



St Helena
Government

SAFETY, SECURITY & HOME AFFAIRS

Portfolio Strategy & Delivery Plan

Sept 2025 – March 2028

Prepared by: Portfolio Senior Management Team

Supported by Minister for Safety Security & Home Affairs

Updated: September 2025

1. SHG Vision, Mission and Values:

Our Vision: St 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 Safety, Security & Home Affairs 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.

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.

3. 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, in order 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, an MoU with the Department For Transport in support of the 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 should also 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:

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

4. Where we want to be – ‘Our Vision For 2028’:

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 2025 to 2028 the Portfolio will be focussing on becoming a Portfolio that is fit for purpose, efficient and delivers the safety and security that the community requires.

The vision for 2028 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 new Immigration legislation and Policy 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 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 had been delivered (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, 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 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.

Roads and Buildings Maintenance

The Roads team will continue to look to modernise and update their existing machinery to enable improved repairs and preservation of our road network (e.g. such as a new slurry paver). The Maintenance team will continue to scrutinise and prioritise structures 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.

5. How we will Achieve this:

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.

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

3. *Improving community trust and confidence in the services provided by the Portfolio.*
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.*
5. *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 2028 – there are critical areas of activity that will need to be implemented.

Key Areas of Activity Include:

- **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.
- **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'.
- **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:

- Prisons Ordinance, 1960
 - Immigration Ordinance, 2011 (Being Updated)
 - Customs and Excise Ordinance 1999
 - Telecommunications
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- **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.
 - **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.
 - **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:

The Portfolio works to many key pieces of legislation and its activity is driven by the Fundamental Rights contained in the St Helena Constitution. Key Ordinances include areas such as:

- Constitution of St Helena, Ascension and Tristan da Cunha, 2009
- Prisons Ordinance, 1960;
- Fire Service Ordinance, 1985;
- Immigration Ordinance, 2011 (updating);
- Police & Criminal Evidence Ordinance, 2003;
- Public Order Ordinance, 1997;
- Road Traffic Ordinance, 1985;
- Firearms Ordinance, 1997;
- Criminal Damage Ordinance, 1979;
- Criminal Justice (Fixed Penalties) Ordinance, 2020;
- Criminal Procedure Ordinance, 1975;
- Drugs (Prevention of Misuse) Ordinance, 2003;
- Drugs (Trafficking Offences) Ordinance, 2003;
- Liquor Ordinance, 1988;
- Summary Offences Ordinance, 1975;
- Ports Ordinance 2016;
- Merchant Shipping Laws;
- Customs and Excise Ordinance 1999; and

- Port and Aerodrome (Health) Ordinance 2018
- Aviation Ordinance 2015
- ICAO, SOLAS etc

SAFETY, SECURITY & HOME AFFAIRS PORTFOLIO STRATEGY & DELIVERY PLAN 2025 - 2028

Portfolio Priorities	Policy Priorities	Strategic Objectives	National Goals
<p>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.</p>	<p>Implement policies and modernise legislation to ensure greater cyber security, and protect society from cyber security risks- frauds, scams, online grooming.</p> <p>We will continue to support people, particularly our older residents and those with specific needs, to live independently in their own homes, this will include meeting people’s eligible, statutory needs – ensuring people are cared for in the right place, for the right time and at appropriate cost.</p> <p>Policies/legislation will be updated to include further offences relating to sex offences and other criminal behaviours, to allow the Police to actively tackle such risks and protect society – this is especially true when we gained access to the Equiano cable, which brings an increase threat of criminal activity</p> <ul style="list-style-type: none"> (i) We want to modernise and transform police and emergency services so that they are efficient, fit for purpose and meet the needs of a changing world. (ii) Areas such as the Nairobi Convention etc need to be implemented to ensure St Helena is compliant with international maritime obligations, and we have the appropriate agreement in place. (iii) Legislation needs to be updated to include further offences relating to sex offences and other criminal behaviours to allow the Police to actively tackle such risks and protect society (iv) Modern RTO that improves the policing and enforcement of traffic issues – parking and safety issues. (v) A modern Immigration Policy which safeguards the community but supports investment and immigration <p>We want to ensure that our border is protected by implementing a modernised Customs and Immigration Department, with the policies and legislation to enhance Border Security including reducing the risk of pests and diseases reaching the Island.</p> <p>Improved access means increased threats; we want to implement policies and appropriate legislation to protect individual’s information in-line with UK and international standards.</p>	<p>SO.15. Ensure that children, young people, and adults grow and thrive in a safe, secure and inclusive environment</p> <p>SO.16. Protect the wellbeing of all vulnerable members of society</p> <p>SO. 17. Modernise emergency services and border security to meet the future needs of the community</p> <p>SO. 18. Develop policies which protect the island from increasing external threats and risks</p>	<p align="center">Altogether Safer</p>

