

Topic	Action	Responsible	Supporting	Target	Target year for start	Target year for achievement	Requires additional SHG Funding?	Amount (10 Years)	Estimate or Actual
2020 - 2025: Current Labour Market Challenges	Hire CASH Coordinator and Officer.	Corporate Services	SHG HR	CASH staff (Coordinator and Officer) are hired and take up posts.	2020/21	2021/22	Yes	£400,000	Estimate
2020 - 2025: Current Labour Market Challenges	Initiate placement service. Work with the benefits office to facilitate those under or unemployed claiming benefits into a work placement, volunteering or skills training.	CASH	Benefits Office	CASH is providing placement services for unemployed individuals.	2020/21	2021/22	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Develop flexible resourcing model for SHG to include part-time staff, flexible working, short-term assignments and casual labour.	SHG HR	-	SHG resourcing policy documents parameters for utilising part-time staff, flexible working, short-term assignments and casual labour to meet staffing needs.	2019/20	2020/21	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Implement casual work registry to facilitate placements.	CASH	-	CASH maintains a list of individuals interested in casual work from which employers can hire for temporary assignments.	2020/21	2021/22	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Explore options for privatising CASH functions or divesting CASH.	CASH	Corporate Finance	Potentially profitable CASH functions are outsourced to private sector.	2021/22	2024/25	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Develop and maintain centralised calendar of career-related training on-island.	CASH	-	CASH maintains an up-to-date calendar of career-related trainings hosted by organisations across St Helena.	2020/21	2021/22	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Identify gaps in career-related training.	CASH	Education Directorate	CASH identifies gaps in career-related training.	2020/21	2022/23	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Organise/support specific career-related courses not already on offer.	Education Directorate	CASH	Gaps in career-related education are addressed in coordination with relevant stakeholders.	2021/22	2022/23	Possibly	TBD	N/A
2020 - 2025: Current Labour Market Challenges	Coordinate with occupational therapy programme to identify appropriate placements.	CASH	Social Care Directorate	CASH places occupational therapy participants in beneficial work environments that also meet employer needs.	2020/21	2021/22	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Coordinate with apprenticeship and work placement programmes to identify appropriate placements.	CASH	Education Directorate	CASH Coordinator develops a pipeline of opportunities that benefit students/school leavers and meet employer needs.	2020/21	2021/22	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Develop terms of reference and launch HR Community of Practice	SHG HR	Private Sector Champion	A private sector champion is identified for the HR Community of Practice, terms of reference for the group are agreed and group meets regularly as agreed.	2020/21	2020/21	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Design a communication campaign to help raise awareness of employee rights under the law.	Employment Rights Committee	-	Materials are developed to clearly communicate key aspects of employment law for both employees and employers.	2019/20	2019/20	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Review all job postings to ensure that they do not imply specific academic qualifications are required except in those circumstances where specific qualifications, or the ability to learn and apply skills and knowledge at a specific qualification level, are essential to performance of a job	SHG HR	-	All advertisements include qualifications that are required for a job and will clearly indicate when experience or a competency-based test can be substituted for a specified qualification.	2019/20	2020/21	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Develop formal qualification frameworks.	SHG HR	-	Formal qualification frameworks developed for SHG to enable directorates to make comparisons between education and experience.	2020/21	2021/22	Possibly	£0	N/A
2020 - 2025: Current Labour Market Challenges	Develop a vetting policy and issue guidance on the vetting process for all roles.	SHG HR	-	A formal SHG vetting policy and guidance enables directorates to risk assess potential employees with previous dismissals or convictions.	2019/20	2020/21	No	£0	N/A

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2020 - 2025: Current Labour Market Challenges	Seek guidance from the Police Directorate regarding how to best assist individuals who have prior criminal convictions seeking training through St Helena Community College or using the workshops at Prince Andrew School	Education Directorate	Police Directorate	Guidance from the Police Directorate is used to determine how to best assist individuals with prior convictions who are seeking training (e.g., at the St Helena Community College).	2020/21	2020/21	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Undertake pay and allowances review.	SHG HR	-	An SHG pay and allowances review identifies factors that lead to real and perceived inequities in compensation and proposes actions to address those factors.	2020/21	2021/22	Possibly	£0	N/A
