

EXECUTIVE COUNCIL

PUBLIC

Title:	Islands Plan 2022-26 Delivery Plan Update (Q3-Q4 FY 2024-25)
Paper Number:	163/25
Date:	26 August 2025
Responsible Director:	Chief Executive
Report Author:	Torin Harte, Management Trainee
Portfolio Holder:	All Members of the Legislative Assembly
Reason for paper:	This paper is submitted to Executive Council: For policy update/information
Publication:	Yes – with some redactions as highlighted . These are recommended due to the information included being incomplete or subject to change.
Previous papers:	ExCo 62/22, ExCo 116/22, ExCo 05/23, ExCo 105/23, ExCo 9/24, ExCo 134/24, ExCo 30/25
List of Documents:	Annex 1 – Islands Plan 2022-2026 Delivery Plan Update (Q3-Q4 FY 2024-25) Annex 2 – Islands Plan 2022-2026 Delivery Plan with Detail (Q3-Q4 FY 2024/25)

1. Recommendations

Honourable Members are recommended to:

- (a) Note the contents of this report.

2. Additional Budgetary Implications

- 2.1 None for the purposes of this report. Budgetary decisions for future years will take into account the priorities committed to by the Assembly, as reflected in the Islands Plan 2022-2026 Delivery Plan.

3. Executive Summary

- 3.1 In April 2022, Executive Council committed to the programme of government as set out in the Islands Plan 2022-2026 [ExCo 62/22]. The Islands Plan recognises the collective priorities of the elected representatives of the Falkland Islands for both the Camp and Stanley constituencies.
- 3.2 The Islands Plan Delivery Plan [ExCo 116/22] was developed to allow for transparent and accurate regular progress reports to be generated for the benefit of Members of the Legislative Assembly (MLAs), the community, the civil service, civil society and the private sector. This will make it possible to demonstrate progress towards the broad goals outlined in the Islands Plan and allow the MLAs and government to be held accountable for their work.
- 3.3 The Islands Plan Delivery Plan reflects inputs from responsible directorates as to the actions needed to achieve the commitments outlined in the Islands Plan 2022-2026. A responsible Portfolio Holder, Director and Service Lead has been identified for each action.
 - 3.3.1 The first progress report was published in January 2023, covering the period 1 July 2022 – 31 December 2022 [ExCo 05/23].
 - 3.3.2 The second progress report was published in July 2023, covering the period 1 January 2023 – 30 June 2023 [ExCo 105/23].
 - 3.3.3 The third progress report was published in February 2024, covering the period 1 July 2023 – 31 December 2023 [ExCo 9/24].
 - 3.3.4 The fourth progress report was published in July 2024, covering the period 1 January 2024 – 30 June 2024 [ExCo 134/24].
 - 3.3.5 The fifth progress report was published in February 2025, covering the period 1 Jun 2024 – 30 Dec 2024 [ExCo 30/25].

This is the sixth progress report and covers the period 1 Jan 2025 – 30 Jun 2025 (Q3-Q4 FY 2024-25).

- 3.4 It has been recognised that it is important to publish as much information as possible in order to be as transparent and open as possible; this reflects the commitments within the Organised and Effective Government theme within the Islands Plan 2022-2026. In addition to the published version information, FIG will internally monitor the planned delivery timeframes, key milestones and metrics for each commitment. This information will inform the regularly published progress reports. The full detail has been provided for EXCO reference in Annex 2. Additionally, recognising that the steps or tasks required to accomplish a particular commitment may evolve over time, the report notes places where planned actions have been revised since the last published version.
- 3.5 On 17 February 2025, a meeting was held between MLAs and members of the FIG Corporate Management Team (CMT) to discuss progress against, and prioritisation of, actions in the Islands Plan Delivery Plan.

4. Background

- 4.1 The Islands Plan has been a principal document for the political system in the Falkland Islands for a number of Legislative Assemblies. It sets out the collective ambition of the Members following on from their election for the term of the Assembly. It is not a requirement of the Falkland Islands Constitution Order 2008.
- 4.2 A delivery plan was created, and approved by ExCo to identify specific actions required to implement the broad commitments outlined in the Islands Plan. This allows for regular

progress reports to be generated for the benefit of MLAs, the community, the civil service, civil society and private sector.

- 4.3 There is both a published summary version and a detailed internal version of the delivery plan. The detailed version is used as a management tool within FIG to track and monitor progress, improving accountability within government for delivery of the Islands Plan. It is important to put as much information as possible in the published version in order to be as transparent and open as possible; this reflects the commitments within the Organised and Effective Government theme within the Islands Plan 2022-2026.
- 4.4 The commitments in the Islands Plan Delivery Plan are RAG-rated to indicate progress against expected delivery timeframes. RAG ratings are assigned as follows:

Complete/delivered
Complete - ongoing
On track to complete/deliver
Delayed completion/delivery
Significant delays/very unlikely to deliver
Not started

Consultation with FIG Directors during the creation of a previous report (ExCo 9/24) led to the introduction of the *striped blue* RAG rating. The *striped blue* rating represents ongoing commitments that are continually being delivered, but by their nature can never be described as ‘complete’. For example, Commitment 39, Line 104 states: “Demonstrate impact of CDS Funding” with tasks to “1. Regularly Promote CDS” and “2. Organise annual CDS recognition event.” Previously this was RAG-rated *green*, but ‘On track to complete’ does not really reflect that the action is being continually delivered to the desired standard. Hence, this action and other similar ongoing actions have been updated to the new striped blue rating.

- 4.5 The following analysis compares the Islands Plan Delivery Plan progress from Q4 2023/24 to Q2 2024/25 and Q4 2024/25. When comparing the three progress reports, little changed between the few *not yet started* actions (3% → 3% → 2%). Since the last report, one of these actions has begun to be progressed (see 4.8.1), while three actions remain un-progressed within this Assembly (see 4.10).
- 4.6 The proportion of commitments *completed* or *complete-ongoing* continued to increase (28% → 32% → 37%) – a 9% increase on this time last year. The proportion of tasks rated *red* or *yellow* decreased slightly (33% → 29% → 28%). While, the proportion of actions in *green* saw a similar slight decrease (36% → 36% → 33%), generally due to being converted into completed actions. Do note that *green* actions at this point are generally actions/projects with major progress and are on course to be delivered, though many will likely be completed after the conclusion of the current Assembly.
- 4.7 The following graphics (Figs 1-3) show the state of the Islands Plan Delivery for Q4 FY 2023/24, Q2 FY 2024/25, and Q4 FY 2024/25:

Fig. 1: Islands Plan Progress Q4 FY 2023/24

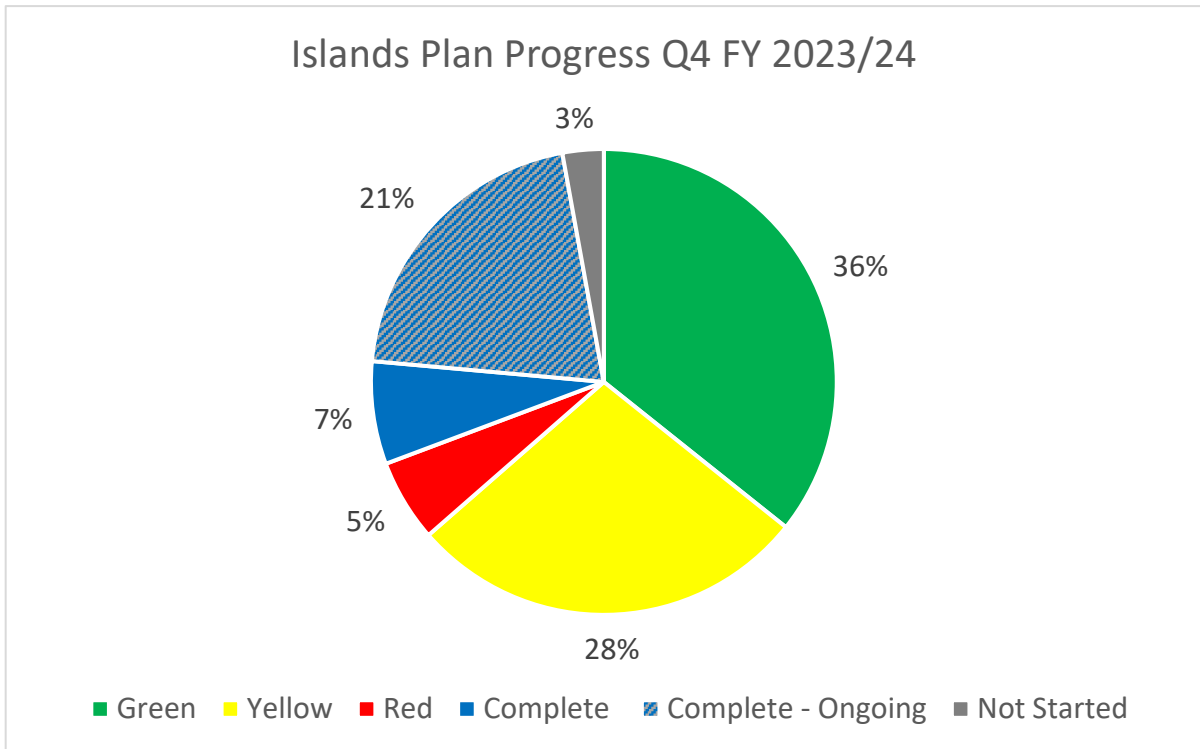


Fig. 2: Islands Plan Progress Q2 FY 2024/25

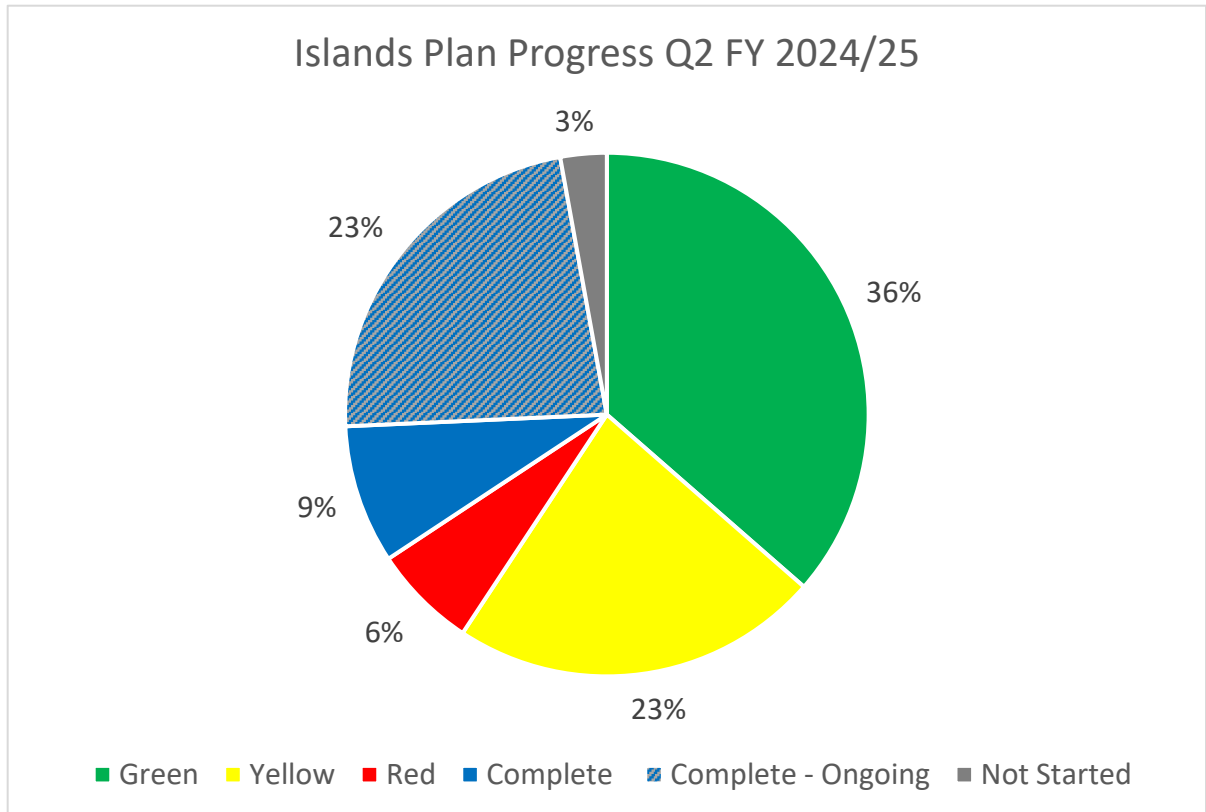
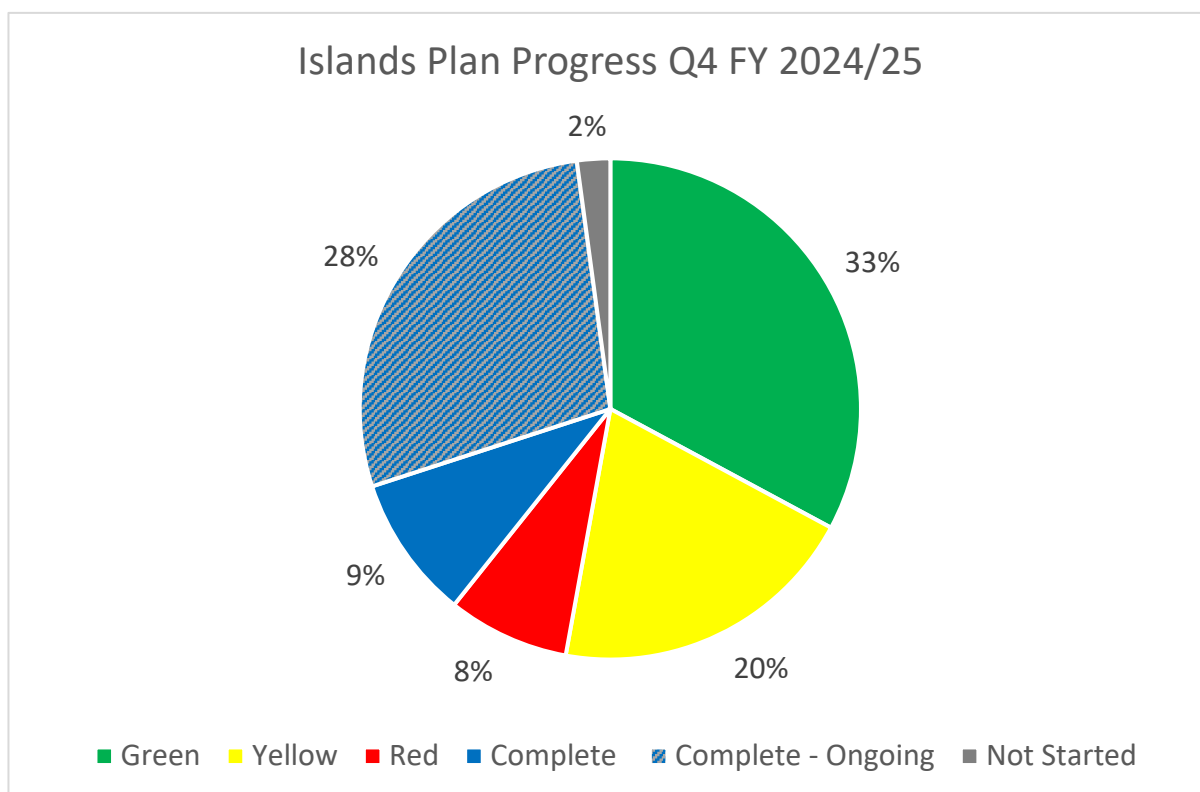


Fig. 3: Islands Plan Progress Q4 FY 2024/25



4.8 There have been a number of significant updates to Islands Plan actions since the previous report. While not an exhaustive list, the below summarises some of the major Islands Plan progress over the 6 months (bracketed number refers to the row in which the action can be found in the tracking document, Annex 1):

4.8.1 Widen Pool of Candidates for Future Elections (10): Pre-Election Workshops and supporting booklets discussed and in planning between Gilbert House and CMT ahead of publication.

