

Falkland Islands Government

The Islands Plan

2018-2022





Our vision

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

Welcome to The Islands Plan

Our beautiful home is unlike any other. We have a truly exceptional landscape, seascape and heritage. Diversity is everywhere: within our culture, our flora and our fauna. We are a fair, just and equal society that is democratically self-determined, and we are a proud member of the global economic, social and political communities.

This document sets out our shared vision and priorities for the Falkland Islands over the next four years. It articulates our ambitions for improvements and the actions we will take to deliver positive results, across a range of key areas, for the benefit of every resident.

We have an unprecedented opportunity for economic growth and The Islands Plan connects our community's aspirations for protecting the environment, improving transport and communications links, and modernising our infrastructure, with the possibilities that exist to improve our prosperity, health and wealth for current and future generations.

We also have some significant challenges that we cannot ignore. Many of our objectives will require significant investment and a suitably skilled and sufficient labour force to achieve, so we will need to take some big decisions to create the right environment for our plans to succeed.



The role of our civil service will be vital to the achievement of our plans. The Islands Plan has to be more than simply words on a page; it must be embedded in the day-to-day activities and priorities of each department. The annual Falkland Islands Corporate Plan will clearly set out for the public how the civil service will deliver on our ambitious agenda, as well as reporting on progress against The Islands Plan. It represents the commitment of the Falkland Islands Government to the local community and is the mechanism by which MLAs will hold the civil service to account.

We will ensure that the principles of democracy, fairness, accountability and transparency are inherent in the work of the Falkland Islands Government, and that as an organisation it genuinely reflects the values of the people it serves. This includes fostering a culture which enables and supports the participation of the community in setting our priorities for the future. We know this is the only way in which we can be confident that our plans are in step with what our population needs and expects.



Dr Barry Elsby



Roger Spink



Roger Edwards



Leona Roberts



Ian Hansen



Mark Pollard

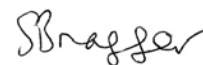
This also means we will insist on our continued commitment to robust principles of good governance, which recognise the value and importance of our committee and corporate structures, and use effective programme and project management to ensure a relentless focus on delivery and value for money. We will also ensure that we are realistic, pragmatic and supportive in our approach to change.

The Islands Plan is our commitment to you. It is about growth and resilience. It is designed to ensure that we have strong social and economic foundations—across infrastructure, people, environment and institutions—that will help us flourish and build a strong future, even in the face of global political and trade challenges. It is about raising our profile internationally, making our voices heard, and leaving no doubt about the Falkland Islands' place in the world.

Together we are stronger and together we will continue to build a prosperous, productive and positive future for the Falkland Islands.



Teslyn Barkman



Stacy Bragger

Self-determination and good governance

Our vision

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

During this Assembly we will:

- Encourage widespread democratic engagement and participation;
- Review our Constitution to ensure it remains modern and fit for purpose in the light of our ambitions for the Islands;
- Update the Electoral Ordinance to ensure the Islands have modern and proportionate legislation, and voting processes and procedures;
- Agree a sustainable budget for the Falkland Islands Government and maintain reserves at a level that provides financial security;
- Ask to extend ratification of international treaties to tackle global corruption and the financing of terrorism;
- Agree and implement new ways of sharing information and consulting with the community, including developing the digital presence of the Falkland Islands Government to ensure greater accountability, transparency, and community participation in policy development and decision making;
- Encourage young people into politics through schemes such as the Youth Parliament initiative;
- Advocate for and promote the transparency of the Falkland Islands Government.





Public diplomacy and international relations

Our vision

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

During this Assembly we will:

- Promote Falkland Islands culture, society and values through our international public diplomacy programme;
- Involve the Falkland Islands community in both formal and informal public diplomacy efforts;
- Lobby for the best possible access to markets for local exports and services;
- Work to maintain and construct economic and political relationships with European partners and take all possible steps to mitigate any negative impact of the UK withdrawal from the European Union on the Falkland Islands;
- Work in partnership with other UK Overseas Territories to support our existing access to markets and create new opportunities.



