

# St Helena Island 10 Year Plan, 2017-2027

Review of Progress January 2017 to March 2021

*Your Island, Your Vision, Your Future, Your 10 Year Plan*







## Executive Summary

This review comprises a follow-up to the 10 Year Plan that was implemented in January 2017, and this updated version sets out progress over the past four years demonstrating that considerable change and development has taken place. Some of the key achievements for the period January 2017 to 31st March 2021 were:

**Altogether Safer** - A Rock fall Mitigation and Management Strategy was approved in 2017 and a contract was signed with CAN France in October 2019. Work comprised of the installation of rock fall catch fences, netting and construction of a rock trap earth bund, in James Valley and Rupert's Valley. A Youth Diversion Scheme was launched at the Combined Safeguarding Board in July 2019 by the Probation Team. This scheme is primarily designed to prevent and divert young people at risk of offending or displaying risky behaviour from entering the criminal justice system. Disabled friendly facilities and access are continuously regulated and encouraged. The Legal Chambers and Mantis St Helena Hotel is accessible and some improvements have been made to pavements in Jamestown. In 2017 two safeguarding boards were established, one for children, one for adults which put in place appropriate procedures and staff to protect and empower the vulnerable. In early January 2019 the boards were combined.

**Altogether Healthier** – Replacement items were purchased for the hospital and theatre to ensure continuity of the health service delivery by improving diagnosis and treatment of various conditions such as imaging of the retina or cornea of the human eye, early signs of breast cancer, the causes of pain, swelling and infection in the body's internal organs and to examine a baby in pregnant women, breathing support, simulation modelling of human systems in order to gain insight into their functioning and a GeneXpert machine for the Pathology department to enable additional testing to be done on Island. The Hospital Pharmacy has been successfully relocated to the ground floor, the Laboratory refurbishment is complete and the Chemotherapy Room ward has been upgraded. The Tobacco Control Legislation was endorsed by LegCo in June 2020. Two 2-bed disabled friendly Government Landlord Homes are nearing completion at Bottom Woods Comprehensive Development Area.

**Altogether Better for Children and Young People** – The Voting Age was lowered from 18 years to 17 years in May 2017. Maternity, Paternity and Adoption leave have now been included within the Employment Rights Ordinance. Since the establishment of the St Helena Community College in August 2016 there has been a total of 1,023 registered members. As at March 2021 the Education Directorate was able to accommodate a total of 38 apprentices. Three students were successful for a placement under the Scholarship Programme. As a result of the End of Year Assessments for 2020 the following attainment was achieved: Primary Years 2-6, 56.8% in Maths, 61.9% in English. Secondary in key-stage 3 Years 7-9, 58.6% in Maths and 46.2% in English. In Secondary, 51% of students achieved 5 A\*-C/4-9 grades including English and Maths.

**Altogether Greener** – A new vehicle duty tariff came into effect on 1<sup>st</sup> December 2019, to fix duty to CO2 emissions instead of customs duty percentage on the value. A policy for licensing of all fishing activities was endorsed by the Economic Development Committee in January 2020. A Marine Compliance and Enforcement Strategy for St Helena was developed and endorsed in January 2021. A Darwin Plus funded Invasive Plants Project was implemented in March 2018 to build local capacity to tackle invasive plants. A Waste Management Policy and Implementation Plan was completed and endorsed by ExCo in March 2020.

**Altogether Wealthier** – There were regular uplifts in Income Related Benefits and Basic Island Pension. A revised Income Related Policy was approved by ExCo in December 2020. St Helena Tourism has obtained Green Flag Accreditation on its Post Box Walks and Foot Trails. A Labour Market Strategy was approved in December 2019 and took effect from 1 January 2020. Minimum Wage increased from £2.00 (16-17 years) and £2.95 (18 years and above) in 2018, to £2.23 and £3.18 in 2020. A contract was signed with Google in December 2019 for Phase 1 of the Equiano Subsea Fibre Optic Cable Project. The Cable Landing Station unit was delivered in March 2021 and installed at Rupert's. This will see the fibre optic cable landing in St Helena in 2022. A Power Purchase Agreement with PASH Global was signed in 2020 to provide wind turbine, solar power and battery storage capacity to St Helena –a big step to meeting the 100% renewable energy target.

A multi-year Economic Development Investment Programme (EDIP) was agreed in 2019 to provide £30m over a six year period to improve the Island's infrastructure. Some of this funding has been allocated for Rupert's development, rehabilitation of Field Road and Side Path Road, water security, increased agricultural production, Jamestown development, a sustainable sewerage facility and a few other micro projects.

## Introduction

### Overview and Rationale of the Plan

After much work to secure air access, the Island opened to the world with regular commercial flights from Johannesburg commencing in October 2017. Air access provided new opportunities for the Island: we are now able to show the world our natural resources, the Island's beauty and the unique community we have here on St Helena. As such air access is a strategic enabler to the implementation of this, our 10 Year Plan, 2017-2027, which was developed with the community in 2016 to inform medium to longer term strategy and development. By working with the community we were able to capture what is important to St Helenians under five main headings - our National Goals:

**Altogether Safer**

**Altogether Healthier**

**Altogether Better for Children and Young People**

**Altogether Greener**

**Altogether Wealthier**

Since launching the Plan, two underpinning goals were agreed by Executive Council (ExCo) in September 2018 as follows:

**Effective Infrastructure**

**Effective, Efficient and Accountable Public Sector**

These two underpinning goals were deemed necessary to help ensure the delivery of the five *Altogether* goals.

The overall objective of this Plan is to continue to make St Helena a wonderful place to live, work, raise children, and visit and to do business.

Since the launch of the Plan in 2017, six monthly progress reports have been compiled and have been published on the SHG website. This update summarises our progress in the first four years, up to 31<sup>st</sup> March 2021 and through a colour coded system identifies the stage of progress reached to date in each commitment made to reach the National Goals.

## Why a 10 Year Plan and its Operational Context

The Plan has improved joined up thinking, focus, and crucially reflects the view of the community. The benefits of having a 10 Year Plan are as follows:

- Allow us to plan in advance and use our resources well.

- Agree what is important to us and act on those issues.
- Have a long term vision of where we want to be in the future and what that looks like.
- Make sure we are concentrating on both economic and social development in a sustainable and responsible manner.
- Have our National Goals at the centre of all we set out to do.

In February and March 2016 we asked the community to contribute to this plan through open discussions that covered the five National Goals. For each goal we have commitments, which were identified through what the community said they wanted to see. St Helenians of all ages, from across the Island, took part in these community meetings to let us know what is important to them. Their issues and thoughts are the basis of this Plan and will be what we are measured on.

To make sure we meet the commitments suggested by the community we use the SHG Strategic planning process:

- National Goals with commitments led by the community, 2017-2027
- Three Year Strategic Outcomes, 2021 -2024
- Strategic Objectives established by ExCo in 2018 and reaffirmed in 2020
- Three Year Directorate Strategies and Delivery Plans, 2021-2024
- Directorate Operational Plans

## What are we aiming for?

### National Goals

The National Goals are defined as follows:

#### Altogether Safer

Altogether Safer covers all aspects of safety on the Island from Policing, Safeguarding, and Health Services to issues such as regulations, pollution, food security, and harm caused by actions such as smoking, substance abuse and road traffic accidents. It addresses the overall security and well-being of the Island.

#### Altogether Healthier

Altogether Healthier is concerned with all aspects of the health of Islanders and visitors. It focuses on the quality and length of life, the community's fitness and all aspects of mental health. With an aged and aging population we also need to plan and be prepared to provide care

services for the Island's elderly residents who have contributed so heavily to the Island's development.

### **Altogether Better for Children and Young People**

Altogether Better for Children and Young People is about investing in our Children and Young People. This includes ensuring that we have appropriate education provision for all, that we are protecting all children and young people and that we are enabling them to have fun and enjoy their childhood while preparing them for adult life. St Helena is a special place for children and young people and it is our intention that it remains so.