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<p>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.</p>	<ul style="list-style-type: none"> (i) We want to modernise and transform police and emergency services so that they are efficient, fit for purpose and meet the needs of a changing world. (ii) Areas such as the Nairobi Convention, SOLAS etc need to be implemented to ensure St Helena is compliant with international maritime obligations and we have the appropriate agreement in place. (iii) Legislation needs to be updated to include further offences relating to sex offences and other criminal behaviours to allow the Police to actively tackle such risks and protect society (iv) Modern RTO that improves the policing and enforcement of traffic issues – parking and safety issues. (v) A modern Immigration Policy which safeguards the community but supports investment and immigration <p>We want to ensure that our border is protected by implementing a modernised Customs and Immigration Department with the policies and legislation to enhance Border Security including reducing the risk of pests and diseases reaching the Island.</p> <p>Improved access means increased threats; we want to implement policies and appropriate legislation to protect individual's information in-line with UK and international standards.</p>	<p>SO. 17. Modernise emergency services and border security to meet the future needs of the community</p> <p>SO. 18. Develop policies which protect the island from increasing external threats and risks</p>	<p>Altogether Wealthier</p> <p>Altogether Safer</p> <p>Altogether Healthier</p> <p>Effective, Efficient and Accountable Public Sector</p> <p>Effective Infrastructure</p>
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<p>Portfolio Priority 3 – Improving community trust and confidence in the services provided by the Portfolio.</p>	<p>(i) We want to modernise and transform police and emergency services so that they are efficient, fit for purpose and meet the needs of a changing world.</p> <p>(ii) Areas such as the Nairobi Convention, SOLAS etc need to be implemented to ensure St Helena is compliant with international maritime obligations and we have the appropriate agreement in place.</p> <p>(iii) Legislation needs to be updated to include further offences relating to sex offences and other criminal behaviours to allow the Police to actively tackle such risks and protect society</p> <p>(iv) Modern RTO that improves the policing and enforcement of traffic issues – parking and safety issues.</p> <p>(v) A modern Immigration Policy which safeguards the community but supports investment and immigration</p> <p>We want to ensure that our border is protected by implementing a modernised Customs and Immigration Department with the policies and legislation to enhance Border Security including reducing the risk of pests and diseases reaching the Island.</p> <p>Improved access means increased threats; we want to implement policies and appropriate legislation to protect individual's information in-line with UK and international standards.</p>	<p>SO. 17. Modernise emergency services and border security to meet the future needs of the community</p> <p>SO. 18. Develop policies which protect the island from increasing external threats and risks</p>	<p align="center">Altogether Safer</p>
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<p>6. 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.</p>	<p>We want to implement policies and modernise legislation to ensure greater cyber security, and protect society from cyber security risks-frauds, scams, online grooming.</p> <p>We will continue to support people, particularly our older residents and those with specific needs, to live independently in their own homes. This will include meeting people’s eligible, statutory needs – ensuring people are cared for in the right place, for the right time and at appropriate cost.</p> <p>Policies/legislation will be updated to include further offences relating to sex offences and other criminal behaviours to allow the Police to actively tackle such risks and protect society – especially with having gained the Equiano cable, which brings an increased threat of criminal activity</p> <p>(vi) We want to modernise and transform police and emergency services so that they are efficient, fit for purpose and meet the needs of a changing world.</p> <p>(vii) Areas such as the Nairobi Convention, SOLAS etc need to be implemented to ensure St Helena is compliant with international maritime obligations and we have the appropriate agreement in place.</p> <p>(viii) Legislation needs to be updated to include further offences relating to sex offences and other criminal behaviours to allow the Police to actively tackle such risks and protect society</p> <p>(ix) Modern RTO that improves the policing and enforcement of traffic issues – parking and safety issues.</p> <p>(x) A modern Immigration Policy which safeguards the community but supports investment and immigration</p> <p>Ensure that our border is protected by implementing a modernised Customs and Immigration Department with the policies and legislation to enhance Border Security including reducing the risk of pests and diseases reaching the Island.</p> <p>Improved access means increased threats; we want to implement policies and appropriate legislation to</p>	<p>SO.15. Ensure that children, young people, and adults grow and thrive in a safe, secure and inclusive environment</p> <p>SO.16. Protect the wellbeing of all vulnerable members of society</p> <p>SO. 17. Modernise emergency services and border security to meet the future needs of the community</p> <p>SO. 18. Develop policies which protect the island from increasing external threats and risks</p>	<p>Altogether Safer</p>
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	protect individual's information in-line with UK and international standards.			
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6. Safety, Security & Home Affairs Portfolio Delivery Plan

