

Falkland Islands Government



The Islands Plan 2010/15

“To protect and improve the quality of life in the Falkland Islands,
its people and the community”

Why an Islands Plan?

Our mission is to protect and to improve the quality of life of Falkland Islands people and the community. To guide our actions and measure our success in achieving this mission we have developed this Plan. The Islands Plan is about what we want to see achieved for our society, economy and environment in the medium term; it does not try to set out all that Government does, but follows eight key 'themes'. The Plan is important because it:

- is a promise to our citizens, and guidance to our staff, business and community partners;
- gives direction for Honourable Members democratic mandates; and
- provides an outlet for our aspirations and aims, whilst keeping in mind that they are subject to the resources available

Every year it will be reviewed, a report on progress made against the milestones, and the Plan will be rolled forward a further year.

This year's Islands Plan focuses on milestones and outcomes and guides the business plans of departments and the performance appraisals of all our staff. None of these promises can be achieved by any department acting by itself and most outcomes contained in this document require everybody (government, businesses and individuals) to play a role in making the Islands the place we want them to be.

The Islands Plan is supported by a parallel 5 year Medium Term Financial Plan (MTFP), which identifies funding by redirecting resources within Government's budgets to deliver our promises.

We will keep the five year plan under review and will reissue it annually, with an assessment of our performance in the past year. With time we will start to see trends, both good and perhaps bad, in our performance. Government policies and departmental initiatives will be reviewed so that positive trends are reinforced and negative trends slowed and reversed.

Eight
Elected
Honourable
Members



Dr Tim Thorogood
Chief Executive
Falkland Islands Government



Our 8 Policies

1) Right to Self Determination and Good Government (Page 1)

In accordance with the principles set down in the Charter of the United Nations, we will ensure our right to self determination and the continuing development of internal self government in accordance with the principles set down by the Charter of the United Nations. We will also ensure that we maintain the highest standards of good governance.

2) Economic Growth and Financial Stability (Page 3)

We will manage the economy effectively and efficiently to sustain long-term growth and strive to achieve a balanced budget in order that all sectors of society can prosper.

3) Education, Training and Opportunity (Page 6)

We will ensure that all residents have the opportunity to develop their abilities and skills through education and training taking into account the needs of society and the resources available.

4) Transport and Communications (Page 9)

We will work to maintain a modern, effective and progressive infrastructure for transport and communications to meet the Islands social and economic development needs.

5) Health (Page 11)

We will strive to promote and maintain a healthy and fit society.

6) Camp and Agriculture (Page 13)

We will maintain Camp in order to encourage a well populated, economically and socially sustainable community integrated within the national economy.

7) Housing and Environment (Page 15)

We will meet the rising housing needs of the community in support of sustainable economic development in harmony with conserving and enhancing the natural diversity, ecological processes and heritage of the Falkland Islands.

8) Community Safety (Page 17)

We will enhance the trust, respect and support of our communities by delivering first class emergency and other complementary services which safeguard people and ensure the security of our borders.

1) Right to Self Determination and Good Government

In accordance with the principles set down in the Charter of the United Nations, we will ensure our right to self determination and the continuing development of internal self government in accordance with the principles set down by the Charter of the United Nations. We will also ensure that we maintain the highest standards of good governance.

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
1) In accordance with the principles set down in the Charter of the United Nations, we will ensure our right to self determination and continuing development of internal self governance.	1.1) Continuing positive public awareness in UK and elsewhere as appropriate.	A) Maintenance of contact programme with influential groups.		Annual MPs visit & organisation of UN C24 visit.	Annual MPs visit & organisation of UN C24 visit.	Annual MPs visit & organisation of UN C24 visit.	Annual MPs visit & organisation of UN C24 visit.	Annual MPs visit & organisation of UN C24 visit.		Clerk of Councils	Hon D Sawle MLA
		B) Enhance contact with key member of CPA.			UK CPA Visit.	Australia CPA Visit.	NZ CPA Visit.	UK CPA Visit.		Clerk of Councils	Hon D Sawle MLA
		C) % of UK MPs responding positively to Falkland Islands questions.		Complete PR strategy and establish baseline.	To be confirmed once strategy and baseline agreed.					Falklands Islands Government Office	Hon J Cheek MLA
		D) % of UK public responding positively to Falkland Islands questions.		Complete PR strategy and establish baseline.	To be confirmed once strategy and baseline agreed.					Falklands Islands Government Office	Hon J Cheek MLA
2) We will undertake to deliver Good Governance in the Falkland Islands.	2.1) Ensuring the Falkland Islands Government makes an effective and efficient contribution to the security of the Falkland Islands.	A) Agree role and development plan for FIDF with CBFSAI.		Achieve targets as set out in development plan.	Achieve targets as set out in development plan.	Achieve targets as set out in development plan.	Achieve targets as set out in development plan.	Achieve targets as set out in development plan.		Officer Commanding Falkland Islands Defence Force	Hon G Short MLA
	2.2) Ensure the young people of the Falkland Islands have a strong sense of national identity.	A) 100% of FI students will undertake a formal assessment on their national identity.	0% of FI students undertake such a test.	Curriculum revision to ensure that the history, traditions, culture and governance of the Islands are addressed in each year group.	90% FI students at Year 10 achieve a pass mark in the national identity assessment.	90% FI students at Year 10 achieve a pass mark in the national identity assessment.	90% FI students at Year 10 achieve a pass mark in the national identity assessment.	90% FI students at Year 10 achieve a pass mark in the national identity assessment.		Director of Health and Education	Hon J Cheek MLA
	2.3) Maintaining an effective and efficient legislature system.	A) % of legislation available to public by internet or electronically.		Complete electronic update of Falkland Islands Legislation	100% of FI legislation available electronically	100% of FI legislation available electronically	100% of FI legislation available electronically	100% of FI legislation available electronically		Attorney General	Hon D Sawle MLA
	2.4) Bring forward and implement project to improve communication and accountability to the community.	A) The general public feel that their Councillors are accountable and communicate in an adequate way.			Complete a review	Implement actions				Chief Executive	Hon D Sawle MLA

