



St Helena
Government

Environment, Natural Resources and Planning Portfolio

Draft Portfolio Strategy and Delivery Plan April 2025 – March 2028

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With ENRP Minister

1. Our Shared Vision, Mission and Values with SHG:

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:

- **Fairness** We act as role models and have fair and consistent standards. We champion equality, inclusion and respect.
- **Integrity** We communicate openly and we are honest and accountable
- **Teamwork** We work together and we support each other

2. The role of the Environment, Natural Resources and Planning Portfolio (ENRP):

Our roles extend across a Portfolio that encompasses areas including: Agriculture, Fisheries, Forestry, Biosecurity, Environmental Protection, Environmental Risk Management, Nature Conservation, Land Planning and Building Control, and Water and Energy. The water and energy role will involve work stream which has not been finalised at this time and once completed, will require an update of this Strategy and Delivery Plan.

Our roles include:

- **LEADERSHIP:** Leading St Helena's overall biosecurity, environmental risk and protection, land planning and building control systems.
- **POLICY ADVISER:** Advising the Government on agriculture, forestry, fisheries and marine management, land planning and development control, biosecurity, environmental management and climate change, and new policy areas of water and energy from 2021.
- **REGULATOR:** Setting standards and implementing compliance and enforcement actions to improve natural resource use and management in agriculture, fisheries, marine tourism, land planning and maintain standards/systems that enhance environmental management and protection, and manage biosecurity risk associated with imports and exports. In addition we respond to animal and plant emergencies and suspected breaches of legislation.
- **PROVIDER:** We provide biosecurity clearance, monitoring and surveillance activities at the border and post-border. We assess and respond to biosecurity-related emergencies. We also implement and manage the Crown's forestry assets and nature conservation (marine and terrestrial) programme.
- **FUNDER:** Administering agricultural support programmes from time to time when funding allow (currently include water subsidy and pasture maintenance support for invasive weed clearance).
- **ENABLER:** Engaging and informing stakeholders to improve compliance related to biosecurity, agriculture, environmental risk and protection. We seek to enable people to better manage the risks they create.

- MONITORING AGENCY: Providing environmental and biosecurity monitoring activities to inform policy development and action planning, and emergency response planning.

Within our Portfolio we administer and work within a number of key pieces of legislation, including the following:

Agriculture:

- Agriculture Improvement Ordinance
- Animals (Diseases) Ordinance.
- Animal Trespass Ordinance.
- Bees Ordinance and Regulations.
- Birds Protection Ordinance.
- Dogs and Cats Ordinance.
- Protection of Animals Ordinance.
- Pasturage (Government Lands) Ordinance.

Biosecurity:

- Customs (Import and Export) Regulations.
- Plants (Protection) Ordinance.

Environment:

- Environmental Protection Ordinance.
- Marine Regulations (Tourism and Interaction with Marine Life)
- Water Ordinance
- Electricity Ordinance

Fisheries:

- Fisheries Ordinance.
- High Seas Fishing Ordinance

Forestry:

- Forestry Ordinance.

Planning and Building Control:

- Building Control Ordinance and Regulations
- Land Planning and Development Control Ordinance and Regulations.

4. Where we want to be:

We would want to be operating under a reformed organisational structure which is enabling the Portfolio to be increasingly delivering on its strategic targets and providing a reasonable level of service for our core service areas, within the resource constraints experienced.

Continuous improvement is essential throughout the new 3 year planning period to effect improvements in the Portfolio in policy and legislation, service delivery and operational work programmes in both the Portfolio's core and non-core work, so that the targets set across its portfolio of work are met in order to continue to deliver benefits to St Helena's community.

Building on the achievements over the last few years, ENRP anticipates by 2027 it will be developing within a framework of increased focus on its core roles and functions to positively impact those key sectors aligned with the Portfolio's roles and responsibilities, so as to deliver as many benefits as possible for the community both now and in the future.

Achieving this vision will require:

- Portfolio stability through actively securing resources for the Portfolio within annual recurrent parameters and donor funding limits.
- Retention of staff in key positions and reducing single points of failure.
- A strong commitment to staff training and development alongside of delivery of outputs.
- Focused, core function and service responsibilities through clear Divisional mandates in support of this structure and underpinning these with a strong infrastructure to support their delivery.
- Working to reduce reliance on the Portfolio for non-core functions to enable us to be better resourced to deliver our core functions, enabling services and activities.
- Action on legislative, policy and process gap analysis work to deliver an improved policy and legislative framework and supporting processes to maximise the effectiveness of our regulatory functions, and our services and activities.
- Core high quality and relevant ENRP services and activities that can be sustained going forward.
- ENRP working as a team to improve and sustain performance through the Portfolio's senior management team.

