



St Helena
Government

Environment, Natural Resources and Planning Directorate

Directorate Strategy and Delivery Plan April 2020 – March 2023

Version: 2

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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, Integrity, Teamwork

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

The current ENRP Directorate has only been in existence since April 2019 resulting from a split of the former Environment and Natural Resources Directorate's (ENRD) structure into 2 Directorates.

The Directorate's roles extend across a portfolio that encompasses 8 areas including: Agriculture, Fisheries, Forestry, Biosecurity, Environmental Protection, Environmental Risk Management, Nature Conservation and Land Planning and Building Control. 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 tourism, land planning and development control, biosecurity, environmental management and climate change.
- **REGULATOR:** Setting standards and enforcement 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, monitoring and running clearance activities and biosecurity 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 an agricultural support programme (including the SHG Public/Private Agricultural Partnership scheme).
- **ENABLER:** Engaging and informing stakeholders about 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.

Within our portfolio areas we administer and work to a number of key pieces of legislation, including:

- Agriculture Improvement Ordinance
- Building Regulations.
- Animals (Diseases) Ordinance.
- Bees Ordinance.
- Customs (Import and Export) Regulations (for biosecurity).
- Dogs and Cats Ordinance.
- Environmental Protection Ordinance.
- Fisheries Limits Ordinance.
- Forestry Ordinance.
- High Seas Fishing Ordinance.
- Land Planning and Development Control Ordinance.
- Plants (Protection) Ordinance.
- Protection of Animals Ordinance.

3. What we have achieved so far:

Directorate achievements that this Strategy and Delivery Plan will build on over the next 3 years are listed below.

1. Staff development

- Institute of Leadership & Management certificated courses undertaken by up to 6 of the Directorate's middle and senior managers.
- Exposure visits to the UK undertaken by environmental management staff in environmental risk management and terrestrial conservation work.
- One of our middle manager's has participated in and graduated from SHG future leaders programme.
- One of our manager's is undertaking degree studies in environmental law.

- More than 12 middle managers have recently undertaken first time and refresher 'train the trainer' courses through professional external training and capacity building expertise available on Island.
- Upskilling and capacity building initiatives for staff that is underway, through the following work programmes:
 - i. the Blue Belt and ICCAT programme for marine management.
 - ii. the Darwin Plus project programme for invasive plant management, pest risk assessment and fisheries science.
 - iii. the upskilling programme in collaboration with SHCC and ESH for the ANRD agriculture team and agriculture sector to meet the requirements of the agriculture sector Training Needs Analysis.

2. Agriculture

- Policy reform for the use and management of the Agricultural Estate, whereby invasive species are better managed and controlled on crown agricultural land, and agriculture land and building is productively used and their stewardship enhanced to create an improved environment for food production.
- Improved veterinary & livestock development service through securing the services of a local qualified veterinary officer agronomic services
- Strengthened farmer support advisory and services function through securing a TC Agronomist for 2 years to provide agronomic services to the agriculture sector and upskill the agriculture team.
- The up-skilling initiatives already underway to equip the agricultural sector to achieve increased production returns and achieve a larger share in the market for fresh agricultural produce.

3. Biosecurity

- A new biosecurity system established and implemented which focuses on managing biosecurity risks across the continuum (pre-border, border and post-border).
- Development of a draft dedicated biosecurity law for St Helena.
- Hosting of biosecurity upskilling exposure visits for other territories in the South Atlantic region.

4. Environment

- Establishment and implementation of Climate Change and Waste Management Policies.
- Implementation of a 2 year Darwin Plus Invasive Plant Management capacity building Project.
- Implementation of the Waste Management Strategy.