2020 - 2025: Current Labour Market Challenges	Engage the UK Department for International Development to explore options for using the TC programme to retain talent in St Helena.	SHG HR	-	SHG initiates further discussions with DFID on how the TC budget could be used to retain talent on Island.	2020/21	2024/25	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Identify best practices in non-financial rewards and recognition (e.g., press releases about length of service) and more consistently implement those across SHG.	SHG HR	-	SHG identifies successful practices in employee recognition and issues guidance to directorates on how those can be implemented.	2019/20	2020/21	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Explore options for enhancing the performance management system based on best practices applied by other organisations globally.	SHG HR	-	SHG initiates a review of the performance management system, identifies deficiencies and proposes solutions based on global best practices.	2020/21	2022/23	No	£0	N/A
2020 - 2025: Current Labour Market Challenges	Work with supervisors to ensure they understand existing processes for addressing performance issues and have the support needed to take action when necessary.	SHG HR	-	SHG provides training and guidance to supervisors on how to address performance issues.	2020/21	2022/23	No	£0	N/A
2020 - 2030: Growing St Helena's Workforce	Develop online registry for St Helenians overseas to register interest in receiving job lists.	CASH	SHG ICT	Online registry is available for St Helenians overseas to register interest in returning to St Helena for work.	2020/21	2021/22	Yes	TBD	N/A
2020 - 2030: Growing St Helena's Workforce	Develop email digest of jobs available on-Island.	CASH	-	Email digest of jobs on-Island is available to interested individuals.	2020/21	2021/22	No	£0	N/A
2020 - 2030: Growing St Helena's Workforce	Propose relocation assistance loans through Tax and Revenue Working Group.	Corporate Services	Corporate Finance	Relocation loans are available to assist St Helenians returning to St Helena for employment.	2019/20	2020/21	Yes	£400,000	Estimate
2020 - 2030: Growing St Helena's Workforce	Propose customs duty changes related to relocation assistance through Tax and Revenue Working Group - on vehicle import and goods necessary to set up households - for a level playing field.	Corporate Services	Corporate Finance	Tax and revenue working group reviews customs duty and identifies changes to support St Helenians returning to St Helena for employment.	2019/20	2020/21	No	£0	N/A
2020 - 2030: Growing St Helena's Workforce	Design and implement Graduate Scheme	SHG HR	-	A Graduate Scheme employs recent university graduates in a rotational programme including placements in SHG and the private sector.	2019/20	2020/21	Yes	£8,000	Estimate
2020 - 2030: Growing St Helena's Workforce	Identify employer needs that could be met by a volunteer or working holiday scheme.	ESH	-	A list of employer needs informs design of a volunteer and working holiday scheme.	2020/21	2020/21	No	£0	N/A
2020 - 2030: Growing St Helena's Workforce	Design approved scheme for volunteer and/or working holidays.	Corporate Services	Immigration	Guidelines define the requirements for participating in volunteer or working holiday schemes.	2020/21	2021/22	No	£0	N/A

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2020 - 2030: Growing St Helena's Workforce	Market volunteer and/or working holiday scheme through appropriate channels.	CASH	-	The volunteer and working holiday scheme are advertised with organisations such as universities, groups for retired individuals and relevant interest groups.	2020/21	2022/23	No	£0	N/A
2020 - 2030: Growing St Helena's Workforce	Include a proposal for a permanent resident category in the revised Immigration Policy and Ordinance.	Immigration	-	The draft Immigration Policy and Ordinance reflect a category for permanent residency.	2019/20	2020/21	No	£0	N/A
2020 - 2030: Growing St Helena's Workforce	Market St Helena as a destination for digital nomads.	Tourism Office	-	Promotional materials are developed to market St Helena's potential as a destination for remote work.	2022/23	2029/30	No	£0	N/A
2020 - 2035: Building the Economy of Tomorrow	Complete workforce planning process.	SHG HR	-	The SHG workforce planning process is completed and framework in place.	2019/20	2020/21	No	£0	N/A
2020 - 2035: Building the Economy of Tomorrow	Create succession policy and plans for key positions.	SHG HR	-	A succession policy and plans for key positions is used to inform staff development, training and recruitment.	2019/20	2020/21	No	£0	N/A
2020 - 2035: Building the Economy of Tomorrow	Incorporate workforce development requirements into TC contracts to build upon current requirements linked to probation and appraisal.	SHG HR	-	All TC contracts reflect a responsibility to perform workforce development activities.	2019/20	2021/22	No	£0	N/A
2020 - 2035: Building the Economy of Tomorrow	Update shortage occupation list based on business survey.	Corporate Services	-	The shortage occupation list is revised and updated annually.	2020/21	2020/21	No	£0	N/A
2020 - 2035: Building the Economy of Tomorrow	include question about skills/qualifications in census.	Corporate Services	Corporate Services	The census includes questions about skills and qualifications to inform the shortage occupation list.	2020/21	2021/22	No	£0	N/A
