



A Workforce Development Strategy for the Falkland Islands: Results from the consultation on the draft Strategy and proposed actions

The Policy & Economic Development Department held a public consultation on the draft Workforce Development Strategy from 20 March to 14 May 2023. The Strategy is intended to set ambitions and direction to support medium term planning over the next five to ten years. It supports the aims in the Islands Plan 2022-26 to promote sustained economic development for the Islands; to continue to develop a lifelong education system; and to develop a workforce strategy to improve labour capacity in the Islands.

The public were invited to review and comment on the proposed vision of the Strategy; the challenges identified across key areas; and the proposed actions for tackling those challenges.

Nineteen responses were received and those findings are summarised here. A written response from the Chamber of Commerce was also received. The majority of individual responses were from Stanley residents (n=17) and more than half of responses were from long-term, permanent residents.

A complementary survey targeted at students and recent school-leavers also ran alongside engagement on the draft Strategy, and the responses received from twelve individuals are also summarised at the end of this report.

Agreement with the proposed Vision of the Strategy and how to achieve it

“A highly capable, motivated and flexible workforce that supports the sustained economic and social development of the Falklands Islands, providing opportunities for residents to develop their skills and careers in the Islands.”

	n	%
Strongly disagree/disagree	0	0%
Neutral	4	21%
Agree/strongly agree	15	79%

Answered: 19, Skipped: 0



Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

The Strategy proposes to achieve this vision by:

- Investing in education and skills development;
- Recruiting Falkland Islanders and permanent residents into roles that make best use of – and help develop – their skills, while bringing people to the Islands who have the skills we need and the personal qualities to be a good fit for life in the Falkland Islands, helping them to integrate on arrival so they can play a full part in Island life;
- Retaining people with the right skills and qualities, encouraging Falkland Islanders and permanent residents to stay (or return from the UK or elsewhere), and international recruits to settle here and become part of our community.

Respondent agreement with how it's proposed to achieve the vision

	n	%
Strongly disagree/disagree	0	0%
Neutral	1	5%
Agree/strongly agree	18	95%

Answered: 19, Skipped: 0

Overall, 16 respondents provided comments relating to the vision and how it's proposed to achieve it. Figure 1 shows the frequency that different themes were mentioned. Table 1 overleaf shows the themes and subthemes that emerged, broken down by respondents' level of agreement with the proposed vision.

Figure 1. Themes arising from comments on the vision





Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

Table 1. Themes and subthemes from respondent comments, by level of agreement with the proposed vision

Agreement	Theme	Subtheme
Neutral	Invest in education and training to improve retention	Should reference specific sectors
		Reward and remuneration vital for retention
Agree/ strongly agree	Improve FIGs recruitment and employment processes	Encouraging retention is broader than work satisfaction
		Better integration of new employees
		Better integration of new employees
	Invest in education and training to improve retention	FIG pay structure a limiting factor
		Extend education and training opportunities to overseas employees
	Leadership on promoting the Islands as an employment destination	FIG needs to lead on implementation
		Digital portal to attract people to the Islands
		Effective leadership and management is key for success
	Other	Promote a rewarding career and quality of life package
	Proactively invest in young people's career development	Other
Create opportunities for school-leavers		
Greater links between FIG/College/Students on potential careers		
Recognise and value skills and experience	Employment/housing package for returning students	
	Value experience of local people	
	Limited career advancement in FIG	
	Limited career advancement in FIG	
		Social in addition to economic benefits to valuing local employees



Proposals for Investing in Education and Skills

The key education and skills challenges identified for the Falkland Islands are:

- Although highly skilled, people in the community may not always have formal qualifications and in some cases, particularly in Camp, skills in multiple disciplines are more advantageous than formal qualifications
- Restricted access to education and skills training on the basis of immigration status disadvantages some young people in the community
- A workforce that may require more adaptability to meet the evolving skills needs of the local economy
- Limitations to the current suite of local education and training opportunities available
- The availability of information and support, for people to make informed choices about their education and training

Respondent agreement that the key education and skills challenges are identified:

	n	%
Strongly disagree/disagree	2	11%
Neutral	4	21%
Agree/strongly agree	13	68%

Answered: 19, Skipped: 0

Overall, 14 respondents provided comments relating to the challenges identified in relation to investing in skills and education. Figure 2 shows the frequency that different themes were mentioned. Table 2 overleaf shows the themes and subthemes that emerged, broken down by respondents' level of agreement with the identified challenges.

