

EXECUTIVE COUNCIL

PUBLIC

Title:	Islands Plan 2022-2026 Delivery Plan
Paper Number:	116/22
Date:	26 July 2022
Responsible Director:	Chief Executive
Report Author:	Director of Policy and Economic Development
Portfolio Holder:	All Members of the Legislative Assembly
Reason for paper:	This paper is submitted to Executive Council: For policy decision and; Requested by elected members of the Legislative Assembly
Publication:	Yes – with some redactions as highlighted . These are recommended due to the information included being incomplete or subject to change, particularly during the initial implementation period.
Previous papers:	ExCo 62/22
List of Documents:	Annex 1 – Islands Plan 2022-2026 Delivery Plan Annex 2 – Islands Plan 2022-2026 Delivery Plan with Detail - REDACTED

1. Recommendations

Honourable Members are recommended to:

- (a) Approve the Islands Plan 2022-26 Delivery Plan [Annex 1] to track and report the progress of the commitments as detailed within the Islands Plan 2022-2026.
- (b) Note that a report on progress against these actions will be presented to Executive Council twice a year.

2. Additional Budgetary Implications

- 2.1 Budgetary decisions in future years will take in to account the priorities committed to by the Assembly.

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 [Annex 1] has been created 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 toward 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. The first progress report will be delivered in early 2023 for the period 1 July 2022 – 31 December 2022 (Q1 – Q2 FY 2022/23).
- 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. **REDACTED**.
- 3.5 The Islands Plan Delivery Plan is being presented to EXCO for approval as a means for tracking and reporting progress toward the programme of government for the period of the Legislative Assembly, 2022-2026.

4. Background and Links to Islands Plan and Directorate Business Plan/s

- 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 The Islands Plan themes are as follows:
- Self-Determination and Public Diplomacy
 - Protecting the Environment
 - Sustained Economic Development for the Islands
 - Infrastructure, Transport and Communications
 - Health, Wellbeing and Social Care
 - Education, Training, Workforce, Community and Culture
 - Social Equity
 - Safety and Security
 - Organised and Effective Government

- 4.3 Each theme is split in to overarching high level vision bullet points on the left-hand side of the page, with the right-hand side bullet points outlining the commitments.
- 4.4 A delivery plan has been created to identify specific actions required to implement the broad commitments outlined in the Islands Plan. This will allow for accurate and regular progress reports to be generated for the benefit of MLAs, the community, the civil service, civil society and private sector.
- 4.5 There is both a published and detailed version of the delivery plan. The detailed version will be 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.
- 4.6 This is the first Assembly to seek approval from Executive Council for the Islands Plan and its delivery plan. This approval means the Plan will serve as formal direction for policy and legislative priorities of the Falkland Islands Government, over the period of the Legislative Assembly, 2022-2026.

5. Options and Reasons for Recommending Relevant Option

- (a) Option 1 (recommended) – Approve the Islands Plan 2022-26 Delivery Plan to track and report the progress of the commitments as detailed within the Islands Plan 2022-2026. Reports on progress should be considered by Executive Council twice a year.
- (b) Option 2 (not recommended) – Do nothing. If EXCO chooses not to approve to the Islands Plan Delivery Plan there will not be a unified agreed approach to implementing and tracking progress towards the commitments in the Islands Plan.
- (c) Option 3 (not recommended) – Do not approve the current Islands Plan 2022-26 Delivery Plan, give guidance on amendments to be made to the document and ask that a further report be brought to a future meeting of Executive Council, in order that a revised document can be considered for approval.

6. Resource Implications

6.1 Financial Implications

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 will inform Budgetary decisions in future years will take in to account the priorities committed to by the Assembly. 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

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

Regular reporting will be undertaken within FIG to ensure that progress is monitored on the commitments, this will involve input from MLAs, the Corporate Management Team, identified service leads and other officers. Progress reports will be considered by Executive Council twice a year, if recommendation (b) is agreed.

7. **Legal 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. **Environmental & Sustainability Implications**

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

9. **Camp Implications**

9.1 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.

10. **Significant Risks**

10.1 The creation of objectives flowing from the Islands Plan may identify resource requirements which have yet to be considered in FIG budgetary approvals, and may not be deliverable within existing financial constraints.