- Establishment of a 10 year Peaks Management Plan (based on biodiversity, water security and tourism pillars).
- Establishment and implementation of the Environmental Protection Ordinance (EPO).
- Collaboration with stakeholders (SHNT and Solomon's) for the delivery of an EU funded Anaerobic Digestion Innovation Pilot Project.
- Collaboration with stakeholder (SAERI) for the delivery of a UK Government funded Natural Capital Assessment Project – constraints mapping and cost/benefit analysis for a new landfill site on St Helena.
- Collaboration with stakeholder (ESH) for the citing of Olympic Bins (for strategic location across the island) to support recycling of glass, cans and plastic waste.
- Charging for commercial waste scheme developed, approved and successfully implemented.
- Bulky Waste Disposal Project delivered– remediating the landscape of historical bulky waste e.g. end of life vehicles.
- Increasing the useful life of the domestic waste cells at the Horse Point landfill site.
- Secured resources for and implementing a 3 year cloud forest project which will double the workforce and management capacity for management of the Peaks.
- Multi species genetic field genebank system implemented on the peaks, safeguarding entire species & associated ecosystems.
- Reviews of Marine Tourism, Water Quality and Sand extraction policy/legislation delivered under the Blue Belt programme to reduce the risk to marine species and habitats posed by these practices.
- Darwin Plus study nearing completion for the monitoring seasonal/long term changes of the marine environment and how it impacts the abundance/distribution of the islands marine species.
- Collaboration with stakeholders (EMD Marine, SHNT Marine and SHAPE) for the development and successful funding of a UK Government (DEFRA) Marine Debris Project primarily aimed at reducing and recycling plastic waste from the ocean. Awareness raising for marine plastics and the delivery of low volume plastics recycling capabilities completed.
- Establishment of a marine compliance and enforcement function to support ad improved regulatory framework for management of the MPA.

5. Fisheries

- Establishment of fisheries management and licensing policies to better regulate fishing activities within the Marine Protected Area (MPA).
- Development of draft reformed fisheries legislation to underpin a more robust regulatory framework for the MPA.

- Securing funding for technical assistance to provide a Marine Compliance and Enforcement function to improve delivery of marine compliance and enforcement requirements.
- Improved compliance with ICCAT fisheries reporting requirements through support under the ICCAT and Blue Belt programmes.
- Studies continuing as part of the Blue Belt, Darwin Plus and ICCAT programmes to establish behaviour and stock assessments for Tuna, Grouper fish and Lobster, informing policies on sustainable fishing in St Helena's MPA.

6. Forestry

- The National Forest Estate has been rationalised to concentrate management efforts and responsibilities on core forest assets and free up unproductive land for forestry purposes for other land uses.
- The National Forest Estate sustainably managed to provide both forest products and forest services to wood related businesses the community.
- Tree management services to the community to ensure risks regarding their impact on local infrastructure is minimised and risks to residential areas, businesses and public spaces are from injury and or damage associated with trees and tree debris is minimised.
- Key public areas of the Forest and Crown Estate is managed to a safe standard for community recreation and enjoyment.

7. Land Planning and Building Control

- Reform of land planning and control policy through undertaking revision of the Land Planning and Development Control Plan (LDCP).
- Reform of land planning and development control legislation through implementation of new building regulations.

4. Where we want to be:

Continuous improvement is essential throughout the new planning period to effect improvements in the Directorate in policy and legislation, service delivery and operational work programmes in both the Directorate'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 as part of the former ENRD Directorate, ENRP anticipates by 2023 it will be thriving within a framework of increased national reach for its core roles and functions to influence land planning and development control, agriculture, forestry, fisheries, biosecurity, environmental stewardship and appropriate use and management of St Helena's natural capital so as to maximise as many benefits as possible for the community both now and in the future.

Achieving this vision will require:

- Directorate stability through implementation of a clear medium-long term organisational structure for the Directorate
- 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 Directorate (wider SHG) for non-core functions to enable us to deliver our core functions, enabling services and activities.
- Action on policy and process gap analysis work to deliver an improved policy framework and supporting processes to maximise the effectiveness of our regulatory functions, and our services and activities.
- 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 Directorate's senior management team.
- A strong commitment to staff training and development alongside of delivery of outputs.
- Ensuring our strong culture of support and collaboration underpins all of our activities.

In 2023 ENRP will be working collaboratively with local and international stakeholders to effect progress towards the following key long-term outcomes in support of the Island's planning documents:

Improved environmental management and governance – the provision of technical support will have enabled environmental policies and regulation to be established and a strengthened environmental protection and risk management team will be delivering increased 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 is 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 (related to SP1).