2020 - 2035: Building the Economy of Tomorrow	SEDP sectors, needs identified through workforce planning and a regularly-updated list of shortage occupations are used to planning career-related educational activities.	CASH	Education Directorate	SEDP sectors, needs identified through workforce planning and shortage occupation list are used in the planning of career-related educational activities.	2020/21	2024/25	No	£0	N/A
2020 - 2035: Building the Economy of Tomorrow	Develop a programme to promote agriculture and fishing careers in St Helena, both in schools and in organised activities outside of school.	Education Directorate	-	Activities related to agriculture and fishing careers are available for interested students.	2019/20	2024/25	Possibly	TBD	N/A
2020 - 2035: Building the Economy of Tomorrow	Identify assessors locally or through remote engagement to support vocational qualifications.	Education Directorate	-	A sufficient number of assessors, whether sourced locally or remotely, are in place to support vocational qualifications.	2019/20	2024/25	Possibly	TBD	N/A
2020 - 2035: Building the Economy of Tomorrow	Expand curriculum through a portfolio of online resources that will be available to interested students through the St Helena Community College or at Prince Andrew School.	Education Directorate	Education Directorate	Online resources are used to supplement standard curriculum available locally.	2019/20	2029/30	Possibly	TBD	TBD
2020 - 2035: Building the Economy of Tomorrow	Incorporate digital careers and remote-work jobs in career-related activities.	Education Directorate	-	Digital professionals and remote workers are included in career-related educational activities.	2020/21	2021/22	No	£0	N/A
Complementary Policies	The scholarship award process should take into account shortage occupations and projected needs from employers' workforce planning processes. In addition, consideration should be given to students wanting to study fields that have broad applicability even if they do not directly align with a specific position (e.g., business, economics, government, information technology, public policy, etc.).	Education Directorate	-	Scholarship process reflects needs informed by shortage occupations and employer workforce planning. Consideration also given to fields with broad applicability.	2020/21	2024/25	No	£0	N/A
Complementary Policies	SHG formalise a policy of actively working with individual students to develop a schedule for their return that is flexible and mutually beneficial.	Education Directorate	-	A formal process is in place for scholarship students to extend time abroad.	2019/20	2020/21	No	£0	N/A

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Complementary Policies	Establish a community of scholarship programme 'alumni' to create a support network on-Island and abroad that can help students as they transition from secondary school to university and then into employment.	SHG HR	-	Returning students are engaged to identify individual interested in leading alumni outreach.	2019/20	2020/21	No	£0	N/A
Complementary Policies	Address the healthcare costs for St Helenians who return to the Island, temporary workers and immigrants employed by private sector organisations.	Corporate Finance	Health Directorate	Expats from all employers have access to same healthcare rates.	2019/20	2021/22	No	£0	N/A
Complementary Policies	Work with private sector to provide adequate housing for temporary workers who support key sectors. It will be important to consider alternative approaches, such as home stays, that can facilitate an increase in the workforce in the near term. In the longer-term, high quality 'backpacker' or hostel-style accommodation will help make St Helena a more attractive destination for individuals interested in volunteer or working holidays.	Housing	-	Adequate housing in place to support digital nomads and individuals participating in volunteer or working holidays.	2022/23	2029/30	No	£0	N/A
Complementary Policies	Services for disabled individuals should seek to increase inclusion and assist individuals in achieving their maximum potential. Support for organisations such as SHAPE will help increase employment opportunities for individuals with disabilities.	CASH	-	Services for disabled individuals increase inclusion and assist individuals in achieving maximum potential.	2020/21	2024/25	No	£0	N/A
Complementary Policies	Assess tax policies to ensure they do not create incentives for individuals to leave St Helena or keep funds off-shore.	Corporate Finance	Corporate Services	Tax policies reviewed to ensure they do not create incentives for individuals to leave St Helena or keep funds off-shore.	2020/21	2021/22	Possibly	TBD	N/A
Complementary Policies	Following landing of the cable, targeted support will be critical in creating a new generation of digital entrepreneurs.	ESH	-	Targeted support is available for digital entrepreneurs.	2021/22	2023/24	Possibly	TBD	N/A
Complementary Policies	In advance of the fibre optic cable, IT education and support for existing businesses will be critical in managing the transition to achieve the greatest possible benefits.	Education Directorate	St Helena Community College	IT education and support are available for existing businesses in advance of cable landing.	2019/20	2021/22	Possibly	TBD	N/A