### **Altogether Greener**

Altogether Greener not only focuses on the preservation of our land wildlife, marine and built heritage, but also how we can advance in terms of renewable power and utilising technology to deliver better green social economic outcomes.

### **Altogether Wealthier**

Altogether Wealthier is about being both financially wealthier and wealthier in terms of skills and knowledge. This includes all sectors and increasing wages on the Island through sustainable, ethical economic development that sees St Helenians taking the lead in business, Government and Non-Government Organisations.

### **Effective Infrastructure**

Effective Infrastructure covers physical infrastructure including improved access to and around the Island. It also includes utilities and telecommunications and in many respects, underpins and enables the achievement of the *Altogether* goals.

### **Effective, Efficient and Accountable Public Sector**

Effective, Efficient and Accountable Public Sector is concerned with effective governance matters and seeks to ensure relevant systems and processes are in place to inform decisions and achieve the other goals.

## 10 Year Plan Governance

This document is accessible to all and is set out as an agreement between the community and SHG with key partners. It reflects the views collected from the community and the actions they would like to be taken forward to meet the needs of the Island. These actions must be linked to this plan and the National Goals.

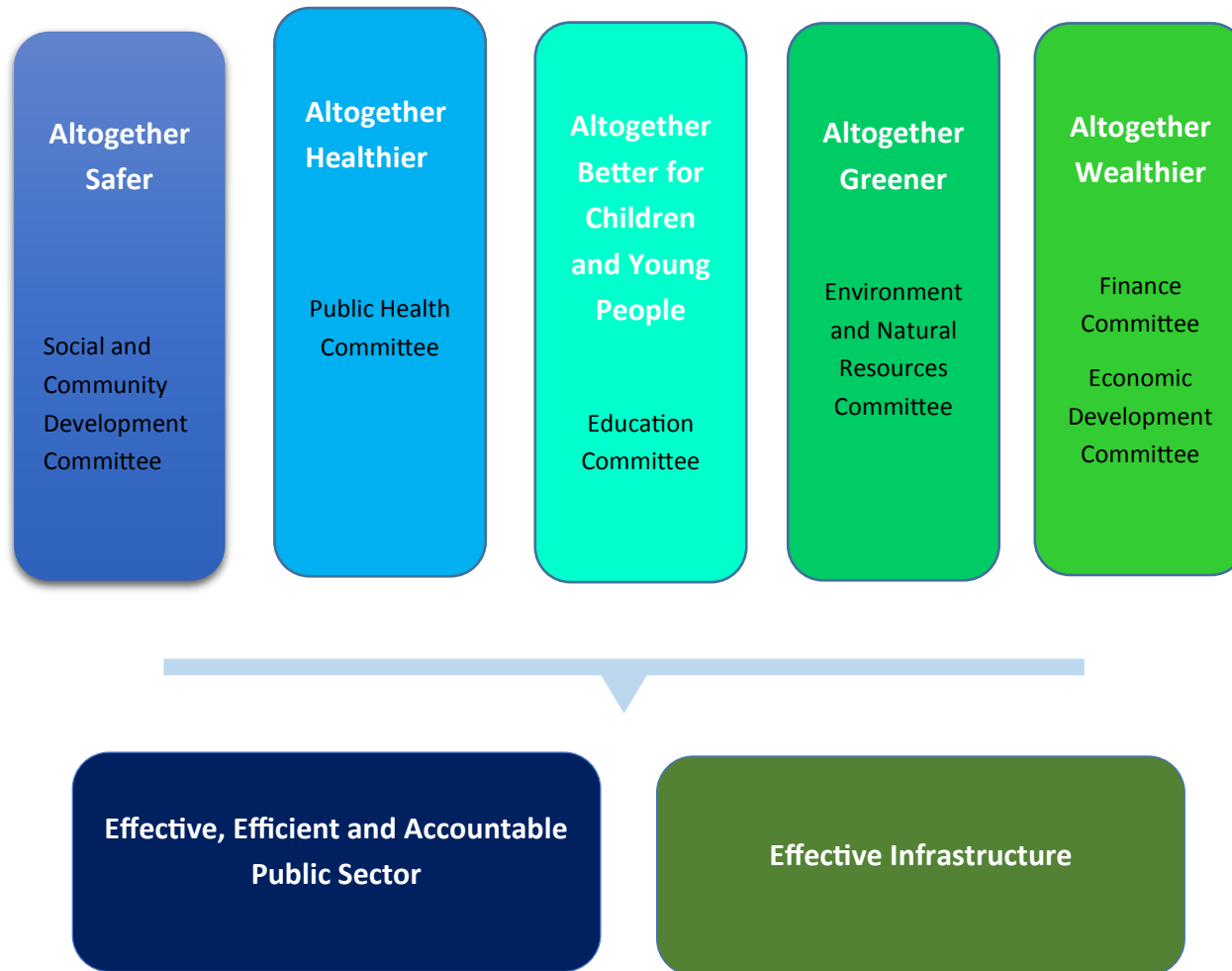
The 10 Year Plan is revised at least every three to four years as development takes place, hence this update of the Plan. However, the National Goals will remain the same as they reflect all aspects of life on the Island. In addition to this, bi-annual progress reports continue to be produced and published, along with easy to read directorate strategy and delivery plans.

The 10 Year Plan provides a road map for long-term planning, policy, budgets and legislation. It is the collective responsibility of SHG to deliver on the commitments made in this document. All strategic and operational planning must be aligned to this document. The commitments made in this plan will be delivered by SHG with support from key partners.

This update of the 10 Year Plan will continue to serve as a road map in these rather extraordinary times where both social and economic development have been impeded by Covid-19; and, will help us focus our resources and efforts on delivering what the community have told us is important to them.

It is an ambitious plan but one that will bring a **Safer**, **Healthier**, **Better for Children and Young People**, **Greener**, and **Wealthier** St Helena.

## National Goals and Lead Committees





## Priorities and Delivery

It was recognised from the onset that not everything in the 10 Year Plan would be delivered immediately and that we must prioritise our actions and resources. Difficult decisions have been and will continue to be taken based on evidence and where appropriate, social, economic and environmental assessments and resource availability.







Emerging key themes from the consultations were prioritised, and they include;

- Supporting adults with additional needs which includes elderly people, disabled people and people who need other support such as mental health
- Better and cheaper internet, which is relevant to all of the National Goals
- Increased renewable energy, which impacts on all aspects of sustainable development
- Preventative and proactive models in both health and education
- Developing our workforce to grow our economy, tax base and ability to provide core services
- Sustainable and ethical economic development
- Protecting vulnerable people
- Up skilling St Helenians to take more leadership roles, especially within SHG
- Maintaining physical access to the Island for our people and goods

There are wider issues that do not necessarily fit into the five National Goals, for example education crosses all of the themes and is central to delivering the Plan. Likewise the issue of constitutional reform is an issue that will underpin the entire plan. Indeed, the Legislative Council (LegCo) resolved on 26 March 2021 to endorse the results of the consultative poll conducted in St Helena on 17th March, 2021 and to recommend that the Constitution of St Helena, Ascension and Tristan da Cunha be amended to change the governance system of St Helena to a ministerial system of government.



The plan aims to make the Island more self-sufficient and less reliant on aid; this relies on a number of factors which include managing human capital and delivering on the National Goals. To this end, and as highlighted already in this update of the 10 Year Plan, two additional underpinning goals were agreed by ExCo in 2018. Furthermore, a set of high-level medium-term Strategic Objectives were approved by ExCo in 2018 and reaffirmed in 2020 to guide the implementation of the Plan. These Strategic Objectives are aligned to the goals in the 10 Year Plan and deliver the Strategic Outcomes.