Figure 2. Themes arising from comments on the identified skills and education challenges





Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

Table 2. Themes and subthemes from respondent comments, by level of agreement with the identified skills and education challenges

Neutral	Develop Falkland College service provision	Improve capacity for online learning at Falkland College Increase vocational training provision Increase local provision of training at Falkland College	
	Leadership on promoting the Islands as an employment destination	Make the Falklands an attractive place for learning	
	Proactively invest in young people's career development	Support students in alternative learning centres Ensure career path for returning students	
	Promote vocational and key sector training	Encourage skills and training in science and the environment Provide training linked to skill shortages	
Agree/ strongly agree	Develop Falkland College service provision	Increase local provision of A levels at Falkland College Improve capacity for online learning at Falkland College	
	Improve FIGs recruitment and employment processes	FIG HR job evaluation system needs to improve Incentivise roles for local employees	
	Invest in education and training to improve retention	Retain the labour force by investing in their skills and training Better education and training opportunities will retain more families Need continuity and certainty with GCSE subjects offered Improve teacher retention Funding to A level for all	
		Other	Other
		Promote vocational and key sector training	Apprenticeship scheme works to meet skills shortages Encourage uptake of formal qualifications in Camp
	Disagree/ strongly disagree	Develop Falkland College service provision	Increase local provision of training at Falkland College
Improve FIGs recruitment and employment processes		FIG HR to change how skills and experience are considered	
Leadership on promoting the Islands as an employment destination		Need to improve access to and information on skills and training	
Promote vocational and key sector training		Trade professions should be valued more Encourage careers in agriculture	



Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

The proposed actions identified in the Strategy for investing in education and skills, and tackling the identified challenges, are:

- **Develop and publish a long-term vision and plan for lifelong learning, which will include:**
 - Planning how the Falkland College offer will develop and extend over time;
 - Scoping and costing a commitment to enable everyone who is resident in the Falkland Islands, and likely to remain part of our workforce in the long term, to achieve the level of qualification needed to demonstrate competence in their field, trade or profession;
 - Removing, or substantially raising, the upper age limit for Further Education funding (currently 20) for anyone who has not already benefitted from such funding;
 - Continuing to extend and develop the offer on basic skills (Maths, English, and English for speakers of other languages);
 - Continuing to improve the facilities for Shield, building on the recently-added workshop and garden spaces.
- **Continue to develop and promote the Apprenticeships scheme, including:**
 - Extending eligibility for Apprenticeships, to include PRP holders and long-term work permit holders (and, particularly, young people whose parents are PRP or long-term work permit holders), subject to constraints on funding and available opportunities;
 - Promoting agricultural apprenticeships to help develop the skills needed by Camp businesses;
 - Promoting Apprenticeships more actively to Falkland Islands' businesses and within government to meet critical workforce needs including nurses, teachers, social workers and tradespeople.
- **Promote and improve engagement between FI employers and young people studying abroad, to promote local career opportunities and encourage people to return after their studies, including through:**
 - Making sure all students abroad are offered at least an annual review with the College careers team, whether remotely or in person, focused on their career aspirations and the opportunities available to them in the Falkland Islands;
 - Encouraging employers to build links with student, through employment and/or work experience during vacations, mentoring or other links.
- **Continue to encourage a culture of succession planning across all employers, by:**
 - Providing career development pathways (building on and extending the best current practice);
 - Ensuring skills transfer from skilled contractors to help prepare residents to take on those roles.

Respondent agreement that these actions will tackle the identified education and skills challenges:

	n	%
Strongly disagree/disagree	1	5%
Neutral	3	16%
Agree/strongly agree	15	79%

Answered: 19, Skipped: 0



Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

Overall, 12 respondents provided comments relating to the proposed actions for tackling the skills and education challenges. Figure 3 shows the frequency that different themes were mentioned. Table 3 shows the themes and subthemes that emerged, broken down by respondents' level of agreement with the proposed actions.

