



**St Helena
Government**

SAFETY, SECURITY & HOME AFFAIRS

Portfolio Strategy & Delivery Plan

April 2021 – March 2024

Prepared by: Portfolio Senior Management Team

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1. Our Vision, Mission and Values:

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

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

Our Values: **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:

This new Portfolio provides a wide range of services to the communities of St Helena and Ascension Island. It comprises the Police, Immigration, Customs, Fire and Rescue, Sea Rescue, Prison, Emergency Planning, Port Control, Maritime and a range of licensing and inspection services. The Portfolio also provides a 24 hours emergency services contact, control and command centre.

The Safety, Security & Home Affairs Portfolio is responsible for managing major and critical incidents and building trust and confidence in the services it provides. The Portfolio is focused on working with other agencies, partners and the public to create a safe environment to achieve the Strategic Goal of making St. Helena 'Altogether Safer'.

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:

- Constitution of St Helena, Ascension and Tristan da Cunha, 2009
- Police Service Ordinance, 1975;
- Prisons Ordinance, 1960;
- Fire Service Ordinance, 1985;
- Immigration Ordinance, 2011;
- 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.

3. What we have achieved so far:

Over the last few years we have had four main priorities. Our goals have been ambitious but they have established the foundations upon which the Portfolio will continue to build. The next three years will be a transitional time, as we focus on developing the skills and abilities of our teams and seek to reduce the number of posts at present necessarily filled by recruitment from overseas. Improved training will be key to develop local staff to enable them to provide an increasingly complex range of professional services to the public and to take on specialist and supervisory roles.

Critical to this goal is access to off-island training services. Previously, it has been possible to bring suitable trainers to St. Helena but the Covid-19 pandemic has required us to review and, where possible, adopt more creative solutions. These have included an increase in online distance learning and developing partnerships with other overseas territories, 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 times.

We continue 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 police officers, immigration officers and customs officers manage crime and intelligence and the E-Visa and other immigration systems have enhanced the way the Immigration Service manage the movements of people through our border. The Fire Service has procured new equipment and a specially designed vehicle to allow them to respond effectively across the island and the Sea Rescue service is working with United Kingdom agencies to explore the possibility of acquiring a suitable vessel to enable a response to the offshore seamount areas, which may be required with the development of the fishing industry.

The Immigration Service has also upgraded the screening that all passengers are subject to at border control and built effective relationships with off-island partners to make the island a safe place to visit, invest, work and live. The role of the Immigration Service has been key to address threats that have emerged due to international issues and crises.

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

- Police, fire and sea rescue emergency response services, supported by the Emergency Control Centre, to many incidents across the island and in our waters.
- Effective and improving crime investigation, community policing, prison, immigration, emergency planning and probation services.
- Projects on time and to set specifications.
- A wide range of training across all our service areas in line with the relevant training plans.
- Multi-agency exercises in support of the St Helena Resilience Forum.
- All services within the budget allocated by St. Helena Government.

4. Where we want to be:

The Portfolio is fully committed to contributing to the St Helena Government's vision of making Saint Helena a great place in which to live, learn, work, visit and invest and to improving the lives of all within our community. As we look towards what we want to achieve over the

next three years, 'public service' is at the core of all of our work. It drives all of actions and will ensure that we achieve the set strategic, goals, strategic objectives and policy priorities.

The ongoing Fit for the Future programme will continue to influence the development of our services. Most notably, the recently expressed decision to move towards a Border Force for St. Helena by combining the Immigration and Customs Services will present the opportunity to improve our border security and may well result in enhanced capabilities in this vital area. The introduction of the new Maritime Ordinance in February 2021 will also provide the opportunity to develop this important area.

Notwithstanding the challenges that will inevitably result from the Covid-19 pandemic, we will focus on developing the skills and abilities of our staff to improve the effectiveness and efficiency of the services we provide. We will continue to improve the training, development and the embedding 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, as 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 crime. 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'.

5. How we will achieve this:

The Safety, Security & Home Affairs Portfolio has five priorities that enable us to support the achievement of the Strategic Goals and the Strategic Objectives. 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 reducing 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 and to maintain public safety 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 in Section 6.