To enable the delivery of the Plan to be transparent and accountable, the following timelines are being used to demonstrate when the actions are delivered.







-  Ongoing actions throughout the duration of the Plan
-  Significant actions delivered in the first year of the Plan
-  Significant actions delivered in the first three years of the Plan
-  Actions which will continue to be delivered within five years of the Plan
-  Actions which will be completed within 10 years if not sooner
-  Actions which are anticipated to be delivered between two timelines specified by their colour

## Altogether Safer



The **Altogether Safer** goal is to maintain and advance the overall security and prosperity of the Island through improvements made to core services as well as protecting vulnerable people and ensuring that the rule of law is applied to all.










10 Year Plan Commitments	Delivery of actions		Progress as at 31 March 2021
	2017	2021	
We will protect and empower all vulnerable people			<p>In 2017 two safeguarding boards were established, one for Children and one for Adults which put in place appropriate procedures and staff to protect and empower the vulnerable. In early January 2019 the boards were combined and an updated improvement/safeguarding plan was completed to reflect the multi-agency response to safeguarding. Safeguarding Board membership now includes third party/voluntary representation and the Board continues to develop and meets its objectives.</p> <p>A training sub-group was formed to identify and agree the delivery of safeguarding-related training across all sectors. This is a multi-agency approach to training and development. It ran for a period of twelve months and included: safeguarding, vulnerability, countering bullying, dealing with death, serious case reviews, a repeat of corporate parenting, domestic abuse, exploitation and service-specific training.</p> <p>The 'Working Together' policy document is being implemented.</p> <p>The Children and Adult Social Care (CASC) Directorate is now linked with a UK local authority for peer review, support and direction. Where relevant, colleagues from other directorates such as Health and Education, are invited to attend on-line work streams.</p> <p>Significant work has been done to meet the needs of vulnerable people living at home. This has seen a shift and increase in the number of service users now benefiting from domiciliary care services.</p> <p>The use of mobility vehicles has increased the CASC's ability to support 'hard to reach' people and to enable them to access amenities and improve their quality of life.</p>








We will protect minority groups, equality and Human Rights on the Island			<p>The Equality and Human Rights Commission (EHRC) has had over 200+ contacts between 2017 and March 2021. The majority of contacts have had their issues resolved or been referred to another agency.</p> <p>Enquiries have ranged from access to justice (causing a rise in the number of judicial complaints), domestic abuse and housing. The highest number of complaints have been about the police/prison and Government Landlord Housing (GLH). Police related complaints have been about arrests and charges subsequently dropped, the retention of IT equipment and allegations of unlawful detention. The prison related complaints are from past prisoners held between 2009 and the work commencing to upgrade the prison in 2018/19.</p> <p>The lack of a substantive Public Solicitor for some time was a concern for the EHRC as Lay Advocates were dealing with cases which should be dealt with by a Solicitor. In addition, the EHRC have reported an increase in people seeking legal advice (which the EHRC cannot give).</p>
We will provide a full legal system and protect the right of access to legal services for all			<p>A full legal service is in place and is available to all. Public Solicitor's fees are set out in the Extraordinary Gazette Notice dated 25<sup>th</sup> February 2020. There are fee exemptions for certain services, with no fees being charged to persons in households with an income of less than £10,000 per annum.</p>
We will protect our border from items/people that bring harm to the Island and have robust community policing to tackle crime			<p>In March 2018 an information sharing agreement was signed with the UK. Other intelligence access systems have been developed with Home Office Immigration Officials in South Africa. Additional investment has been made in the professional development of immigration staff and operating systems.</p> <p>The Fit for the Future Review of Customs and Immigration has now been completed and it has been decided to combine both services to form a Border Force in order to provide a more effective and efficient service to protect St. Helena's borders. This project will commence with both services being co-located at the Port Control Building which will then embark on work to integrate the two teams. This is expected to take some time</p> <p>Through the Environment and Natural Resources Directorate (ENRD) Biosecurity Section's pre-border, border and post-border programmes, activities continue to prevent where possible, the introduction to the Island and spread of new plant and animal pests and diseases on the Island. The Biosecurity team's training in Pest Risk Assessment (PRA) increased their capacity to undertake such tasks as part of their biosecurity pre-border, border and post-border monitoring tasks.</p>







			Community policing was identified in Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection of the Police Service as being in need of further development. A revised Community Policing Strategy is almost complete, and this takes account of the most recent public perception survey.
We will invest to reduce the risk of rock fall and continue to carry out regular checks to protect the community			<p>A Rock fall Mitigation and Management Strategy was approved in 2017 and tenders were sought. Funding was approved from the Economic Development Improvement Programme (EDIP). A contract was signed with CAN France in October 2019 and supervised by Fairhurst on behalf of SHG. Commencement of work began in January 2020 and was finished by 10<sup>th</sup> July 2020. Work comprised of the installation of rock fall catch fences, rock fall netting and the construction of a rock trap earth bund, in James Valley and Rupert's Valley.</p> <p>The Rock Guard Team continues to ensure the safety of residents and road users by continuously checking and repairing any safety issues associated with the risk of rock fall. They are also responsible for checking and monitoring the stability of some of the Island's roads with high vertical retaining wall structures.</p>
We will proactively address anti-social behaviour			<p>The community and response policing approach addresses concerns raised by the public and the Police engage with offenders to reduce anti-social behaviour. The Police now have a tasking and coordination process in which intelligence and information is assessed and anti-social behaviour is targeted and addressed.</p> <p>In addition to the tasking and coordination group, intelligence is reviewed through weekly meetings to identify emerging trends and issues and inform effective policing responses. A community working group comprising of police, SHG directorates and partner agencies was developed to further support joint investigations to tackle anti-social behaviour.</p> <p>The Probation Team also work with individuals to address the root cause of anti-social behaviour leading to criminality. Anti-social behaviour in young people can also be referred through the Youth Prevention Scheme, now called the Youth Diversion Scheme which continues to function well and to address the referrals it receives.</p>
We will work with families and the community to ensure our children are safe			<p>Specialist services have been developed to work with families and ensure our children are safe. Partnership work continues as well as closer working between key agencies.</p> <p>The Education Directorate has implemented new Child Protection and Anti-Bullying policies.</p> <p>Between 1<sup>st</sup> April 2019 and 31<sup>st</sup> March 2021, there were 186 referrals by the Police to Child Services. The Police Directorate directly supports Child Services by attending Strategy meetings and undertaking joint investigative actions and accompanies social workers when requested to undertake home visits. Various activities have</p>



