

TRN/AVI/7#5

AIR 718

CLASSIFICATION

AIR 718

GROUP

VOL: 1

SUB-GROUP

S #3

SUBJECT REPORT ON FIGAS by Group Captain

G. W. Joyce

ARCHIVE

OFFICER DEALING

CONNECTED FILES

FILE OPENED

FILE CLOSED

CS	1	17/2
AS	1	17/2
PA		
CS	4	17/20
PA		

CLOSED
26/5/80

③

CONFIDENTIAL EXECUTIVE COUNCIL

No. 4/82

REPORT ON THE AVIATION DEPARTMENT BY GROUP CAPTAIN JOYCE

As part of the aid project under which Group Captain G W Joyce acted as Director of Civil Aviation during the absence of Mr G W Cheek on an overseas course, he produced a report on all aspects of the operation of the Aviation Department.

2. A copy of the report in the draft form in which it was submitted to H E the Governor is attached and Honourable Members are invited to advise on the implementation of its recommendations.

The Secretariat
Stanley

27 January 1982

Ref: AIR/1/2

A REPORT ON CIVIL AVIATION IN THE FALKLAND ISLANDS

Report on the Technical Co-operation visit to the Falkland Islands by Group Captain G.W. Joyce (Retired).

1. INTRODUCTION

1.1 In mid-August 1981, whilst on terminal leave following a two year assignment with ODA in the Seychelles, I was approached by Mr.R.I. Varney, Director of Operational Services Overseas of the UK Civil Aviation Authority, regarding the possibility of another short term assignment with ODA in the Falkland Islands, subject to a maximum duration of three months. The terms of contract were agreed verbally with Mr. Colin Roth of the Latin Americas department of ODA, pending the offer of a formal written contract by the Personnel Services Executive. Unfortunately, the remote location of PSE and the uncertainty of postal services delayed matters to such an extent that I received the formal offer of a contract only on the morning of my departure from the UK.

1.2 The Terms of Reference of the contract stated:

'During the assignment to act as relief for the permanent incumbent who was going to the UK for training; to remain at the post with the latter for up to one month after his return to the Falklands; to provide for 'on the job' training; to advise the Governor on the need for any improvements, development or training required to maintain adequate civil aviation services'.

1.3 On arrival at Stanley Airport on 1st September, I was met by Mr. G.W. Cheek, the Acting Director of Civil Aviation, and accommodated in the Malvina Guest House. The next morning I called on the Acting Governor (Mr. F.E. Baker) and apprised him of the purpose of my assignment.

1.4 During my first week, before Mr Cheek's departure, he explained his various functions and introduced me to those officials and non-officials with whom I was likely to have any official dealings.

2. ORGANISATION

2.1 When I arrived, I noted that the DCA was functioning concurrently as the Head of the Civil Aviation Department, Airport Manager, Air Traffic Controller and Manager of the Falkland Islands Government Air Service. These left him insufficient time to do full justice to his traditional functional responsibilities which should be:

- a) economic, operational and technical regulation of civil aviation in the Colony;
- b) provision of Air Traffic and Air Navigation services to adequate standards;
- c) formulation of policy with respect to aerodrome standards and exercise of control to ensure the maintenance of safe standards;
- d) licensing of civil aviation personnel (mainly pilots and aeronautical engineers) and setting standards of qualifications and training;
- e) registration of civil aircraft in the Colony;

- f) approval of airline operating standards and the issue of Air Operators' Certificates;
- g) control of all aspects of general aviation (currently there are two light aircraft operating in the private category, with the possible addition of at least one more in the near future);
- h) participation in international civil aviation matters, in conjunction with the UK; the subjects concerned being: Personnel Licensing, Rules of the Air and ATC; Meteorological standards for civil aviation, Aeronautical charts, Units of measurement for aviation, Operation of aircraft, Facilitation, Aeronautical telecommunications, Air traffic services, Aircraft Accident investigation, Aerodrome standards, Aeronautical Information services, Aircraft noise, Aviation security and Carriage of dangerous goods;
- i) administration of the Civil Aviation Department; and
- j) advise the Governor on future civil aviation developments in the Colony.

2.2 From the outset, it was quite apparent that the organisation of the civil aviation of the Colony had been allowed to develop on unorthodox lines. This is probably due to the fact that FIGAS came into being first, and the then Chief Pilot was the only one who had any real knowledge of aviation. He was therefore given the additional title of Civil Aviation Superintendent, which title was changed to DCA when an Airport Manager arrived and an ATCO was appointed. Unfortunately, in mid-1980, about one year after the departure of the Airport Manager, the DCA retired leaving the department without a Head. Subsequently, Government gave the ATCO, Mr Cheek, additional responsibilities as DCA and Airport Manager and paid him a small responsibility allowance but without providing any other officer to assist with the day-to-day running of the airport and with the provision of Air Traffic services. This adverse situation was further aggravated with the transfer of the airport's only typist to FIGAS. It is essential that the DCA be provided with another experienced officer to manage the airport and man the air traffic service, and also, with full-time clerical support. Failure to do so would only perpetuate the anomalous position of the DCA relative to all other departmental Heads in the Government.