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

Portfolio Priorities	Policy Priorities	Strategic Objectives	National Goals
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>4.1.1 Ensure a safe and secure environment where children, young people and adults can grow and thrive.</p> <p>4.2.1 Protect and ensure the wellbeing of all vulnerable members of society.</p>	<p>4.1 Develop a safe environment.</p> <p>4.2 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners.</p>	Altogether Safer
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>1.1.1 Reduce costs associated with port and cargo operations</p> <p>3.1.1 Create an enabling environment for future investment and private sector growth.</p> <p>4.1.1 Ensure a safe and secure environment where children, young people and adults can grow and thrive.</p> <p>4.2.1 Protect and ensure the wellbeing of all vulnerable members of society.</p> <p>5.1.3 Protect population from environmental health threats and emergencies</p> <p>6.2.1 Strengthen public financial management to ensure effective collection and use of public finances</p>	<p>1.1 Ensure effective investment in physical infrastructure, including improved access to and round the Island</p> <p>3.1 Ensure sustainable economic development.</p> <p>4.1 Develop a safe environment.</p> <p>4.2 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners.</p> <p>5.1 Improve the health of the community</p> <p>6.2 Ensure sustainable public finances by continuing to collect revenues</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>
Portfolio Priority 3 – Improving community trust and confidence in the services provided by the Portfolio.	<p>4.1.1 Ensure a safe and secure environment where children, young people and adults can grow and thrive.</p> <p>4.2.1 Protect and ensure the wellbeing of all vulnerable members of society.</p>	<p>4.1 Develop a safe environment.</p> <p>4.2 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners.</p>	Altogether Safer
Portfolio Priority 4 – Working with partners, volunteers and stakeholders to minimise and manage identified risks and to maintain public safety and our response to incidents.	<p>4.1.1 Ensure a safe and secure environment where children, young people and adults can grow and thrive.</p> <p>4.2.1 Protect and ensure the wellbeing of all vulnerable members of society.</p>	<p>4.1 Develop a safe environment.</p> <p>4.2 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners.</p>	Altogether Safer
Portfolio Priority 5 – Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us 'Altogether Safer'.	<p>4.1.1 Ensure a safe and secure environment where children, young people and adults can grow and thrive.</p> <p>4.2.1 Protect and ensure the wellbeing of all vulnerable members of society.</p>	<p>4.1 Develop a safe environment.</p> <p>4.2 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners.</p>	Altogether Safer

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		
				2021/22	2022/23	2023/24
Increase intelligence submissions	Detective Chief Inspector (DCI)	Increased intelligence submission	2018/19	Increase submission on 2018 to 2019 figure.	Increase submission on 2018 to 2019 figure	Increase submission on 2018 to 2019 figure.
Improve the quality of crime investigations	DCI	No. of offenders brought to justice (e.g. convictions, cautions etc.).	Not applicable	Bring offender(s) to justice for 50% of recorded crimes	Bring offender(s) to justice for 50% of recorded crimes	Bring offender(s) to justice for 50% of recorded crimes
		Quality investigations		100% with acceptable investigation plans	100% with acceptable investigation plans	100% with acceptable investigation plans
Recorded crime	DCI	Reduce recorded crime.	2019/20 (198)	Crime lower than 2019/20 figure.	Maintain level from 2020/21	Maintain level from 2020/21
Protecting People in Police Custody	Chief Inspector (Operational Support & Development) (CI OS&D)	Time spent in initial police custody	6 hours	80% released within 6 hours	80% released within 6 hours	80% released within 6 hours
Ensure compliance with the Victim Contract	DCI	Number of crime files where victim contract complied with	New indicator	100%	100%	100%
Assaults on prisoners and prison staff	Prison Manager	Number of reported assaults in the prison	New indicator	<5	<5	<5

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		
				2021/22	2022/23	2023/24
Ensure good quality of service for E-visa applicants	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 good quality of service for BOT passport applicants	CIO	Time between receipt and submission	New indicator	90% submitted with 2 working days	90% submitted with 2 working days	90% submitted with 2 working days
Ensure good quality of service for Immigration Control Board cases	CIO	Time between initiation and finalisation	New indicator	90% completed within 30 working days	90% completed within 30 working days	90% completed within 30 working days
Expand the Shipping Registry services	Post & Customer Services Manager	% of domestic revenue share of total revenue for the year.	2019/20 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.
Implementation of Post Clearance Audit and Risk Management functions in HMCE	Head of Customs	% of domestic revenue share of total revenue for the year.	2019/20 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.

