

Labour Force Development in the Falkland Islands: Summary Report of the Labour Force Development Project

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Table of Contents

Introduction	2
Executive Summary	2
1. The Falklands Islands Labour Force Challenge: The problem of Churn	4
2. The Falkland Islands Labour Force Challenge: The Need to Demonstrate Added Value.....	6
3. The Falkland Islands Labour Force Challenge: Increasing the Size and Composition Of The Permanent Labour Force To Provide Stability.	8
4. The Falkland Islands Labour Force Challenge: Limitations to Development	13
5. The Falkland Islands Labour Force Challenge: Summary	15
Appendix A: Consultation Summary	16
Appendix B: Online Attraction Portal Business Case	17
Appendix C: OPPORTUNITY FALKLANDS CONTENT AND BUILD SPECIFICATION	22
Appendix D: Safelane Global, Employee Transition Programme	28
Appendix E: Summary of Labour Force Development Recommendations to reduce churn, increase engagement and provide stability within the Falkland Islands Labour Force.....	30

Introduction

This report summarises the initial findings of the Labour Force Development project. Although finalised in 2020, the emerging themes are based on feedback supplied to the project between 2018-19. The report is not government policy; rather it identifies a series of key issues concerned with the development of the Falkland Islands labour force, in order to frame a wider conversation. It provides a helpful analysis of the complexities involved in producing a longer-term strategy and also underlines some actions which could help inform future policy.

This publication does not stand in isolation as the only piece of work which has been undertaken to investigate the challenges and opportunities facing the development of the Falkland Islands labour force. Improvements to processes which intersect and impact on this issue have been in train for some time. For example, the ongoing work in respect to the immigration system, including the rationalisation of work permit applications and the maintenance of a workforce shortage list, will both serve to help remove or reduce existing barriers within the system.

Overall, this document should be read as a background summary, which provides baseline research, gathered at a specific point in time. It will form part of ongoing work to develop a comprehensive set of policy proposals, which will be subject to public consultation, engagement and scrutiny.

Executive Summary

The labour force challenge in the Falkland Islands is experienced both by the government and private sector. Finding sufficient numbers of capable and motivated individuals to fill local vacancies is a problematic in a population of 3200, where unemployment is at a rate of just 1%. The Falkland Islands' labour force shortage is characterised by a high degree of churn and instability in the labour market. As a result of constant overseas recruitment and churn, there are adverse community cohesion effects with a growing 'them and us' within the community. There is also a lack of integration between new temporary members of the population and permanent residents, which contributes to a feeling of being unwelcome, which in turn, fosters a lack of long-term commitment to the islands by those recruited to work there. The immigration database indicates that Less than 7 out of every 100 people eligible to work who come to work in the Falkland Islands stays there. The primary reason that people stay in the Falklands is due to meeting a partner.

The interdependence of the problem of churn and the wider social cohesion challenges presents a pressing challenge for the development of business and services within the Falklands if it is unable to attract and retain labour within these Islands.

This overarching summary document represents an overview of the multidisciplinary labour force development work done over a two-year period. Whilst the lead for this work was the labour force development specialist, support was provided by the Falkland Island Government Economist within the Policy and Economic Development department.

In order to develop evidence-based recommendations about labour force initiatives to be undertaken by FIG, extensive stakeholder consultations were carried out. Semi Structured interviews were conducted with business owners, contract officers and locally employed staff. Workshops were held at Farmers' week to get the input from the rural community on the labour force challenges and focus groups were held with the private sector through the chamber of commerce and wider community groups that provided voluntary community services within the Falkland Islands. The Falkland Islands Government Heads of Department and Corporate Management Team were also consulted on labour force development initiatives and the impact of population growth on the Falkland Islands. This consultation summary is provided in Appendix A. In addition to extensive stakeholder consultations, statistical modelling and a review of the current labour force and

population growth policy literature was reviewed. The Falkland Islands Government Immigration Database was also interrogated to understand patterns of migration and settling within the islands. The projections and recommendations in this document also considered a qualitative analysis of the interviews, focus groups and workshops.

There is a significant degree of churn in the local labour force. Local businesses report difficulty in attracting and retaining qualified staff to fill vacancies. Liveability, proximity to family and friends as well as a lack of connectivity all contribute to being able to attract and retain a workforce, as does the employer 'offer'. Consultation with businesses within the Falkland Islands highlights that some employers are better than others in terms of retention initiatives and a culture of development. There is a need for an improved understanding within local business and government about recruitment, selection, performance management, training and development.

Development of community conversations about integration and the reduction of churn, together with a clearer attraction narrative (about who the Falklands seeks to attract and why) would contribute significantly to a reduction in churn by more closely matching the needs of the Falklands with those aspirational skilled migrants who are looking to relocate permanently.

Strategic initiatives to grow the population and develop the labour force have to be discussed with the broader community. These need to be clearly presented in conjunction with an honest dialogue about the current and future housing proposals as this is the single largest concern from the community in relation to growing the population.

Delivery of the amendments to the 2017 immigration ordinance impact the Falkland Islands' ability to attract and retain a wider labour force. Until the amendments are implemented, increasing the ability of the Falklands to attract more skilled workers on a permanent basis, converting existing temporary migrants to permanent residents is going to be the most effective way to increase the population in the short term, reduce chronic churn and ensure some stability within the labour market. Effective conversion initiatives require resourcing and collaboration within government departments such as immigration, education and emergency services. Additionally, closer work with the Chief Medical Officer to determine the risk pathways for recruiting international workers, at pace, is required and will be communicated through the immigration working group.

A much-needed attraction campaign and articulation of the Falkland Islands narrative is required in the longer term if the size and composition of the labour market is to develop. The construction of this narrative and its promotion plays an important role in attracting prospective migrants who are a cultural and professional fit with the islands. Community cohesion and integration initiatives should underpin any attraction campaign.

This document proposes both longer term strategic initiatives which will develop the labour force and require further consultation, as well as shorter term operational changes that can be made presently, to ease the current pressures on the labour market and reduce the problem of churn. It has to be highlighted that the fundamental solution to the Falkland Islands' labour force problem, lies in an increase in the overall population and a re-consideration of more attractive, less protectionist, immigration policy which encourages migration. In order to achieve this, there needs to be partnership working amongst the public and private sector as well as the legislative assembly to develop a clear understanding of a common goal and vision for population growth and labour force development within the Falkland Islands.