Figure 3. Themes arising from comments on the proposed actions to tackle skills and education challenges

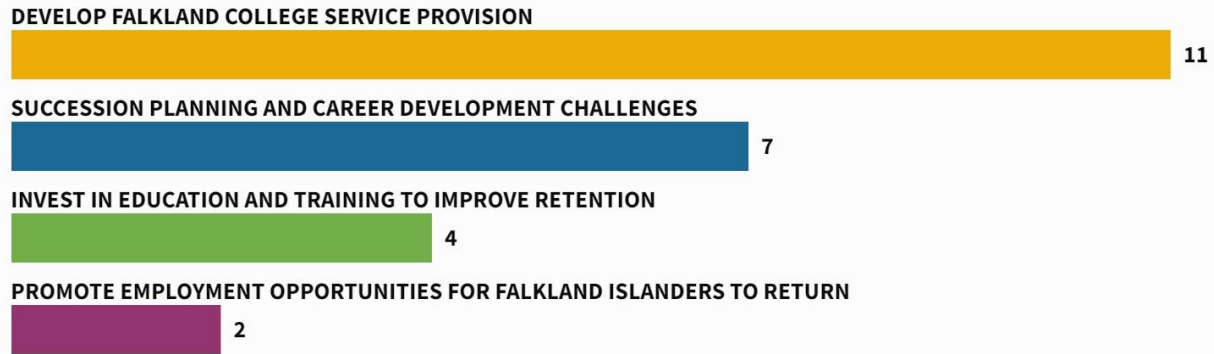


Table 3. Themes and subthemes from respondent comments, by level of agreement with the proposed actions to tackle skills and education challenges

Agreement	Theme	Subtheme
Neutral	Develop Falkland College service provision	Apprenticeships in science and the environment
	Invest in education and training to improve retention	Enable flexible working conditions and training opportunities
		Fund higher level education opportunities in relevant fields
Promote employment opportunities for Falkland Islanders to return	Focus annual review for overseas students on employment options and career pathways	
Agree/ strongly agree	Develop Falkland College service provision	Providing qualifications in trades and technical skills is critical
		Overseas education and training has benefits other than qualifications
		Provide free English classes
		Provide clearer information on differences between CDS and FE
		Maintain realistic objectives for Falkland College provision
		Increase vocational training provision
		Prioritise career development pathways for all new employees
	Invest in education and training to improve retention	Expansion of Apprenticeship Scheme essential
		Wider education and training opportunities will encourage retention
		Commit to lifelong learning and remove age limits for FE
Promote employment opportunities for Falkland Islanders to return	Supporting learners will encourage return to the Islands	
Succession planning and career development challenges	Make skills transfer mandatory	
	Promote local talent	
	Retention is key before skills transfer	
		Commitment from management needed for succession planning



Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

Table 3 continued

Agreement	Theme	Subtheme
Disagree/ strongly disagree	Develop Falkland College service provision	Review purpose and function of Falkland College
	Invest in education and training to improve retention	Determine if lack of skills training limits retention
	Succession planning and career development challenges	Overhaul FIG HR job evaluation system
		Ensure a career path for programmes e.g. Management Trainee
	Adequately resource FIG Departments to enable succession planning	

The top three actions identified by respondents were (in order of preference):

1. Removing, or substantially raising, the upper age limit for Further Education funding (currently 20) for anyone who has not already benefitted from such funding
2. Extending eligibility for Apprenticeships, to include PRP holders and long-term work permit holders (and, particularly, young people whose parents are PRP or long-term work permit holders), subject to constraints on funding and available opportunities
3. Promote and improve engagement between FI employers and young people studying abroad, to promote local career opportunities and encourage people to return after their studies – making sure all students abroad are offered at least an annual review with the College careers team, whether remotely or in person, focused on their career aspirations and the opportunities available to them in the Falkland Islands



Proposals for Recruitment and Integration

The key recruitment and integration challenges identified for the Falkland Islands are:

- Providing Falkland Islanders and Permanent Residents with employment opportunities where they can develop and progress their careers
- Encouraging Falkland Islanders working or studying abroad to return to employment in the Islands
- The way we market the opportunities for working and living in the Falkland Islands
- Balancing the need for a streamlined immigration regime while maintaining the necessary safeguards
- Working to reduce employee turnover by ensuring that new arrivals are welcomed and helped to integrate

Respondent agreement that we have identified the key recruitment and integration challenges:

	n	%
Strongly disagree/disagree	1	5%
Neutral	1	5%
Agree/strongly agree	17	89%

Answered: 19, Skipped: 0

Overall, 13 respondents provided comments relating to the challenges identified in relation to investing in skills and education. Figure 4 shows the frequency that different themes were mentioned. Table 4 overleaf shows the themes and subthemes that emerged, broken down by respondents' level of agreement with the identified challenges.