Community and culture

Our vision

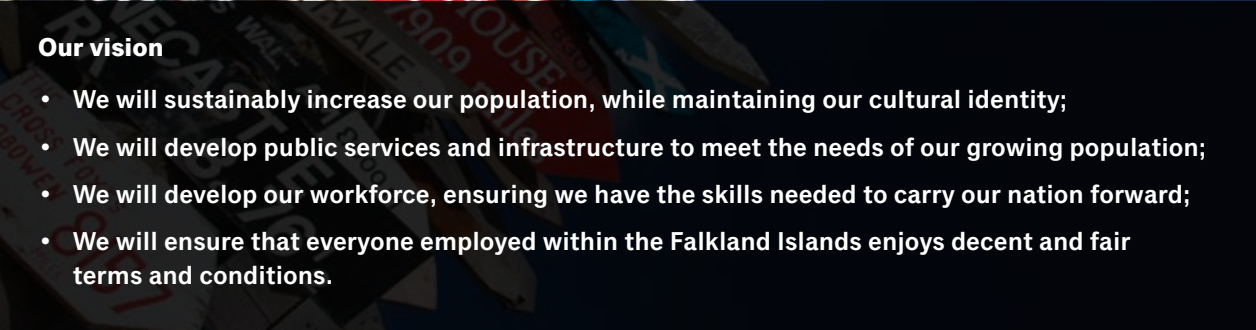
- We will strive to remain a fair, equal and just society;
- We will preserve and celebrate the Falkland Islands' heritage and way of life;
- We will enable everyone to participate in cultural, leisure and sporting activities.

During this Assembly we will:

- Improve sporting and leisure facilities to increase involvement and participation;
- Support local sports groups and athletes in raising their competitive standards;
- Find ways to recognise and encourage volunteers in the community;
- Develop a cultural strategy for the Falkland Islands;
- Champion and invest in artistic and cultural experiences that enrich the community;
- Support the Falkland Islands Museum & National Trust, and other cultural organisations in the preservation of our heritage, and improve opportunities for everyone to learn about our history,
- Improve accessibility to community and cultural facilities;
- Review options on how to ensure fairer distribution of resources for the benefit of the local community;
- Promote and protect consumer rights.

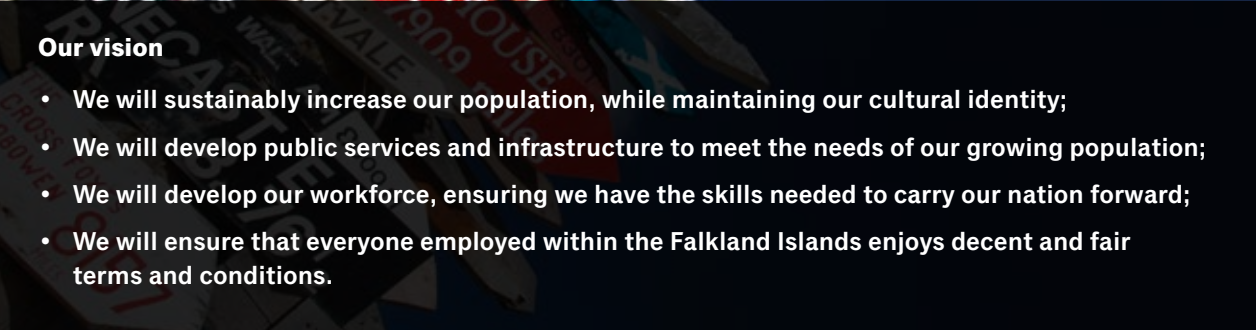


Population and workforce



Our vision

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

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 - We will ensure that everyone employed within the Falkland Islands enjoys decent and fair terms and conditions.

During this Assembly we will:

- Create a long term labour force development strategy to ensure we train and retain existing workers, and attract new workers in areas of skills shortages;
- Implement and continuously monitor the immigration policy to ensure it supports our aims and objectives;
- Encourage students to return to the Falkland Islands after higher education;
- Encourage contractors and their families to make the Falkland Islands their home;
- Invest in education and skills training for people above the age of 16;
- Ensure a culture of succession planning to help avoid workforce and skills gaps;
- Develop workplace legislation including minimum wage guidelines and working conditions;
- Ensure all Falkland Islanders can earn a living wage;
- Encourage a culture of continued learning and professional development;
- Promote opportunities for individuals and families to live in Camp;
- Ensure that the necessary health and safety legislation and guidance is in place to protect our workforce, and that working conditions, equipment and practices are appropriate.