1. The Falklands Islands Labour Force Challenge: The problem of Churn

- 1.1 The Falkland Islands has a small, ageing population, which, if not grown, will be unable to support stable economic development within the islands. The current population of 3200 is at virtually, full employment, with unemployment being only 1%. The size and structure of the population has led to a difficulty in being able to recruit and retain workers for a reasonable period. Churn is a problematic feature of the labour force. This results in poor community cohesion and difficulty in integration. There is therefore a need for the Falkland Island Government to develop a long term, labour force strategy which will need to consider as its central component, increasing the permanent population of the island.
- 1.2 Consultation has identified that employers are finding attraction, recruitment and retention to the islands very difficult. They are increasingly, resorting to the use of employment agencies outside of the Falklands to supply a wide range of labour requirements. This is both costly and unpredictable, with employers highlighting that the uncertainty about timeframes with which their new recruits will be allowed to enter the Falklands does not allow them to move at pace, with planned developments within their businesses.
- 1.3 The Island Plan has articulated the need to create a long-term labour force strategy which ensures a mechanism for the successful recruitment and retention of workers to the island. Whilst there is an ambition for a long-term labour force strategy, a key proponent of this, is having a sufficient, capable and motivated labour force. A significant proportion of this labour force will be local, however, despite the population increasing at about 3.5% per annum between 2012 and 2016, overall population growth over a much longer period (1996-2016) is only 1.6% . Moderate increases in the population, recently, are coming primarily from immigration into the island. This increase in population will undoubtedly contribute to the labour force development but at current levels it is insufficient for the islands' future economic ambitions.
- 1.4 In addition to the economic development ambitions and the requirement for an increased labour force to achieve this, there is also an interdependent social need to increase the population in order to keep the traditions and values of the islands alive. This supports cohesion and allows newcomers to become full members of the community. This has a positive effect on retention of those new arrivals as there is a clear sense of culture which is vibrant and inclusive. The marginal growth in population and the lack of true social cohesion on the islands puts the lifestyle and cultural fabric of the islands at risk of decline as communities continue to live harmoniously in parallel to each other as opposed to being truly integrated within a common culture and community practices.
- 1.5 There is also an aspiration to increase the labour force and population of camp within the Falkland Islands, to support the long-term viability of the camp community and economy. The rural development strategy, currently being delivered by the Falkland Islands Development Corporation, needs to be reviewed in conjunction with the overall labour force development and population growth strategy. The current feedback from the camp community is that there are significant struggles to attract labour to camp on a regular basis. Traditionally, this labour is seasonal, however, getting labour to return for a second season is getting progressively more difficult. Consideration should be given to allowing individuals to own land and property in camp, as this will be central to the development of services and attracting a greater number of suitable residents to become part of the population of camp. There is also a need to develop the transport network and connectivity

infrastructure. This will require more in depth consultation with the camp community and government to develop a feasible plan for the development of the camp labour force.

Reducing churn and increasing community engagement

- 1.6 This challenge of churn occurs both within government and the private sector, although, there appears to be less churn in the private sector. The data produced by the policy and economic development department identifies that the volume of churn is quite high. FIG's analysis of existing churn rates tell us that, based on the current average conversion rate (2.8%) and length of stay of people in the temporary population pool (3.8 years), an average inflow of around 348 immigrants per year would be needed to sustain the foreseen population growth of 63 persons per year between 2016 and 2035.
- 1.7 There is a need to have wider conversations with the community on the nature of churn within the community and the implications this has on the economy. Whilst these conversations have started to happen during the labour force development project, there is a need for broader conversations across a number of channels in order to articulate the issue and encourage community ideas for solutions.
- 1.8 The most pressing issue articulated from research with community groups and locally employed workers is the fatigue and disengagement that accompanies churn. The discomfort and wariness associated with continually having to welcome people into the community has been described, both by those arriving and those settled in the islands, as contributing to a growing tension of 'them' (new arrivals) and 'us' (Falkland islanders). This social tension, if not addressed, will negatively affect the more strategic population growth and labour force agenda and feed a negative cycle of churn where incomers, not being welcomed, will leave as they are unable to integrate into the community. Explaining the implications of a lack of welcome should be made explicit with increased resources made available for induction and integration activities.
- 1.9 A significant effect of churn is the opportunity cost of repetitive recruitment. There are several countries that have structured programmes to reduce churn and which involved community groups in the cohesion and integration of new arrivals. For example, Chile has used community groups to register and document Haitian migrants, understanding their skills and ensuring that they are able to work to support the economy. In Tasmania, the government has issued grants to community groups to ensure that skilled migrants are able to access community resources such as language skills. Portugal has committed to training more than 500,000 migrants in order to meet its population target of 75,000 per year. The Falkland Islands can identify lessons learnt from these economies. In 2019, Ghana launched its year of return, where it partnered with the institute of migration and local community groups to implement its attraction and recruitment campaign for highly skilled migrants across the global African diaspora.
- 1.10 Whilst it is acknowledged that churn is an issue, the Falkland Islands needs a more robust and structured social infrastructure to stop churn. There is a need for a programme of community initiatives that will address an introduction to the Falkland's and its history. This programme should be championed by the MLAs and be led by the community. An immediate action to raise awareness in the community of these integration and cohesion issues is to hold public consultations on the need for population growth and to raise awareness of the community development fund, which has been significantly underutilised by the community to date. Applications should be sought for community development projects which further the integration and cohesion agenda.

2. The Falkland Islands Labour Force Challenge: The Need to Demonstrate Added Value.

- 2.1 The labour force within the Falkland Islands is characterised by restriction of range. Within the permanent population, there are insufficient numbers of people with the right knowledge, skills and experience to support the development of the economy. This is evidenced by over 600 primary work permit holders on the island and consequently a high proportion of the population that is not local¹. Therefore, there is a significant churn of both local and contract employees, with local employees all too often, cycling through different organisations, seeking, or being offered higher wages and benefits. Employers report that this leads to a lack of confidence in their ability to seek new opportunities within the economy and expand services. Underlying this concern from employers, is a reticence to discuss or demonstrate how they are demonstrating added value to current and prospective employees to cultivate a culture of retention and reward as it is feared that other employers will also adopt this practices and poach their labour force.
- 2.2 Development of the labour force is not restricted to population growth. It also relies on both novel and basic initiatives by employers to meet the needs of their employees. Feedback from interviews have highlighted working practices such as increasing the harmony between work and home life as being critical to attracting and retaining skilled employees with caring or parenting responsibilities, as is the need to be competitive in the benefits package being offered.
- 2.3 Across the Falklands, organisational commitment and loyalty of staff have been identified as problems by organisations. The churn within the workforce is a key concern for employers; however, the level of best practice in relation to retention of employees is variable, at best. Many employers are unable to articulate their offer in a way that demonstrates added value to the prospective and current employees, which makes fostering organisational commitment and employee satisfaction, problematic. Pockets of good practice exist but are contingent on the industry and the motivation of employers in those particular industries. Improving the level of HR support and expertise within the islands will be beneficial in labour force development.
- 2.4 The development of the labour force within the Falkland Islands relies on both long and more immediate term initiatives to increase the number of skilled workers living on the islands. Ensuring that those wishing to live here and contribute to the economy through employment or entrepreneurship can easily do so, without undue delay, is paramount. The long-term sustainability of the Falkland Islands labour force also relies on its ability to attract and retain Falkland Islanders who have been educated and trained by the Falklands, but who live abroad. Through stronger and more sustained engagement with its Diaspora, there is an opportunity to strengthen local knowledge and encourage skills transfer, which could be seen as immensely valuable by locally employed.