Figure 4. Themes arising from comments on the identified recruitment and integration challenges





Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

Table 4. Themes and subthemes from respondent comments, by level of agreement with the identified recruitment and integration challenges

Agreement	Theme	Subtheme
Neutral	Integration processes and challenges	Turnover impacts on sustainable management of the environment
	Leadership on promoting the Islands as an employment destination	Encourage skills and training in science and the environment
Agree/ strongly agree	Balance innovation with safeguards	Need to balance economic needs with preserving the Falklands way of life
	Improve FIGs recruitment and employment processes	Accompanying dependents should be on an equal footing with local people for jobs
		Ensure new arrivals are welcomed and integrated
		Difficult for people choosing to stay to build their own home
	Integration processes and challenges	Realistic approach to encouraging integration to limit burnout of local employees
		Retention is vital for cost-effective delivery of projects
		Need to market the Falkland Islands better
	Leadership on promoting the Islands as an employment destination	Open up access to trades and technical skills
		Internet provision a major limiting factor
		Private and public sector marketing of the Falkland Islands
Market job opportunities effectively; positives and negatives		
Need to ensure careers and opportunities for returning students		
Promote employment opportunities for Falkland Islanders to return	Provide housing for Falkland Islanders returning to employment	
	Proactive engagement with Falkland Islanders who may wish to return for employment	
	Proactive early engagement with employers and students on opportunities available	
Disagree/ strongly disagree	Improve FIGs recruitment and employment processes	Overhaul of pay and job evaluations needed
	Leadership on promoting the Islands as an employment destination	Broader social factors an issue e.g. ability to bring pets
		Open up Apprenticeship Scheme to all
		Need to market job opportunities better



Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

The proposed actions identified in the Strategy for tackling recruitment and integration challenges, are:

- **Continue to promote local recruitment, and encourage Falkland Islanders who have moved abroad, to work or study, to return to live and work in the Islands**
 - Work led by FIGO in engaging with Falkland Islanders living abroad, includes a strand about encouraging those individuals to consider opportunities to return.
- **Recognise that applicants may have the necessary skills and experience to do a job even if they lack formal qualifications**
 - While there are some jobs that will require specific qualifications (e.g., doctors), recruitment processes should where possible take into account both qualifications and equivalent experience.
- **Work with the Chamber and other stakeholders on an attraction plan for international recruitment, centred around an on-line portal**
 - This is likely to have most impact if designed and delivered as a single point of entry for information about living and working in the Islands and was operated outside of FIG.
- **Scope and cost development of a ‘settlement service’**
 - Draw on successful models elsewhere in the world that provide newcomers with a range of help including information on everyday living, referrals to services, and English classes. A settlement service could support what employers already do to welcome new arrivals, and could be run by community organisation(s), funded by government subvention.
- **Continue to review how the work permit immigration system operates to streamline processes, improve customer experience and eliminate unnecessary delays. This will include:**
 - Developing an on-line application process; planned to be launched during 2023;
 - Reviewing the range of performance indicators, including the time cases take to reach completion, to seek to reflect the overall experience of individuals and businesses;
 - Considering extending the short medical form to other countries with advanced health services;
 - Improving the information available on how the overall ‘journey’ through work permits, PRP and Falkland Islands Status works;
 - Improving the information available on how assessments of medical, dental and educational fitness are undertaken and what criteria are taken into account.
- **Work with FIDC and the Chamber to identify any measures which could be introduced to help small employers with the costs and risks involved in international recruitment.**
 - One option might be small low-interest or interest-free FIDC loans, with repayment not starting until the recruitment process has been completed.

