St Helena Government

Safety, Security & Home Affairs

Portfolio Strategy and Delivery Plan
April 2026/27 – March 2028/29

Updated: August 2026

Prepared by: SS&HA Portfolio Senior Management Team

Endorsed by Minister G Brooks

1. The Ministerial Vision for St Helena

Our vision is for a fair, inclusive, more resilient St Helena, confident in its future, responsible in its stewardship and united in purpose to become a sustainable thriving community with people at its heart.[1]

2. The Public Service Vision, Mission and Values:

Our Vision: Saint Helena, a great place to live, learn, work, visit and invest

Our Mission: Improve the lives of all within our community and help the island thrive

Our Values:

- **F**airness We act as role models and have fair and consistent standards. We champion equality, inclusion and respect.
- **I**ntegrity We communicate openly and we are honest and accountable
- **T**eamwork We work together and we support each other

3. The role of the SS&HA Portfolio:

The Portfolio is at the frontline of keeping citizens safe and the Island secure and plays a fundamental role in the security and economic prosperity of St Helena. Close working across Portfolios, local businesses and the community is required to help to tackle safety issues for the Island. St Helena will prosper significantly from being open, engaged and connected to the rest of the world and it creates tremendous opportunities for individuals and the Island's collective prosperity. The SS&HA Portfolio ensures we can do this safely.

We provide a wide range of services to the communities of St Helena, Ascension Island and Tristan da Cunha. The Portfolio comprises Immigration and Customs, Fire and Rescue, Sea Rescue, Prison, Emergency Planning, Port Control, Maritime Authority, Health and Safety, Resilience Forum, Critical National Infrastructure Scrutiny, Highways Authority, Cyber Security Strategy, Roads, Rock Fall Protection and Buildings Maintenance (over 600 properties and national monuments).

[1] SHG Vision and Strategy 2026 - 2029

While the Royal St Helena Police Force now directly falls under HE the Governor for operational matters, through the Police, the Portfolio also provides a 24-hour emergency services contact, control and command centre, and a range of licensing and inspection services.

4. What we have achieved so far:

We have focused on developing the skills and abilities of our staff (through UK HMG support) and made improvements in training to staff and infrastructure enhancements at the Prison, Fire and Rescue, and Port Control/Customs/Immigration offices (Rupert's new Cargo Facility). We will continue to strive to improve the training, and development, embedding those skills and learning to enable staff to provide a wider and more complex range of services.

While it may seem like a long time ago now, a significant level of work was conducted by the Portfolio in response to the global pandemic. This consisted of establishing processes and policies to safeguard the entire community, expert training, exercises etc, all of which was delivered across SHG to support the Island in successfully preventing the virus harming the society. It took dedication and commitment from across the Portfolio to provide the necessary level of help and expertise in ensuring St Helena can continue to operate safely. The lessons learnt, and joint working on major incidents will continue (as it did at the start of 2023 with the partial loss of the power station).

Enhanced use of technology should be a significant feature for the Portfolio, as we will be preparing for the improved internet connectivity over the coming years. This will bring benefits and opportunities but will also increase the threat of internet/cyber-crime. The improvements to legislation and training of the Safety, Security & Home Affairs Portfolio, will enable us to meet these new challenges and to deliver the required services to meet the Strategic Goal of making everyone 'Altogether Safer'.

We have increased our external working relationship with UK HMG, and over the past few years gained over £4 million in extra funding (HMG and EDIP monies) to support a wide variety of training courses, equipment and capital projects – benefiting not only SHG but many stakeholders across the community. We are looking to increase online distance learning and developing partnerships with other Overseas Territories, along with organisations and services in the United Kingdom, to maintain the development of our staff and/or provide quality assurance to our on-island training in these challenging financial times. For example, in early 2024 St

Helena created the South Atlantic Working Group (SAWG) which comprises all the OTs in the South Atlantic and focuses on maritime issues.

The Portfolio continues to maximise the use of technology and the latest equipment to make sure everyone is safer. For example, the OTRCIS computer system has enhanced the way Immigration and Customs Officers and Police/Control Room Operators manage crime. Other steps forward have been the signing of the MoU with the UK on Border Force Watch list, improving our Border Security, MoU with the Department for Transport in support of security at Rupert's Cargo Facility, and the BIOT MoU which has provided essential training and resources to Customs and Immigration. The updated Immigration Ordinance and online visa system will enhance the way the Customs/Immigration Services manage the movement of goods and people through our border.