4.8.2 Review Economic Development Strategy (31): A programme of public consultation, including a survey and public meetings in Stanley and Camp, was completed in May & June 2025. The consultation results and the findings from engagement with industry and the Chamber, will inform the development of the draft EDS. A report on the consultation outcomes and a progress update is anticipated for Q1 FY 2025-2026.

4.8.3 Improve facilities available for the Tourism sector (36): The Public Jetty pontoon upgrades were completed on time and under budget, facilitating safer, secure, and efficient disembarkation.

4.8.4 Continue improvements to Camp, Stanley and MPA Roads (58): The entirety of the MPA road between MPC and Stanley is now asphalted. Hard shoulders complete June 2025, and white-lining scheduled for Sep-Oct 2025. Programmes for Camp & Stanley continue with recent improvements to North Camp, the construction of Doyle Road, and the completion of Ross Road works.

4.8.5 Deliver Tussac House Vulnerable Persons Unit (86): Tussac House officially opened in March 2025, though some residents had already moved in from January.

There was major public engagement and positive feedback from the Community open days. Review scheduled for August 2025.

4.8.6 Support apprenticeships and graduate retention (102): While previously awaiting development of the Post-16 Education & Skills Policy, an Apprenticeship Policy is now in draft. This will ensure consistency across apprenticeship schemes and further formalise the apprenticeship programme.

4.8.7 Promote English as Second Language training (106): An English ESOL teacher has been recruited by the Education Department and is now delivering face-to-face English classes.

4.8.8 Continue improvement of budget forecasting through use of MOU with subvention bodies (147): Memorandums of Understanding have been incorporated into the 2025-2026 Budget process and will be in place for major Government subvention bodies.

4.9 The previous section highlighted some major achievements and progress in the past 6 months relating to Islands Plan Delivery Plan actions. There are, however, a number of actions that remain in the red (significantly delayed/very unlikely to be delivered) as we enter the final months of the current Assembly. These are largely the same as those presented in ExCo 30/25, with some updates to actions and one additional action included:

4.9.1 Conduct Constitutional Review (3): A significant start was made to this review in 2023 with a Select Committee established, major themes for public engagement defined and prioritised, and engagement commenced with the public consulted on three thematic areas. However, MLAs made the decision to halt this work with a formal report to be submitted to ExCo to summarise the work to date. The review is not set to be progressed any further in the remainder of the current Assembly.

4.9.2 Refresh Biosecurity Strategy (21): While work to identify policy/legislative gaps has been completed, drafting the biosecurity policy has been put on hold due to the reprioritisation of officers. Biosecurity Officer for the overseas territories (GBNNSOT) has agreed to review biosecurity policy/legislation on behalf of FIG, though no timeline has been agreed as of yet.

4.9.3 Update Biodiversity Related Legislation (CWNO) (23): A scope of work was developed, but ExCo took the decision to delay these actions to accommodate work on policy development for designation of a National Park at Hill Cove.

4.9.4 Support international commercial flights (35): Unfortunately, and despite extensive discussions regarding the resumption of the Sao Paulo-MPC, the resumption of this link is not possible at this time. The limiting factor now is the unavailability of viable aircraft from the airline to establish this route.

4.9.5 Continue Ramps & Jetties Project (61): Works are substantially behind programme, but now proceeding following the appointment of a new design engineer. Works on Sea Lion and Lively Island completed, but remains 'in the red' as original intent was to deliver works at 13 locations.

- 4.9.6 Develop Long-Term Plan for Sewage Infrastructure (65):** Works are substantially behind schedule. A task order for initial works was raised with Ramboll in November 2024. Proposals to be prepared for December 2025.
- 4.9.7 Support Delivery for New Sports Facility (78):** While significant progress was made in the construction of the New Sports Facility, works are substantially behind schedule. Further, ExCo approved an additional funding request in early 2024. Facility will be delivered but very unlikely to be completed within the life of the current Assembly.
- 4.9.8 Review Effectiveness of Regulator Role (82):** Following an extended vacancy in the role, and the Attorney General having to step into the post, the review has been delayed. A new regulator has been in post since Q2 FY 24/25, however the review of the role itself will now be incorporated into the wider telecoms consultancy delivered by Cambridge MC.
- 4.9.9 Deliver a New and Suitable Electronic Patient Records System (88):** Though a tender process was completed, with approximately 40 suppliers reviewing the tender, ultimately the tender was closed unsuccessfully in May 2024. The principal issue was the server-based system no longer being viable in the current technological climate. LEO connectivity has allowed DHSS to enter discussion with incumbent providers regarding upgrading the current patient record system to its latest version.
- 4.9.10 Reduce Income Inequality (122):** The background work for new *State of the Falkland Islands Economy* has been completed by FIG's economist, however the report is significantly delayed. This report will include an analysis of income inequality in the Falklands, but a paper outlining policy options is not currently in development.
- 4.9.11 Promote affordable home ownership (133):** Work on a Right-to-Buy Scheme was developed (tenant eligibility scoring system, a discount formula, valuation methodology, and criteria for choosing properties to be sold off) and presented to Members, however the decision was made not to progress the proposals at this time.
- 4.10 The 2021-2025 Legislative Assembly were the first to adopt an Islands Plan Delivery Plan in order to create a mechanism by which progress towards Islands Plan commitments could be measured. The document is incredibly ambitious, with over 140 actions set when it was created back in 2022. A significant amount of work has led to progress on all but three of these actions, which are presented below:
- 4.10.1 Develop and implement long term strategy for SHIELD and SEND (100):** Whilst work has progressed on the Education Ordinance review, Shield and SEND were initially planned to be part of Stage 3 of this review. The approach has since changed and SHIELD and SEND are now being incorporated into Stage 2 of this review. Lack of Capacity within the Policy Department had delayed this work, and as a long-term strategy for SHIELD and SEND is contingent upon the Education Ordinance review, this work has not started during the current Assembly.
- 4.10.2 Create affordable rental development incentives (132):** While some early stage discussions with private sector stakeholders were conducted. The Policy team were re-prioritised to other areas and no options paper was produced on this issue.

4.10.3 Undertake consultation and policy development regarding workforce protections

(134): Though an update to compensation for redundancy and unfair dismissal was implemented under the Employment Protection (Amendment) Ordinance 2024, further work on a review of workforce protections or broader policy development was not prioritised for action.

- 4.11 An MLA-CMT meeting/workshop was held on 17/02/2025 to address the current state of the Islands Plan Delivery Plan progress heading into the final months of the current Assembly. Discussions centred on prioritisation and the feasibility of delivering the remaining actions in the Delivery Plan, as well as considering what has worked well and what issues there have been with the current Delivery Plan.
- 4.12 The outcomes from that meeting, along with one-one-one meetings with Directors, the Clerk of the Assembly, and the Political Support Officer, informed the content of an update to CMT making recommendations for how to improve the Islands Plan Delivery Plan creation process, the document itself, and the reporting for the next Islands Plan. This will be utilised to improve the approach towards the 2026-2030 Islands Plan & Delivery Plan processes, and the utility of the Islands Plan Delivery Plan as a mechanism for measuring progress.

5. Consultation

- 5.1 Consultation with FIG directorates responsible for delivering each commitment informed the contents of this report.

6. Resource Implications

6.1 Financial Implications

None for the purposes of this report. The ability to undertake actions outlined in the Islands Plan Delivery Plan will be subject to the availability of necessary financial resources. The actions detailed in the Islands Plan Delivery Plan have informed budgetary decisions for FY 2025/26. It will be necessary to amend the Delivery Plan if the resources required to meet a commitment are not provided.

6.2 Human Resource Implications

None for the purposes of the report. The ability to undertake actions outlined in the Islands Plan Delivery Plan will be subject to the availability of necessary expertise. Human resource implications in future years will take in to account the priorities committed to by the Assembly.

6.3 Other Resource Implications

None for the purposes of this report.

7. Legal and Legislative Implications

- 7.1 There are no direct legal implications arising from this report. The policy and legislative priorities of the Falkland Islands Government, as set out in the Delivery Plan can be amended from time to time, as may be considered necessary. The priorities of the Legislative Programme should be aligned to reflect those commitments as agreed by the Executive Council.

8. Equalities and Human Rights Implications

8.1 None. However, there are commitments in the Islands Plan regarding the advancement of work related to equalities and human rights.

9. Environmental & Sustainability Implications

9.1 None. The Islands Plan has been given a strong environmental focus that weaves through the whole document.

10. Camp Implications

10.1 None. The Islands Plan reflects both commitments that are specific to Camp as well as those that will benefit the Falkland Islands community as a whole.

11. Significant Risks

11.1 None for the purposes of this report.

12. Publicity

12.1 The report will be published following approval by ExCo.

13. Reasons for Recommending Preferred Option

13.1 Members are recommended to note the contents of this report as part of the regular reporting agreed in ExCo 116/22.

Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
Self-Determination and Public Diplomacy									
1	Complete the Constitutional Review, ensuring it reflects the modern realities of the Falkland Islands and the priorities of our people	Conduct Constitutional Review	1. AG to meet with new Assembly Members and brief them on work to date 2. Project plan and timetable for Review to be agreed to include completion of public consultation and early engagement with FCDO 3. Policy development cycle to be considered to enable effective review, informed by issues identified in public consultation	Mark Pollard	AG	AG	1. AG briefed assembly members in Q3 FY 2022/23. 2. Select committee was set up 2023. Major themes for public engagement were identified and prioritised. Work progressed topic by topic, reviewed sequentially by select committee. MLAs have decided to halt this work. Formal report to ExCo expected before end of the current Assembly to summarise work to date. Select Committee meeting to follow to formalise the end of the Constitutional Review. 3. No update at this time.		
2	Focus on proactive, international public relations and public diplomacy	Implement the existing Public Diplomacy programme	1. Implement existing Public Diplomacy programme with particular focus on Overseas Territories, UK and regional partners	Chair of Assembly	CE	Clerk of the Assembly	1. A new Public Diplomacy Strategy 2023-2025 was approved by ExCo in May 2023. Gilbert House successfully facilitated visits from Uruguayan politicians, armed forces parliamentarians, annual UK MP's, and meetings with Minister Rutley. There were also visits from Environmental audit sub-committee, Uruguayan politicians, US staffers, Welsh Parliament, and Sierra Leone delegation. FIG Communications and the Falkland Islands Attaché in Uruguay are facilitating public diplomacy visits from regional journalists, students and social media influencers. A rolling tracker for visits implemented shared by FIG, GH, FCDO, and MOD.		
		Engage with the whole community	1. Develop and resource community engagement processes that enable and actively seek feedback from quiet and marginalised voices allowing them to be recognised, heard and validated 2. Engage with BFSAI in instances where it is appropriate to include MOD-related personnel	All MLAs	CE	Clerk of the Assembly	1. Focus Group register launched, first focus group meetings held in August 2024 on FIG Housing Development. Registrants have been a wide cross section of the community, and look like it will give opportunity for a range of marginalised voices to make their views known. Currently Members still engage via public meetings. Recurring adverts for public meetings now in place with the view to increasing public engagement. 2. Engagement with BFSAI continues to occur through regular coordination meetings and Joint Project Board. Focus Groups are open to BFSAI members, though there have been no registrants yet. A particular focus group topic to reach out to them may be warranted. Requires discussion with MLAs.		
		Increase rural engagement	1. Hold East and West Legislative Assembly meetings 2. Hold Camp surgeries	Teslyn Barkman	CE	Clerk of the Assembly	1. Legislative Assembly meetings continue to be scheduled in camp. 2. MLA Birmingham and MLA Ford continue to hold surgeries in Camp, with the last one occurring in Goose Green.		
		Engage with UK Diaspora	1. Conduct surveys and analyse responses 2. Develop approach for engagement based on survey responses	Gavin Short	FIGO	FIGO	1. Complete. 2. Complete - FIGO presented ExCo with a paper in November 2024, but no additional funds granted for diaspora proposal.		

RAG Key	
Complete/delivered	
Complete with ongoing delivery	
On track to complete/deliver	
Delayed completion/delivery	
Significant delays/very unlikely to deliver	
Not started	

Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
Self-Determination and Public Diplomacy	3	Connect with our community (locally and overseas) by developing an inclusive approach to engagement and communications	Monitor and address community tensions				<p>1. Interagency Liaison Officer recruited and in post since early 2024. Draft proposed structure for RFIP includes a second inspector for crime and national policing. RFIP community engagement continuing, including a revised beat structure and RFIP attending public events in Stanley and Camp (including visits to West Falkland).</p> <p>2. Increased police reserve numbers, including members from across the community. More diverse police reserve. Near a 50/50 male-female ratio for RFIP. Increased local recruitment and broader community representation within the RFIP.</p> <p>Regularly conducted mainly via social media or through increased foot patrols within the community, which includes Stanley, Camp and MPC. Over the past 6 months foot patrols and RFIPs attendance to community events has significantly improved with greater coverage now provided through effective use of the reserve police force and greater accountability for full time officers. RFIP Anonymous phone number continue to be circulated via social media and other means. Every full-time officer has now been issued with a works mobile phone within the previous six months making them more approachable and accountable regarding any issues impacting the community or individuals. Meet the Team: Posters with Police Officer Faces and new police mobile numbers to be displayed in local businesses and shops within Stanley, MPC and Camp.</p>	On track to complete/deliver	
			Review approach to public communication				<p>1. Political Support and Community Outreach Officer post funded in place and leading on public diplomacy and community engagement for Gilbert House. Coordination will be required between this post and the FIG Communications Office in reviewing overall approach to public communication. New FIG Head of Comms appointed and meeting with stakeholders to determine plans for comms team approach.</p>	Complete with ongoing delivery	
	4	Widen the pool of candidates for future elections by increasing political awareness and education	Widen pool of candidates for future elections	1. Encourage people to get involved with government by becoming JPs, joining committees or otherwise getting involved with FIG initiatives	All MLAs	CE	Clerk of the Assembly	<p>1. Pre-Election Workshops and supporting booklets discussed with CMT and final implementations ahead of publication.</p>	Delayed completion/delivery
	5	Involve our young people in democracy, by developing their political knowledge and offering avenues for involvement through	Establish a Youth Parliament				<p>1. Youth Parliament Successfully put a motion to the Assembly in July 2023. Awaiting response from CE due in January 2024. 4 additional students joined YP at start of September 2023. Group continues to meet weekly with MLA Roberts and Mrs James. Engaged with visiting UK MPs and other delegates as part of PD programme. YP engaging with FIG officers to improve their understanding and education on their issues of concern. Fatima Uqaili attended annual YP sitting in Houses of Parliament.</p> <p>2. Youth Parliament report produced by Management Trainee and recommendations presented to MLA Roberts and Clerk of the Assembly.</p> <p>3. Progress report planned for annual YP motion in the Assembly.</p>	Complete with ongoing delivery	

RAG Key

Complete/delivered
Complete with ongoing delivery
On track to complete/deliver
Delayed completion/delivery
Significant delays/very unlikely to deliver
Not started

PUBLIC VERSION

Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
	schemes, such as the Youth Parliament and Junior Ambassadors programme	Increase school engagement	<ol style="list-style-type: none"> 1. Establish structure and remit (in regard to school councils & Legislative Assembly) 2. Consider establishment of Chevening alumni group or other group of young professionals to engage with students 	Leona Roberts	DoE	Executive Head Teacher	<ol style="list-style-type: none"> 1. Youth Parliament established and successfully running for over 2 years. 2. All Alumni have now been identified, and future applicants are to be directed to these individuals. The Communications & Public Diplomacy Officer at Government House oversees the advertisement and promotion of the Chevening Scholarship on an annual basis. 		
		Continue Junior Ambassadors programme	<ol style="list-style-type: none"> 1. Continue developing existing Junior Ambassador Scheme 2. Elect members 3. In partnership with FIGO report impact to Assembly annually 	Leona Roberts	FIGO	FIGO	<ol style="list-style-type: none"> 1.-2. There are currently six Junior Ambassadors based in the UK and one based in the Falklands. The programme has been successful, providing opportunities for young Islanders to engage with a range of people, from MPs, the media to members of the UK public. MLAs have agreed changes to the eligibility criteria to provide opportunities to other young Islanders to participate in the programme. 3. No update at this time. 		
6	Develop and deliver a Veterans Charter for the Falkland Islands to recognise those who have served	Develop Veterans Charter	<ol style="list-style-type: none"> 1. Identify what MLAs want included 2. MLAs define Veteran for purpose of Charter 3. Complete policy proposal and development of legislation as required 	Gavin Short	CE	Clerk of the Assembly	<p>Note: A group to progress the Veteran’s Charter has been put together, and a document planning the establishment of the charter and steps between conceptualisation and launch has been written.</p> <p>Meeting so far have identified (1) what the goal of the charter is and how to progress; (2) the definition of veteran, though precise wording is being worked to ensure workability; and (3) has been identified as not requiring significant policy or legislative work, but discussion will take place with policy at several relevant stages to see whether it is anticipated any policy work is required. Quotes for pins identified, with a decision expected before end of January. Eligibility, operations, and administration advancing.</p> <p>Goal to have Veteran’s Charter launched for Falklands Day 2025. Report due for submission to EXCO on 24/06/2025. Aim would be to purchase pins for presentation on Falklands Day or as soon thereafter.</p>		