Agreement that these actions will tackle the identified challenges

	n	%
Strongly disagree/disagree	1	5%
Neutral	1	5%
Agree/strongly agree	17	89%

Answered: 19, Skipped: 0



Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

Overall, 12 respondents provided comments relating to the proposed actions for tackling recruitment and integration challenges. Figure 5 shows the frequency that different themes were mentioned. Table 5 overleaf shows the themes and subthemes that emerged, broken down by respondents' level of agreement with the identified challenges.

Figure 5. Themes arising from comments on the proposed actions to tackle recruitment and integration challenges



Table 5. Themes and subthemes from respondent comments, by level of agreement with the proposed actions to tackle recruitment and integration challenges

Agreement	Theme	Subtheme
Agree/ strongly agree	Challenges transitioning from temporary to long-term employee	Need to improve processes for contract extensions
		Better information on how to stay longer-term needed
	Create attractive employment opportunities for local people	Make it more attractive to return to the Islands following education/training
		Need to train existing local employees and enable career development
	Leadership on promoting the Islands as an employment destination	Remuneration package for overseas employees needs to be competitive to attract the right people
		Encourage retention by marketing employment opportunities better
		Recruitment process need to be streamlined and more complete information provided
	Other	FIDC and the Chamber assistance with international recruitment should focus on small businesses
		Other
	Recognise and value skills and experience	Falkland College should help people to align their past experience with potential employment opportunities
Vital that skills and experience and not just qualifications are recognised		



Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

Table 5 continued

Agreement	Theme	Subtheme
	Regulation of employment-linked accommodation	FIG needs to assess accommodation provided by employers linked to Work Permits
		FIG needs to establish a mechanism for workers and tenants to enforce their rights and resolve disputes
		FIG needs to ensure sufficient and appropriate housing is available if the aim is to increase the overseas workforce
	Streamline immigration system processes	Better communication between Immigration and Departments is welcomed
		Need to modernise immigration system while protecting security and Falklands way of life
		Improve the immigration system and make it easier to extend work permits
		Need to streamline process for work permit applications
Disagree/ strongly disagree	Create attractive employment opportunities for local people	Comparable remuneration package for local and overseas employees
	Leadership on promoting the Islands as an employment destination	Incentivise local people to return to employment in the Islands rather than settle overseas
	Recognise and value skills and experience	Need to have a single FIG portal
		Need to acknowledge experience of local people and not just qualifications

The top three actions identified by respondents were (in order of preference):

1. Continue to promote local recruitment, and encourage Falkland Islanders who have moved abroad, to work or study, to return to live and work in the Islands - work led by FIGO in engaging with Falkland Islanders living abroad, includes a strand about encouraging those individuals to consider opportunities to return.
2. Recognise that applicants may have the necessary skills and experience to do a job even if they lack formal qualifications - while there are some jobs that will require specific qualifications (e.g., doctors), recruitment processes should where possible take into account both qualifications and equivalent experience.
3. Improving the information available on how the overall 'journey' through work permits, PRP and Falkland Islands Status works



Proposals for Retention

The key retention challenges identified for the Falkland Islands are:

- A strong economy and a tight labour market, which create the need for overseas recruitment
- Encouraging more people to stay long-term and/or settle permanently in order to reduce high levels of staff turnover, for both local and overseas employees

