

EXECUTIVE COUNCIL

PUBLIC

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List of Documents:	Annex 1 - Entry onto Legislation Programme Flowchart Annex 2 - Summary of Current Legislation Programme - 2025/26 Annex 3 - Considerations for future Legislation Programme Annex 4 - Illustrative Potential Future Legislation Programme

1. Recommendations

Honourable Members are recommended to note:

- (a) progress of the current Government Legislation Programme 2025/26;
- (b) the information provided to assist with the formulation of a new Legislation Programme in due course.

2. Additional Budgetary Implications

None – information paper.

3. Executive Summary

- 3.1 This paper reports on progress of the Government’s Legislation Programme for 2025/26.
- 3.2 There has been good progress in some areas, with 12 projects out of 27 completed or on track. But there have been significant delays on 6 large projects, which will not be completed in 2025/26. It is hoped the remainder of the Programme can be completed.
- 3.3 The paper also provides some background information to the processes around the Government’s Legislation Programme.
- 3.4 The background information is intended for the benefit of new elected Members of the Legislative Assembly, but also to enable all elected Members to make decisions in the coming months about how they want to develop a new Government Legislation Programme.

4. Background and Links to Islands Plan

Background to Government Legislation Programme

Purpose and responsibilities

- 4.1 The Government Legislation Programme is intended to ensure the efficient delivery of effective draft legislation as required by Executive Council.
- 4.2 It is intended to achieve this by:
 - setting a realistic Programme which can be achieved with available resources;
 - proper management of projects within the Programme;
 - regular monitoring of and reporting on the Programme to Executive Council
- 4.3 The Programme is managed by Law and Regulation on behalf of the Corporate Management Team, who have responsibility to Executive Council for delivery of the Programme.
- 4.4 The responsibility for the management of projects within the Programme lies with the Directorate leading each project.
- 4.5 The Legislation Team is responsible for delivering draft legislation which reflects the policy and instructions provided by the relevant Directorate.

Challenges to delivery

- 4.6 Historically, the demand for draft legislation has been perceived to exceed available legislative drafting resources – hence the need for prioritisation of legislative ambitions.
- 4.7 However, management of the Programme has identified that in recent years lack of legislative drafting resource is rarely the block to delivery; which is more often caused by a lack of resources within Directorates (capacity and/or capability) to develop the detailed policy needed to underpin effective legislation.
- 4.8 Other problems with delivery have been identified as:
- (a) unrealistic goals and lack of prioritisation (ie poor Programme management); and
 - (b) lack of project management.
- 4.9 Efforts to address the issue have involved:
- (a) additional policy development resources (larger Policy Team, a Legal Policy Adviser, and encouraging Directorates to outsource policy development work where appropriate);
 - (b) working with Executive Council to improve prioritisation of competing projects; and
 - (c) encouraging Directorates to recognise the need for better project management.
- 4.10 All these matters remain a work in progress – there is no perfect solution to the challenges, which are faced in many other jurisdictions, particularly in small territories.

Background to Current Programme

- 4.11 The Government's annual Legislation Programme for 2025/26 was initially approved in April 2025 (paper 71/25), and amendments to the Programme were approved in August 2025 (paper 147/25).
- 4.12 The basis for inclusion of matters in the Programme is illustrated in the flowchart in Annex 1. This process was approved in October 2024 (paper 172/24).
- 4.13 The main drivers behind that new process were:
- (a) to ensure that matters are only included on the Legislation Programme which will realistically be ready for legislative drafting during the Programme year (evidenced by policy development which is well progressed);
 - (b) to strengthen the link between the Islands Plan and the Legislation Programme;
 - (c) to ensure that the Policy Team:

- (i) has oversight of projects which may need to be added to the Legislation Programme; and
- (ii) works with CMT to manage the need for policy development resources to enable progress of those projects.

4.14 It is recognised that the Legislation Programme must include some matters which are not included in the Islands Plan. And, exceptionally, it may also include urgent matters where policy development is not yet well progressed (see footnote to Annex 1).

4.15 Non-Island plan matters are to be captured by a question of whether the matter is agreed by ExCo to be a “high priority” (see Annex 1).

