



Rural Development Strategy

Action Plan & Budget 2014-2017



Introduction

The Rural Development Strategy (RDS) was approved by Executive Council (ExCo) in February 2012. ExCo subsequently agreed Action Plans for the delivery of projects in 2012/13 and 2013/14. The 2014-2017 Action Plan has been produced to secure continued funding for projects and new initiatives crucial to the development of Camp. The production of a three year action plan is to ensure a longer term view of the development and investment in Camp, which is vital for Camp to thrive.

The development of the 2014-2017 Action Plan has incorporated:

- The experience and knowledge of RDS Steering Group members
- Results of the Rural Tax Reliefs Consultation (April 2014)
- Outcomes of RDS workshops based on different issues faced by rural businesses and prospective investors, including Environment, Infrastructure and Workforce Priorities (February 2014)
- The opportunities and threats identified in a Waste Management Workshop organised by the Environmental Mainstreaming Group (February 2014)
- Outcomes of discussions held during an East and West Falkland familiarisation tour by the FIDC staff (November 2013)

Strategic Objectives

The RDS contains four clear strategic objectives which will help achieve the Falkland Islands Government's (FIG) vision for Camp. The Strategic Objectives are:

- To increase the value of economic activity in Camp by 20% by 2017.
- To increase the economically active population of Camp by 5% by 2017.
- To broaden the range of services available in Camp and increase accessibility of both public and private services for Camp residents, so as to lead to an overall improvement in the quality of life in Camp.
- To manage, protect and conserve the natural environment.



The Key Priority Areas

The strategic objectives will be achieved by acting upon the **5 Key Priorities** identified in the Strategy:

- Key Priority Area 1 - **Business Growth and Development**: developing a more productive and dynamic business base in Camp.
- Key Priority Area 2 - **Workforce Development**: increasing the size of the Camp labour force and improving skills and training to provide a flexible, adaptive and highly skilled workforce.
- Key Priority Area 3 - **Services**: improving access to services and expanding service provision to better serve the needs of the current population and to make Camp an attractive destination for new residents.
- Key Priority Area 4 - **Infrastructure**: providing the infrastructure required to drive growth in the economy and improve the quality of life in Camp.
- Key Priority Area 5 - **Environment**: Managing, protecting and conserving the natural environment of Camp.

The Key Priorities provide the framework for delivery with the Action Plan providing the detail. Both the Key Priorities and the detailed actions lead to the achievement of the Strategic Objectives.

The Key Priorities were identified following an intensive period of consultation held with and within the Camp community, with FIG and with the rural and Stanley-based private sector. Importantly, the Key Priorities indicate that attention needs to be given to the varying challenges facing Camp to attract people and new businesses to invest and develop in Camp.



The Guiding Principles

The delivery of the Action Plan will be aligned to the 4 guiding principles contained within the Strategy. As such, joined-up working across the public sector and community engagement will be key elements in the way that the RDS is delivered. The guiding principles also require compatibility with the Economic Development Strategy (EDS) and the adoption of “growth poles”. The former has been achieved directly through the creation of the Strategy and the latter is addressed in the Action Plan, albeit growth poles are referred to as Rural Enterprise Zones in the Plan).

Rural Enterprise Zones (REZ) will be the focus of infrastructure development which aims to build critical mass and maximise positive benefit. The development of critical mass addresses many of the RDS’s key objectives including business development and diversification, depopulation and quantity of, and access to, services. In 2012, Fox Bay East was designated as the location of the first REZ.

The RDS Action Plan (Appendix 2) details the budget and the projects that will be progressed in the 2014/2015 financial year and projections for the 2015/2016 and 2016/2017 financial years.

Performance against the Action Plan will be monitored regularly by the RDS Steering Group, through Falkland Islands Development Corporation’s (FIDC) monthly progress reports and annually in the FIDC annual report.

Implementation

The Action Plan is managed by the RDS Steering Group with financial administration and monitoring provided by FIDC. The RDS Coordinator is the principle resource available for the coordination and development of projects. ExCo, Standing Finance Committee, the FIG Policy Unit and FIDC have a role in the management, approval and delivery of the strategy.



