

## Recommendations

**3 March 2016**

Governor/Government	Action Proposed	By what date
SHG is lacking is an institutional memory, analysis, codification, dissemination, training and practical application of received advice. Past reports need to be revisited and previous findings and recommendations need to be collated, applied and, thereafter monitored.	Agreed. Documents are currently being reviewed by Ginny Ferson. Any further recommendations arising from this review will be incorporated in to this AP and monitored by SHG and the SCB.	March 2016.
The FCO should monitor the progress of this undertaking, providing information, past reports and so on where they have been lost or mislaid on the island.	Agreed.	Ongoing
The recommendations need to be analysed to ensure that the St Helena Government has the resources and available skills necessary to apply them.	SHG will liaise closely with DfID and the FCO if they do find additional resources are needed to implement any additional recommendations.	April 2016.
No further reports should be requested by either the St Helena Government or the FCO without first determining whether the area of concern has been dealt with previously by an earlier study.	Agreed	

<p>All incoming staff responsible for oversight of the relevant departments, as well as trained staff employed in those departments, needs to have access to the core manuals relevant to their department. For example, <i>Working Together 2015</i> should be available in hard copy in all relevant departments.</p>	<p>Agreed. This has now been completed.</p>	
<p>The specific analysis and recommendations unearthed in the earlier reports need to be available for training and education of all staff.</p>	<p>Agreed</p>	
<p>Ensure, upon appointment, that incoming Governors and relevant senior administrators are made aware of previous problems, reports and recommendations and are provided with the collated analysis.</p>	<p>Agreed. Detailed briefing is being prepared by the FCO and SHG for the incoming Governor. SHG and DfID will do the same for incoming senior officials.</p>	<p>April 2016.</p>
<p>Initiation and handover briefing should be prepared including a full briefing document detailing matters requiring specific attention, child safeguarding on St Helena being an obvious priority.</p>	<p>Agreed. Handover notes will be prepared for the incoming Governors.</p>	<p>April 2016.</p>
<p>Local objections raised to projects should be properly considered as Head of Government and not overridden as head of state.</p>	<p>Local objections were considered and having considered all matters ExCo made the decision to locate the prison at Sundale. This decision was reviewed and upheld by ExCo.</p>	<p>No further action required</p>
<p>The decision to move Jamestown Prison to a residential location did not reflect the popular objection to the project. The safeguarding implications of the decision need to be properly considered before the relocation is proceeded with.</p>	<p>The Safeguarding implications have been fully considered and further work with the public is planned for 2016.</p> <p>Once further building work commences at Sundale, further community engagement will be undertaken to ensure the local residents and the</p>	<p>2016 and ongoing until the prison is operational (late 2017/early 2018)</p>

	wider public are aware of the progress of construction. Safeguarding and community safety will be a key theme through the Prison Standard Operating Procedures (SOPS) that will be developed.	
The anecdotal accounts of sexual relationships between older men and post-pubescent but underage girls need to be either grounded in fact or demythologised. Data needs to be collated and analysed	Data has been collected and does demythologise the anecdotal accounts. Whereas we have data on formal relationships (marriage - births) it is impossible to capture every short term relationship on the island.	
Undertake a study to collate and analyse data to establish the position in relation to sexual relationships between older men and post-pubescent but underage girls and determine the nature of the relationships, their duration and their conclusion.	This data has been compiled and does not show an anomaly compared to the UK. The data was drawn from historical marriage records and the birth register.	
<b>Recruitment</b>	<b>Action Proposed</b>	<b>By what date</b>
Weaknesses in recruitment practices need to be addressed in relation to both unfilled positions and the appointment of unqualified and unsuitable staff.	To improve the use of recruitment metrics to allow for more effective vacancy management and to inform the recruitment process generally. Initiatives already in place are psychometric testing, group exercises and written assessments for the more senior roles.	March 16
The St Helena Government should implement a robust and professional recruitment policy.	To review the SHG recruitment process with particular reference to lessons learned from the Gannon/Warsama recruitment exercises.	March 16