4.16 The first group of matters which have been included in the current Programme as a “high priority” are annual recurring matters which are considered **essential** to the business of Government and/or involve statutory requirements, and can largely be grouped as follows:

- (a) the annual budget legislation package
- (b) annual fisheries fees (these are determined outside the annual budget process for a combination of practical and regulatory reasons)
- (c) annual and other regular approvals/determinations (eg authorisation of commemorative coins and mental health practitioners, and fishing vessel hygiene designations)

4.17 However, there is no agreed criteria for determining what other matters might be included in the Programme as a “high priority” (see paragraphs 27 & 28 of Annex 3).

5. Summary of Current Legislation Programme (2025/26)

5.1 Analysis of progress of the current Legislation Programme for 2025/26 is contained in Annex 2.

5.2 In summary, progress is as follows:

Completed	9 projects (33%)
On track	3 projects (11%)
No planned timetable	4 projects (14%)
Delayed at policy development stage	9 projects (33%)
Delayed at legislative drafting stage	2 projects (8%)

5.3 This is a very crude summary – because of the enormous variation in scale and complexity of the projects.

5.4 Delays mean that 6 out of 7 of the projects in the Programme which are classed as “large” or “very large” cannot be completed in the current Programme (some will have not even reached the drafting stage).

- 5.5 The main reasons are delays in policy development, and because the scale of some of the projects does not enable completion within a 12 month Programme.
- 5.6 It should be possible to complete most of the other outstanding projects on the Programme by the end of 2025/26.

Potential changes to current Legislation Programme

- 5.7 It is not recommended that Executive Council makes any immediate changes to the Programme (change to the current Programme could be made, if appropriate, as part of the process of agreeing a new Legislation Programme).

6. Considerations for future Legislation Programme

Information about the following matters may be helpful to inform discussions about formulating a new Legislation Programme, and is set out in Annex 3:

- a. Legislative drafting capacity
- b. Outsourcing legislative drafting
- c. Policy development and other resources needed to deliver legislation
- d. Processes around the Legislation Programme:
 - (i) duration of Programme
 - (ii) prioritisation of legislative drafting work
 - (iii) managing changes to Programme
 - (iii) reporting on Programme
- e. Stages of Processes for Making Legislation

7. Illustrative Potential Future Legislation Programme

- 7.1 Whilst it impossible predict how long legislation might take to draft before policy has been developed and detailed instructions have been received, very broad estimates can be given.
- 7.2 On the basis of very broad estimates, an illustrative legislation programme is set out in Annex 4 – to highlight what could potentially be achieved with the relevant drafting resources (ie existing in-house legislative drafters plus an element of outsourcing).
- 7.3 The illustration can be used to as a tool to help inform discussions on a Programme between CMT and Assembly Members (it is not intended to second guess those discussions).
- 7.4 The illustration assumes that detailed policies will have been developed and legislative drafting instructions provided.

- 7.5 Legislative drafting only makes up some of the project stages (essentially sandwiched between policy development and implementation), so it should be recognised that the illustrative programme is only intended to show that element of the legislation development process – the full duration of each project will be much longer.