¹ Currently, the temporary population of the Falkland Islands is 24%, rising to 38% by 2035, on current conversion rates of less than 3%.

2.5 Demonstrating Value and Encouraging Development

2.5.1 Local employers identified that improving the flow of capable, skilled and motivated students into the labour force must be addressed as part of the overall labour force development strategy. Education in the Falkland Islands is a constitutional right; however, the provision of education at the post 16 level on the islands is limited. This is particularly so for advanced level academic study and training. Whilst it is understandable that currently, the provision of Advanced Level education is provided overseas, there is also an opportunity for closer liaison between the education department and the business community to inform students of both internship and permanent job opportunities for the duration of their course and post-graduation. This helps to address the problem of brain drain, where the most academically capable students leave the islands and do not return. The current return rate (within 5 years) for Falkland Island students who go abroad to study is less than 50%. There needs to be a coherent engagement programme developed and delivered to increase the rate of return and connection with the islands.

2.6 Train and upskill the local workforce

2.6.1 There has been significant improvement in the provision of apprenticeships within the islands, however, provision of technical and skilled qualifications is still limited. There is also a dearth of training schemes within the private sector or government that builds upon, or leads to, recognised qualifications. The FIG is the largest employer in the Falkland Islands and 22% of its staff are contract officers who were not locally recruited. Encouraging skills transfer and development between locally employed and overseas contract officers has to be addressed if FIG is to address the churn within the organisation. Whilst elements of the government's management code have been reviewed, an opportunity exists to develop a culture of performance management and development across the government. A culture of performance management and development needs to be encouraged and rewarded, if the government intends to compete with the local private sector and the international public sector in attracting and retaining skilled labour.

2.6.2 Encouraging a higher take up of skills training, further education and development should be prioritised. A review of the community development scheme (which provides funding for local residents to undertake post 16 training and development) has recently been undertaken in order to maximise its use. The scheme is currently (and has historically been) undersubscribed. The outcomes of the review, for a more accessible scheme that allows businesses and individuals within the workforce to develop, are essential to providing additional resources for employers to support their staff development through the scheme.

3. The Falkland Islands Labour Force Challenge: Increasing the Size and Composition Of The Permanent Labour Force To Provide Stability.

- 3.1 Population growth in any economy is associated with significant induced effects, such as development of new industries, manufacturing and the provision of services. Due to the remoteness of the Falkland Islands and the limited transportation and telecommunications infrastructure, the induced effects anticipated with an increased population would be moderate in this context. However, there is a need to expand and develop the labour force of the Falkland Islands in order to support the development of existing businesses and service providers. This expansion is only possible with the growth in the population.
- 3.2 The Policy and Economic Development Unit has analysed the potential for population growth based on previous and existing trends within the Falkland Islands. The scenario presented in Figure 1 below, which illustrates the sectors contributing to population growth, is highly plausible and in keeping with the political commitment to grow the population sustainably whilst maintaining a cultural identity. Figure 1 highlights that the most significant contribution to population growth over the next 15 years will come from further economic development activity, including, oil and gas exploration activity.
- 3.3 Based on the current economic development and capital growth plans of the FIG, it is projected that the population will grow from 2843 in 2016 to 4024 in 2035, at an average growth of 1.9% per year. This is approximately 63 people per year. Whilst it is plausible that this growth would be as a result of new people coming into the islands for capital development projects and potential hydrocarbon exploration, it is more likely that actual growth will occur from the conversion of temporary residents into permanent ones.
- 3.4 It is important to note however, that organic population growth, through immigration continues to occur without the implementation of the capital projects programme or the development of the hydrocarbons industry in the Falklands. This status quo scenario, projects an overall population increase of approximately 300 people over the next 15 years, equating to approximately 20 people per year. Whilst this number may seem small, it should be highlighted that this rate of growth is already occurring on the islands without a commensurate growth in the infrastructure.
- 3.5 Currently, about 23% of the Falkland Islands population can be classified as temporary. Without a concerted effort to encourage individuals to stay and take up permanent residence and ultimately Falkland Island status, this percentage is set to increase to about 35% over the next 15 years.

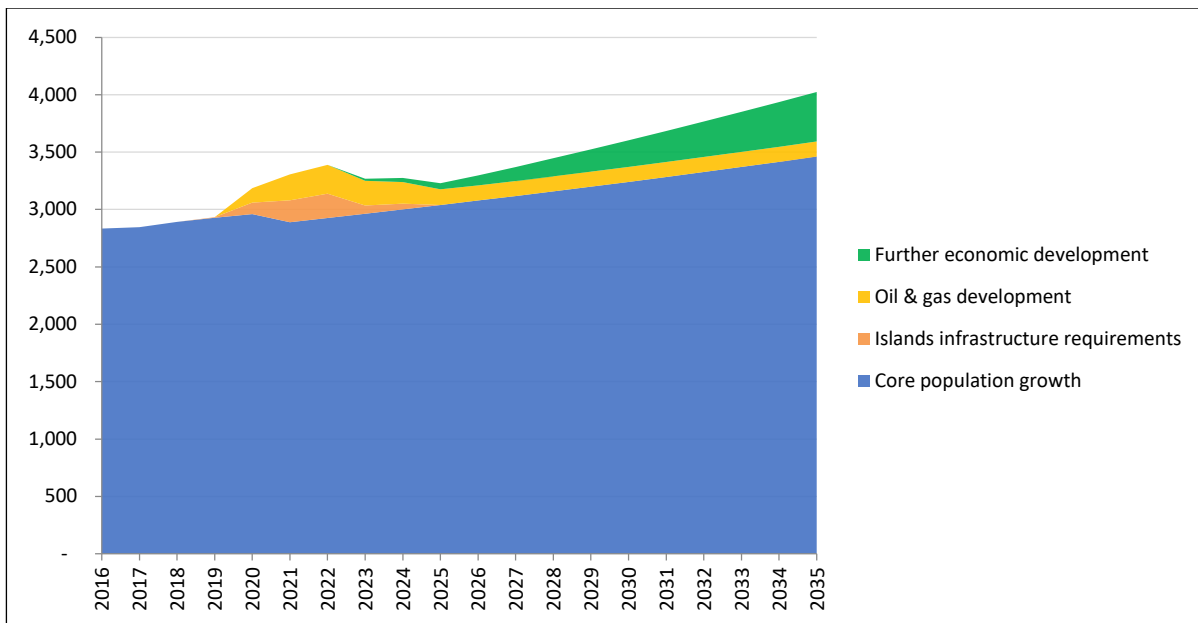


Fig.1 Total population growth to 2035

3.6 The population growth analysis has identified that the majority of work permit holders are based in the private sector. This indicates that businesses in the Falkland Islands rely heavily on overseas labour to operate effectively. The private sector appears to be more successful at retaining its overseas labour in the short term, and in converting its work permit holders to PRP and Status holders in the longer term. It is unclear at this point whether this is due to the demographic of the employee or an organisational infrastructure within the private sector which encourages and supports this transition.