These improvements have enabled us to meet new challenges and to deliver an even higher level of service to our community. In the past few years, the services have delivered:

1. Over £4 million in external funding to support initiatives in safeguarding the community
2. Effective and improved prison, immigration, emergency planning and roads services.
3. New Custody Suite, improved 24-hour control room, improvements in the Prison to address human rights concerns
4. New Maritime Authority and designated new Port boundaries
5. New Immigration offices and training facility
6. Rupert's Cargo Facility came online in September 2025, leading to enhanced services for merchants and the public
7. Improved Fire and Sea Rescue emergency response services, supported by the Emergency Control Centre, to incidents across the island and in our waters.

5. Where we want to be:

The Portfolio is seen as the centre of excellence for safeguarding the wellbeing of the community for future prosperity. Being able to provide the expertise and knowledge to SHG and the community, protecting the society and ensuring the terrestrial and maritime environments are a safe place to work. Our support will also encompass Ascension and Tristan da Cunha.

The strategic role of Safety, Security and Home Affairs is to identify and proactively attend to the vulnerabilities that come with global connectedness, and to ensure Island and community safety. The Portfolio is focused on creating a safe environment to achieve the Strategic Goal of making St Helena 'Altogether Safer'.

A fundamental aspect of our success will be how we are perceived by the community and SHG. It will be important that we are seen as a credible and trusted partner. Our society needs to feel comfortable in raising concerns and have confidence in our abilities to meet the Islands safety and security needs.

We will only be able to achieve this through cooperation and enhanced synergies across our departments, with a cross-pollination of training to ensure we have the broadest areas of resource to meet the most pressing business need. From 2026 to 2031 the Portfolio will continue to focus on becoming a Portfolio that is fit for purpose, efficient and delivers the safety and security that the community requires.

The vision for 2031 includes:

Combined Customs and Immigration Department

A combined department that has the critical training and expertise to meet the ever-increasing security risks of a connected world, safeguarding the islands borders and maximising efficiencies at the new Rupert's Cargo Facility. This includes the new approved Immigration Legislation (Approved July 2026), Policy and e-visa platform which enhances security, but also assists in addressing the islands socio-economic plans. It will be important to streamline services, improve proficiencies and provide officers who are multi-skilled – delivering the interoperability of gaining revenue as well as protecting our maritime/terrestrial boundaries.

Efficient and Safe Fire & Rescue Service

An independent review of the Fire Service which provided recommendations for addressing the current fragilities. The Service had been awaiting a review for almost 30 years. The review delivered a roadmap that addressed the weakness in legislation, process and policies, health and safety, training and structural issues. A key aspect of the review was to look at the linkages between the Community and Airport Services to deliver significant synergies and resource/financial efficiencies. Owing to the integration of other services in October 2023, the Portfolio is now looking at greater synergies with the Rock Guards and utilising resources in the most effective and efficient manner.

New Cost Effective and Human Rights Compliant Prison

Delivery of a new Prison that complies to Human Rights obligations and has the ability to cater for the Islands requirements for the next 100 years. The new prison should be complete in 2028/29, and it will quickly mitigate the current legal action being taken by prisoners and the potential financial obligations to SHG.

Owing to the increasing Prison population, an overflow facility was delivered in November 2023 to increase capacity by 6 spaces which reduces the overcrowding concerns. This will take maximum capacity up to 30. The Prison Ordinance will mirror those of other OTs and the UK to ensure it is a department overseen by SHG and the Governor's Office. This will address any possible conflicts of interest.

Development of the St Helena Maritime Authority

Continued development of a Maritime Authority and Ship Registry that ensures IMO conventions are adhered to and implements suitable policies and regulations that meet the needs of St Helena and the international maritime community. The Maritime Authority will have the appropriate legislation, structure and policies in place to ensure we are compliant with our international responsibilities and can safeguard St Helena and all shipping activity in our maritime waters.

The Authority will have the training, skills and expertise to be able to deploy across work streams from responding to safety issues at sea, in the Wharf and Port, enforcing our laws, ultimately improving the safety, and security for the Island. As sub section of the work will encompass:

Continued Development of Port Control and the Sea Rescue Service

Over the next 3 years the Portfolio will deliver Coxswains training and continue to develop the current team to improve staff resilience to the service and our maritime community.

Port Control will be evolving alongside the development at Rupert's Cargo Facility and Maritime Authority, including the forthcoming changes for cargo handling. This will bring about significant transformation in how Port Control operate, enhancing their coordination with other Portfolios and local businesses to provide a multi-tiered service that can adapt to the new working environment.

Resilience Forum and Emergency Planning - Cyber Security and Critical National Infrastructure (CNI)

The Portfolio will maintain overseeing the Resilience Forum and Emergency Planning, which will encompass such matters as the Islands Critical National Infrastructure (CNI), Cyber Security, and lead SHG on responding to emergency incidents and protecting the Islands assets.