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						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Assaults on prisoners and prison staff	Prison Manager	Number of reported assaults in the prison	New indicator	<5	<5	<5
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 schools programme.	8 Classes per annum	PAS Enrichment classes 1 per quarter. 8 Primary school/Youth Organisations fire safety classes.	To be determined (TBD) following review.	To be determined (TBD) following review.
		To support School Educational Visits.	NA	100% of request		
		We will review and where appropriate develop our Juvenile Fire setting education scheme.	NA	Juvenile Fire setting education scheme 3 per annum.		
		Continue to support the youth in their request for apprentice firefighter schemes.	NA 1 open day	100% of all request. Fire station open day 1 annually.		

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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.						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Ensure good quality of service for 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 Immigration Control Board cases	CIO	Time between receipt and submission for Senior Immigration Officer sign off	New indicator	95% of cases processed within internal SLA per case type timescales	95% of cases processed within internal SLA per case type timescales	95% of cases processed within internal SLA per case type timescales
Ensure quality of casework submitted to the Immigration Control Board	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 no later than 2 working days before submission to the ICB	All cases to be assessed by a Senior Officer no later than 2 working days before submission to the ICB
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 within 2 minutes 30 seconds per passenger. All passenger data to be uploaded within 2 working days (4 working days while COVID document quarantine applies)	99% of passengers cleared within 2 minutes 30 seconds per passenger. All passenger data to be uploaded within 2 working days (4 working days while COVID document quarantine applies)	99% of passengers cleared within 2 minutes 30 seconds per passenger. All passenger data to be uploaded within 2 working days (4 working days while COVID document quarantine applies)
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
	Head of Customs	% of domestic revenue share of total revenue for the year.	2024/25 baseline of 32.0%	29.0%	TBD annually following the MTEF process and settlement for financial aid.	TBD annually following the MTEF process and settlement for financial aid.
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	Meetings held, recorded and minuted every 3 months with updates to PD SS&HA – key actions highlighted	90% of actions completed with 3 months of each meeting	90% of actions completed with 3 months of each meeting

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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.						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Implement amended Immigration Legislation	Head of Customs	Meeting key milestones within the implementation plan.	Existing Immigration Ordinance	Implement new amended legislation and e-visa platform	Ensure KPIS are met in relation to new legislation and e-visa process	Ensure KPIS are met in relation to new legislation and e-visa process
Continuously review threat and risk management and assurances strategies for Customs	Head of Customs	Meeting key milestones within the implementation plan.	No threat and risk management strategy currently in place.	Identify key threats Identify priorities and tasks for specific Officers to be accountable for.	Customs strategy document to be developed	Quarterly review of strategy document (including Assurances) by Head of Customs, to include quarterly meeting to discuss document with Senior Management Team.
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.	No basic training programme or structure in place for staff (other than ASYCUDA training).	Continue negotiations to secure UK Border Force training resources. Secure funding in principle through SHG TC budget	Delivery of basic training in key operational areas e.g. container searching, notebook completion, statement writing. Develop a refresher training programme.	Identify Officer to complete Train the Trainer (TTT) course, giving Customs capability to conduct all future Initial Customs courses in- house by local Customs Officers.