RAG Key	
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Islands Plan Commitment	Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
Protecting the Environment								
7 Develop a mitigation and adaption plan for climate change that will include addressing the challenges of drying land, water management and rainfall	Undertake planning for mitigation and adaption for climate change	<ol style="list-style-type: none"> 1. Collect/collate list of climate change risks 2. Identify adaptation options 3. Establish actions, key monitoring sites/programmes 4. Develop climate change adaptation and mitigation plan and implement with relevant stakeholders 	Peter Biggs	DPECS	Head of Environment	<ol style="list-style-type: none"> 1. Completed. 2. Initial list developed and refined. 3. List of actions, key monitoring sites/programmes identified. Further refinement expected. Some projects including: Programmes like Carbon Flux Tower project. Partnership with SC and SAERI. Wildfire fire fighting training for Stanley and Camp. National Weather Station Network in place. 4. Early draft plan complete. Preliminary engagement on adaptation options underway. Collection of climate/weather data to inform response, but gathering this baseline data will take time. 		
	Develop integrated land-water management plan to tackle dryness and erosion	<ol style="list-style-type: none"> 1. Establish baseline - water levels and issues 2. Develop potential interventions/solutions across departments 3. Review potential financial support schemes and barriers to implementation 4. Prioritise deliverables 5. Finalise Action Plan and implement with relevant stakeholders 	Peter Biggs/Teslyn Barkman	DPECS/DNR	Head of Environment/Head of Agriculture	<ol style="list-style-type: none"> 1. Completed. 2. Near term and medium term actions identified and adopted by Environment Strategy Programme Board. Environment commissioned study on further practical solutions. Land Recovery Programme (previously, Land Set Aside Project) consultation conducted. Survey responses & RBA Seminar in Feb 2025, with visiting experts, informing draft programme. High level scheme draft planned for Farmer's Week 2025 to be workshopped. Stanley Water Security assessment (hydrological catchment survey) underway through GO programme funding. DMR developing offsetting policy for offshore hydrocarbons project that will involve payments into an Environment Trust for use on carbon, biodiversity and land recovery projects. 3. Listed options for financial support schemes on Agriculture website. Considering options to make funding more accessible. Review of FIP scheme to follow Land Recovery Programme policy development. 4.-5. No update at this time. 		
	Undertake land restoration	<ol style="list-style-type: none"> 1. Undertake initial restoration project on Stanley Common / FIG owned land 2. Identify sites that require restoration on FIG and FLH land more broadly, based on outcomes of biodiversity project and coordination with partners 3. Prioritise sites for restoration 4. Estimate resources (e.g., money, people, plants) required for restoration at identified sites 5. Begin restoration at priority sites as possible based on #2-4 	Peter Biggs	DPECS	Head of Environment	<ol style="list-style-type: none"> 1. Restoration project plan developed. Three projects now complete with successful tussac planting campaigns on Middle Island & Gids Island and Stanley Common, ahead of schedule. Darwin Plus Local grant was also obtained for Stanley Common, increasing outputs of project. As a result, some of FIG budget could be allocated to expand scope of project in future: a contract for native seedlings successfully tendered out. This has yielded native seedlings for restoration on Stanley Common in 23/24 and 24/25, increasing the type of habitats restored beyond simply tussac, which should yield further biodiversity benefits. 2. Tussock planting on Gids and Middle Island completed in May 2024. 5 FIG owned Islands undergoing active Habitat restoration in 2025. 3. FIG owned island site visits completed to determine priority for restoration. Report received by env dept. Three Islands prioritised as a result of the report. 4-5. Procurement of services for Island restoration awarded. Assessment for National Nature Reserve underway to determine restoration needs. 		

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Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication	
Protecting the Environment	8	Establish a carbon baseline and use this to develop off-setting schemes which ensure we meet our international obligations and have a plan for net zero	Gather data on carbon offsetting potential and state of habitats and evaluate frameworks around carbon offsetting	1. Establish a baseline for carbon emissions and/or sinks by habitat and establish a monitoring programme 2. Review international & national carbon offsetting schemes and evaluate economic and social impacts of potential options for the FI 3. Develop and implement a carbon offsetting scheme for the FI (if applicable) 4. Develop options for achieving net zero carbon emissions based on available data	Peter Biggs	DPECS	Head of Environment	1. Joint FIG-FC-SAERI project scoped. Project kicked off in Q4 FY 2022/23. DEFRA funding received. FC has recruited a project manager. All Carbon Flux Towers installed by FIG Feb 2024. One year of data received, will take a few years of data collection to establish a baseline. 2.-4. No update at this time.	Yellow	
		Explore and increase use of green technologies, e.g. renewable energy provision, electric vehicles, energy efficiency measures	1. Establish solar trial at Sand Bay 2. Develop renewable energy solution at Fox Bay 3. Ensure new developments consider the inclusion of renewable energy, electric charging points and energy efficient systems	Peter Biggs	DPW/DDCS	DPW/DDCS	1. Installed and operational. Still in early data collection stage. 2. Solution has been designed by eLink, preferred partner. Currently the cost of the proposal is significantly over-budget. Fox Bay Renewable project was removed from ExCo forward plan and moved to be addressed through the 25/26 Budget Process. Due to the Budget delay, it's place within the next budget cannot be confirmed at this time. 3. Included three new electric cars in FY 2023/24 budget. Continuing solar thermal and air source heat pumps used in new housing stock. Tussac House will include EV charge points and energy efficiency measures. Coordinating with FIDC and private sector to implement public charging network. FIDC have completed their report and PWD now working with FIDC to move to implementation.	Yellow		
	9	Refresh our biosecurity strategy to address policy or legal gaps, and develop an enhanced invasives policy	Refresh the biosecurity strategy	1. Identify gaps in policy/legislation noting national and international biosecurity challenges 2. Draft legislation and/or education materials as necessary 3. Implement additional biosecurity measures as necessary 4. Develop an invasives policy framework and strategy to deliver in instances where biosecurity has failed (resources allocated will determine extent of implementation)	Teslyn Barkman	DNR	Biosecurity Officer	1. Work to identify gaps in policy/legislation has been completed. Draft biosecurity policy on hold due to staffing reprioritisation. (This project has not been resourced and thus is unable to progress at this time.) 2. Biosecurity Officer for the OTs (GBNNSOT) has agreed to review biosec policy/legislation on behalf of FIG. 3. The National Contingency Plan for Emergency Animal Disease was completed in Q2 FY 2022/23 and amendments to legislation have been made as necessary. Specific protocol and associated regulations have been developed for avian influenza. Disease outbreak plan complete, and outbreak of Avian influenza is the first test case and ongoing. Paper to ExCo ahead of next season on lessons learnt from 23/24 avian influenza outbreak, and to strengthen ability to issue biosecurity directives with respect to disease outbreaks. 4. Work commenced in Q2-Q3 FY 2022/23. Operational framework has been drafted which is being included in an overarching policy and strategy that will go to ExCo. Strategy on hold due to reprioritisation of Legal and Policy officers. Will follow Biosecurity policy development.	Red	

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 	Complete/delivered
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 	On track to complete/deliver
 	Delayed completion/delivery
 	Significant delays/very unlikely to deliver
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10	Consult on ocean and land management and protection, including protected areas, with a view to conserving ecosystems	Implement marine management and protection	<ol style="list-style-type: none"> 1. Consult on MMAs 2. Fine-scale MMA policy development 3. Development of policy instruments (e.g. legislation) 	Peter Biggs	DPECS	Head of Environment	<ol style="list-style-type: none"> 1. Consultation completed and report published in Q2 FY 2022/23. 2. Specialist resource secured to support MMA policy development. Consultant introductory visit and second visit to islands complete, and stakeholder engagement/Policy development complete with consultant's report received by env dept. 3. MMA Policy in draft and under review by Legal. 	On track to complete/deliver	
		Update biodiversity related legislation (CWNO) to improve protections for biodiversity	<ol style="list-style-type: none"> 1. Detail scope of work 2. Engage with appropriate stakeholders 3. Develop policy options & consult 4. Develop policy instruments, including legislative recommendations 	Peter Biggs	DPECS	Head of Environment	<ol style="list-style-type: none"> 1. Completed. 2. Initial stakeholder consultation completed and further consultation will occur throughout project. 3.-4. ExCo took decision to delay these actions to accommodate work on Hill Cove Mountains National Park policy. No update available at this time. 	Significant delays/very unlikely to deliver	
		Improve protected areas (national nature reserves)	<ol style="list-style-type: none"> 1. Identify existing nature reserves and potential sites as protected areas on FIG and FLH Land 2. Scope costs and barriers 3. Brief MLAS to determine scope and priority level 4. Establish national nature reserves with management plans 	Peter Biggs	DPECS	Head of Environment	<ol style="list-style-type: none"> 1. One site identified by MLAs and work underway to work toward creation of first National Park (NP). Further work required for broader assessment of additional potential protected areas which will follow completion of the initial NP site, if desired. Public Consultation completed for National Park Policy. Following appointment of Biodiversity Protections Officer, a review of existing nature reserves and potential new sites has commenced. 2. Scoping of costs and barriers for NP completed. 3. First site selected by MLAs, other options will be briefed following identification. 4. Paper to ExCo by Q3 FY 24/25 seeking approval for policy & management plan for Hill Cove NP. Proposal in draft for new NNR locations. 	On track to complete/deliver	
		Undertake management of Stanley Common	<ol style="list-style-type: none"> 1. Continue ongoing Stanley Common management (operational) 2. Finalise removal of minefield fencing 3. Update of policy for Common related to increasing biodiversity protections (also under biodiversity policy CWNO update) 	Peter Biggs	DPECS	Head of Environment	<ol style="list-style-type: none"> 1. Management ongoing. 2. Complete: All minefield fence removal works completed ahead of schedule. 3. Common management plan update begun. (Delayed pending development decision at York Bay) 	On track to complete/deliver	
11	Collect and analyse data to inform plans for environmental and sustainability outcomes, that will genuinely benefit our ecosystems	Collect, collate and manage data to support environmental and sustainability outcomes through support for research, outreach and education	<ol style="list-style-type: none"> 1. Improve knowledge and draw together data of environmental significance within government 2. Leverage external organisations to make better use of data (or collect data) to support sustainable decision making and environmental management 3. Continue to support research, while promoting and managing research to maximise positive outcomes for the Falkland Islands and its natural environment. Achieved through ESB projects. 4. Campaigns to improve environmental awareness and action within community (including water saving and invasive species) - water saving campaign 	Peter Biggs	DPECS	Head of Environment	<ol style="list-style-type: none"> 1. Ongoing. 2. Ongoing. 3. ESB projects awarded again in 2024/25 with support for diverse projects across multiple sectors of the community (25 projects). Reports received for successful project completion for 2023/24. 4. Energy saving campaign was run in Q2 FY 2022/23, water saving campaign was run in Q3 & Q4 22/23. Environment Day outreach event to promote action on pollution and tussac planting on Common run in Q4 22/23. Environment Dept engagement with the schools. Tussock planting days with the community. Public cleanup days hosed regularly. 	Complete with ongoing delivery	
12	Work with our community on education and outreach programmes to improve environmental awareness and encourage affirmative action			Peter Biggs	DPECS	Head of Environment			
Sustained Economic Development for the Islands									
		Address private sector challenges and barriers to becoming greener	<ol style="list-style-type: none"> 1. Engage with private sector to understand opportunities (including for environmental businesses) and barriers 2. Develop and promote package of business support with FIDC 	Gavin Short	DPECS	Head of Environment	<ol style="list-style-type: none"> 1. Initial meetings with FIDC and Chamber representatives held in Q1 FY 2022/23. Environment is a regular agenda item on quarterly MLA meetings with the Chamber of Commerce. 2. Ongoing engagement on environmental issues with FIDC. FODC expanded range for environmental grants to include environmental expertise and specialist services. 	Complete with ongoing delivery	

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13 Investigate the opportunities and challenges in becoming a greener economy, including added value for exports and sustainable innovations	Continue to support industry in attaining environmentally sustainable accreditation for key exports to ensure access to markets and price premium	<ol style="list-style-type: none"> 1. MSC for Toothfish - annual review 2. Achieve MSC for Loligo 3. Identify at market FI Illex using safety & crew welfare 4. 80% of FI wool clip RWS certified - 2023/24 shearing season 5. Recognise that adding value goes beyond the product itself but the way the Falklands runs itself and its values, we need to define this and live by it as a collective body 	Teslyn Barkman	DNR	DNR	<ol style="list-style-type: none"> 1. MSC for toothfish annual review completed. 5 year site visit and audit took place mid 2023. Audit passed. 2. Assessment conducted for loligo fisheries by Sustainable Fisheries Partnership driven by the marketing companies in the loligo fisheries (similar to MSC accreditation). MSC itself for Loligo has been deemed unfeasible. Improvements to Data Management report sharing/access in response to results of review. 3. There has been a lot of publicity around the work in the Falkland Islands illex fisheries around crew welfare and safety. Providing support for industry implementation seeking new markets in Europe using this information. Small quantities of Illex being brought to European markets, utilizing new business arrangements. 4. Completed. Over 50% of farms have been certified thus far. Price premiums are not as high as previous, however consumer preference for wool from sustainable sources means RWS will remain critical for maintaining a competitive export product. At ~70% for wool clip. Successfully audited. Workshops organised on East and West to maintain interest in scheme. However, some farms have dropped out of the programme, but DOA continues to provide support and information on why this is a key accreditation. Farm Improvement Programme can now be utilised for 100% of RWS scheme costs. 5. Ongoing. 	On track to complete/deliver	
	Review Economic Development Strategy	<ol style="list-style-type: none"> 1. Scope review of EDS, including consideration of combining EDS, RDS and TDS 2. Engage & consult 3. Publish & implement 	Gavin Short	DPECS	Economist	<ol style="list-style-type: none"> 1. Scoping underway following appointment of new Policy Advisor. 2. Public Consultation live during May-Jun 25 with Public Sessions held in Stanley and Camp. 3. Final Draft anticipated Q1 FY25-26. 	On track to complete/deliver	
	Increase containerisation with SAAS	<ol style="list-style-type: none"> 1. Raise the profile of SAAS by including them within procurement processes 2. Consider SAAS as a go to supplier for shipping services 	Mark Pollard	DDCS	DDCS	<ol style="list-style-type: none"> 1. The change in procurement requests means that FIG now arranges shipping from UK ports which will lead to an increase of shipping through SAAS. 2. Containerisation with SAAS has increased as a result of ITQ-B and the increase in transshipping. 3. Port Project accounting for larger size of container vessels in design specifications. 	Complete with ongoing delivery	
	Implement Green Innovation Fund	<ol style="list-style-type: none"> 1. Use budget round for 22-23 to generate fund for environmental projects 	Peter Biggs	DPECS	Head of Environment	<ol style="list-style-type: none"> 1. Funds approved for FY 24/25 to support additional work within environment department and additional community projects. 	Complete with ongoing delivery	