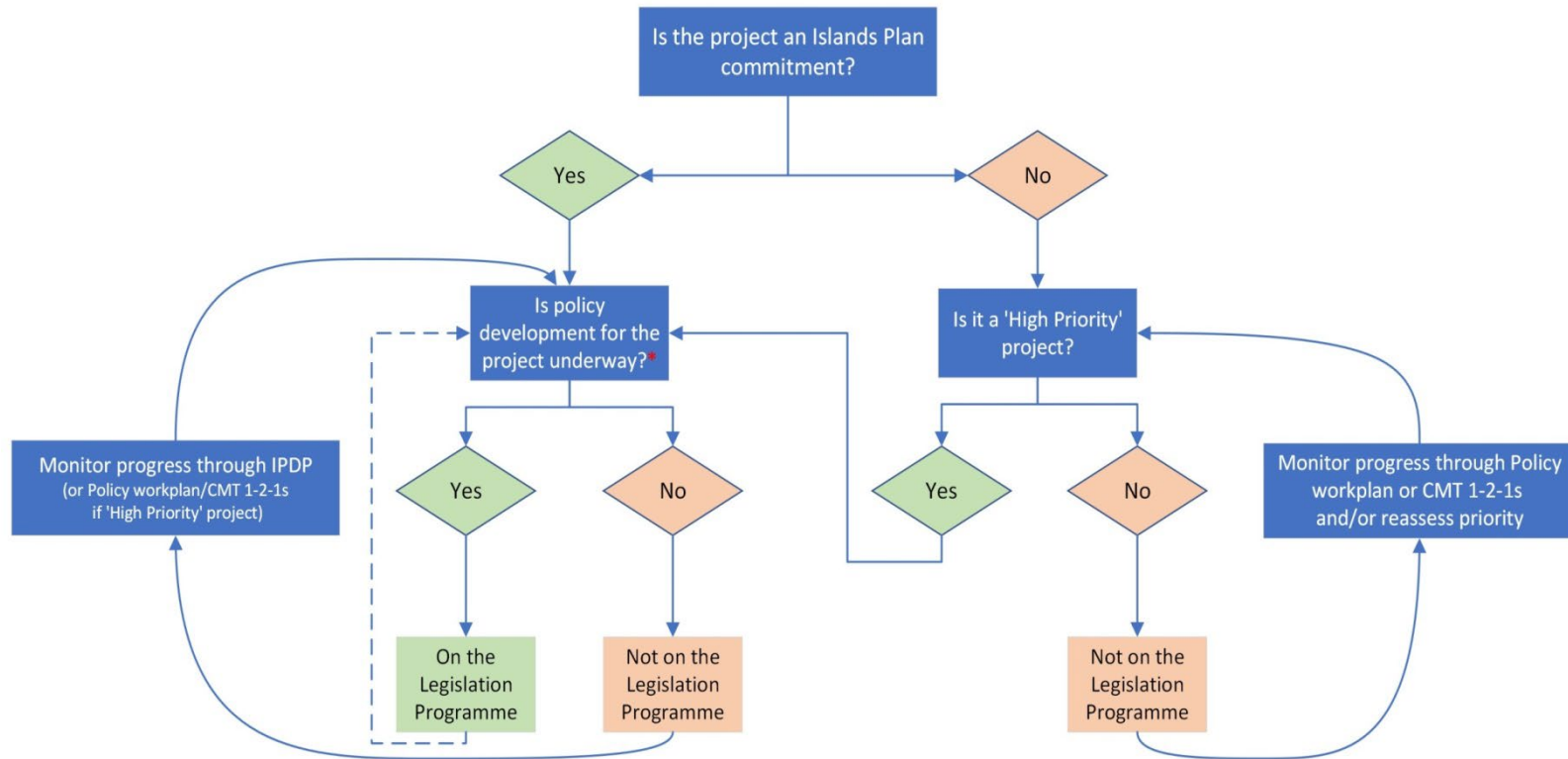
8. Publicity

It is recommended that this paper is published.

9. Other

This is an information paper with no recommendations – so none of the other standard sections are relevant.

Annex 1 - Entry onto Legislation Programme Flowchart (ExCo approved October 2024 – paper 172/24)



*"Policy development underway" means substantive progress has been made *and* that a project is actively being worked on. Exceptions may apply in cases of urgent projects that ExCo has agreed will be progressed with high priority.

Annex 2 – Summary of current Legislation Programme – 2025/26

Directorate	No.	Project Name	Contained in Islands Plan	Essential annual	Approximate scale of drafting	Priority allocated by ExCo	Legislative Drafting stage	On Track?	Most recent Exco paper No.
Development & Commercial Services	1	Future of communications	Commitment 30, key action 1		Large	High	Not started	Timetable not yet agreed by ExCo	101/25
Education	2	Childcare subsidy amendments			Small		Completed	Yes	176/25
Emergency Services & Island Security	3	Maritime – pilotage	Commitment 52, key action		Medium		In progress	Policy delay development	1/25
	4	Maritime – safety of life at sea convention			Medium		Not started	Policy delay development	
Executive Management	5	Electoral amendments			Small		Completed	Yes	171/25
	6	Members’ remuneration			Small		Completed	Yes	128/25
Health & Social Services	7	Mental capacity and deprivation of liberty	Linked to commitment 31		Large		Not started	Policy delay development	73/25
	8	Infectious disease updates		Yes	Small		Not started	No planned timetable	
	9	Mental health practitioner approval		Yes	Very minor		Completed	Yes	
Law & Regulation	10	Beneficial ownership of companies			Medium	High	In progress	Legislative delay Drafting	43/25
	11	Audit thresholds for companies			Small	Low	Not started	No planned timetable, but drafting will likely be alongside project 10	44/25