Employment records of key staff need to be thoroughly investigated and such obvious concerns as references and reasons for leaving previous roles need to be scrutinised. Those involved in the interview process should remain objective and independent.	To introduce enhanced identify and employment and qualification verification checks with effect from January 2016. <b>Completed</b>	
Those appointed as Heads of Directorates must be either qualified in the disciplines of their departments or of a sufficiently high calibre to enable them to understand the job requirements and to direct their staff in the satisfactory fulfilment of their roles.	To review the existing ToR template and guidance to ensure the person specification accurately reflects the Island's needs.	March 16
When a post is vacated the incumbent needs to have sufficient time to pass on the benefit of their experience to the newcomer. A sufficient and formal period of handover from one person to the next needs to be allowed for.	Allow for familiarisation visits to the island before the successful candidates take up post and for overlap of contracts. Where this is not workable, make provision for the outgoing employee and new starter to meet outside of St Helena.	ongoing
A formal induction process needs to be worked through. When a new recruit arrives on the island, they should be able to shadow their predecessor <i>for a minimum period of a week</i> in order to have first-hand experience of the demands of the post and to begin to appreciate the small local and cultural differences which exist.	ODI team to review induction process in tandem with Corporate HR. Familiarisation visits and overlap of contracts will form a part of the new process.	April 2016
<b>Police</b>	<b>Action Proposed</b>	<b>By what date</b>

<p>The identity of the designated Deputy Chief of Police should be formalised in order that the management structure of the force can operate in the absence of the Chief of Police.</p>	<p>A notice has been sent to all Police Officers regarding the Chief of Police's absence from the Island in December 2015 and this will be done in the future for any absence as also evidenced by the recent (Jan 2016) press release in regard to the Acting Chief of Police.</p> <p><b>This recommendation is completed.</b></p>	<p>No further action required.</p>
<p>A formal induction procedure with an introductory package of basic information should be provided to all new recruits. This should include an outline of cultural differences, and an explanation of Ordinances and other essential local issues such as safeguarding concerns.</p>	<p>The work to develop a pre arrival pack and induction procedure is ongoing.</p> <p>The first induction course is planned for the next overseas recruits in May 2016. A further process for local recruits is also being planned.</p>	<p>April 2016</p>
<p>There should be a personal introduction to the most senior officials and senior officers to ensure that new recruits are aware of their wider duties and responsibilities.</p>	<p>This will form part of the Induction Procedure (see above update)</p>	<p>April 2016</p>
<p>Racial awareness training should be provided to all staff, both expatriates and St Helenians, so that each is sensitive to the other's idiosyncrasies.</p>	<p>Diversity training (rather than Racial awareness training) is required covering all nine of the protected characteristics. This training will be provided across of public services and work is underway to source this.</p>	<p>TBC depending on availability of trainer.</p>
<p>Training manuals outlining the proper procedures to be followed when safeguarding issues arise need to be</p>	<p>Project Quest continues with the work to develop all policies and practices and a safeguarding practice / guide will be part of this work.</p>	

<p>provided to all relevant staff.</p>	<p>Currently under development are the following:</p> <ul style="list-style-type: none"> <li>- Firearms Ordinance Review and rewrite</li> <li>- Firearms licensing policy and procedures</li> <li>- Road Traffic Ordinance review and rewrite</li> <li>- Police use of firearms policy</li> <li>- Development of an armed police capability</li> </ul>	<p>April and ongoing 2016</p>
<p>Level 2 Safeguarding training should be provided to all new staff before their appointment and refresher courses should take place at regular intervals.</p>	<p>Police Officers have completed level 3 Safeguarding Training. Arrangements are being made for newer staff to receive safeguarding training and a training programme to deliver refresher training is under development.</p> <p>A programme of refresher training will be developed in April alongside further initial courses.</p>	<p>April 2016</p>
<p>The St Helena Police Service should consider an exchange system with the Criminal Investigation Department (CID) in a UK police force in order that St Helenian officers can receive specialist training and then pass on this expertise to St Helenian officers on the island.</p>	<p>This succession plan is in place with a local officer already in post within the Investigations Team. Plans are in place for the local officer to attend training in the UK, secondments with a UK force and on island coaching, training and mentoring. An Initial Crime Investigators Development Programme has been established in accordance with best practice from the UK - Professionalising Investigation Programme (PIP).</p> <p>A succession plan will be developed to support this process.</p>	<p>April 2016</p>

