



INCREASING OPPORTUNITIES AND IMPROVING OUTCOMES FOR ALL

ST HELENA GOVERNMENT

STRATEGY

April 2021 – March 2024



SHG STRATEGY 2021- 2024

Introduction

The theme of this strategy is about increasing opportunities and improving outcomes for all. We aspire to become an exemplar for sustainable development in small island economies and to this end, sustainability is at the core of all SHG strategies and plans. Where possible and relevant, activities have been selected which link to the United Nations Sustainable Development Goals (SDGs), we clearly recognise that due consideration of all three sustainable development pillars - our economy, our society, and our environment - is crucial if we wish to achieve success.

There are several key developments (opportunities) which will take place during the life of this strategy, these include:

- Changes to the Island's Political Governance System,
- The implementation of key infrastructure projects under the Economic Development Investment Programme including the first phase of the Rupert's Development Plan and the upgrading of the Field Road,
- A review of the Island's Benefit System,
- A transformation programme which includes a restructure of the Public Service,
- COP26 – The United Nations Climate Summit to be held in the UK in September 2021,
- The landing and commissioning of the long-awaited subsea cable.
- Changes to the way in which activities to promote Economic Development are delivered post Enterprise St Helena and the FCDO funded project.
- Implementation of the Labour Market Strategy

There are also several challenges which will need to be addressed during the next three years:

- **Reduced funding for public services** - it is highly unlikely that UK aid to the Island will increase, and because of the current impact on access to and from the Island, our ability to increase locally generated revenues is reduced,
- **Changing demand for services** - we need to ensure that we have our resources in the right place to respond to these,
- **The completion of Enterprise St Helena Phase II** – the DFID funded project will come to an end in March 2021 and we need to consider how we will deliver economic development beyond this time,
- **Declining infrastructure and critical assets** – due to lack of maintenance and investment
- **A shrinking work force** - increasing the reliance on Technical Cooperation,
- **An ageing demographic** - our ageing population is placing greater demands on our Health and Social Care services, and
- **Covid-19 - St Helena**, although Covid-19 free, is nonetheless affected by the pandemic. We need greater flexibility to respond to the Island's needs, especially during these unprecedented times.

To ensure that we can respond to these opportunities and meet these challenges positively, SHG has embarked on Fit for the Future (FFTF) - a transformation programme that will focus on the public service becoming more efficient in our processes including how we use our resources to maximise our service delivery and minimise the negative impact.

Over an 18-month period (which includes the last 6 months of the FY 2020/21), SHG will be undertaking functional/efficiency reviews across all areas of the Public Service, this includes looking at options for how we deliver Economic Development going forward. During this year, we are looking at how we can provide more education and training opportunities for young people, including the introduction of a Scholarship Trust to broaden the base for funding young people in tertiary education. We are also utilising vacancy savings during the year to fund the school leavers' apprenticeship scheme in order to facilitate more young people in training. We will also be rearranging our functions to ensure we have a more streamlined structure, with functions that have a shared or similar purpose grouped together. This will mean reducing the number of directorates and moving some functions into different directorates.

The Social, Economic, and Environmental Outlook

St Helena has yet to realise the full benefits of air access in terms of increased economic activity, especially tourism. By the end of the financial year 2019-2020 we were starting to see some growth in the private sector, especially in the tourism sector, and our visitor numbers to the end of March 2020 showed a steady if modest annual increase. Similarly locally generated revenues, whilst still lower than amounts raised during the airport project, had started to stabilise at the end of the last financial year. While tourism is expected to form the backbone of our economy, diversification is vital if the Island is not to suffer from tourism downturns in the future and/or recurrences of Covid-19 or similar pandemics. During the life of this strategy we will make increased effort to implement the SEDP action plan to broaden the Island's economic base

Since the implementation of the Airport Project, we have seen wage growth - with the average wage increasing by around 20% between 2012 and 2017, however wages are still considerably below the minimum wage per hour registered in the UK and the median wage on St Helena is around a third of the median wage in UK. Social protection spending has increased, however whilst the people on the lowest incomes have been protected, (those on benefits, Minimum Wage and the lowest decile of incomes), the middle and upper income deciles have seen a squeeze whereby inflation exceeded incomes between 2016/17 and 2017/18, coinciding with the completion of the airport construction project. During the next three years we plan to review and update our social benefits system to address the anomalies which exist and which impact negatively on these income bands, to ensure that it is fit for purpose. (SDG 8)¹.