3.7 Demographics of work permit holders

3.7.1 Whilst the data illustrates that there are work permit holders from several different countries, most of the current work permit holders are British. As a group, they make up almost 50% of those holding work permits. The analysis excluded Mount Pleasant Complex (MPC), oil and demining contractors. The second largest group of work permit holders are Chilean at almost 22% of those holding work permits. Philippine nationals, as a group, are the third largest single group of work permit holders at almost 7%, with a combination of other nationalities also making up around 7%. The work permits to PRP conversions also follow this demographic grouping. The data also shows that those from British Overseas Territories such as St Helena are highly likely to move on from work permits to PRP and status holders following their time on work permits.

3.8 Immigration Initiatives

3.8.1 The initiatives to increase the permanent population of the islands are outlined in this section. They revolve around reviewing the framework for achieving citizenship and understanding the makeup of the population, clarifying how education and training at the post-secondary level will be developed and having a clear attraction and conversion narrative

3.9 Reviewing citizenship timeframes

- 3.9.1 The pathway to citizenship in the Falkland's currently takes up to seven years. This is a significant time for a young family or professional, highly skilled individual to live and work in a community without being invested in it or receiving the representation proportionate to the taxation they pay. Comparatively, the process for highly skilled migrants to become Canadian citizens, is two years and they are invited to do so by the Canadian government. In Australia the time it takes to achieve citizenship is four years, New Zealand five years and in the UK it takes up to six years.
- 3.9.2 As stated in paragraph 3.8.1, it has historically taken seven years to become a citizen of the Falkland Islands. This was able to be done without attaining Permanent Residency (PRP), if the individual resided in the Falklands for this length of time. However, the immigration amendments of 2017 now include that residents have to achieve the step of PRP prior to being naturalised, if they are not British citizens. By now putting the additional hurdle of having to achieve PRP before Falkland Island Status, the burden for low income families or individuals through an increased length of time and additional cost becomes more onerous. It needs to be acknowledged that for highly skilled professionals, who may be able to afford the cost of the citizenship process, waiting seven years to attain citizenship is too long and as such they will continue to be attracted to North America, Europe and Australia where the time periods are shorter and they can begin to build a life in their new countries. This is evidenced in the low uptake of Falkland Island status by highly skilled professionals. The length of time it takes to access the full benefits of citizenship should be reviewed against evidence that is right and appropriate for the Falkland Islands.

3.10 Subsidising the cost of citizenship

- 3.10.1 FIG has committed to simplifying the administrative and financial barriers through which individuals apply for their Permanent Residence Permit. The fees for this process have been lowered to £100 per application, which represents a significant savings for families or those with dependents. A review of the cost of the medical and dental exam should be considered in order to encourage more families who wish to stay here to undertake this process. It is recommended that the government subsidise this process for the first 47 people who take up PRP within the Falklands in line with its quotas. This represents a cost of £6100 a year if the government were to reduce charges for the medical to £100 a year for applicants. If this scheme ran for five years in order to stabilise the numbers of people in the workforce this represents a cost of £30,500 over five years.

3.11 Collaboration with the FI Diaspora

- 3.11.1 Understanding the composition and motivations of Falkland Islands citizens abroad is critical for encouraging a bilateral dialogue with businesses and potential employees. It is useful for engaging with the diaspora for encouraging skills, knowledge transfer and for building sustainable partnerships with people who are connected to the Falkland Islands.
- 3.11.2 The Falkland Islands Government Office (FIGO) in London is leading on building a diaspora network in the UK. The purpose of this network is to create shared opportunities for employment, training, education and development with Falkland Islanders in the UK and those living locally in the Falkland Islands. Ultimately, the long-term aim of this network is to identify suitable candidates to return home to the Falkland Islands, to take up permanent employment that makes use of their skills and qualifications. Initial work on the diaspora project has seen the development and administration of

an online market research survey. The findings of this research will identify the nature and shape of the diaspora and will be launched in the summer of 2020. FIGO will share the results of the survey with FIG and will collaborate on the diaspora development project with the policy and HR department.

Attraction narratives

3.12 Converting existing temporary migrants to permanent residents

3.12.1 Research shows that when there is a strong economy, the rate of population growth increases². Fundamentally, migrants are attracted to economies where there is work. Whilst this phenomenon is true for larger economies, the Falkland Islands possesses a unique set of circumstances that make this migration process less organic. The lack of available housing on the market and lack of connectivity makes the Falklands a less viable and attractive to prospective aspirational migrants who are further away from South America or those who have no connection to the Falklands. Therefore, it is critical, that initially, the drive to increase the population should come from the existing temporary population living in the Falklands. Getting these individuals to commit to building a life in the Falkland's should be leveraged. Reviewing the targets for an annual increase in the number of temporary residents taking up PRP and Falkland Island status should be done annually, as well as an action plan to clarify the process. The immigration department should quarterly public engagement sessions, publicised locally on social media and traditional media.

3.13 Articulating the Offer through an Online Attraction Portal

3.13.1 Initiatives to attract prospective residents who share the values and culture of the Falkland Islands are currently fragmented. Both the private and public sector are creating varying narratives in order to attract labour to the islands. Through the lived experience research with overseas contract workers in the Falklands, there was a common theme of their experience not being what was promised or expected. Additionally, there was unanimous agreement that finding out more about their new life and experience online or through other sources, was characterised by difficulty and a lack of information. Ensuring that one's expectation of what they were coming to do, and the reality of this match is a key determinant of staff retention. This leads to a reduction in the number of 'false positives', a situation in which on paper, there is a match, but the actual circumstances presented make it difficult for the person to thrive in the environment.

3.13.2 The development of an online attraction portal which showcases the opportunities to visit, live and work in the Falkland Islands needs to develop at pace (see appendix B). This portal is not intended to replace existing attraction initiatives, rather it seeks to harmonise the disparate online information and provide a compelling and coherent narrative about the Falklands for those who want to move here permanently and those who are making decisions about whether to accept employment here. This platform should be used to capture the hearts and minds of highly skilled migrants for whom there is a lifestyle match. Information about the community, cost of living, health, education and connectivity with the rest of the world should be showcased on this platform which will be used to drive engagement with those living outside of the Falklands.

² International Organisation for Migration (IOM) (2013) *World Migration Report 2013*, Geneva: IOM

3.14 Iterative migration campaigns

3.14.1 Consideration should be given to an iterative migration campaign once there has been a refinement of the timeframes for other infrastructural work undertaken by the government. For example, following the building of the new school and educational campus, the delivery of the regularisation of the childcare sector and the building of new nurseries and housing, it would be a good opportunity for a labour mission to attend an international recruitment event. This, together with a mature online portal, serves to present the Falkland Islands as a credible destination for skilled migrants and young families. These events should be conducted every 3-5 years. The destinations for these campaigns should be considered in conjunction with the international diplomacy programme, highlighting the Falklands as a destination that desires the right to self-determination and sustainable development. Consideration needs to be given to the skills required on the island (through the most recent skills shortage list), the proposition being offered and the opportunities for prospective migrants in their countries of origin. It needs to be highlighted that the Falklands is competing with the rest of the world for labour. It has been recommended that attending international recruitment fairs as and when significant phases of infrastructural development are complete would be beneficial for increasing the population sustainably, as well as filling much needed, skills gaps.