The roles and responsibilities of each are outlined as follows:

Executive Council

- To ratify any changes to the RDS strategy and approve the RDS Action Plan
- To approve policy decisions arising from the RDS
- To encourage “joined up working” across the public sector

Standing Finance Committee

- To approve draw down of RDS project funding over £20,000

Policy Unit

- To present Policy proposals to Executive Council
- To measure FIG’s performance against the RDS Objectives
- To cascade RDS policy through FIG departments
- To apply for the annual RDS budget from FIG
- To approve draw down of project funding up to £20,000 (with or instead of the Chief Executive)

Falkland Islands Development Corporation

- To manage the financial administration project budgets once they are drawn down from FIG
- To line manage the RDS Coordinator
- To work with RDS Steering Group to produce an annual RDS Action Plan and present it to Executive Council for approval
- To monitor project and financial risks
- To provide an annual summary of RDS achievements, which will form part of FIDC’s annual report and internal project reporting

Budget

The budget required for the delivery of the RDS Action Plan 2014-2017 is as follows:

- 2014/2015 - £321,800
- 2015/2016 - £330,000
- 2016/2017 - £100,000





Rural Development Strategy Steering Group

Membership

The membership of the RDS Steering Group (RDSSG) includes the two Members of Legislative Assembly who hold the RDS portfolio, the Chief Executive of the Falkland Islands Government (FIG), the General Manager of FIDC, the FIG Head of Policy, the FIG Senior Agricultural Advisor, the RDS Coordinator and up to four Camp representatives.

Terms of Reference

- The RDSSG will have strong commitment to the achieving the RDS Vision.
- The RDSSG will be responsible for the production of an annual RDS Action Plan and will ensure alignment between the RDS strategy and the RDS Action Plan.
- The RDSSG will achieve the RDS strategic objectives through the delivery of the RDS Action Plan. The delivery of the Action Plan will reflect the RDS Key Priority Areas of Business, Workforce, Services, Infrastructure and Environment.
- The delivery of the RDS Action Plan will be aligned with the RDS's 4 guiding principles:
 - I. Community engagement and ownership
 - II. Joined up working across the public sector
 - III. Positive and effective integration with the EDS
 - IV. Growth Poles (Rural Enterprise Zones)
- The RDSSG will be responsible for recommending budget strategy and monitoring risks.
- The RDSSG will be responsible for submitting projects for funding drawdown approval to either the FIG Head of Policy or the FIG Chief Executive.
- The RDSSG will be responsible for the annual review of the RDS and the delivery of an annual report.
- The RDS will be proactive and dynamic. The RDSSG will help to identify threats and/or hurdles to the delivery of the RDS under the Key Priority Areas and contribute to problem solving.
- The RDSSG will provide a support structure for the RDS Coordinator in terms of problem solving and conflict resolution as and when required.

Rural Development Strategy Action Plan and Budget 2014-2017

For more information or a full copy of the RDS Strategy, please contact the RDS Coordinator by telephoning +500 27211 or emailing rdsproject@fidc.co.fk

Key Priority Area 1 - BUSINESS GROWTH AND DEVELOPMENT: developing a more productive and dynamic business base in Camp.

	Project	Aim	Strategic Fit	Key Actions / Milestones	2014/15 Budget	2015/16 Budget	2016/17 Budget
1	Capital Development Grant Scheme - BUSINESS	To stimulate the creation of new businesses and the expansion of existing businesses in Camp.	Stimulates new business development increasing Camp Gross Value Added (GVA). Acts as a catalyst for business growth for existing businesses thereby increasing Camp GVA. Diversifies the economic base of Camp.	<ul style="list-style-type: none"> - Promotion of scheme, including case studies through regular Wool Press articles. - Successfully working with businesses to develop and approve grant applications. - Encourage and invest in the provision of services to Camp, including garage and mechanical services. 	£63,000	£82,000	£33,000
2	Rural tax reliefs	To implement a suite of measures to attract new businesses to Camp.	Attracts new business and therefore new people, simultaneously increasing the population and increasing GVA. Acts as a catalyst for business growth thereby increasing Camp GVA. Stimulates new business development and investment in Camp, increasing GVA.	<ul style="list-style-type: none"> Recommendations to Executive Council on rural tax reliefs (October 2014). - Changes in legislation to accommodate rural tax reliefs. - Promotion of new rural tax reliefs. 	£0	£0	£0

Key Priority Area 2 - WORKFORCE DEVELOPMENT: increasing the size of the Camp labour force and improving skills and training to provide a flexible, adaptive and highly skilled workforce.

	Project	Aim	Strategic Fit	Key Actions / Milestones	2014/15 Budget	2015/16 Budget	2016/17 Budget
3	Training scheme	To improve skills and provide training in Camp.	Improves personal and professional skills which are major factors in growing a more entrepreneurial environment. Skills development improves business productivity and therefore business performance having a positive impact on GVA. Leads to improved viability of businesses' ability to expand into other markets.	<ul style="list-style-type: none"> - Coordination with Education Department, particularly with the Skills Audit. - Promotion of Community Development Scheme. - Consultation with Camp community on skills and training requirements. - Successful delivery of training and workshops in Camp. 	£1,000	£13,000	£0

Key Priority Area 3 – SERVICES: improving access to services and expanding service provision to better serve the needs of the current population and to make Camp an attractive destination for new residents.