Strengthened agricultural sector capacity is demonstrating improved agricultural attainment – Policy reform together with an uplift in investment through the EDIP programme for upgrading of the key 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 to effectively support food security requirements.

Upskilling opportunities is being taken up across the sector and agronomic specialist and agric-business knowledge transfer is being embedded in production systems. The use of producer development plans and collaborative producer/merchant/support agency initiatives are being increasingly implemented and valued (related to SP2).

The Island's natural capital valued and improved – biodiversity, water and tourism related stakeholders will be working collaboratively through a 5 year donor funded project to deliver on key management actions within the 10 Year Peaks Management Plan to improve and secure the community benefits and services derived from the Peaks (SP1).

Implementation and monitoring of policies for fisheries, marine tourism and other marine activities (sand extraction and marine pollution) and reform of the Marine Management Plan will be directing priority monitoring and management actions for the marine environment, increasing its value and contribution as a natural resource for use and enjoyment by Islanders and tourists alike A Biodiversity Strategy and Action Plan is in place and informing co-ordinated management actions for conservation of biodiversity (related to SP's 1 and 6).

Improved Agricultural Estate policy linked to strengthened enforcement and management actions will be improving both use and compliance with stewardship requirements for the Estate (SP2).

Appreciation for 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 Estates bring to health and wellbeing of the community (SP2).

A streamlined and transparent planning and development system – our planning and development control system is reformed and modernised and as a result we are delivering a system that is responsive to client needs, is supporting and enabling appropriate developments, and its decision-making process is transparent (related to SP3).

There is co-ordinated and effective management of the impacts of invasive species – a dedicated management function that is resourced centrally in ENRP is leading and co-ordinating management of invasive plants (IP) through collaborative actions and knowledge sharing across the various sectors. As a result, the spread and establishment of IP is reducing and increased value for money is being achieved from management response initiatives. The impacts on agriculture, terrestrial conservation efforts and the community from rabbits is being managed through targeted and community initiatives (related to SP4).

Our biosecurity system is protecting St Helena and providing sustained benefits to the community – people and goods move 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:

- 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).

Strengthened local capacity to better protect priority habitat fragments and endangered species against threats – the Darwin Cloud Forest project has enabled local capacity to be strengthened to better protect priority habitat fragments against invasive plants and improved knowledge of applied ecology of vegetation succession, allowing better scheduling of alien and invasive plant control and restoration techniques. This is being 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, see collections, nursery scheduling and production workflow, training in habitat assessment techniques and restoration follow-up timing/scheduling (related to SP6).

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.
- eventually implementing a Cadre Scheme for the Directorate (where funding permits).
- greater inter-agency collaboration, both local and internationally. This includes internationally for technical requirements; locally with ESH for improved targeting of funding opportunities, and corporately in SHG for joined-up/improved workforce planning and addressing skills-gaps requirements.
- 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 Directorate.
- increased client/community accessibility to services/work programme resources (including improve information on the Directorate's roles through e-resources).

(related to actions on Improvements and Efficiencies sheet).

.4. How we will achieve this:

The ENRP Directorate has 6 Directorate Priorities 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 Directorate’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>DIRECTORATE 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.</p>	<p>DIRECTORATE PRIORITY TWO</p> <p>Improve our capacity to manage our natural resources sustainably to increase food production and forestry services and products.</p>	<p>DIRECTORATE PRIORITY THREE</p> <p>Implement an effective land planning and building control system to facilitate sustainable development and investment to support economic growth.</p>
<p>DIRECTORATE PRIORITY FOUR</p> <p>Reduce the economic and environmental impact of invasive species.</p>	<p>DIRECTORATE PRIORITY FIVE</p> <p>Safeguard St Helena through implementation of a robust biosecurity system</p>	<p>DIRECTORATE PRIORITY SIX</p> <p>Increase our capacity to safeguard natural habitats and save critically endangered species.</p>