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14	Continue to cement our position as a Gateway to the Antarctic by building relationships with partners and developing our offer	Continue to pursue projects that facilitate Antarctic tourism, science and logistics.	<ol style="list-style-type: none"> Regular contact maintained with BAS, IAATO & other polar institutes FIG advises SAERI on development of a business case for the Science Facility Develop proposals for other Gateway projects 	Mark Pollard	DPECS/DDCS	DDCS	<ol style="list-style-type: none"> Ongoing, have continued conversations with BAS Logistics about a biosecure storage facility and a site has been identified in Stanley. BAS to decide whether to proceed, timing TBD. Initiated conversations with MOD and BAS about use of Mare Harbour for fuelling and logistics. Quarterly IAATO meetings. Advising SAERI on plans to complete business case for a science facility -- focused on attracting private donors. Delayed from original timeframe in early FY 2022/23 due to change in scope. Ongoing conversations with IAATO regarding interests of members and future of the cruise industry. Development to facilitate passenger exchanges has been identified as a key area of interest by IAATO, FITB and tourism sector stakeholders. 	On track to complete/deliver	
15	Support the long-term continuation of international commercial flights	Support international commercial flights	<ol style="list-style-type: none"> Agree resumption dates for international commercial flight routes Plan & implement re-launch of both routes 	Mark Pollard	DDCS	DDCS	<ol style="list-style-type: none"> Santiago flight relaunched in July 2022 and running at high capacity. Government of Argentina withdrew overflight permissions for Sao Paulo in January 2023. Since this time FIG has continued conversations with LATAM, including in-person meetings in June 2023 and July 2024, and rerun the flight viability assessment exercise. Commercial discussions have taken place. Following new cooperation agreement between UK & Argentina, discussions regarding the resumption of the Sao Paulo-MPC flight were conducted. However, the limiting factor now is the unavailability of viable aircraft to establish this route. 	Significant delays/very unlikely to deliver	
16	Review the tourism development strategy and improve local facilities to support the sector	Improve facilities available for the Tourism sector	<ol style="list-style-type: none"> Initial review with FITB of scope for luxury/eco lodge (then determine next steps) Develop and implement solution to improve Jetty Centre pontoons (DCS lead) Keep accommodation and tourism facilities under review 	Gavin Short	DPECS	Head of Policy/DDCS	<ol style="list-style-type: none"> Initial review complete, no further FIG action at this time. Public Jetty Upgrades completed on-time & underbudget. Supporting FITB as needed. Environment has upgraded platforms and infrastructure at Gypsy Cove and York Bay, and worked with FITB to improve signage. 	On track to complete/deliver	
		Review Tourism Development Strategy	<ol style="list-style-type: none"> Scope combined review of TDS with EDS & RDS (incorporating environmental impacts and opportunities of green tourism) Engage & consult Publish & implement 	Gavin Short	DPECS	Head of Policy	<ol style="list-style-type: none"> Due to capacity issues in the Policy Department, FITB took the lead on development of a strategy rather than waiting for development of a government-led strategy. The draft strategy was informed by meetings with operators the tourism sector as well as a public survey regarding the vision for the sector. However, FITA objected to the approach taken and a further period of consultation was undertaken following which comments were received and incorporated. The draft strategy was submitted to ExCo, but deferred with MLAs requesting a workshop with key stakeholders. As early consultation has already begun on a refreshed EDS, the Tourism Sector will be included as part of the wider EDS. 	Delayed completion/delivery	
		Continue to embed FIG procurement improvements to reduce barriers for local engagement in FIG procurement opportunities	<ol style="list-style-type: none"> Complete FIG rollout of e-procurement system to increase transparency of opportunities Complete Local Policy Statement setting out how FIG supports Local Content in its procurement Continue regular engagement with local businesses (training, workshop sessions etc) 	Mark Pollard	DDCS	Head of Procurement	<ol style="list-style-type: none"> Complete and launched. Financial instructions to be amended to mandate use of system for certain transactions in 2024. Local Procurement Policy Statement was published in May 2022. Ongoing. 	On track to complete/deliver	
		Complete review of FIDC	<ol style="list-style-type: none"> Undertake review - next steps to be determined based on outcome 	Gavin Short	DPECS	Head of Policy	<ol style="list-style-type: none"> Review completed and recommendations approved by ExCo in Q3 FY 2022/23. Implementation Plan submitted by FIDC Q4 FY 2022/23. 	On track to complete/deliver	

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nds	procurement, including increasing the transparency of opportunities	Encourage and support business opportunities for food security	1. Identify potential food security risks 2. Identify potential local business opportunities to address risks (with DNR and FIDC)	Teslyn Barkman	DPECS/DDCS	Head of Policy/Deputy DDCS	1. Potential impact of port project on Stanley Growers identified as a risk to food security. Government completed purchase of the business in September. Business review completed. Food security risks and local business opportunities poly project awaiting prioritisation from members. 2. Future options for SGL will come to ExCo in Q1 25/26. This will be subject to various matters, not least of which is how these changes will be funded. While this addresses one specific food security issue, there may be need for additional work to address other threats to food security.		

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Sustained Economic Development for the Islands	18	Support improvements to banking services and promote e-commerce	Improve to Banking Services and promote of E-Commerce in the Islands	1. Introduce card payment machine in Treasury 2. Liaise with SCB over introduction of their e-banking offer 3. Provide FIG website interface to mirror SCB e-banking form	Roger Spink	FS	Head of Finance	1. Complete. 2. FIG Treasury registered for IBAN, and IBAN is now in place through SCB. 3. Requires revamp of FIG Websites and 3rd party API. However, current lack of IT capacity for this project means it is low priority.		
	19	Continue to ensure the sustainable management of our fisheries through increasing market access and improving regional controls	Ensure sustainable management of the fisheries	1. Finfish Review 2. Illex ITQ Considerations 3 Replacement of Patrol Vessel	Teslyn Barkman	DNR	DNR	1. A detailed review of the finfish management system has been completed and been consulted on. Now considering feedback received to determine whether to implement recommended changes or a variation on those recommended changes. Implemented more control over the temporal and spatial management over the finfish fisheries. Data has shown that implemented controls are working. Expansion of compliance observers into finfish industry to further ensure accuracy of industry compliance data. License types for finfish under review with a view to potential combining the three distinct licenses. A Management plan for each finfish species is in development with a working group established. 2. Joint FIG-Industry project for economic review of illex fishery to inform industry of viability of moving into ITQ B and to inform FIG of viability to collect liense fees. Economic review complete, which will help inform the transition of Illex into ITQB. Now awaiting feedback from illex industry to inform recommendations. 3. Completed. FIG accepted delivery of FPV Lillibet.		
			1. Ongoing Fisheries Management	Teslyn Barkman	DNR	Fisheries Manager/DNR	1. ITQ fisheries - catch entitlement established for FY 2024/25. Illex license allocation completed for Q2 FY 2024/25 and management/conservation decisions are being made as required. Action plan based on companies' 2023 reports submitted. Largely successful.			
			1. Honouring the Accord by implementing the Action Plan - both at a company level and FIFCA level	Teslyn Barkman	DNR	DNR	1. Agreed between MLAs and DNR that the first overarching FIG FIFCA Accord report will be presented in Q4 FY 2024/25 when 2 years of data available. Overarching FIG FIFCA Accord routine review and actions under review. Two years of data now avaiable and under analysis, ExCo paper targetting July 2025.			
			1. Data sharing - by scientific groups (non political) 2. Carry out stock assessments & implement conservation measures (where possible) 3. Collaborative sustainable management of straddling stocks (maybe via RFMO) 4. Joint work on IUU fishing in SW Atlantic	Teslyn Barkman	DNR	DNR	1. Meeting in Chile in Q2 FY 2022/23 on Illex management occurred and ongoing work to establish process to assess illex stocks in the SW Atlantic using commercial data. Meeting held in Bangkok in Q2 FY 24/25. 2. Stock assessments carried out regularly and conservation recommendations made to Fisheries Management. 3. Ongoing work with DEFRA and UKG to ensure the situation in SW Atlantic remains high on the international agenda. 4. Ongoing work with international organisations to monitor and act as necessary.			

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20	Support agricultural innovation through the Responsible Wool Standard, funding a new wool warehouse and reviewing rural development policies and practices	Construct wool warehouse	1. Provide funding and business support to ensure the construction of a wool warehouse 2. Ensure successful outsourcing of management of wool warehouse	Teslyn Barkman	DNR	FIDC	1. Warehouse structure itself completed, but issues with watertightness have become apparent since construction. Road and power still to be connected. 2. Completed. Wool Cooperative.	Yellow	
		Implement Responsible Wool Standards (RWS)	1. Develop and implement RWS for FI wool producers 2. Establish internal audit function 3. Establish biz support function 4. Encourage all wool producers to join	Teslyn Barkman	DNR	Head of Agriculture	1. Complete. 2. Complete. 3. Ongoing since FY 2021/22. 4. Ongoing since FY 2021/22. In Q2 2025 FIP was changed to allow 100% claims for RWS certification costs.	Blue	
		Maintain National Stud Flock	1. Deliver the outsourcing of the operational management of Saladero and the NSF 2. Establish a new NSF committee 3. Review and implement Breeding Objectives 4. Provide additional genetic material to FI sheep breeders annually (Ram Sale)	Teslyn Barkman	DNR	Head of Agriculture	1. Complete. Contract signed in Q1 FY 2022/23. 2. Committee established and have held two livestock classing days. 3. Ongoing. 4. Ongoing annually, as well as AI programme.	Blue	
		Conduct review of FIMCO	1. Establish clear ToR across all tasks as set out below 2. Outsource review of FIMCo operational efficiencies & provide recommendations for improvement 3. Review current farming systems to align with FIMCo's logistical requirements 4. Review current domestic and international marketing strategies & provide recommendations/action plan **contract the one external consultant for all milestones 5. Consider where changes can be made to farming systems to reduce wastage	Teslyn Barkman	DNR	DNR	1. - 5. FIDC completed review of FIMCO, and as a result a number of changes to the business structure have been implemented. DNR + DDCS now on the board and no producers (outside of FLH) remain on the board. New set of financial and operational reporting structures in place. Further work being done on agricultural industries ability to provide animals with forward contracts for provision of animals in discussion. FIMCO now BRC accredited.	Blue	
21	Progress extractive industries in an environmentally conscious way	Complete prerequisites for commercial transaction for Sea Lion project	1. Deliver conditions precedent to allow efficient completion of Harbour/Rockhopper/Navitas commercial transaction within Q3 2022 including due diligence on financial and legal matters to confirm that risks to FIG are satisfactory	Teslyn Barkman	DNR	DNR	1. Completed in Q1 FY 2022/23.	Blue	
		Put in place legislative priorities for Sea Lion project - Offshore Minerals Ordinance	1. Deliver the environmental provisions of the Offshore Minerals Ordinance project 2. Deliver the safety and licensing provisions of the Offshore Minerals Ordinance project	Teslyn Barkman	DNR	DNR	1&2. Offshore Petroleum Safety & Environment Ordinance drafted and under external review. Major Hazards drafting instructions work commenced. Licensing elements will be considered in the next stage.	Yellow	
		Put in place legislative priorities for Sea Lion project - Other Ordinance	Deliver other legislative requirements to allow Sea Lion to go ahead, specifically revisions, updates or new legislation covering: 1. Conservation of Wildlife & Nature Ordinance 2. Biosecurity legislation 3. Onshore pollution legislation 4. Dangerous Goods Ordinance 5. Tax related legislation - inc Tax Tribunal 6. Changes associated with petroleum valuation	Teslyn Barkman	DNR	Various	1. Refer to progress update for commitment 10. 2. Refer to progress update for commitment 9. Delayed. 3. Refer to progress update for commitment 25. 4. Dangerous Goods Ordinance work assigned to H&S Advisor, sponsored by DESIS 5. Tax Office progressing this work. 6. DMR leading work on petroleum valuation methodology with input from FIGTO and AG. ExCo paper planned for June 2025. Number of maritime ordinances commenced.	Green	
		Undertake project management for Sea Lion project	1. Recruit project management resource with dedicated Sea Lion capacity 2. Clarify detailed Sea Lion delivery plan with Navitas 3. Refresh and revise project planning and update project plan between now and project FID, monitor and report on delivery against programme	Teslyn Barkman	DNR	DNR	1. Full DMR Sea Lion team in place in October 2025. 2&3. Full project plan developed and discussed/updated weekly with Navitas and reported regularly at SOG. FID expected before end of year 2025.	Green	

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21	Commitment 21 Continued	Complete resourcing and recruitment needed for Sea Lion project	<ol style="list-style-type: none"> 1. Recruit new Director 2. Scope and recruit additional capacity to legal, financial and project management posts within DMR 3. Review and update Sea Lion Capacity & Resources estimates from 2019 4. Ensure appropriate budget provision 	Teslyn Barkman	CE	CE	<ol style="list-style-type: none"> 1. Minerals Directorate combined with Natural Resources, removing need for additional director. An offer has been made for new Director Natural Resources, following current DNR's appointment to CE role. 2. Team of 6 now in place, including the appointment of a Project Director, this team is supported by a wide team of expertise overseas. 3.-4. Complete - \$1.8 million from Sea Lion license to pay for DMR resources over next 2-3 years. New acreage fees and license renewals agreed. 	On track to complete/deliver	
		Progress work related to non-oil mineral resources	<ol style="list-style-type: none"> 1. Enact Mining Regulations 2022 to introduce regulations for prospecting and exploration for gold and other economic minerals 2. Commence licensing round and enable licence applications 3. Present recommendations to Exco for licence awards 4. Monitor and regulate activity as required 	Teslyn Barkman	DNR	DNR	<ol style="list-style-type: none"> 1. Complete. 2. Complete. 3. Complete for first application round. 4. Ongoing. 5. Draft Policy Paper produced on establishing a royalty regime for gold. 	Complete/delivered	
			<ol style="list-style-type: none"> 1. Finalise policy on common minerals and seek Exco approval. 2. Draft associated regulations 3. Implement regulations 4. Licence, monitor and regulate activity as required 	Teslyn Barkman	DNR	DNR	<ol style="list-style-type: none"> 1-3. Minerals Officer appointed, and has a programme in place to deliver onshore minerals policy/regulations. Likely to be 3-5 year project. 4. New Minerals Officer has identified existing licence requirements and set up monitoring system 	On track to complete/deliver	
Infrastructure, Transport and Communications									
22	Continue to make improvements to domestic transport services and critical Islands infrastructure	Continue improvements to Camp, Stanley and MPA Roads	<ol style="list-style-type: none"> 1. Continue with the surfacing of the MPA road 2. Continue improvement of the rural road network 3. Continue improvement of the Stanley road network 	Peter Biggs	DPW	DPW	<ol style="list-style-type: none"> 1. Ongoing as per schedule. Asphalting completed from MPC to Stanley. Hard shoulder complete Jun 25. White-lining scheduled Sep-Oct 25. 2. Ongoing - grading and capping on East and West settlements. Completed 24/25 programme, including North Camp improvements, and construction of Doyle Road. 25/26 programme to be submitted for approval in July 25. 3. Ongoing - Ross Road works completed May 25. Programme for 25/26 in draft to be finalised on approval of capital programme. 	On track to complete/deliver	
		Secure agreement for ongoing delivery of Ferry & Coastal Shipping Service	<ol style="list-style-type: none"> 1. Review previous work & contracting model assessments and assess future delivery models (pros/cons, estimated costs incl additional vessel option) 2. Report to Exco to secure agreement on specification of requirements for procurement 3. Procurement for service post 2025 expiry of charter 	Mark Pollard	DDCS	DDCS	<ol style="list-style-type: none"> 1. User group established and public consultation carried out. Analysis of history of island shipping complete. Exploration of charter arrangements and ownership models in conjunction with UK Maritime lawyers to be presented to ExCo August 2024. 2. Specifications defined and EOIs returned to DCS Jun 2024 to be included in August ExCo paper. 3. Procurement to follow review of EOI's and ExCo decisions via public tender. Current charter party with WSL renewed up to 30 March 2026. <p>Work currently on-hold, will be picked up in March '25 Preferred partner has been identified and publicly advertised.</p>	On track to complete/deliver	
		Continue FIGAS Improvements	<ol style="list-style-type: none"> 1. Business Case for Replacement Programme to be developed for presentation at 2023-24 Capital bid process 2. Annual update of FIGAS Development & Improvement Plan, including ongoing 10 year capital improvement programme 3. Completion of capital improvement projects as per programme. Undertake review of FIGAS governance 	Mark Pollard	DDCS	GM FIGAS	<ol style="list-style-type: none"> 1. Business case updated on ongoing basis to meet current needs. Replacement Programme going to Dec 2023 ExCo. Rolling fleet replacement approved by ExCo March 2024. 2. Completed for FY 2024/25 and will be updated for FY 2025/26. 3. Completed per programme. 	On track to complete/deliver	

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Not started

PUBLIC VERSION

Islands Plan Commitment			Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
			Continue ramps & jetties project	1. Complete the feasibility and design for each of the 13 locations 2. Tender works on a location by location basis 3. Complete works for each location	Peter Biggs	DPW	PWD Design Engineer	1. Works behind programme, but now proceeding with new design engineer in post. Three designs completed. Other work is progressing. ExCo noted inquires but no additional funds allocated currently. 2. Sea Lion works completed May 25 and Lively Islands works commenced and due for completion June 25. 3. ExCo approved in May 2023. Revised programme still to be agreed. Design Engineer in post since June 24, and prioritising ramps and jetties work.		