- Ensuring our strong culture of support and collaboration underpins all of our activities.

In 2025 ENRP will be working collaboratively with local and international stakeholders to effect tangible progress towards the following key long-term outcomes in support of the Island's Vision and Strategy documents:

PORTFOLIO PRIORITY ONE: *Protect the natural environment by conserving biodiversity, preventing, minimising or mitigating against any negative activity and or impact, to conserve and enhance the Island's natural capital.*

PORTFOLIO PRIORITY FIVE: *Increase our capacity to safeguard natural habitats and save critically endangered species.*

A new Environmental Strategy will be in place, being implemented and directing our environmental resources.

Improved environmental management and governance will be progressing. The provision of technical support will have enabled the establishment of environmental protection policies and regulations, and strengthened environmental protection, marine management and risk management teams will be delivering robust environmental monitoring, compliance and enforcement functions.

Environmental risk management activities will be inclusive of climate change adaptation and mitigation activities through collaboration with various sectors on the Island to ensure the Island life and developments are adapting to the challenges of climate variability and making best use of the opportunities provided through new ideas, activities and resources this work brings. Recycling of waste streams will be a growing part of the Island's waste management system through operation of a materials recycling facility and take up of private sector opportunities to develop recyclables.

The Island's natural capital valued and improved. Biodiversity, water and tourism stakeholders will be working collaboratively through nature-based solution projects to deliver on key management actions within the 10 Year Peaks Management Plan to protect our important biodiversity, improve our water management resilience and secure the community benefits and services derived from the Peaks National Park.

Implementation and monitoring of policies for fisheries, marine tourism and marine development activities and a new Marine Management Plan will be directing priority monitoring and management actions for the marine environment, increasing its value and contribution as a key natural resource for use and enjoyment by Islanders and tourists alike. NCA Management Plans will be in place and where resources allow, will have started informing co-ordinated management actions for our terrestrial NCA's (in addition to the Peaks national Park) to conserve their biodiversity and improve opportunity for sustainable uses from the Areas.

Strengthened local capacity to better protect priority habitat fragments and endangered species against threats. Darwin and CSSF Cloud Forest projects will have strengthened local capacity to better protect priority habitat fragments against alien and invasive plants and improved knowledge of applied ecology of vegetation succession, allowing better scheduling of alien and invasive plant control and restoration techniques. This will have been achieved through project collaboration with the recurrent conservation teams, an increased field team becoming established

and their training in applied ecology, alien and invasive plant protocols, seed collections, nursery scheduling and production workflow, training in habitat assessment techniques and restoration follow-up timing/scheduling.

PORTFOLIO PRIORITY TWO: *Manage our natural resources sustainably to increase food production, provide forestry services and products.*

Strengthened agricultural sector capacity is demonstrating improved agricultural attainment. Agriculture Policy/Strategy will have been reformed to support and guide the sector together with an uplift in agricultural asset investment through the EDIP programme for upgrading of the key SHG Agriculture Estate assets will be enabling increased commercial production for products where St Helena has a clear comparative advantage, and allowing the continuation of smallholder agricultural activities and outputs from the Estate and across the private sector's estate to effectively support food security requirements.

The use of producer development plans and collaborative producer/merchant/support agency initiatives will be increasingly implemented and valued.

Improved Agricultural Estate policy linked to strengthened enforcement and management actions will be improving use and compliance with tenure and stewardship requirements for the Estate and reducing the SHG costs for its management.

The value of the Crown Forest Estate will have improved through appreciation for the positive contribution it brings to the Island's community for the provision of products and services, mitigating against the effects of climate change, protection of watershed areas, and the enhanced amenity value and recreational benefits the estate brings to health and wellbeing of the community.

PORTFOLIO PRIORITY THREE: *Implement an effective land planning and building control system in support of sustainable development and economic growth.*

A streamlined and transparent land planning, development and building control system. A new Land Development Control Plan will be in place and our planning and development control system will be reformed and modernised through implement a service review action plan and as a result, we will be delivering a system that is responsive to client needs, is supporting and enabling appropriate developments, and its decision-making process is transparent. The use of Environmental an Impact Assessment (EIA) process as part of development control is clear and transparent.