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

The diagram below shows how each Directorate Priority is linked to our Strategic Objectives and Strategic Goals (and to our Policy Priorities where applicable):

Directorate Priorities	Policy Priorities	Strategic Objectives	National Goals
<p>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</p>	<p>7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment</p>	<p>7.1 Promote the sustainable management and use of natural resources and the environment</p>	<p>7. ALTOGETHER GREENER</p>

2. Improve our capacity to manage our natural resources sustainably to increase food production and forestry services and products	3.1.3 Ensure food security and encourage import substitution and exports	3.1 Ensure sustainable economic development	3. ALTOGETHER WEALTHIER
3. Implement an effective land planning and building control process to facilitate sustainable development and investment to support economic growth	3.1.1 Create an enabling environment for future investment and private sector growth 7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment	3.1 Ensure sustainable economic development 7.1 Promote the sustainable management and use of natural resources and the environment	3. ALTOGETHER WEALTHIER 7. ALTOGETHER GREENER
4. Reduce the economic and environmental impact of invasive species	3.1.3 Ensure food security and encourage import substitution and exports 7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment	3.1 Ensure sustainable economic development 7.1 Promote the sustainable management and use of natural resources and the environment	3. ALTOGETHER WEALTHIER 7. ALTOGETHER GREENER
5. Safeguard St Helena through implementation of a robust biosecurity system	7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment	7.1 Promote the sustainable management and use of natural resources and the environment	7. ALTOGETHER GREENER
6. Increase our capacity to safeguard natural habitats and save critically endangered species	7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment	7.1 Promote the sustainable management and use of natural resources and the environment	7. ALTOGETHER GREENER

5. ENRP Directorate Delivery Plan

Directorate 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		
				2020/21	2021/22	2022/23
Deliver a National Biodiversity Strategy & Action Plan (NBSAP) and implementation of actions	TCO	NBSAP and Action Plan established and agreed % of Action Plan implemented	A range of plans and documents exist for conservation but no inclusive Strategy and Plan developed	Funding secured and Strategy and Plan established	70%	90%
On-going implementation of the Environmental Protection Ordinance (EPO)	CEO	% of the EPO implemented	80% implementation of the parts of the EPO that can be implemented, i.e. those parts that are supported by enabling policies and guidelines (this is approximately 20% of the overall EPO requirements).	90%	90%	90%

Implementation of the EPO Action Plan	CEO	% of EPO Action Plan targets achieved	EPO Action Plan being developed in 2019/20 to address the remaining 80% of requirements for EPO implementation. Action Plan will include targets for delivery.	80%	80%	80%
Secure access to specialist technical and legislative drafting expertise to support the development of policies, guidelines, procedures and regulations identified in the EPO Action Plan.	Director	Number of policies and regulations drafted and endorsed	Marine tourism accreditation scheme in place but no policy and regulations in the area of marine tourism, marine pollution, and sand extraction	Pollution tourism and sand extraction policies drafted and agreed. Regulations drafted for the above areas and agreed for pollution	Regulations agreed for marine tourism and sand extraction	
Deliver a marine environmental monitoring programme	M&FCO	% of marine environmental monitoring programme delivered	50% in 2018/19	65%	80%	100%
Reform and implementation of the Marine Management Plan	M&FCO	% of Marine Management Plan implemented	75% in 2018/19	85%	95%	100%
Improve knowledge of applied ecology of vegetation succession enabling better scheduling of invasive	TCO / Darwin CF Project Manager	~20 project work areas defined, and habitat fragments prioritised, incorporating >60% of the	DPLUS029 set survey methods and identified 115 small fragments of particularly	20 work areas identified with potential corridor areas linking these	100% of work areas secured. 50 % of work areas	