10.2 Whilst not directly relevant to the recommendations in this paper, it should be noted that the corporate risk register will need to be updated to reflect any revisions to objectives particularly in respect of supply chain and labour market constraints.

11. **Consultation**

11.1 Consultation on the Islands Plan has taken place with the following:

- Members of the Legislative Assembly series of initial meetings following election in November 2021-January 2022.
- Corporate Management Team (Email correspondence 26th January 2022);
- Corporate Management Team Away Day (following revisions) 27th January 2022;
- Members of the Legislative Assembly and CMT Away Day 8th February 2022;
- Head of Communication changes in advance of HOS Session 17 February 2022;
- Heads of Service Session 24th February 2022;
- MLA and Chief Executive Revision following comments from HOS 1st March 2022;
- Invitation to comment on the draft Islands Plan (downloaded via the www.falklands.gov.fk/assembly website) sent via email from Gilbert House to

their mailing list; including but not limited to press, public and organisations such as the Falkland Islands Fishing Companies Association, the Falkland Islands Chamber of Commerce, the Falklands Tourist Board, etc. 8th March 2022;

- Public meeting at the Chamber of Commerce 15th March 2022;
- Further refinement by the Chief Executive, Director of Policy & Economic Development and Senior Public Policy Adviser 21st and 23rd March 2022;
- Corporate Management Team Meeting 28th March 2022 (invite for final comments);
- Head of Communication review and drafting of Foreword 7 April 2022;
- MLA review 26 April 2022;
- Final MLA review 02 May 2022.

11.2 The Islands Plan Delivery Plan was developed based on inputs from FIG Directorates as to what policy and operational steps were needed to accomplish the commitments in the Islands Plan.

11.3 It has been reviewed at various stages in the above listed consultation alongside the Islands Plan 2022-2026. Following EXCO approval of the Islands Plan 2022-2026, extensive further consultation has taken place with the Corporate Management Team and the service leads identified within the Islands Plan Delivery Plan; as part of this process Members of the Legislative Assembly were copied in to the correspondence with each Directorate. This process was led by the Director of Policy & Economic Development and the Chief Executive's Office.

12. Communication

12.1 The Islands Plan Delivery Plan will be published following approval.

Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q2 FY2022/23
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	<ol style="list-style-type: none"> 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	
2	Focus on proactive, international public relations and public diplomacy	Implement the existing Public Diplomacy programme	<ol style="list-style-type: none"> 1. Implement existing Public Diplomacy programme with particular focus on Overseas Territories, UK and regional partners 	Chair of Assembly	CE	Clerk of the Assembly	
3	Connect with our community (locally and overseas) by developing an inclusive approach to engagement and communications	Engage with the whole community	<ol style="list-style-type: none"> 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	Gilbert House	
		Increase rural engagement	<ol style="list-style-type: none"> 1. MLAs to accompany doctor's visits 2. Hold East and West Legislative Assembly meetings 3. Hold Camp surgeries 	Teslyn Barkman	CE	Gilbert House	
		Engage with UK Diaspora	<ol style="list-style-type: none"> 1. Conduct surveys and analyse responses 2. Develop approach for engagement based on survey responses 	Gavin Short	CE	Falklands Representative	
		Monitor and address community tensions	<ol style="list-style-type: none"> 1. Develop a mechanism that can identify and respond to signs of tensions between communities 2. Identify ways to build bridges where potential conflicts identified 	Ian Hansen	DESI	DESI	
		Review approach to public communication	<ol style="list-style-type: none"> 1. Review how the Falkland Islands Government communicates with people across the Islands to support a move from transactional to interactional engagement 	Chair of Assembly	DPED	Head of Communications	
4	Widen the pool of candidates for future elections by increasing political awareness and education	Widen pool of candidates for future elections	<ol style="list-style-type: none"> 1. Encourage people to get involved with government by becoming JPs, joining committees or otherwise getting involved with FIG initiatives 	All MLAs	CE	Gilbert House	
5	Involve our young people in democracy, by developing their political knowledge and offering avenues for involvement through schemes, such as the Youth Parliament and Junior Ambassadors programme	Establish a Youth Parliament	<ol style="list-style-type: none"> 1. Establish mission, vision, values as well as structure and remit (in regard to school councils & legislative assembly) 2. Secure approval School Governance Committee(SGC) and Education Board 3. Develop action plan 4. Report progress and impact annually to SGC and Education Board 	Leona Roberts	DoE	Executive Head	
		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	
		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 Education Board and EXCO annually 	Leona Roberts	FIGO	FIGO	
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	DESI	CO FIDF	

Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q2 FY2022/23
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	DPED	Head of Environment	
		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	DPED/DNR	Head of Environment/Head of Agriculture	
		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	DPED	Head of 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	<ol style="list-style-type: none"> 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	DPED	Head of Environment	
		Explore and increase use of green technologies, e.g. renewable energy provision, electric vehicles, energy efficiency measures	<ol style="list-style-type: none"> 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	DPW	
9	Refresh our biosecurity strategy to address policy or legal gaps, and develop an enhanced invasives policy	Refresh the biosecurity strategy	<ol style="list-style-type: none"> 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	
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	DPED	Head of Environment	
		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	DPED	Head of Environment	
		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	DPED	Head of Environment	
		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	DPED	Head of Environment	
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	DPED	Head of Environment	
12	Work with our community on education and outreach programmes to improve environmental awareness and encourage affirmative action		Peter Biggs	DPED	Head of Environment		

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Sustained Economic Development for the Islands							
13	Investigate the opportunities and challenges in becoming a greener economy, including added value for exports and sustainable innovations	Address private sector challenges and barriers to becoming greener	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	DPED	Economist	
		Continue to support industry in attaining environmentally sustainable accreditation for key exports to ensure access to markets and price premium	1. MSC for Toothfish - annual review 2. Achieve MSC for Loligo - 2023 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	
		Review Economic Development Strategy	1. Scope review of EDS, including consideration of combining EDS, RDS and TDS 2. Engage & consult 3. Publish & implement	Gavin Short	DPED	Economist	
		Increase containerisation with SAAS	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	
		Implement Green Innovation Fund	1. Use budget round for 22-23 to generate fund for environmental projects	Peter Biggs	DPED	Head of Environment	
14	Continue to cement our position as a Gateway to the Antarctic by building relationships with partners and developing our offer	Continue to progress Antarctic Gateway programme	1. Regular contact maintained with BAS, IAATO & other polar institutes 2. A business case for the Science Facility is prepared jointly between SAERI and FIG 3. Develop proposals for other Gateway projects	Mark Pollard	DDCS	DDCS	
15	Support the long-term continuation of international commercial flights	Support international commercial flights	1. Agree resumption dates for international commercial flight routes 2. Plan & implement re-launch of both routes	Mark Pollard	DDCS	DDCS	
16	Review the tourism development strategy and improve local facilities to support the sector	Improve facilities available for the Tourism sector	1. Initial review with FITB of scope for luxury/eco lodge (then determine next steps) 2. Develop and implement solution to improve Jetty Centre pontoons (PWD lead) 3. Keep accommodation and tourism facilities under review	Gavin Short	DPED	Senior Public Policy Adviser	
		Review Tourism Development Strategy	1. Scope combined review of TDS with EDS & RDS (incorporating environmental impacts and opportunities of green tourism) 2. Engage & consult 3. Publish & implement	Gavin Short	DPED	Senior Public Policy Adviser	
17	Remove barriers for local companies to participate in government procurement, including increasing the transparency of opportunities	Continue to embed FIG procurement improvements to reduce barriers for local engagement in FIG procurement opportunities	1. Complete FIG rollout of e-procurement system to increase transparency of opportunities 2. Complete Local Policy Statement setting out how FIG supports Local Content in its procurement 3. Continue regular engagement with local businesses (training, workshop sessions etc)	Mark Pollard	DDCS	Head of Procurement	
		Complete review of FIDC	1. Undertake review - next steps to be determined based on outcome	Gavin Short	DPED	Senior Public Policy Adviser	
		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	DPED	Economist	
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	
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. Ongoing Fisheries Management	Teslyn Barkman	DNR	Fisheries Manager/DNR	
			1. Honouring the Accord by implementing the Action Plan - both at a company level and FIFCA level	Teslyn Barkman	DNR	DNR	
			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	
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	
		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	