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
2) We will undertake to deliver Good Governance in the Falkland Islands.	2.5) Institutional processes are responsive and guided by equity and inclusiveness to meet the needs of society.	A) Complete and implement comprehensive review of the Civil Service.	Review produced 08/09.		Complete detailed implementation plan.					Chief Executive	Hon D Sawle MLA
		B) Number of complaints received and investigated by the Complaints Commissioner.		0	0	0	0	0		Chief Executive	Hon D Sawle MLA
		C) To establish an alternative dispute resolution function.		100% of demands for alternative dispute resolution function satisfied.	100% of demands for alternative dispute resolution function satisfied.	100% of demands for alternative dispute resolution function satisfied.	100% of demands for alternative dispute resolution function satisfied.	100% of demands for alternative dispute resolution function satisfied.		Attorney General	Hon D Sawle MLA
		D) 100% of public enquiries responded to within 5 working days.		Develop a method of measurement.	100%	100%	100%	100%		Director of Performance and Efficiency	Hon D Sawle MLA
		E) The length of time it takes from arrest to final outcome.	To be established	To be set once baseline has been established.					Once baseline has been set the target will be to reduce the amount of time from offence to completion of case.	Attorney General and Director of Community Safety (AG to report)	Hon G Short MLA Hon D Sawle MLA
	2.6) Improving ability of the public to seek redress but ensuring over time that complaints confirmed are low.	A) Number of complaints under FIG complaints procedure stage 2 upheld.	6 complaints made since Dec 08	4					Stage 2 complaints = complaints not successfully resolved by Lead Director and passed to Chief Executive	Chief Executive	Hon D Sawle MLA
		B) Number of complaints under FIG complaints procedure stage 3 upheld each year.	0 complaints progressed further than the CE	0					Stage 3 complaints = complaints not successfully resolved by Chief Executive and passed to His Excellency	Chief Executive	Hon D Sawle MLA
		C) Number of judicial review applications against FIG that are successful.		0	0	0	0	0		Chief Executive	Hon D Sawle MLA
	2.7) An effective Public Accounts Committee and external audit regime in operation.	A) Number of high priority recommendations accepted by FIG.		75% of high priority recommendations accepted by FIG	80% of high priority recommendations accepted by FIG	85% of high priority recommendations accepted by FIG	90% of high priority recommendations accepted by FIG	95% of high priority recommendations accepted by FIG		Financial Secretary	Hon R Edwards MLA
	2.8) Strengthen internal self governance and accountability.	A) Average number of constituents attending each public meeting.	1%	1%	1%	1%	1%	1%		Clerk of Councils	Honourable Members

2) Economic Growth and Financial Stability

Our goal is to sustain economic growth and achieve fiscal balance in order to secure the Islands economic future. This requires enhancing real growth, diversification and wealth creation in the economy. Government policy will, likewise, focus on balancing the budget by containing the rise in expenditures, improving the revenue position and building its external reserves while promoting a stable business environment and enabling growth in the agriculture, fisheries, minerals and tourism industries. Government also wishes to change the balance of public and private sector activity by encouraging entrepreneurs and reducing public sector dominance. Our objective is to secure 13% real growth in Gross Domestic Product over the period of this plan.

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder	
3) We will manage the economy wisely so that all sectors of society can prosper.	3.1) Provision of an annual Economic Development Action Plan (priorities and programmes based on Economic Development Strategy)	A) Provision of an annual Economic Development Action Plan.		High level Economic Development Strategy completed by July 2010	Economic Development Action Plan by June 2011	Economic Development Action Plan by June 2012	Economic Development Action Plan by June 2013	Economic Development Action Plan by June 2014		Head of Policy	Hon D Sawle MLA	
	3.2) Develop national statistics capabilities.	A) Statistical Ordinance drafted and enacted and establishment of statistical service completed.		Falkland Islands Statistical Ordinance enacted by September 2010.						Head of Policy	Hon D Sawle MLA	
		B) Production of National Accounts		Production of 2008 GDP and GNP statistics to commence by July 2010.	GDP and GNP statistics for 2009 produced by July 2011.	GDP and GNP statistics for 2010 produced by July 2012.	GDP and GNP statistics for 2011 produced by July 2013.	GDP and GNP statistics for 2012 produced by July 2014.		Head of Policy	Hon D Sawle MLA	
	3.3) Enhanced rates of GDP growth.	A) A rolling 5 year average annual real GDP growth.	2007 real GDP £109 million.	+2.5% real growth.	+2.5% real growth.	+2.5% real growth.	+2.5% real growth.	+2.5% real growth.		Head of Policy	Hon D Sawle MLA	
		B) Ensure that the value of exports increase	Tourism GVA est of £3.3 million (2007) pa. Fisheries GVA of £65.4 million (2007) pa Agriculture GVA of £2.3 million (2007) pa	Tourism GVA growth greater than 2.5% Fisheries GVA growth greater than 2.5% Agriculture GVA growth greater than 2.5%	Tourism GVA growth greater than 2.5% Fisheries GVA growth greater than 2.5% Agriculture GVA growth greater than 2.5%	Tourism GVA growth greater than 2.5% Fisheries GVA growth greater than 2.5% Agriculture GVA growth greater than 2.5%	Tourism GVA growth greater than 2.5% Fisheries GVA growth greater than 2.5% Agriculture GVA growth greater than 2.5%	Tourism GVA growth greater than 2.5% Fisheries GVA growth greater than 2.5% Agriculture GVA growth greater than 2.5%	Tourism GVA growth greater than 2.5% Fisheries GVA growth greater than 2.5% Agriculture GVA growth greater than 2.5%	Measurement method will depend on available data.	Head of Policy	Hon D Sawle MLA
		3.4) Economic Diversification.	A) GDP—Excluding Fisheries.	% share of GDP excluding Fisheries, Agriculture, Tourism & Government. 2007 real GDP excluding the above elements £28.09 million (25.7%)	> 25% of GDP	> 25% of GDP	> 25% of GDP	> 25% of GDP	> 25% of GDP	Figures to decrease dependency on Fisheries. Figures to reflect the "No Port Scenario"	General Manager Falkland Islands Development Corporation	Hon D Sawle MLA

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
3 Cont) We will manage the economy wisely so that all sectors of society can prosper.	3.5) More vigorous private sector.	A) Private sector share of GDP.	88.5% of 2007 GDP (Actual real private sector GDP of £96.7 million or 88.5% GDP share)	>89%	>89%	>89%	>89%	>89%	Growth in corporation tax collection	General Manager Falkland Islands Development Corporation	Hon B Luxton MLA
	3.6) Increased Availability of capital for economic growth.	A) Provision of a detailed capital market development plan		Provide detailed strategy by Dec 10						Head of Policy	Hon D Sawle MLA
		B) Promotion and attraction of foreign direct investments and foreign capital	Number of new company activity.	Establish method of measuring and set baseline	Number of companies and financial value of foreign investments	Number of companies and financial value of foreign investments	Number of companies and financial value of foreign investments	Number of companies and financial value of foreign investments	Number of companies and financial value of foreign investments	General Manager Falkland Islands Development Corporation	Hon D Sawle MLA
		C) Domestic credit and capital provision	Number and value of loans granted (Base Zero)	Number and value of loans granted.	Number and value of loans granted	Number and value of loans granted	Number and value of loans granted	Number and value of loans granted	Number and value of loans granted	General Manager Falkland Islands Development Corporation	Hon D Sawle MLA
	3.7) Increase tourism contribution to Falkland Islands economy.	A) Annual growth in domestic/military tourism market		Establish baseline.						General Manager Falkland Islands Tourism Board	Hon E Edwards MLA
		B) Annual growth of 5% in overnight visitors based on the previous year.	500 in 2007/08 Leisure tourists only.	5%	5%	5%	5%	5%	Financial implications built into the tourism budget.	General Manager Falkland Islands Tourism Board	Hon E Edwards MLA
		C) Cruise ship contribution to the economy increases on average per person by 3%.		Cumulative increase of 3%	Cumulative increase of 3%	Cumulative increase of 3%	Cumulative increase of 3%	Cumulative increase of 3%		General Manager Falkland Islands Tourism Board	Hon E Edwards MLA
	3.8) The fisheries industry value added attributed to the economy increases annually by 2.5%.	A) Fisheries value added increases by 2.5% on average over 5 years in real terms.	Data derived from 2006 accounts.	2.5%	2.5%	2.5%	2.5%	2.5%	No costs, process to be driven by ITQ system.	Director of Natural Resources	Hon G Short MLA
	3.9) 2 sectional efficiency reviews are performed on FIG departments annually. Departments identified by Elected Members and the CE.	A) 2 sectional efficiency reviews are performed on FIG departments per annum.	None performed to date	2 sectional efficiency reviews performed	2 sectional efficiency reviews performed	2 sectional efficiency reviews performed	2 sectional efficiency reviews performed	2 sectional efficiency reviews performed		Chief Executive	Elected Members