St Helena's ageing population continues to place increasing demands on the Island's health and social care services and this is compounded by the growing number of people with specific needs, including palliative care. This increased demand has resulted in the limitation/saturation of hospital and care beds, causing delay in hospital discharge and a growing waiting list for this level of support.

There are also high caseloads in children's services, which lacks the required resilience to meet compliance in relation to WOCO, KPI's and Logframe. These issues will be better addressed as the FFTF programme is implemented during the next two years, however in the short term the risk of saturation in these services is increasing and the potential for legal challenge is high.

St Helena has made good progress towards self-sufficiency in energy, a Power Purchase Agreement (PPA) with PASH Global was signed earlier this year (2020) and by the end of

¹ SDG 8 - Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all

2022 the Island intends to be powered by 100% renewable sources (wind, solar) (SDG 7)². Global communications will be secured in 2022 by way of a submarine fibre-optic cable. Our Company Registry will be modernised. This greatly improved connectivity, together with adequate, reliable, and affordable electricity, will facilitate new businesses and jobs in new sectors (SDG 9)³. The need for new skills, professional services and the opening up of new opportunities will lead to a demand for inward migration and housing, likely to be comparable to the 'Basil Read Years' of airport construction. To facilitate this, we are in the process of reforming our Immigration Policy and we recently implemented a Labour Market Strategy (SDG 4)⁴ which identifies the labour gaps and sets out actions to address these. We are reviewing our land disposal and land development and control policies to ensure that they are better designed to facilitate the planned growth.

New and growing businesses and population will increase the demand for utilities and solid waste management. St Helena already suffers frequent droughts and a swift solution to the water supply problem has become a priority, to this end we are in the process of developing a Water Strategy which will be supported by a Water Resource Management Plan. (SDG 6)⁵.

We have articulated how we intend to capture the benefits of improved access to the island through our Ten Year Plan and our 2018 Sustainable Economic Development Plan (SEDP) both of which were developed through extensive local stakeholder engagement, and our Investment Policy and Strategy support these plans. We will continue to implement capital projects under the Economic Development Investment Programme (EDIP) and ensure, through our business case development process, that social, economic, and environment benefits and impacts are identified and addressed.

We recognise that positive change will not occur overnight, and we have still some way to go before we can start to see real and sustained growth in our economy with a number of challenges to be managed or overcome. Because we are a small and remote island community, in some cases there is limited opportunity for competition and economies of scale, land and skilled labour is scarce, we have an ageing population (the median age rose from 33 in 1998 to 47 in 2016), transport costs to trade partners are high, and we are vulnerable to external shocks such as changes to exchange rates, commodity prices, and aid flows.

Despite these challenges, we have a workforce with improving skills, our links to the UK in terms of law, language, time zone and politics provides security to business, and St Helena is an attractive and safe place to live and work. This is a time of opportunity for all who live and work here, and this can be better realised by having a joined up vision and plan for the Island which focusses on sustainable and inclusive social and economic development.

This strategy sets out our vision and priorities for the next three years. It includes our overall policy framework and approach and provides an overview of how we will focus on developments that will capitalise on the airport investment, prepare our people for the opportunities that will come with improved internet connectivity, and put in place policies which will make life better for those who live and work on the Island.