2.3 There are no Organisation charts in existence for either the Civil Aviation Department or FIGAS. In the past, and even recently, this deficiency has given rise to serious 'command and control' problems among some staff. It is recommended that charts be prepared, approved by Government and issued for the information and guidance of all concerned, both within the Department and other areas of Government. Proposed Organisation charts for the department and for FIGAS have been prepared and placed as Appendices 'A' and 'A-1' to this report. The salient feature of this proposal is the divorcing of the DCA from day-to-day responsibility for the running of FIGAS. This is to give him the opportunity to exercise a full, unbiased function as regulator of the operator, in this case FIGAS, and to give him the capability of performing his primary responsibilities as set out in paragraph 2.1. For FIGAS, it will entail regrading the present Senior Pilot/Training Captain to Chief Pilot/Manager and, in addition, upgrading of the Clerk's post to Traffic Assistant. For the Directorate, it would mean appointment of an experienced Airport Manager/ATCO. This will be dealt with in greater detail in a later part of this report.

3. TRAINING AND LOCALISATION

- 3.1 Although FIGAS has been in existence for over thirty years, localisation of only one pilot and one engineer post has been achieved. In comparison with other recently independent Commonwealth countries this is very slow. There are now two engineer trainees and one pilot trainee in the UK. Even after their return to the Falklands they will still have to undergo at least two more years of 'on-the-job' training before becoming sufficiently competent to work independently of supervision and to replace expatriate staff. In this context, it would be advisable for government to issue a Localisation Flow chart listing all civil aviation posts and setting a target localisation date for each post presently occupied by an expatriate. It may not be possible to cover all posts at this stage and the chart may need revision annually. This is particularly germane to the four FIGAS posts filled by expatriates. An important result of this could be a marked improvement in the morale of local staff who presently see little future prospect of advancement to the higher grades, not to mention the more obvious one of considerable saving of government expenditure whenever localisation of a post is achieved. A proposed Localisation Chart is attached at Appendix 'B' to this report.
- 3.2 Aviation is normally a lifelong career which it is necessary to enter early in one's life, preferably at school leaving age. There is therefore much merit in maintaining a close liaison with the Education department with a view to planning a limited number of careers in aviation for 'O' level students possessing the necessary aptitudes in Mathematics and Physics. This will mean organising a visit to the local secondary school by a multidisciplinary civil aviation team, led by the DCA, at least once annually before the final examinations are due, to advise interested students on job opportunities in civil aviation, for example in Operations, Flying, ATC and Aeronautical Engineering.
- 3.3 Whilst the Acting DCA has undergone a basic Air Traffic Control course in 1976 and has recently completed a series of training attachments to an airport and other operational and technical areas of the UK CAA, there are many other aspects in which the department is still deficient in aviation expertise, such as principles of radio and navigational aids, aircraft accident investigation, visual aids and airport lighting systems, civil aviation management and airport economics, aircraft performance, and search and rescue. For one officer to gain the required knowledge in all these areas would take far too long and it would be preferable to spread the training between the DCA and Airport Manager/ATCO. From the DCA's angle the more important subjects are management, radio and navigational aids, and search and rescue. The remainder should be given to the Airport Manager/ATCO. If government accepts and acts on my suggestion to employ the retired pilot to the latter post, training in aircraft performance will be unnecessary.
- 3.4 Another area in which the department is lacking expertise is aircraft fire fighting and rescue. The part-time personnel of the Town Fire Brigade who attend at the airport whenever a large aircraft movement occurs have not received any formal training in their duties. If they are to be effective in the unfortunate event of an accident, it is essential that, at least, the senior members of the team be sent abroad for specialist training in the use of the latest equipment and techniques. On return they could be used to pass on the knowledge so gained to their colleagues as well as for training new recruits to the team.

3.5 Specialist training in the UK is becoming progressively more expensive. There are now quite a few civil aviation training centres set up with ICAO assistance which offer internationally approved courses at considerably lower fees. I have in mind, particularly, the recently established, and easier to reach, Caribbean Aviation Training Institute (CATI) at Waller Field in Trinidad, which offers pilot training to Commercial Pilot Licence/Instrument Rating standard, aeronautical engineering courses to Aeronautical maintenance Engineer Licence standard and Fire fighting and Rescue training in the use of modern appliances and materials and the latest techniques. There are a number of aid donor agencies which may be prepared to consider funding of fellowships at approved institutions. For Commonwealth countries there are the Commonwealth Fund for Technical Co-operation (CFTC) and the British Council, while the international agencies are the ICAO and the United Nations Development Programme, to name but a few.

3.6 The overall objective should be to achieve, through training and localisation, self-reliance in management, operations, flight crews and technical personnel, thus creating a suitable climate for safe, efficient and cost-effective air transportation in the Colony.

4. STANLEY AIRPORT

4.1 Presently, air traffic at this airport is minimal, consisting of the weekly LADE F-28 service connecting Stanley and Comodoro Rivadavia in Argentina, the FIGAS Islander, and the two light aircraft which operate into Stanley at varying intervals, according to their owners' requirements. The FIGAS Beaver floatplanes operate from a jetty and hangar at the Western end of Stanley harbour, approximately five miles by road from the airport.