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder	
3 Cont) We will manage the economy wisely so that all sectors of society can prosper.	3.10) Effective operation of Individual Transferable Quota monitoring tests.	A) Economic efficiency test devised.	Tests to be devised to fulfil requirements of new fisheries law.	Economic efficiency test designed within FIG in consultation with industry association Falkland Islands Fisheries Companies Association. Trial application on test.	Trial of test in Loligo Industry.	Revised tests applied in additional fisheries	Tests applied.	Tests applied.	Will require some senior management resource. Minor costs could be incurred on some consultancy input if required.	Director of Natural Resources	Hon G Short MLA	
	3.11) Update process for calculating resource rents and setting access fees.	A) Agreed process for setting access fees.	Existing process based around fee/revenue ratio.	TOR Agreed. Engage consultants to review resource rents and access fees.	Consultancy completed Policy to ExCo Applied in 2010 for 2011 year.	New process applied and revised if necessary.	New process applied and revised if necessary.	New process applied and revised if necessary.	Consultancy costs project shared with FIFCA.	Director of Natural Resources	Hon G Short MLA	
	3.12) Bring Illex into the ITQ System.	A) ITQ granted in respect of the Illex fishery.	Illex is the only longstanding major fishery not in the ITQ system.				Consultation with industry on options for introducing Illex to the ITQ system.	Set policy and design system for granting Illex ITQ.	Grant ITQ in Illex fishery.	Requires senior management time.	Director of Natural Resources	Hon G Short MLA
	3.13) Increased but sustainable levels of immigration.	A) Immigration strategy to be finalised.		Complete immigration strategy and achieve ExCo approval by December 10.	Any new Immigration Legislation completed by June 11						Director of Community Safety	Hon G Short MLA
	3.14) Development of the Falkland Islands off shore oil industry.	A) Total number of wells drilled.	7 wells.	Companies completed pre-drilling surveys.	Cumulative total of 11 wells.	Cumulative total of 13 wells.	Cumulative total of 13 wells.	Cumulative total of 13 wells.	Cumulative total of 13 wells.	Costs to FIG consultancies likely to increase. Progress depends on global economy.	Director of Mineral Resources	Hon E Edwards MLA
4) Improve efficiency of government services and maintain prudent fiscal management	4.1) Stable and efficient taxation system.	A) Complete review of Government Revenue and Fiscal Policy.	White paper on Government Revenue and Fiscal Policy (new tax measures) completed March 2010	Complete outstanding areas from the white paper produced March 2010						Head of Policy	Hon D Sawle MLA	
	4.2) Achieve the aims of the Medium Term Financial Plan.	A) MTFP in place based on stable relationship between operational expenses.	2009/10 FY (£1.7m deficit)	£1M deficit.	Balanced Budget.	Balanced Budget.	Balanced Budget.	Balanced Budget.		Financial Secretary	Hon R Edwards MLA	
	4.3) Greater private sector delivery of services through outsourcing and privatisation.	A) Annual growth in outsourced goods and service procured.		Establish baseline assessment and produce a strategy.							Director of Procurement and Efficiency	Hon D Sawle MLA

3) Education, Training and Opportunity

We will provide high quality, accessible education and training opportunities to support appropriate lifelong learning aspirations and ambitions of the whole community. The fundamental purpose of the Education service is to raise the knowledge and skills base of young people and adults of all abilities in order to support the development and capacity for a self-sustaining economy within available financial resources.

Objective	Planned Outcome	Performance Indicator	Baseline (Figures in brackets show UK national average)	2010/11 Target Develop formal assessment of 'value added'	2011/12 Target Publish formal assessment of 'value added' in parallel	2012/13 Target Publish formal assessment of 'value added' in parallel	2013/14 Target Publish formal assessment of 'value added' in parallel	2014/15 Target Publish formal assessment of 'value added' in parallel	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder	
5) Achieve and maintain the highest possible standards of attainment in the provision of statutory schooling.	5.1) Standards of attainment in education will be above the English national average at Key Stage 2 and 4 (aged 11 and 16).	A) % of pupils who achieve age related attainment (Level 4+) at Key Stage 2 in SATs examinations.	En 74% (80%)	En 75%+	En 76%	En 78%	En 80%	En 80%	Baselines are estimated on achievements over past 1-5 years in the absence of formal date. 2008 upward trend.	Director of Health & Education	Hon J Cheek MLA	
			Ma 74% (77%)	Ma 75%+	Ma 77%+	Ma 79%+	Ma 80%+	Ma 80%+		Director of Health & Education	Hon J Cheek MLA	
			Sc 85% (88%)	Sc 87%+	Sc 87%+	Sc 88%+	Sc 90%+	Sc 90%+		Director of Health & Education	Hon J Cheek MLA	
		B) % pupils who achieve Level 5 at Key Stage 2 in SATs examinations.	En 29% (32%)	En 30%	En 31%	En 31%	En 32%	En 35%		2008 upward trend.	Director Of Health & Education	Hon J Cheek MLA
			Ma 30% (32%)	Ma 31%	Ma 32%	Ma 32%	Ma 32%	Ma 32%	Director of Health & Education		Hon J Cheek MLA	
			Sc 43% (46%)	Sc 44%	Sc 44%	Sc 45%	Sc 48%	Sc 50%	2008 upward trend.	Director of Health & Education	Hon J Cheek MLA	
		C) % of pupils who achieved 5+ A* - C passes (or equivalent) at KS4.	50% (62%) 3 year average	50% 35% N/A	55%+	60%+	65%	65%	2008 decline.	Director of Health & Education	Hon J Cheek MLA	
	D) % pupils who achieve 5+ A* - C passes including En and Ma (or equivalent) at KS4.		32% (47%) 3 year average	37%	42%	50%	55%	55%	2008 levels steady.	Director of Health & Education	Hon J Cheek MLA	
			5.2) Ensure that both primary and secondary schools receive successful performance assessments and action plans for improvement are progressing positively.	A) Self Evaluation Framework (SEF) to be reviewed by December		SEF reviewed by December.	SEF reviewed by December.	SEF reviewed by December.	SEF reviewed by December.	SEF reviewed by December.	SEF reviewed by December.	Director of Health & Education
		B) External inspection to be completed every three years.			External Inspection undertaken.			External Inspection undertaken.			Director of Health & Education	Hon J Cheek MLA
	C) Resulting high priority objectives arising from the SEF and the external inspection considered and action taken by December.			High priority objectives assessed and actioned by December.	High priority objectives assessed and actioned by December.	High priority objectives assessed and actioned by December.	High priority objectives assessed and actioned by December.	High priority objectives assessed and actioned by December.	High priority objectives assessed and actioned by December.		Director of Health & Education	Hon J Cheek MLA