Emergency Planning will be combining certain workflows with Health and Safety and potentially the 24-Hour Control Room, to improve coordination of resources and provide consultancy on Emergency Preparedness and management to all stakeholders to increase resilience on the island. The Portfolio will be the conduit with HMG agencies to ensure we have the latest information and working relationships with our UK security stakeholders to deliver the appropriate level of resilience to St Helena, and where practicable Ascension and Tristan da Cunha.

Creation of Health, Safety and Security Support Network

As part of the ongoing development of the Portfolio, we will progress the initiative of developing H&SS policies for SHG with the ability to identify, inspect, review and implement H&S plans. It will be important that the Service is able to provide a level of H&S support that while improving H&SS awareness, will be proportionate to the risk, be St Helena specific, and achievable within the restrictions of the Island.

International Engagement Cadre

Vital to continue our close working relationship with UK HMG and international community, including the Crown Dependencies and other OTs. Owing to the natural affinity we share with other small Island nations, it is important to see how we can identify any interdependencies. The Directorate will be proactive in organising best practice, training, governance, and secondment initiatives to offer efficiencies in recruitment and policy development. (An example of which is the South Atlantic Working Group)

Roads and Buildings Maintenance

The Roads team will continue to examine at ways of facilitating repairs to our road network over almost 120kms. The Maintenance team will continue to scrutinise and prioritise structures (over 600) that have the most critical need. This will be coupled with seeking opportunities of employment for younger people to be encouraged to come into these sections of the Portfolio.

New Emergency Services Response Strategic Lead

Owing to the out-of-date legislation and lack of policies and procedures a new overall strategic lead on safety and emergency response services in SS&HA has been created. They have the overarching role to coordinate resources and address strategic legacy issues, such as out-of-date ordinances, policies, procedures, and ensuring risks are mitigated, and the teams can work as safely and harmoniously as possible.

The role will oversee Sea Rescue, Emergency Planning, Fire and Rescue and Health and safety ensuring the Services operate safely and securely, complying and with laws/statutory obligations.

6. How we will achieve this:

The **Safety, Security & Home Affairs** Portfolio has **five** Portfolio Priorities which will support the delivery of our Key Priorities and the achievement of our Strategic Objectives and Strategic Outcomes and meet the needs of the communities we serve. Each element of this Portfolio's activity will be aligned to at least one of the Key Priorities and all our activity will be underpinned by our values.

Key to our approach will be transparency and a combined commitment across our services to deliver our aims. No Department will work in silos, is autonomous or acts with impunity. Our aim is full customer engagement. Each element of this Portfolio's activity will be aligned to one of the Strategic Goals, and all our activity will be underpinned by the values of fairness, integrity and teamwork.

8. *Keeping St Helena safe by tackling crime and working to better the lives of children, young people and those most vulnerable within our community.*
9. *Working with partners, both internationally and in St. Helena, to secure our borders in order to protect the community and support economic development.*
10. *Improving community trust and confidence in the services provided by the Portfolio.*
11. *Working with partners, volunteers and stakeholders to minimise and manage identified risks so as to maintain public safety, safety of the environment, terrestrial and marine, and our response to incidents.*
12. *Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us 'Altogether Safer'.*

Each of these priorities covers a range of Portfolio activities, which is set out in more detail in the Delivery Plan.

The Portfolio is fully committed to contributing to SHG's vision of making St Helena a great place in which to live, and work, improving the lives of all within our community. As we look towards what we want to achieve over the next three years, the Portfolio ethos will be Fairness, Integrity and Customer Service. While the Emergency Services are the front line in keeping the Island safe – we are also accountable to the community and ensure the population receive high levels of service from performing our day-to-day operational activity to any interaction the community may have in our Departments.

There are significant areas of activity for the Directorate to pursue both internally and externally over the next few years, and it will be crucial to work in unison across SHG and the community to enhance the safety and wellbeing of St Helena. To realise our vision of where we want to be in 2031 – there are critical areas of activity that will need to be implemented.

Key Areas of Activity Include:

1. **Transformation Reviews** – Over the course of the next few years we wish to implement a number of reviews across Maritime, Port, Fire Service, Sea Rescue, Health and Safety, Buildings, Roads, and Prison - identifying and delivering clear measurable and achievable roadmaps for ensuring our services are fit for purpose and can meet the needs of St Helena for the future. (Several services have been waiting on these reviews for decades). The recommendations will be acted on to deliver our Vision 2031 Plans.