Economic development

A photograph of a fishing boat at sunset. The boat is white with green accents and has various fishing equipment visible. The sky is a mix of orange, yellow, and blue, with the sun low on the horizon. The boat's mast and rigging are prominent in the foreground.

Our vision

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

During this Assembly we will:

- Deliver the actions contained in the Economic Development Strategy and Rural Development Strategy;
- Develop our science and technology capabilities for the Islands;
- Support an ambitious long term tourism development strategy aligned with our objectives for rural and economic development;
- Work with the Ministry of Defence and industry partners to identify new opportunities for Falkland Islands businesses;
- Work in partnership with the private sector to deliver continued prosperity;
- Ensure the development of a new port facility that supports industry;
- Review existing tax policies to ensure they are clear, consistent and encourage investment;
- Introduce appropriate regulation of monopolies to protect consumers, and to encourage diversification and economic growth;
- Use the National Infrastructure Plan to support economic and social development;
- Review public sector procurement policies and enhance access to opportunities for the private sector.



Economic development

In relation to **Agriculture** we will:

- Support the Rural Development Strategy to augment economic development in Camp;
- Work with partners to provide advice and support for farmers to expand and diversify their businesses;
- Work with businesses to help promote local products and increase the profile of our high quality exports;
- Support and drive local and international market opportunities for agricultural products;
- Highlight and support business expansion and import substitution opportunities across the Falkland Islands;
- Provide opportunities to support new and emerging technologies.



Economic development

In relation to **Hydrocarbons** we will:

- Recognise that hydrocarbon resources in Falkland Islands waters belong to our people and all developments should be made for the benefit of current and future generations;
- Create attractive conditions to facilitate external investment for existing and new hydrocarbons projects;
- Increase the long term benefits of hydrocarbon development for Falkland Islanders;
- Create a robust legislative framework to facilitate and regulate hydrocarbons development, including high standards of safety, emergency preparedness and environmental protection;
- Establish a clear local content policy to maximise business opportunities for Falkland Islands companies.



Economic development

In relation to **Fisheries** we will:

- Ensure responsible marine management including the implementation of new maritime legislation;
- Lead the development of a long term plan, working with the fishing sector to ensure the right conditions to encourage development, sustainability and growth;
- Make progress on regional fisheries conservation and management to ensure better sustainability and conservation of fish stocks, and improve ecosystem understanding;
- Work in partnership with our Falkland Islands fishing companies to ensure the fishery is responsibly managed and widely promoted, and to improve product visibility and reputation internationally;
- Increase and maintain market access and arrangements for fishery products.



Economic development

In relation to **Tourism** we will:

- Lead the development of a long term strategy and work with the industry to ensure the right infrastructure and economic conditions to support growth;
- Support the Falkland Islands Tourist Board in delivering its objectives;
- Work with partners to enhance the visitor experience in a sustainable way;
- Encourage the growth of tourism opportunities within Camp;
- Ensure there is effective marketing for the Falkland Islands worldwide;
- Support the industry in developing and increasing accommodation across the Falkland Islands;
- Progress the Waterfront Development Plan.