			<p>taken place such as presentations at Prince Andrew School regarding drugs and alcohol abuse, engaging with children and young people around the safe use of mobile phone and social media.</p> <p>The St Helena Police lead Multi-Agency Public Protection Arrangements (MAPPA) and manage Registered Sex Offenders. Plus Joint Partnership meetings are held to ensure that relevant agencies have the information required to protect children from identified risk in the community.</p>																												
We will make those who have committed offences accountable			<p>St Helena continues to make people who have committed offences accountable through robust policing and enforcement. Out of court and in court disposals are progressed.</p> <p>Statistics for the period April 2017 to March 2021:</p> <table border="1"> <thead> <tr> <th>Period of time</th><th>No. of Cases taken to Magistrates Court</th><th>No. resulting in convictions</th><th>Outstanding cases</th></tr> </thead> <tbody> <tr> <td>April 2017 – March 2018</td><td>118</td><td>62</td><td></td></tr> <tr> <td>April 2018 – Sept 2018</td><td>61</td><td>34</td><td>Out of the 27 which were outstanding – four were withdrawn or dealt with by way of a caution and 23 were pending prosecution</td></tr> <tr> <td>Oct 2018 – March 2019</td><td>56</td><td>39</td><td>Out of the 17 which were outstanding – 8 were withdrawn or dealt with by way of a caution and 9 were pending prosecution</td></tr> <tr> <td>April 2019 – Sept 2019</td><td>56</td><td>27</td><td>Out of the 29 which were outstanding – 5 were withdrawn or dealt with by way of a caution and 24 were pending prosecution.</td></tr> <tr> <td>Oct 2019 – March 2020</td><td>55</td><td>37</td><td>Out of the 18 which were outstanding – 7 were withdrawn or dealt with by way of a caution or dealt with under Youth Diversion Scheme and 11 were pending prosecution</td></tr> <tr> <td>April 2020 – Sept 2020</td><td>68</td><td>56</td><td>Out of the 12 which were outstanding – 9 were withdrawn and 3 were pending prosecution</td></tr> </tbody> </table>	Period of time	No. of Cases taken to Magistrates Court	No. resulting in convictions	Outstanding cases	April 2017 – March 2018	118	62		April 2018 – Sept 2018	61	34	Out of the 27 which were outstanding – four were withdrawn or dealt with by way of a caution and 23 were pending prosecution	Oct 2018 – March 2019	56	39	Out of the 17 which were outstanding – 8 were withdrawn or dealt with by way of a caution and 9 were pending prosecution	April 2019 – Sept 2019	56	27	Out of the 29 which were outstanding – 5 were withdrawn or dealt with by way of a caution and 24 were pending prosecution.	Oct 2019 – March 2020	55	37	Out of the 18 which were outstanding – 7 were withdrawn or dealt with by way of a caution or dealt with under Youth Diversion Scheme and 11 were pending prosecution	April 2020 – Sept 2020	68	56	Out of the 12 which were outstanding – 9 were withdrawn and 3 were pending prosecution
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We will invest in new sewerage systems to reduce sea pollution			Contracts were signed in March 2021 to finish the Rupert's sewerage system, which will be funded by EDIP.								
We will improve the safety and conditions of our roads	  		<p>The Road Section are continuously trying to improve unsafe conditions on roads and road edges. Within the past three years Dungeon's corner has been widened, numerous barriers installed on unsafe areas of the roads, and speed reducing measures and additional convex mirrors have been installed. There has been a focus on drainage improvement within Jamestown and other parts of the Island. Several retaining walls were rebuilt at Ladder Hill, Sandy Bay, Shy Road and Side Path.</p> <p>The Police have been working with SHG to improve safety on the roads through changes to various laws to permit more robust enforcement. Work continues on the revised Road Traffic Ordinance, with amendments to the draft being undertaken during this six month period.</p> <p>Work on the Road Traffic Ordinance is in progress, with amendments/discussions between ENRC, Police and the Legal team.</p>								
We will build a new prison	 		<p>Funding for the new prison will be secured via the EDIP programme: construction is unlikely to start before late 2023.</p> <p>A new Police Custody Suite at Coleman House in Jamestown was completed in April 2021</p>								
We will invest in a			Plans to build a new fire station have been abandoned and instead improvements to the current location have								

new fire station			been identified. Work is ongoing to identify funding for implementation.
We will invest in youth services and develop facilities	 		<p>A Youth Diversion Scheme (YDS) originally known as the Youth Prevention Scheme was launched at the Combined Safeguarding Board in July 2019 by the Probation Team who hold overall responsibility for this area of work.</p> <p>The scheme is primarily designed to prevent and divert young people at risk of offending or displaying risky behaviour from entering the criminal justice system. This is achieved through multi-agency involvement and the provision of relevant interventions as an alternative to formal police involvement or court disposals.</p> <p>The Youth Diversion scheme functions well to address the referrals it receives.</p> <p>Third sector organisations are members of the Safeguarding Board and receive NGO funding providing sports and social activities in the community. This diversionary activity is a positive youth service and enables young people to access positive activities in the community outside of education.</p> <p>To date a total of 45 referrals have been sent to Children's Services.</p>
We will invest in a more disabled friendly access environment	 		<p>The Legal Chambers in Ogborn house have been refurbished with disabled access. The Mantis St Helena Hotel is accessible for wheelchair users. Some improvements have been made to the pavements in Jamestown, but more is needed to improve access across the Island.</p> <p>Disabled friendly facilities and access are continuously being regulated and encouraged through Appropriate Design and Planning Condition in accordance with the Planning Ordinance and Building Regulations.</p> <p>Revised Building Regulations were brought into force in 2019.</p>

-  Ongoing actions throughout the duration of the Plan
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## Altogether Healthier




The **Altogether Healthier** goal aims to cover all aspects of health for Islanders and visitors concentrating on the quality of lifestyle and length of life as well as the community's fitness and mental health. This includes supporting those with additional needs and promoting preventative and proactive practice in health and education.







10 Year Plan commitments	Delivery of actions		Progress as at 31 March 2021
	2017	2021	
We will continue to invest in medical equipment and adaptations			<p>Replacement items were purchased to ensure continuity of health service delivery. A mammogram is now in place, and hospital and theatre equipment purchased include a ventilator, simulation model, scopes, ultrasound machine and a new biochemistry analyser. Also a new microscope and Retina Scan/OCT were purchased for the Ophthalmology Department. A portable Ultrasound machine that will enable cardio echoes to be undertaken with remote support and a GeneXpert machine for the Pathology Department enabling additional testing to be done on Island have also been purchased. The introduction of the latter machine has resulted in the requirement for less evasive sampling from patients. Updated and improved kits for community nurses to enhance/improve assessment in clinical settings have also been acquired.</p> <p>The Hospital Pharmacy has been successfully relocated to the ground floor; the Laboratory refurbishment is complete and the ward to the Chemotherapy room has been upgraded</p> <p>Work has also started on asset replacement and maintenance registers, particularly to inform requirements for specialist maintenance visits.</p>
We will recruit, train and retain staff, both from the Island and from overseas, to provide a health service that meets the needs of the	 		<p>The Paediatric nurse, Primary Care and Community Nurse Practitioner and Dietician posts remain vacant as a result of the successful applicants having withdrawn their interest. Re-advertising of posts is on hold due to Covid-19 associated travel restrictions. Recruitment of additional clinical staff commenced to aid Covid-19 preparedness.</p> <p>All nursing staff have been trained in Trauma Management, through a series of study days and practical use of equipment. It is envisaged this training will be refreshed on a yearly basis.</p>

community			<p>Training was delivered by Stirling University during the period 26<sup>th</sup> October to 10<sup>th</sup> November 2019. Thirty-five members of staff were trained from the Health Directorate. The rolling out of Brief Intervention training as a result of this, remains ongoing.</p> <p>A School Nurse, a Pharmacist and a Community Psychiatric Nurse were appointed.</p>
We will continue to educate, incentivise and support the public regarding improved healthier lifestyles	 		<p>The Tobacco Control Legislation was endorsed by LegCo in June 2020. Discussions are ongoing with the Public Health Committee and various stakeholders to put in place Tobacco Control Regulations in mid-2021.</p> <p>Progress on workforce screening slowed as resources were diverted to the Covid-19 response.</p> <p>In the Smoking Cessation service, patient contact is maintained through follow-up at week 16/18. Patients are encouraged to recommence treatment and to make contact with Community Nursing Staff or the Pharmacist regarding this or if in need of further advice then outside of this formal contact.</p>
We will improve and increase our Government Landlord Housing (GLH) stock	 		<p>Ongoing maintenance to GLH under the Capital Programme since April 2017 included work to homes at Cow Path, Ropery Field, Lady Margaret Field and Harbour View.</p> <p>As at September 2019, rental assistance had been provided to 12 GLH applicants. These homes are rented by the applicant from the private sector which has reduced the waiting list and prevented homelessness. As of 31 March 2021, only 5 GLH applicants remain with rental support.</p> <p>A planning application was submitted to Planning in May 2020 for the former Longwood Primary School. This empty property will be converted into eight apartments for residents over 55 years of age.</p> <p>A planning application was also submitted for conversion of an empty SHG property known as Barn View, but was withdrawn due to public complaints.</p> <p>Two, two-bed disabled friendly GLH homes are nearing completion at Bottomwoods Comprehensive Development Area (CDA). The contractual date of completion was 30<sup>th</sup> April. Plans for the construction of four one-bed GLH flats within the Bottomwoods CDA have been approved and plans finalised. These will be advertised for construction in May 2021.</p> <p>Surveys and costings have been carried out a RE Yard, with the intention of converting four dwellings into self contained units. Kitchens and bathrooms are currently located away from the bedrooms and living areas.</p> <p>An assessment of tenant and housing needs against the housing register was completed. GLH are liasing with two sitting tenants for alternative accomodation for the period whilst works are taking place. The first phase of this project will bring into service two additional two- bedroom homes.</p>