4.2 All air traffic and operations functions at the airport are at present undertaken personally by the DCA, without any form of specialist assistance. As I have pointed out earlier there is an obvious and immediate need for an additional experienced officer in this area. Such a person is available in the person of Mr. D. Emsley, who has a lifetime aviation background and is currently working as a meteorological assistant. I consider that he has the required experience to perform the duties of Airport Manager/ATCO and operations adviser to the DCA if he can be placed under the DCA's close personal supervision and control his known personal weakness.

4.3 The airport establishment also has two Handyman/Labourer posts to cover a whole host of essential tasks namely, minor maintenance of all airport buildings, including their cleanliness; operation and routine care of the power house generators; refuelling of locally based aircraft; mowing the grass within the airstrip; providing fire cover to locally based aircraft; collection of landing and passenger service fees; operation and maintenance of the airport heating system; laying out the emergency runway lighting after dark and a variety of other odd jobs which are essential to the operational state of an airport. It is considered that the low hourly rate of wages paid to the two individuals who provide these essential services is not commensurate with their responsibilities. As there are two posts, it is recommended that one should be designated Foreman or Chargehand and the second Airport Maintenance Operative. For the Foreman post I would recommend Mr W.A. Felton and for the other, Mr F.J. Burns who is now 63 years of age.

It is also proposed that a younger man be recruited as soon as possible so that he will have gained sufficient experience in these multifarious tasks before Mr Burns finally retires in a few years time.

- 4.4 It is noted that airport security and fire precautions are woefully inadequate. The same comment applies to the Beaver hangar. In particular, NO SMOKING warning signs are far too small to have the required effect, and are non-existent on the airport fuel bowser and the new Islander hangar. None of the three airport gates bears any notice to the public warning them that the airport is a RESTRICTED area to which access is prohibited without prior authorisation. As a result, there are many unauthorised incursions into the airside by the public; I have noticed private vehicles and pedestrians, holding lighted cigarettes, on the apron. Strict measures are necessary to ensure that access is denied to all but bona fide air passengers and those persons, employed by the airport or the operators, who have a definitive function essential to the operation of the airport or air services. If this is not done urgently a serious accident is inevitable sooner or later. Apart from the obvious danger of someone walking into an aircraft propellor, or a vehicle colliding with an aircraft, there is a grave fire hazard because of the presence of highly flammable fluids on the airside. It is strongly recommended that a system of Airport Security Passes be introduced to ensure that the risks inherent in aircraft operation are eliminated as far as possible. ICAO Annex 17 - SECURITY - sets out clearly the standards and recommended practices to be observed with regard to all aspects of aviation security.
- 4.5 Data sheets listing airport and radio communications facilities existing at Stanley Airport are attached at Appendices 'C' and 'C-1' of this report.
- 4.6 Aeronautical meteorological requirements are provided by the Government's Forecasting Office, located at approximately three miles by road from the airport. This department is in the charge of a Senior Forecaster, with an additional forecaster and one met. assistant. The forecasts and reports provided are of high quality, mainly due to the dedication of the Senior Forecaster who has served in this area for a considerable number of years and is thus well experienced in the weather pattern of the region. The Met. assistant, Mr D. Emsley, is the retired pilot referred to earlier. It is considered that his vast aviation background would be far more useful to the civil aviation department and it is strongly recommended that he be transferred to the DCA establishment at the same time as Mr Cheek is appointed to the substantive post of DCA.
- 4.7 International commercial flights at the airport are undertaken solely by LADE - Lineas Aereas del Estado -, the commercial wing of the Argentinian Air Force, under the terms of a treaty, contained in an Exchange of Notes between HMG and the Argentine Government, entered into force in 1972. The Agreement allows, inter alia, for LADE to be exempt from payment of all landing fees, taxes and other charges for amphibious operations at Stanley harbour and for non-amphibious operations at the temporary airstrip constructed by LADE, entirely at its own cost. However, since then, the new permanent airport has been built at considerable cost, using UK aid funds, and substantial amounts are spent annually by the Government on maintenance of the runway, taxiway, apron and buildings.

LADE still continues to enjoy the privilege of operating without payment of any airport charges, for all its scheduled and non-scheduled flights, and the civil aviation revenue budget suffers as a result. I am unable to trace any subsequent agreement or amendment to the original one, extending the privilege to LADE operations at the permanent airport. It is difficult to comprehend why this loss of valuable airport revenue continues to be tolerated.

4.8 There are many traditional sources of airport and civil aviation revenue. In a commercially viable airport revenue must exceed expenditure and provide an adequate reserve to cover the costs of future development. The types of airport revenue are:

- a) landing charges and housing and parking fees;
- b) passenger service fees (commonly known as departure tax);
- c) fuel throughput charges (a small percentage on the cost of each gallon of fuel supplied to aircraft) levied on the fuel supply company;
- d) rental from airport agencies;
- e) car parking fees;
- f) airport advertising;
- g) rebate on profits of airport shops, restaurant etc.

