted, and to improve product visibility and reputation internationally

Examples of collaborative approaches include:

- maintaining cooperation on conservation and sustainability issues
- ongoing work with UK and EU governments to promote Falkland Islands interests and mitigate potential Brexit effects with FIGO
- the fishing industry has funded several scientific PhD projects undertaken in DNR that contribute to the sustainable management of the fish and squid stocks.

Increase and maintain market access and arrangements for fishery products

Some progress has been made in:

- participation in relevant international fishery product expos (by FIFCA)
- MSC accreditation of the toothfish fishery is in place and MSC accreditation of Loligo is being considered by industry and DNR will support as required
- access to the US market for Loligo is being explored given the success of the marine mammal management system in the fishery, alongside other bycatch mitigation measures.

Following the imposition of WTO tariffs on Falkland Islands fishery products, DNR and colleagues are working with industry and HMG experts to assess possible mitigation measures. Where the UK is negotiating Free Trade Agreements (FTAs) following Brexit, there is dialogue between the UK and Overseas Territories about the prospects and interest in extending the agreements to territories. FIG is proactively considering making requests for individual FTAs to be extended to cover the Falkland Islands, where there is commercial benefit to the industry.

Tourism

Lead the development of an ambitious long-term tourism development strategy aligned with objectives for rural and economic development and work with the industry to ensure the right infrastructure and economic conditions to support growth

Work on a long-term tourism strategy for the Islands was interrupted by the Covid-19 pandemic, which has had a catastrophic effect on global tourism. Once things become clearer, FIG will resume work with stakeholders to develop the strategy, with the aim of setting an over-arching framework for shaping tourism growth over the next several years.

In the meantime, FIG has taken a strategic, collaborative approach to providing Covid-19 support measures for tourism industry participants. In so doing, the government introduced a range of measures to support both tourism businesses and employees of tourism businesses, in a manner designed to help the sector not only survive the 2020/21 season but also to help better position the Islands for increasing levels of demand when global travel restrictions are eventually eased. These measures included direct business support schemes, income replacement schemes for the self-employed, business owners and employees, a domestic tourism initiative, capacity development initiatives and feasibility studies aimed at increasing business and leisure visitation in the Islands.

Encouraging domestic tourism was a key element of the total package of support measures. To that end, the TRIP scheme provided up to £500 for each Falkland Islands resident (and £250 for each child aged 2-16) to support domestic tourism from October 2020 to May 2021. By the end of December 2020, 2,317 people had registered for the scheme, equating to over 75% of the population. The digital vouchers were used to pay for accommodation or tourism experiences, and as part-payment for eating out or purchasing gifts from TRIP-registered businesses. A BFSAI TRIP scheme was also launched, providing eligible personnel with a voucher worth up to £100 (and £50 for each child aged 2 – 16) for tourism experiences.

Other specific tourism measures were as follows:

- ‘bounce back’ grants of up to £3,000 to help businesses to prepare for the 2020/21 season
- access to deferred loans administered by FIDC, allowing eligible tourism accommodation providers to borrow up to £50,000 to improve the quality of their premises and facilities
- infrastructure improvements
- feasibility studies for longer-term developments and capacity building, including investigating the viability of establishing high-end, world class tourism facilities in the Falkland Islands as follows (further details are contained in the next section):
 - investigating the feasibility of a dedicated, well-equipped scientific research facility
 - examining the potential physical refurbishment and improved visitor services for the Cape Pembroke Lighthouse; and the scope for improvements to the public jetty.

In alignment with FIG, the Falkland Islands Tourist Board has reallocated its existing budgets and earmarked increased funds for accommodation grants, capacity building, marketing and infrastructure improvements.

Support the Falkland Islands Tourist Board in delivering its objectives

FIG supports the work of the Falkland Island Tourist Board (FITB) through a financial subvention, which is £700,000 for 2020/21. The subvention supports the delivery of a high-level awareness marketing plan for the Islands, the operation of the Jetty Visitor Centre and a number of capacity development initiatives, including a variety of grant programs for tourism businesses.

To support information exchange, a good understanding of industry perspectives and general alignment of approach between FIG and FITB, an MLA (Mark Pollard) and a FIG official (the Director of Policy and Economic Development) are represented on the board.

FIG worked extensively throughout 2020 with both FITB and FITA in designing Covid-19 related support measures for the industry.

Work with partners to enhance the visitor experience in a sustainable way

The concept of sustainability encompasses not only economic but also environmental sustainability. In terms of financial sustainability, the FIG continues to support the Falkland Islands Development Corporation (FIDC), both financially and by way of board membership. In turn, FIDC continues to support the development of tourism businesses through the provision of loans and advice which enables them to grow their businesses and provide higher quality experiences to visitors.

In a similar manner, FIG also provides subvention support to FITB, which made possible their commitment of £380,000 in 2020/21 for a variety of Covid-19 related support measures, including a variety of grant programmes and additional small-scale tourism infrastructure, such as signage and boardwalk development. These investments complement similar investments by FIG such as the improvements to pedestrian paths along the waterfront.