Education and training



Our vision

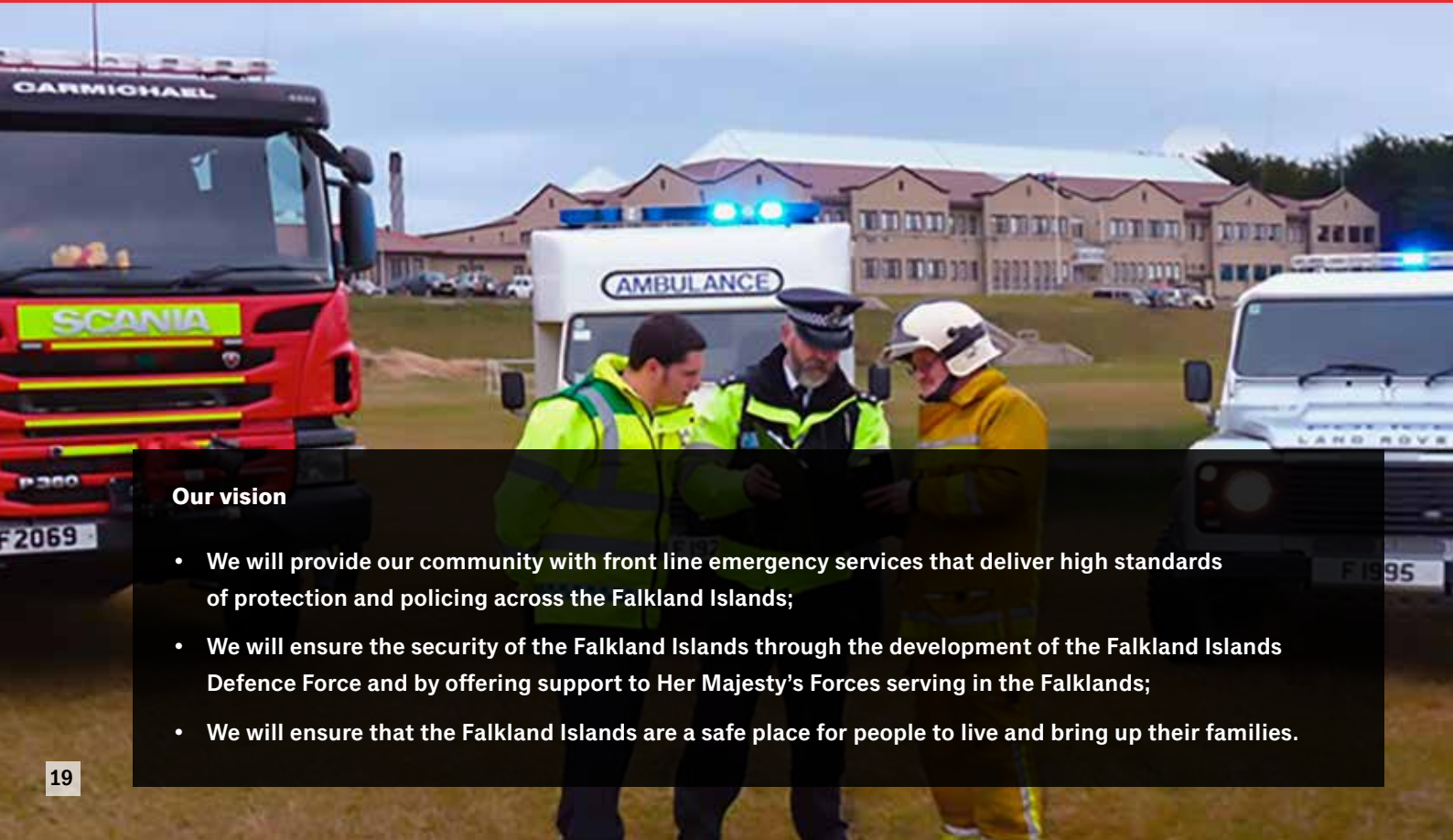
- We will provide high quality education and training opportunities for Falkland Islanders;
- We will continually raise standards, ensuring better outcomes for every child from early years learning through to further and higher education;
- We will encourage life-long learning across the Falkland Islands.

During this Assembly we will:

- Commit to providing a consistently high standard of education for children across the Falkland Islands and invest in improvements to match, if not exceed, UK standards;
- Complete and fully implement a revised education policy;
- Develop a long term vision for an education campus that will meet the current and future needs of the community;
- Invest in improved early years provision, including the introduction of regulations for the nursery sector;
- Develop a special needs strategy and identify opportunities for integration into the wider workforce;
- Develop a strategy and policy for students receiving education beyond the age of 16 which:
 - demonstrates our commitment to fair access and support;
 - offers academic and vocational career paths, and values both equally;
 - provides opportunities for life-long learning through the Community Development Scheme; and
 - ensures pastoral care and wrap around support for all Falkland Islands students studying overseas.