² SDG 7 - Ensure access to affordable, reliable, sustainable, and modern energy for all

³ SDG 9 - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

⁴ SDG 4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

⁵ SDG 6 - Ensure availability and sustainable management of water and sanitation for all

INCREASING OPPORTUNITIES AND IMPROVING OUTCOMES FOR ALL

In considering the aspirations of the Ten-Year Plan and the 2018 SEDP, as well as the challenges highlighted in the introduction, Elected Members have identified seven policy priority areas which form the basis of their Policy Framework. These priorities have been articulated below as high-level outcomes for the Island and are underpinned by a number of supporting outcomes which will be delivered during the next three years.



EFFECTIVE INFRASTRUCTURE

We live in well-designed sustainable places where we are able to access the amenities and services we need



ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

Our children and young people in St Helena get the best start in life and we are better educated, more skilled and more successful.



ALTOGETHER WEALTHIER

Our communities feel the benefits of economic growth by being in-work and enjoying a good quality of life. St Helena becomes more financially sustainable and less reliant on aid.



ALTOGETHER SAFER

We live our lives safe from crime, disorder and danger and our older and vulnerable residents are safe and supported with choices to live independently.



ALTOGETHER HEALTHIER

We live longer, healthier lives.



ALTOGETHER GREENER

We value and enjoy our built and natural environment and protect and enhance it for future generations



EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR

Our public services are high quality, continually improving, efficient and responsive to customer's needs. We generate sustainable revenues to reduce our budget deficit. Our decisions are evidence based.

Taking an outcomes approach will mean focussing on **the difference** which Elected Members wish to make rather than on the things we do as an organisation. Successfully achieving these outcomes will require careful planning, including prioritising and investing resources in those activities which will make the greatest impact. It will also require close and effective partnership working with individuals, businesses, other organisations, and communities, and with the UK Government who provide the bulk of our funding.

WHAT WILL SUCCESS LOOK LIKE?

EFFECTIVE INFRASTRUCTURE

We live in well-designed sustainable places where we can access the amenities and services we need.

- Costs associated with port and cargo operations are reduced
- All physical infrastructure, including utilities and telecoms, is developed, and maintained
- Robust and resilient ICT systems and infrastructure are in place with supporting policies and legislation

People and businesses need infrastructure that meets their every-day needs. Despite a weekly air service, St Helena is still isolated and relies on importing most of the necessities of daily life. It is essential therefore that costs associated with port and cargo operations are affordable. To this end, we will focus investment on ensuring that Rupert's Port becomes fully operational thus negating the need for expensive barging of cargo from the dock in Rupert's to Jamestown.

St Helena has some of the most expensive electricity costs in the world, it is also subject to unplanned outages and downtime which impacts negatively on businesses and daily living. The implementation of the renewable energy strategy and the signing of a Power Purchase Agreement with international company PASH Global will see the cost of producing energy decreasing over time. Similarly, the landing of the subsea cable in 2021 will see immediate improvements to the Island's internet connectivity, increased opportunity for the development of a digital economy, as well as increased opportunity for e-learning and telemedicine. At the same time, the implementation of a national water strategy and water resource management plan, together with planned investment to increase the Island's water supply, will ensure improved resilience against the impact of climate change in the future.

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

Our children and young people in St Helena get the best start in life and we are better educated, more skilled and more successful.

- Educational attainment and learning outcomes enhanced for all.
- Skills gaps are addressed by attracting, growing, and retaining the working age population.
- Adult literacy and numeracy levels are improved through relevant training and development programmes

Our aim in Education is to deliver a high standard of education and training that meets the needs of all the people on St. Helena and supports economic development. We want to ensure that all the services we provide support the holistic needs of St. Helena and contribute to making St. Helena a place that is reputed for being the best place to live and raise children.

We aspire to have a 'world class' education system that provides opportunity for all to learn and improve and to be able to achieve their full potential. Over the next three years we will

focus on improving levels of attainment at all levels and will implement specific activities, interventions, and training opportunities to improve levels in English, Maths and Science.

We want to see a fully inclusive system that meets the needs of our children with Special Educational Needs and Disability (SEND) and Social, Emotional and Mental Health (SEMH) needs. To this end all children on our Additional Needs Register, will have Individual Educational Programmes (IEPs) with appropriate targets set to enable them to progress and develop at their level. They will have an Alternative Curriculum (if required) that is more aligned to their individual needs and adequate numbers of trained staff to cater for these individual needs.