	Work to identify local officers to join CID continues.	
Intelligence gathering should be undertaken, targeting families who repeatedly come to the attention of the police in respect of child abuse. Pertinent information should be shared with Social Services. Statistics should be compiled outlining the findings of the intelligence gathering.	Project OTRCIS is the development of an intelligence system which will be implemented on St Helena by April 2016. This will allow, for the first time, a graded and searchable intelligence database for all crime and intelligence including Safeguarding.	April 2016
Regular meetings with the Chief of Police and individual officers should be held.	The Chief of Police holds quarterly forums across the whole of the Directorate, 1:1s with senior staff and regular informal meetings with all ranks and grades, both 1:1 and in groups.  <b>Completed</b>	No further action required
The programme of education provided by officers in schools addressing the age of consent and other safeguarding issues should continue and be enshrined in police practice. Liaison between the Police Service and the schools should be formalised so that each year group is aware of the issues and has contact with local officers.	The Schools and Youth Engagement Officer post is established and will continue to be part of the Police Service Engagement programme. An annual plan for activities is under development for 2016 and a budget for 2016/17 is being established.  <b>Completed</b>	No further action required

<p>A Safeguarding Assessment is required for the new prison at Sundale.</p>	<p>This will be completed as part of the operating procedures for the Prison. It should be noted that the Wass Inquiry report is factually inaccurate as prisoners will not be outside of the prison in the local community as described in the document.</p>	<p>TBC</p>
<p><b>Social Services</b></p>	<p><b>Action Proposed</b></p>	<p><b>By what date</b></p>
<p>Steps should be taken to ensure that St Helena does not suffer from unfilled posts.</p>	<p>Robust recruitment process are in place to recruit to key posts.</p> <p><b>Completed</b></p>	
<p>Social Services should have a minimum of two qualified social workers on the island at all times.</p>	<p>Social Services have four Children's UK Qualified Social Workers in post</p> <p><b>Completed</b></p>	
<p>Training should be provided to St Helenians by expatriate social workers to enable them to obtain social work qualifications.</p>	<p>There are now three social work practice educators on St Helena.</p> <p>Mentoring of Local Social Care Officers is ongoing in line with their individual training needs. This includes exposure visits to UK services and training. One Local Social Care Officer currently studying her Masters in Social Work in the UK to become a qualified Social Worker. The department is offering social work placements to students who have completed their university level foundation to practice.</p> <p>The department is working in partnership with Education to develop a programme of NVQ qualification to diploma level for children's and adults social care officers.</p>	

	<p>Training for residential workers and other staff has been supported. Cadre review process for Safeguarding has now begun and will provide vocational support and training for all care workers.</p>	
<p>Residential units such as Barn View and Ebony View should at all times have a trained social worker overseeing the establishment and visiting on a regular, at least bi-weekly, basis.</p>	<p>Adults Manager and Adults Social Worker visit the units on a weekly basis as do the Adult Social Care Officers (rota in place).TC residential manager now in place who will be supported by two local heads of care (nurse qualified)</p> <p><b>Completed</b></p>	
<p>Trained social workers should ensure that residents have medical appointments when required and that the conditions in the units are clean and sanitary.</p>	<p>Medical practitioners now visiting the units and residents have recently (December 15) had medicals. This now forms part of the care planning process. Units are visited by Social Workers and Assistant Chief Secretary – However equipment such as hoists needs to be procured. Clinical Care Manager now in place to oversee health requirements of the people supported within residential and sheltered accommodation.</p> <p>Ongoing medical reviews of clients who have been prescribed medication for mental illness.</p> <p><b>Part completed with equipment outstanding circa 40k</b></p>	
Safeguarding	Action Proposed	Safeguarding