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
6) Maximise the use of technology to support education in remote locations	6.1) Develop virtual classroom in Camp.	A) % of pupils in Camp who have access to classes and teachers in Stanley via the internet.	Telephone lessons only plus summer and winter schools. 0% use of internet lessons.	Negotiate access and terms with C&W for new service.	Devise an action plan to increase use of internet facilities for education.					Director of Health & Education	Hon J Cheek MLA
7) Support further and higher education for students to maintain a highly qualified local workforce	7.1) Increase the number of students accessing further and higher education to continue to support the development of a skilled local workforce and the Islands economy.	A) Number of students in further and higher education increases; successful completion of course maintained above 90%.	54 students in FE and HE. 94% pass rate for students successfully completing their course.	5% increase over 2008/09 figures for FE and HE student. 95% pass rate for students completing their course. Develop plan to offset funding proposal and encourage participation.	7% increase over 2008/09 figures for FE and HE students 96% pass rate for students completing their course.	9% increase over 2008/09 figures for FE and HE students 97% pass rate for students completing their course.	10% increase over 2008/09 figures for FE and HE students 98% pass rate for students completing their course.	12% increase over 2008/09 figures for FE and HE students 98% pass rate for students completing their course.		Director of Health & Education	Hon J Cheek MLA
8) Support lifelong learning in the Community.	8.1) To produce a strategic plan for the provision of further and higher education in the community.	A) A strategic further and higher education plan is produced with measurable objectives.		Plan produced						Director of Health & Education	Hon J Cheek MLA
9) Formulate a modern Education Ordinance.	9.1) Education legislation meets the needs of a modern education service.	A) Review the current legislation and provide education based guidance to AGs Chambers for drafting of new legislation in order that 100% of targets above can be attained within a legal framework.	Legislation is now outmoded and does not support modern practices.	Review current provision and draft new framework.	Consult upon and revise draft framework and submit to AG. New Education Bill proposed.	New Education Bill enacted.	100% of education service activities are supported by the law.	100% of education services activities are supported by the law.		Director of Health & Education	Hon J Cheek MLA

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
10) Maintain a broad and balanced education curriculum which contributes to the stated economic policy of the Islands.	10.1) To provide opportunities for all students to experience a broad and balanced curriculum which in addition develops an understanding of successful business practices.	A) % of students who understand the basic principles of business, the relationship with the economy and the development of new business opportunities.	0% business education included in the curriculum.	15% of Yr 11 students cite Business Studies as a preferred exam option. Short course GCSE Business Studies introduced as a compulsory subject for all 14 year olds. Mini Enterprise Scheme introduced in Year 9.	20% of Yr 11 students cite Business Studies as a preferred exam option. Consider the options of offering Business Studies as a full GCSE subject and as part of the Key Stage 3 curriculum. Consider introducing the Enterprise Scheme into other years.	25% of Yr 11 students cite Business Studies as a preferred exam option. If appropriate introduce Business Studies as a full GCSE subject and as a part of the Key Stage 3 curriculum, and introduce the Mini Enterprise Scheme into at least one more year group.	30% students cite Business Studies as a preferred exam option. Introduce the Mini Enterprise Scheme into another year group.	35% students cite Business Studies as a preferred exam options. Introduce the Mini Enterprise Scheme into another year group.	There is likely to be the need for an additional teacher and/or resources.	Director of Health & Education	Hon J Cheek MLA
11) Ensure that increasing proportions of promoted posts are filled by Falkland Islands Status holders	11.1) x% of promoted posts filled by Falkland Islands Status holders	A) % of promoted posts filled by Falkland Islands Status holders.	To be set	To be set					% to be measured as those with Falkland Islands Status promoted to posts above a grade B	Chief Executive	Hon J Cheek MLA

4) Transport and Communications

We aim to provide our dispersed population with safe and cost effective transport and with a modern, progressive, sound value for money communications, to serve the essential needs of all sectors of the community and economy and the social and economic development requirements.

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
12) We will work to maintain infrastructure, particularly transport and communications to meet the Islands economic and social development.	12.1) Ensure an adequate port facility for the Falkland Islands.	A) Milestones in project plan achieved.	The current FIPASS facility.	Stakeholder consultation, options appraisal analysis and identification of preferred location for new port facilities. Port development business plan agreed, evaluation of financing options.					This will be a major joint venture capital project in the Falkland Islands.	Chief Executive	Hon D Sawle MLA
	12.2) Improved international air access.	A) Report on options.	Explore opportunities for increased air access.	Report detailed business plan.						General Manager Falkland Islands Development Corporation	Hon B Luxton MLA
	12.3) Provision of a safe, efficient and user friendly internal air Service.	A) Achieve a reduction in the FIGAS deficit to reach a sustainable public subsidy by 2013/2014.	2007/2008 Operating Deficit £1,238,000	Figures to be set following review period.						General Manager Falkland Islands Government Air Service	Hon S Halford MLA
		B) Achieve an increase of annual passenger hour load factor.	2009/10 passenger hour load factor of 3.74.	0.2% increase of passenger hour load factor.	0.2% increase of passenger hour load factor.	0.2% increase of passenger hour load factor.	0.2% increase of passenger hour load factor.	0.2% increase of passenger hour load factor.		General Manager Falkland Islands Government Air Service	Hon S Halford MLA
		C) Carry out an assessment of all Camp airstrips to identify ways to make changes to their physical characteristics to enhance safety.	Established Aerodrome Assessment Programme.		Complete Aerodrome Assessment Programme with a view to reduce the number of operational air-strips.					Aerodromes Manager	Hon S Halford MLA
		12.4) Provision of a safe, efficient and appropriate internal ferry/shipping service.	A) Ferry and shipping service to comply with 80% of scheduled crossings annually.		80% of scheduled crossings achieved.	80% of scheduled crossings achieved.	90% of scheduled crossings achieved.	90% of scheduled crossings achieved.	90% of scheduled crossings achieved.	New facilities at Port Howard will enable improved performance.	Director of Performance and Efficiency