PORTFOLIO PRIORITY FOUR: *Safeguard St Helena through implementing a robust biosecurity system and reducing the environmental impact of invasive species.*

Our biosecurity system and invasive species activities is protecting St Helena and providing sustained benefits to the community. Even with a limited budget, our invasive plant programme, in particular, will be co-ordinated and will be reducing the impacts of invasive plants

across the Island. People and goods are moving in and out of St Helena while the risks to the environment and animal, plant and human health is being managed and minimised. This is being achieved through:

- improved co-ordination of managing invasive plants on Crown land and tenant compliance and enforcement for invasive plant lease/licence requirements.
- expansion of and upskilling the biosecurity team.
- increased community awareness and engagement in biosecurity activities to improve compliance with biosecurity requirements.
- improved access to effective identification, surveillance, reporting and tracing systems.
- preventing the introduction and establishment of new pests and diseases through robust pre-border and border operations, pest risk assessment and by effectively regulating risk pathways to the Island.
- increased biosecurity science and research capability and continuing collaborative biosecurity links within the SA region.
- implementing the actions arising from the adoption of new biosecurity legislation.
- refining and testing effective biosecurity emergency preparedness and response action plans. (related to SP5).
- implementation of IS action plans and an increased level of management and operational response to IS issues where funding allows.

Our core functions, services and activities delivered within our resource parameters are positively impacting our clients and the community – this is being achieved through:

- upskilling and development of staff.
- greater inter-agency collaboration, both local and internationally. This includes internationally for technical requirements and locally with, and corporately in SHG for joined-up/improved workforce planning and addressing skills-gaps requirements and with stakeholders to achieve shared objectives.
- review and streamlining of service provision and activities.
- regular review and reform of service and activity processes.
- increased involvement of clients in service design and delivery.
- implementing service delivery standards, where possible.
- more efficient use of resources through sharing and collaboration across the Portfolio.

- increased client/community accessibility to services/work programme resources (including improved information on the Portfolio's roles through e-resources).

5. How we will achieve this:

We have seven Priorities (in no priority order) which will support the delivery of SHG's Strategic Goals, Objectives and Policy Priorities 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 Strategic Goals and all our activity will be underpinned by our SHG values.

<p>PORTFOLIO PRIORITY ONE</p> <p>Protect the natural environment by conserving biodiversity, preventing, minimising or mitigating against any negative activity and or impact to conserve and enhance the Island's natural capital. This includes increasing our capacity to safeguard natural habitats and save critically endangered species.</p>	<p>PORTFOLIO PRIORITY TWO</p> <p>Manage our natural resources sustainably to increase food production and provide forestry services and products.</p>	<p>PORTFOLIO PRIORITY THREE</p> <p>Implement an effective land planning and building control system in support of sustainable development and economic growth.</p>
<p>PORTFOLIO PRIORITY FOUR</p> <p>Safeguard St Helena through implementing a robust biosecurity system and reducing the environmental impact of invasive species.</p>	<p>PORTFOLIO PRIORITY FIVE</p> <p>Facilitate actions to ensure at least 80% of demand on the Island is served by renewable energy by 2027/28 and deliver reform of St Helena's energy regulatory framework to accommodate current and future developments in the sector</p>	<p>PORTFOLIO PRIORITY SIX</p> <p>Facilitate development and implementation of long term water resource management plans for St Helena</p>
<p>PORTFOLIO PRIORITY SEVEN</p>		

Each of these priorities covers a range of Portfolio activity which is set out in more detail in the Delivery Plan in Section 6.

The diagram below shows how each Portfolio Priority is linked to St Helena's Strategic Objectives and Strategic Goals:

Portfolio Priorities	Policy Priority	Strategic Objectives	National Goals
1. Protect the natural environment by conserving biodiversity, preventing, minimising or mitigating against any negative activity and or impact, to conserve and enhance the Island's natural capital	1	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment SO. 27. Mitigate climate change impact, particularly the impact of drought	7. ALTOGETHER GREENER
2. Manage our natural resources sustainably to increase food production, and provide forestry services and products.	2 3 3	SO.11. Foster investment and private sector growth through an enabling business environment SO.23 Develop policies which encourage local production so that people have access to sustainable supplies of fresh produce SO.24. Maintain food security by implementing policies and legislation to enable the expansion of our agricultural and fishing sectors and encourage import substitution SO.26. Maximise the potential of blue and green resources.	3. ALTOGETHER WEALTHIER
3. Implement an effective land planning and building control system in support of sustainable development and economic growth	2 4	SO.11. Foster investment and private sector growth through an enabling business environment SO. 25. Continuously enhance efforts to develop, protect, conserve and	3. ALTOGETHER WEALTHIER