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	Significant delays/very unlikely to deliver
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Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
23	Complete the design and construction of the new port	Complete design and build of new port facility	<ol style="list-style-type: none"> 1. Commission and supervise Port managing agent to complete identified remedial works and ensure 5-year operational viability 2. Run tender process for new port facility in the location of FIPASS and present preferred option to ExCo for approval 3. With ExCo approval, formally contract for new port facility delivery 	Mark Pollard	DDCS	Port Senior Project Manager	<p>Decision was taken to not proceed with Phase 2 of BAM design. A recommended option for next steps presented to ExCo in Q3 FY 2022/23.</p> <ol style="list-style-type: none"> 1. Port managing agent Atlink in place with a remedial works programme. 2. Pre-contract negotiations ongoing with new contractors for marine side works . 3. Pre-contract negotiations ongoing with contractors for delivery of land side works <p>ExCo, in May 25, approved in principle that FIG enter into contracts for the fabrication, delivery and installation of a new facility to replace the existing Falklands Interim Port and Storage Solution (FIPASS), and the decommissioning of the existing facility. Also included contract for new access road and causeway.</p>	Yellow	
24	Develop and implement infrastructure plans for key utilities, including renewable energy, power supply, water and sewage	Implement new sources of power generation	<ol style="list-style-type: none"> 1. Complete new power station 2. Get approval for new Renewable Energy Strategy 	Peter Biggs	DPW	Power Station Manager	<ol style="list-style-type: none"> 1. Concept design completed. Detailed design works and procurement of power generation commenced. Targeting projet completion early 2028. 2. Draft Energy Strategy completed in collaboration with Environment and approved by ExCo in December 2023. Final Energy Strategy paper going to ExCo for approval by Q3 FY24/25. Sand Bay phase 3 and Mare Harbour phase 2 approved and project works coommenced. Estimated completion Q2 FY 2026/27. 	Green	
		Develop long-term plan for the water supply	<ol style="list-style-type: none"> 1. Additional treatment stream to be added to the facility 2. Development of Water Asset Management Plan - detailing the three process streams, collection, treatment and network delivery 	Peter Biggs	DPW	Water Supervisor	<ol style="list-style-type: none"> 1. To allow works to be completed prioritization of storage is required. Sapper Hill additional storage tanks are completed. Materials ordered for pipework connections. Works to complete Jan 26. Design commencing on new treatment stream. 2. Water Asset Management Plan has been commenced. Draft targeted for Dec 25. 	Yellow	
		Develop long-term plan for sewage infrastructure	<ol style="list-style-type: none"> 1. Completion of condition and performance survey of the existing foul water network 2. Develop foul water management plan 3. Implementation of management plan 	Peter Biggs	DPW	DPW	<ol style="list-style-type: none"> 1. Completed. 2. Task order for intial works raised with Rambol Nov 24. Expected budget submission delayed due to resources. Proposals to be prepared by Dec 25. 3. No update at this time. 	Red	
		Enable and increase use of renewable energy and energy conservation throughout Stanley and Camp	<ol style="list-style-type: none"> 1. Delivery of renewable energy solution for Fox Bay East 2. Development of Renewable Energy Strategy 	Peter Biggs	DPW/DDCS	DPW/DDCS	<ol style="list-style-type: none"> 1. Solution has been designed by eLink, preferred partner. Currently the cost of the proposal is significantly over-budget. Fox Bay Renewable project was removed from ExCo forward plan and moved to be addressed through the 25/26 Budget Process. Due to the Budget delay, it's place within the next budget cannot be confirmed at this time. . 2. Draft Energy Strategy completed in collaboration with Environment and approved by ExCo in December 2023. Sand Bay phase 3 and Mare Harbour phase 2 approved and project works coommenced. Estimated completion Dec 2027. 	Yellow	
	Undertake asset improvement and asset management to support maintenance, long term planning and better use of FIG assets	<ol style="list-style-type: none"> 1. Completion of the Asset Management Plan 2. Ongoing delivery of maintenance and upgrade of FIG assets 	Peter Biggs	DPW	DPW	<ol style="list-style-type: none"> 1. Asset Management Survey complete and was issued to MLAs in May 2023. This has been incorporated into the current 5-year rolling plan. 2. Ongoing. 	Green		

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Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
ions	25	Continue to improve pollution control, waste management and viable recycling practices	Improve waste management & viable recycling practices 1. Collection and recycling of glass 2. Collection and recycling of mixed metal cans(MMC) 3. Deliver recycling options for glass and MMO to Camp 4. Delivery of new Waste Management Facility 5. Identification of additional waste stream solutions	Peter Biggs	DPW	DPW	1. Complete. 2. Complete. 3. Complete. 4. Option for incinerator approved by MLAs and an order has been placed. Forecast completion by Dec 26. 5. Works commenced with FIG Env team, PWD, and MOD on additional waste stream solutions.		
			Improve pollution prevention and control policy 1. Scope pollution prevention and control policy 2. Identify appropriate policy instruments for control 3. update policy and associated instruments (e.g. legislation), as appropriate	Peter Biggs	DPECS	Head of Environment	1. Scoping work carried out with in-kind support from U.S. state government pollution professional. 2. Draft policy complete and ExCo approval gained for consultation. Consultation completed. 3. Consultation findings used to update pollution and control policy. Paper is under re-draft to return to ExCo (after the first paper was returned for redraft in Feb 25.) Targetted completion prior to the end of the current Assembly.		

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Infrastructure, Transport and Communicat	26 Progress a comprehensive management, maintenance and development programme for all government assets, including health and education estates	Continue residential, commercial, industrial and recreational land availability	<ol style="list-style-type: none"> Undertake annual "health check" reviews of Development Plan Prepare evidence base for formal review of Development Plan 2026-27 Preparation of report on ToR for Development Plan review Exco agreement on ToR & proposals for Development Plan review Programme for comprehensive update of Building Regulations 	Mark Pollard	DDCS	Head of Planning & Building	<ol style="list-style-type: none"> Development plan laid before ExCo in November 2024 and accepted Work in progress, also following ExCo Review work will be undertaken to make the Development Plan more fit for purpose Will be completed in 2nd half 24/25 Will be completed in 2nd half 24/25 Closed 	On track to complete/deliver	
		Complete asset management plan for FIG offices/assets	<ol style="list-style-type: none"> Completion of the Asset Management Plan Ongoing delivery of maintenance and upgrade of FIG assets 	Peter Biggs	DPW	DPW	<ol style="list-style-type: none"> Asset Management Survey complete and was issued to MLAs in May 2023. This has been incorporated into the current 5-year rolling plan. Additional refurbishment to ex-synergy building and Hillside House to provide additional office facilities. Ongoing. 	Delayed completion/delivery	
			<ol style="list-style-type: none"> Complete demographic modelling to understand future needs for Stanley House Assess capacity versus demographic need to determine whether work is needed. 	Leona Roberts	DoE	DoE	<ol style="list-style-type: none"> Complete. No extra capacity needed at Stanley House for foreseeable future. 	Complete/delivered	
			<ol style="list-style-type: none"> Complete demographic modelling to understand future needs for IJS. IJS new build to be added to 10 year capital programme with PWD and Treasury agreement submitted as part of FY 2023/24. Timing for construction TBC 	Leona Roberts	DoE	DoE	<ol style="list-style-type: none"> Completed. Completed. Construction scheduled to begin within life-span of 10 year capital plan. 	Complete/delivered	
			<ol style="list-style-type: none"> Procure firm to plan optimisation of FICS. Submit request for funding for recommended works. Works to proceed according to schedule developed based on recommended works. 	Leona Roberts	DoE	DoE	<ol style="list-style-type: none"> Contract awarded for optimisation plan. Accepted into 25/26 Capital Budget, pending ExCo approval of budget. If approval is given, works to start in December 2025, and to follow a 3-year programme. TBC based on completion of step 2 	On track to complete/deliver	
			<ol style="list-style-type: none"> Traffic improvement around Education Estates to be considered at Transport Advisory Committee Clear timeline secured for each action identified 	Leona Roberts	DoE/DPW	DoE/DPW	<ol style="list-style-type: none"> Completed. PWD have commissioned highways engineers to propose road safety improvements in vicinity of FICS and IJS. Draft report received, and PWD highways engineer is currently reviewing and costing proposed solutions. Delivery of solutions to commence Aug 25. 	On track to complete/deliver	Director Lead amended to include DPW.

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		Progress work on Health Estates	<ol style="list-style-type: none"> 1. Identify preferred option for the healthcare facilities 2. Planning of work re-visited as necessary to consider new information or changes in direction 3. Clear project management arrangement put in place 4. Goals and outcomes of redevelopment clearly defined 5. Include staff and funding provision for estates maintenance 	John Birmingham	DHSS	Project Manager	<p>1. Project Manager in place.</p> <p>2. ExCo have approved the survey and replacement of the KEMH roof, as well as approving the development of a master plan for the redevelopment of the existing health estates. Roof survey completed Nov 2024, with report and recommendations to follow. Tender pack for roof replacement in draft. Master planning exercise in draft, with detailed costings received from Rambol. Maternity suite works commence June 25 and Secure psychiatric in-patient unit to follow.</p> <p>3. Draft of new governance arrangements discussed by officers, to be agreed and form part of management structure for new Project Manager. Project board in place, to follow standard FIG structure for project management.</p> <p>4. Service delivery review will commence with new project manager in 2025. This will inform the master plan for estates redevelopment.</p> <p>5. Headcount and operational budget improved for KEMH estate.</p> <p>ExCo Papers in April approved funding for upgrades to the KEMH Lab, and approved funding for offsite storage. Offsite Storage now at the detailed design stage with a prospective site selected. Lab works and ED flow works scheduled for Dec 2024 to round off phase 1 of Estates review. A quote for a detailed survey of KEMH water distribution system has been accepted.</p>	Yellow	
27	Assess and agree a future model for heritage asset management	Assess and agree future model for heritage asset management	<ol style="list-style-type: none"> 1. Present to MLAs options for future heritage asset management, including responsibility for prioritisation of maintenance works & complete report (with support from DPED) 2. Secure Exco approval for proposals for future heritage asset management 	Mark Pollard	DDCS	Head of Planning & Building/DPED	<ol style="list-style-type: none"> 1. FIG have paid for the tin and will pay for labour to re-tin the Fox Bay Mill Very little engagement on any other project that Dep DCS is aware of FIMNT are hoping to re-engage in Winter 2025 2. Completed. 	Yellow	
28	Support the delivery of the new national sports facility	Support the delivery of a new sports facility	<ol style="list-style-type: none"> 1. Work with the Client (National Sports Council) to ensure they deliver to time and programme 2. Ensure profiling of costs is in place, so we can check financial delivery, and aid with financial support as necessary 3. Ensure early insight of risks including overspend 	Mark Pollard	DDCS	DDCS	<ol style="list-style-type: none"> 1. Ongoing. 2. Ongoing - financial support agreed and servicing/auxiliary works provided. 3. Ongoing. <p>ExCo approved additional funds early 2024.</p>	Red	

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29	Enable an increased range of housing and availability	Accommodation Availability - Bank Mortgages/Grants etc (Town and Camp)	<ol style="list-style-type: none"> Determine nature and scale of issue and priority relative to other matters Discuss options with SCB Present Exco paper with recommendations Complete arrangements and implement 	Roger Spink	FS	FS	<ol style="list-style-type: none"> The Housing Strategy Development Group has identified several specific issues that impact ability to get a mortgage (e.g., irregular income streams, demonstrating income paid abroad). Ongoing discussions with SCB which will inform options. ExCo approved changes to Joint General Mortgage Scheme, to increase the mortgage cap, make adjustments to the debt-service ratio calculation, and remove earnings cap. Updated Joint General Mortgage Scheme rolled out Aug 2024. 		
30	Undertake detailed, data-driven work to assess and improve whole-island communications requirements for the future	Develop FIG requirements for new Telecoms licence informed by new technology landscape	<ol style="list-style-type: none"> Secure agreement with Sure on broadband provision for FI after current Sure satellite provision contract expires December 2022 Assess new technology landscape and future telecoms provision options & produce report with options for FIG Agree procurement plans for new telecoms provision Exco agree FIG requirements for new telecoms provision 	Mark Pollard	DDCS	DDCS	<ol style="list-style-type: none"> Completed Currently underway Currently underway with external consultants CMD report received. ExCo paper June 25 with procurement plans. 		
		Continue maintenance of radio network and agree future plans for provision of radio comms	<ol style="list-style-type: none"> Secure ongoing contractual arrangements for maintenance of radio network Review new technology landscape & options for future provision of effective radio communications Prepare options report for future provision of radio communications Secure Exco approval for future provision of radio communications 	Mark Pollard	DDCS	DDCS	<ol style="list-style-type: none"> Completed Workshop planned for Q1/2 2025 No update at this time No update at this time 		
		Review effectiveness of Regulator Role	<ol style="list-style-type: none"> Report to Executive Council to agree Terms of Reference and resources for Review including: (1) Legislative framework; (2) Regulator's Role and performance; (3) Regulatory and Enforcement Powers; (4) Exclusive Licence performance; (5) Exclusive licence renewal; (6) Universal service provision; (7) 999 arrangements Determine Government priorities Consultation and continuing dialogue with community, businesses, MPA etc. regarding needs and aspirations and managing expectations about what is achievable Consider policy options to enhance 'Digital Inclusion' Instruct consultants to advise on (1) options to enhance provision and (2) to support consultations 	Roger Spink	AG	Head of Legal Services	<ol style="list-style-type: none"> Following an extended period of the AG stepping into Regulator role, a regulator was appointed in Q2 FY 24/25. Review of the regulator role will now be incorporated into the wider telecoms consultancy delivered by Cambridge MC. - 5. No update at this time. FIG awaiting Cambridge MC report. 		