Many states also levy a navigation services charge on airlines using their facilities. At Stanley Airport, landing and parking charges are only levied on operators of the two private aircraft, while passenger service fees are collected from international passengers on departure. Additionally, a small amount (£36.00 per annum) is obtained from three hotels/guest houses for advertising in the Terminal building. For a start, it is recommended that landing and parking charges be levied on LADE and that the fuel supply company be made to pay a fuel throughput charge of, say 3 per cent on the cost of each gallon supplied. ICAO Doc. 7100-AT/707, Manual of Airport and Air Navigation Facility Tariffs, provides information on the types of tariff levied by member states. It is noted that Argentina levies landing and parking charges based on maximum take-off weight of the aircraft and on airport classification. I would therefore regard the levy of the proposed charges on LADE as fully justified.

4.9 The existing buildings at the airport, and the use to which they are put, are:

- a) terminal building, with ATC watchtower cum office on first floor;
- b) a small hangar housing the FIGAS Islander;
- c) generator house with switch room and small workshop;
- d) old, large Nissen type building, housing airport vehicles, fuel in drums, fuel bowser, fire trailer pump etc.; and
- e) old, small Nissen type building, housing a general store and used for garaging vehicles belonging to the owners of the two private aircraft.

The buildings (d) and (e) were obtained at no cost to Government as they were left behind on site by the airport construction company.

These buildings were not purpose designed and, as they were erected to have a limited life only, are nearing the end of their useful lives. It is strongly recommended that early plans be drawn up for an extension of about 75 sq. metres on the Western side of the groundfloor of the terminal building for a permanent and secure housing for airport vehicles, ground equipment, fire appliances, with provision for a small watch room for fire crews, store for airport maintenance materials and office for maintenance staff. The present practice of storing AVGAS in drums at the airport and Beaver hangar is positively dangerous and should be discontinued as soon as possible. Bulk storage of fuels is normally a responsibility of the fuel supply company, whose installation would be designed and built to obviate fire hazard.

4.10 The 1976 Shackleton Report on Economic Survey of the Falkland Islands, pages 224 and 225, refers to the possibility of extending the runway to a length of 2200 metres and raising the load bearing capacity to LCN 65 to 70, in order that the airport may accommodate short and medium haul jets and, also, partly loaded long haul jets of Boeing 707 type, the aim being to increase the economic potential of the Falklands. Another reason for the extension, and regarded by many inhabitants as the more important one in view of the present Sovereignty issue, is to improve the defensibility of the Colony against the designs of an unfriendly neighbour. The final decision as to whether to go ahead with further major development of the airport will naturally depend on the Falklands Government and HMG. Local engineering opinion seems to favour extension westwards. However, an initial study of the terrain shows that the Take-off Climb Surface requirements recommended by ICAO are just adequate at present and any significant re-location of the Western threshold of the runway would give rise to serious obstructions in the take-off paths of aircraft departing to the West. The prevailing wind for most of the year is Westerly. It is strongly recommended therefore that the UK CAA be asked to make a detailed study of the whole question before any final decisions are taken.

5. FALKLAND ISLANDS GOVERNMENT AIR SERVICE (FIGAS)

5.1 With the Governor's concurrence, I passed all responsibility for the day-to-day running of FIGAS to Capt. Ian White, the Senior Pilot and Training Captain. It is recommended that the government formalises this position as soon as possible, and that he be appointed as Manager/Chief Pilot.

5.2 In regard to Islander operations, I do not share the pessimism expressed in Mary Rosser's report following her final visit to the Colony prior to her retirement. After the initial teething problems, the two senior pilots are operating this aircraft with confidence and safety. Capt. Anderson's morale, however, took a severe knock after the visit of Capt. Steward of Aurigny Airways in 1980, as a result of which Anderson withdrew from further Islander flying and, of his own volition, restricted himself to flying the Beaver floatplanes only. As he had completed a total of almost 1500 hours flying by the time of my arrival, I managed with some difficulty to prevail on him to reconsider his attitude and resume flying the Islander. He has recently undergone a whole week's Islander flying from the left seat under the supervision of Capt. White, who reported that his performance is competent and safe. He is now flying passenger flights on the Islander.