2. **Coordinated Training Programme** – Ensuring our departments gain the correct training, policies and procedures. Embedding a cross pollination of those skills and learning to enable staff to provide a wider and more complex range of services. Enhanced use of technology will be a significant feature for the Portfolio, including preparing for the improved internet connectivity, health and safety awareness and supporting our Critical National Infrastructure. The improvements to the Safety, Security & Home Affairs Portfolio will enable us to meet these new challenges and to deliver the required services to meet the Strategic Goal of making everyone 'Altogether Safer'.

3. **Legislative Reforms** – A critical aspect of our plans will be gaining the appropriate legislation (see below). There are several crucial areas to either create, update, or amend to safeguard the community. Unless those changes are implemented we will not be able to meet our objectives. Currently we have identified over 20 Ordinances and legislative changes. This includes:
    1. Prisons Ordinance, 1960
    2. Immigration (Amendment) Ordinance, 2026
    3. Customs and Excise Ordinance 1999
    4. Road Traffic Ordinance, 1985
    5. Telecommunications

1. **T&Cs, Grading, Insurance/H&S liabilities –** To provide a unified service that can deliver to our aims, we will require a full review of the T&Cs and working practices across the Departments. The creation of the Customs and Immigration Department, Fire Service Review etc are all dependent on ensuring we are able to provide a coherent, safe, fair and propionate system for our staff.

1. **International Cooperation -** It is vital to continue to enhance our working relationship with HMG, other small island states and Crown Dependencies to share best practices, resources and expertise. The Portfolio will be proactivity targeting key UK HMG departments to identify where we may share expertise in assisting the safety and security of St Helena.

2. **Transparent, Honest and Open Leadership -** The ongoing development of the Portfolio will require proactive team engagement and support. The Directorate should be seen as 'one team' supporting and assisting each other where required.

Regular dialogue within the Departments and across the Portfolio is crucial – highlighting objectives and supporting achievements.

Our plans are ambitious, but they will establish the foundations upon which the Portfolio will continue to build. The next few years will be a transitional time, identifying areas of concern, and developing the skills and abilities of our teams. Improved legislation, policies and training will be key tools in addressing an increasingly complex range of security and safety issues that face St Helena over the coming years.

Key areas of current legislation that require updating to ensure the Portfolio and SHG have the most appropriate legislative structure to support security and sustainability:

The Portfolio works to many key pieces of legislation, and its activity is driven by the Fundamental Rights contained in the St Helena Constitution. However the vast majority of legislation is decades out of date, has significant gaps or we simply lack the legislation in the first place to address safety and security concerns (such as Cyber Security). Key Ordinances which SS&HA currently use include areas such as:

3. Constitution of St Helena, Ascension and Tristan da Cunha, 2009
4. Prisons Ordinance, 1960;
5. Fire Service Ordinance, 1985;
6. Immigration (Amendment) Ordinance, 2026
7. Police & Criminal Evidence Ordinance, 2003;
8. Public Order Ordinance, 1997;
9. Road Traffic Ordinance, 1985;
10. Firearms Ordinance, 1997;
11. Criminal Damage Ordinance, 1979;
12. Criminal Justice (Fixed Penalties) Ordinance, 2020;
13. Criminal Procedure Ordinance, 1975;
14. Drugs (Prevention of Misuse) Ordinance, 2003;
15. Drugs (Trafficking Offences) Ordinance, 2003;
16. Liquor Ordinance, 1988;
17. Summary Offences Ordinance, 1975;
18. Ports Ordinance 2016;
19. Merchant Shipping Laws;

20. Customs and Excise Ordinance 1999; and
21. Port and Aerodrome (Health) Ordinance 2018
22. Aviation Ordinance 2015
23. ICAO, SOLAS etc

However as stated above – the vast majority are out-of-date and not fit for purpose.

PORTFOLIO PRIORITY ONE	PORTFOLIO PRIORITY TWO	PORTFOLIO PRIORITY THREE
Keeping St Helena safe by tackling crime and working to better the lives of children, young people and those most vulnerable within our community.	*Working with partners, both internationally and in St. Helena, to secure our borders in order to protect the community and support economic development.*	*Improving community trust and confidence in the services provided by the Portfolio.*
PORTFOLIO PRIORITY FOUR	**PORTFOLIO PRIORITY FIVE**	
Working with partners, volunteers and stakeholders to minimise and manage identified risks so as to maintain public safety, safety of the environment, terrestrial and marine, and our response to incidents.	*Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us 'Altogether Safer'.*	

Each of these priorities covers a range of Portfolio activity which is set out in more detail in the Delivery Plan in Section 7.