We will ensure we will have access to an adequate supply of clean water	 		Water testing continues to be undertaken by the Pathology Department on a regular basis to ensure good water quality.
We will employ health specialists and a full quota of GPs to meet the needs of the public	 		<p>The Health Directorate had a full complement of Medical Officers in post, including a General Practitioner and an Anaesthetist as part of the Island's Covid -19 response.</p> <p>Specialist visits to the Island were curtailed by travel restrictions as a result of Covid-19. However, as part of the Island's Covid-19 response a link was put in place to provide additional remote call-down support and consultation.</p> <p>Recruitment took place for a Chief Medical Officer. Given the additional workload arising from the Island's Covid-19 response, the post of Senior Medical Officer was not abolished. Review of the management arrangements is planned under the Health Sector Review in 2021.</p>
We will build additional care facilities on the Island and aspire to deliver care to an international standard			<p>Investment in staff is a priority and remains ongoing. A total of eight Hospital and Community Nursing staff have completed their on-line degrees , whilst one was awaiting results; a further two commenced studies in January 2020. Two Healthcare Assistants have commenced their 'access to nursing' course, whilst a further two are studying towards an NVQ in Health and Social Care. Two Pharmacy Dispensers have been successful in obtaining an NVQ in Pharmacy Technician and this training is ongoing.</p> <p>Tender documents were finalised for the Psychiatric Intensive Care Unit (PICU) and procurement initiated.</p>
We will support increased local production of fresh fruit and vegetables	 		<p>An Agricultural Support Programme was developed for the 2020 financial year only, as Enterprise Saint Helena (ESH) closed in April 2021. ESH agreed a package of support to the farming community, which provided grants of up to £2,000 in the following areas:</p> <ul style="list-style-type: none"> <li>• Enhanced water security, e.g. water tanks, water troughs and drip irrigation;</li> <li>• Improved produce protection, e.g. rabbit / dog proof fencing and posts;</li> <li>• Increased mechanization, e.g. rotivators and tractor attachments;</li> <li>• Equipment to support clearance of weeds and invasive species, e.g. spraying equipment.</li> </ul> <p>A total of 86 individual grants were approved to a total value of £130,089.</p>










			<p>Additionally, funding was provided to the Agriculture and Natural Resources Department (ANRD) to support procurement of drip irrigation equipment and funding was made available to farmers for seed and other consumables to encourage production as part of ESH Covid-19 Support.</p> <p>This funding was all provided through the ESH FCDO Project Programme.</p> <p>The Agronomist post was extended for a further year for 2021-22 to support producers, especially with vegetable production. In addition, the Agronomist has undertaken five master class training sessions in arable and farm business practices.</p>
We will support initiatives that will provide affordable healthy food products	 		<p>As a part of the Agricultural Support Programme, and also in response to food security concerns arising from Covid-19, there was an increased focus on promoting the message of “Buy Local / Supply Local”, which commenced in April 2020. Alongside of this, ESH put in place the above Agricultural Support Programme.</p> <p>Following a successful “Grow Local” initiative jointly organised by Solomon and Co and St Helena National Trust (SHNT), with minor input from ESH, an approach was made by Solomon’s Marketing in relation to taking forward further branding to promote the themes of ‘Grow Local’, ‘Produce Local’ and ‘Buy Local’.</p>











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## Altogether Greener







The **Altogether Greener** goal aims to reduce St Helena's carbon footprint and ensure that the Island's natural resources are preserved and enhanced.

10 Year Plan commitments	Delivery of actions		Progress as at 31 March 2021
	2017	2021	
We will continue to encourage low carbon vehicle use through tax incentives			<p>A new vehicle duty tariff came into force on 1<sup>st</sup> December 2019, to fix duty to CO2 emissions instead of customs duty %age on the value of the vehicle.</p> <p>Customs Duty on vehicles with zero emissions from 1<sup>st</sup> December 2019 are charged duty of £200. This is minimum duty payable. As CO2 emissions increase the tariff increases on an incremental basis reaching maximum duty payable of £3,500 for vehicles whose CO2 emission is greater than 200g per km.</p>
We will police illegal fishing in St Helena waters			<p>A policy for licensing of all fishing activities has been completed and endorsed by the Economic Development Committee (EDC) in January 2020.</p> <p>A Marine Compliance and Enforcement Strategy for St Helena was developed and endorsed in January 2021 to guide the work of the newly established Marine Enforcement Section. The Strategy covers an enforcement system for local fishing operations and monitoring of our offshore fishery. The Blue Belt programme has been supporting the ENRP Directorate with implementation of actions for monitoring St Helena's offshore fishery through satellite surveillance and will continue to do so until the Blue Belt project for St Helena ends.</p> <p>A monthly intelligence bulletin is provided to the Directorate highlighting any suspected or confirmed non-compliance (including illegal fishing) by vessels within our 200nm Fisheries Management Zone.</p>
We will protect endemic fauna and flora and our agricultural sector by tackling invasive species			<p>In March 2018 a Darwin Plus funded Invasive Plants Project was implemented to build local capacity to tackle invasive plants across the various sectors. The project was completed 31 March 2020.</p> <p>We continue to implement invasive species (particularly invasive plants) within our forestry, agriculture and terrestrial conservation plans where funding allows.</p>

We will support community green projects and tidy-ups, and enforcement of relevant legislation regarding litter			<p>SHG and ESH have supported green initiatives and tidy-ups and will continue to do so.</p> <p>Waste Management Services (WMS) have undertaken landscape bulky waste projects and implemented annual waste reduction campaigns. WMS delivered a waste prevention campaign (general litter) in January 2019 to coincide with the Environmental Conference.</p> <p>WMS have incorporated roadside litter picks by the Refuse Collection Vehicle (RCV) crews into their Standard Operating Procedures and this is continuing to work well. WMS developed and commenced a Covid-19 hazardous waste incineration service as part of the Covid-19 Prevent Strategy, predominantly used by the Airport for disposal of PPE following Repatriation Flights. WMS assisted with tidying up Bradley's Camp Quarantine Facility in advance of the quarantine cycles and also provided domestic and clinical waste bins for the Camp. WMS have continued to clean-up across the Island including Access Road, Plantation Forest and the Duke of Edinburgh Playground. Communal bin housings were constructed to benefit residents in Clay Gut and Windy Point to address waste management issues.</p> <p>WMS engineered a concrete base into most communal bin housings to safely manoeuvre communal bins when full, this was completed in house for efficiency. WMS supported Island clean-ups through equipment loans during Marine Awareness Week and have planned a litter pick along the whole of the Access Road during Q1 of 21/22 and are planning a Waste Prevention Campaign during quarter 3 targeting cigarette ends.</p>
We will establish and maintain a Green Business Award			In collaboration with SHAPE (under the Department of Environment, Farming and Rural Affairs (DEFRA) Project) businesses who support plastics recycling receive a certificate of participation (as displayed at the Reception in the Castle). This will be taken forward by the Sustainable Development Team from 1 April 2021.
We will encourage the use of sustainable materials such as greener building materials and biodegradable packaging through planning and tax systems	 		<p>The Tax and Revenue Working Group continue to review customs tariffs to ensure that they are relevant and support the policy priorities of SHG.</p> <p>Changes to Customs Tariffs to reduce the duty on biodegradable cartons, boxes and cases from 20% to 5% was endorsed by the EDC and approved by ExCo taking effect from the 25<sup>th</sup> March 2019.</p>
We will implement a			A Waste Management Strategy was approved in September 2017. Projects are being delivered in line with