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Health, Wellbeing and Social Care									
31	Continue to improve and deliver community support services for vulnerable individuals in our community, including opening the Tussac House facility	Develop long term sustainable plan for the vulnerable individuals within the community (Life of the Individual)	<ol style="list-style-type: none"> Long-term political direction for model of care support including how it is funded needed on a sustainable footing Staffing and resource implications will require thorough planning and agreement in advance. Realistic budgetary considerations must include Agency Staff if not available locally Supporting policies and governance for model agreed will need to be developed Overarching theme of maintaining and supporting independence should be guiding principle Operational models agreed and refined Set the conditions for local skills to be developed to support future employment opportunities within health and social care 	John Birmingham	DHSS	CST Manager	<ol style="list-style-type: none"> ExCo paper regarding Tussac House operational model was approved in draft by ExCo in Q3 FY 2022/23, additional costings approved. Operational budget for Tussac House approved, as is charging policy. Assessment process in place, standard of care approved by ExCo in Dec 2023. Eligibility criteria approved by ExCo and in place. Staffing model agreed in line with draft operational model. 9.5 FTE post established. MLA's have approved additional staffing request. Sufficient staffing in place for opening of Tussac House. Reliance on agency backfill has decreased. Standards of care document agreed. Assessment of Adults with Care and Support Needs Policy approved by Safeguarding Adults Board. Most critical policies developed, approved, and in place. Operational and supporting policies in place for opening. Ongoing. Assessment Document is a person-centred outcomes based approach that will focus on supporting individuals' independence in the community as far as possible. See #1. Operational budget to be reviewed 6 months after opening of Tussac House. Ongoing. Majority of staff have received the C-safe, locally developed, course. An adapted version of the UK Care Certificate has been developed for the Falklands context and is now in use, with care staff undertaking modules. <p>DHSS given keys to Tussac House 10 Dec, move-in of residents commenced Jan 2025. Official opening March 25. Review scheduled for Aug 25.</p>		
		Enable community care and support services		John Birmingham	DHSS	CST Manager			
		Deliver Tussac House Vulnerable Persons Unit		John Birmingham	DHSS	CST Manager			
		Further enhance safeguarding (Children & Vulnerable Adults)	<ol style="list-style-type: none"> Safeguarding boards cemented into our legislation - Adult safeguarding board to be fully established alongside the existing Children's Safeguarding Board Highlight Island-wide importance of safeguarding Training and up-skilling across all departments essential to promote this message 	John Birmingham	DHSS	Head of Social Services	<ol style="list-style-type: none"> Complete. Complete. Ongoing training delivery has become business as usual. 		
		Deliver a new and suitable Electronic Patient Record System	<ol style="list-style-type: none"> Identify approach for replacing record system (all in one solution vs. multiple solutions for dental & pharmacy which connect with central EPR) Research the market providers to ensure tender is advertised appropriately Secure funding through ExCo Create appropriate specifications to be included in tender Resource department with a project manager, preferably with clinical experience Data migration successfully occurs and is tested Adequate training delivered to H&SS staff Go-live date identified Support package include implementation, snagging and on-going support agreed 	John Birmingham	DHSS	Hospital Manager / EPR Project Manager	<ol style="list-style-type: none"> Complete. Engaged widely with market. Approx. 40 suppliers reviewed tender. Phase 1 funding secured. Completed with assistance of business analyst. -9. To follow as part of Phase 2. <p>Unsuccessful Tender closed May 2024. Tender process demonstrated that a server based system is not viable. Hospital trialing LEO since April 25. LEO connectivity has allowed DHSS to enter discussion with incumbent providers regarding upgrading the current patient record system to latest version.</p>		

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Health, Wellbeing and Social Care	32 Explore innovative ways to provide healthcare across the Islands	Enhance clinical connectivity and remote services, potentially to include Telemedicine - Virtual Medical Appointments/Virtual Triage within our boundaries of care	<ol style="list-style-type: none"> 1. Identify which specialist consultants can/will support telemedicine, recognising consideration of medical indemnity concerns, additional indemnity costs, and a clear understanding of who "own" responsibility for poor outcomes in the event of legal actions raised (e.g., problems of across border working) 2. Consider technical aspects of telemedicine are fit for purpose through liaison with Sure and IT 3. Inform public and users of services 	John Birmingham	DHSS	CMO	<ol style="list-style-type: none"> 1. Some basic telemedicine already supported through remote consultations with doctors in the UK and will continue. Remote orthodontic service contract live from Q1 FY 2023/24. 2. Level of technology required will depend on future opportunities identified. Opportunities limited by bandwidth access. 3. Remote consultations currently done on an ad hoc basis. Will inform public as/when more standard services are made available. Information about new orthodontics service was publicized via press release. 	On track to complete/deliver	
		Continue specialists visits	<ol style="list-style-type: none"> 1. Continue to maintain and enhance relationships with existing providers 2. Review provision of current specialities and consider changing needs, this may include switching some visits to telemedicine 3. Review of remuneration offered for service 	John Birmingham	DHSS	CMO	<ol style="list-style-type: none"> 1. Ongoing. Strengthened relationship with British hospital in Uruguay via visit hosted in Nov 2023. All needs within specialist clinician router are currently met. This includes an orthopaedic consultant visit. 2. Ongoing. Specialist visits have occurred as scheduled. More remote consultations have been undertaken since the pandemic, however some specialities are more suited for remote consultation than others. Private option for hip and knee replacement service commenced. Contract with Clinica Alemania under review. 3. Complete. Increased remuneration offer to visiting specialist. 	Complete with ongoing delivery	
		Develop overall health and social services joint strategy	<ol style="list-style-type: none"> 1. Understand the demand for all services, including need for public health advice/services during extreme conditions (e.g., COVID). 2. Assess viability within organic capacity 3. What services are essential but unavailable 4. Seek to grow capacity or have visiting specialists / send overseas (MTO) 5 Forward projection and horizon scanning complete 6. Commit to supporting these areas in demand and resource appropriately 7. Communicate to the community 	John Birmingham	DHSS	CMO/Head of Social Services/Head of Public Health	<ol style="list-style-type: none"> 1-7. A full strategic review is no longer being progressed. Instead a two-fold approach is being taken: <ol style="list-style-type: none"> I. A service planning exercise will be conducted to identify all aspects of the current service delivery and to project what services are already planned for/agreed, and finally to anticipate how service demands will change over the next 10 years/ambitions for the service over this time period. II. Hospital inspection conducted in Nov 2024. Hospital inspection report received and translated into an action plan, which will be monitored on an ongoing basis at HMSC. DHSS Has drafted a strategy for the directorate, which will require review prior to implementation. 	On track to complete/deliver	While a full strategic review is no longer the approach being taken, the agreed new approach of service planning and hospital inspection is on course for delivery.

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32	Commitment 32 Continued	Advance oral health across the Islands	<ol style="list-style-type: none"> 1. Provision of Orthodontics - ExCo paper was reviewed in Feb 22 - initial orthodontic oral screening in place and some overseas students accessing orthodontic treatments at FIG expense already. 2. Dental surgeries being developed, but KEMH redevelopment paper decision needed for further planning of services. 3. Refurbishment of dental department needs to be completed including new equipment. 4. Service will be provided by a visiting specialist (already identified) 5. Upskilling of local staff needed (in progress) 	John Birmingham	DHSS	SDO	<ol style="list-style-type: none"> 1. Orthodontics service commenced in Oct 2023. Fitted over 30 patients braces thus far. Now business as usual. 2. All 3 dental surgeries have been refurbished. However 4 surgeries are required. Lacking capacity in terms of surgery space to efficiently deliver service. Service has been adapted to work within 3 surgeries until redevelopment decisions are agreed. 3. Orthodontic suite complete. 4. Complete. Ongoing. 5. Upskilling of local staff continues. Senior dentist went overseas in 2023 for training. 		
33	Promote healthy lifestyle initiatives to help keep the community physically, emotionally and mentally well	Ensure evidence based approach to promotion of healthy lifestyles, through key data	<ol style="list-style-type: none"> 1. Develop specification for new health records system that incorporates public health data requirements 	John Birmingham	DHSS	Head of Public Health	<ol style="list-style-type: none"> 1. Public health requirements were considered in development of tender specification and will be incorporated into future re-tendering specs. 		While this work was completed by DHSS, it should be noted that the E-patient records tender failed due to technological limitations. The specs identified will be carried forward to the future re-tender.
		Support and develop policies across FIG that emphasise wellbeing environments which can reduce the burden to healthcare in the long term	<ol style="list-style-type: none"> 1. 12 month trial Health Impact Assessment internally in DPED 2. Review suitability and make recommendations for FIG wide roll out 	John Birmingham	DHSS	Head of Public Health	<ol style="list-style-type: none"> 1. Department of Agriculture undertook screening assessment as part of work developing Biosecurity Policy. Development and Commercial Services interested in incorporating health impact assessment in development of National Infrastructure Plan. Low uptake in policy development across FIG. 2. No update at this time. 		
		Promote healthy lifestyles through public engagement	<ol style="list-style-type: none"> 1. Ongoing programme of events and campaigns (e.g. Walking Festival) 	John Birmingham	DHSS	Head of Public Health	<ol style="list-style-type: none"> 1. The Public Health Unit has organised an ongoing Yoga and Mindfulness Programme, Dementia Action Week, Mental Health Awareness Week, a regular Chair Exercise Group and a Wellbeing at Work day for FIG employees as well as one-off events for private sector organisations. Ongoing delivery through Pubic Health Unit Annual Programme. 		
34	Strengthen our agreements with overseas healthcare partners	Strengthen external support with NHS, South America and Search & Rescue for medical support provisions	<ol style="list-style-type: none"> 1. Promote the reciprocal healthcare agreement with UK being maintained and strengthened 2. Investigate and pursue new relationships via contracts, service level agreements or other arrangements where advantageous to improving and expanding the care we can offer. 	John Birmingham	DHSS	CMO/Hospital Manager	<ol style="list-style-type: none"> 1. The reciprocal agreement has been reaffirmed in recent bilateral meetings. UK MP's visit used to raise awareness of how critical agreement is to operational model. 2. Contract in place with SPIRE health care in the UK. In Q4 FY 2022/23 Director visited UK HSA and key locations in UK which will support KEMH and Tussac House in the future. KEMH continues to host external visitors on a regular basis. An MOU and agreed charging structure for KEMH as a British Hospital user is in progress. 		

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35	Roll out a comprehensive wellbeing programme across the community	Roll out across FIG the wellbeing agenda from the Wellbeing Working Group and encourage non-FIG businesses to follow suit	<ol style="list-style-type: none"> Promote well-being across FIG Secure additional funding to support the well-being work across FIG Deliver outputs in line with the well-being plan and objectives Brief CMT on programme of work Identify and share good practice Encourage non-FIG business to follow suit. 	Gavin Short	DPECS	Organisation & Workforce Development Officer	<ol style="list-style-type: none"> Well-being working group in place. Well being resources added to the intranet. Financial Well-being month & survey held in Apr 25. The group does not currently have an operational budget, but underspends in other programmes have been used to support the delivery of wellbeing initiatives. There will be no funding requested in the 2025/2026 budget submission though future requests may be considered. -4. Second wellbeing day hosted in June 2024. The second annual Employee Wellbeing Survey was conducted in November 2024 which will provide feedback on the works following the first survey in 2023. Directors and Heads of Service have utilized survey data to engage with their teams. Bitesize Training sessions on well-being are continuing. This information has also been included in Manager and Corporate inductions section in 2023. The private sector have engaged with FIG to find out what we have progressed in terms of the well-being agenda. FIG are aware of private sector companies (e.g., Sure) undertaking wellbeing initiatives. 		
Education, Training, Workforce, Community and Culture									
36	Complete and implement the review of the Education Ordinance and related policies	Complete review of the Education Ordinance	<ol style="list-style-type: none"> Stage 1 (Accountability and governance) secured in 2022 Stage 2 (Schools, Teaching and SEND) policy principles secured and approved 2024 Legal drafting for Stage 2 secured and Ordinance on statute secured 2025 	Leona Roberts	DoE	DoE	<ol style="list-style-type: none"> Complete. Education Board has agreed that Stage 2 will be combined with Stage 3 and will be progressed on the same timeline. The Policy team now has capacity to support this work, and policy development is underway. Legal drafting to follow policy. 		
37	Develop long term strategies for Special Educational Needs and Disability (SEND)	Develop and implement long term strategy for SHIELD and SEND	<ol style="list-style-type: none"> Secure a FIG policy for SEND 0-18 and secure a policy for High Needs for Adults Education provision (relates to Education Ordinance Stage 3) Agree policy roles and responsibilities with Policy, DHSS and secure EXCO approval Scope policy aims and the issues to be addressed re SEND and Secure EXCO approval Scope policy aims, scope and issues re Shield and secure EXCO approval 	Leona Roberts	DoE	DoE/DHSS/ Shield	<ol style="list-style-type: none"> -4. Contingent upon completion of Action 36: Education Ordinance review. 		
38	Implement the recommendations of the Camp Education review	Complete Camp Education Policy	<ol style="list-style-type: none"> Secure MLA agreement regarding scope of policies arising from the Camp Education Review and which need EXCO approval Secure a timeline for these plans Ensure stakeholder engagement in the scoping of the policies 	Leona Roberts	DoE	Executive Head Teacher	<ol style="list-style-type: none"> ExCo approval received in August 2022. CE review complete and recommendations communicated March 2023. Implementation to be overseen by Education Board. Stakeholder engagement to be ongoing through process. 		

RAG Key	
Complete/delivered	
Complete with ongoing delivery	
On track to complete/deliver	
Delayed completion/delivery	
Significant delays/very unlikely to deliver	
Not started	

Islands Plan Commitment	Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
39 Enhance frameworks for apprenticeships, graduate retention and second chance education, including ensuring fundamental language and maths skills	Support apprenticeships and graduate retention	1. Apprenticeship policy and supporting documentation drafted and approved by Education Board and EXCO 2. Annual Apprenticeship Report completed 3. Annual reporting of graduate retention over time	Leona Roberts/Gavin Short	DoE	College Development Manager	1. Apprenticeship policy in draft. 2. Education annual report includes a review of the year for apprenticeships. 3. Education annual report includes an update on graduate outcomes.	On track to complete/deliver	
	Facilitate immigration and Integration	1. Approve new policy for English tests for PRP 2. FIS Ordinance amendments approved by ExCo including policy and consultation for proposals additional to 2017 amendments 3. Review of PRP, FIS and BOTC costs to encourage permanent settlement	Jack Ford	DESI	Head of Immigration, DoE	1. Director of Education working to develop tests and ESOL courses at Falklands College included in FY 2023/24 budget. 2. New FIS requirements implemented from 1 May 2023. 3. Complete, subject to further review.	On track to complete/deliver	
	Demonstrate impact of CDS funding	1. Regularly promote CDS 2. Organise annual CDS recognition event	Leona Roberts	DoE	DoE	1. Ongoing - advertised in Penguin News and posters in community. Monthly case-studies included in Penguin news. 2. Incorporated in annual recognition held March 2023 and will occur annually.	Complete with ongoing delivery	
	Promote life-long learning	1. Secure a policy framework supported by evidence of need regarding clear pathways that deliver second chance education and seek approval from EXCO 2. Secure action plan to address key areas including communication and publicity	Leona Roberts	DoE	DoE/College Development Manager	1. Work begun on Post-16 Education and Skills Policy. 2. No Update at this time	Delayed completion/delivery	
	Promote English as Second Language training	1. Regularly promote online ESOL lessons 2. Continuously seek ESOL tutors and offer ESOL courses when available	Leona Roberts	DoE	College Development Manager	1. Falkland College advertises online distance courses. 2. English ESOL teacher recruited, and offering face-to-face classes.	Complete with ongoing delivery	
	Improve maths and English skills	1. Address internet issues which hinder on line exams 2. Regularly promote IGCSE Maths and English offer and tutoring available online 3. Enable Maths and English tutoring on the Islands.	Leona Roberts	DoE	College Development Manager	1.-2. Online GCSEs available and promoted. 3. Maths tutor in place and ESOL/English tutor being recruited.	Complete with ongoing delivery	
	Encourage individuals recruited from overseas to make the Falkland Islands their permanent residence	1. Review existing mechanisms to determine which extrinsic and intrinsic elements are key to retaining those recruited from overseas. 2. Refine if required 3. Provide DPED with working principle to share with the private sector through the Workforce Development Strategy and engagement with Chamber of Commerce	Gavin Short	DPECS	DPECS	1.-2. The Falklands Islands and Your Future document has been refreshed and updated. Annual communication takes place in April. Housing and changes in terms and conditions have been identified as two challenges to retaining overseas contractors beyond 4-5 years that are within FIG's control. However, other key factors -- e.g., family commitments -- are not within FIG's control. 3. Contributed to Workforce Development Strategy approved by ExCo in November 2023. Started to implement elements of the WDS related to recruitment and retention such as the development of a renewed FIG induction toolkit and updated relocation guide.	Delayed completion/delivery	
	Complete whole-Islands Labour Force Strategy	1. Briefing for new group of MLAs 2. Engagement with key stakeholders e.g. Chamber 3. Consult on and update draft strategy 4. Publish and implement	Gavin Short	DPECS	Head of Policy	1. Completed. 2. Workshop held with Chamber of Commerce, Skills Assessment Council consulted, conversations held with targeted stakeholders. 3. Consultation completed Q3-Q4 FY 2022/23 and submissions under review. 4. Strategy Approved by EXCO November 2023. Implementation to be overseen by Skills Assessment Council.	Complete/delivered	

RAG Key	
Complete/delivered	
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PUBLIC VERSION

Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
		Increase focus on upskilling especially in essential services and ensure training and development plans link into wider workforce plans and strategies	1. Design a framework identifying gateways into employment and development within FIG 2. Gather information regarding approaches used across different Directorates to identify best practices. 3. Regularly communicate approaches across government and offer support where requested. 4. Ensure PDP progress is in place and utilised effectively to identify individual CPD needs and provision for needs is planned in the budget cycle by directorates	Gavin Short	DPECS	DPECS	1. Career Progression Framework introduced in May 2023, detailing clearly options for different routes of development. 2. Best practices identified and shared, including increasing opportunities for internal promotion by allowing jobs to be advertised within a department for FI Status and PRP candidates, creating job descriptions with multiple grades to allow career progression within a role and using existing vacancies to identify entry-level opportunities for school leavers and graduates. 3. Communication approaches to be revisited following completion of #2. 4. Six-monthly reminders made to directors and heads of service. Trialling simplified PDP process in FY 2024/25.		