				promote sustainable use of our environment	7. ALTOGETHER GREENER
4. Safeguard St Helena through implementing a robust biosecurity system and reducing the environmental impact of invasive species		3		SO. 18. Develop policies which protect the Island from increasing external threats and risks	3. ALTOGETHER WEALTHIER 7. ALTOGETHER GREENER
5. Increase our capacity to safeguard natural habitats and save critically endangered species		4		SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment	7. ALTOGETHER GREENER
6. Facilitate development and implementation of long term water resource management plans for St Helena		2		SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment	7. ALTOGETHER GREENER
7. Facilitate actions to ensure at least 80% of demand on the Island is served by renewable energy by 2027/28; and deliver reform of St Helena's energy regulatory framework to accommodate current and future developments in the sector		2		SO.11. Foster investment and private sector growth through an enabling business environment SO. 18. Develop policies which protect the Island from increasing external threats and risks. SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment	ALTOGETHER GREENER

				SO.26. Maximise the potential of blue and green resources		
				SO. 27. Mitigate climate change impact, particularly the impact of drought		

6. Portfolio Delivery Plan

Portfolio Priority 1: Protect the natural environment by conserving biodiversity, preventing, minimising or mitigating against any negative activity and or impact, to conserve and enhance the Island's natural capital						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Deliver National Conservation Area (NCA) Management Plans for St Helena's nature based Terrestrial NCA's under the DPLUS154 project	CEO and HoNC	Number of Management Plans (MPs) completed and formally adopted % of MPs implemented	<p>Only 1 MP (for the Peaks National Park) exists for St Helena's 14 terrestrial nature based NCAs</p> <p>Under DPLUS154 baseline assessments for remaining 13 NCA's drafted and stakeholder mapping and analysis completed</p> <p>Management Plans for 5 IWAs drafted and stakeholder consultation begun</p>	<p>13 Management Plans drafted, consulted on and revised as necessary</p> <p>Management Plans finalised</p> <p>Management Plans formally adopted</p>	<p>Costed Action Plans to implement Management Plans developed and prioritised</p> <p>Management Plans implemented in accordance with prioritised action plans</p>	<p>Management Plans implemented in accordance with prioritised action plans</p>

Full review of the Environmental Protection Ordinance (EPO) undertaken	CEO	EPO revised and fit for purpose as determined by robust policy framework	EPO was brought into force in 2016, it is now recognised that there are a number of gaps in the legislation Legislation was developed without supporting policy framework	Scope for review established and priority areas identified	Supporting policy developed for 30% of identified priority areas	Supporting policy developed for 30% of identified priority areas
Development and implementation of an environmental assessment framework (EAF) for projects, programmes, polices and activities	Chief Environmental Officer	EAF completed and endorsed % of environmental assessments undertaken in accordance with framework	A number of processes are used for different types of assessment, no formal or overarching process in place	Environmental assessments done as required in accordance with established processes Environmental Assessment Framework developed, completed and endorsed	80% of environmental assessments undertaken in accordance with the framework	80% of environmental assessments undertaken in accordance with the framework
Development and implementation of EPO marine licensing system supported by policies, guidelines, procedures and regulations	Chief Environmental Officer with M&FCO and MEO	Licensing system in place supported by polices and guidelines	Marine Tourism Policy and Regulations in place. Marine tourism accreditation scheme in place	100% of licenses issued for Marine Tourism and Interactions with Marine Life are in accordance with policy, Regulations and guidelines Achieving 85% - 95% compliance	Marine developments licensing system in place and operational 100% of licences issued for marine tourism and marine developments are in accordance	100% of licences issued for marine tourism and marine developments

		<p>% of licences issued in accordance with policy and guidelines</p> <p>% compliance with licence conditions</p>	<p>Marine Developments Policy in place</p>	<p>with marine tourism licence conditions</p> <p>Drafting instructions for Marine Developments Regulations completed and agreed with AG's Chambers</p> <p>Marine Developments Regulations drafted, finalised and approved by ExCo</p>	<p>with policy and guidelines</p> <p>Achieving 95% - 100% compliance with marine tourism licence conditions and 85% - 95% compliance with marine developments licence conditions</p>	<p>are in accordance with policy and guidelines</p> <p>Achieving 95% - 100% compliance with marine tourism and marine developments licence conditions</p> <p>Marine developments licensing system in place and operational</p>
<p>Environmental Pollution Policies and/or Contingency Plans developed and implemented</p>	<p>Environmental Risk Manager and Marine and Fisheries Conservation Officer</p>	<p>% of Marine Pollution Policy Implementation Plan actions delivered</p> <p>Environmental Pollution policies and/or contingency plans developed</p> <p>Pollution Regulations developed and endorsed</p>	<p>Marine Pollution Policy and both marine and terrestrial pollution response plans have been drafted separately to date and are progressing towards submission for endorsement</p> <p>No Pollution Regulations in place</p>	<p>Pollution policy Implementation Plan Actions for year delivered</p> <p>Environmental pollution policies and/or Contingency Plan developed and approved</p>	<p>Pollution policy Implementation Plan Actions for year delivered</p> <p>Environmental pollution policies and/or Contingency Plan developed and approved</p> <p>Drafting instructions for Pollution Regulations submitted to AG Chambers</p>	<p>Pollution policy Implementation Plan Actions for year delivered</p> <p>Environmental pollution policies and/or Contingency Plan developed and approved</p>