waste management Strategy which includes recycling and using waste as an energy source	 		<p>Strategy goals. A Waste Management Policy and Implementation Plan was completed and endorsed by ExCo in March 2020.</p> <p>WMS continued to support SHAPE with plastics recycling; the private sector with glass recycling; SHNT with organic waste composting at Millenium Forest and the Overseas Countries and Territories Association (OCTA) Innovation Project to implement organic waste composting at Horse Pasture Landfill Site (HPLS). WMS continue to successfully create compost at HPLS through co-blending fish waste, piggery effluent and chipped forestry waste using existing resources.</p> <p>As at September 2020, using waste as an energy source became invalid hence action had to be changed. WMS are currently delivering against five of the seven goals within the Waste Management Implementation Plan, in line with the Plan's implementation timetable.</p> <p>A business case to increase Aluminium Drink Cans recycling in partnership with the private sector has been submitted to CSSF for external funding.</p>
We will invest in renewable energy with a view to becoming 100% self-sufficient	  	 	<p>In September 2017 a tender process was underway jointly with SHG Procurement and Connect Saint Helena Ltd to move the Island to an initial minimum of 85% renewable energy. By March 2018 a preferred bidder was selected and a contract was awarded to PASH. Conditions Precedents are due to be satisfied at the end of January 2021 with actions from PASH, Connect and SHG outstanding.</p> <p>All conditions precedents with the exception of credit support documentation have been satisfied, the credit support documentation is intended to be the last condition precedent to delay paying charges for the facility until necessary. PASH should have funds released from their financiers and orders placed in 2021.</p>
We will have a long term water Strategy for the Island, supported by adequate infrastructure, in order to reduce the impact of drought and climate change	 		<p>The Water Strategy was approved by ExCo and EDIP funding is being sought to create a Water Resources Management Plan which will inform infrastructure decisions. Funding is likely to arrive in phases which will dictate the rate that progress can be made.</p>



















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## Altogether Better for Children and Young People

The **Altogether better for Children and Young people** goal ensures that opportunities are available for Children and Young People on St Helena to obtain a well-rounded education and a safe, fun and active childhood.






10 Year Plan commitments	Delivery of actions		Progress as at 31 March 2021
	2017	2021	
We are committed to St Helenians being the leaders of the Island and we will equip them with the skills and experience to take up key posts			<p>For the period April – September 2020 St Helena Community College (SHCC) did not operate as normal due to the restrictions required as a result of the Covid-19 pandemic. Courses resumed as normal from September 2020.</p> <p>In June/July 2020 SHCC staff undertook a face to face approach for determining the training needs of the private sector. This was more successful than in the past where a paper based approach was used. Liaison with Human Resources ensured that the training needs of the public sector were also captured. Of the 47 courses identified by the private sector SHCC is able to provide 44 (93.6%) and for the 32 courses identified by the public sector SHCC is able to provide 24 (75%). SHCC will be mindful of the courses that are currently unavailable and investigate solutions for this provision and whether they can be catered for within the current resources.</p> <p>In total there are 1,023 registered members in SHCC. These are made up of 547 Females and 476 Males.</p> <p>For the period October 2020 to 31 March 2021 the total number of course registrations were 647. These registrations are made up of 102 Males and 545 females. The total number of examinations passed in this period was 29.</p> <p>Vocational Qualifications from October 2020 to March 2021 registered and Inducted:  Two candidates for Environmental Conservation.  Five candidates for health (two for L3 Adult Care, two for L2 Care and one for L2 Children and Young People's Workforce)</p> <p>Completed – one for L2 Health and Social Care, one for L2 Care and one left to go abroad.</p>







			Certificated – two for L1 Construction, one for L1 Auto and four for a Unit.
We will provide youth facilities to include sport, cultural heritage, arts and crafts			<p>SHG also worked with local partners and potential sponsors to facilitate the development of additional or enhanced facilities. ESH similarly provided funding support to Social Enterprises that provide these types of activities.</p> <p>Since launching the Social Enterprise grant scheme in July 2017, a total of seven grants were approved to a value of £20,910. Successful applicants were: Golf Club, Heritage Society, SHNT, The Rock Christian Fellowship, New Horizons, Sandy Bay Community Centre and The Saint Helena Recreational Club.</p> <p>A revision to the Social Enterprise Grants policy was approved by ESH in December 2019, which allowed previous recipients to apply for further funding once they had successfully met all previous obligations. This minor change therefore opened the scheme to further applicants, with a total of five applications approved for a total sum of £22,000 as of March 2020.</p> <p>During April 2020-March 2021, ESH supported a total of six Social Enterprise initiatives, to a total value of approx. £32,000.</p>
We will oversee and support crèche and child care facilities			<p>A policy for Crèche providers and child minders which sets out responsibilities and standards was introduced and implemented. Crèches and child minders are subject to inspection on an annual basis. These inspections are undertaken by a qualified children's service social worker.</p> <p>Fostering services will be relaunched in 2021. In the meantime, CASC are exploring some interests to foster, re-assessing some people following a change in their circumstances and are actively making use of approved foster carers with one social worker leading on fostering.</p> <p>After a period of closure in November 2019. The former children's home (family centre) reopened as a mother and baby unit. In April 2020, the service became fully functional again as a children's provision with dual purposes. This service is now a provision for Looked After Children. A range of services are now being provided and some have been reinstated to protect and safeguard some of the Island's most vulnerable children and young people.</p>
We will consider lowering the voting age	 		<p>The voting age was lowered from 18 years to 17 years in May 2017, prior to the July 2017 General Election.</p> <p>The Sub-Committee of the Social and Community Development Committee (SCDC) reviewed the Elections Ordinance in July 2020. The Sub-Committee engaged with young people as to whether or not the voting age should be reduced to 16 years of age. Following this consultation, the Sub-Committee recommended to the</p>

			SCDC that further engagement on the lowering of the voting age should be held with the wider community. This is now a matter for the SCDC to progress.
We will provide further education opportunities for Young People	 		<p>Six Band 3A Apprentices completed their two year academic training in August 2020.</p> <p>One work based apprentice completed his training and was taken on as a trainee within the organization.</p> <p>The Education Directorate was able to offer an extended programme to the remaining apprentices and was able to accommodate the new cohort of interested school leavers from September 2020 making a total of 35 apprentices. The Directorate was supported by Internal Audit, Immigration and the Airport for sponsoring apprenticeships in their respective departments.</p> <p>Three students were successful for a placement under the Scholarship Programme. One was able to start studies on-Island through SHCC whilst the others had to delay their start to the following year due to Covid-19. One scholarship student returned having gained second class honours and is employed in the Health Directorate.</p> <p>Eight apprentices completed their Apprenticeship and are now occupied as follows: five have obtained employment in the field in which they were trained (four in the private sector and one in Education). One person is caring for their newborn baby and two people trained by SHG I and T are unemployed.</p> <p>There were two resignations to take up full time employment in their field of training.</p> <p>There are now a total of 38 apprentices on the scheme in the following areas: 21 on Band 3A (academic training), one in jewelry design, one in childminding, two teaching assistants, two in the Police, one procurement assistant, two in clerical work, two in construction, two in plumbing, one dental assistant, one catering assistant, one steel fabricator and one working in conservation.</p>
We will invest in sports on the Island for all abilities	 		Whilst ESH had planned to continue funding uniforms for international events, none took place as a result of the Covid-19 pandemic. Instead, a small number of local initiatives were supported, such as the Festival of Running. Additionally, grant funding has been provided for gym facilities and a swimming club.
We aim to meet UK attainment standards by investing in our	 		<p>As a result of the End of Year Assessments for 2020 the following attainment was achieved:</p> <p>Primary Years 2-6, 56.8% of children achieved Age Related Expectations (ARE) in Maths (58 males, 63 females) and 61.9% in English (58 males, 74 females).</p>