Directorate	No.	Project Name	Contained in Islands Plan	Essential annual	Approximate scale of drafting	Priority allocated by ExCo	Legislative Drafting stage	On Track?	Most recent Exco paper No.
Law & Regulation	12	<i>Crimes etc - drafting not anticipated until 2026/27</i>		Yes	Medium/large		Bi-annual	N/A	
Mineral Resources	13	Offshore petroleum (safety and environment)	Commitment 21, key action 1		Very large	High	In progress	Policy delay development	
	14	Offshore petroleum (application of laws)	As above		Large		In progress	Policy delay development	
	15	Offshore petroleum (related/ consequential amendments)	As above		Large		In progress	Policy delay development	
	16	Offshore petroleum (environment trust/offsetting)	As above		Medium		Well progressed	Policy delay development	52/25
	17	Offshore petroleum (decommissioning)	As above		Medium		Well progressed	Policy delay development	53/25
Natural Resources	18	Fishing licence fees		Yes	Small		Completed	Yes	60/25
	19	ITQ fishery fees		Yes	Small		Completed	Yes	97/25
	20	Animal health infectious disease/ avian influenza updates		Yes	Small/ Medium		Not started	No planned timetable	24/25
	21	Fishery product hygiene designations		Yes	Very minor		Intermittent	N/A	
Public Works	22	Mount Pleasant speed limits			Small		In progress	Legislative delay drafting	27/25

Directorate	No.	Project Name	Contained in Islands Plan	Essential annual	Approximate scale of drafting	Priority allocated by ExCo	Legislative Drafting stage	On Track?	Most recent Exco paper No.
Policy, Economy & Corporate Services	23	Marine managed areas	Commitment 10, key action 1		Large	High	Not started	Policy delay development	179/25
	24	National park designation (Hill Cove)	Commitment 10, key action 3		Medium		Completed	Yes	180/25
	25	Minimum wage – accommodation provision			Small		Completed	Yes	157/25
Treasury	26	Budget package (appropriation, capital appropriation, finance (fees and charges), customs duties, civil aviation fees)		Yes	Large		Not started	Yes	221/25
	27	Commemorative Coins Orders		Yes	Small		Intermittent - ongoing	Yes	
	28	Currency Notes			Medium		Completed	Yes	
	29	Supplementary Appropriation		Yes	Small		Intermittent - ongoing	Yes	185/25

Considerations for future Legislation Programme

1. Information about the following may be helpful for discussions about formulating a new Legislation Programme:
 - a. Legislative drafting capacity*
 - b. Outsourcing legislative drafting*
 - c. Policy development and other resources needed to deliver legislation*
 - d. Processes around the Legislation Programme:*
 - i. duration of Programme*
 - ii. prioritisation of legislative drafting work*
 - iii. managing changes to Programme*
 - iv. reporting on Programme*
 - e. Stages of Processes for Making Legislation*
- a. Legislative drafting capacity*
2. The Legislative Drafting Team consists of two full time legislative drafters (and two officers who do some drafting alongside other work).
3. The drafting time for each piece of legislation can vary enormously – it is impossible to predict what is needed until after detailed policy has been settled and drafting instructions provided. It ranges from a few hours for the smallest task to many hundreds of hours (or even 1000+ hours) for a large or complex Bill.
4. Key variables for legislative drafting resources required for a piece of legislation are:
 - quality of underpinning policy
 - availability of good, detailed legislative drafting instructions
 - size/scope of subject matter
 - complexity of subject matter
5. As a very rough indicator of legislative drafting capacity, the output of the Assembly over the last 5 years has been as follows (most of which has been drafted internally):

2025	15 Ordinances	25 secondary instruments
2024	13 Ordinances	14 secondary instruments
2023	10 Ordinances	12 secondary instruments
2022	20 Ordinances	24 secondary instruments
2021	10 Ordinances	18 secondary instruments

6. Most of this legislation is relatively small scale. A legislative drafter will only be able to work on two or three large or complex pieces of legislation, at most, over a year. The work is iterative, so a drafter will rarely work exclusively on one piece of legislation over a lengthy period – and will usually be able to produce some smaller drafts alongside large jobs.