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20	(continued) Support agricultural innovation through the Responsible Wool Standard, funding a new wool warehouse and reviewing rural development policies and practices	Maintain National Stud Flock	<ol style="list-style-type: none"> 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	
		Pass a Rural Bill	<ol style="list-style-type: none"> 1. Review external Rural Development Acts to consider what policy areas could be included in a Rural Development Bill for the Falklands 2. Draft a framework for a FI Rural Development Bill (based on Islands Plan policy objectives) 3. Consult stakeholders 4. Take to ExCo & Legislative Assembly 	Teslyn Barkman	DNR	DNR	
		Conduct review of FIMCO	<ol style="list-style-type: none"> 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 5. Consider where changes can be made to farming systems to reduce wastage <p>**contract the one external consultant for all milestones</p>	Teslyn Barkman	DNR	DNR	
21	Progress extractive industries in an environmentally conscious way	Complete prerequisites for commercial transaction for Sea Lion project	<ol style="list-style-type: none"> 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	DMR	DMR	
		Put in place legislative priorities for Sea Lion project Offshore Minerals Ordinance	<ol style="list-style-type: none"> 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	DMR	DMR	
		Put in place legislative priorities for Sea Lion project Other Ordinance	<p>Deliver other legislative requirements to allow Sea Lion to go ahead, specifically revisions, updates or new legislation covering:</p> <ol style="list-style-type: none"> 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	DMR	Various	
		Undertake project management for Sea Lion project	<ol style="list-style-type: none"> 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	DMR	DMR	
		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	
		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	DMR	DMR	
			<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	DMR	DMR	

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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	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	
		Secure agreement for ongoing delivery of Ferry & Coastal Shipping Service	1. Review previous work & contracting model assessments and assess future delivery models (pro's/con's, 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	DDDCS	
		Continue FIGAS Improvements	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	
		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	
23	Complete the design and construction of the new port	Complete design and build of new port facility	1. Complete Detailed Design Stage and approve Notice to Proceed to construction 2. Complete construction of new port facility 3. New port ordinance as required prior to completion of new port facility (with Attorney General)	Mark Pollard	DDCS	Port Senior Project Manager	
24	Develop and implement infrastructure plans for key utilities, including renewable energy, power supply, water and sewage	Implement new sources of power generation	1. Complete new power station 2. Get approval for new Renewable Energy Strategy	Peter Biggs	DPW	Power Station Manager	
		Develop long-term plan for the water supply	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	

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24	(continued) Develop and implement infrastructure plans for key utilities, including renewable energy, power supply, water and sewage	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	
		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	DPW	
25	Continue to improve pollution control, waste management and viable recycling practices	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	
		Improve waste management & viable recycling practices	<ol style="list-style-type: none"> 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	
		Improve pollution prevention and control policy	<ol style="list-style-type: none"> 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	DPED	Head of Environment	
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"> 1. Undertake annual "health check" reviews of Town Plan 2. Prepare evidence base for formal review of Development Plan 2026-27 3. Preparation of report on ToR for Development Plan review 4. Exco agreement on ToR & proposals for Development Plan review 5. Programme for comprehensive update of Building Regulations 	Mark Pollard	DDCS	Head of Planning & Building	
		Complete asset management plan for FIG offices/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	
		Progress work on Education Estates	<ol style="list-style-type: none"> 1. College Workshop plan secured and agreed 2. Scrutiny and oversight Board established 3. Capital works undertaken 4. Work signed off 5. Staffing secured 6. Curriculum offer secured 7. Event for opening of facility 	Leona Roberts	DoE	DoE	
			<ol style="list-style-type: none"> 1. Annual maintenance priorities for Stanley House established and tabled at Education Board 2. Secure agreement via the Capital Bid process re meeting the demographic needs for secondary pupils 3. Scrutiny and Oversight Board established 	Leona Roberts	DoE	DoE	
			<ol style="list-style-type: none"> 1. Annual maintenance priorities established for IJS & CE and tabled at Education Board 2. Secure demographic modelling to secure a timeline and plan 	Leona Roberts	DoE	DoE	

Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q2 FY2022/23	
26	(continued) Progress a comprehensive management, maintenance and development programme for all government assets, including health and education estates	(continued) work on Education Estates	Progress	<ol style="list-style-type: none"> 1. Annual maintenance priorities established for FICS and tabled at Education Board 2. Secure agreement via the Capital Bid process re meeting the demographic needs for secondary pupils 3. Scrutiny and Oversight Board established 	Leona Roberts	DoE	DoE	
				<ol style="list-style-type: none"> 1. Traffic improvement plan to address traffic safety around Education Estates tabled at FISCB as a standing item 2. Clear timeline secured for each action 	Leona Roberts	DoE	DoE	
		Progress work on Health Estates	<ol style="list-style-type: none"> 1. Identify preferred option for the healthcare facilities (ExCo paper already in progress) 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		
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		
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		
29	Enable an increased range of housing and availability	Accommodation Availability - Bank Mortgages/Grants etc (Town and Camp)	<ol style="list-style-type: none"> 1. Determine nature and scale of issue and priority relative to other matters 2. Discuss options with SCB 3. Present Exco paper with recommendations 4. Complete arrangements and implement 	Roger Spink	FS	FS		
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"> 1. Secure agreement with Sure on broadband provision for FI after current Sure satellite provision contract expires December 2022 2. Assess new technology landscape and future telecoms licence requirements & produce report with options for FIG new licence requirements 3. Agree procurement plans for new licence 4. Exco agree FIG requirements for new licence prior to procurement 	Mark Pollard	DDCS	DDCS	
			Continue maintenance of radio network and agree future plans for provision of radio comms	<ol style="list-style-type: none"> 1. Secure ongoing contractual arrangements for maintenance of radio network 2. Review new technology landscape & options for future provision of effective radio communications 3. Prepare options report for future provision of radio communications 4. Secure Exco approval for future provision of radio communications 	Mark Pollard	DDCS	DDDCS	
			Review effectiveness of Regulator Role	<ol style="list-style-type: none"> 1. 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 2. Determine Government priorities 3. Consultation and continuing dialogue with community, businesses, MPA etc. regarding needs and aspirations and managing expectations about what is achievable 4. Consider policy options to enhance 'Digital Inclusion' 5. Instruct consultants to advise on (1) options to enhance provision and (2) to support consultations 	Roger Spink	AG	Head of Legal Services	

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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"> 1. Long-term political direction for model of care support including how it is funded needed on a sustainable footing 2. Staffing and resource implications will require thorough planning and agreement in advance. Realistic budgetary considerations must include Agency Staff if not available locally 3. Supporting policies and governance for model agreed will need to be developed 4. Overarching theme of maintaining and supporting independence should be guiding principle 5. Operational models agreed and refined 6. Set the conditions for local skills to be developed to support future employment opportunities within health and social care 	John Birmingham	DHSS	CST Manager	
		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"> 1. Safeguarding boards cemented into our legislation - Adult safeguarding board to be fully established alongside the existing Children's Safeguarding Board 2. Highlight Island-wide importance of safeguarding 3. Training and up-skilling across all departments essential to promote this message 	John Birmingham	DHSS	Head of Social Services	
32	Explore innovative ways to provide healthcare across the Islands	Deliver a new and suitable Electronic Patient Record System	<ol style="list-style-type: none"> 1. Identify approach for replacing record system (all in one solution vs. multiple solutions for dental & pharmacy which connect with central EPR) 2. Research the market providers to ensure tender is advertised appropriately 3. Secure funding through ExCo 4. Create appropriate specifications to be included in tender 5. Resource department with a project manager, preferably with clinical experience 6. Data migration successfully occurs and is tested 7. Adequate training delivered to H&SS staff 8. Go-live date identified 9. Support package include implementation, snagging and on-going support agreed 	John Birmingham	DHSS	Hospital Manager / EPR Project Manager	
		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 Synergy 3. Create clear list of available telemedicine services 4. Inform public and users of services 	John Birmingham	DHSS	CMO	
		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	
		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	
		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 inc 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	

Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q2 FY2022/23
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	1. Develop specification for new health records system that incorporates public health data requirements	John Birmingham	DPED	Head of Public Health	
		Support and develop policies across FIG that emphasis wellbeing environments which can reduce the burden to healthcare in the long term	1. 12 month trial Health Impact Assessment internally in DPED 2. Review suitability and make recommendations for FIG wide roll out	John Birmingham	DPED	Head of Public Health	
		Promote healthy lifestyles through public engagement	1. Ongoing programme of events and campaigns (e.g. Walking Festival)	John Birmingham	DPED	Head of Public Health	
34	Strengthen our agreements with overseas healthcare partners	Strengthen external support with NHS, South America and Search & Rescue for medical support provisions	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	CE	DHSS/CMO/AG	
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	1. Promote well-being across FIG 2. Secure additional funding to support the well-being work across FIG 3. Deliver outputs in line with the well-being plan and objectives 4. Brief CMT on programme of work 5. Identify and share good practice 6. Encourage non-FIG business to follow suit.	Gavin Short	DHR	Health & Safety Adviser	
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	1. Stage 1 (Accountability and governance) secured in 2022. 2. Stage 2 (Schools and Teaching) policy principles secured and approved 2023 3. Legal drafting for Stage 2 secured and Ordinance on statute secured 2024 4. Stage 3 (Vulnerable Children) policy principles secured 2024 5. Legal drafting secured for Stage 3 and Ordinance on statute 2025.	Leona Roberts	DoE	DoE	
37	Develop long term strategies for Special Educational Needs and Disability (SEND)	Develop and implement long term strategy for SHEILD and SEND	1. 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) 2. Agree policy roles and responsibilities with Policy, DHSS and secure EXCO approval 3. Scope policy aims and the issues to be addressed re SEND and Secure EXCO approval 4. Scope policy aims, scope and issues re Shield and secure EXCO approval	Leona Roberts	DoE	DoE/DHSS/FS/ Shield	
38	Implement the recommendations of the Camp Education review	Complete Camp Education Policy	1. Secure MLA agreement regarding scope of policies arising from the Camp Education Review and which need EXCO approval 2. Secure a timeline for these plans 3. Ensure stakeholder engagement in the scoping of the policies	Leona Roberts	DoE	Executive Head Teacher	
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	
		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	Ian Hansen	DESI	Head of Immigration	
		Demonstrate impact of CDS funding	1. Regularly promote CDS 2. Organise annual CDS recognition event	Leona Roberts	DoE	DoE	
		Promote second chance education	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	
		Promote English as Second Language training	1. Regularly promote on line ESOL lessons 2. Continuously seek ESOL tutors and offer ESOL courses when available	Leona Roberts	DoE	College Development Manager	
		Improve maths and English skills	1. Address internet issues which hinder on line exams 2. Regularly the promote IGCSE Maths and English offer and tutoring available on line 3. Enable Maths and English tutoring on the Islands.	Leona Roberts	DoE	College Development Manager	
		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 relevant stakeholders	Ian Hansen	DHR	DHR	
		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	DPED	Senior Public Policy Adviser	

Islands Plan Commitment		Key Actions Required	Breakdown of Initial Steps/Tasks	Portfolio Lead	Director Lead	Service Lead	Progress Update Q2 FY2022/23
39	(continued) Enhance frameworks for apprenticeships, graduate retention and second chance education, including ensuring fundamental language and maths skills	Increase focus on upskilling especially in essential services and ensure training and development plans link into wider Workforce plans and strategies	<ol style="list-style-type: none"> 1. Design a framework of Key Roles which could be used as gateways for lifelong learners 2. Agree Proposed Framework 3. Secure Budget provision via Exco for designate posts to allow succession work in key roles 4. Delegate to Directorates to deliver the outcomes from the framework 5. 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	DHR	DHR/CMT	
		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 4. Continue to produce booklet for the Management Trainee Scheme in line with the Mentoring Booklet 	Gavin Short	DHR	DHR	
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	
		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	
		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	
41	Develop a new heritage and cultural strategy which recognises the diversity of our people and the distinct identities within our community	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	DPED	Senior Public Policy Adviser	
		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	
		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	CE	Clerk of the Assembly	
		Promote volunteer recognition and opportunities	<ol style="list-style-type: none"> 1. Recognition Awards (FIG/Community Awards) 	Leona Roberts	CE	Clerk of the Assembly	
42	Continue improving the childcare sector provision	Continue to improve and develop nurseries and Early Years provision through increasing staff development and qualifications	<ol style="list-style-type: none"> 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	