PORTFOLIO PRIORITY 3						
Improving community trust and confidence in the services provided by the Portfolio.						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
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	Police – 2 community engagement activities each week	Police – 2 community engagement activities each week	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	5 entries per week. Increase in likes and followers.	5 entries per week. Increase in likes and followers	5 entries per week. Increase in likes and followers

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PORTFOLIO PRIORITY 3						
Improving community trust and confidence in the services provided by the Portfolio.						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Improve physical and mental health of staff	HR Business Manager	Number of staff who have undergone a wellbeing assessment	New indicator	All staff to undergo wellbeing assessment during the year	All staff to undergo wellbeing assessment during the year	All staff to undergo wellbeing assessment during the year
		Number of staff who have completed their 30 minutes exercise per week	New indicator	90% compliance	90% compliance	90% compliance
Monitor community satisfaction with incident response service	Control Room Manager	Number of incidents v satisfaction levels of those surveyed	75% satisfied	75% satisfied	75% satisfied	75% satisfied

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						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Develop multi-agency command training plan and schedule	Emergency Planning Manager	Deliver command training to Gold, Silver & Bronze Commanders	4 hours of training to each level	4 hours of training to each level	4 hours of training to each level	4 hours of training to each level
		'Live' multi-agency exercises for Gold, Silver & Bronze Commanders	1 'live' exercise for each level	1 'live' exercise for each level	1 'live' exercise for each level	1 'live' exercise for each level
Facilitate bi annual St Helena Resilience Forum risk sub group	Emergency Planning Manager	Review National Risks	twice yearly in accordance with the Resilience Forum TORs	twice yearly in accordance with the Resilience Forum TORs	twice yearly in accordance with the Resilience Forum TORs	twice yearly in accordance with the Resilience Forum TORs
Review Multi agency Response plans		Facilitate review of Response plans annually or post incident	Annually	Annually	Annually	Annually
SAR Drone training	Emergency Planning Manager	Practical flight training must be carried out by all pilots	Minimum 15 mins flight training per month	Minimum 3 hours annually	Minimum 3 hours annually	Minimum 3 hours annually
Increase availability of staff	HR Business Partner	Reduce sickness absence	2024/25 (878 days)	Reduce level from 2019/20 figures	Reduce level from 2019/20 figures	Reduce level from 2019/20 figures

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						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
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. 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	Develop existing home fire safety programmes, focusing on the health and welfare of our most vulnerable. All staff to receive appropriate safe guarding training. To proactively engage at local level and develop community engagement programmes to reduce vulnerability in key areas of home safety and road safety.	New indicator 5 campaigns 15 classes	4 Home fire safety visits per month. Installation of 4 smoke detectors per month. 100% trained March 22 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. 100% trained March 22 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. 100% trained March 22 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. Continue to develop and enhance proactive fire safety activities, and to complete our annual fire safety inspection & maintenance programme.	AFA 64 buildings Extinguishers 102 buildings hydrants 77 Liquor 83 premises Petroleum 33 Fire safety Audit 11 Not Applicable	AFA Annual inspections 25% completed per quarter. • Extinguisher inspections 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.	AFA Annual inspections 25% completed per quarter. • Extinguisher inspections 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.	AFA Annual inspections 25% completed per quarter. • Extinguisher inspections 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.