	Project	Aim	Strategic Fit	Key Actions / Milestones	2014/15 Budget	2015/16 Budget	2016/17 Budget
4	Review of ferry and coastal shipping service	To ensure that the coastal shipping service makes a maximum contribution to meeting the strategic objectives of the RDS by facilitating economic activity.	Supports business growth contributing to GVA. Strengthens national infrastructure which in turn supports business and drives up GVA. Supports multiple sectors of the economy acting as a key enabler.	<ul style="list-style-type: none"> - Survey users of the ferry and coastal shipping service on future service needs (November 2014). - Director of Central Services to carry out detailed review of coastal shipping/ferry contract (from January 2015). 	£30,000	£4,000	£0
5	Review of current rural waste management and recycling methods	To assist the rural community in developing and improving waste management and recycling facilities.	Improved waste management facilities will improve basic facilities and thereby improve the quality of life and make Camp a more attractive destination for new residents. Improved waste management will help protect the natural environment. New waste management services could provide an opportunity for an alternative income source.	<ul style="list-style-type: none"> - Liaise with FIG and Environmental Mainstreaming Group for recommendations for waste management and recycling (2014/2015). - Consult and work with the Camp community on improving waste management and recycling (2015/2016). 	£0	£30,000	£0

Key Priority Area 4 - INFRASTRUCTURE: providing the infrastructure required to drive growth in the economy and improve the quality of life in Camp.

	Project	Aim	Strategic Fit	Key Actions / Milestones	2014/15 Budget	2015/16 Budget	2016/17 Budget
6	Rural Enterprise Zone improvements	Consulting with Fox Bay residents, refurbishment of the Old Managers House at Fox Bay and possibly including community and office space.	Contributes to the establishment of REZ, a key element of the RDS, by enabling additional accommodation, community and office space at Fox Bay. This project will improve community cohesion and provide an opportunity for the residents to have a role in the development of their own community, working with the RDS.	<ul style="list-style-type: none"> - Consult with Fox Bay community on preferred options and proposals (September 2014). - Present proposal to Executive Council for approval (October/November 2014). - Advertise tender for refurbishment works (January 2015). - On-going consultation with Fox Bay community. 	£90,000	£0	£0

	Project	Aim	Strategic Fit	Key Actions / Milestones	2014/15 Budget	2015/16 Budget	2016/17 Budget
7	Rural Enterprise Zone improvements	To make the selected REZ appealing and attractive to new residents and businesses.	Following on from the refurbishment of the Fox Bay Old Managers House, this project contributes to the establishment of REZ, a key element of the RDS. Will make the REZ more appealing for prospective residents and improve the quality of life of those already living in the REZ.	<ul style="list-style-type: none"> - Consult with Fox Bay community on possible REZ improvements (September 2014). - Launch of refurbished Old Manager's House complex and assistance in business, community use set-up (2015/2016). - Other Fox Bay REZ improvements. 	£800	£5,000	£0
8	Rural Enterprise Zone Housing	Increase the availability of housing available in the selected REZ.	Increases the economically active population of Camp. Creates new infrastructure in Camp.	<ul style="list-style-type: none"> - Consult with Fox Bay community on possible new housing developments (September 2014) - Work with Environmental Planning Department on preparing a development plan for Fox Bay (January 2015). - Request additional funds in 2015/2016 budget to enable additional housing or serviced plots to be made available at Fox Bay. 	£0	£0	£0
9	Developing Camp Water Systems Grant Scheme	The improvement of basic water supplies in Camp addressing both business and domestic requirements.	Improving water systems improves the quality of services and quality of life in Camp - a strategic objective. Improving water systems facilitates the growth of businesses such as horticulture and the development of tourism accommodation thereby increasing GVA.	<ul style="list-style-type: none"> - Promotion of scheme, including case studies through regular Wool Press articles. - Successfully working with businesses to develop and approve grant applications. 	£10,000	£30,000	£1,000
10	Water consultation exercise	To use the skills of experienced hydrographers to identify long-term solutions to the water problems facing the Camp population particularly those in larger settlements.	This will enable informed decision-making about water projects which if implemented will: <ul style="list-style-type: none"> - Enable an increase in population - Improve basic utilities thereby improving quality of life. 	<ul style="list-style-type: none"> - Setting Terms of Reference for consultation work needed (November 2014). - Advertising tender for consultants to carry out water consultation exercise (December 2014). 	£30,000	£0	£0