- 5.3 Twelve Islander strips had been prepared, equipped and approved for operation prior to my arrival. Since then, a further ten strips have been surveyed and prepared and approved for use subject to the availability of windssocks and two way R/T communication.
- 5.4 FIGAS needs to give greater emphasis to continuation training of pilots. It is recommended that FIGAS set aside a minimum of three hours flying training for each of its pilots every six months. This can be allocated between the Beaver and Islander in the ratio of 2:1 respectively. The exercises should consist of general handling, forced landing, stalling and NDB letdowns; for the Islander, asymmetric exercises, short landings, and cross wind take-offs and landings will be required in addition. To cope with emergency medical flights after dark, night landing proficiency should be maintained by all pilots.
- 5.5 FIGAS is extremely fortunate to have the services of Mrs Sandra Clifton, who currently fills the vacancy of Clerk. Her duties extend to handling all requests for passenger and freight bookings received by telephone, personal calls and letter; attending to all public enquiries; preparation of invoices and vouchers for cross charging other government departments for carriage of their personnel and freight; receive, weigh and invoice all freight, both outbound and inbound; maintain cash books, safe custody and banking of all cash received; preparation of monthly returns to the Treasury; preparation of monthly salary statements for DCA and FIGAS staff; typing of all DCA and FIGAS correspondence and other routine clerical duties as filing etc. I have noted that these wide responsibilities extend far beyond those of a normal clerk and I have little hesitation in therefore recommending strongly that this post be regraded to that of Traffic Assistant with a higher basic salary, preferably of Scale S.14. She should also be relieved forthwith of all further responsibility for DCA typing and clerical duties.
6. THE DIRECTORATE OF CIVIL AVIATION
- 6.1 Mr G.W. Cheek returned on 3rd November after his series of training attachments arranged by the UK CAA. Since then, he has carried out all duties of the DCA satisfactorily under my guidance in spite of being handicapped by having to man the air traffic services as well. I consider that he is now adequately equipped to assume the substantive title of Director and be paid the full salary prescribed for this post. I therefore strongly recommend that Government confirm him in the post of Director of Civil Aviation immediately.
- 6.2 The existing post of Airport Manager/ATCO should be filled simultaneously. For this post I recommend that Mr David Emsley be transferred from the Meteorological Department to the DCA, to fill the Airport Manager/ATCO post. In the event of there being any doubt as to his suitability for the post, it is recommended that the appointment be made on probationary terms for six months and, subject to reports from the DCA indicating satisfactory performance, he be confirmed and sent abroad for further training in aircraft accident investigation and airworthiness.
- 6.3 It is strongly recommended that the Governor should delegate to the DCA a greater part of the responsibilities, bestowed on him by the Air Navigation (Overseas Territories) Order, 1977, with immediate effect.

Initially, it is suggested that approval of airstrips and exemptions for FIGAS with respect to airworthiness, and flight and duty times be delegated, to be increased gradually as he gains further experience and confidence.

- 6.4 It is understood that the Falklands' Register of Aircraft is held by the Legal Department. The issue of registrations to aircraft is normally the responsibility of the DCA, who should advise the Governor whether an applicant is a fit person to hold the registration of an aircraft in the Colony. It is recommended therefore that this document be transferred to the DCA for custody and for action on all matters pertaining to aircraft registration.
- 6.5 It is noted that three Twin Otter aircraft of the British Antarctic Survey are currently held on the Falklands Aircraft Register. I understand that this goes back to the period when the British Antarctic Territories were under Falklands jurisdiction. As the position has since changed, and as these aircraft do not now operate within the Colony, the justification to retain them on the Register has ceased. It is recommended therefore that HMG be approached to transfer the registration of these aircraft to the UK Register of Aircraft, which is maintained at the Redhill office of the CAA. It is understood that the aircraft are based in the UK during their summer and are used for charter work, so HMG would probably agree to such a suggestion.
- 6.6 An essential part of a DCA's training concerns dealings with international aviation organisations, involving attendance at meetings of Regional and Commonwealth bodies. Falklands falls within the ICAO South American Region (SAM) with its head office at Lima in Peru. At intervals of about three to four years a Regional Air Navigation (RAN) meeting is held within the region and attended by all states of the region. Whenever UK territories, or territories represented in ICAO by the UK, fall within a region the UK provides a delegation to oversee their interests. The purpose of these periodical meetings is to identify what facilities are required by each state and to up-date the Regional Air Navigation Plan (ANP). If Falklands is to have its say on its future facilities, it is highly desirable the DCA should attend these regional meetings as a member of the UK delegation. In between RAN meetings occasion may arise for a limited meeting to discuss a particularly urgent subject or subjects; in that event, a limited regional meeting is held and, if for example, the subjects are Rules of the Air and ATC, and Telecommunications, the meeting would be referred to as a Limited South American Rules of the Air and ATC/Telecommunications Regional Air Navigation Meeting (LIM/SAM/RAC/COM/RAN): The main Commonwealth aviation body is the Commonwealth Air Transport Council (CATC) with its secretariat in the Department of Trade in London. CATC meetings are held every two to three years in a member state offering to host the meeting; the last two such meetings being held in London and Nairobi respectively. Matters of mutual aviation interest are discussed and each state reports on its recent developments in technical, operational, meteorological and training fields. CATC meetings are an acknowledged training ground for senior civil aviation staff of the Commonwealth. The UK delegation is usually headed by the Director of Operational Services Overseas of the CAA.

It is strongly recommended that the DCA should be deputed to attend the next CATC meeting, due in 1983/84, and all subsequent meetings.

- 6.8 During the term of my assignment, the Argentinian Air Force made three non-scheduled flights into the Falklands. It was noted that no formal prior permission was sought by the Argentine Government for these flights. The draft Aeronautical Information Publication (AIP), Facilitation section, requires foreign operators to give 48 hours prior notice to the DCA, whose responsibility it is to obtain Government's approval and notify the applicant accordingly. Non-scheduled flights by foreign aircraft should not normally be permitted without prior government permission. It is recommended that a procedure be adopted and strictly enforced in future with respect to all non-scheduled flights by foreign operators into Falklands. However, before this can be enforced it will be necessary for the AIP to be issued as a Government approved document.