Legislative drafting capacity - Offshore Petroleum

7. One of the two full time legislative drafters is currently almost fully engaged on work in relation to regulation of offshore petroleum. She has been almost fully engaged on this work now for two years, and it is anticipated that will continue to be the case well into 2027, if not longer.
8. Part of the reason for the significant time needed for this work is the volume and complexity of the subject matter.
9. However, considerably more time has been required because of a significant absence of policy or drafting instructions (ie the drafter is having to offer policy solutions and help the technical team develop policy, which is not an efficient use of resource, and can result in the wrong output).
10. This is the third substantial attempt at drafting this legislation. Significant time and money (ie 1-2 years' full time drafting, representing £150k+) has previously been spent on earlier drafts which were scrapped because of lack of/incorrect policy and instructions.

b. Outsourcing Legislative Drafting

11. Outsourcing legislative drafting is an option for consideration, but the following issues are relevant:
 - external drafting is only recommended where the underpinning policy and legislative drafting instructions are good
 - unfamiliarity with the Falkland Islands and distance from the client creates a higher risk of an unsuitable draft being delivered
 - external drafting can be more expensive than internal drafting resource
 - internal drafting resource is still needed for supervision/quality control of the product
 - outsourcing legislative drafting doesn't address other resource challenges (eg policy development capacity)
12. Relatively little legislative drafting is currently outsourced (there has been no recent backlog of drafting work to warrant investment in external resource).

c. Policy Development Capacity & other resources

13. The following are needed to produce legislation (as well as legislative drafters):
 - i. subject matter/technical knowledge - operational staff and/or consultants
 - ii. policy development skills - policy professionals
 - iii. legal advice – lawyers
 - iv. Legislative Assembly time
14. Legislative drafters specialise in the production of draft legislation through expertise in legislative language, form and style. They are not subject matter experts; technical and operational knowledge to underpin policy development must be provided by the relevant Directorate or their consultants.
15. Legislative drafters are not policy professionals (although of course they will offer views on policy proposals as far as their knowledge, skills and experience allow).
16. Policy development skills are particularly thinly spread in the Falkland Islands; the small size of the Government means that most Directorates do not have their own policy staff, and there are no political parties, public policy groups, think tanks, nor a Law Commission to share the burden of public policy development.
17. Whilst legislative drafters are lawyers, it is not efficient for legislative drafters to provide the legal advice during the policy development stage – that role should largely be undertaken by the Legal Services team (or, occasionally, by externally contracted lawyers) - before the drafting begins.
18. The Legal Services team also help directorates produce legislative drafting instructions.
19. Legislative Assembly critical scrutiny of legislation is essential to the production of effective legislation; but this requires time in the Legislative Assembly schedule.

d. Processes around the Legislation Programme

20. The current Legislation Programme operates across the financial year, and is usually agreed a few months in advance as follows:

Jan/Feb: Legislation Team works with Directors to identify upcoming drafting need

Mar/Apr: Legislation Team puts proposals to CMT

Apr/May: Legislation Team puts CMT's recommendations to Executive Council, and ExCo determines Programme

July: New Programme begins

Duration of Programme

21. The current Programme is 12 months long. Previously, attempts have been made to plan further ahead, eg a 5 year Programme.
22. However, CMT took the view that it could not reasonably predict when legislative drafting might be required in the longer term (ie beyond 12-15 months) because of:
 - (a) competing demands on resources (officers must frequently prioritise operational work above policy development); and
 - (b) changing political priorities causing delay to policy development.
23. New Assembly Members may want to review the duration of the Legislation Programme in discussion with CMT because:
 - a longer term Programme can bring efficiencies by smoothing out peaks and troughs in demand
 - a longer term plan does not need to be inflexible – it can adapt to changing priorities