alien plant control and restoration activities		<p>115 existing DPLUS029 sites</p> <p>Potential corridors to link priority habitat fragments defined and prioritised according to habitat quality and suitability</p> <p>Botanical baselines set for all ~20 work areas</p> <p>Invertebrate baselines set for the ~20 work areas</p> <p>Clearance protocols implemented, efficacy evaluated, and techniques refined/adjusted by close of project Annual surveys completed: 1 for each area</p>	<p>high diversity importance</p> <p>Clearance protocol in draft form and methods proven effective to create corridors</p> <p>Fixed point photography and drone photo evidence exist however points, and flight programmes required to achieve replicable surveys</p>	<p>50 % of work areas secured and 50% of corridors under improvement</p> <p>5 extra species added to clearance protocol. First revision completed</p> <p>Drone photo schedule established and implemented</p>	<p>with <90% invasive cover</p> <p>50% of corridors with <75% invasive cover; 25% >75% endemic cover; & 25% with <50% invasive cover</p> <p>All areas under drone surveillance</p>	
Implement the Waste Management Strategy	ERM	Not available to author at this time	% of waste recycled	Develop a Materials Recycling Facility (MRF) using internal and external funding	Operate a MRF – 5% waste recycled	Operate a MRF – 10% waste recycled
Establish and implement an approved charging for waste scheme	ERM	Only commercial producers currently charged	% of charging scheme plan implemented	30%	30%	40%

Develop waste minimisation and prevention activities	ERM		% of waste minimisation plan implemented	20%	30%	50%
Remediate landscapes historically blighted by bulky waste	ERM		Number of landscapes remediated	1	2	3

Directorate Priority 2: Improve our capacity to manage our natural resources sustainably to increase food production and forestry services and products						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Implementation of the regulatory/management requirements of the new Fisheries Ordinance	SFO	% of the FO implemented	50% implementation of the parts of the current FLO ordinance that can be implemented	80%	95%	95%
Implementation of the fishing licensing communication and compliance plan in support of the new licensing policy framework adopted in 2019	MEO	% of planned actions implemented/met	To be established in current year once Marine Enforcement Officer in post	70%	80%	90%
Delivery of the fisheries science programme	M&FCO	% of fisheries science programme undertaken	50-55% in 2018/19	65%	80%	100%
Implementation of ICAAT fisheries reporting and Flag State monitoring /reporting requirements	SFO	% of reporting/monitoring requirements met	90% reporting 100% monitoring	100% for both	100% of both	100% for both

Facilitate reform of Agriculture & Livestock Improvement Ordinance	Director	Agriculture & Improvement Ordinance adopted and implemented	Ordinance is outdated and does not provide appropriate basis for agriculture improvement policy anticipated	Adoption of Ordinance by August 2020		
Implement the Action Plan arising from the Agriculture Estate's Use and Management Reform Policy 2021-23.	ADO	% of the Agric-Estate Action Plan implemented	Policy currently being reformed with related improvement actions to be developed	80% of yr actions	90% of yr 2 actions	95% of yr 3 actions
Implement agriculture support action plan	ADO	% completion of action plan	Support programmes currently available; Public Private Partnerships Support towards the purchase of Herbicides Animal Husbandry Fund Support	90% of actions completed	100% of yr 2 actions completed	100% of the yr 3 actions completed
Implement Producer Development Plans	ADO	Number of Producer Development Plans (PDP) implemented.	None implemented at present, but discussions have commenced with two producer groups	3 PDP's implemented	3 PDP's implemented	3 PDP's implemented
Implement agriculture services action plan	ADO	% completion of action plan	Action plan to be developed in 2019/20	75-80%	85-90%	90-95%
Implement agriculture upskilling action plan	ADO	% completion of action plan	A number of courses were	60% of identified	70% of identified	80% of identified