7. ACKNOWLEDGEMENTS

I should like to record my grateful thanks to His Excellency Mr R.M. Hunt, the Governor of the Colony, for his guidance, patience and understanding in his dealings with the department during my assignment, and also for his generous hospitality which I enjoyed. I must also express my appreciation to Mr F.E. Baker, Chief Secretary, Capt. I. White, Chief Pilot/ Manager FIGAS, and the various officials and non-officials with whom I came into contact during these past three months. Last, and by no means least, I thank Mr Gerald Cheek and all the staff of the Directorate and FIGAS without whose co-operation and assistance my task would have been infinitely more difficult.

8. SUMMARY OF RECOMMENDATIONS

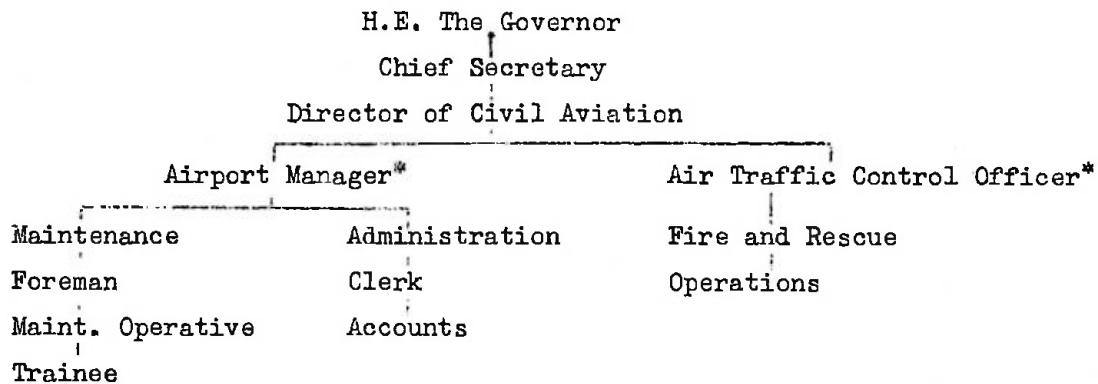
- 8.1 That Government accept the responsibilities set in paragraph 2.1 of this report as being those of the Director of Civil Aviation;
- 8.2 That an Airport Manager/ATCO be appointed immediately and, also, that the DCA be provided with full time clerical support at his office at the airport;
- 8.3 That Organisation Charts be drawn up and issued for both the Directorate and FIGAS. Appendices 'A' and 'A-1' refer;
- 8.4 That a Localisation Chart be issued to cover all civil aviation posts and issued to all personnel of the Directorate and FIGAS. Appendix 'B' refers;
- 8.5 That a DCA team visits the secondary school every year to discuss aviation career opportunities with interested school leavers;
- 8.6 That a couple of senior fire personnel be sent abroad at an early date for formal training in aircraft fire fighting and rescue and, additionally, that the possibilities of obtaining courses at the Caribbean Aviation Training Institute be explored;
- 8.7 That the airport establishment be revised to include a Maintenance Foreman/Chargehand and an Airport Maintenance Operative, with an additional trainee post. Mr W. Felton is recommended for the Foreman post;

- 8.8 That prominent and suitable worded notice boards be erected at the airport to meet the requirements of Security and Fire precautions;
- 8.9 That landing fees and parking charges be recovered from LADE and that a fuel throughput charge be levied on the fuel supply company;
- 8.10 That the ground floor of the airport terminal building be extended Westwards by 75 sq. metres to provide permanent housing for vehicles and ground equipment, as well as to provide a changing room for staff and a store for materials;
- 8.11 That UK CAA advice be sought before finalising a decision to extend the runway;
- 8.12 That the appointment of Capt. I. White as Manager/Chief Pilot of FIGAS be formalised as soon as possible;
- 8.13 That more emphasis be put on regular continuation flying training for FIGAS pilots;
- 8.14 That the post of clerk in FIGAS, held by Mrs Sandra Clifton, be upgraded in line with its heavy responsibilities to Traffic Assistant at Pay Scale S.14;
- 8.15 That Mr G.W. Cheek be appointed to the substantive post of Director of Civil Aviation with immediate effect;
- 8.16 That Mr D. Emsley be transferred from the Meteorological Department to the DCA to fill the vacant post of Airport Manager/ATCO, on probation in the first instance;
- 8.17 That a greater part of the Governor's responsibilities as set out in the AN(OT) Order, 1977, be delegated to the DCA;
- 8.18 That the Falklands Aircraft Register be transferred from the Legal Department to the DCA;
- 8.19 That the three aircraft of the British Antarctic Survey be transferred to the UK Aircraft Register as prescribed in Article 4(2)(c) and (d) of the AN(OT) Order, 1977;
- 8.20 That the DCA be deputed to attend all ICAO SAM Regional meetings and CATC meetings in future;
- 8.21 That a requirement be enforced for 48 hours prior notice for all foreign non-scheduled flights into Stanley airport as soon as possible. This is subject to the publication and issue of the Falklands AIP.

G.W. JOYCE, Gp. Capt (Retd.)