Prioritisation of legislative drafting

24. As indicated above, prioritisation in the face of competing demands on limited resources is critical to successful delivery of legislation.
25. There are potentially two elements to the necessary prioritisation:
 - (a) prioritisation to determine which projects to include in the Programme; and
 - (b) prioritisation of work within the Programme (for periods when demand exceeds capacity).
26. The process illustrated at Appendix 1 provides an element of prioritisation for determining which projects should be included in the Programme linked to:
 - (a) inclusion of the relevant project on the Islands Plan; and
 - (b) a certain level of pre-existing policy development.
27. What the process doesn't address is:
 - (a) the criteria for determining what other matters should be included in the Programme, ie reference Annex 1 – What is a “High Priority”?
 - (b) prioritising work within the Programme.
28. Suggestions along the following lines have previously been made for a possible approach to prioritisation, which the new Assembly may like to consider alongside their own views on prioritisation:

Essential	Essential Government administration (eg finance)
High	Significant national safety concern Significant economic driver Significant social or international/reputational concern
Medium	Other risk (eg criminal law falls behind if not regularly updated)
Low	Desirable, but no pressing need for regulation

Managing changes to the Programme

29. A key risk of not effectively managing the Legislation Programme is that throughout the year more projects are added to the Programme by Executive Council, without any additional resources with which to complete them.
30. So it has previously been recommended:
 - (a) not to agree in isolation that a new matter be added to the Programme – the Programme should be looked at as a whole by Executive Council when considering any changes (eg on a quarterly basis); and
 - (b) any decisions for change should generally be made on a “one in, one out” basis (or additional resources should be approved to enable delivery of the additional work).

Reporting on the Programme

31. Regular reports to Executive Council on the Programme are important to give Executive Council oversight and control over the Programme.
32. Quarterly reports were provided in the past, but that was reduced (on ExCo recommendation) to two or three times a year to reduce administrative burden.
33. It is suggested that quarterly reports might be resumed, but on the basis of short, standard form reports:

October	Short report on Q1 Progress
January	Short report on Q2 Progress
April:	Short report on Q3 Progress + proposals for new year’s Programme
July:	End of year report
34. Quarterly reports are made to CMT in any event, so adapting and pushing those reports up to Executive Council shouldn’t result in any significant administrative burden.
35. In October 2024 Executive Council approved the then Chief Executive’s recommendation that “as part of an early review” the Portfolio [with overall responsibility for the Legislation Programme, ie Corporate Services] should attend CMT.

36. It was understood that the Portfolio Holder for Corporate Services would therefore attend CMT during the quarterly reports to CMT on the Legislation Programme. But this practice was not continued after one or two attendances. Executive Council may wish to consider, in discussion with the Chief Executive, if it would be desirable to re-start this practice or not.

e. *Stages of Process for Making Legislation (including policy development stages)*

Stages	Range of typical timelines
1. Identify policy problem to be solved	1-3 months
2. Scope and plan policy project	
3. Identify stakeholders and consult on policy problem	
4. Analyse the policy problem	
5. Generate solutions – what are the policy options?	
6. Executive Council approval of policy options for consultation	1-3 months
7. Consult on the policy options [SOLUTION MAY NOT BE LEGISLATION]	
8. Refine policy options and develop law reform proposal	1-3 months
9. Agree law reform project plan with Legislation Team	
10. Executive Council approval of law reform proposal & project plan (high level policy)	
11. Executive Council approve inclusion on Government Legislation Programme	
12. Develop detailed policy to underpin law reform proposal (why, what, how, when, who)	2-6 months
13. Executive Council approval of detailed policy underpinning law reform proposal	
14. Consult on detailed policy	1-6 months
15. Refine detailed policy post-consultation	
16. Executive Council approval of detailed policy post-consultation	
17. Produce Legislative Drafting Instructions	1-3 months
Stages	Range of typical timelines
18. Draft legislation (iterative process)	1-12 months
19. Directorate agrees Bill and/or draft regulations	

20. Executive Council approval of draft legislation	
21. Consult on draft legislation	1-6 months
22. Refine policy and re-draft legislation post-consultation	
23. Develop implementation plan (including transition)	
24. Executive Council approval of draft legislation & implementation plan	
25. Publish draft Bill	1 month
26. Legislative Assembly consideration & approval of Bill (short process)	Immediately
27. Legislative Assembly Select Committee process (can include consultation)	1-6 months
28. Legislative Assembly approves Bill (post Select Committee-long process)	
29. Ordinance (and Regulations) to Governor for signature	1 week – 1 month
30. Publish Ordinance and any Regulations	
31. Bring legislation into force	Immediately – 6 months

12 months – 4/5 years

Implement, administer and review effectiveness of legislation...