3.15 Influencing migration and development through the identification of skills shortages.

3.15.1 The establishment of the Skills Assessment Council (SAC) in 2016 was formed with a specific remit to assess and review current and future skill requirements for the Islands. It was intended to provide a formal and independent mechanism to identify labour, skills and training needs across the Islands and to ensure a proactive response to these needs through the immigration system, training provision and other routes. The council agrees an annual Workforce Shortage List (WSL) to form the basis of decision making with respect to priorities afforded to persons seeking to immigrate to the Falkland Islands on a temporary or permanent basis. This removes the requirement for local labour market testing and is one of the mechanisms in place to support the development of the labour force in the Falklands and sustainably grow the population.

3.15.2 Following the most recent update of the WSL in 2019, it was recommended that the methodology for updating the list be changed to telephone interviews with local business. HR for FIG also needs to provide a list of hard to fill vacancies. This is to be agreed by Directors of government departments, signed off by the Chamber of Commerce, the Rural Business Association (RBA) and the Falkland Island Development Cooperation. This work will be done annually by the Director of Policy, chair of the SAC.

4. The Falkland Islands Labour Force Challenge: Limitations to Development

4.1 Lack of Available Housing

- 4.1.1 One of the single biggest barriers to migration in the Falklands Islands is the lack of available housing. The Policy and Economic Department has published the housing strategy green paper which identifies policy recommendations to increase the construction and purchase of homes within Stanley and Camp. Due to market forces, when housing becomes available in the private sector, it is often unaffordable for those on low to medium wages, whilst government housing is limited and often prioritised for overseas contract workers and those with the greatest need within the community. The increase in homes of multiple occupancy (HMOs) have become a feature of the rental market in Stanley. This type of affordable housing is suitable for single unaccompanied workers, precluding families from accessing savings within the rental market.
- 4.1.2 Local recruitment does not attract housing. Only overseas employees tend to have housing provided as part of their terms of employment. This housing is attached to the specific job they were recruited to do. At the end of that period, if the worker wishes to remain in the Falkland Islands to work with another employer, they will need to find alternative housing. This is particularly problematic for local employers who do not offer housing and who may be wishing to employ skilled workers who are on the island at the end of their contract with their employer. Therefore, whilst the opportunity exists to convert temporary workers into permanent members of the community, there is limited opportunity for those who are already in the Falklands to move employers, unless they are in privately rented accommodation. This is where larger employers on the islands have an advantage over smaller ones. There has been some modest success with this process through the Safelane employee transition programme (see summary at Appendix C). The attraction and conversion of temporary workers in the Falklands is contingent on the volume of houses being constructed and the demand for labour.

4.2 Delivery of the Immigration Ordinance Updates

- 4.2.1 The implementation of amendments to the 2017 immigration ordinance is linked to the Falklands' ability to develop its labour force. Whilst there is a delivery programme, the timely introduction of these amendments will allow employers to offer longer contracts to potential employees and their accompanying dependants. One of the initiatives within this update is the ability to offer four-year work permits. Contract officers interviewed have identified that acceptance of a four-year contract in the current context of limited information about the Falklands would be a difficult decision to make. There is currently limited take up of this type of work permit. However, if employers can increase the number of overseas contract officers on four-year work permits, this will lead to more stability within the labour market.
- 4.2.2 Additionally, the registered employer's sponsorship scheme, which is part of the immigration ordinance updates, replaces the need to have multiple work permits for multiple jobs. This scheme is welcomed by the business community as it reduces the time and administration required to employ workers already on the island. It also allows employers to recruit work permit holders on the islands for additional employment.

4.2.3 The proposed points-based immigration system within the revised ordinance, offers a clearer pathway for those wishing to settle permanently in the Falklands. However, a significant risk to the development of a long term, stable labour force, is the length of time required to take up Falklands Islands status (see para 3.8.2) and the lack of weighting given to young families who wish to settle in the Falkland Islands. These issues should be reviewed prior to the amendments being fully introduced.

4.3 Development of a coherent attraction and identity narrative

4.3.1 As indicated earlier in the report, there is a need for an attraction initiative, which clearly and coherently spells out the Falkland's 'offer'. A risk to developing the population and labour force is the lack of a clear identity and narrative around 'who' the Falklands are and what they value. This is the underpinning of any successful marketing campaign. A lack of clarity around this messaging, influences the length of time that people commit to the island, with those that have some personal connection through family or friends, being more likely to identify that they were satisfied with their experience of living and working in the islands and to finish their contracted period of employment.

4.3.2 The need for a structured and supported induction programme for newcomers is critical in reducing churn and increasing stability in the labour market. If newcomers are not inducted, welcomed and engaged in the local community, there is a risk that they remain within their own communities, whilst living in the Falkland Islands. This makes it very difficult to share the values and culture of the local community, thus creating an in-group and out-group, polarised community where people are left on the fringes of participation and decision making.

4.4 Lack of Employment Laws and Protection for Workers.

4.4.1 Within the Falkland Islands, there is a need to develop up to date comprehensive employment legislation that protects both employees and employers adequately. If there is a desire to grow the population in order to develop the labour force there is a need to review and develop labour force laws which protect workers across both the private and public sector and encourage highly skilled migrants from economies where protection exists.

4.5 Medicals

4.5.1 Whilst the requirement to undertake medicals as part of an immigration process is not unique to the Falklands, there is a need for more communication with the business sector and the Chief Medical Officer. All sectors require clear understanding on the decision-making process and an appropriate medical risk pathway for recruiting overseas workers. The current practice in the Falkland Islands is to grant medical clearance for the duration of the employee's work permit. However, more clarity is needed around the rationale for additional medicals once the work permit lapses. With each extension of the work permit for longer than 90 days, there is a requirement to undertake a new medical. Prospective workers with conditions that cannot be managed within the Falklands are not allowed entry into the islands, regardless of the skills that they have. The decision-making criteria appears to be in accordance with the objective of reducing the MTO budget. More analysis around the demographics of the individuals refused medicals and those requiring treatment is needed, as is a greater understanding of the MTO costs by nationality. This will allow FIG to develop a more granular policy around medical risk for overseas employees.