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Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
Education, Training, Workforce, Community and Culture	39 <i>Commitment 39 Continued</i>	Implement work placements, mentoring and trainee schemes with a focus of these provided within FIG across the different sectors	<ol style="list-style-type: none"> 1. Monitor uptake of current schemes 2. Provide regular communication about each scheme 3. Identify knowledge of schemes 	Gavin Short	DPECS	DPECS	<ol style="list-style-type: none"> 1. Work placements are offered across FIG annually and the Organisational & Workforce Development Officer is coordinating with the Careers team to identify opportunities for more students and school leavers. A Management Trainee programme is in place with the second cohort having completing a successful 2 years. Plans for recruitment of next cohort underway. 2. Within FIG, regular communications on each scheme has been built into a comms calendar for ensuring regular information sharing and marketing. 3. Staff development opportunities are promoted as part of the managers induction, and regular 'bite-sized' training sessions. Regular organisational communications are in place to promote the opportunities available, including via the intranet, and feedback is actively sought from those participating in different programmes. 	On track to complete/deliver	
	40 Produce and implement a long-term sport and leisure services plan, and encourage wider participation in recreation activities	Review Leisure Centre model with view regarding health and wellbeing, gap analysis of facilities, users, services and assets	<ol style="list-style-type: none"> 1. Develop new Leisure Services Plan to include the new sporting facilities and include building connections between health promotion and leisure 2. Investigate options & produce report for future management of Leisure facilities 3. Secure Exco agreement for future management model 	Mark Pollard	DDCS	Leisure Centre Manager	<ol style="list-style-type: none"> 1. Work paused while new sports facility is developed 2. No update at this time. 3. No update at this time. 	Delayed completion/delivery	
		Support international competition	<ol style="list-style-type: none"> 1. Ensure facilities are available for use in international competitions as and when required 	Leona Roberts	DDCS	Leisure Centre Manager	<ol style="list-style-type: none"> 1. New astroturf pitch opened Q3 FY2022/23 and pool refurbishment completed Q2 FY2022/23. 	Complete with ongoing delivery	
		Support NSC Development	<ol style="list-style-type: none"> 1. Deliver new facilities 2. Explore options for management of leisure facilities in the future 	Leona Roberts	DDCS	DDCS	<ol style="list-style-type: none"> 1. See progress update for commitment 28. 2. See progress update above regarding Leisure Services Plan. 	Delayed completion/delivery	
	Develop and launch of a Heritage and Cultural Strategy for the Falkland Islands	<ol style="list-style-type: none"> 1. Brief MLAs, and determine scope, priority level and timetable 2. Baseline asset mapping and literature review 3. Consultation & engagement with key stakeholders & the public 4. Strategy & action plan development 5. Launch & development 	Leona Roberts	CE	Clerk of the Assembly	<ol style="list-style-type: none"> 1. SCOO and MLA Roberts have made use of information compiled on C&H strategies in other jurisdictions and related desktop research. Scope has been reduced to a Culture and Heritage "statement" – outlining a commitment to supporting and preserving culture & heritage, as well as loosely defining what that includes. 2. Found to be a process being undertaken by the Museum & National Trust, at least in part, and would extend the project beyond goal time of within 2024. 3. Consultation & engagement beginning late July 2024 4. Statement development underway to be edited and honed following consultation. 5. Launch and development was initially aimed for Falklands Day 2024, but may be extended. Additional meeting with MLA Roberts and FIMNT required. Statement delayed to 2025 due to MLA absence and other priorities. Final step of consultation to take place in June 25 ahead of August-September launch. 	Delayed completion/delivery		

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Islands Plan Commitment	Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
41 Develop a new heritage and cultural strategy which recognises the diversity of our people and the distinct identities within our community	Include Falkland Islands history in the curriculum	<ol style="list-style-type: none"> 1. IJS and CE curriculum reviewed inline with UK National Curriculum expectations and also taking account of the FICS History content to ensure progression of skills and content 2. FI local History identified and included in the teaching and learning curriculum maps 3. Curriculum team developing History progression maps to ensure timeline progression, skills and enquiry based learning 4. Local History resource boxes updated to support high quality teaching and learning 5. Further develop links with the Museum 6. Knowledge organisers to be produced for all units of FI History 7. Ensure the English Curriculum is also used has a vehicle to support FI History 8. IJS and CE and FICS School website review and redesign to ensure all stakeholders can navigate easily to all learning resources, including curriculum maps, knowledge organisers and links to supporting historical information 9. Curriculum Celebration Days planned and will include Falkland Islands 40th Anniversary Events. Curriculum maps in FICS secured highlighting the place of FI History secured. Developments shared with Education Board and EXCO 	Leona Roberts	DoE	Executive Head Teacher/ FICS Principal/ IJS&CE Principal	<ol style="list-style-type: none"> 1.-4.,6.,8. Curriculum planned to build strong knowledge of FI History whilst meeting English national curriculum expectations. Up to date resources are available to staff to support this. IJS standard curriculum (all shown on curriculum maps on the IJS and Camp Education website) includes units focused on different aspects of Falkland Islands history in each year. FICS curriculum includes a full unit on Falkland Islands history in Year 9, which is equivalent to coverage given to English national curriculum topics such as the Tudors or WWI. 5. Schools have close links with the Museum and regularly visit it and sites of historic interest e.g. Cartmell Cottage, Cape Pembroke Lighthouse, Memorial Wood, Bodie Bridge. 7. In addition to history, other curriculum areas include Falkland specific topics and activities e.g. art, science, geography and government. 9. All years participated in special activities designed to observe 'Looking Forward at 40' and selected students participated in all memorial events. 		
	Celebrate Falklands Day and other cross-community/cross-cultural events	<ol style="list-style-type: none"> 1. Community Celebration of Falklands Day 2. Engagement from the community for celebratory ideas/events 3. Cross-community cultural Day/events 	Leona Roberts		Clerk of the Assembly	<ol style="list-style-type: none"> 1. All annual events facilitated by the assembly and forecasted for 2024. Events such as Liberation Day and Armed Forces Day were facilitated on behalf of the Assembly and the Government. 2. Members actively take on suggestions from Members of the community for engagement and celebratory ideas, where appropriate, statements of support are issued or events organised. 3. The multicultural group continues to organise cultural events. As above the FIMNT organised the Community Coronation events. 		

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41	Commitment 41 Continued	Promote volunteer recognition and opportunities	1. Recognition Awards (FIG/Community Awards)	Leona Roberts	CE	Clerk of the Assembly	1. The Assembly continues to support and promote the King's Badge of Honour awards, issued in November this year. However minting of the badges delayed. Latest awards presented in August 2024. Work also continues in providing a scheme of recognition awards for FIG. No further action has been taken on this, will review with the new Assembly if it is a priority.		
42	Continue improving the childcare sector provision	Continue to improve and develop nurseries and Early Years provision through increasing staff development and qualifications	1. Secure 50% of nursey provision to silver standards 2. Increase the percentage of early years practitioners that hold Level 3 qualifications 3. Hold a learning visit regarding high quality Early Years provision 4. Ensure Early Years capital funding secures sufficient nursery provision 5. Annual Plan of staff development shared with Education Board 6. Plan to link training with improving quality of service	Leona Roberts	DoE	Executive Head Teacher	1. Complete - 1 at gold, 1 at silver and 2 at bronze. 2. In progress - Training Assessors to enable higher levels of early years courses to be delivered. 3. Complete and Ongoing. 4. Complete. 5. Complete. 6. Complete.		
Social Equity									
43	Evaluate minimum and living wages so that income inequality is reduced, and undertake reviews of pensions and taxation	Assess Minimum and Living wage	1. Complete detailed review of economic data 2. Produce ExCo options paper outlining policy options 3. Agree favoured option, cost fully and confirm implementation with further Exco paper.	Roger Spink	FS	Economist	1.-3. Complete. Reviewed and updated for the FY 2024/25 budget approved in June 2024.		
		Reduce income inequality	1. Complete detailed review of economic data 2. Produce ExCo options paper reviewing income levels and outlining policy options 3. Agree favoured option, cost fully and confirm implementation with further Exco paper.	Leona Roberts	DPECS	DPECS/FS	1.-3. FIG's economist has completed background work that will eventually inform an update to the State of the Economy report, which will include analysis related to income inequality. State of the economy report delayed, but National Accounts 2024 completed, and National Accounts 2025 expected by Q1 FY 25/26.		
		Review cost of living	1. Complete detailed review of economic data 2. Produce ExCo options paper reviewing income levels and outlining policy options 3. Agree favoured option, cost fully and confirm implementation with further Exco paper.	Roger Spink	DPECS	Head of Policy/Head of Personal Tax/Head of Social Services	1.-3. Economic conditions will continue to be monitored to inform decisions regarding future actions.		
		Review pensions and standards of living	1. Complete detailed review of economic data 2. Produce ExCo options paper outlining policy options 3. Agree favoured option, cost fully and confirm implementation with further Exco paper.	Roger Spink	FS	Head of Policy	1.-3. Data gathered on retirement living standards to inform the FY 2024/25 budget cycle. Additional analytical and outreach work identified and will be scoped and prioritised.		
		Review tax system.	1. Complete detailed review of tax system 2. Next steps to be determined following scoping.	Roger Spink	FS	Head of Corporation Tax	1. EOI out through Proactis for review of tax system. 2. Paper to ExCo in October followed the EOI. ExCo asked Tax to come back to ExCo with a more narrowly focused tax review proposal. Tax now working on redefining the scope of the review. ExCo paper for June 25 seeking approval for invitation to tender.		
		Develop a model of Retirement Living Standards for the Falkland Islands which establishes how much income people need for different standards of living in retirement through consultation with the public and key stakeholders	1. Develop project methodology and consultation plan 2. Recruit households 3. Engage and consult 4. Construct RLS model 5. Provide data for consideration during 2023/24 budget process 6. Publish findings	Roger Spink	DPECS	Head of Policy	1.-6. The initial steps of this work has been completed. Further actions are incorporated in the pensions work described previously.		

RAG Key	
Complete/delivered	
Complete with ongoing delivery	
On track to complete/deliver	
Delayed completion/delivery	
Significant delays/very unlikely to deliver	
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PUBLIC VERSION

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		Complete actuarial review	1. Scope agreed with Callund Consulting 2. Draft Assumptions reviewed and discussed with MLAs as part of 2022 budget process 3. Initial findings issued and debated including cost/affordability of changes, Exco paper to agree future funding 4. Consult if required with employers and self-employed 5. Implement changes	Roger Spink	FS	FS	1. Complete. 2. Complete. 3. To be considered by ExCo in December 2022. 4. Complete. 5. Following ExCo approval.		
		Ensure employment support schemes are implemented equitably across the commercial and public sectors and take into account usual average income (including overtime) for both public and private sector employees	1. Internal reports requested from HR on the structural issues 2. Current and future support schemes to consider issues of equity	Roger Spink	FS	FS	1. Complete. 2. Have incorporated equity considerations in cost of living package approved in Q2 FY 2022-23. Will apply same principles for future schemes as required.		

RAG Key	
	Complete/delivered
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Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication	
Social Equity	44	Implement the new housing strategy, including landlord and tenant protections, and explore the possibility of a fair rent scheme	Implement landlord and tenant protections	1. Develop options paper 2. Engage and consult 3. Begin implementation	Roger Spink	DPECS	Head of Policy	1. Complete. 2. Initial consultation completed in Q4 FY 2022/23. 3. A model tenancy agreement has been produced and agreed by Legal Services. Because it is the intention that this becomes the standard FIG tenancy agreement, rollout was awaiting the review of the FIG housing & tenancy policy before it is finalised and released. Changes to the Government housing and tenancy policy are being proposed, and authority to consult on those changes is being sought. Both papers are going to 24 June ExCo. Preliminary work has also been carried out on potential overcrowding and housing standard regulations.	Yellow	
			Explore the possibility of a fair rent scheme	1. Analysis of options 2. Engage and consult 3. Begin implementation non-statutory/statutory	Roger Spink	DPECS	Head of Policy	1. Complete. 2. Complete 3. At this time, no action to be progressed. However, Policy paper on landlord and tenant protections to include options for next steps on this topic.	Yellow	
			Roll out private sector rent support	1. Develop a framework for the calculation of rent support based on current FIG rent rebates 2. Expand the Income Support system to enable private sector tenants to apply for rent support	Roger Spink	DHSS	Social Services	Complete.	Blue	
			Create affordable rental development incentives	1. Develop options paper 2. Engage and consult 3. Begin implementation	Roger Spink	DPECS	Head of Policy	1. Ongoing discussions with private sector stakeholders to inform next steps. 2.-3. No update at this time.	Grey	
			Promote affordable home ownership	1. Develop options paper 2. Engage and consult 3. Begin implementation	Roger Spink	DPECS	Head of Policy	1. Work on a Right-to-Buy Scheme was developed (tenant eligibility scoring system, a discount formula, valuation methodology, and criteria for choosing properties to be sold off) and presented to Members, however they chose not to progress the proposals at this time. 2.-3. No update at this time	Red	
45	Consult the community on preferred options and improve our national workforce protections	Undertake consultation and policy development regarding workforce protections	1. Initiate policy development cycle, ensuring work is properly resourced 2. Define scope e.g., does this include health & safety, employment protection, etc. Process will also need to consider how employment rights may vary by immigration status 3. Identify and analyse the problem through data gathering and consultation 4. Generate options to address 5. Seek ExCo approval of policy principles 6. Consult on options/preferred option(s) 7. Seek Exco approval of preferred options 8. Implement preferred options to include drafting and approval of legislation, guidance, training, etc.	Gavin Short	DPECS/AG	Head of Policy	1.-8. No update at this time. Update to compensation for redundancy and unfair dismissal approved by ExCo Apr 2024. Compensation limits increased in Q4 FY 23/24 under the Employment Protection (Amendment) Ordinance 2024. MLAs asked to identify priority areas for policy development, but no wider policy development or project in place at this time.	Grey		

RAG Key	
Blue	Complete/delivered
Blue with diagonal lines	Complete with ongoing delivery
Green	On track to complete/deliver
Yellow	Delayed completion/delivery
Red	Significant delays/very unlikely to deliver
Grey	Not started

PUBLIC VERSION

Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
46	Review our national equalities policies to grow an environment, across the whole community, where discrimination is challenged, people feel they are treated fairly and are protected from discriminatory practices and behaviours	Lead Equalities Working Group, ensuring work is properly managed and resourced in its aim to "build an environment across the whole of our community in which discrimination is challenged and people feel they are treated fairly and protected from discriminatory practices and behaviours, and to champion embedding the foundations of good equality values"	1. Report to Executive Council to agree Project initiation and scope in relation to review of equalities legislation and associated matters 2. Determine next steps based on outcome of ExCo report	Leona Roberts	AG	TBC as part of project plan	1. Project initiation and scope approved by ExCo in December 2022. 2. Two specialist posts approved by ExCo and recruited. Equalities Policy Advisor in post since Mar 2024, Equalities Legal Advisor in post since July 2024. Project Initiation Document and Comms plan developed by Policy Advisor. Project in discovery phase, which will gather information to inform future policy drafting. Major public survey completed with analysis and report to follow in Q3 FY 24/25. Legal Advisor in the process of reviewing international conventions and FI legislation. Analysis & Report complete with updated project plan sent to ExCo in May 25.		