Funding has also been approved by FIG for the development of a feasibility study to enhance the visitor experience at the iconic Cape Pembroke Lighthouse. This study will examine the sustainability of so doing, building on previous feasibility work that focussed on the physical restoration of the lighthouse. The additional work will assess the possibilities of providing additional hospitality and interpretive experiences for visitors. Exploratory discussions have taken place with the Falkland Islands Museum and National Trust in relation to a collaborative approach to the work.

Environmental sustainability is also a vital aspect of sustainable tourism development in the Islands. Visitors are attracted to the Islands in large part due to the uniqueness of the environment and the opportunity to view a wide variety of marine wildlife and seabirds, against a wild, unspoilt backdrop.

The Environment Department seeks to enhance the visitor and resident experience by providing assistance in various initiatives, many of which have direct links to tourism. For example, legislation is in place to ban motorised vehicles on designated beaches around Stanley Common, to encourage the safe, sustainable use of these beautiful natural areas by tourists, residents and wildlife.

Encourage the growth of tourism opportunities within Camp

FIG provides support for tourism in Camp by supporting direct access to capital and business advice through both FIDC and FITB, and also through significant investments in Camp that improve physical modes of access and telecommunications. Investments in roads, jetties and ramps, FIGAS services and telecommunications are essential in helping to create and foster an environment in which Camp tourism businesses can continue to grow and prosper.

Infrastructure investments and initiatives are covered in other sections of this report but include:

- £2.5 million in November 2019 for investment over three years into ramps, jetties, and new facilities to improve ferry and coastal shipping services at thirteen priority locations
- an annual camp roads programme
- a five-year network improvement investment programme in Camp, working with Sure, which includes a phased replacement of the WiMax system with newer technology
- work underway to assess and survey mobile network coverage shortcomings in specific locations where the coverage is unreliable.
- A strategic review of telecommunications broadband in 2019 leading to an effective doubling of broadband capacity.

Ensure there is effective marketing for the Falkland Islands worldwide

FIG's subvention provides direct support to FITB to deliver an effective international tourism marketing plan. This includes a variety of marketing activities including a dedicated website, use of social media, targeted promotion to key visitor segments and face-to-face engagement with tourism industry stakeholders at international marketing events. In addition, FIG seeks to stay informed in relation to international tourism industry perspectives by regular, direct engagement with key stakeholders such as the International Association of Antarctica Tour Operators (IAATO).

Work has also begun within FIG to develop a strategic management and communications approach to several projects related to the "Gateway to Antarctica and the South Atlantic" concept. These projects encompass not only the new port and associated infrastructure, but also potential tourism and scientific research facilities mentioned previously. In short, projects building upon the existing strengths of the Falkland Islands as a destination gateway to Antarctica and the South Atlantic.

FIG's public diplomacy work continues to raise awareness of the Falkland Islands among key influencers and those with an interest in the Islands. This programme includes activities related not only to inbound public diplomacy, but also the outbound programme, seeking to benefit from the convening abilities of FIGO, the Falkland Islands Advisor in South America and Gilbert House.

Support the industry in developing and increasing accommodation across the Falkland Islands

In addition to the subvention support to FITB and FIDC, which helps those organisations provide grants and loans to tourism businesses to improve the quality of their tourism accommodation, FIG worked in partnership with FIDC, to introduce a 3-year deferred repayment loan scheme in 2020. This scheme provides up to £50,000 to eligible tourism operators to make improvements to their facilities with no repayment necessary for the first 3 years of the loan. Designed with Covid-19 in mind, this scheme has the principal aim of helping the tourism industry position itself for a renewal in international tourism visitation when pandemic-related travel restrictions are eventually eased.

Progress the Waterfront Development Plan

The infrastructure works in the Waterfront Development Plan have been completed, with some additional minor works due to follow, including the completion of the commonwealth walkway and a section of the footpath.

EDUCATION AND TRAINING

Our vision

- We will provide high quality education and training opportunities for Falkland Islanders;
- We will continually raise standards, ensuring better outcomes for every child from early years learning through to further and higher education;
- We will encourage life-long learning across the Falkland Islands.

Commit to providing a consistently high standard of education and invest in improvements to match, if not exceed, UK standards

From September 2019, an Executive Head was appointed to provide consistent leadership across both schools, including Camp Education. This strengthened leadership in the Education Directorate by securing an additional senior leader.

Also, as part of ongoing efforts to ensure a coherent education system across the Islands, the Executive Council recently approved the establishment of a single School Governance Committee, which will provide a holistic and effective approach to governance across the board. Self-evaluation and improvement plans are in place for both schools, Stanley House and Falkland College, and are used to prioritise professional development for staff.

Complete and fully implement a revised education policy

The Education Ordinance 1989 has been largely unchanged since enactment and is in need of updating. Work is underway with a view to revising the Ordinance during 2021, which will draw on the results of a public consultation held in 2017.