5. The Falkland Islands Labour Force Challenge: Summary

- 5.1 The Falkland Islands has competing priorities that prevent the development of the labour market, from the need to restrict medically unsuitable individuals from taking up employment in the islands to educating its best and brightest overseas. The island is small, remote, with an ageing population, hence net immigration for employment purposes, is the principal contributor to population growth on the islands. Immigration is largely driven by the requirement to fill positions within the labour market, both in the seasonal and permanent market.
- 5.2 The number of international workers coming to the Falkland Islands is likely to rise organically. Immigration data has shown that the geography of migration flows is beginning to change, with an increasing number of workers coming from Chile and the Philippines, and the uptake of permanent residency remains stubbornly low despite an annual cap. The degree of churn within the labour force is unsustainable for economic and social development and needs to be addressed through the recommendations made in this report. It has to be acknowledged that whilst, people will be increasingly attracted by faster-growing economies, the Falkland Islands faces a unique set of challenges and opportunities which necessitates a move away from unilateral migration policies towards negotiated win-win solutions aimed at reducing the costs of recruitment and churn and enhancing the socio economic gains from, migration to the islands. Some of these solutions have been outlined within this report but have been summarised as recommendations in Appendix D.
- 5.3 Population growth and labour force development work has been ongoing within FIG for a decade. It would be a missed opportunity for implementation should there be more work commissioned on investigating the issues around labour force development. There is an urgent requirement to commit to resourcing a programme of activity which enables the delivery of the recommendations, provided during this time period.

Analysis, Research and Evaluation

Community Engagement

- Community Workshops
- Interviews
- FITV
- Falkland Islands Radio Service

Industry Consultation

- Farmer's weeks
- Tourism
- Chamber of Commerce

Government Briefs

- FIG CMT and Heads of Service
- FIGO
- St Helena
- Portugal
- Chile

Collaborations

- Economist
- Education - Careers Devt
- CDS
- Immigration
- Skills Assessment

Opportunity Falklands Business Case

Document Version: **1.2**

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VERSION HISTORY

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February 4, 2019	1.0	Initial draft	Balissa Greene
September 23, 2019	1.1	Secondary draft, following consultation in the Falkland Islands and input from the Tourism Development Specialist, Julie Sloan.	Balissa Greene
February 11, 2020	1.2	Summarised Draft for new DPED	Balissa Greene
July 7, 2020	1.3	Revised draft, with corrections	Balissa Greene

Introduction

The Falklands Islands currently does not have a clear value proposition or coherent web presence for attracting and retaining overseas labour. This creates difficulties for both the private and public sector in competing for talent. Whilst there is a recognition that the population of the island is slightly decreasing, it is necessary to take action to improve the visibility of the island and provide a coherent, single source of credible information for where prospective employees or new arrivals can make a decision about their suitability to move here. Other nations and states facing similar labour force and population growth challenges have invested in development of an attraction package and a tool to deliver this package in a coherent and effective way (see Tulsa/Tasmania/Canada/Orkney/Shetland Islands). The Falklands needs to develop an online tool that allows both the private and public sector to showcase the opportunities for living and work and investment in the island. This document summarises the cost, timescales, specification, project management and delivery outcomes associated with building an online portal which will be the single source of information for visiting and living in the Falklands. A single portal that highlights the opportunities to visit, live and work in the Falkland Islands is needed in order to provide a coherent narrative and approach to attraction and recruitment across the islands. This will position the Falkland Islands as a desirable and successful location to visit, live and work.

Opportunity

This project presents an opportunity for the government and the private sector to work together to produce an online portal that serves to encourage relocation to the islands, allows potential employees and candidates to make a decision about and prepare for life in the Falkland Islands.

The online portal should include the following areas:

Life in the Falklands

- Jobs
- Housing
- Education
- Childcare and Family life
- Healthcare
- Social life
- Opportunities for the future
- Immigration and eligibility

Pilot Site

Phased Approach

It is recommended that a phased approach to developing the portal is adopted. Ultimately, it is planned that there will be a fully integrated site which takes a holistic approach to attraction and investment to the islands. This will include, visit, live, work and invest tabs. However, for the purposes of this project, it is recommended that FIG pilot a site with visit, live and work tabs primarily. Following an evaluation of its performance after 12 months, it is recommended that the invest element of the site be integrated with further work from FIDC.

Costs

Having conducted market research on the cost of developing a fully integrated portal, it is understood that building and maintaining a fully functional web presence, through a portal and associated social media for this pilot project will cost in the region of £60,000.

Web Design, domain purchase and hosting: £45000

Social media manager and content curator: £25000 pro rata for 3 months £6250

Project Management and Evaluation: cost of 1 flight to the Falklands for consultation £2000

Funding to be provided from PED budget

Procurement

Procurement is to be in line with FIG procurement procedures and managed through FIGO. See Appendix B

Project Governance and Management

This project will be managed by FIGO, with appropriate governance through the project steering group (3 project meetings to be held over the duration of the project)

Project steering group to comprise of

- Customs programme manager
- Director HR
- Director Policy
- FIDC
- Chamber of Commerce
- MOD Liaison Officer
- FITB
- MLA Pollard
- Deputy Representative
- Synergy
- Sure ?

Timeline 2020

Month	Activity
February	Content curation and SM manger Job Description
March	4-week Tender process/Stakeholder meeting
April	Project Brief and Start up meeting UK
May	Content Curator to start - social media campaign and background research
June	Develop content and liaise with stakeholders
July	Feed in content and engagement systems
August	Revision 1 presented/launch programme
September	Feedback
October	Revision 2
November	Feedback presented
December	Soft launch pilot site for Christmas

Outcomes

- ✓ A coherent narrative on a contemporary Falkland Islands which is controlled by Falkland Islanders
- ✓ A single, professional online platform which supports recruitment and relocation to the Falkland Islands.
- ✓ Useful data on the quantity and quality of engagement with the Falkland Islands 'Offer'.
- ✓ More reliable decision making for those choosing to relocate to the Falkland Islands, thus reducing churn within the labour market, particularly in government.
- ✓ Reduction in time taken to recruit and attract workers to the Falkland Islands.
- ✓ Consistent and accurate information provided to potential recruits
- ✓ Reduced requirement for individual employers to create background information for their recruitment campaigns.
- ✓ Cost neutral over time with the recruitment of highly skilled labour to the islands
- ✓ Reduced requirement for third party recruiters and agency involvement.

Conclusions and Recommendations

It is recommended that there be an investment in the development of a recruitment and relocation portal which allows the key messages and brand propositions to be delivered, without the need for external, third party sites. It provides a single online space for information about the Falkland Islands. This information will be sanitized and evidence based, allowing economies of scale, a coherent approach to recruitment and an opportunity to showcase the best of the Falkland Islands.

Appendix C: OPPORTUNITY FALKLANDS CONTENT AND BUILD SPECIFICATION

CREATIVE ESSENTIALS

Two essential elements of this work will be:

- Development of a new brand identity for The Falkland Islands as a successful location a place to Live Work Visit and (ultimately) Invest
- Creation of a bespoke website as the main call to action for all communications activities

TARGET AUDIENCES

- Potential visitors
- Skilled Migrants

KEY MESSAGES

The core message is that The Falkland Islands is a thriving, exciting successful location with an offer to attract people to live and work. This must permeate the entire campaign.