			identified through the 2018 Agriculture TNA covering arable, livestock and apiculture sectors	courses delivered	courses delivered	courses delivered
Implement training and development plan actions to improve capacity for effective natural resource management and delivery of services	ADO/Forestry Officer/Senior Fisheries Officer and M&FCO	% of training and development plan's training needs implemented		75%	85%	95%
Implement an annual maintenance plan for the National Forest Estate	Forestry Officer	% of total forestry husbandry activities met	60% of targets met with 10% of targets being in progress at the end of FY 2018/19	90-95%	90-95%	90-95%
Implement an annual tree assessment and maintenance plan for key Crown and Privately owned trees in Jamestown	Forestry Officer	% of LDCA approved works completed for trees on Crown and private property	100% in 2018/19	100%	100%	100%
Provide raw forest material to key industry private sector operators	Forestry Officer	Tonnage of raw firewood material supplied % of saw log and post orders supplied and met	440 ton in 2018/19 n/a	440 ton 90-95%	440 ton 90-95%	440 ton 90-95%
Implement an annual Forest Estate Recreation Plan for all National Forest recreational areas and key Crown areas of significant value	Forestry Officer	Number of existing recreational areas maintained Number of new recreational areas created	8 areas in 2018/19 n/a	8 areas 2 areas 4 areas	10 areas 4 areas	10 areas 4 areas

		Number of key Crown areas maintained	4 areas in 2018/19			
Create and maintain firebreaks in high risk areas of the Estate where residential development is evident.	Forestry Officer	% of required firebreaks cut and maintained	n/a	25%	50%	75%
Undertake a round timber inventory for the Estate	FO	Timber inventory completed	Last inventory undertaken some 3 years ago	By December 2020		

Directorate Priority 3: Implement an effective land planning and building control system to facilitate sustainable development and investment to support economic growth						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Implement a land planning and development service in support of social, economic and environmental development on the Island	HOP&BC	% of registered planning applications processed for approval	2018/19 – 84% of applications registered able to processed for approval	95%	95%	95%
Implement a building inspections service to facilitate approvals for occupancy of buildings established under approved planning applications	HOP&BC	% of buildings inspection plan completed	Not available	95%	95%	95%
Input into the EIA process in line with statutory requirements and guidance	Chief Environmental Officer	% statutory requirements met	EIA process to be refined and appropriate guidance	100%	100%	100%

			produced in 2019/20			
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Directorate Priority 4: Reduce the economic and environmental impact of invasive species						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Improve knowledge and awareness of invasive plant management strategies and alternative approaches amongst key stakeholders, demonstrating sustainability through the betterment of protected areas with decreasing intervention over time, lowering the cost and effort to manage in the long run (ANRD, Tourism, Private landowners, general public, ASCI conservation & St Helena Terrestrial Conservation, and the wider conservation community)	Terrestrial Conservation Officer / Darwin CF Project Manager	No. of invasive plant management workshops/exchange visits implemented No. of Darwin Project invasive plant management presentations made No. of publicity activities undertaken	No cross island collaboration or exchange regard habitat restoration EMD nursery have a yearly open day 1 radio interview on the project. 1 international biology conference advertising the work of DPLUS099 and 029 and the working methods employed through this project as an example of an innovative success story	2 workshops and at least 2 staff undertake inter-Island exchange visits 1 presentation at nursery open day 4 radio interviews 4 articles in printed press	1 presentation at nursery open day 4 radio interviews 4 articles in printed press	
Implement invasive plant action plan across sectors (subject to Business Case approval for dedicated	Invasive Plant Officer	Action Plan established	Management Framework for managing IP's currently being established			

IP management function)			through IP Darwin Project			
		% of action plan implemented	% of action plan implemented	70% of action plan activities being undertaken	85% implemented	90% achieved

Directorate Priority 5: Safeguard St Helena through implementation of a robust biosecurity system						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Implement a robust pre-border and border biosecurity programme with local and international participation	BO	1. % of arriving passengers without a quarantine risk	96 % in 2018/19	97%	97%	97%
		2. % of fresh produce lots inspected without a quarantine risk	96 % in 2018/19	97%	97%	97%
		3. Number of quarantine pests detected as a percentage of the total number of units imported	2% in 2018-19	1%	1%	1%
		4. Number of quarantine pests detected post-border as a percentage of units imported	1.5% in 2018-19	1%	1%	1%
		5. Number of animals that breach border security	5% in 2018-19	4%	4%	4%
		6. % of private containers imported without a quarantine risk	Still being worked on	96%	97%	97%