Develop a long-term vision for an education campus that will meet the current and future needs of the community

The new Falklands College and Christie Library opened in March 2020. Design work is underway to renovate the old Training Centre facility and Shield's facilities are being developed with a garden and additional cabin for workshops and teaching.

Stanley House's boarding houses are partway through a programme to improve the quality and security of the accommodation. FICS has had a new science lab installed and the old library area has been made into two additional classrooms. Works are now underway to upgrade the FICS and Stanley House toilet facilities to ensure they meet current safeguarding requirements. Feasibility works have also been commissioned with the long-term goal of providing new facilities for IJS, FICS and Stanley House. This will then help to inform the new 10-year capital programme.

Invest in improved early years provision, including the introduction of regulations for the nursery sector

The Childminding and Daycare Ordinance 2018 sets minimum standards for the registration of childcare providers and recent inspections show that standards are improving. Recently, ExCo has agreed to bring the existing childcare subsidy scheme into law, which was developed in order to help support registered providers of childcare to increase the quality of their services by providing subsidy payments based on improved standards of care. The payments have enabled providers to meet the national minimum standards, without requiring parents to pay more for childcare and legislation has been drafted to put the scheme on a statutory footing.

Develop a special needs strategy and identify opportunities for integration into the wider workforce

The Shield programme was established in 2019 and provides training and work opportunities for individuals with additional needs age 16+. Further developments are in train to further shape the programme, such as the introduction of supported internships.

Develop a strategy and policy for students receiving education beyond the age of 16 which demonstrates commitment to fair access and support; offers academic and vocational career paths; provides opportunities for life-long learning through the CDS and ensures pastoral care and wrap around support for all Falkland Islanders studying overseas

The new Falkland College offers a wider range of courses available through local delivery and distance learning. The cap has also been lifted on apprenticeships, and as a result there were 35 apprentices on the Islands in December 2020.

Careers support and advice for children, young people and adults has improved following the appointment of a new careers and development officer. It is proposed to increase this capacity by recruiting a careers assistant in 2021.

A review of the Community Development Scheme has been completed, drawing on a series of public consultation undertaken in 2018. This includes some adjustments to the scheme, enhanced career advice, increased publicity and an improved application process.

Greater support is being provided to students in the UK, by the Education Department in partnership with FIGO, including visits and regular contact. Significant support has been given to Further Education and Higher Education students during the pandemic, with the additional of a further layer of support in the UK as a back stop, in case family guardians are unable to respond to requests for help in an emergency.

PUBLIC SAFETY AND SECURITY

Our vision

- We will provide our community with frontline emergency services that deliver high standards of protection and policing across the Falkland Islands;
- We will ensure the security of the Falkland Islands through the development of the Falkland Islands Defence Force and by offering support to Her Majesty's Forces serving in the Falklands;
- We will ensure that the Falkland Islands are a safe place for people to live and to bring up their families.

Implement the Police Improvement Plan and ensure that the Royal Falkland Islands Police is equipped to provide the best possible service for the community

In 2019 an independent review of the RFIP was carried out, which was very positive and resulted in a series of improvement recommendations which monitored via the Police Committee. The next review is due in 2021, but is likely to be delayed due to Covid-19.

The Police Improvement Plan has now been implemented and is regularly reported on at ExCo. Operation Cinnamon has concluded and there is now an established Criminal Investigation Department (CID) in place within the Islands.

Additionally, there has been investment in improved training which includes: procedures and technology in relation to crime recording, interviewing skills, achieving best evidence, specialist training for complex cases involving vulnerable victims, trauma training, personal safety training, firearms capability and cyber-crime.

Improve recruitment and retention to create a contemporary police service which reflects our community

Local recruitment in the RFIP has increased and a career pathway for local staff continues to be developed. This will include prospective sergeants being required to undertake a management course at Falkland College.

Overseas recruitment remains strong and contract staff are remaining for extended periods, providing further stability to the service.

Work has been undertaken to improved staff recruitment processes, and a formal induction and training programme has been introduced. Additionally, there is the opportunity to develop specialist skills, delivered both locally and through international trainers, ensuring UK standards and currency.

Develop ongoing programmes for crime prevention, intelligence gathering and community policing

RFIP holds regular surgeries at MPC, undertakes regular visits to Camp, and has dedicated schools liaison officers for both FICS and IJS.

Intelligence gathering procedures have been strengthened with a new intelligence reporting system and a newly- established intelligence officer. A phased implementation of the Overseas Territories Regional Crime Intelligence System (OTRCIS) is underway, providing the police and Customs and Immigration service, with a secure crime intelligence and information analysis data system.

Enhance cross-agency information sharing and develop public safety policies and targeted education campaigns

A dedicated multi agency safeguarding officer is now in post, who works jointly with RFIP and the Department of Health and Social Services to provide an enhanced response for vulnerable victims.