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
12 Cont) We will work to maintain infrastructure, particularly transport and communications to meet the Islands economic and social development.	12.5) Improved telecommunications service.	A) Install in partnership with C&W, a new modern, telephone and broadband system throughout Camp by June 2012.	Completion of the handing over of a telecoms system which met FIG's standards.	Complete acceptance testing of Camp system.	Review effectiveness of new Camp system and consider further improvements if any.					Director of Procurement and Efficiency	Hon D Sawle MLA
		B) Ensure effective performance of telecoms.		August 2010 establish a set of Performance Indicators for regular monitoring in early 2011	Implement and assess performance level indicators.					Attorney General	Hon D Sawle MLA
		C) Introduce new Telecomms legislation by 2011.		New policy requirements for new legislation agreed by ExCo. Introduce new legislation. Interim legislation introduced Sept 2011						Attorney General	Hon D Sawle MLA
	12.6) Develop an efficient and effective regulatory function.	A) Fully operational regulatory function		C&W regulated	Development of the proposals to ensure regulations of SSL are activated	SCB regulated	Retail Sector regulated			Attorney General	Hon D Sawle MLA
	12.7) Review Integrated Transport Strategy.	A) Completion of review.		Review and update the Integrated Transport Strategy.						Director of Public Services	Hon S Halford MLA
	12.8) Continuously improve quality and safety of road network.	A) Achievement of the annual road programme.	Annual road programme as agreed by Transport Advisory Committee.	Programme achieved.	Programme achieved.	Programme achieved.	Programme achieved.	Programme achieved.		Director of Public Services	Hon S Halford MLA
	12.9) Improved access to increased number of radio channels for the community.	A) When polled the community feel that they have access to sufficient number of radio channels.		Assess current situation and develop and action plan for improvement.						Director of Performance and Efficiency	Hon D Sawle MLA

5) Health

Meeting the expectations and demands for high quality health and social services is an ongoing challenge in a small community. We will promote a healthy and fit society; care for the unwell, the elderly and the disadvantaged, within the resources available.

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
13) We will strive to promote and maintain a healthy and fit society.	13.1) Improved community health.	A) Average life expectancy of population to match corresponding ages in the UK (male: 79 years and females: 84 years).	Male 69 years Female 77 years Based on a 10 year average					Male 70 years. Female 79 years.		Director of Health & Education	Hon S Halford MLA
		B) Reduce the number of people smoking.	66% (sample taken from 63% of the population over 17 years of age)	5% reduction pa	5% reduction pa	5% reduction pa	5% reduction pa	5% reduction pa		Director of Health & Education	Hon S Halford MLA
		C) Reduce the number of people that are clinically obese.	44% = Obese 8% = Morbidly Obese (sample 48% of population over 18 years of age)	5% reduction pa	5% reduction pa	5% reduction pa	5% reduction pa	5% reduction pa		Director of Health & Education	Hon S Halford MLA
		D) Reduce the number of those abusing alcohol.	Out of 231 admissions to the KEMH 8 were alcohol related.	Report figures identifying any new trends.	Report figures identifying any new trends.	Report figures identifying any new trends.	Report figures identifying any new trends.	Report figures identifying any new trends.	Reduction in cost of treated	Director of Health & Education	Hon S Halford MLA
		13.2) A relevant and cost effective and efficient Health and Social Services planning process.	A) Development of a comprehensive Health & Social Services information and data system.		Identify current provision and future requirements and develop an information system (2010/11). Produce an annual report.	Develop a project plan and a health information system specification. Gain support of ExCo and funding. Tender for the project.	Establish system and complete staff training. Produce a health plan and a health improvement strategy.	Produce up to date and relevant reports to inform the planning of health and social care and the Islands Plan.		Director of Health & Education	Hon S Halford MLA
		13.3) Provision of safe, equitable and appropriate services for vulnerable people.	A) 100% of child protection cases referred to Social Services are managed in accordance with best practice management guidance.	80% % of cases referred to Social Services managed in accordance with procedures.	Develop a government and community wide training programme.	100% of child protection cases referred to Social Services are managed in accordance with agreed child protection procedures.	100% of child protection cases referred to Social Services are managed in accordance with agreed child protection procedures.	100% of child protection cases referred to Social Services are managed in accordance with agreed child protection procedures.	100% of child protection cases referred to Social Services are managed in accordance with agreed child protection procedures.		Director of Health & Education

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder	
13 Cont) We will strive to promote and maintain a healthy and fit society	13.3) Cont Provision of safe, equitable and appropriate services for vulnerable people.	B) Establish an agreed multidisciplinary/agency strategy and action plan for the development and delivery of services for vulnerable people.	Initiate process for the agreement to the strategy and action plan.	Strategy for 0-26 year age group agreed Strategy for 65+ year age group agreed	Strategy for 27-64 year age group agreed					Director of Health & Education	Hon S Halford MLA	
	13.4) Establishing a new approach to health funding.	A) New funding system in place.		White paper on new approach to health funding produced.	Implement a new system of health funding.					Director of Health & Education	Hon S Halford MLA	
	13.5) Provide year round access to mental health support whilst working to reduce the stigma attached to this area.	A) Ensure that after referral to a mental health professional, first contact takes no more than 5 working days.	No more than 14 working days	No more than 5 working days	No more than 5 working days	No more than 5 working days	No more than 5 working days	No more than 5 working days	No more than 5 working days		Director of Health & Education	Hon S Halford MLA
	13.6) Annual health care audit performed by internal and external agents and reports used for developmental purposes.	A) Annual internal audit to be performed by December.	09/10 Internal audit done	Annual internal audit to be performed by December.	Annual internal audit to be performed by December.	Annual internal audit to be performed by December.	Annual internal audit to be performed by December.	Annual internal audit to be performed by December.	Annual internal audit to be performed by December.		Director of Health & Education	Hon S Halford MLA
		B) External audit to be completed every second year by December.		External audit performed.		External audit performed.		External audit performed.			Director of Health & Education	Hon S Halford MLA
		C) All high priority recommendations have been considered and action taken where applicable.		High priority recommendations have been considered and action taken where applicable.	High priority recommendations have been considered and action taken where applicable.	High priority recommendations have been considered and action taken where applicable.	High priority recommendations have been considered and action taken where applicable.	High priority recommendations have been considered and action taken where applicable.	High priority recommendations have been considered and action taken where applicable.		Director of Health & Education	Hon S Halford MLA
	13.7) Appropriate leisure services for all the community.	A) Number of activities on offer at the leisure centre.	25 activities available to members and the general public.	1 new activity added on baseline.	1 new activity added on prior year.	1 new activity added on prior year.	1 new activity added on prior year.	1 new activity added on prior year.	1 new activity added on prior year.	Proposals to privatise the Stanley Leisure Centre will have cost and resource implications.	Director of Performance and Efficiency	Hon J Cheek MLA
		B) Number of user actions at Leisure Centre.	10k User actions at Stanley Leisure Centre.	5% increase on baseline figures for numbers accessing activities. Plan for 25% increase.	10% increase on baseline figures for numbers accessing activities.	15% increase on baseline figures for numbers accessing activities.	20% increase on baseline figures for numbers accessing activities.	25% increase on baseline figures for numbers accessing activities.	25% increase on baseline figures for numbers accessing activities.	Proposals to privatise the Stanley Leisure Centre will have cost and resource implications.	Director of Performance and Efficiency	Hon J Cheek MLA

6) Camp and Agriculture

We will seize opportunities to develop a diversified Camp economy and a socially vibrant and sustainable Camp population.