		7. % of vehicles imported without a quarantine risk	Still being worked on	96%	97%	97%
Import Best Practice guidelines and Health Standards for high risk biosecurity imports established and implemented	BO	Number of Import Health Standards established and implemented	6 currently in place	2 additional	2 additional	2 additional
		Number of best practice guidelines established and implemented	8 currently in place	2 additional	2 additional	2 additional
Deliver a communications plan with local and international participation to support importer compliance	BO	% of communication and compliance plan implemented	2018-19 at 90% overall	100%	100%	100%
Deliver the agreed actions to implement the new biosecurity legislation	BO	% of action plan's annual activities met	n/a	60%	75%	95%

Directorate Priority 6: Increase our capacity to safeguard natural habitats and save critically endangered species						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Strengthen local capacity to better protect priority habitat fragments against invasive plants	Terrestrial Conservation Officer / Darwin CF Project Manager	Number of workers trained in applied ecology and new invasive plant clearance protocols	0 persons trained in best practice techniques	12-15 staff	12-15 staff	
		Number of staff trained in nursery scheduling and optimum production workflow	Room for improvement with Nursery scheduling and habitat assessment	12-15 staff and 6 stakeholders attend training.	6 stakeholders attend training.	

		Number of stakeholders trained in habitat assessment techniques and timing/scheduling/programming of restoration follow-up visits	techniques or how to schedule follow up visits for maintenance or restoration activity is limited		6 attendees reach competence	
Seed collection plan implemented for field gene banks and wild populations of endemic species	NO	% of seed collection plan targets met	90%	95%	95%	95%
Implement nursery plan for plant propagation to support species planting programme and LEMP project	Nursery Officer	% of propagation plan targets met	90-95%	95%	100%	100%

6. Financial projections:

The table below shows ENRP's financial projections for the financial year 2020/21 with a summary of outputs linked to budget submissions. Links are also made to Directorate Priorities and Strategic Policy Priorities where relevant.

Outputs	Budget Cost Centre	2020/21 £'000	Directorate Priority No.	Policy Priority
LAND PLANNING AND BUILDING CONTROL	2622	116,000	3	3.1.1 Create an enabling environment for future investment and private sector growth 7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
UPKEEP OF PUBLIC AREAS	2623	44,000	1,4	7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
FORESTRY PRODUCTION & TREE SURGERY	2630	132,000	2	3.1.3 Ensure food security and encourage import substitution and exports 7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
FISHERIES ADMIN, PROTECTION & POLICY ADVICE	2631	95,000	2	3.1.1 Create an enabling environment for future investment and private sector growth 3.1.3 Ensure food security and encourage import substitution and exports
BIOSECURITY	2632	64,000	5	3.1.3 Ensure food security and encourage import substitution and exports 7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
AGRICULTURAL SUPPORT	2633	417,000	2,4	3.1.1 Create an enabling environment for future investment and private sector growth 3.1.3 Ensure food security and encourage import substitution and exports
FOREST ESTABLISHMENT, MAINTENANCE & PROTECTION	2634	126,000	2,4	3.1.3 Ensure food security and encourage import substitution and exports 7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
GROUNDS MAINTENANCE	2635	64,000	1,4	7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
ENVIRONMENTAL PROTECTION	2640	100,000	1,3	7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
TERRESTRIAL CONSERVATION	2641	144,000	5,6	7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment

MARINE & FISHERIES CONSERVATION	2642	67,000	1,2,6	3.1.3 Ensure food security and encourage import substitution and exports 7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
ENVIRONMENTAL RISK MANAGEMENT	2643	302,000	1	7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
Total Recurrent Allocation		1,671,000		
Other Funding Streams – <i>Darwin Plus Cloud Forest Project</i>		122,000	1	7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
Other Funding Streams – <i>Blue Belt Programme</i>		Amount Still TBC by BB	1,2,6	3.1.3 Ensure food security and encourage import substitution and exports 7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
Total Other Funding		122,000 (plus BB TBC)		
Total Funding		1,793,000 (+BB once known)		

7. Workforce plan:

ENRP recognises 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.

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

8. Risk Management and Mitigation

The ENRP Directorate’s Risk Register is shown as an Appendix to this Directorate Strategy and Delivery Plan.