The diagram below shows how each Portfolio Priority is linked to our Strategic Objectives, Strategic Outcomes and Key Priorities:

PORTFOLIO PRIORITY	KEY PRIORITY	STRATEGIC OUTCOME	STRATEGIC OBJECTIVE
1. Keeping St Helena safe by tackling crime and working to better the lives of children, young people and those most vulnerable within our community.	2. Improve health, wellbeing and prevention outcomes	10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.	1. All emergency/rescue services meeting required standards in safeguarding St Helena 2. Compliant and effective prison capacity and operations 3. Effective compliant data protection against cyber crime 4. Effective compliant maritime policies and operations for a safe and economically productive maritime sector 5. Effective community policing 6. Effective border security, meeting the Immigration Policy objectives 7. Effective disaster management and emergency planning to safeguard the community 8. Children are kept safe in and out of school
2. Working with partners, both internationally and in St. Helena, to secure our borders in order to protect the community and support economic development.	4. Invest in utilities and infrastructure 2. Improve health, wellbeing and prevention outcomes	8.Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena. 10. Communities feel safe and confident in the systems that protect them, with justice and	6. Effective border security, meeting the new Immigration legislation and Policy objectives 9. Effective maintenance of SHG vehicle fleet including heavy equipment to ensure critical national infrastructure operability.

		security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.	
3. Improving community trust and confidence in the services provided by the Portfolio.	4. Invest in utilities and infrastructure 2. Improve health, wellbeing and prevention outcomes	8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena. 10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.	1. Adequate, safe, reliable and resilient roads/bridges insfrastructure 2. Adequate, safe, reliable and resilient buildings 3. Effective rock guard protection to mitigate evacuation risks to the community 4. Robust IT infrastructure supporting and safeguarding delivery of public services 1. All emergency/rescue services meeting required standards in safeguarding St Helena 2. Compliant and effective prison capacity and operations 3. Effective compliant data protection against cyber crime 4. Effective compliant maritime policies and operations for a safe and economically productive maritime sector

			5. Effective community policing 6. Effective border security, meeting the Immigration Policy objectives 7. Effective disaster management and emergency planning to safeguard the community 8. Children are kept safe in and out of school 9. Effective maintenance of SHG vehicle fleet including heavy equipment to ensure CNI (critical national infrastructure) operability
4. Working with partners, volunteers and stakeholders to minimise and manage identified risks so as to maintain public safety, safety of the environment, terrestrial and marine, and our response to incidents	4. Invest in utilities and infrastructure 2. Improve health, wellbeing and prevention outcomes	8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena 10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services	

5. Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us ‘Altogether Safer’.	4. Invest in utilities and infrastructure 2. Improve health, wellbeing and prevention outcomes	8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena. 10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.	

7. Safety, Security & Home Affairs Portfolio Delivery Plan

Key Priority: 2. Improve health, wellbeing and prevention outcomes.

Strategic Outcome: 10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.

Strategic Objective: 10.1 All emergency/rescue services meeting required standards in safeguarding St Helena.
10.7 Effective disaster management and emergency planning to safeguard the community
10.8 Children are kept safe in and out of school

Portfolio Priority: 1: Keeping St Helena safe by reducing crime and working to better the lives of children, young people and those most vulnerable within our community

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
We will continue to engage and work with children and young people to educate them in the dangers of road use, fire safety and accident safety	Brigade Manager	We will fully explore the potential and value of creating longer term interventions to support our school's programme. To support School Educational Visits. We will review and where appropriate develop our Juvenile Fire setting education scheme. Continue to support the youth in their request for apprentice firefighter schemes.	8 Classes per annum NA NA NA 1 open day	To be determined (TBD) following review.	To be determined (TBD) following review.	TBC

Key Priority: 2. Improve health, wellbeing and prevention outcomes.

Strategic Outcome: 10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.

Strategic Objective: 10.6 Effective border security, meeting the Immigration Policy objectives

Portfolio Priority: 2 - Working with partners, both internationally and in St. Helena, to secure our borders in order to protect the community and support economic development

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
Implement new Immigration Legislation, policy and e-visa platform	CIO	New Immigration Legislation, policy and e-visa platform implemented	New indicator	Complete by December 2026	Fully Operational	Fully Operational
Ensure good quality of service for new E-Visa applications	CIO	Time between application and finalisation	New indicator	90% completed with 10 working days	90% completed with 10 working days	90% completed with 10 working days
Ensure a good quality of Customer service when processing BOTC passport applications	CIO	Time between receipt of completed applications and submission to the UK Passport Office	New indicator	90% of completed applications to be processed and ready for submission to the UK Passport Office within 2 working days	90% of completed applications to be processed and ready for submission to the UK Passport Office within 2 working days	90% of completed applications to be processed and ready for submission to the UK Passport Office within 2 working days
Ensure a good quality of service for applicants when processing	CIO	Time between receipt and submission for Senior Immigration Officer sign off	New Indicator	95% of cases processed within internal SLA	95% of cases processed within internal SLA per case	95% of cases processed within internal SLA