We want to ensure that people have the skills and aptitudes to access employment and will increase opportunities in post school and tertiary education. We will establish a Scholarship Trust to give more opportunity for sponsorship and increased interest in higher education. We anticipate that both academic and vocational placements will be on offer to enable students to become qualified in their chosen career and bring higher levels of knowledge and skill back to the island.

As a part of our Labour Market Strategy, we will introduce Career Access St Helena (CASH) which will support people, to find meaningful work, and/or identify appropriate training and development to address the Island's skills gaps.



ALTOGETHER WEALTHIER

Our communities feel the benefits of economic growth by being in-work and enjoying a good quality of life. St Helena becomes more financially sustainable and less reliant on aid.

- Investment and private sector growth are fostered through an enabling business environment
- Reliable and affordable air access and sea freight services are in place
- Exports are increased and Trade Balance improved
- Food security is secured through import substitution
- The Island's community benefits from enhanced and affordable internet connectivity

We will continue to reform our policies and legislation, particularly those relating to land disposal, immigration, land development and control planning, investment, and the labour market, to foster and encourage investment and business growth.

We will continue to pursue reliable and affordable air access and target our marketing to encourage more people to visit and live on the island. Whilst we await the resumption of global tourism, it is important for St Helena to remain in the forefront of potential travellers' minds. Surveys indicate that people will want to travel again and are currently at home reminiscing over past holidays and thinking of future destinations. During this time, we will target the armchair tourist through online experiences including digital tours, webinars and live events, at the same time, we will seek to maximise opportunities from events such as the Bi Centenary of the death of Napoleon, international conferences once Covid-19 restrictions are lifted, and the bi-annual Cape to St Helena Yacht Race. We will also work towards air bridge agreements where feasible.

As we develop "Brand St Helena" we will continue to work with our fishing and farming sectors to grow local exports, particularly in niche products such as premium tuna, honey, and coffee,

using sustainable methods of production. We will also explore “new” avenues including Company Registry, Satellite Ground Stations, Research and Development, and attracting Digital Nomads and through our digital strategy, we will work with the local community to ensure that the Island benefits both socially and economically from the subsea cable and enhanced internet connectivity.

ALTOGETHER SAFER

We live our lives safe from crime, disorder and danger and our older and vulnerable residents are safe and supported with choices to live independently.

- Children, young people, and adults grow and thrive in a safe and secure environment
- The wellbeing of all vulnerable members of society is protected
- The Island benefits from an overarching housing strategy

We want to ensure children and young people get a good start in life. We will continue to ensure excellent service provision that targets children in need, child protection, looked after children and those leaving care. This intervention provides protection to children and young people in all areas of abuse, risk, and harm.

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. We will continue to implement measures to reduce crime and keep people safe.

Housing is a key enabler to delivering the other outcomes as a secure, appropriate and affordable home in the right location is essential for good quality of life. We will continue the development of Comprehensive Development Areas and the release of land for affordable housing to support first time homeowners on the Island. We aim to continue to build new Government Landlord housing as funds become available to reduce the waiting list of applicants as well as look at other ways of continuing to reduce the waiting list.

ALTOGETHER HEALTHIER

We live longer, healthier lives.

- The prevalence of non-communicable chronic diseases (NCDs) is reduced
- All people have access to affordable health care and associated support services
- The population is protected from environmental health threats and emergencies

St Helena has a high incidence of lifestyle related illnesses including diabetes, hypertension, heart disease and some forms of cancer. These place a growing burden on our health service and when linked with an ageing population, this liability increases quite significantly. Our emphasis over the next three years and beyond will be aimed at reducing the prevalence of NCDs through education programmes and targeted interventions. We aim to provide

comprehensive primary health care throughout the life course continuum from ante-natal to end of life, with emphasis on promoting healthy lifestyles.