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
14) We will support Camp in order to encourage a well populated, economically and socially sustainable community integrated within the national economy.	14.1) Diversified Camp economy and sustainable Camp population.	A) A Rural Development Strategy in place.		Prepare, consult and adopt.	Targets as per RDS issued in 2009/10.	Targets as per RDS issued in 2009/10.	Targets as per RDS issued in 2009/10.	Targets as per RDS issued in 2009/10.		General Manager Falkland Islands Development Corporation	Hon B Luxton MLA
	14.2) Agricultural sector generates additional income and moving towards self sustainability.	A) Agriculture value-added increases by 2.5% on average over 5 years in real terms.	£2.3 million 2007	2.5%	2.5%	2.5%	2.5%	2.5%	Costs budgeted.	Director of Natural Resources	Hon G Ross MLA
		B) Reduce average wool fibre diameter by 1.25 micron over five years.	25.50 micron.	25.00 micron.	24.75 micron.	24.50 micron.	24.25 micron.	24.00 micron.	Reduced wool fibre diameter increasing value of wool sales for farmers.	Director of Natural Resources	Hon G Ross MLA
		C) Number of lambs potentially available for export.	14,350	18,975	21,821	25,094	28,859	33,187	This number is a factor of the increase in ewes joined. Increased lambing % and reduction in death rates over time.	Director of Natural Resources	Hon G Ross MLA
		D) An internationally recognised organic certification scheme established.	Launch scheme in Farmers Week July 7-10 July 2008.	Increase in the ratio of all farms in conversion to gain international organic certification.	Increase in the ratio of all farms in conversion to gain international organic certification.	Increase in the ratio of all farms in conversion to gain international organic certification.	Increase in the ratio of all farms in conversion to gain international organic certification.	Increase in the ratio of all farms in conversion to gain international organic certification.	10 farms gained certification and premiums for wool sales with 10 nearing the end of conversion.	Director of Natural Resources	Hon G Ross MLA
		E) Develop beef exports from the Islands under EU certification.	Agricultural Advisory Committee approved a cattle identification system in principle	Develop an identification scheme that provides for beef to be exported into the EU.	National beef identification scheme implemented.	Capacity to export beef under EU licence in place.	Development of beef markets for export.	Further development of beef markets for export.	Provision made for a new agricultural produce to be exported.	Director of Natural Resources	Hon G Ross MLA

6) Camp and Agriculture (Cont)

We will seize opportunities to develop a diversified Camp economy and a socially vibrant and sustainable Camp population.

Other areas of interest relating to the Camp are covered throughout the Islands Plan document.

Tourism

Reference Section 2	Economic Growth & Financial Stability
Planned Outcome 3.7	Increase tourism contribution to Falkland Islands economy
Lead Department/Director	General Manager, Falkland Islands Tourism Board

Air Service

Reference Section 4	Transport and Communications
Planned Outcome 12.3	Provision of a safe, efficient and appropriate internal air service
Lead Department/Director	General Manager, Falkland Islands Government Air Service

Sea Transport

Reference Section 4	Transport and Communications
Planned Outcome 12.4	Provision of a safe efficient and appropriate internal ferry/shipping service
Lead Department/Director	General Manager, Falkland Islands Development Corporation

Telecommunications Network

Reference Section 4	Transport and Communications
Planned Outcome 12 5	Improved telecommunication services
Lead Department/Director	Director of Procurement and Efficiency

7) Housing and Environment

The need to protect, maintain and, where possible, enhance our natural and built environment will be integral to our policies. We will seek to meet international standards and obligations in respect of our environment. We will review housing provisions and ensure that there is an adequate supply available.

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder	
15) We will ensure a well-housed community whilst conserving and enhancing the natural diversity, ecological processes and heritage of the Falkland Islands in harmony with sustainable economic development.	15.1) Sufficient new homes to meet the needs of Stanley are built.	A) No of plots with full (F) & outline (O) planning permission.	Total of 69 F Total of 405 O	80 F 120 O	80 F 120 O	80 F 120 O	80 F 120 O	80 F 120 O	Planning permissions lapse if not implemented. Target figures are for total extant (live) permissions at year end.	Environmental Planning Officer	Hon E Edwards MLA	
		B) Number of dwellings built p.a.	19 built in 07/08	20	25	25	30	30	It is certain that there will be a need for FIG to subsidize building plots.	Environmental Planning Officer	Hon E Edwards MLA	
	15.2) The natural diversity and ecological processes of the Falkland Islands are conserved.	A) Change in numbers of headline species: Striated Cara-cara; black browed Albatross, Rockhopper, Penguin and elephant seal	To be inserted	To monitor species as indicators of change within the wider Falkland Islands environment and make final report available.	To monitor species as indicators of change within the wider Falkland Islands environment and make final report available.	To monitor species as indicators of change within the wider Falkland Islands environment and make final report available.	To monitor species as indicators of change within the wider Falkland Islands environment and make final report available.	To monitor species as indicators of change within the wider Falkland Islands environment and make final report available.	To monitor species as indicators of change within the wider Falkland Islands environment and make final report available.	Environmental Studies Budget supports external funding sources.	Environmental Planning Officer	Hon E Edwards MLA
		B) The amount of new tussac on mainland East and West Falkland	0	To increase the amount of managed tussac by x ha	To increase the amount of managed tussac by x ha	To increase the amount of managed tussac by x ha	To increase the amount of managed tussac by x ha	To increase the amount of managed tussac by x ha	To increase the amount of managed tussac by x ha	Environmental Studies Budget to support tussac planting, fencing and management initiatives.	Environmental Planning Officer	Hon E Edwards MLA
		C) Number of habitat and species action plans and management plans produced.	0	4 HAPs or SAPS and 1 management plan	4 HAPs or SAPS and 1 management plan	4 HAPs or SAPS and 1 management plan	4 HAPs or SAPS and 1 management plan	4 HAPs or SAPS and 1 management plan	4 HAPs or SAPS and 1 management plan	External parties normally produce these plans, with some support from Environmental Studies Budget and other sources of funding.	Environmental Planning Officer	Hon E Edwards MLA
		D) Establish levels of erosion in the Falkland Islands		Establish baseline and monitor							Environmental Planning Officer	Hon E Edwards MLA
	15.3) Greater recognition and protection of the cultural, historic and built heritage of the Falkland Islands	A) Comprehensive assessment and cataloguing of assets	61 structures listed as being of architectural or historic interest	Commence preparation of sites and monuments register	Draft register completed	Consult on register and produce final version				The register is a live document and will be regularly updated.	Museum & National Trust	Hon D Sawle MLA
		B) Securing appropriate legislation	Historic Buildings Committee established		Introduce Conservation Area legislation for historic core of Stanley	Introduce Sites and Monuments legislation				Legislation dependent on Attorney General's timetable	Environmental Planning Officer	Hon E Edwards MLA
		C) Relocation of the Museum	Baseline to be set			Prepare for Museum relocation as part of waterfront development	Museum relocation commences	Museum relocation complete			Museum & National Trust	Hon D Sawle MLA