Several public educational programmes have been held and are ongoing around crime prevention, safeguarding, internet safety and domestic abuse. A domestic abuse prevention strategy has been created and is being implemented, underpinned by close multi-agency working, information sharing and joint training.

A Child Sexual Exploitation (CSE) sub group has been established and is part of the Safeguarding Children Board, chaired by the Chief of Police and involving police, social services, education and health. There has recently also been an extensive CSE training and awareness programme, jointly delivered by police and healthcare professionals.

Increased cross-agency information sharing also takes place with the Ministry of Defence.

Provide a high quality prison service and support the rehabilitation of offenders

The prison continues to operate to a high standard, despite average prisoner numbers reaching a record high in the first half of 2020. Education hours for prisoners continue to improve and there are short interventions delivered by prison staff. A prison polytunnel was introduced in 2019, which has provided vegetables to the community support team and the community.

Responsibility for the Probation Service has transferred from the Department of Health and Social Services to the Department of Emergency Services and Island Security, which provides the basis for offering integrated offender management. Following a dip during Covid-19, the time allocated to purposeful interventions and activities reached an all-time high in the final months of 2020. Recidivism rates remain low in comparison to international statistics.

Maintain a fire and rescue service that is able to respond swiftly and safely

The Fire and Rescue Service continues to attract high levels of volunteer retained staff, with approximately 40 highly-skilled individuals. Although the pandemic has affected overseas training during 2020, there has been sustained investment in local training with increased hours. Service staff also play an active role in a range of community and charitable events. FIG has invested in a new modern fire appliance to replace a 25-year old vehicle, and received a rigid inflatable for inshore rescue (provided by the FCDO).

Complete the Falkland Islands Defence Force review and develop the capacity and capability of the organisation

The review of the Falkland Islands Defence Force (FIDF) was completed in 2018, with new values and standards established. The FIDF training regime is independently verified to UK military standards and joint exercises take place with BFSAI, including Exercise Cape Bayonet in late 2020.

FIDF equipment has seen significant investment, improving weaponry, kit and equipment, which had become outdated. Improvements at the Rookery Bay range took place in 2020, and work is ongoing to clearly define the range boundary with new fencing and signs. The capability of the unit has increased and a further recruitment exercise will take place in the first half of 2021.

Deliver effective border and immigration controls through a modern and responsive customs and immigration service

Work on a revised Immigration Ordinance, and supporting regulations, is nearing completion and will be implemented in 2021.

Criminal Record Checks requirements have been clarified and a policy published to ensure that all the necessary background checks are carried out before a permit is issued.

An electronic customs reporting and clearance system has been successfully extended from a trial phase and now includes all fishing vessels, fishing-related vessels, cargo vessels, research vessels and the FIG fisheries patrol vessel. This will be extended to include cruise vessels when they return to our shores.

Maintain a robust and modern Major Incident Plan and effective internal security arrangements

Our emergency planning capability has risen to the challenge of Covid-19 during 2020. A new post for an emergency planning manager was created and filled shortly before the pandemic, and has proved of immediate value. See the Covid-19 Response chapter.

The Major Incident Plan will continue to be updated, with a calendar for regular exercises, including joint exercises with BFSAI.

Work is also underway to develop a National Security Strategy. This will be underpinned with a risk assessment process consistent with those used in the UK, which will help to identify priority areas. Memoranda of Understanding with UK agencies are being developed to ensure resilience in more specialist areas.

HEALTH AND COMMUNITY WELL BEING

Our vision

- We will ensure that everyone within our community is supported to enjoy a healthy lifestyle;
- We will provide high quality treatment and support across all of our health and social care services;
- We will maintain and improve our existing resources and services, investing in developments to support the current and future wellbeing of everyone in the Falkland Islands.

Implement a Public Health Strategy to support health promotion and disease prevention

A Public Health Strategy and Action Plan was approved by ExCo in May 2019, with four strategic priorities: data collection, capacity building, enabling healthier choices, and health in all policies. A Public Health Unit was also established and the Falkland's first Health and Lifestyle Survey was published in December 2019.

A range of health promotion activities have taken place since the start of The Islands Plan, including publication of a community directory and a toolkit for the workplace based around '5 Ways to Wellbeing'. A successful yoga and mindfulness programme has been introduced to schools including in Camp locations, nurseries and community settings, along with advice around developing nutrition policies and participation in the Early Years Conference.

Collaboration with retailers and the private sector has seen a promotion to encourage increased consumption of fruit and vegetables with an 'At Least 5-A-Day' scheme in stores.

Maintain and further develop standards of medical and dental healthcare across the Falkland Islands

KEMH is undergoing significant enhancement, including a new mammography unit, CT scanner and operating theatre to improve care standards in various specialties. The mammography unit was commissioned in quarter 1 of 2021; the CT scanner has been ordered and is expected to be in operation by the end of 2021. Construction of the operating theatre will be complete in late 2022.