We will continue to plan and increase our preparedness to respond to the threat of global health threats such as Covid-19. At the same time we will work to strengthen and improve governance and leadership of the health system; strengthen our relationship and technical support with external partners including Public Health England and the World Health Organisation and ensure an adequate skill mix of our clinical workforce that responds to our population health needs.

We will continue to review our practice and strive to improve our existing services and investigate creation of new ones (e.g. haemodialysis, decompression therapy), based on our needs.

ALTOGETHER GREENER

We value and enjoy our built and natural environment and protect and enhance it for future generations.

- Efforts to develop, protect, conserve, and promote sustainable use of our environment are continuous and enhanced.
- 100% of energy will be produced from renewable sources
- SHG policies will encourage the switch to Green Vehicles
- Water resources will be managed sustainably.

Actions to tackle climate change will continue to be a key priority for SHG. As a part of our energy strategy we will continue to promote the use of renewable sources in energy generation with the aim of reducing our reliance on fossil fuels over time. We will use our taxation strategy to support policies to reduce CO2 emissions and to encourage the use of green technologies in building, waste management and recycling.

At the same time, we will continue to explore and implement sustainable options, including building on the cloud forest project, to build resilience in our water supply and reduce our reliance on rainfall to replenish water supplies.

St Helena has a rich built and natural environment and we want to ensure that both are protected and enhanced for all who live and visit here, both now and in the future.

We will work to develop by 2024, a framework of increased national reach and influence to support land planning and building control, agriculture, forestry, fisheries, biosecurity, environmental stewardship and the wise use and development of St Helena's natural capital to maximise as many benefits as possible for the community.

EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR

Our public services are high quality, continually improving, efficient and responsive to customer's needs. We generate sustainable revenues to reduce our budget deficit. Our decisions are evidence-based.

- The public service can facilitate change through strengthened governance and organisational structures
- Public service employees and assets are protected for the good of all
- Decision making is supported by evidence-based policy and legislation
- Strong financial management ensures effective collection and use of public finances

We want to be an organisation that has continuous improvement embedded in its culture. We will strive for excellence in service delivery and build on achievements made to date. We will work with service users to develop and implement customer service standards to ensure that there is a shared understanding of what customers can expect from SHG services.

The Medium Term Expenditure Framework (MTEF) process will be fully embedded following year on year lesson learning. Alignment of directorate priorities, longer term goals and strategic objectives with the UN Sustainable Development Goals will see St Helena better placed to secure external funding. The policy making process will be better supported with SHG policies better captured on a central policy database, and we will continue to build our statistical platform to support evidence-based decision making. A more robust performance management system will capture data to better measure progress against the delivery of strategic goals and objectives. Risk management will be fully embedded and used by SHG to support service delivery. Good Governance Principles will be reflected in the way we manage and deliver the business of Government in the public interest and, systems and processes are in place to inform Compliance reporting.

Implementation of the Sustainable Economic Development Plan will see an improved trade balance and increased revenue streams, with the 2020 – 2035 Labour Market Strategy playing a pivotal role in the process. The establishment of an improved Health and Safety framework that encourages everyone to take responsibility for health and safety in both public and workplaces, will make St Helena a more attractive investment and tourist destination.

We will continue to improve internal and external communications to meet the needs of SHG employees, private sector and the public whilst ensuring SHG information is properly managed with supporting policies and systems in place. We will ensure that SHG's openness and transparency agenda is further enhanced and underpinned by FOI and Data Protection legislation.

We recognise and value our people as our most important asset in achieving our Policy Priorities, Strategic Objectives and National Goals. Our HR&OD strategy will address how we build the capability and capacity within our organisation to innovate, manage uncertainty, ambiguity and transformation, develop new skills and embrace the opportunities that come with digital transformation.

We will implement a shared service model for HR and Finance which will increase efficiency and enhance support to the rest of our organisation. We will develop business cases for those services which are candidates for divestment with a view to reducing the size of the public service to allow better resource allocation to and focus on our core services and help grow the private sector.