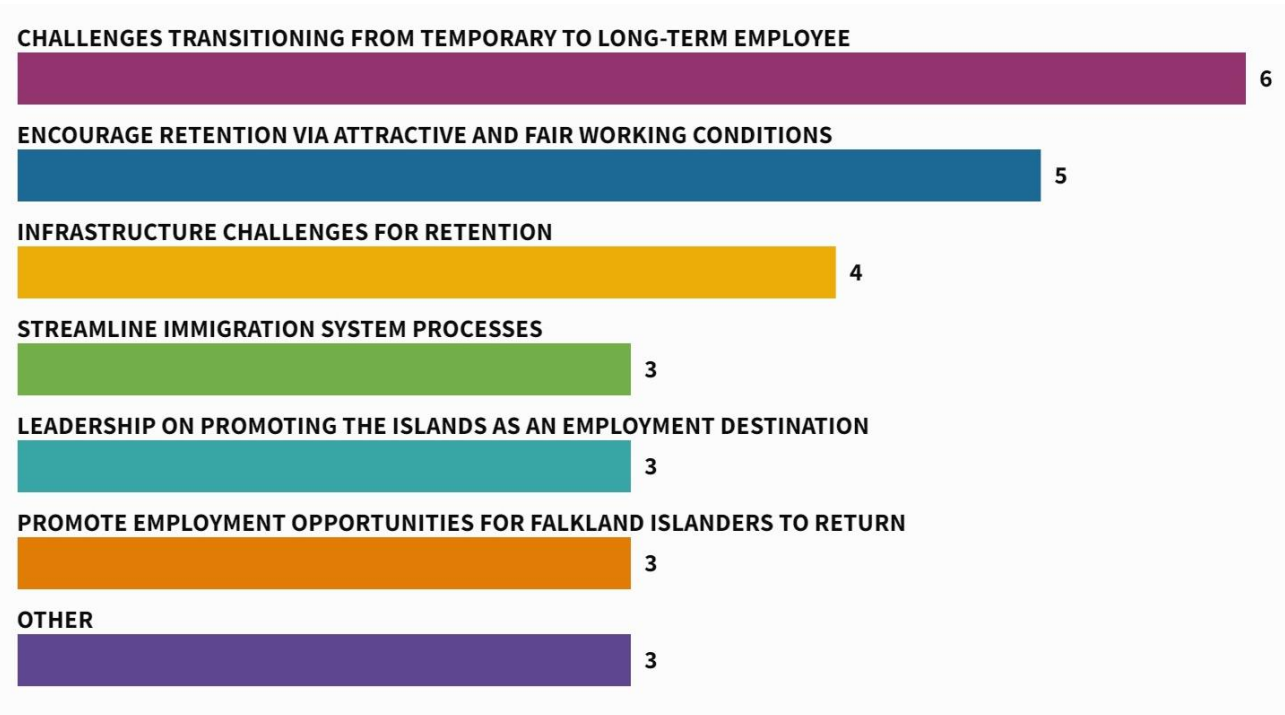
Agreement that we have identified the key retention challenges for the Falkland Islands

	n	%
Strongly disagree/disagree	1	5%
Neutral	6	32%
Agree/strongly agree	12	63%

Answered: 19, Skipped: 0

Overall, 14 respondents provided comments relating to the challenges identified in relation to retention. Figure 6 shows the frequency that different themes were mentioned. Table 6 overleaf shows the themes and subthemes that emerged, broken down by respondents' level of agreement with the identified challenges.

Figure 6. Themes arising from comments on the proposed actions to tackle retention challenges





Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

Table 6. Themes and subthemes from respondent comments, by level of agreement with the identified retention challenges

Agreement	Theme	Subtheme
Neutral	Challenges transitioning from temporary to long-term employee	Create job opportunities for overseas employees beyond time-limited projects
		Loss of overseas contract package and length of time for Status means little incentive to get PRP
	Infrastructure challenges for retention	Internet provision a major limiting factor
		Limited availability of housing a major issue
Agree/ strongly agree	Leadership on promoting the Islands as an employment destination	Need to ensure FI is a destination of choice
	Promote employment opportunities for Falkland Islanders to return	Incentivise local people to return to employment in the Islands rather than settle overseas
		Provide housing for young people returning to employment
		Proactive early engagement with employers and students on opportunities available
Disagree/ strongly disagree	Challenges transitioning from temporary to long-term employee	Improve the process of contract renewals and extensions
		Improve the process of contract renewals and extensions
		Better information needs to be provide to potential employees
		FIG needs to proactively encourage people to stay long-term
	Encourage retention via attractive and fair working conditions	Attractive employment packages will encourage retention
		Provide opportunities for all - don't discriminate
		Better integration of new arrivals
	Infrastructure challenges for retention	Limited availability of housing impacts on conversions from Work Permits to PRP
	Leadership on promoting the Islands as an employment destination	Need to improve our online presence
		Need to ensure we attract the right people
Other	Recognising experience is important, but requiring specific qualifications is also vital	
	Target workers for specific economic sectors	
	Encouraging people to stay is cost-effective in the long term	
Streamline immigration system processes	Applying for PRP needs to be more affordable i.e. medicals	
	Reducing time to PRP and Status will encourage retention	
Disagree/ strongly disagree	Encourage retention via attractive and fair working conditions	Fair pay and working conditions
		Consistent application of FIG policies
	Infrastructure challenges for retention	Greater availability of housing will encourage retention
Streamline immigration system processes	Make PRP and Status applications more affordable	



Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

The proposed actions identified in the Strategy for tackling recruitment and integration challenges, are:

- **Continue to review how the immigration system operates for PRP and Falkland Islands Status to streamline processes, improve customer experience and eliminate unnecessary delays, including:**
 - Reviewing all fees and charges incurred by individuals and families in applying for PRP, British Overseas Territory citizenship, and FI status, to ensure that cost is not a barrier;
 - Assessing the impact of the September 2021 package of immigration reforms after two years of operation, to assess the impact on workforce development.
- **Make simple, clear guidance available about the pathway to PRP and FI Status under the reformed PRP system**
 - Making sure this is available to work permit holders in the Islands and their employers, and also to potential overseas recruits from the outset. Designed encourage temporary workers to consider settling in the Falkland Islands, outlining the benefits, and giving practical advice on applying for PRP, British OT citizenship and FI Status.
 - FIG HR has produced new guidance to encourage managers to have earlier conversations with contract staff about their long term aspirations and the potential benefits of staying on the Islands longer term. HR will support peer networks for staff interesting in settling long term.
- **Continue to promote a culture of succession planning and career development, within businesses and FIG to help prepare permanent and long-term residents to develop their skills and careers.**
 - For instance, secondments and shadowing work experience could provide an opportunity to gain skills and experience.
 - Within FIG, a mentoring scheme provides an opportunity for staff to seek advice about their career development and the performance appraisal system allows staff to communicate their ambitions to their manager.
 - Within FIG, continued work on rewards and recognition is planned to improve employee satisfaction and retention.
- **Continue work related to infrastructure developments that may have impacts on the retention of workers within the Islands**
 - Such as housing, technological advancement, provision of health and education services and improved travel links.
- **Recognise that some amount of ‘churn’ will be inevitable and implement processes to minimise the impacts.**
 - Robust documentation, knowledge transfer and related activities will help to preserve institutional knowledge and reduce the impact of churn on operations.

Agreement that these actions will tackle the identified challenges

	n	%
Strongly disagree/disagree	1	5%
Neutral	3	16%
Agree/strongly agree	15	79%

Answered: 19, Skipped: 0



Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

Overall, 13 respondents provided comments relating to the proposed actions for tackling the identified retention challenges. Figure 7 shows the frequency that different themes were mentioned. Table 7 overleaf shows the themes and subthemes that emerged, broken down by respondents' level of agreement with the identified challenges.

Figure 7. Themes arising from comments on the proposed actions to tackle retention challenges