ORGANISATION CHART

CIVIL AVIATION DEPARTMENT



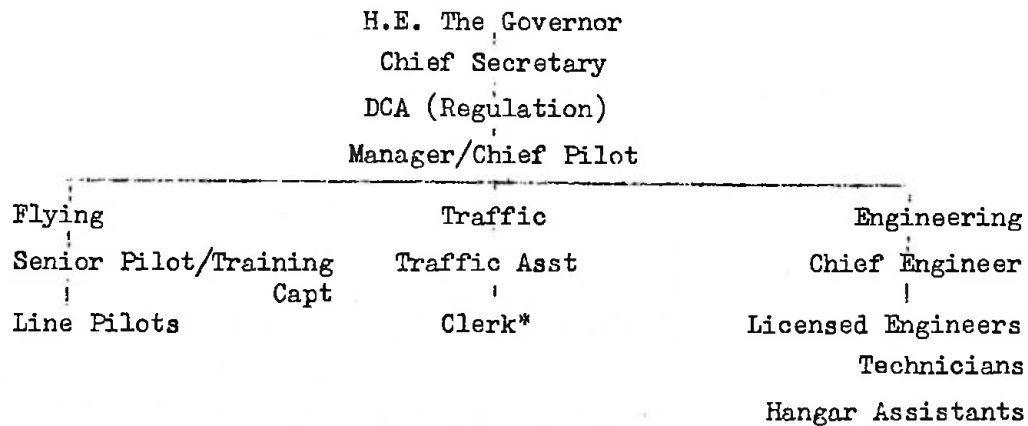
* Posts to remain combined until necessary due to traffic load.

-----x-----

APPENDIX 'A-1'

ORGANISATION CHART

FALKLAND ISLANDS GOVERNMENT AIR SERVICE



* When workloads warrant

-----x-----

CIVIL AVIATION DEPARTMENT

LOCALISATION FLOW CHART

<u>Post</u>	<u>Filled by</u>	<u>To be Localised by</u>	<u>Date</u>	<u>Remarks</u>
1. DCA	G.W. Cheek	N/A	N/A	Awaiting govt. confirmation
2. AM/ATCO	Vacant	To be notified	TBN	D. Emsley proposed
3. Foreman	-	W.A. Felton	Imm.	As recommended
4. Operative	-	F.J. Burns	Imm.	-do-
5. Trainee	-	TBN	ASAP	-do-
6. Clerk	Vacant	TBN	ASAP	-do-
7. Accounts Clerk	-	TBN	-	When workload justifies

-----X-----

FALKLAND ISLANDS GOVERNMENT AIR SERVICE

<u>Post</u>	<u>Filled by</u>	<u>To be Localised by</u>	<u>Date</u>	<u>Remarks</u>
1. Manager/ Ch. Pilot	I. White (OSAS)	E. Anderson	1986	Sub. sat. performance
2. Sen. Pilot	M. Selwood (OSAS)	-do-	1983	-do-
3. Pilot	E. Anderson	M. Goodwin	1983	-do-
4. Pilot	Vacant	TBN	-	-
5. Snr. Engineer	C/T Robson (RAF)	V. Steen	1982	Sub. sat. performance
6. Engineer	C/T Stewart (RAF)	J. Coutts	1983	-do-
7. Engineer	V. Steen	J. Halford	1983	-do-
8. Technician	T. Reive	N/A	-	Already localised
9. Technician	T. Summers (Tony)	N/A	-	-do-
10. Hangar Assistant	Vacant	T. Summers (Terence)	1982	Sub. sat. performance
11. Traffic Asst.	-	Ms S. Clifton	1982	As recommended
12. Clerk	Ms. S. Clifton	N/A	-	When wrk warrants

-----X-----

AERODROME DATA

LOCATION	aerodrome reference point		
	Latitude	51° 41' 08" S	Longitude 57° 46' 07" W
RUNWAY	Length	1250 metres	4062 ft
	Width	45 metres	146 ft
	Surface	asphalt	
TAXIWAY	Length	105 metres	341 ft
	Width	15 metres	49 ft
	Surface	asphalt	
APRON	Length	84 metres	273 ft
	Width	40 metres	130 ft
	Area	3360 sq metres	36153 sq ft
	Surface	asphalt	
STRIP	Length	1370 metres	4452 ft
	Width	150 metres	487 ft
	Surface	grass on sand and peat	
CLEARWAYS	at both runway ends		
	Length	265 metres	861 ft
	Width	150 metres	487 ft
DECLARED DISTANCES			
Runway 08	Take-off Run Available	1250 metres	4062 ft
	Emergency Distance	1250 metres	4062 ft
	Take-off Distance Available	1515 metres	4923 ft
	Landing Distance Available	1250 metres	4062 ft
Runway 26	Take-off Run Available	1250 metres	4062 ft
	Emergency Distance	1250 metres	4062 ft
	Take-off Distance Available	1515 metres	4923 ft
	Landing Distance Available	1250 metres	4062 ft
AERODROME ELEVATION			
	Reference Point	23 metres	75 ft
	Threshold 08	21 metres	68 ft
	Threshold 26	23 metres	75 ft
	Overall Slope	0.16%	
PAVEMENT STRENGTH			
	Load Classification Number (LCN) 16-30		
	Load Classification Group (LCG) 5		