Political reform will see more accountability and streamlined decision making processes as we work to achieve our Strategic goals and objectives. We will ensure that our organisational structure is aligned with the political governance structure and provide an administrative support service to enable the reformed political system to operate at its best.

ACHIEVING THE VISION

We will achieve our vision by ensuring that our mission and our core values underpin all that we do

OUR MISSION is to improve the lives of all
within our community and help the Island thrive

Our core values are:
FAIRNESS INTEGRITY TEAMWORK

Fairness – we act as role models and have fair and consistent standards. We champion equality, inclusion, and respect

- We respect the rights of others
- Our decision making is unbiased
- We do the right thing, not the easiest thing

Integrity – we communicate openly, and we are honest and accountable

- We speak up if it is not right
- We are honest and transparent
- We own and rectify our mistakes

Teamwork – we work together to support each other

- We have a no blame culture
- We find positive solutions
- We learn from each other

We will target our resources so that we get the best value and the best return for the Island

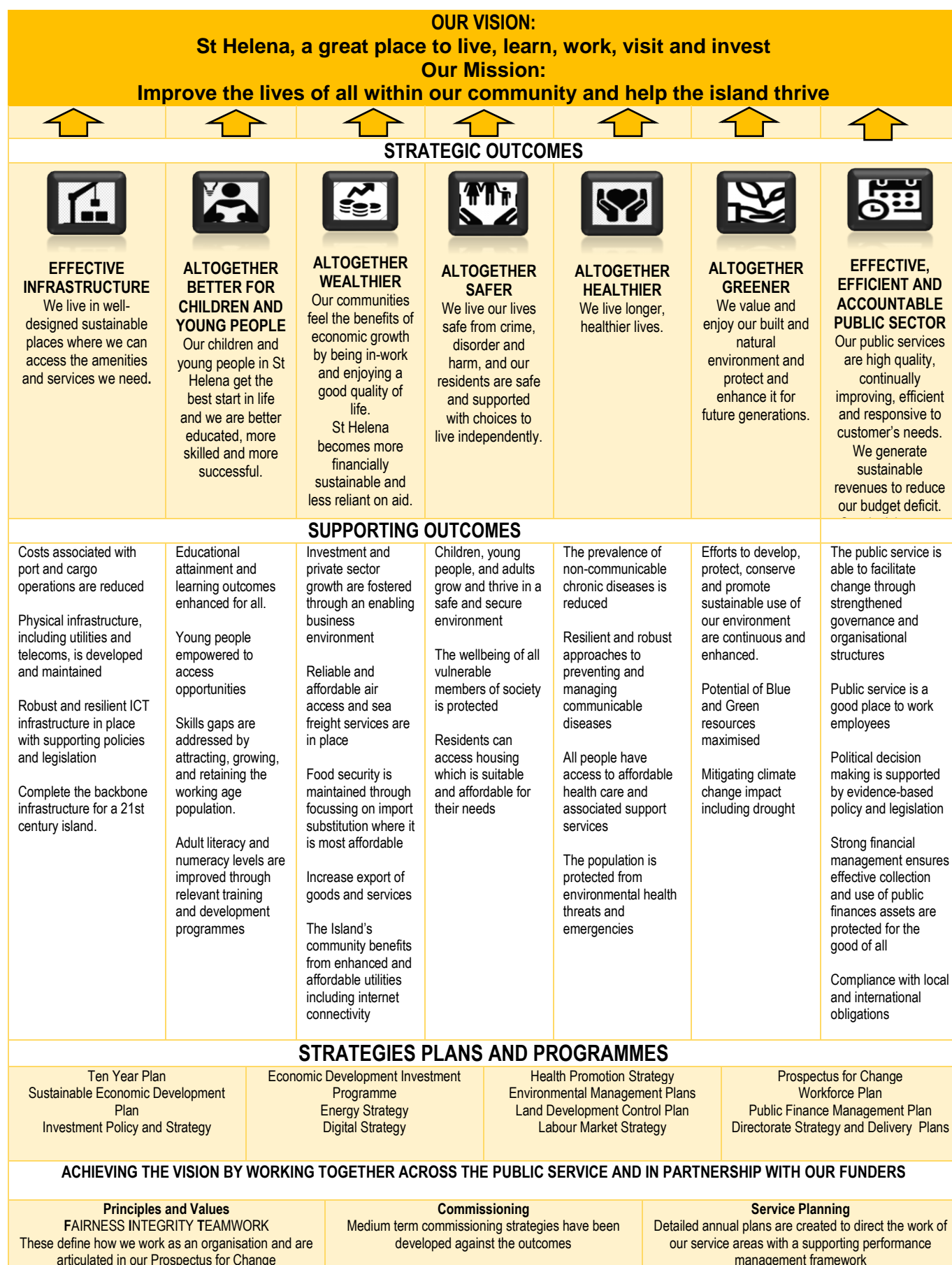
We will make good decisions, based on evidence, and instil a culture of innovation and continuous improvement throughout our organisation