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						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
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	50 calls received 2020	100 % Call challenge 100% Training of Fire wardens/responsible persons requests. Monitor and review.	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	Compile Risk profiling - 100% complete	Implement risk profiling 100%	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".	75% - 2020 stats New indicator	100% Monitor and review	100% Monitor and review	100% Monitor and review

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						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Maintain a 24 hour 7 days a week emergency response from emergency services	Inspector (Operations)	Police – Immediate incident response within 20 minutes	Not applicable	Police – 85%	Police – 85%	Police – 85%
	Brigade Manager	Fire – Response within 12 minutes		Fire – 100%	Fire – 100%	Fire – 100%
	Sea Rescue Manager	Sea Rescue -30 minute Average launch time to distress related emergencies		Sea Rescue – 100%	Sea Rescue – 100%	Sea Rescue – 100%
	Sea Rescue Manager	Sea Rescue-45 minute Average launch time to urgency related emergencies		Sea Rescue – 100%	Sea Rescue – 100%	Sea Rescue – 100%
	Sea Rescue Manager	Sea Rescue – two Vessels available		Sea Rescue – 95% of days	Sea Rescue – 95% of days	Sea Rescue – 95% of days

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

Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Upkeep of Airport response vessels. Staff training to ensure they upkeep their skills Physical Training to maintain the minimum level of fitness required to carry out their roles. Once safety lectures to create awareness in the community of best practise around the ocean	Sea Rescue Manager	Sea Rescue- Availability of 1 vessel for airport duties Maritime Search and Rescue training delivery Staff physical Fitness Ocean Safety programme	Minimum 60 hours of training delivered per Quarter minimum of 2 hour of physical fitness per week	Sea Rescue – 100% 240 hours of training delivered minimum of 104 hours of physical fitness annually ocean safety lectures to 3 primary and 1 secondary school	Sea Rescue – 100% 240 hours of training delivered minimum of 104 hours of physical fitness annually ocean safety lecture to 3 primary and 1 secondary school	Sea Rescue – 100% 240 hours of training delivered minimum of 104 hours of physical fitness annually 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	Create Legislation and Policy Establish roles and responsibilities Establish mitigating measures against Oil Pollution 20% actions of the Gap Analysis	Continuation of creation of Legislation and Policy Establish benefits / non benefits regarding extension of additional conventions that would benefit local circumstance 40% actions of the Gap Analysis	A fully established Maritime Authority Enactment of Legislation Policies and procedures implemented 80% actions of the Gap Analysis
Manage & maintain the Island's strategic road network	Head of Infrastructure	Km of roads surfaced per year	Minimum of 10,000 m ² surfaced per year	10,000 m ²	tbc	tbc

PORTFOLIO PRIORITY 5						
Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us 'Altogether Safer'.						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
Purposeful Activities for Prisoners	Prison Manager	Hours spent per prisoner on purposeful activities	New indicator	Establish level	Improve by 10%	Improve by 10%

7. Workforce Plan

The Safety, Security & Home Affairs Portfolio recognises that our success in delivering our Strategic Goals and achieving our Strategic Objectives and Policy Priorities, depends on having the right number of people, with the right skills, experiences, and competencies in the right jobs at the right time. This approach will be put under considerable strain due to the financial restrictions from the forthcoming budget cuts. Front-line services will inevitably be curtailed due to the financial reductions.

8. Risk Management and Mitigation

The Safety, Security & Home Affairs Portfolio maintains a risk register to identify issues impacting on service delivery and track the actions necessary to address and mitigate these matters. However owing to the lack of funds, suitably trained staff etc there are many risks which cannot be quickly mitigated against. This risk register is shared with the Internal Audit team, with relevant risks being escalated to the corporate risk register.

Our three greatest risks which directly impact on business performance and outputs are:

1. Lack of appropriate and up-to-date Legislation - Unless we gain the amendments required, frontline services are unable to perform their duties and it increases the safety and security risks to the community.
2. Budgets Cuts – Owing to the reduction in finances, the Portfolio is identifying considerable savings, however to achieve this, the front line services may be reduced or stopped. Our Vision 2028 may not be achievable.
3. Terms and Conditions – The current disparity over T&Cs etc is hampering the progression of the services, impacting on staff morale and wellbeing and leading to inefficiencies.

All three risk areas can be mitigated by proactive actions being taken by SHG to address these risks and start to deliver clear action plans on how they can be rectified. Unfortunately the three risk areas are outside of our control, however we will continue to support SHG colleagues in delivering the evidence and information required to tackle these issues.