					Regulations consulted on and approved for implementation	
Implementation of new Marine Management Plan (MMP) 2023 - 2027	Marine and Fisheries Conservation Officer with Head of Nature Conservation	Revised MMP adopted. % of priority MMP actions implemented	Marine Management Plan in draft and have been consulted on with stakeholders	90% of annual priority actions implemented Monitoring of effectiveness of MMP management strategies in place and able to demonstrate a 'Good' level of management MPA Stakeholder Working Group established	100% of annual priority actions implemented Monitoring of effectiveness of MMP management strategies to a 'Good' level of management	Conduct METT-4 to ensure continuation/progress of management effectiveness within the MPA. Conduct stakeholder meeting to set priorities for new MMP 2028 – 2033. Draft updated MMP 2028-2033.
Delivery of Marine Research Plan	Marine and Fisheries Conservation Officer	Number of research themes outlined in marine research plan undertaken with project support.	Delivery of baseline and monitoring (maintaining a constant or positive trend) in place to ensure : 1. Exploitation of pelagic, demersal and crustacean species are within safe biological limits. 2. Protection is afforded to	Plans implemented for ongoing monitoring. 60% of high priority MRP research /monitoring requirements implemented Project implementation – Scientific	100% of high priority MRP research /monitoring requirements implemented Project implementation – trophic modelling to understand impacts of climate change on key species -	Conduct update of MRP to reflect new priorities and research needs of MMP 2028-2033. Establish work plan from actions of MRP.

			<p>biodiversity, important species and marine habitats</p> <p>3. Oceanographic monitoring and climate change resilience.</p>	<p>Monitoring Programme - BET Project implementation – ichthyo plankton surveys to assess larval distribution within inshore environment.</p>	<p>alongside already established oceanographic monitoring of logger/ocean buoy to collect dissolved oxygen, Ph, chlorophyll A and other oceanographic data.</p> <p>Update of plans/policies for all key species and research needs, data review reports produced, all to inform update of Marine Management Plan.</p>	
<p>Implement objectives within a revised Waste Management Policy and deliver goals within a revised Waste Management Action Plan</p>	<p>Environmental Risk Manager</p>	<p>Number of goals within a revised Waste Management Action Plan wholly achieved</p>	<p>Revised Waste Management Policy drafted</p> <p>Revised Waste Management Action Plan 2023 to 2030 drafted</p>	<p>Revised Waste Management Policy and Action Plan endorsed through ENRP Advisory Board and ExCo Minutes</p> <p>Progress work towards wholly</p>	<p>Continue work towards wholly achieving Action Plan goals</p>	<p>Continue work towards wholly achieving Action Plan goals</p>

				achieving Action Plan goals		
Technical design and construction of a new Airport compliant landfill site	Environmental Risk Manager	New Airport compliant landfill site designed, by 31 st March 2028	Only Constraints Mapping exercise to determine land availability completed to date	Options appraisal for maximising the remaining useful life of Horse Point Landfill Site presented to Environment Minister Funding secured to develop planning proposal/ application developed and submitted for planning permission to consider maximising life of landfill	Options for funding new Airport compliant landfill site presented to Environment Minister Identification of available land and completion of technical design for a new Airport compliant landfill site	Commence construction of a new Airport compliant landfill site
Facilitate review of Electricity Ordinance and energy regulatory framework	P-Director with HoEP&EWP	Reform of Electricity Policy and Legislation	The Electricity Ordinance was published in 1961 and is considerably outdated. It was published prior to the use of renewable energy on St Helena and does not consider scenarios such as the use of CORE systems. It is important that the legislation is	Policy/legislative reform recommendations drafted for AG Chambers Electricity Ordinance and Regulations Bill facilitated with AG Chambers and approved by LEGCO.		