The message will promote positive messages and stories to demonstrate the country's worth as a up-and-coming place to live and work

BRAND REQUIREMENTS

A new brand identity is required to promote The Falklands as a vibrant community.

This must be distinct and separate from any existing identities linked to the promotion of the area e.g. FITB

The brand must be unique, fresh, modern and vibrant and must appeal to the business/investment audience.

The brand must be suitable for a range of different applications as part of the overall initiative, both online and offline channels.

There will a requirement for

- Brand identity - development of a brand and brand values
- Brand visuals - production of logo and associated brand graphics
- Brand toolkit – to manage application and to support rollout of the brand to key stakeholders and partners

WEBSITE REQUIREMENTS

The website will be the 'go-to' source for information and will be the anchor for all communications stemming from this initiative, both offline and online. The aim is for this website to become the preferred source of information for businesses and investors looking to expand or locate in the Falkland Islands, and people who wish to live and work in the islands.

The website must:

1. Increase awareness of what the Falkland Islands can offer to potential movers in terms of being an attractive place to work and live. It must promote
 - Economic Growth Priority Sectors (e.g. Tourism)
 - Unique Location
 - Housing offer
 - Transport and connectivity
 - Education provision
 - Lifestyle
 - Case studies / profiles
 - Destination photo gallery / videos
2. Be responsive and accessible on an range of devices
3. Offer the means to engage directly with the target audience
4. Offer a registration/sign up facility to capture visitor information, for use in other communications
5. Be innovative and creative to capture and retain interest and attention of target audience
6. Compliance to meet current standards. (TO SPECIFY)
7. Accessible online design

CONTENT

Some possible content for the new website currently sits on existing websites:

- FIDC
- FITB
- FIG

This content would not be directly transferred to the new site. It must be reviewed and considered for appropriateness for inclusion in the new site and then refreshed to ensure a consistent tone of voice applies throughout the new website.

Relevant content on existing sites will be identified by the content curator and social media manager

IMAGES

All photographic images and video footage will be supplied for the website. E.g FITB Gallery

If new images are required then this will be costed for inclusion after the pilot phase

BRAND

The website will champion the brand identity for the campaign, as outlined above.

DOMAIN

The campaign domain name is still to be determined. This will relate directly to the brand identity. There will be a requirement to research and reserve related domains to preserve the future of the brand.

Proposed name Opportunity Falklands/Opportunity Falkland Islands

TRAINING

There will be a training requirement for the full time social media manager to manage the CMS to ensure they have an understanding of how to manage and maintain the website content beyond the launch of the site as they will retain responsibility for content development.

MAINTENANCE

There will be a requirement for ongoing technical maintenance of the website beyond the launch of the campaign.

ANALYTICS

There will be a requirement to access monitoring data and statistics on a regular basis to assess effectiveness of the website and digital marketing activities and to develop customer insight in terms of online behaviours to inform future improvements for the website and other digital marketing activities.

CONTENT MANAGEMENT SYSTEM

Beyond initial design stage there will be a requirement for the design agency to keep the website up to date through an easy to use CMS.

Requirements as follows: check all required with Synergy/IT Provider

HOSTING

Key considerations: check all required with Synergy/IT Provider

- Details of costs associated with hosting website.

PROMOTION

The website will form an integral part of digital marketing activities for the campaign and as such, the following aspects must be considered as part of the overall website design and development to ensure the site is optimised and fully compatible for when the time comes to implement such activities.

- Social media marketing
- Email marketing
- Content marketing
- Banner advertising on related websites

The website will also be supported by offline marketing activities.

SOCIAL MEDIA

A social media presence will be created as part of the campaign. Social media activities will drive traffic to the campaign website. Profiles must reflect the brand identity and will be developed on

- LinkedIn
- Facebook
- Twitter

ESSENTIAL ELEMENTS

- Search facilities
- Business directory – links to existing facility
- Property search
- Mapping facility – properties, travel routes, business sites
- News alerts
- Twitter feeds
- Ability to host film clips
- Audio files / podcasts
- Animation
- Subscription/ sign up option
- Photo gallery
- Feedback options
- Contact us
- Web chat for relocation enquiries
- Events calendar for business events /training
- Stakeholder blog / forum
- Cost of Living Calculator

REFERENCED WEBSITES

In developing this specification we have identified a number of websites which reflect our requirements:

www.orkney.com

www.shetland.org

www.investinsouthlakeland.co.uk

www.ngi.org.uk

www.discoverourland.co.uk

www.faroeislands.fo

www.iceland.is

www.visitouterhebrides.co.uk

Appendix B: procurement thresholds

Every invitation to tender or quote must state that the Government does not bind itself to accept any tender or quotation. In addition, the Government will publish the name of the successful bidder for contracts over £50,000 and the overall value of the contract. Details of unsuccessful bids will not be published.

The thresholds described below refer to the estimated value across the lifespan of a contract by the aggregated category spend³.

Threshold	Accounting Officers need to evidence:
Up to £5,000	<ul style="list-style-type: none"> Value for money by making informal checks on availability and prices; Use of Local Purchase Requisition or Purchase Order form
Less than £10,000, but more than £5,000	<ul style="list-style-type: none"> Seek a minimum of three quotations⁴ to demonstrate transparency and seeking best value for money. Consider advertising on SAROS⁵, Falklands Radio or Penguin News as a means of demonstrating transparency and market engagement, unless there is a practical reason for not doing so (that will be recorded as part of the procurement decision). To seek Treasury and legal advice if there are indicators of financial, operational or reputational risk in the purchase. Purchase Orders or contracts must be authorised by the Accounting Officer of the Department concerned, or their delegate. To record the decision about which supplier was chosen and how this met the most economically advantageous basis (for example, price, quality)⁶; Retain evidence of the purchasing decision and supporting documentation for seven years⁷.

³ More simply you should not disaggregate spend on a category to avoid reaching the tender thresholds.

⁴ If there are at least three potential suppliers available: sometimes this may not be the case, and this should be documented.

⁵ <https://www.saros.co.fk/>

⁶ The reason for this is to provide a defensible decision for the action taken at the time.

⁷ Documents can be scanned in and stored electronically. Paperwork itself does not need to be retained. What counts is that the records are accessible to relevant posts within a department and not lost due, for example, to a change in personnel.

Threshold	Accounting Officers need to evidence:
Between £10,000 and £50,000	<p>As above, except:</p> <ul style="list-style-type: none"> • Advertising on SAROS, Falklands Radio and Penguin News is a requirement. • All contracts must include a certificate signed by the Attorney General and the Financial Secretary confirming that they have reviewed the contract and that it may be signed⁸. • Contracts must be signed by the Accounting Officer of the Department concerned.
Above £50,000	<p>A Formal Tender Process</p> <ul style="list-style-type: none"> • Advertising on SAROS, Falklands Radio and Penguin News is a requirement. • All contracts must include a certificate signed by the Attorney General and the Financial Secretary confirming that they have reviewed the contract and that it may be signed⁹. • Contracts must be signed by the Accounting Officer of the Department concerned.