Public safety and security



Our vision


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

During this Assembly we will:

- Implement the Police Improvement Plan and ensure that the Royal Falkland Islands Police force is equipped to provide the best possible service for the community;
- Improve recruitment and retention to develop a contemporary police service which reflects our community;
- Develop ongoing programmes for crime prevention, intelligence gathering and community policing;
- Enhance cross-agency information sharing and develop public safety policies and targeted education campaigns;
- Provide a high quality prison service and support the rehabilitation of offenders;
- Maintain a fire and rescue service that is able to respond swiftly and safely;
- Complete the Falkland Islands Defence Force review and develop the capacity and capability of the organisation;
- Deliver effective border and immigration controls through a modern and responsive customs and immigration service;
- Maintain a robust and modern Major Incident Plan and effective internal security arrangements.



Health and community wellbeing



Our vision

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

During this Assembly we will:

- Implement a public health strategy to support health promotion and disease prevention;
- Maintain and further develop standards of medical and dental healthcare across the Falkland Islands;
- Continue to develop community services including the new vulnerable persons unit in Stanley;
- Ensure suitable accommodation, allowances and support for people requiring medical treatment overseas;
- Develop and implement a mental health strategy that recognises the importance of good mental health;
- Progress safeguarding activities for vulnerable people of all ages;
- Establish clear guidelines for eligibility for medical services;
- Review existing welfare policies to ensure that all vulnerable people have access to the support they need.



Infrastructure

Our vision

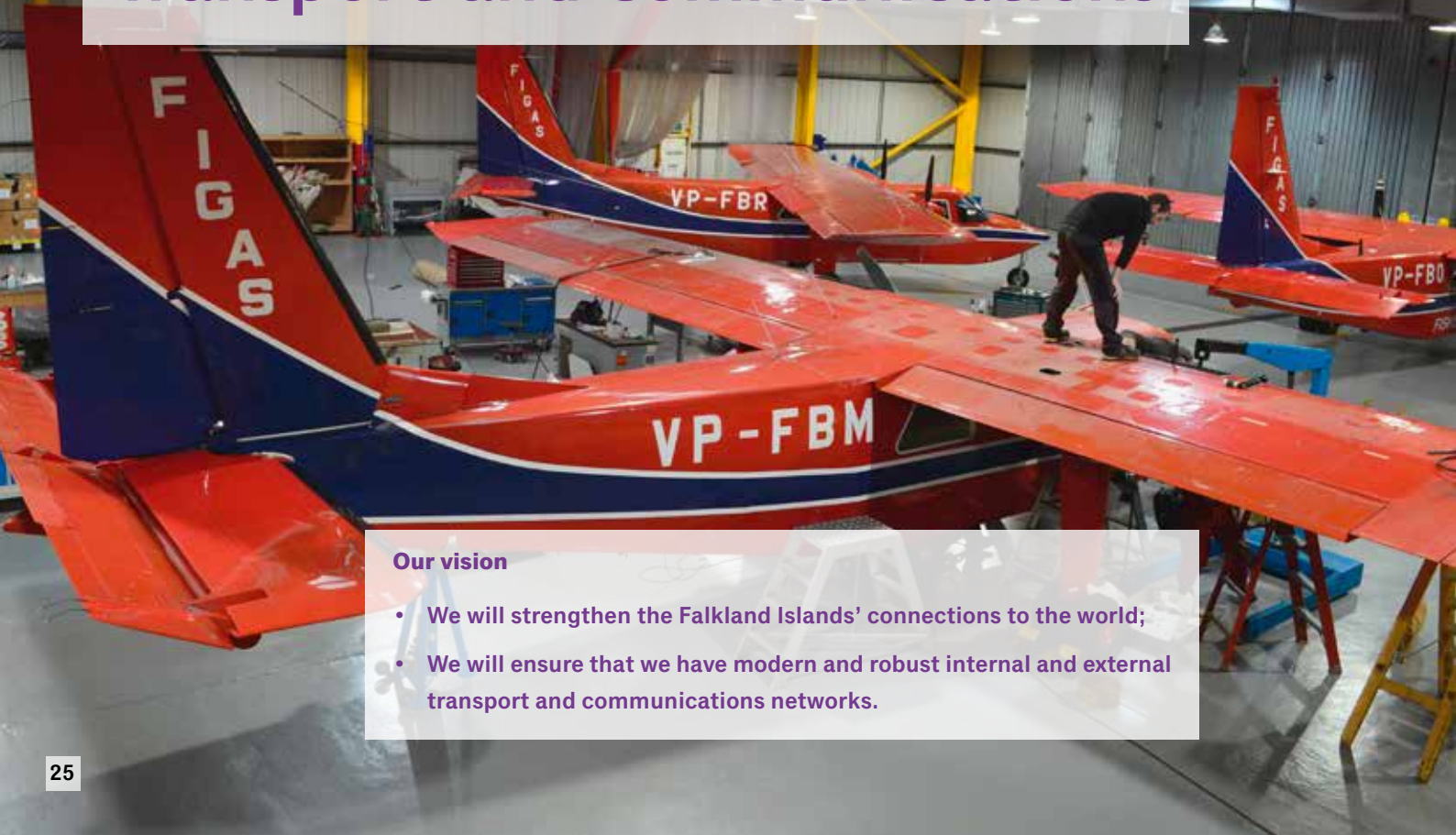
- We will deliver major infrastructure projects that support the growth and development of the Falkland Islands;
- We will ensure that our existing infrastructure is maintained and remains fit for purpose.