RADIO COMMUNICATIONS DATA

<u>Station</u>	<u>Call Sign</u>	<u>Operating Frequencies</u>
Control Tower	"Stanley Tower"	118.1, 118.3 Mhz VHF
Control Tower	"Stanley Control"	2861, 5703, 9290 Khz HF Point to Point
		2966, 5547, 10081 Khz HF Ground to Air
Redwing Landrover	"Fire One"	118.1, 118.3, Mhz
Firefly Landrover	"Fire Two"	118.1, 118.3 Mhz
Airport Landrover	"Staff One"	118.1, 118.3 Mhz
Rescue Dinghy	"Rescue One"	118.1, 118.3 Mhz
Location Indicator	SFAL	

NAVAIDS

<u>Beacon</u>	<u>Code</u>	<u>Operating Frequencies</u>
NDB	"STA"	340 Khz
Locator	"SA"	305 Khz

CO-ORDINATES

Airport	Latitude 51° 41' 08" S	Longitude 57° 46' 07" W
Locator	Latitude 51° 41' 07" S	Longitude 57° 43' 50" W
NDB	Latitude 51° 41' 52" S	Longitude 57° 50' 10" W

Chief Secretary's Office

The Secretariat

Stanley

Falkland Islands

1 December 1982

Gp Capt G W Joyce AFC (Retired)
 44 St Mary's Drive
 Pound Hill Crawley
 Sussex RH10 3BN

D/O

Many thanks for your letter of 16 November and, indeed, for the Christmas card which Connie and I received a couple of weeks earlier. As you surmised, I was a little surprised to receive your letter but it was nevertheless very welcome. To take the most important point first, I would of course be delighted to be a referee for you should the Crown Agents wish to consult me about the Head of Civil Aviation appointment in Vanuatu. There is just one point about this, I was not actually the Resident Commissioner there. You may be confusing this with the fact that I was the British Administrator of the northern part of the group for five years, but after that I returned to the capital as Administrative and Political Secretary and only acted in the senior post from time to time. However, as you suggest, it is more than likely that my opinion would be valued there in these circumstances.

With regard to your enquiry about your report and the present situation in FIGAS, I am afraid the report, as you guessed, was eventually somewhat overtaken by events. However, some of it will no doubt work out naturally anyway. For example, we are just about to ask Councils to approve the up-grading of Vernon Steen as Chief Engineer. At the moment FIGAS is in a somewhat limbo situation, Gerald Cheek's main function just now being the booking of flights for civilians on military helicopters and the collection of payments etc. This can be very frustrating for him but at least we are getting some people moved. As you may have heard through the media, all three of our aircraft were so badly damaged as to be written off, and after a long argument with ODA we are now getting one Beaver on floats and two new Islanders as replacements. Of course, getting the two hangars back from their current military use is a problem but it looks as if the timing will work out here and, although we may have to share the Beaver hangar initially with the Army Air Corps small helicopters, this will not be too difficult. Ian White has returned somewhat earlier than we thought and as a result has acute housing problems. He now says he will not renew when his contract expires in the early part of next year. Mike Selwood is still in enforced exile in Guernsey since we have no house for him to live in and no planes for him to fly. Eddie Anderson is still here, due for leave but no wish to take it all the time there is a chance of an aircraft turning up. You will be pleased to know that Michael Goodwin successfully completed his flying training at Perth and has returned recently. He is somewhat impatiently waiting to start his local co-pilot experiences. Ground crew is now of course entirely localised, somewhat earlier than you planned in your report but this is possible because both the RAF and the Army Air Corps have promised assistance on an ad hoc basis from their technicians should we need it.

Stanley Airport is of course unrecognisable so far as people of your vintage are concerned. A vast amount of work has been done on the re-surfacing of the runway and this continues. You are no doubt following in the press the saga of the possible second airport and your guess is as good as mine as to whether that will now be built.

1 December 1982

-2-

In general terms your assessment of the situation is quite correct. We are all busy trying to restore some semblance of normality although there are some areas which will never be quite the same again. You were asking about Connie and the children. They returned fairly quickly after me, having delayed just long enough for the girls to complete the UK summer term at our local school. They are now well and truly settled back but we have not unpacked all our belongings (which we packed during the first few days of the occupation, being already then under sentence of deportation), since we do not really know what our future is and would rather put up with living out of transit kit than going to the bother of unpacking only to have to pack up again.

I hope that this gives you some brief outline of how things are with us now. I look forward to seeing you again some time, maybe when we are next on leave, and will certainly take pleasure in being a referee for you should the Crown Agents contact me.



F E Baker

EXTRACT FROM MINUTES OF EXECUTIVE COUNCIL MEETING NO 1/82
HELD ON WEDNESDAY 3RD FEBRUARY 1982

Report on the Aviation Department by Group Captain G W Joyce
(Memo 4/82)

Consideration of the paper was deferred until the next meeting of Council in deference to the wishes of the Honourable W R Luxton who had been unable to attend the present meeting but had indicated that he would like an opportunity to speak on the report.

EXTRACT FROM MINUTES OF EXECUTIVE COUNCIL MEETING NO 3/82

HELD ON TUESDAY/WEDNESDAY 24TH/25TH AUGUST 1982

6

Report on the Aviation Department by Group Captain G W Joyce (Rtd)
(Memo 4/82)

Honourable Members noted the Report which had been overtaken by events since its preparation. Traffic at Stanley Airport was now controlled by RAF personnel, although the post of Director of Civil Aviation would remain on the Colony's establishment.