Plans are in place to develop improved dental services and, in September 2020, ExCo approved the establishment of an orthodontic service. Equipment orders have been placed for new dental chairs, specialist x-ray equipment and associated technical apparatus. Recruitment is under way for extra dental staff to support the service. The long lead times for equipment and recruitment, which are also affected by Covid-19, mean that the service is not likely to be up and running until late in 2021.

A new electronic patient record system project is underway and should be in place by quarter 3 of 2021. Progress has been delayed due to Covid-19 restrictions, but work is still in progress.

Continue to develop community services, including the new vulnerable persons unit in Stanley

Progress has also been made in relation to Tussac House, and in March we announced that the construction contract for the new facility had been awarded to a local company. Now that the groundworks are complete, construction will begin in October 2021 and end by April 2023.

Ensure suitable accommodation, allowances and support for people requiring medical treatment overseas

Support for medical treatment overseas continues to be provided where necessary, but has been affected by Covid-19 travel restrictions and NHS workload.

Develop and implement a mental health strategy that recognises the importance of good mental health

The Mental Health Action plan has been regularly updated and progressed. A Mental Health Strategy has been drafted and is being refined and finalized, with an associated implementation plan targeted for presentation to ExCo by mid 2021.

Progress safeguarding activities for vulnerable people of all ages

The Falkland Islands Safeguarding Children Board is now well established. Action plans resulting from the lessons learned from THE medical review and social services sections of the Operation Cinnamon review have been implemented.

The Assessment and Safeguarding Adults Ordinance 2020 has established a clear legislative framework for safeguarding vulnerable adults, including a multi-agency Adult Safeguarding Board, which met for the first time in November 2020.

Establish clear guidelines for eligibility for medical services

The eligibility guidelines for medical and dental services have fed into the review of the Immigration Ordinance.

Review existing welfare policies to ensure that all vulnerable people have access to the support they need

Work is underway to combine six existing means-tested benefits into a Single Income Support system, which will be implemented later in 2021.

The Early Help service was introduced in 2018 and is recognised as a supportive service for the local community that is not statutory. While initially the majority of work undertaken by the early help coordinator was undertaken with families, the pandemic changed the landscape. Early Help saw a 90% increase in demand during the pandemic and worked in conjunction with the voluntary sector to support those in need. People trust the service and know how access support appropriately when needed.

Progress has also been made on:

- reviewing the Attendance Allowance Policy
- reviewing the Disabled Facilities and Adaptions Grant
- implementing new minimum standards for the Young People's Service.

INFRASTRUCTURE

Our vision

- We will deliver major infrastructure projects that support the growth and development of the Falkland Islands;
- We will ensure that our existing infrastructure is maintained and remains fit for purpose.

Complete and implement a Government Asset Management Plan and an associated renewal programme

The new Falkland Islands Strategic Asset Management review has been undertaken, with a full asset register due for completion by the end of 2020/21. Funding has been allocated in the new 10-year capital programme and a full programme of works will be compiled on the completion of the review. The Strategic Asset Management Policy is currently being drafted; it will be supported by the completed asset register and will also help to inform the programme priorities.

Update the National Infrastructure Plan to establish a long term coordinated investment and delivery plan

The National Infrastructure Plan was updated in 2020 and is refreshed every two years. It provides a structured approach, looking ahead 20 years, to support future investment decisions on thematic priorities including transport and communications infrastructure for economic development, municipal infrastructure, housing and government infrastructure, and social infrastructure.

FIG has also committed to an outline 10-year capital programme valued at £290 million. It includes work towards a port facility, housing developments – including the provision of 160 serviced housing plots – Tussac House, Falklands College and the King Edward VII Memorial Hospital expansion.

Review the Stanley Town Plan

The review of the Stanley Town Plan was completed in 2019 and a ‘health check’ of the plan is intended to take place on an annual basis.

Work with the Rural Development Strategy to identify and deliver infrastructure needs for Camp

FIG approved £2.5 million in November 2019 for investment over three years into ramps, jetties, and new facilities to improve ferry and coastal shipping services at 13 priority locations. Design work is underway, and will be completed in 2021. An annual Camp roads programme has also now been implemented, please see the ‘Transport and communications’ section for more information.

Plans are ongoing to develop the core power supply at Fox Bay in order to maximise future renewable energy potential.

FIG has encouraged Sure to embark on a 5-year network improvement and investment programme in Camp, which includes a phased replacement of the WiMax system with newer technology. Work is also underway to assess and survey mobile network coverage shortcomings in specific locations where the coverage is unreliable. A strategic review of telecommunications broadband was completed in 2019, leading to an effective doubling of broadband capacity. A further review will take place in 2022.

Progress the development of a new power station and maximise opportunities for renewable energy

The feasibility study, site selection, and conceptual planning stages for the new power station have been completed. Detailed design work is due to be completed by August 2021, with an estimated completion of the project by the end of 2025. As part of this development, FIG has also undertaken a review of options for the increased use of renewable energy within the Islands.