Immigration Control Board cases (Obsolete when new Legislations comes into force)				per case type timescales	type timescales	per case type timescales
Ensure quality of casework submitted to the Immigration Control Board (Obsolete when new Legislations comes into force)	CIO	Time between receipt of application and submission of case to the ICB	New Indicator	All cases to be assessed by a Senior Officer no later than 2 working days before submission to the ICB	All cases to be assessed by a Senior Officer within 10 days	All cases to be assessed by a Senior Officer within 10 days
Ensure all arriving and departing passengers by air are processed in a timely manner	CIO	Record the time to clear arriving passengers per flight divided by number of PCP staff. For departing passengers record sample of passenger clearance time	New Indicator	99% of passengers cleared within1 hour through airport. All passenger data to be uploaded within 2 working days	99% of passengers cleared within 2 minutes 30 seconds per passenger. All passenger data to be uploaded within 2 working days	99% of passengers cleared within 2 minutes 30 seconds per passenger. All passenger data to be uploaded within 2 working days
Ensure a timely process for passengers claiming to have St Helenian status on arrival to St Helena	CIO	Date of passenger evidence submission and date of verification of status	New Indicator	90% of received applications to be processed and verified within 2 working days	90% of received applications to be processed and verified within 2 working days	90% of received applications to be processed and verified within 2 working days
Ensure Revenue is complete	Head of Customs	% of domestic revenue share of total revenue for the year	2024/25 baseline of 32.0%	TBD annually following the MTEF process and settlement	TBD annually following the MTEF process and settlement	TBD annually following the MTEF process and settlement

				for financial aid.	for financial aid.	for financial aid.
Develop and deliver an Initial Customs Training course (to include TTT) and develop a refresher training programme	Head of Customs	Meeting key milestones within the implementation plan	Base Level Border Force Training 2025	Annual delivery of basic training in key operational areas e.g. container searching, notebook completion, statement writing. Develop a refresher training programme.	Annual delivery of basic training in key operational areas e.g. container searching, notebook completion, statement writing. Develop a refresher training programme.	Annual delivery of basic training in key operational areas e.g. container searching, notebook completion, statement writing. Develop a refresher training programme.
Ensure that Risk is managed for good governance for the Port of St Helena	Harbour Master	1 formal risk management meeting per quarter	New Indicator	90% of actions completed with 3 months of each meeting	90% of actions completed with 3 months of each meeting	90% of actions completed with 3 months of each meeting

Key Priority: 2. Improve health, wellbeing and prevention outcomes.

Strategic Outcome: 10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.

Strategic Objective: 10.1 All emergency/rescue services meeting required standards in safeguarding St Helena

Portfolio Priority: 3 - Improving community trust and confidence in the services provided by the Portfolio.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
Develop police and emergency service engagement plans to respond better to the needs of community through engagement	All Managers	Approved engagement activities for each Emergency Service	2025-26	TBC. Police – 2 community engagement activities each week	TBC. Police – 2 community engagement activities each week	TBC. Police – 2 community engagement activities each week
Utilise different means for the community to engage with us, embracing new forms of communication	All Managers	Deliver a 'story a day' on Facebook or Twitter. Increase likes and followers.	5 entries	TBC	TBC	TBC
Monitor community satisfaction with incident response service	Control Room Manager	Number of incidents v satisfaction levels of those surveyed	TBC	TBC	TBC	TBC

Key Priority: 2. Improve health, wellbeing and prevention outcomes.

4. Invest in Utilities and Infrastructure.

Strategic Outcome: 8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena.

10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.

Strategic Objective: 8.1 Adequate, safe, reliable and resilient roads/bridges infrastructure
8.3 Effective rock guard protection to mitigate evacuation risks to the community.

10.1 All emergency/rescue services meeting required standards in safeguarding St Helena.
10.2 Compliant and effective prison capacity and operations.
10.4 Effective compliant maritime policies and operations for a safe and economically productive maritime sector
10.6 Effective border security, meeting the Immigration Policy objectives
10.7 Effective disaster management and emergency planning to safeguard the community