<p>Safeguarding training to the UK standard should be provided to all St Helenian Government employees who are likely to come into contact with children in the course of their employment.</p>	<p>A training subcommittee of the SCB was formed in March 2015 to identify and develop training needs.</p> <p>Online level 2 child protection training is available.</p> <p>Level three child protection training was provided in January and February 2016. Further training will be provided.</p> <p>Two workers are attending “train the trainer” workshops in the UK in January 2016 on Child Sexual Exploitation to disseminate learning to St Helena.</p> <p>Adult Protection awareness raising training has been provided to residential workers and will be further developed in 2016.</p> <p><b>Ongoing</b></p>	
<p>Written manuals should be provided at all workplaces and employees should record that they have read and understood the procedures.</p>	<p>Procedures in place for Children’s Services (based on Working Together), and are in draft for adults and residential in line with cultural values and relevant UK policy and legislation.</p> <p>Complete inductions are now in place with comprehensive written information regarding job roles and initial support in place.</p>	
<p>It should be the responsibility of the Head of the Governor’s Office in his capacity as the chair of the Local Child Safeguarding Board that all procedures on safeguarding are</p>	<p>The SCB has a training subcommittee led by the Director of Safeguarding responsible for training and development. Any non-compliance with agreed safeguarding protocols is dealt with at</p>	

applied and regular refresher courses are undertaken.	board level. Initial meeting of Safeguarding Adults Board took place on February 2016. . First Serious Case Review Panel has been set up. <b>This will be ongoing</b>	
It should be a disciplinary offence to fail to adhere to proper safeguarding procedures.	<b>This is in place.</b>	
<b>Healthcare</b>	<b>Action Proposed</b>	<b>By what date</b>
Local health clinics should be reopened so that those who live in remote parts of the island have easy access to medical attention for themselves and their children.	District Clinics are now operating at Half Tree Hollow, Longwood and Levelwood. The Director of Health is exploring other services that may potentially be delivered in the community. An update was publicised in Feb 2016 promoting the availability of additional clinics.	April 2016
Jamestown Hospital needs to be modernised so that equipment necessary for the care of the sick is in working order.	The hospital is currently undergoing a £2.8M refurbishment and plans for a new facility are being discussed as part of the EDF bid.	Current hospital project due to be completed by May 2016
An arrangement needs to be put in place so that when the RMS is decommissioned in 2016 residents of St Helena, who would previously have been sent to Cape Town to receive specialist medical attention, have a similar option of being treated in Johannesburg.	A commissioning exercise is currently taking place for the provision of secondary/tertiary health care services in South Africa. Specific locations are yet to be determined, however services in Johannesburg/Pretoria and Cape Town are under consideration. Once arrangements are confirmed the public will be notified.	June 2016
<b>Ascension Island</b>	<b>Action Proposed</b>	<b>By what date</b>

Attention needs to be given to the 800 St Helenians living on Ascension Island who will be unable to travel directly to their families on St Helena after the RMS is decommissioned.	The monthly flight proposed between to the islands will allow Saints to have quicker access to the islands.	TBC
The anomaly in the jurisdiction between St Helena and Ascension Island relating to the sentencing of offenders to community orders needs to be dealt with by the passing of an Ordinance.	This is being addressed by the AG's Chambers.	May 2016
<b>Whistle-blowers</b>	<b>Action Proposed</b>	<b>By whom and by what date</b>
There should be a formal grievance procedure available to all those working for the St Helena Government, overseen by the Chief Secretary.	<b>In place and has been widely circulated and promoted.</b>	
The findings of the Northumbria Police report as they apply to Michael Anderson should be conveyed to him.	Done.	February 2016
Mr Anderson should receive a written apology from the St Helena Government (preferably from Governor Capes) for the unfair treatment he received from the St Helena Government and the FCO.	Agreed and being considered	Governor on return. March 2016.
<b>General observations</b>	<b>Action Proposed</b>	<b>By what date</b>
Both St Helena and Ascension, as currently	Number of funding issues were raised during the	March 2016

<p>constituted, require continuing aid and this should be provided to ensure that a minimum level of family and childcare, which would be expected by residents living in outlying parts of the British Isles, is available to the residents of these remote islands.</p>	<p>St Helena Budget Aid Mission around safeguarding, health, social housing and public protection.</p>	
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