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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	Roger Spink	FS	FS/DPED	
		Reduce income inequality	2. Produce ExCo options paper reviewing income levels and outlining policy options	Leona Roberts	FS	FS/DPED	
		Review cost of living	3. Agree favoured option, cost fully and confirm implementation with further Exco paper.	Roger Spink	FS	FS/DPED	
		Review pensions, taxation (personal/tax credits), and standards of living		Roger Spink	FS	FS/DPED	
		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	FS	FS/DPED	
44	Implement the new housing strategy, including landlord and tenant protections, and explore the possibility of a fair rent scheme	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	
		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	
		Implement landlord and tenant protections	1. Develop options paper 2. Engage and consult 3. Begin implementation	Leona Roberts	DPED	Senior Public Policy Adviser	
45	Consult the community on preferred options and improve our national workforce protections	Explore the possibility of a fair rent scheme	1. Analysis of options 2. Engage and consult 3. Begin implementation non-statutory/statutory	Roger Spink	DPED	Senior Public Policy Adviser	
		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	
		Create affordable rental development incentives	1. Develop options paper 2. Engage and consult 3. Begin implementation	Roger Spink	DPED	Senior Public Policy Adviser	
		Promote affordable home ownership	1. Develop options paper 2. Engage and consult 3. Begin implementation	Roger Spink	DPED	Senior Public Policy Adviser	
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	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	DPED/AG	Senior Public Policy Adviser	
		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	
47	Undertake a comprehensive, cross-departmental review of medical, dental, housing and education eligibility, to address the limits of current systems and evaluate potential future demand	Review dental, medical and social services eligibility criteria/policy	1. Identify and agree limits of medical and social care available in the islands and for aeromedical evacuation 2. In conjunction with Policy, Legal Department and MLAs agree the eligibility criteria for medical and social services 3. Contribute to reviewing immigration medical guidelines, recognising that any relaxation must be accompanied by a full impact assessment on health and social services 4. For all agreed policy and guidelines changes the FIG appetite for risk must be articulated, acknowledged, and be consistent with and reflected in the documents produced.	John Birmingham	DHSS/DPED	DHSS/CMO/AG/DPED	

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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. <u>Manage passenger flow within the terminal</u> 	Ian Hansen	DESI	Head of Immigration	
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. Refine Cybersecurity Strategy 2. Deliver ongoing regular FIG cybersecurity training 	Mark Pollard	DDCS	Chief Information Officer	
		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	DDCS	Chief Information Officer	
50	Ensure community safety is at the heart of our frontline services	Ensure emergency services build trust and confidence across our communities by obtaining community feedback, carrying out promotional activities for our frontline services and putting community policing at the heart of the policing plan	<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 	Ian Hansen	DESI	Chief of Police	
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 BFAI 4. Survey of private sector training needs for resilience 5. Business resilience planning promoted 	Ian Hansen	DESI	Emergency Planning Manager	
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. Development of Port Marine Safety Code 2. Continued implementation of fishing vessel inspections and Port State Control 3. Implementation of compulsory pilotage scheme 	Ian Hansen	DESI	Head of Maritime Authority	
53	Maximise mutually beneficial opportunities for collaboration and cooperation with BFAI	Explore mutually beneficial cooperative relationships and opportunities with BFAI	<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	

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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"> 1. Continue to embed strategic risk management processes and practices, strengthening the links to the strategic objectives of FIG 2. Improve forward planning and briefing out within FIG 3. Agree and begin to embed the vision and values of the Public Service 4. Improve the engagement of CMT in FIG corporate governance processes and issues 5. Ensure collaboration between FIG with private, civil society sectors and subvention bodies to ensure focus on the Islands Plan commitments 	Leona Roberts	CE	CE	
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"> 1. Complete audit 2. Next steps to be determined based on audit recommendations. 	Roger Spink	FS	Chief Internal Auditor	
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"> 1. Exco policy paper developed by DPED 2. Draft agreements shared with relevant bodies and agreed by Boards 3. Concept discussed as part of 2022 BSC process 4. Arrangements fully embedded for 2023 BSC Process 	Roger Spink	FS	Head of Finance/DPED	
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.	<ol style="list-style-type: none"> 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	DHR	HR Service Manager	
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.	<ol style="list-style-type: none"> 1. Identify opportunities for digital transformation 2. Evaluate available options and recommend preferred approach 	Mark Pollard	DDCS	Chief Information Officer	
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	<ol style="list-style-type: none"> 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	