	Project	Aim	Strategic Fit	Key Actions / Milestones	2014/15 Budget	2015/16 Budget	2016/17 Budget
11	Capital Development Grant Scheme - HOUSING	To provide support for the development of housing for employees/workers where lack of housing can be shown to be a barrier to business growth.	Increases the economically active population of Camp. Facilitates business growth thereby increasing Camp GVA. Diversifies the economic base of Camp. Creates new infrastructure in Camp.	<ul style="list-style-type: none"> - Promotion of scheme, including case studies through regular Wool Press articles. - Successfully working with businesses to develop and approve grant applications. 	£45,000	£45,000	£25,000
12	Tourism road signage	To design and install road signage indicating tourism destinations, tourism providers and tourism attractions.	Facilitates a growth in tourism numbers, enabling business growth and contributing to increase in GVA. Makes Camp an easier place to navigate, increasing the opportunity for tourism spend - contributing to an increase in GVA. Contributes to national infrastructure.	<ul style="list-style-type: none"> - Work with Public Works Department on signage requirements (September 2014). - Transfer of funds to Public Works Department to enable them to order additional signage (October 2014). - Promotion of new signage (February 2015). 	£3,000	£5,000	£0
13	Review of maintenance of Camp airstrips policy	To review the policies on the maintenance of Camp airstrips.	The accessibility of rural destinations by air is vital to allow businesses to develop. Access to goods, mail and freight increases the quality of life in Camp. Improved infrastructure will better serve the needs of the current population and make Camp an attractive destination for new residents.	<ul style="list-style-type: none"> - Liaise with Head of Regulatory Services on the progress of the current review (October 2014). - Update RDS Steering Group and Camp community on progress of the review. 	£0	£0	£0
14	Review of jetties and ramps policy	To review the policy on the maintenance of Camp jetties and ramps.	The accessibility of Outer Islands by sea is vital for the access of supplies and machinery, allowing businesses to develop and increasing the quality of life in Camp. Improved infrastructure will better serve the needs of the current population and make Camp an attractive destination for new residents.	<ul style="list-style-type: none"> - Liaise with Director of Public Works throughout their review (October 2014). - Update RDS Steering Group and Camp community on progress of the review. 	£0	£0	£0
15	Quality of Life scheme	Support Quality of Life improvements in Camp.	The improvement of the quality of life in Camp forms part the strategic objectives and key priority areas.	<ul style="list-style-type: none"> - Successfully working with communities to develop opportunities to improve Quality of Life. 	£6,000	£6,000	£6,000

Key Priority Area 5 – ENVIRONMENT: Managing, protecting and conserving the natural environment of Camp.

	Project	Aim	Strategic Fit	Key Actions / Milestones	2014/15 Budget	2015/16 Budget	2016/17 Budget
16	Power/ Renewable energy consultation	To appoint a Rural Energy Advisor on a two year contract to review and update the existing FIG renewable energy scheme and provide recommendations to Camp residents for improvements or alternatives.	The production of power is an economic enabler allowing business to grow. Improves basic utilities in Camp which improves the quality of life. The protection, maintenance and enhancement of the natural environment are cross-cutting themes in the RDS.	<ul style="list-style-type: none"> - Advertise Rural Energy Advisor position (September 2014). - Successfully appoint a Rural Energy Advisor. - RDS to arrange and undertake a familiarisation tour around Camp community with the newly appointed Rural Energy Advisor. 	£25,000	£50,000	£25,000
17	Review of current renewable energy schemes and exploring new energy sources	To update the guidelines and eligibility of the current FIG renewable energy scheme. To explore, trial and promote different cost-effective renewable energy sources.	Revised FIG “24 Hour Power” scheme, which currently focuses on wind power. Increased use of renewables in Camp reduces the reliance on fossil fuels. 24 hour power improves quality of life. Improved access to power enables business growth.	<ul style="list-style-type: none"> - Review of current grant schemes. - Consult and advise Camp community on renewable energy options. 	£18,000	£50,000	£10,000
18	Environmental Awareness Campaign	To promote the importance of working with nature and conserving the natural environment, whilst utilising natural resources.	Increased awareness of the importance of conserving the natural environment Exploring opportunities for sustainable use of natural resources will aid business growth and development whilst managing, protecting and conserving the natural environment.	<ul style="list-style-type: none"> - Consult with Camp community and other stakeholders on options for environmental awareness Campaign (2015/2016). - Launch Campaign (2015/2016). 	£0	£10,000	£0
TOTAL ANNUAL BUDGET					£321,800	£330,000	£100,000



FALKLAND ISLANDS
Rural Development

*Thank you for your interest in the
Rural Development Strategy*



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