⁸ Both the Financial Secretary (or their delegate, which will be the Head of Finance) and the Attorney General will retain records of their review of the contracts for those between £10,000 and £50,000. Contract certificates from the Treasury must have sufficient narrative to describe the level of scrutiny that has been exercised.

⁹ Both the Financial Secretary (or their delegate, which will be the Head of Finance) and the Attorney General will retain records of their review of the contracts above £50,000. Contract certificates from the Treasury must have sufficient narrative to describe the level of scrutiny that has been exercised.

Appendix D: Safelane Global, Employee Transition Programme

Background

Having achieved its objectives to clear the Falkland Islands of mines, Safelane Global (formerly Bactec) is winding down its de-mining activity in the Falklands over the coming year to the end of 2020. The de-mining team is primarily from Zimbabwe and many have been returning to work on this project in the Falklands for a number of years, often getting involved in the community through sport and music. As a result, there are some of the team (circa 17) who have expressed an interest in remaining in the Falklands to continue working in the community.

This represents an opportunity to recruit skilled labour with transferrable skills for ongoing and upcoming projects within the government and the private sector as opposed to recruiting them from overseas. This potential pool of labour will be available in three tranches. The first tranche of Safelane staff is leaving the Falklands in January 2020. The second tranche in March 2020 and the final tranche are leaving in December 2020.

The labour force development specialist has been liaising with Safelane and has an understanding of the range of skills and experience of those wishing to remain in the Falklands to work. Within the team there are health and safety specialists, heavy goods and haulage truck drivers, JCB and backhoe loaders, excavator operators, welders, automotive electricians and mechanics. There is a science teacher and an administrator. The Falkland Islands Company is already positioned to conduct suitability interviews with 7 of the demining team during the week commencing 2nd December 2019.

Key Issues

Due to the seasonal nature of the work of the Safelane team (less than 9 months), they have not previously required full medicals as a condition of their work permits. Additionally, they are subject to short term work permits which are tied to their employment with Safelane and will have to leave the islands within 30 days if they do not receive a formal offer of employment at the end of their contract. They are insured by Safelane and housing is provided by Safelane. It is necessary to move at pace with decision making in order to access this opportunity.

Dependencies

The two key dependencies in transitioning suitably qualified personnel, at pace, are the availability of suitable housing and facilitating the immigration medical examination in the Falkland Islands.

Actions

- Engage with the Director of Public Works to determine whether there is a requirement for labour from within this pool of personnel who will be in the March 2020 tranche.
- Engage with the KEMH hospital manager to determine whether there can be a local medical facilitated within the timeframes required (end of January 2020 for the March tranche).
- Engage with the Customs Programme Director to determine the immigration process for this group of personnel who may be in transition.
- Engage with the housing team to understand the position on housing for this group.
- Use the understanding of the medical and immigration process to facilitate a smooth process for the March and December tranches.
- Incorporate this strand of work into the wider demining recognition programme.

Appendix E: Summary of Labour Force Development Recommendations to reduce churn, increase engagement and provide stability within the Falkland Islands Labour Force

Recommendation 1: Develop community engagement programmes and initiatives to encourage community integration and cohesion

Activity	Resource
Provide funding for low/ no cost English training. Recruitment of x 2 ESL and ESOL teachers annually to work within the community.	Re-allocation of £30,000 from CDS funding which is currently underspent each year. Director of Education to
Provide Incentives for English training (recognition for greater depth of proficiency e.g. lottery for costs of citizenship to be paid if applicants get to a certain level)	FIG funding
Funding through grants for local agencies and groups to employ community outreach workers and hosting of wider community events (already within the community)	Community Grant
Funding to be allocated for celebration of long-standing cultural festivals or traditions	Government funding as part of the cultural strategy.

Recommendation 2: Involve community stakeholders in population growth discussions

Action	Resource
Raise awareness of the level of churn currently experienced by the Falkland and the impact that this has on the community.	The communications team to support the delivery of this message, through a labour force development campaign.
Involve the community in agreeing a narrative for the international community (what makes a Falkland islander).	As part of the cultural strategy, workshops should be held with the MLAS and the community.

Recommendation 3: Simplify the pathway to citizenship for people who would find living in the Falklands an attractive option

Action	Resource
Remove the financial and administrative barriers through simplification of forms and processes, particularly for low or semi-skilled workers (who are more likely to stay and build a life on the islands).	Customs Programme Director and Principal immigration officer
Conduct immigration citizenship events and clinics in the community and potentially overseas over a period of time e.g. monthly for 6 months of the year.	Cost neutral if clinics or drop ins to be held during the week. Additional funding required for over time if drop ins held on an evening or during the weekend.

Recommendation 4: Develop an online platform that can be used as an attraction and retention tool

Action	Resource
The Falklands currently does not have an attractive, informative or competitive web presence. The lack of investment in digital marketing and communication of the Falklands brand proposition results in the Falkland Islands being unable to capture the hearts and minds of the skilled migrants it seeks.	Partial re-allocation of underspent international diplomacy budget.

Recommendation 5: Retain our best and brightest

Action	Resource
Better promote and support education and training programmes through the CDS Scheme.	Director of Education to complete review and relaunch of the CDS
Increase engagement with the Falkland Islands Diaspora and encourage them to return home through better links with industry.	To be included in the Diaspora project led by FIGO.
Foster entrepreneurship and business development opportunities for those wanting to return.	Policy team to support the development of taxation and re-settlement policy for returning islanders.

Recommendation 6: Reduce the churn in the population by having a staged migration programme that consists of three targeted elements.

Activity	Resource
Diaspora returnees	FIGO to lead on setting up a diaspora network, which can support labour force recruitment in the Falklands.
Introduction of targets to grow the population. Have a phased open-door policy in conjunction with house building and infrastructure development plans. As phases of home building and infrastructure plans are completed, a new phase of the migration campaign should be launched.	Policy department to further develop a plan a delivery programme, in conjunction with KEMH and immigration to determine timeframes for the delivery of migration campaigns.
Attendance at international recruitment fairs to address employment demand: people who are mobile are attracted by faster growing economies	FIG to fund attendance at online fairs and international recruiting.

Recommendation 7: Train and Upskill the Local Workforce

Activity	Resource
Significant investment to be made in training and education of locals with specific regard to critical skills required within the economy.	CDS scheme, led by the Director of Education
Provide initiatives for an increase in the uptake of critical skills training: the skills that have been identified as being in short supply and critical to the future economic development of the islands.	Falkland Islands Development Cooperation to maintain membership of the Skills Assessment Council and offer the provision of training for local businesses where appropriate.
Encourage knowledge transfer and succession planning through the immigration and work permit framework (a condition of work permit renewal to be training local residents).	Policy and Economic Development together with the education department to develop a policy for how knowledge transfer, linked to work permit renewal should be encouraged.