			updated to reflect the present circumstances	New utilities licence in draft and being consulted on	New utilities licence adopted	
Establish and adopt new Water Resources Management Plan (WRMP)	P-Director with HoEP&EWP	Establishment and endorsement of WRMP % of annual Action Plan actions facilitated	Review of draft 2011 WRMP recommended a new WRMP be pursued	WRMP consulted on and approved WRMP Implementation Plan developed and agreed	90-100% of annual action plan actions facilitated	90-100% of annual action plan actions facilitated
Establish and implement Environment Strategy to guide environmental reforms for the medium to long terms	Director with Environmental HOD's	Strategy document approved % of annual Strategy actions implemented	No strategy currently exists. A National Environmental Management Plan exists and will come to an end in 2022	Strategy drafted, consulted on and approved TBD once Strategy developed	TBD	TBD

Portfolio Priority 2: Manage our natural resources sustainably to increase food production, provide forestry services and products						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Establish new fisheries science programme plan to enable continuity when	Marine and Fisheries Conservation Officer	New fisheries science programme plan created and implemented	Current fisheries science programme plan is funded and directed by the Blue Belt programme which ends in 2025. New plan must be	100% of BB fisheries science programme implemented	New fisheries science plan implemented	60% of Plan implemented

Blue Belt funding ends.			created for implementation in 25/26 with percentage being undertaken from then on.		and 30% implemented	
Continues Implementation of fishing licencing and compliance and enforcement system	Marine Enforcement Officer	% of compliance met by Fishing Licencees through monitoring and reporting.	Approximately 100% compliance with licenses across all fishing types in 2028 fishing season	95% for commercial fishing Average of 85% across sports and recreational fishing	100% for commercial fishing Average of 95% across sports and recreational fishing	100% for all fishing licence types
Enforcing Marine Tourism licence conditions through current compliance and enforcement systems	Marine Enforcement/ CEO	Marine Tourism Licences implemented and a % of compliance met by Marine Tourism Licences, through monitoring and reporting.	Approximately 100% compliance with licenses across all fishing types in 2028 fishing season	Licences to be implemented and 600% compliance	85% compliance	100% compliance
Implementation of new National Agriculture Policy	Head of Natural Resources (HoNR&B) and Agriculture Development Officer (ADO)	% of New Agriculture Policy Implementation Plan implemented	Options for Policy Paper started with Agriculture Policy Working Group	New Agriculture Policy approved.	80-85% of Implementation Plan targets for year implemented	90-95% of Implementation Plan targets for year implemented
Reform of Agriculture Estate Use and Management Policy and implementation of reforms	HoNR&B and ADO	Estate Policy established and implemented	Current policy outdated and in need of review	Updated Estate Policy approved	80-85% of Action Plan targets for the year completed	90-95% of Action Plan targets for the year completed-
Reform of Agriculture & Livestock	Portfolio Director with HoNR&B	New Agriculture Bill facilitated with AG Chambers	Ordinances are outdated and does not provide	Drafting instructions prepared in line	Drafting instructions for new Agriculture	

Improvement and Gov't Pasturage Ordinances through policy review and adoption of reformed policy			appropriate basis for agricultural improvements	with the New Agricultural Policy for AG Chambers	Regulations to AG Chambers Agriculture Ordinance/Regs implementation processes developed	
Implement an annual maintenance plan for the National Forest Estate	Forestry Officer (FO)	% of total forestry husbandry activities met Number of Recreation areas managed Number of key recreation sites upgraded / enhanced for public use; to include signage, interpretation, seating facilities and waste collection receptors.	71% of targets met with 2% of targets being in progress at the end of FY 2023/24 10 established Forestry Recreational Areas managed.	85-90% 10 areas 1 area (Big Rock)	90-95% 10 areas	90-95% 10 areas
Provide raw forest material to key industry private sector operators	FO	Tonnage of raw firewood material supplied % of saw log and post orders supplied and met	440 ton in 2023/24	440 ton 90-95%	440 ton 90-95%	440 ton 90-95%

Implement an annual tree and asset maintenance plan for key areas of the Crown Estate and Privately owned properties.	Forestry Officer	% of Crown Estate requisitioned works risk assessed and completed as funding allows	86% of planned areas completed for FY 2023/24	100%	100%	100%
		% of requests for private tree felling met	40% of requests met during FY2023/24	85-100%	85-100%	85-100%
		Number of Crown Estate areas managed	Castle Gardens, Grand Parade and Honeymoon Chair managed during FY 2023/24	3 areas	3 areas	3 areas
		Number of Cemeteries managed	3 areas (Boer, Military and Dungeon Cemeteries) managed during FY2022-23	3 nos	3 nos	3 nos

Portfolio Priority 3:
Implement an effective land planning and building control system in support of sustainable development and investment to support economic growth

Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Implement a land planning and development control service in support of social, economic and environmental development on the Island	Head of Planning and Building Control (HoP&BC) and Senior Planning Officer	% of registered planning applications is processed for development decision within 60 days of registration	2022-23 – 89% 2023-24 – 96% of applications registered was processed for development decision	95%	95%	95%

Reform of Land Development Control Plan (LDCP)	(HoP&BC)	LDCP reformed and approved	LDCP reviewed but reform work has not yet been consulted on and approved	Consultation on LDCP strategy completed to inform basis for revised Plan	New LDCP developed, consulted on and adopted	
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Portfolio Priority 4: Safeguard St Helena through implementing a robust biosecurity system and reducing the environmental impact of invasive species						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Implement a robust pre-border and border biosecurity programme with local and international participation	Biosecurity Officer (BO) and Senior Veterinary Officer	% of controlled imports achieving compliance with import licences	95% in 2022	95-100%	95-100%	95-100%
Establish and implement Import Health Standards and Best Practice guidelines for high risk biosecurity imports	BO	Number of Import Health Standards (IHS's) and best practice guidelines (BPG's) established and implemented	8 IHS's and 13 BPG's currently in place	1 IHS's and 2 additional BPG's	1 IHS's and 2 additional BPG's	1 IHS and 2 additional BPG's
Facilitate a new Biosecurity Ordinance to support improved biosecurity arrangements	Director with HoNR&B and BO	Drafting instructions for new Biosecurity Ordinance/ Regulations New Biosecurity Bill facilitated with AG Chambers	New overarching Biosecurity Policy and Action Plan developed and agreed	Operational Policy developed to inform drafting instructing for new Ordinance Drafting instructions submitted to AG Chambers to	Biosecurity Regulations developed and endorsed by ExCo Biosecurity Ordinance/Regs implementation	

				inform Biosecurity Bill	processes developed	
Deliver agreed actions to implement new Biosecurity Policy	HoNR&B and BSO	% of Action Plan's annual activities implemented		80-90% of actions for year implemented	85-95% of actions for year implemented	85-95% of actions for year implemented
Compliance with import licence requirements for medium/high risk items allowed to be imported into St Helena	HoNR&B and BO	100% compliance with import licence conditions across all licences issued for imports	100% compliance achieved for 2022-23 and 2023-24	100% compliance	100% compliance	100% compliance

Portfolio Priority 5: Increase our capacity to safeguard natural habitats and save critically endangered species						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Increased cloud forest habitat, connectivity and quality to benefit biodiversity and water resources on St Helena: Increase plant production and plants used in habitat and gene bank planting and increased area of habitat restoration by 0.25 ha annually over the next 3 years.	HoNC, TCO and NO	<p>Number of plants produced that support dryland and Cloud Forest restoration works from:</p> <ul style="list-style-type: none"> Nursery (dryland and cloud forest, upper and lower storey species) Micro propagation Unit (Fern species) 	<p>8,239 seedlings produced during FY2023/24</p> <p>Establishment of unit completed with upskilling of 3 staff through exposure visits and capacity support on Island. 8 of 13 endemic ferns currently</p>	<p>10,000 plants produced</p> <p>Additional 5 endemic ferns propagated through Micro prop Unit</p>	<p>10,000 plants produced</p> <p>13 endemic ferns propagated</p>	<p>0,000 plants produced</p> <p>13 endemic ferns propagated</p>

		<ul style="list-style-type: none"> Field propagation (divisions / plantlets) 	<p>under propagation</p> <p>1,747 ferns, lobelia produced during FY 2023/24</p>	10,000 plants produced	10,000 plants produced	10,000 plants produced
Habitat restoration activities and area of improved habitat are increased through native species planting, restoration, increased numbers of gene banks and invasive species management.	HoNC and TCO with capacity Development Officer	<p>Habitat restoration plan developed</p> <p>Hectares of restored Cloud Forest habitat maintained</p> <p>Hectares of Cloud Forest habitat cleared and replanted with endemic plant species</p>	<p>Current habitat coverage and status derived from data including nursery records, staff work plans, project data from previous 3 years and recommendations from DPlus104 project</p> <p>1.5 ha cleared of invasive plant species and rehabilitated.</p> <p>0.49ha cleared during Y2 & 3 of the CFP, areas not replanted due to unavailability of plants produced</p>	<p>Habitat restoration plan agreed</p> <p>An additional 0.25ha of Cloud Forest habitat is restored and/or created</p> <p>1.5 ha maintained annually</p> <p>0.49ha of previously cleared habitat restocked</p>	<p>An additional 0.25ha of Cloud Forest habitat is restored and/or created</p> <p>1.99 ha maintained annually</p> <p>0.25ha additional habitat cleared and restocked</p>	<p>An additional 0.25ha of Cloud Forest habitat is restored and/or created</p> <p>1.24 ha maintained annually</p> <p>0.25ha additional habitat cleared and restocked</p>