Portfolio Priority: Portfolio Priority: 4 - Working with partners, volunteers and stakeholders to minimise and manage identified risks so as to maintain public safety, safety within both the terrestrial and marine environments, and our response to incidents.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
Develop multi-agency command training plan and schedule	Emergency Planning Manager	Deliver command training to Gold, Silver & Bronze Commanders 'Live' multi-agency exercises for Gold, Silver & Bronze Commanders	4 hours of training to each level 1 'live' exercise for each level	4 hours of training to each level 1 'live' exercise for each level	4 hours of training to each level 1 'live' exercise for each level	4 hours of training to each level 1 'live' exercise for each level
Facilitate bi-annual St Helena Resilience Forum risk subgroup Review Multi agency Response plans	Emergency Planning Manager	Review National Risks Facilitate review of Response plans annually or post incident	Twice yearly in accordance with the Resilience Forum TORs Annually	Twice yearly in accordance with the Resilience Forum TORs Annually	Twice yearly in accordance with the Resilience Forum TORs Annually	Twice yearly in accordance with the Resilience Forum TORs Annually
Improve accuracy of incident data	Control Room Manager	Number of incidents with no errors	New indicator	90%	90%	90%

Ensure that we identify the most vulnerable members of society and work with them to reduce vulnerability and increase resilience.	Brigade Manager	Develop existing home fire safety programmes, focusing on the health and welfare of our most vulnerable. All staff to receive appropriate safeguarding training.	New indicator	4 Home fire safety visits per month. Installation of 4 smoke detectors per month.	4 Home fire safety visits per month. Installation of 4 smoke detectors per month.	4 Home fire safety visits per month. Installation of 4 smoke detectors per month.
Working in partnership to reduce harm of fire, accidents, health related risks and increase safety, security and welfare by educating, and engaging with communities most in need	Brigade Manager	To proactively engage at local level and develop community engagement programmes to reduce vulnerability in key areas of home safety and road safety.	5 campaigns 15 classes	4 Home fire safety visits per month. Installation of 4 smoke detectors per month. 2 Road safety campaigns per quarter. 3 Fire safety campaigns per quarter. 5 Extinguisher classes per quarter.	4 Home fire safety visits per month. Installation of 4 smoke detectors per month. 2 Road safety campaigns per quarter. 3 Fire safety campaigns per quarter. 5 Extinguisher classes per quarter.	4 Home fire safety visits per month. Installation of 4 smoke detectors per month. 2 Road safety campaigns per quarter. 3 Fire safety campaigns per quarter. 5 Extinguisher classes per quarter.
There is a statutory duty for the fire authority to work with businesses and stakeholders to achieve compliance of fire safety order.	Brigade Manager	To work with other agencies to undertake fire safety audits, to ensure that any licensed premises achieves satisfactory levels of fire safety, for the issuing of appropriate certificates. While providing advice and recommendations to licensing authorises.	AFA 64 buildings Extinguishers 102 buildings Hydrants 77 Liquor 83 premises	AFA Annual inspections 25% completed per quarter. • Extinguisher inspections	AFA Annual inspections 25% completed per quarter. • Extinguisher inspections	AFA Annual inspections 25% completed per quarter. • Extinguisher inspections

		Continue to develop and enhance proactive fire safety activities, and to complete our annual fire safety inspection & maintenance programme.	Petroleum 33 Fire safety Audit 11 Not applicable	25% completed per quarter. • Hydrant inspections 50 % in quarters 3 and 4 respectively. •100% Liquor licensing inspections in quarter 4. • 100% Petroleum licensing inspections in quarter 4. • Fire safety management risk assessment on SHG buildings, 3 per quarter. • 100% of building application plans received, completed.	25% completed per quarter. • Hydrant inspections 50 % in quarters 3 and 4 respectively. •100% Liquor licensing inspections in quarter 4. • 100% Petroleum licensing inspections in quarter 4. • Fire safety management risk assessment on SHG buildings, 3 per quarter. • 100% of building application plans received, completed.	25% completed per quarter. • Hydrant inspections 50 % in quarters 3 and 4 respectively. •100% Liquor licensing inspections in quarter 4. • 100% Petroleum licensing inspections in quarter 4. • Fire safety management risk assessment on SHG buildings, 3 per quarter. • 100% of building application plans received, completed.

We will change how we respond to automatic fire alarms (AFAs), to maintain best use of resources.	Brigade Manager	To reduce our response to AFA's	% calls received 2025	Review 100 % Call challenge 100% Training of Fire wardens/responsible persons requests	Review 100 % Call challenge 100% Training of Fire wardens/responsible persons requests	Review 100 % Call challenge 100% Training of Fire wardens/responsible persons requests
Improve the risk intelligence and information for operational incidents and events.	Brigade Manager	Using Data collection, we will create Risk Profiles and review activity levels to ensure the correct speed and weight of our response.	New Indicator	Implement risk profiling 100%	Monitor and review	Monitor and review
Fire & Rescue service immediate response time	Brigade Manager	Average 12mins attendance target to all "emergency" calls. Average 30mins attendance to "non-emergencies".	85% - 2025 New indicator	100% Monitor and review	100% Monitor and review	100% Monitor and review
Maintain a 24 hour 7 days a week emergency response from emergency services	Inspector (Operations) Brigade Manager Sea Rescue Manager Sea Rescue Manager	Police – Immediate incident response within 20 minutes Fire – Response within 12 minutes Sea Rescue -30-minute Average launch time to distress related emergencies		Police – 85% Fire – 100% Sea Rescue – 100% Sea Rescue – 100%	Police – 85% Fire – 100% Sea Rescue – 100% Sea Rescue – 100%	Police – 85% Fire – 100% Sea Rescue – 100% Sea Rescue – 100%