Deliver modern port facilities

A development partner for the new port facility, BAM Nuttall Ltd, was appointed in March 2020. As part of the first design stage, due to end in June 2021, a programme of stakeholder engagement took place in September 2020. Onshore and offshore survey work was also completed between September and December 2020. Timescales for the next stage of detailed design will be agreed by end of the first concept design stage in June 2021.

Develop a comprehensive housing strategy to ensure we meet current and projected requirements through an appropriate mix of government housing, private sector housing and individual home ownership

Phase 5 on Sapper Hill was completed in 2019, with a further 14 units completed and handed over to FIG in November 2020. Another 4 flats were constructed and handed over in January 2021, and the last 4 additional apartments were completed in March 2021.

FIG purchased Bennett's Paddock for future housing development, and groundwork for the first phase of development is currently underway. It is expected that plots will be released for tender later in 2021. An Invitation to Tender (ITT) has been released for a joint FIG/MOD project to build 70 houses, with 40 of the homes being built at Bennett's Paddock and 30 at Mount Pleasant Complex.

Considerable policy development work has been completed in relation to the development of a new Housing Strategy. A consultation on potential policy options took place during September and October 2020. This public engagement included the publication of a background paper, a series of public presentations in both Stanley and Camp, a public survey and a presentation to the Chamber of Commerce. The responses will feed into the development of a housing strategy in 2021 that will address issues including affordability, availability and quality of housing for both renters and buyers.

Invest in fit for purpose educational facilities to meet current and future needs

The new Falkland College and Christie Library finished construction in early 2020 and opened to the public in March 2020. Maintenance for school facilities was stepped up in 2020 and planned investments in 2021 include improvements to FICS toilets and renovation of the Stanley House boarding blocks to comply with UK standards. FICS has also had a new science lab installed and the old library area has been made into two additional classrooms. Work is underway to consider longer term options for a new educational campus and two new nursery buildings are due to be completed during 2021.

Identify and invest in infrastructure to improve waste management

Since 2018, FIG has been working closely with the British Forces South Atlantic Islands (BFSAI) on a collaborative programme for improving waste management and supporting more sustainable living in the Falkland Islands. This work has involved a joint investment of £6.5 million to help improve waste disposal nationwide, which includes glass recycling, mixed metals recycling and a replacement landfill site for both organisations.

In October 2020, FIG and BFASI signed a new agreement for recycling mixed metal cans. Equating to between 10-15% of average household waste, the recycling of used tins and cans is also vital in the protection and preservation of the natural environment, for which the Falkland Islands are well-known. Under the new scheme, mixed metal cans will no longer be disposed of at the Eliza Cove landfill, but will be sent to Mount Pleasant Complex (MPC) material recycling facility at Mare Harbour. There they will be crushed, baled and put into containers for onward shipping to the UK, where they will ultimately be recycled.

Tins and cans have been collected and stored in Stanley since July 2020, until the point that the quantity was sufficient to process the initial batch. On 19 October, this first consignment was transported to Mare Harbour and successfully processed; the expectation is that the first northbound shipping will take place later in 2021.

Planning is also currently underway for a new waste transfer facility, based at Megabid, which will include a new incinerator and will transform the way that waste is handled in the Falkland Islands. Once the landfill and waste transfer facility are both complete, and have passed all necessary checks, the Eliza Cove tip in Stanley will be closed and works to rehabilitate the site will begin. Plans are for both facilities to be up and running by early 2022.

TRANSPORT AND COMMUNICATIONS

Our vision

- We will strengthen the Falkland Islands' connections to the world;
- We will ensure modern and robust internal and external transport and communications.

Invest in both internal and external transport and communication networks

Continued investment in maintenance of roads in Stanley has seen work being undertaken on Dean Street, Ross Road, Airport Road, and Philomel Hill. Future plans include Davis Street, Callaghan Road, and additional work on Ross Road and Dean Street. The recent completion of Prince Philip Street – the link road between Diamond Jubilee Road and Ross Road East – will also support the release of plots at the Bennett's Paddock site.

Investment continues in the upgrading of the MPA road with a further 8km due for completion in 2021/22. Also, annual investment of £2.5 million has been provided for the continued maintenance and upgrade of the camp road network.

Improve air links and airport facilities at Mount Pleasant Airport and Stanley Airport

A second commercial flight to South America was established in November 2020, with the first LATAM flight between Mount Pleasant Airport and Sao Paulo. Both LATAM flights are currently suspended due to Covid-19, but we hope they will resume operation again during 2021. To support these flights, several improvements have been made to the security arrangements and passenger experience at MPA.

FIG has also put in place a 5-year development plan for FIGAS, which includes longer term planning for improvements such as new terminal passenger doors, a new hanger for the aircraft, and a vehicle shed for the fire appliances at Stanley Airport.

Explore ways to better understand rotor winds and mitigate the impact on the economy

FIG is collaborating with the Ministry of Defence (MoD) and the Met Office with the intent of improving the detection and prediction of rotor wind events at Mount Pleasant Airfield as well as the dynamic management of commercial aircraft operating in and out of the airfield. The installation of a LiDAR technology solution, coupled with a multi-year science program has been agreed to by all parties, with FIG providing a significant investment of up to £880,000 in an enhanced rotors detection and investigation programme. A procurement process was initiated by the Met Office in 2020 for the supply and installation of the necessary LiDAR equipment, and that process is now in its final stages.