		Metres of Cloud Forest buffer zone cleared and replanted with endemic plant species % expansion of existing living field gene banks	250m cleared during FY2023/24, but not yet restocked 4 “clean” gene banks established during FY2023/24, 2 at Giralings (Cloud Forest Species), Plantation (She Cabbage and Francis Plain (False Gumwood)	250m maintained with 50m restocked 25% expansion annually	250m maintained with additional 50m restocked 25% expansion annually	250m maintained with additional 50m restocked 25% expansion annually
Implement maintenance plan for endemic habitats areas under former LEMP project	HoNC and TCO	% of Maintenance Plan (MP) implemented	Contract and recurrent activities undertaken for period of 2024/5	90-95% of MP implemented through recurrent staff/ private contracting arrangements	90-95% of MP implemented through recurrent staff/ private contracting arrangements	90-95% of MP implemented through recurrent staff/ private contracting arrangements

Portfolio Improvement Areas: SHG Corporate Objective: Ensure effective governance through efficient and effective systems and processes through strengthening governance, systems and organisational structures to facilitate sustainable change						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Implementation of outstanding targets of ENRP Action Plan as part of FFTF	Portfolio Director with Heads of Divisions/ Sections	Reformed ENRP organisational structure	Business Case approved for organisational improvements in 2022	New Divisional structure in place for Portfolio		

Phase 2A Business Case		Number of ENRP services assessed for alternative service delivery and potential change options implemented	Up to four options papers for alternative service delivery developed with decisions reached on services	Four options papers for alternative service delivery developed with decisions reached on services		
Review systems and processes		% of legislative and policy and services processes and procedures reviewed and updated	Compendium of Legislative checklists exist; policies exist and being reviewed; processes and procedures exist	Up to four services/functions delivered differently Up to 95% of processes/procedures reviewed and updated	Up to four services/functions delivered differently	Up to 95% of processes/procedures updated

7. Financial projections:

The table below shows our financial projections for the 3-year planning period with a summary of outputs linked to budget submissions. Links are also made to Portfolio Priorities and Strategic Policy Priorities where relevant.

Outputs	Budget Cost Centre	2025/26 £'000	Portfolio Priority No.	SHG Vision and Strategy Policy Priority
Recurrent budget:				
MGT AND ADMIN	2600	133.000	All	
PLANNING AND DEVELOPMENT CONTROL	2622	94.000	3	SO.11. Foster investment and private sector growth through an enabling business environment SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
UPKEEP OF PUBLIC AREAS	2623	46.000	1,4	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
FORESTRY	2630	248.000	2,4	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
MARINE AND FISHERIES ENFORCEMENT	2631	90.000	2	SO.24. Maintain food security by implementing policies and legislation to enable the expansion of our agricultural and fishing sectors and encourage import substitution
BIOSECURITY SERVICES	2632	58.000	4	SO. 18. Develop policies which protect the Island from increasing external threats and risks.
AGRICULTURAL SUPPORT	2633	299.000	2, 4	SO.23 Develop policies which encourage local production so that people have access to sustainable supplies of fresh produce SO.24. Maintain food security by implementing policies and legislation to enable the expansion of our agricultural and fishing sectors and encourage import substitution
GROUNDS MAINTENANCE	2635	51.000	1, 4	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
ENVIRONMENTAL PROTECTION	2640	74.000	1, 3	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
TERRESTRIAL CONSERVATION	2641	174.000	1, 5	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
MARINE CONSERVATION	2642	87.000	1, 2, 5	SO.26. Maximise the potential of blue and green resources.

				SO.24. Maintain food security by implementing policies and legislation to enable the expansion of our agricultural and fishing sectors and encourage import substitution
ENVIRONMENTAL RISK MANAGEMENT	2643	369.000	1,6, 7	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment SO. 27. Mitigate climate change impact, particularly the impact of drought
Total Recurrent Allocation (Rounded Up to nearest £1,000)		1,723.000		

7. Workforce Plan:

We recognise that our success in delivering our Policy Priorities and achieving St Helena’s Strategic Goals and Strategic Objectives depends on having the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.

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

8. Risk Management and Mitigation

Our Portfolio Risk Register has been developed to support implementation of this Portfolio Strategy and Delivery Plan.