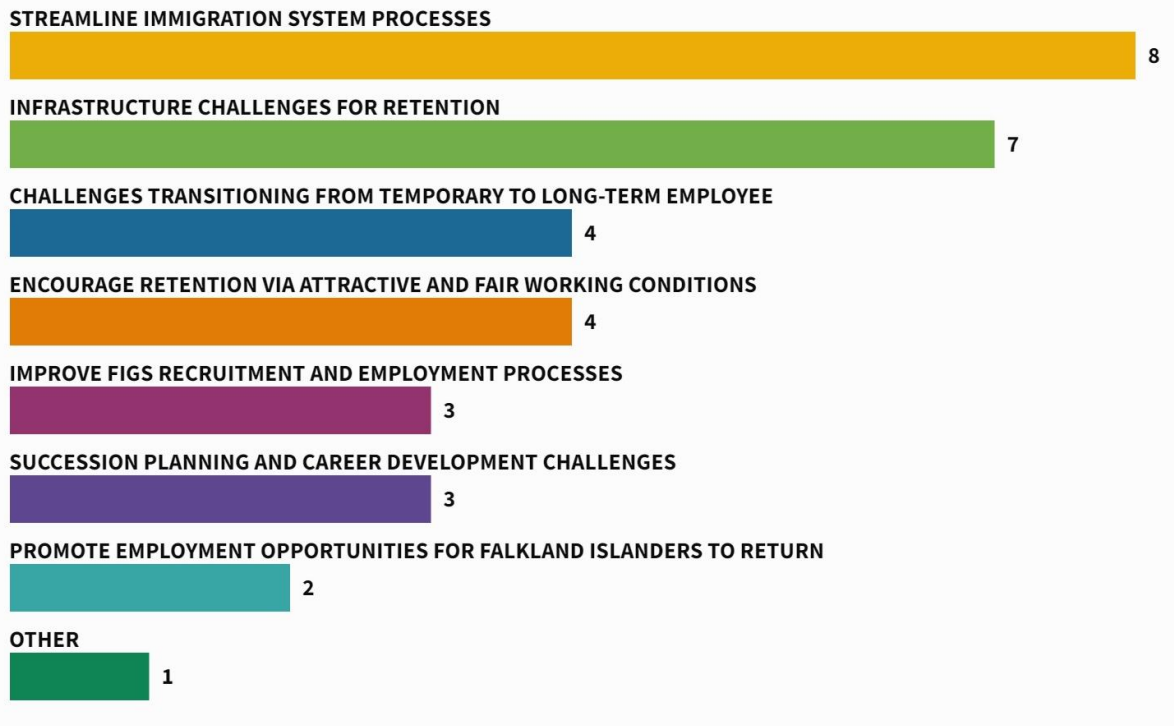


Table 7. Themes and subthemes from respondent comments, by level of agreement with the proposed actions to tackle retention challenges

Agreement	Theme	Subtheme
Neutral	Improve FIGs recruitment and employment processes	Dedicated time for knowledge transfer at the end of contracts needed
	Promote employment opportunities for Falkland Islanders to return	Provide housing for young people returning from education/training
	Streamline immigration system processes	Streamlined processes for conversion from Work Permits and ability to own land will make the Islands a more competitive destination
Agree/ strongly agree	Challenges transitioning from temporary to long-term employee	Home-stays could encourage better integration new arrivals
		Loss of overseas contract package a disincentive for staying
		Loss of overseas contract package and length of time for Status means little incentive to get PRP
	Encourage retention via attractive and fair working conditions	Improve pay conditions for lower FIG grades
		Improve the process of contract renewals and extensions
		Review of FIG salaries a priority
Improve FIGs recruitment and employment processes	Dedicated time for knowledge transfer at the end of contracts needed	
	Better transfer of corporate knowledge and handover needed	



Appendix B: Comments received from respondents

Falkland Islands Government | Directorate of Policy & Economic Development

Table 7 continued

Agreement	Theme	Subtheme
	Infrastructure challenges for retention	Explore subsidising homeowners to upgrade properties and take in overseas employees Ensure that contractor housing is up to standard Internet provision a major limiting factor Families without access to funded Post-16 education are unlikely to stay Internet provision a major limiting factor Quality and consistency of education provided causes families to leave
	Other	Other
	Promote employment opportunities for Falkland Islanders to return	Need to make the Islands an attractive place to live and work
	Streamline immigration system processes	Faster immigration reforms Make PRP and Status applications more affordable Overhaul of immigration system needed Make PRP and Status applications more affordable
	Succession planning and career development challenges	Expand the mentoring programme to the private sector Commit to resourcing succession planning Little career advancement opportunities in FIG limits effectiveness of succession planning
Disagree/ strongly disagree	Challenges transitioning from temporary to long-term employee	Cliff-edge of losing overseas contract package discourages staying long-term
	Infrastructure challenges for retention	Limited ability to build or buy housing impacts staying long-term
	Streamline immigration system processes	Clearer guidance on FI Status regulations needed FI Status legislation needs to be more flexible Uncertainty around dual-nationality and ability to gain Status and voting rights will affect retention

The top three actions identified by respondents were (in order of preference):

1. Make simple, clear guidance available about the pathway to PRP and FI Status under the reformed PRP system - making sure this is available to work permit holders in the Islands and their employers, and also to potential overseas recruits from the outset. Designed encourage temporary workers to consider settling in the Falkland Islands, outlining the benefits, and giving practical advice on applying for PRP, British OT citizenship and FI Status.
2. Continue work related to infrastructure developments that may have impacts on the retention of workers within the Islands, such as housing, technological advancement, provision of health and education services and improved travel links.
3. Recognise that some amount of 'churn' will be inevitable and implement processes to minimise the impacts. For example, robust documentation, knowledge transfer and related activities will help to preserve institutional knowledge and reduce the impact of churn on operations.