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Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
Safety and Security									
48	Continue to modernise our immigration controls and policy processes, to improve customer experience and reinforce border security	Modernise immigration controls and policy processes to improve customer experience and border security	<ol style="list-style-type: none"> 1. Review medical policy to create a framework for defining medical substantial charge for purpose of immigration assessment 2. Development of online C&I portal to improve efficiency the customer experience 3. Manage passenger flow within the terminal 	Jack Ford	DESI	Head of Immigration, DDCS	<ol style="list-style-type: none"> 1. Revised medical assessment screening matrix approved by ExCo. 2. Online portal launched Q1 FY 2023/24. Complete - BAU. 3. MOD and DDCS coordinating on work related to terminal. 		
49	Implement a cybersecurity strategy, to enhance robust protection against current and future cyber threats	Use current knowledge to work towards making FIG resistant following on from the BAE systems report	<ol style="list-style-type: none"> 1. Identify and address critical vulnerabilities. 2. Update systems in accordance with industry best practice. 3. Deliver relevant cybersecurity training. 	Mark Pollard	CE	Director of Information Technology	<ol style="list-style-type: none"> 1. Detailed network scan and audit has been completed by external UK engineers and several key vulnerabilities have been addressed. This includes making sure the storage away has two working channels so if the core network is lost we still have access to storage. Email server upgrade in process. 2. All network infrastructure core switches have now been patched up to latest firmware revisions. KACE network security software introduced November 2023, which allows for better security patching. 3. Cyber security training has been given by Home Office overseas territory to members of IT development team to integrate into FIG systems. Cyber security training for FIG staff has been purchased in conjunction with the Home Office, and will be delivered via online training suites. PEN testing purchased and scheduled for December. 		
		Undertake regular independent verification and put in place an effective reporting framework	<ol style="list-style-type: none"> 1. Put in place appropriate testing regime of cyber defences 2. Put in place an effective reporting framework. 	Mark Pollard	CE	Director of Information Technology	<ol style="list-style-type: none"> 1. All external websites have been security tested and patched. PEN test of security network scheduled for Dec 2024. 2. Have deployed an additional mirrored Cisco firewall so that in the event of our single firewall going offline, FIG has a resilient duplicate firewall that will take over automatically in the event of a failure or outage. All FIG websites moved to Cloudflare platform which has in-built reporting and security features. 3. Manage Engine has now been installed for network auditing and reporting purposes as recommended in the BAE report. Now able to keep accurate logs and maintain a archive for auditing purposes. IT have developed a system that now monitors all aspects of the network and internet traffic, using the Zabbix platform. 		

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Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
Safety and Security	50	Ensure community safety is at the heart of our frontline services	<p>All</p> <ol style="list-style-type: none"> 1. Embed JESIP principles across all response agencies 2. Revised SAR strategy to be presented to SAR committee <p>RFIP</p> <ol style="list-style-type: none"> 1. Public perception survey conducted 2. New community policing strategy 3. Continued attendance at community events and awareness campaigns for CSAE, domestic abuse etc. 4. Beat profiles to understand and map our community 5. External audit 6. Build twinning relationship with PSoS (FCDO supported) 7. Develop RFIP leadership and culture with external support (FCDO supported) 8. Revise CoS including internal grievance processes <p>FIFRS</p> <ol style="list-style-type: none"> 1. Write concept of operations for FIFRS 2. External audit of FIFRS 3. New Ordinance for FIFRS 4. Options appraisal for new Fire Station <p>FIDF</p> <ol style="list-style-type: none"> 1. Enhance LandSAR capabilities 2. Build partnership relationship with Scottish MP 	Jack Ford	DESI	Chief of Police Chief Fire Officer OC FIDF AvSy lead (CFO)	<p>All 1. Ongoing with key elements of training completed in Q3 FY 2022/23. Bronze Command courses run in March, Silver and Gold in Sep/Oct 2023. JESIP training delivered by home office Oct/Nov 2023. 2. Draft revised strategy was presented at Jun 2023 SAR Committee. Went to SAR Nov 2023 committee. SAR strategy ratified by May 2024 committee. Ongoing - business as usual now. SAR Strategy and Plan have been approved and successfully used.</p> <p>RFIP 1. Complete. 2.-3. An increase in Social Media followers (record numbers now reached) and positive interactions (record number of interactions recorded) are used as an effective tool for continuous monitoring and engagement. Within the previous 6 months ALL community engagement activities such as the tourist season or Remembrance Sunday Parades have been underpinned by professional Police Operations written in collaboration or direct communication with members of the public or key stake holders. In 2025 RFIP COP is looking to instigate community engagement workshops on an ongoing and regular basis in Stanley and Camp. Pub Watch to be reintroduced early 2025. The COP is in the process of reviewing and re writing RFIP's Mission, Vision, Values and Priorities to which Community Policing will sit at its centre. 4. New Chief of Police recruited and to determine when in post since July 2024. 5. Cultural and technical audits both completed Feb-Mar 2023. 6. Work to build twinning relationship with Police Service of Scotland, seconded PSoS Sgt in the Falkland Islands during 2023. Two temporary seconded PSoS officers were with RFIP Nov 2023. Ongoing relationship. 7. Leadership and culture development</p>	On track to complete/deliver	
	51	Strengthen our emergency resilience to ensure we can provide an effective response to major incidents	Take steps to understand to the potential of, prepare for and respond to major incidents	<ol style="list-style-type: none"> 1. National risks scored and understood 2. Major Incident Plan embedded, trained and tested 3. Regular multi-agency exercises undertaken involving community partners and BFSAI 4. Survey of private sector training needs for resilience 5. Business resilience planning promoted 6. Establish EPM post 	Jack Ford	DESI	Emergency Planning Manager	<ol style="list-style-type: none"> 1. Risks are being assessed against the model developed. Draft strategic threat assessment undertaken. Threat assessment on hold due to security clearances. Risks to be assessed - CRO working with Finance to develop a Risk Assessment framework which meets both FIG needs and National needs to prevent duplication of effort as many risk areas which are of interest to both overlay. 2. Major incident plan has recently undergone review and approved again through ExCo. 3. Training programme developed and implemented. Live major incident exercise undertaken. Table top exercise completed Oct/Nov. Major Incidents plan revised and published Nov. Next Tabletop exercise scheduled for Aug/Sep 2024, and Major Incident Exercise Oct/Nov 2024. This area continues to mature. Joint working with BFSAI and the private sector works well with regular shared training, exercise and realtime incident opportunities. TTX for Mar/ Apr 24/25 was planned to be animal disease outbreak, however this was cancelled due to live outbreak of avian influenza which successfully tested the plan. Live ex for SAR was planned for 24/25 - however, this has also slipped due to actual Argos Georgia incident. Smaller scale land SAR live ex is being planned for early 2025. 4-5. Creation of Falkland Islands resilience partnership passed through CMT in Sep. Many functions of the resilience resilience partnership are being delivered - eg SAR, developing plans, exercise but we are waiting on an approved Risk Assessment template as national risks need to be assessed in order to drive the workstream in a structured manner 	Complete with ongoing delivery

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52	Continue to advance the maritime authority, so that seafarers are as safe as possible in our waters	Work collaboratively to improve safety standards and continue to modernise legislation appropriate to the Falkland Islands	<ol style="list-style-type: none"> 1. Enhance maritime Search and Rescue (SAR) capability. 2. Develop Port Marine Safety Code (PMSC). 3. Conduct Flag State, Port State and Fishing Vessel Inspections. 4. Maintain and extend Aids to Navigation (AtoN) coverage. 5. Introduce formal pilotage arrangements. 	Jack Ford	DESI	Head of Maritime Authority	<ol style="list-style-type: none"> 1. Formal agreements are now in place with HM Coastguard (operational and training support for SAR incidents), DNR (operational control of FPV Lilibet during SAR incidents) and D&CS (use of FIGAS aircraft during SAR incidents). Introduction of GMDSS A1 and A2 radio systems underway. 2. Development work completed and Maritime Compliance Steering Committee updated. MARNIS, the computer-based system for recording accidents and incidents is currently being installed on the FIG server and is expected to be delivered to FIMA in Q1 2025/26. 3. Ongoing. 4. Light replacement programme nearing completion. New light installed at Yorke Point. New leading marks and lights for northbound Narrows transits to be installed 1st quarter 2025. 5. Advisory ExCo Paper went to ExCo Jan 24. Pilotage service consultation conducted Apr-Jun 24. Harbour and Ports (Amendment) Bill 2025 went to ExCo in April 2025. Approved the creation of the recommended pilotage scheme. Amended Bill laid before the Assembly Jun 2025. 		Steps/tasks revised by HoMA to reflect current approach to Maritime safety.
53	Maximise mutually beneficial opportunities for collaboration and cooperation with BFSAI	Explore mutually beneficial cooperative relationships and opportunities with BFSAI	<ol style="list-style-type: none"> 1. Continue community engagement work including working and linking with the schools, and joint social opportunities 2. Progress joint project works where possible 3. Align strategic objectives 	Chair of Assembly	CE	CE	<ol style="list-style-type: none"> 1. Ongoing. Strong relationship built between IJS and Mount Pleasant Primary School, working collaboratively on quality of teaching and building relationships between staff. CBFSAI exploring option of sending secondary-age children to FICS and to board at Stanley House. MOD education team visited FICS and Stanley House Jan 2023 to ensure suitable quality. CBF and Command Sec visited May 2023 to familiarise themselves with offer. Process for MOD children boarding at Stanley House agreed, but currently no MOD children boarding. 2. Established joint opportunities list at programme board to secure future joint working. Ongoing conversations regarding waste management, including scrap metals, and now an agreement in place for the recycling of batteries. Sand Bay phase 3 and Mare Harbour phase 2 approved and project works commenced. Four out of seven turbines have now been manufactured, with the remaining three set for completion in Feb 2025. NAAFI now selling local produce, and ongoing discussions with Mess hall contractors to provide local produce. JPO extended for another year in late 2024. 		

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Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q4 FY 2024/25	RAG	Revisions Since Last Publication
Organised and Effective Government									
54	Reduce internal bureaucracy and blockages to improve our work and our services	Improve internal workings of FIG	<ol style="list-style-type: none"> Continue to embed strategic risk management processes and practices, strengthening the links to the strategic objectives of FIG Improve forward planning and briefing out within FIG Agree and begin to embed the vision and values of the Public Service Improve the engagement of CMT in FIG corporate governance processes and issues Ensure collaboration between FIG with private, civil society sectors and subvention bodies to ensure focus on the Islands Plan commitments 	Leona Roberts	CE	CE	<ol style="list-style-type: none"> Continuing to implementing a 'bottom up' approach to assessing corporate risks that ensures directorates have their own risk registers that will feed into the corporate risk register, continued use of risk assessments for project service and event planning. Corporate Risk Register project started Nov 2024, lead by Head of Finance working with ARAG. Project timeline and plan in progress. Intranet revamp has improved internal communications and information sharing within FIG. Corporate Internet revamp underway following success of Intranet revamp. Review of policy on how to assess corporate risk is being carried in partnership with DESIS who are responsible for mapping national risk, and Treasury. FIG vision and values adopted and launched successfully in early FY 2023/24. Continue to be embedded within HR processes. CMT workshop too improve ToR planned. Encouraging a culture of openness to stakeholders, access to government and government officers through regular meetings and other informal engagement. The FIDC review group brought together representatives from a number of stakeholder organisations in a Stakeholder workshop model which will now be implemented for future FIG reviews and strategies. 		
55	Ensure that support schemes provide value for money and compliance with Financial Instructions	Review the roll out and delivery of business support schemes to understand their value for money, establish whether there were significant numbers of people who did not receive the support to which they were entitled and why this occurred and make any changes necessary to the schemes taking into account the findings	<ol style="list-style-type: none"> Complete audit Next steps to be determined based on audit recommendations. 	Roger Spink	FS	Chief Internal Auditor	<ol style="list-style-type: none"> Complete. Complete - new covid support schemes reflected recommendations of audit report. 		
56	Continue to improve our budget forecasting and processes to ensure that it is flexibly managed and delivers value for money	Continue improvement of budget forecasting through use of MOU with subvention bodies	<ol style="list-style-type: none"> Exco policy paper developed by DPED Draft agreements shared with relevant bodies and agreed by Boards Concept discussed as part of 2022 BSC process Arrangements fully embedded for 2023 BSC Process 	Roger Spink	FS	Head of Finance/DPECS	<ol style="list-style-type: none"> Complete. Complete. Complete. MOUs to major subvention bodies will be included in the 25-26 Budget. 		





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Organised and Effective Government	57	Focus on recruitment, retention and succession planning, for the longer-term resilience of government and essential frontline public services	Develop the FIG workforce strategy focusing on recruitment, retention and succession planning.	1. Continue to review and refine the processes for recruitment from end to end and streamline wherever possible 2. Seek to identify any terms & conditions that may be suitable for harmonisation between 'overseas' employment contract terms and 'local' employment contract terms 3. Propose such amendments to EXCO for approval 4. Implement and embed into FIG through a revision of core employment contract terms and effectively communicate the changes via a clear communication programme 5. Review current levels of succession planned posts within FIG and work with departments to ensure appropriate succession plans and career development initiatives are in place where appropriate to ensure longer term workforce resilience	Gavin Short	DPECS	HR Service Manager	1. Ongoing. Vacancy data to be reviewed during regular budget reviews and annual budget process. Exit survey questionnaire refreshed and progressed to ensure all information identifying themes is collected and collated. 2. RFIP T&C proposals made to support local recruitment. Review of on-call allowances completed, with changes to be implemented from 1 January 2025. Review of relocation allowances under way. 3. RFIP terms and conditions approved by ExCo. Other proposals to be taken for approval as needed. 4. No update at this time. 5. See progress update for commitment 39 relating to upskilling employees.	Yellow	
	58	Investigate opportunities for digital transformation to support better engagement and service delivery for the Falkland Islands community	Look into opportunities for digital transformation to engage with the community and constituents.	1. Identify opportunities for digital transformation 2. Evaluate available options and recommend preferred approach	Mark Pollard	CE	Director of Information Technology	1.-2. Current system platforms evaluated, and digital transformation strategy outlined in the IT Strategy 2024-2027, which went to ExCo in April 2024. Identifying data structures currently in place in partnership with the Records Manager to ensure best practise with current data sets. Exploring cloud-based systems to transform the FIG network. Greater internet capabilities will allow for this transition. This transition will start with KEMH. An Intranet working group has modernised the current FIG Intranet and made it a corporate resource for all of FIG. Work is progressing well and the skillsets picked up by those involved will enable us to follow that work up on FIG Internet sites in the future. All FIG websites moved to a secure modern host, Cloudflare, which has boosted performance.	Green	
	59	Ensure our decision-making is informed, transparent and accountable, and will invite public scrutiny to examine our policies and practices	Review governance structure including committee membership, structure, remuneration and terms of reference along with Exco transparency	1. Understand whether a complete reform of Committees are required and if so identify the areas of work to be undertaken, capacity and resources 2. If a quick fix, review with Committees their ToRs - are they fit for purpose, do they still meet the requirements of the Committee 3. Review the remuneration of Lay members across all Committees, currently only travel is reimbursed and some NGO statutory committees have the ability to pay for meeting attendance 4. Review EXCO Standing Orders and the need for greater transparency	Leona Roberts	CE	Clerk of the Assembly	1. Work has commenced with a small group of administrative staff and MLA Roberts on the review of the Committees. 2.-3. These actions will form part of the review. 4. MLAs, the Governor, CBF and Officers reviewed the EXCO Standing orders, a list of actions to improve the orders have been compiled for implementation. In the meantime, the EXCO Agendas, Forward Plan and Minutes are published. Review of access to information and lobbying guidance underway.	Yellow	

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PUBLIC VERSION

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