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
15) We will ensure a well-housed community whilst conserving and enhancing the natural diversity, ecological processes and heritage of the Falkland Islands in harmony with sustainable economic development.	15.4) The land use planning system ensures that there is sustainable growth throughout the Falkland Islands via controlled development in Stanley and the revitalisation of Camp .	A) Maintaining up-to-date development plan coverage.	Structure plan and Stanley Town Plan (both approved in 2004).	Alterations to Stanley Town Plan adopted.		Review of the Stanley Town Plan in response to the Economic Development Strategy. (Ref 3.1.A)	Review of structure plan commences.	Complete review and adopt revised plans.	Cost of Plan preparation contained within EPD budget	Environmental Planning Officer	Hon E Edwards MLA
		B) Review of the current Planning Ordinance			Commence review of Planning Ordinance	Complete review			Cost of review contained within EPD and AGs budget.	Environmental Planning Officer	Hon E Edwards MLA
	15.6) More efficient energy use.	A) Production of energy strategy.		Investigation and development of strategy.	Strategy produced.					Director of Public Works	Hon G Short MLA
	15.7) Reduced reliance on fossil fuels for power generation for Stanley.	A) Reduce reliance as measured by reduced fuel consumption relative to energy generated.	20% displacement of fuel usage as of 08/09	Second phase of wind farm completed and operational.	40% displacement	40% displacement	40% displacement	40% displacement		Director of Public Works	Hon G Short MLA
	15.8) Effective waste management to cope with 20 year demand.	A) Production and implementation of a Waste Management Strategy.	Strategy in progress.		Strategy produced.	Commence implementation and roll out strategy.	Implement and review strategy.	Implement and review strategy.	Implementation of adopted strategy could have financial implications ranging from high to low.	Director of Public Works	Hon G Short MLA

8) Community Safety

We will enhance the trust, respect and support of our communities by delivering excellent emergency and other complementary services which safeguard people and ensure the security of our borders.

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
16) We will ensure a well served and safe community .	16.1) Increased public confidence in the RFIP	A) 70% confidence in the RFIP	Public satisfaction at 57% in 2008	Not Set	Public satisfaction measure assessed and set	To be set	To be set	To be set		Chief Police Officer	MLA G Short
	16.2) Reduce the number of serious and fatal road traffic collisions	A) Reduction in the number of serious and fatal road traffic collisions	To be set	To be set	To be set	To be set	To be set	To be set		Chief Police Officer	MLA G Short
	16.3) To reduce overall crime	A) % reduction in overall crime	To be set	Not set	3% reduction	4% reduction	5% reduction	5% reduction		Chief Police Officer	MLA G Short
	16.4) To reduce repeat incidents of anti social behaviour	A) % reduction in anti social behaviour	To be set	Not set	3% reduction	4% reduction	5% reduction	5% reduction		Chief Police Officer	MLA G Short
	16.6) To increase the number of crimes detected	A) % increase in the number of crimes detected	To be set	To be set	3% increase	4% increase	5% increase	5% increase		Chief Police Officer	MLA G Short
	16.7) A fire service capable of dealing with the future needs of the community and changes within the Islands.	A) Introduction of Fire Safety Prevention Legislation.		Report to ExCo.	Legislation introduced and enacted.	On going.	On going.		Enactment of legislation dependent on AG's Chambers	Chief Fire Officer	Hon G Short MLA
		B) Community risks. To visit premises where possible/ requested to do so and service fire related equipment and provide appropriate training.	0% of farm requests completed. 75% of Stanley business requests completed. 100% of households.	Re-introduce annual visits to farms, business and homes as requested in addition to the annual and six monthly airstrip visits.	Complete 50% of all requested farm visits. Complete 80% of all requested Stanley business visits. Complete 100% of households.	Complete 80% of all requested farm visits. Complete 95% of all requested Stanley business visits. Complete 100% of households.	Complete 95% of all requested farm visits. Complete 95% of all requested Stanley business visits. Complete 100% of households.	All businesses and farms allowing annual visits. (Ref 16.7 A 2011/12 Target)	Without legislation these visits can only be undertaken on a goodwill basis. Currently included within budget.	Chief Fire Officer	Hon G Short MLA

Objective	Planned Outcome	Performance Indicator	Baseline	2010/11 Target	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	Financial Implications and Comments	Lead Department/ Director	Portfolio Holder
16 Cont) We will ensure a well served and safe community.	16.7) The Falkland Islands Defence Force is equipped, trained, provisioned and ready to fulfil the role in the defence plan that is defined by HQ BFSAL.	A) The Falkland Islands Defence Force develops its capability in accordance with the FIDF Strategic Plan.	Role and Strategic Plan approved by ExCo.	Satisfactory annual assessment by CBF of progress in the FIDF strategic plan.	Satisfactory annual assessment by CBF of progress in the FIDF strategic plan.	Satisfactory annual assessment by CBF of progress in the FIDF strategic plan.	Satisfactory annual assessment by CBF of progress in the FIDF strategic plan.	Satisfactory annual assessment by CBF of progress in the FIDF strategic plan.	As defined in the FIDF strategic plan and budget	Officer Commanding Falkland Islands Defence Force	Hon G Short MLA
		B) To take part in an annual exercise in armed fisheries protection, .		To achieve the training objectives set out in the FIDF strategic plan.	To achieve the training objectives set out in the FIDF strategic plan.	To achieve the training objectives set out in the FIDF strategic plan.	To achieve the training objectives set out in the FIDF strategic plan.	To achieve the training objectives set out in the FIDF strategic plan.	As defined in the FIDF strategic plan and budget	Officer Commanding Falkland Islands Defence Force	Hon G Short MLA
		C) To demonstrate the capability of mounting all weather/ all terrain search and rescue operations and other services in support of civilian and other agencies.		To achieve the training objectives set out in the FIDF strategic plan.	To achieve the training objectives set out in the FIDF strategic plan.	To achieve the training objectives set out in the FIDF strategic plan.	To achieve the training objectives set out in the FIDF strategic plan.	To achieve the training objectives set out in the FIDF strategic plan.	As defined in the FIDF strategic plan and budget	Officer Commanding Falkland Islands Defence Force	Hon G Short MLA
17) The continuing maintenance of efficient Customs & Immigration services and controls in relation to the collection of revenue, facilitation of trade and the protection of society.	17.1) Protection of society through enhancement of controls. Illegal drugs: enhanced drugs search capability.	A) Number of drugs offences investigated not related to importation.	3 drugs possession convictions in 2007/08	< than 3	< than 3	< than 3	< than 3	< than 3	Information derived from Royal Falkland Islands Police targets at 15.2 and national intelligence records.	Collector of Customs	Hon G Short MLA