	Sea Rescue Manager	Sea Rescue-45-minute Average launch time to urgency related emergencies Sea Rescue – two Vessels available		Sea Rescue – 95% of days	Sea Rescue – 95% of days	Sea Rescue – 95% of days
Upkeep of Airport response vessels.	Sea Rescue Manager	Availability of 1 vessel for airport duties		Sea Rescue – 100%	Sea Rescue – 100%	Sea Rescue – 100%
Staff training to ensure they upkeep their skills	Sea Rescue Manager	Maritime Search and Rescue training delivery	Minimum 60 hours of training delivered per Quarter	240 hours of training delivered	240 hours of training delivered	240 hours of training delivered
Physical Training to maintain the minimum level of fitness required to carry out their roles.	Sea Rescue Manager	Staff physical Fitness	minimum of 2 hour of physical fitness per week	minimum of 104 hours of physical fitness annually	minimum of 104 hours of physical fitness annually	minimum of 104 hours of physical fitness annually
Once safety lectures to create awareness in the community of best practise around the ocean	Sea Rescue Manager	Ocean Safety programme		ocean safety lecture to 3 primary and 1 secondary school	ocean safety lecture to 3 primary and 1 secondary school	ocean safety lecture to 3 primary and 1 secondary school
Prison security	Prison Manager	Number of reported escapes from the prison	New indicator	0	0	0
Develop and implement the compliance requirements of International Maritime Obligations	Head of Maritime	In accordance with IMO regulation, complete the actions as set in the III Code Gap Analysis, ensuring these are fit for purpose and local circumstance	New indicator	Continuation of creation of Legislation and Policy Establish benefits / non benefits regarding extension of additional	A fully established Maritime Authority Enactment of Legislation Policies and procedures implemented.	A fully established Maritime Authority Enactment of Legislation Policies and procedures implemented.

				conventions that would benefit local circumstance . 40% actions of the Gap Analysis.	80% actions of the Gap Analysis.	100 % actions of the Gap Analysis.
Manage & maintain the Island's strategic road network	Head of Infrastructure	9 Km of roads surfaced per year	Minimum of 10,000 m² surfaced per year	9Kms	9Kms	9Kms

Key Priority: Improve health, wellbeing and prevention outcomes.

Strategic Outcome: 10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.

Strategic Objective: 10.2 Compliant and effective prison capacity and operations.

Portfolio Priority: 5 - Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us 'Altogether Safer'.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
Purposeful Activities for Prisoners	Prison Manager	Hours spent per prisoner on purposeful activities	New indicator	Improve by 10%	Improve by 30%	Improve by 50%

7. Financial projections:

The table below shows the SS&HAs Portfolio's financial projections.

Outputs	Budget Cost Centre	2026/27 £'000	2027/28 £'000	2028/29	2029/30	2030/31 £'000	Portfolio Priority	Strategic Outcome
Man & Admin	1500	84	84	84			5	9
Fire & Rescue	1501	348	358	354			4	10
HM Prison	1503	493	502	508			1,4	10
EM Planning	1506	92	94	94			4,5,3	10
Sea Rescue	1507	184	185	181				10

Customs & Immigration	1509	532	526	528			4,3,5 2	10
Port Management	1510	444	460	459			4,5	10
Maritime Authority	1511	68	64	124			4,5	10 8
Prov/Maintenance Roads	1512	478	467	467			4,5	8
Building Maintenance	1513	606	617	627			4,5	
Prov/Maintenance Street Lighting	1514	22	22	22				
Rockfall Protection	1515	77	77	77				
Total Recurrent Allocation		3,428	3,456	3,525				
Total Other Funding (delete where applicable)		**YY**						
Total Funding		**XX + YY**						

8. Workforce plan:

The [Name] Portfolio recognises that our success in delivering our Key Priorities and achieving our Strategic Objectives and Strategic Outcomes depends on having the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.

The Portfolio's 5-Year Workforce (Action) Plan is an internal document which underpins this Portfolio's Strategy and Delivery Plan.