We will develop and encourage our staff to become the best they can be so that they can make a real difference by focusing on outcomes and not just the delivery

We will work together with partners to share information, responsibility and find collaborative solutions

We will communicate better with our staff and our communities to keep them informed and involve them in our plan.

POLICY FRAMEWORK



MEASURING OUTCOMES						
 EFFECTIVE INFRASTRUCTURE	 ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE	 ALTOGETHER WEALTHIER	 ALTOGETHER SAFER	 ALTOGETHER HEALTHIER	 ALTOGETHER GREENER	 EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR
KEY PERFORMANCE INDICATORS						
1. % increase in passenger and freight volumes, by mode of transport 2. KM of roads surfaced per year using mechanised slurry mix 3. Delivery of Fibre Optic Cable Project - % of activities delivered as per Equiano's Technical Branch Agreement 4. Decrease in unplanned electricity interruptions target from 90 to 85 per annum 5. Maintain unplanned water supply interruptions at 1,400 per annum 6. % of targets met in Rupert's Project Plan 7. Broadband access EU milestones	8. % of children achieving Age-Related Expectations in Maths and English across KS 1 – 3. 9. % of children achieving an A* - C (5-9) grade at GCSE level in Maths and English. 10. % of training needs met through training and course opportunities provided by the SHCC. 11. % take up and completion of vocational and higher education schemes 12. % of population of working age	13. % change in exports 14. % change in number of visitors to St Helena 15. Reduction in trade deficit as % of total imports 16. % change in median wage levels 17. % of households who access broadband 18. % increase of budget from local revenue	19. % of child protection cases which were reviewed in required timescales 20. % reduction in the number of older persons (over 65) who are admitted to residential/s sheltered accommodation 21. % decrease in the number of applicants on the GLH waiting list 22. % increase in number of people accessing land under the affordable land initiative 23. % reduction in overall crime 24. % reduction in the rate of re-offending by young offenders	25. % of registered diabetics with "Good Control". 26. % of children and adults identified during health assessment as being overweight who receive support through a structured intervention. 27. % of smokers successfully completing smoking cessation programme and smoke free after 1 year 28. Access to affordable HC 29. Resilience to Pandemics 30. Access to E-Health	31. Increase in renewable energy generation capacity from 1.6MW to 4.3MW 32. % of EPO Action Plan targets achieved 33. % of marine management plan actions implemented 34. % reduction of recyclable wastes to the landfill 35. % increase in high value native habitat managed 36. No. of fish species having dedicated science plans informing Total Allowable Catch (TAC) limits for them. 37. % of climate change action plan targets achieved. 38. No. of Invasive Species (IS) action plans in place 39. % of imports achieving compliance with import licences 40. Water Strategy PIs	41. Employee Engagement Index 42. % of actual revenue and expenditure deviated from approved budget 43. Customer Satisfaction Survey 44. Number of undertakings with check lists in place to ensure compliance with local and international obligations 45. % of actions completed in the Ill Code Gap Analysis, in accordance with IMO regulation