During this Assembly we will:

- Complete and implement a Government Asset Management Plan and an associated renewal programme;
- Update the National Infrastructure Plan to establish a long term coordinated investment and delivery plan;
- Review the Stanley Town Plan;
- Work with the Rural Development Strategy to identify and deliver infrastructure needs for Camp;
- Progress the development of a new power station and maximise opportunities for renewable energy;
- Deliver modern port facilities;
- Develop a comprehensive housing strategy to ensure we meet current and projected requirements through an appropriate mix of Government housing, private sector housing and individual home ownership;
- Invest in fit for purpose educational facilities to meet current and future needs;
- Identify and invest in infrastructure to improve waste management.



Transport and communications



Our vision

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

During this Assembly we will:

- Invest in both internal and external transport and communication networks;
- Improve air links and airport facilities at Mount Pleasant Airport and Stanley Airport;
- Explore ways to better understand rotor winds and mitigate the impact on the economy;
- Invest in the Falkland Islands Government Air Service to improve the level of service provided;
- Develop new port facilities to support future expansion of our industries and progress plans with the Ministry of Defence for the future of Mare Harbour;
- Support the creation of a shipping hub and international shipping links which are vital to the economic growth of the Falkland Islands;
- Investigate future requirements for coastal shipping, ferry services and Camp jetties and ramps;
- Increase funding for maintenance and improvement of the Camp road network and accelerate surfacing of the MPA road;
- Review the Road Traffic Ordinance and implement the necessary changes;
- Invest to improve Camp radio coverage and quality, and explore future technological advances including television services;
- Improve regulation of the Falkland Islands' telecommunication services to improve delivery, and work with partners to further advance service quality, increased capacity, coverage and value for money.



Environment

Our vision

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

During this Assembly we will:

- Develop and implement a comprehensive environmental strategy including necessary regulations;
- Implement the Commons Ordinance and related management plans;
- Implement the 2030 Biodiversity Framework to preserve our natural environment;
- Encourage research into the Falkland Islands environment to provide greater understanding of ecosystems, biodiversity and wider influences;
- Implement control of invasive species, biosecurity and eradication plans;
- Encourage natural habitat restoration and preservation;
- Fulfil our commitments under international treaties and agreements such as climate change accords and strive to mitigate our carbon footprint;
- Develop and implement a waste management plan for the Falkland Islands, and work to reduce waste;
- Promote the use of renewable energy and responsible energy management.





Photography credits: Martyn Barlow, Denise Blake, Gardner Fiddes, Falkland Islands Government, Falkland Islands Tourist Board, Juliette Horsford, Sharon Jaffray, Hattie Kilmartin, Main Point Farm, Premier Oil, Sullivan Shipping, Guy Wenborne and Zoran Zovic.

Acknowledgements: Meghan Law, Rhian Burgess, and Sally Heathman.

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