Invest in the Falkland Islands Government Air Service to improve the level of service provided

There has been significant investment in FIGAS, including new avionics systems for all aircraft, airframe refurbishments, complete replacement programme of 12 new engines for the existing fleet, investment in training programmes and recruitment of additional pilots and engineers. The service has also replaced fire appliances across all Camp airstrips and has supported the development of new airstrips and aircraft tracking systems. FIGAS passenger numbers have increased year on year, which was forecast (pre-Covid-19) to continue over the next five years. A new Islander aircraft was delivered in December 2020, with a second new aircraft due in 2022.

Develop new port facilities to support the future expansion of our industries, and progress plans with the MoD for the future of Mare Harbour

Please see infrastructure section for details on the new port facility. We also continue to work in collaboration with the MoD in relation to Mare Harbour.

Support the creation of a shipping hub and international shipping links which are vital to the economic growth of the islands

Central to the concept of a shipping hub is the presence of a modern, capable port facility in the Falklands. The new port will enable increased shipping movements, more transshipment of fish onto the SAAS service and enhance the Falkland Islands' position as the Gateway to Antarctica.

Investigate future requirements for coastal shipping, ferry services and Camp jetties and ramps

A demand study for ferry and coastal shipping services has been commissioned to help inform future requirements and investments have been made in facilities at New Haven.

FIG approved £2.5 million in November 2019 for investment over a 3-year period into Camp ramps, jetties and new facilities to improve ferry and coastal shipping services at 13 priority locations.

Increase funding for maintenance and improvement of the Camp road network, and accelerate surfacing of the MPA road

An annual Camp roads programme has been implemented, with both East and West Falkland receiving equal investment into the road infrastructure, supported by increased funding that was raised from £2m to £2.5m per year.

The MPA Road asphaltting programme continues and, as of the end of 2020, over 17 km of asphalt had been laid, with a further 8km being completed in the 20/21 season. The expectation is that the road will be completed by 2025/26, which is two years earlier than had been forecast in 2018.

Review Road Traffic Ordinance and implement the necessary change

In 2020, a working group was established to scope a project to review the Road Traffic Ordinance. Options for this work are expected to be put to Executive Council in 2021, with an incremental approach likely to be recommended to enable progress. In the meantime, the annual review of criminal law was approved in 2020 and included recommendations for the modernisation of some driving offences under the Ordinance; in particular replacing the outdated offence of reckless driving with the offence of dangerous driving. This amending legislation should come into force in 2021.

Invest to improve Camp radio coverage and quality, and explore future technological advances including TV services

Mi-Player was introduced in late 2020, providing a catch-up TV service for people across the Islands. The service will be reviewed periodically, based on user experience, with the scope to add additional features in the future.

An investment plan for the phased replacement of the radio network was developed in 2020, following a full national survey of the MW and FM radio infrastructure in 2019. The phasing of this work will be considered within the 10-year capital plan.

A new VHF 2m Repeater network launched in May 2021 to improve resilience and connectivity across the Falkland Islands.

Improve regulation of the Falkland Islands telecommunications services to improve delivery, and work with partners to further advance service quality, increased capacity, coverage and value for money

A strategic review of telecommunications broadband was completed in 2019, leading to an effective doubling of broadband capacity at the cost of £1 million per annum for a 3-year contract with Sure.

Data allowances for Bronze packages and above were doubled for only a 10% increase in price to the consumer. The data packages below Bronze received increased data allowances at no extra cost to the consumer.

As part of the response to Covid-19, data allowances were increased by a further 10% for all broadband packages in April 2020, and these increases have now been made permanent.

Work is also well underway on a long-term broadband strategy for the Islands.

FIG has encouraged Sure to embark on a 5-year network improvement investment programme in Camp, which includes a phased replacement of the WiMax system with newer technology. Work is also underway to assess and survey mobile network coverage shortcomings in specific locations where coverage is unreliable.

ENVIRONMENT

Our vision

- We will respect our globally significant biodiversity and unique environment, taking a proactive and responsible approach to development;
- We will ensure that the environment is preserved for future generations.

Develop and implement a comprehensive environmental strategy including necessary regulations

Work on a comprehensive, over-arching environmental strategy is a major focus for the new Environment Department, established in October 2020. This work began with a stocktake of environmental programmes and policies and internal FIG workshops have identified key thematic areas that the strategy will address.

These include: land and freshwater, oceans and coasts, energy, quality of life and health, waste and pollution, as well as cross-cutting global topics like biodiversity and climate change. Extensive stakeholder engagement and public consultation was also undertaken in support of the strategy development and the new strategy will be published later in 2021.