schools and Community College		<p>Secondary in Keystage 3 Years 7-9, 58.6% of students achieved ARE in Maths (34 males, 37 females) and 46.2% in English (28 males, 28 females).</p> <p>In secondary, the results for Keystage 3 show a slight decrease in the percentage of students achieving ARE in Maths and English. This decrease was anticipated as there is a group of children with significant learning needs and work is ongoing to address these. Despite the attainment results in English not meeting the target, progress scores show that there is a large number making the expected progress. As a result of the Directorate's analysis, it has been determined that on average, half of the children in Prince Andrew School who did not achieve ARE, made the expected progress. Contributing factors that could have impacted on the attainment include, attendance issues, family bereavement, and family issues (safeguarding cases), low ability, special needs, newly arrived to the Island and at a low level of ability and with English as an Additional Language (EAL). Across Years 2 -9 there were about 26 children who missed ARE by 1 or 2 marks who teachers felt were capable of achieving ARE. Work is currently in place in schools to support the students who did not attain ARE through intervention programmes and additional support in class.</p> <p>51% of students (18 students - 6 boys and 12 girls) achieved 5 A*-C/4-9 grades this year including English and Maths.</p> <p>In English, 26 out of the 35 students sat the GCSE. Nine students worked on the Step-up examination which is a level below GCSE due to their low level of ability. 74% (26/35 students - 7 boys and 19 girls) of students gained A*-C grades in English Language. All students sat the GCSE Maths examination, 60% [21 students - 8 boys and 13 girls] of students achieved 4 – 9 grades in Maths.</p> <p>Whilst teacher assessment showed that all students progressed in their learning over the year, formal testing showed that in Keystage 2, 74% improved on their test scores in Maths from the previous year and 73% in English. In Keystage 3, 76% improved on their test scores in Maths from the previous year and 74% improved in English.</p> <p>Investment in teacher training has resulted in 30 out of 43 local teachers (an increase of 21 over the past three years) being qualified to at least level 4 = 69.7% Including TC officers, 37 out of 50 teachers are qualified to at least level 4 = 74%.</p> <p>To date, two teacher trainees have successfully completed their Open University studies and passed their Level 4 in teaching and learning and a further three teacher trainees have been recruited.</p> <p>No additional examinations took place . The next End of Year Examinations will take place in June/July 2021.</p>
We will invest in		All primary schools were able to source project funding from the then Foreign and Commonwealth Office











improved safe spaces and recreation equipment for Children and Young People	  		<p>(FCO) and to improve their play areas. Harford Primary has established a Nursery/Reception play area on their main playground, Pilling Primary has created an obstacle play area and St. Paul's has finally a covered area for outdoor play along with their 'ship' activity area.</p> <p>Work is on-going to continue to make the play areas safe for use. Pilling has ordered playground matting and St. Paul's is in the process of getting their fencing mended.</p>
We will introduce paid maternity, paternity and adoption leave on the Island		Completed	<p>Maternity, paternity and adoption leave have now been included within the Employment Rights Ordinance. An allowance of 14 weeks maternity leave has become statutory, of which at least 4 weeks is paid as full pay. An allowance of 2 weeks paid paternity and adoption leave has become statutory.</p>





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# Altogether Wealthier











The principles of the **Altogether Wealthier** goal is to develop St Helena industry, promote sustainable and green growth, increase the skilled workforce and ensure that everyone on St Helena prospers from sustainable economic development.

10 Year Plan commitment	Delivery of actions		Progress as at 31 March 2021
	2017	2021	
We will reduce inequality and poverty			<p>Recent uplifts in IRB and BIP approved by ExCo are as follows:</p> <p>November 2018 by 1.6%  March 2019 by 1.4%  September 2019 by 2.1%  March 2020 by 0.42%  September 2020 by 0.2%</p> <p>A form of the Minimum Income Standard (MIS) had been used to uplift IRB rates. As this was not the best use of a MIS (which is used internationally to inform a minimum wage) it was decided to fix IRB as a percentage of the Minimum Wage and to rebase the MIS to inform the Minimum Wage.</p> <p>The Social Policy Planner prepared a revised IRB policy, which was approved by ExCo in December 2020, Implementation is subject to the availability of funding.</p>
We will continually review customs duties to support the Island's development			<p>Recent development in the Customs tariffs were approved by ExCo in March 2019 and came into effect from 1<sup>st</sup> April 2019. This included the Customs Approved Investment Regulations which seek to make provision for Approved Investment Status of enterprises whose activities will increase and retain money on St Helena by reducing the independence on imported goods or increasing exports or adding to the range of products and services available on St Helena. These Regulations provide for exemption from customs duties or reduced customs duties and delayed payment of duties on certain capital assets imported by Approved Investments.</p>







			<p>ExCo approved a revision to the vehicle duty tariff which came into force on 1 December 2019, to fixed duty amounts based on CO2 emissions instead of customs duty percentage on the value of the vehicle.</p> <p>Recent changes made by ExCo on Customs Duty tariffs include:</p> <ul style="list-style-type: none"> <li>a) Amendments to the provisions for passengers arriving to take up employment on the Island for a period greater than 6 months. This align provisions for SHG employees with those of the private sector in support of the Labour Market Strategy.</li> <li>b) Annual increases in specific duty for tobacco and alcohol in line with inflation; and</li> <li>c) Reducing tariff on incontinence pads and post op materials and appliances to 5%.</li> </ul> <p>The Tax and Revenue Working Group is in the process of reviewing customs duties as part of the annual MTEF process. No further changes have been made as at March 2021.</p>
We will encourage eco-tourism			<p>St Helena Tourism has obtained Green Flag Accreditation on its Post Box Walks and Foot Trails.</p> <p>The Dark Skies accreditation is pending with the International Dark-Sky Association (IDA). The change of legislation in the Environmental Protection Ordinance has been approved by ENRC and is currently being prepared for public consultation.</p> <p>St Helena Tourism contributed to the Cloud Forest Management Plan, to ensure the Cloud Forest is enjoyed by international and domestic tourists whilst being sustainable for St Helena.</p> <p>ESH also supported the development of a Whale Shark app by SHNT, which will assist the development of both data and also marine awareness in respect of this niche marine environment product for the Island.</p>
We will continue to invest in the agriculture and fisheries sectors			<p>The Agricultural Support Programme was developed for the 2020/21 financial year only, due to uncertainties around future ESH project funding. This involved funding support from ESH for ENRP to support it undertake a number of initiatives and for individual enterprises to bid for grant funding.</p> <p>A two year exploratory licence and associated tuna science programme has been developed by ENRP and Blue Belt partners in support of the fisheries investment proposal and both will be processed through the SHRI and ExCo for approval by the end of quarter 3.</p> <p>A tuna science programme and a bigeye tuna exploratory licence have both been approved and SHG now awaits the exploratory fishing operation to begin by Saints Tuna Corporation in June 2021.</p>