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		
				2021/22	2022/23	2023/24
Support the transition of port and cargo operations to Rupert's	Harbour Master	Meeting key milestones within the implementation plan.	TBD	TBD	TBD	TBD
Implement risk management function and Assurances function	Head of Customs	Meeting key milestones within the implementation plan.	Risk Management and Assurances Function not yet in place.	Staff for key roles to be identified. Identify risks in relation to 1. Customs' systems and processes 2. Operation of systems and processes. Design and implement Assurance records	Roll out training required. Highlight key risk areas to focus on. Review Assurances records process	Finalise defined policy and processes for identifying, implementing and reviewing risk management within Customs function.
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		
				2021/22	2022/23	2023/24
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	2019/20	Police – 2 community engagement activities each week Fire – 25 hours community engagement/fire safety activities each month	Police – 2 community engagement activities each week Fire – 25 hours community engagement/fire safety activities each month	Police – 2 community engagement activities each week Fire – 25 hours community engagement/fire safety activities each month
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
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 and to maintain public safety and our response to incidents.						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
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
Increase availability of staff	HR Business Partner	Reduce sickness absence	2019/20 (878 days)	Reduce level from 2019/20 figures	Reduce level from 2019/20 figures	Reduce level from 2019/20 figures
Improve accuracy of incident data	Control Room Manager	Number of incidents with no errors	New indicator	90%	90%	90%

PORTFOLIO PRIORITY 4						
Working with partners, volunteers and stakeholders to minimise and manage identified risks and to maintain public safety and our response to incidents.						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
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 – launch within 30 minutes		Sea Rescue – 100%	Sea Rescue – 100%	Sea Rescue – 100%
	Sea Rescue Manager	Sea Rescue – two boats available		Sea Rescue – 95% of days	Sea Rescue – 95% of days	Sea Rescue – 95% of days
Prison security	Prison Manager	Number of reported escapes from the prison	New indicator	0	0	0

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		
				2021/22	2022/23	2023/24
Reduce injuries resulting from road traffic collisions (KPI)	CI (C&O)	Reduction in injury road traffic collisions.	2019/20 (9)	Reduction in injury road collisions from 2019-20 levels	Reduction in injury road collisions from 2019-20 levels	Reduction in injury road collisions from 2019-20 levels
Purposeful Activities for Prisoners	Prison Manager	Hours spent per prisoner on purposeful activities	New indicator	Establish level	Improve by 10%	Improve by 10%

7. Financial projections:

The following table shows the Safety, Security & Home Affairs Portfolio financial projections for the financial year 2021/22, with a summary of outputs linked to budget submissions. Links are also made to Portfolio's Priorities and Strategic Policy Priorities where relevant.

Outputs	Budget Cost Centre	2021/22 £'000	Portfolio Priority	Policy Priority
Management & Administration	15-1500	35	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.	1.1 Ensure effective investment in physical infrastructure, including improved access to and round the Island 3.1 Ensure sustainable economic development. 4.1 Develop a safe environment. 4.2 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners. 5.1 Improve the health of the community 6.2 Ensure sustainable public finances by continuing to collect revenues
Fire & Rescue	15-1501	353		
Police Operations	15-1502	521		
H.M Prison	15-1503	349	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.	
Police	15-1504	85	Portfolio Priority 3 – Improving community trust and confidence in the services provided by the Portfolio.	
Immigration	15-1505	195	Portfolio Priority 4 – Working with partners, volunteers and stakeholders to minimise and manage identified risks and to maintain public safety and our response to incidents.	
Emergency Planning	15-1506	46		
Sea & Rescue	15-1507	177		
Contact Centre	15-1508	128	Portfolio Priority 5 – Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us ‘Altogether Safer’.	
Customs	15-1509			
Port Control / Harbour	15-1510			
Total Recurrent Allocation		???		
FCO – Security Needs (Immigration)	52-5202	200	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.	
FCO – CSSF Maritime Obligations (Contact Centre)	52-5200	On Hold	Portfolio Priority 3 – Working with partners, volunteers and stakeholders to minimise and manage identified risks and to maintain public safety and our response to incidents.	
Total Other Funding		450		
Total Funding		2,312		

8. 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.

The Portfolio's 5-Year Workforce (Action) Plan is an internal document which underpins this Safety, Security & Home Affairs Portfolio Strategy and Delivery Plan.

9. 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. This risk register is shared with the Internal Audit team, with relevant risks being escalated to the corporate risk register.