The new Environment Department will continue work already begun as part of the broader remit of the Policy and Economic Development Unit. This will include addressing issues such as biodiversity, climate change and contributing to a healthy, prosperous future through the management and conservation of the Falkland Island's natural environment in a sustainable and balanced way. The department will provide government with an enhanced planning, strategy development and implementation capability in relation to environmental issues, and reflects FIG's commitment to ensuring that the environment is preserved for future generations.

Implement the Commons Ordinance and related management plans

A Management Plan for Stanley Common was approved by ExCo in 2019, and is now being implemented and monitored. Driving restrictions on Yorke Bay, Rookery Bay and Surf Bay have passed into law, protecting dune and beach habitats, and addressing public safety concerns. Consultation is also planned for 2021 to inform the revision of the Commons Ordinance.

Progress has been made on the management of invasive species on Stanley Common, including weeds, cats and rodents. A recently produced 'dogs in nature' guidance leaflet provides advice to dog owners alongside ongoing engagement and outreach with the Falkland Islands Dogs Organisation. There have been infrastructural developments on the Common to increase public amenities, with more planned in 2021. Campaigns have also been run in relation to promoting wildfire awareness and public education.

Implement the 2030 Biodiversity Framework to preserve our natural environment

Two strategies under the Biodiversity Framework 2030 have already been developed, these address the high and medium priority risks. The Environmental Studies Budget (ESB) funds are allocated to priorities across these areas, including improved biosecurity practices, further invasive species control, and improved habitat restoration and preservation

Encourage research into the Falkland Islands' environment to provide greater understanding of ecosystems, biodiversity and wider influences

Significant annual FIG subventions are given to organisations such as the South Atlantic Environmental Research Institute SAERI (£122,667 in 2020-21) and Falklands Conservation (£210,000 in 2020-21). FIG also funds research projects under the ESB.

SAERI has links with various research organisations in over 20 different countries to promote research in the Islands. FIG has also supported SAERI by acting as a key partner in external research grant applications, for example on four projects featured in the most recent Darwin Plus bid.

Implement control of invasive species, biosecurity and eradication plans

FIG funds the removal and control of a number of invasive species. Funded projects include the control of calafate, control of earwigs, and mice and rat eradication (e.g. on Bleaker Island).

A specialised sniffer dog service has been funded to help with inter-island biosecurity, regularly sniffing out mice and rats on Islands and the Concordia Bay. Checks on some of the small tussac islands help stop rodents damaging native bird populations and this is done during the winter months to make sure that breeding birds are not disturbed.

A feral cat trapping programme for Stanley Common is also run by the Environment Department, and Island LandCare have been contracted to continue work on invasive weed removal and control on Stanley Common as well many of the Outer Islands, dealing with plants like gorse, heather, calafate and thistles.

Biosecurity border controls are also improving, with increased resources to ensure controls at all entry points into the island, improved checks on used vehicles, and progress towards legislation.

Encourage natural habitat restoration and preservation

FIG funds projects to protect and restore important habitats in close collaboration with land-owners, such as tussac restoration on Weddell Island. Detailed research work by SAERI has also identified potential Marine Management Areas to protect the Falkland Islands' marine environment, and further consultation is planned in 2021.

Following a comprehensive review of wildlife legislation and policy, further detailed policy work is underway to provide advice and options on how to implement the recommendations of the review.

Fulfil our commitments under international treaties and agreements such as climate change accords and strive to mitigate our carbon footprint

The Kyoto Protocol and the Doha amendment have been formally ratified by the UK Government and extended to the Falkland Islands, by agreement with FIG. Climate change figures for the Falkland Islands are monitored on an annual basis and are fed into the UK's climate change figures. Habitat restoration efforts also contribute towards mitigating our carbon footprint.

A review of Wildlife Legislation and Policy in 2019 found that FIG is meeting its responsibilities towards the majority of 42 Multilateral Environmental Agreements (MEAs) that apply to the Falklands. Good progress has also been made on marine environment and fisheries, migratory species, albatrosses and petrels, trade of endangered species, the Antarctic region, and climate change. Conversely, more needs to be done in relation to wetlands and biodiversity, specifically the Convention on Wetlands of International Importance and the Convention on Biological Diversity.

Develop and implement a waste management plan for the Falkland Islands and work to reduce waste

In 2018 a Waste Management Strategy was adopted for the Falkland Islands. In April 2019, a glass recycling scheme was introduced with eleven deposit sites across Stanley. In 2020, a tins and can recycling collection scheme was introduced in Stanley. Community awareness-raising initiatives around reducing waste are ongoing. FIG is partnering with the MoD on the delivery of a new waste management facility, which includes a new waste transfer centre and a new engineered landfill site.

Promote the use of renewable energy and responsible energy management

Through FIDC, funding for renewable energy sources on farms continues to improve with 90% of farms now using renewable energy.

A new renewable energy feasibility study has been commissioned and is due for completion during 2021. This will help to inform the energy strategy for 2025 and beyond, with aspirations for 100% renewables by 2045.