<p>We will invest in training for Saint Helenians to take over roles currently undertaken by internationally recruited staff</p>			<p>Succession planning for the period 2016 – 2022 as of March 2021:</p> <p>Total no. of succession plans identified – 20  Posts successfully localised to date – 6  Succession plans in progress – 14  Succession plans to be achieved by:  2019/20 – 3  2020/21 – 10  2021/22 – 1</p> <p>As a result of the Future Leaders Programme, SHG is working to build a pipeline of people who will have the requisite skills to become leaders of the future.</p> <p>SHG is also committed to the implementation of cadres across directorates to allow for career development, progression and the mobilisation of talent throughout, as we upskill and build local capacity.</p> <p>SHG's desired future position remains as:</p> <ul style="list-style-type: none"> <li>a) Learning and development needs of all employees are resourced by ensuring all employees are able to access training and development opportunities that are 'forward thinking'</li> <li>b) Leadership specific learning needs (e.g. coaching, collaborative working) are met in order to establish a 'one culture' organisation through strong leadership</li> <li>c) Supporting home-grown talent to develop to their full potential and ensuring career progression aspirations are met</li> </ul>
<p>We will actively encourage Saint Helenians to return to the Island to take up jobs for the benefit the economy</p>			<p>A <u>Labour-Market-Strategy -2020-2035</u> was approved in December 2019 to take effect from 1 January 2020. Career Access St Helena (CASH) was established in April 2021 following consultations regarding Fit for the Future. Work began developing a CASH website, forms and related processes.</p> <p>A number of improvements were made to SHG Human Resources processes during 2020-21 in fulfilment of Labour Market Strategy targets. These include incorporation of a section titled 'Qualified by Experience' in the SHG employment application which allows individuals who do not have formal qualifications to demonstrate that they meet the requirements of the job advertised. In March, recruitment commenced for the Career Access St Helena (CASH) Manager, who is expected to be in post in the first half of 2021.</p>

			<p>ESH continued the marketing of the Investment Prospectus via the ESH website, at the Berlin European Film Festival, and Paris during February and March 2020. The latter, whilst not directed at the diaspora, was aimed at generating interest from those markets that would potentially require on-Island resource/product/service-opportunities that could be invested in by locals/the diaspora. This planned marketing campaign was cut short due to the escalation of Covid 19.</p> <p>With travel restrictions and unknown global and local environments implicated by Covid-19, it became difficult to attract Saints overseas to return/invest in the Island, however ESH continued to work with known investor-interests until it closed in April 2021. After this its responsibilities transferred to the Sustainable Development Team.</p>
We will review the current currency situation on a regular basis and make decisions in the best interest of the Island			This is continually reviewed. It was identified that a number of the issues relating to currency had actually been in relation to banking facilities on the Island. The Bank of St Helena (BOSH) and SHG are taking forward initiatives to improve banking facilities on the Island.
We will make it easier and more affordable for Crown Land to be purchased, rented and developed for local first time buyers			<p>Two, two- bed disabled friendly GLH homes are nearing completion at the Bottom Woods CDA. The contractual date of completion is 16th April 2021. Plans for the construction of four one- bed GLH flats within the Bottom Woods CDA have been approved and registered. Once services are bought to the area the construction of the flats will be advertised. Surveys and costings have been carried out of the RE Yard, with the intention of converting four dwellings into self-contained units - kitchens and bathrooms are currently located away from the bedrooms and living areas.</p> <p>Ten plots at the Bottom Woods CDA are to be advertised. Costs are awaited for the pillar feeders before releasing the sale price for the plots. The pillar feeders are bespoke and there is no data on Island on which to base estimates: it is likely that the tender process for installing these will be the best source of costings. These works are being prioritised by the Technical team. Once this information is done and the contract for sale is prepared the plots may be advertised. This is a CDA development where development and services are interlinked. This additional contractual work has to be done up front before release, unlike other land sales which are generally of un-serviced land.</p>
We will ensure that the tax and benefit			<p>Recent uplifts in IRB and BIP approved by ExCo are as follows:</p> <p>November 2018 by 1.6%</p>

system protect the most vulnerable			<p>March 2019 by 1.4% September 2019 by 2.1% March 2020 by 0.42% September 2020 by 0.2%</p> <p>A form of the Minimum Income Standard had been used to uplift IRB rates. As this was not the best use of a MIS (which is used internationally to inform a minimum wage) it was decided to fix IRB as a percentage of the Minimum Wage and to rebase the MIS to inform the Minimum Wage.</p> <p>The most recent changes made by ExCo on Customs Duty tariffs include reducing tariff on incontinence pads and post op materials and appliances to 5%.</p>
We will develop amenities and recreation facilities which are affordable for all	  		<p>To date no additional amenities and recreational facilities have been developed but SHG continue to support amenities such as the Swimming Pool, Francis Plain sports field, and maintain various picnic spots around the Island. Prince Andrew School hall is also available for sports.</p>
We will raise the minimum wage and have a living wage for the Island	 		<p>Minimum Wage increases over the past 3 years were as follows:</p> <p>1 July 2018: £2.95 to £3.05 per hour for persons aged 18 years and over £2.00 to £2.10 per hour for persons aged 16 -17 years</p> <p>1 April 2019: £3.05 to £3.13 £2.10 to £2.18</p> <p>1 April 2020: £3.13 to £3.18 £2.18 to £2.23</p> <p>A Minimum Wage Policy was drafted and consulted on in 2020-21. The next increase is approved for July 2021.</p>
We will improve connectivity on the Island and provide faster and cheaper internet			<p>In 2018, SHG received European Development Fund (EDF)11 funding towards the capital costs of a fibre optic cable which would be developed by SAEx and landed.</p> <p>Marine surveys were undertaken to map the route of the cable.</p> <p>When plugged in, the fibre optic cable will deliver superfast broadband, providing cheaper and faster internet.</p>

			<p>A letter of Intent was signed with Google in July 2019. Marine surveys to map the route of the cable were completed and planning permission for the Cable Landing Station was granted and procured.</p> <p>The Cable Landing Station unit was delivered in March 2021 and installed at Rupert's. Procurement for a new licence holder for Public Communications Networks and Services commenced.</p>
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-  Ongoing actions throughout the duration of the Plan
-  Significant actions delivered in the first year of the Plan
-  Significant actions delivered in the first three years of the Plan
-  Actions which will continue to be delivered within five years of the Plan
-  Actions which will be completed within 10 years if not sooner
-  Actions anticipated to be delivered between two timelines specified by their colour



## ANNEX: Abbreviations

ANRD	Agriculture and Natural Resources Department	FCDO	Foreign, Commonwealth and Development Office (UK)
ARE	Age Related Expectations	GLH	Government Landlord Housing
BIP	Basic Island Pension	HPLS	Horse Point Landfill Site
CASC	Child and Adult Social Care (Directorate)	IRB	Income Related Benefit
CASH	Careers Access St Helena	LegCo	Legislative Council
CCC	Community Care Centre	LMS	Labour Market Strategy
CDA	Comprehensive Development Area	MAPPA	Multi-Agency Public Protection Arrangements
CSSF	Conflict, Stability and Stabilisation Fund	MIS	Minimum Income Standard
DEFRA	Department of the Environment, Farming and Rural Affairs (UK)	MTEF	Medium Term Expenditure Framework
EAL	English as an Additional Language	NGO	Non-Government Organization
EDC	Economic Development Committee	OCTA	Overseas Countries and Territories Association
EDF	European Development Fund	PICU	Psychiatric Intensive Care Unit
EDIP	Economic Development and Investment Programme	RCV	Refuse Collection Vehicle
EHRC	Equality and Human Rights Commission	SCDC	Social and Community Development Committee
ENRP	Environment, Natural Resources and Planning (Directorate)	SEDP	Sustainable Economic Development Plan
ESH	Enterprise St Helena	SHCC	St Helena Community College
EU	European Union	SHG	St Helena Government
ExCo	Executive Council	SHNT	St Helena National Trust
		WMS	Waste Management Services



# 10 YEAR PLAN

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*Photography*

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