Ongoing

NOTE: some stages are optional and some may be combined – this is a guide for good practice, and stages and timelines will vary depending on the nature and complexity of the legislation, and the resources available (and urgent or very simple legislation could potentially take 1-6 months)

Illustrative Potential Future Legislation Programme - Showing relevant legislative drafting resources

This table is intended to give ideas for discussion, and illustrates what the main parts of a Legislation Programme might look like; leaving some flexibility for the addition of some small/medium projects within existing resources

The estimated timeframes are very approximate – especially for those projects where policy development has not started or is not well progressed

The estimated timeframes assume high quality detailed policy and legislative drafting instructions will be provided

Grey = Projects agreed under current Legislation Programme 2025/26																				
Purple = Potential projects under new Legislation Programme (merely illustrative)																				
	2026					2026/2027												2027/28	2028/29	2029/30
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
	Full time Drafter 1																			
Budget package <i>estimated drafting 3-4 months annual</i>																				
Ports and Harbours (Pilotage) Regulations																				
Companies (Beneficial Ownership Register) Bill																				
Companies (Audit – Amendment) Bill																				
Mental Capacity etc Bill and Regs <i>estimated drafting 6-18 months</i>										Possibly continuing										
Marine Managed Areas Bill and Regs <i>estimated drafting 6 months</i>																				
Communications (A) Bill & Regs <i>estimated drafting 6-18 months</i>												Possibly continuing								
Fisheries (ITQ Fees) Bill & Regs <i>estimated drafting 6-12 months</i>																		Possibly continuing		
Fish Farming Bill (& Regs?) <i>estimated drafting 6-12 months</i>																		Possibly continuing		
	2026					2026/27												2027/28	2028/29	2029/30

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Crimes/Criminal Procedure Bill – regular update <i>estimated drafting 6-9 months</i>																		Possibly continuing		
Port Management/Port Authority Bill and Regs <i>estimated drafting 6-12 months</i>																		Likely continuing		
Equalities Project <i>drafting phases not continuous, but expected to run over 5-7 years</i>																				
Dangerous Goods Bill (& Regs?) <i>estimated drafting 6-12 months</i>																				
Immigration (various) Amending Bill & Regs <i>estimated drafting 6-12 months</i>																				
Sovereign Wealth Fund Bill <i>estimated drafting 6-18 months</i>																			Possibly continuing	
Fisheries (Illex into ITQ) Bill & Regs <i>estimated drafting 6-18 months</i>																			Possibly continuing	
Education (Amendment) Bill (& Regs?) <i>estimated drafting 6-18 months</i>																				Possibly continuing
Falkland Islands Status Amending Bill <i>estimated drafting 6-12 months</i>																				Possibly continuing
Data Protection Bill <i>estimated drafting 12-24 months</i>																				
Biosecurity Bill and Regs <i>estimated drafting 12-18 months</i>																				
Healthcare (Eligibility) Bill (& Regs) <i>estimated drafting 12-18 months</i>																				
	2026					2026/27												2027/28	2028/29	2029/30

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
	Full Time Drafter 2 <i>(supported by outsourced review of draft offshore minerals legislation by external contractor - at additional cost)</i>																			
Offshore Petroleum Principal Legislation (3 x projects: Safety & Environment, Application of laws, Consequential & other amendments)																		Likely continuing	Possibly continuing (eg safety regs)	
Environment Trust Bill																				
Pollution/Waste Management Bill & Regs <i>estimated drafting 12-18 mths</i>																				
Biodiversity/Wildlife Protection Bill & Regs <i>estimated drafting 12-18 mths</i>																				
	Possible Outsourcing of Legislative Drafting? (additional funding needed)																			
	Maritime specialist																			
Dredging Regulations																				
Standards of Training, Certification and Watchkeeping (STCW) Convention Regulations																				
Safety of Life at Sea Convention (SOLAS) Regulations																				
Work in Fishing Convention – ILO188 Bill (& Regs?)																				
Small Vessel Code Regulations																				
Ballast Water Convention																				
	Tax Specialist																			
Petroleum Valuation																				
Personal and Corporation Tax Review <i>estimated drafting: 1-2 years for focussed review; 3-5 years full review</i>																				