Glossary of Terms and Concepts

1) Aerodrome	A defined piece of land or water intended to be used wholly or in part for the arrival, departure and ground movement of aircraft.	12) Further Education (FE)	Period (generally 16-19) following statutory education when student undertake course to A' level or equivalent.
2) ASB	Anti Social Behaviour	13) GCSE	General Certificate of Secondary Education.
3) Biodiversity Strategy	A 10 year plan to maintain or enhance the variety of plant and animal life in the Falkland Islands, and habitats' that support these species.	14) Green Paper	A Government document containing proposed policy changes offered to the public for consultation before any final decision is made.
4) Camp	Countryside	15) Gross Domestic Product (GDP)	The gross domestic product (GDP) or gross domestic income (GDI) is one of the measures of national income and output for a given country's economy. It is the total value of all final goods and services produced in a particular economy.
5) Capital Market (CM)	Financial market that works as a conduit for demand and supply of (primarily) long-term debt and equity capital. It channels the money provided by savers and depository institutions (banks, credit unions, insurance companies, etc.) to borrowers and investees through a variety of financial instruments (bonds, notes, stocks) called securities.	16) Gross National Product (GNP)	GNP is GDP of a country to which income from abroad—remittances of nationals living outside and income from foreign subsidiaries of local firms—has been added.
6) CBFSAI	Commander British Forces South Atlantic Islands—the title of the Commander of all British Forces in the South Atlantic Islands, including the Falkland Islands, Ascension Island, South Georgia and the South Sandwich Islands.	17) Higher Education (HE)	Period (generally 19-25) following Further Education when provision is at a higher level than Level 3 qualifications. Degrees, NVQ Level 4, and Higher National Diplomas and Certificates.
7) Charter of the United Nations	The UN Charter which includes the declaration regarding non-self-governing territories.	18) HQ BFAI	Headquarters British Forces South Atlantic Islands—the headquarters of CBFSAI.
8) CPA	The Commonwealth Parliamentary Association.	19) Individual Transferable Quota (ITQ)	A proportion of the total allowable catch or fishing effort in a particular fishery.
9) Executive Council (ExCo)	Equivalent in other jurisdictions to the Cabinet, the body of Government responsible for setting policy and strategy for the Government.	20) Internationally recognised organic certification	Certification recognised world wide regarding organic production of meat and wool. The International Federation of Organic Agriculture Movements (IFOAM) is the international representative organisation for organic agriculture. The federation represents all organic agricultural production not only meat and wool.
10) Falkland Islands Government Air Service (FIGAS)	The domestic air transport service operated by the Falkland Islands Government for the purpose of transporting passengers, freight, and mail, and for conducting aerial surveillance operations.		
11) FIDF	Falkland Islands Defence Force—a military force, consisting mainly of part time soldiers recruited from the local community, established under Ordinance by the Falkland Islands Government.		

Glossary of Terms and Concepts (Cont)

21) Judicial Reviews	An application made to the Supreme Court for the Court to review a decision made by a public body relating to its public duties or functions, usually on the basis that the decision reveals an error of law, the procedure failed to comply with a duty to act fairly, or that no reasonable body could have reached that decision.	30) Standing Rules and Orders of Legislative Assembly	The document adopted by the Legislative Assembly which sets down the ways in which business in the Assembly is to be conducted, and which also includes the code of conduct on standards in public life for Elected Members.
22) Key Stage 2	Junior School (7-11 years)	31) Statutory Corporations	Entries established separately in law that are owned by the government but have independent members and decision making powers. Falkland Islands Development Corporation and Falkland Landholdings are the two statutory corporations in the Falkland Islands.
23) Key Stage 4	Upper Secondary School (14-16 years)	32) Tourism Satellite Account	(TSA) provides information about the contribution of tourism to the Falkland Islands economy. It includes measurement of expenditure on tourism by domestic and international tourists, and the size of the industry, including its contribution to gross domestic product and employment.
24) Medium Term Financial Plan (MTFP)	A 5 year compilation of the Governments spending plans. Used to aid forward planning and policy making.	33) UK MCA	The UK Maritime and Coastguard Agency—Responsible for ship survey and safety matters and prime responder to vessels/persons in distress.
25) OCT	Overseas Countries and Territories. The collective term used by the European Union to describe the non-self-governing territories that belong to the UK, France, Netherlands and Denmark.	34) Value Added	Value added is the enhancement added to a product or service by a company before the product is offered to customers. Gross value added is obtained by deducting intermediate consumption from gross output. It is the difference between the total sales revenue of an industry and the total cost of components, materials, and services purchased from other firms within a reporting period (usually one year). It is the industry's contribution to the gross domestic product (GDP).
26) Overseas Association Decision (OAD)	The EU document that describes the relationship between the EU and the OCT's.	35) White Paper	Government policy introduced after final public consultation through the green paper process.
27) Public Accounts Committee	A committee made up of elected and independent members, charged with the oversight of public finances and assessment of value for money.	36) Wool Micron	Objective measurement of wool fibre diameter indicating degree of fineness/coarseness of wool.
28) Red Ensign Groups	United Kingdom and all those Overseas Territories and Crown Dependencies which have their own ship registries, i.e. the ships that are British and entitled to fly the Red Ensign.		
29) RFIP	Royal Falkland Islands Police		

Portfolio Holder
Hon. Dick Sawle MLA

Secretariat/Central Administration (Hon. R Edwards)
Legislation (Hon. S Halford)
Registry (Hon. S Halford)
Post & Telecommunication (Hon. W Luxton)
Information Technology (Hon. W Luxton)
Monopolies (SSL & CW) (Hon. W Luxton)
Port Development/Trade & Industry (Hon. E Edwards)

Portfolio Holder
Hon. Roger Edwards MLA

Treasury & Taxation (Hon. G Short)
EU Issues (Hon. S Halford)
SFC (Chair) (Hon. G Short)

Portfolio Holder
Hon. Glenn Ross MLA

Agriculture (Hon. W Luxton)
FLH/Fox Bay (Hon. W Luxton)
FIMCO (Hon. W Luxton)

Portfolio Holder
Hon. Emma Edwards MLA

Tourism (Hon. D Sawle)
Minerals (Hon. J Cheek)
Environment & Heritage (Hon. W Luxton)
Housing (Hon. J Cheek)
Public Accounts Committee

Portfolio Holder
Hon. Gavin Short MLA

Customs & Immigration (Hon. D Sawle)
Fisheries (Hon. G Ross)
Police/Fire/FIDF (Hon. W Luxton)
Utilities & Municipals (Hon. R Edwards)
Energy & Waste (Hon. R Edwards)

Portfolio Holder
Hon. Sharon Halford MLA

Health & Medical Services (Hon. J Cheek)
Social Services (Hon. D Sawle)
Child Protection (Hon. D Sawle)
Lands (Hon. J Cheek)
Planning & Building (Hon. J Cheek)
Transport (Hon. R Edwards)
Public Accounts Committee

Portfolio Holder
Hon. William Luxton MLA

Civil Aviation (Hon. R Edwards)
FIDC (Hon. G Short)
Aquaculture (Hon. G Short)
Rural Development (Hon. G Ross)

Portfolio Holder
Hon. Jan Cheek MLA

Education (Hon. G Ross)
Further Education/Higher Education (Hon. G Ross)
Training (Hon. G Ross)
Youth Development (Hon. G Short)
Leisure Services (Hon. G Ross)
Art & Culture (Hon. E Edwards)
Falkland Islands Government Office (Hon S Halford)

NOTE: Members names in red and in parenthesis are the Deputy Portfolio Holders.