

Labour Market Strategy

2020 - 2035

St Helena Government

2021 Year End Progress Report



Background

In December 2019, Executive Council endorsed St Helena's Labour Market Strategy: 2020 – 2035 to take effect 1 January 2020. The LMS identifies programmatic targets that will be reviewed every six months as well as indicator data that will be reviewed annually. These reviews will ensure the goals of the LMS are achieved and that the Strategy continues to meet the needs of St Helena.

The success of the policies and programmes proposed in the LMS is dependent on actions by employers and individuals across the economy as well as elected members and government officials. St Helena Government (SHG) intends to lead by example by making necessary changes within government departments and influencing change in entities where SHG is a shareholder. SHG will also partner with stakeholders outside of government to ensure that other employers' interests are represented.

SHG's Corporate Policy and Planning Unit (CPPU) developed an internal implementation plan which assigns responsibility and timescales to the programmatic targets identified in the LMS. In early 2020, the Senior Economist met with stakeholders responsible for implementation of specific targets to ensure the required actions were well understood and that all stakeholders were working toward a common set of goals. Going forward, CPPU's performance manager has been monitoring progress against these targets.

The actions outlined in this report support the goals of the LMS to improve labour market outcomes, increase St Helena's population and prepare the workforce to achieve the vision of the Sustainable Economic Development Plan. The ultimate vision of the LMS is to create a labour market that:

1. Meets the needs of St Helena;
2. Is competitive but fair;
3. Rewards hard work and incentivises aspiration;
4. Develops a workforce that is capable, flexible and resilient; and
5. Provides a strong foundation on which to build the economy of tomorrow.

Key Metrics

Metric	Baseline	2021 Year End	Source	Last Updated	Notes
Population					
Total resident population on-island	4,534	4,276	Statistics Office	Jan 2022	Baseline from 2016 Census, 2021 year end update from monthly statistics and 2021 Census, data refer to end October 2021 (latest available)
St Helenian resident population	4,122	4,110	Statistics Office	Jan 2022	Baseline from 2016 Census, 2021 year end update from monthly statistics and 2021 Census, data refer to end October 2021 (latest available)
Resident working age population (16 – 64)	2,932	2,673	Census	Jul 2021	Baseline as of 2016 Census, 2021 figure from 2021 Census
Net migration	N/A	-258	Calculated	Jan 2022	Net Migration = Baseline Total Resident Population - 2021 Year End Total Resident Populations
Aged dependency ratio, St Helenian resident population	35.0	43.8	Census	Jul 2021	Baseline as of 2016 Census, 2021 figure from 2021 Census
Schooling					
Percentage of population attaining at least 1 GCSE or equivalent*	24%	34%	Census	Jul 2021	Baseline as of 2016 Census, 2021 figure from 2021 Census
Average years of full-time education	10.9	11.5	Census	Jul 2021	Baseline as of 2016 Census, 2021 figure from 2021 Census
Number of scholarships awarded annually	3	5	Education	Annual average	Baseline as of December 2019, 2021 figure for students beginning university in 2021.
Number of academic courses supported	3	5	Education	Annual average	Baseline as of December 2019, 2021 figure for students beginning university in 2021.








* In the 2021 Census, the questions relating to qualifications were revised substantially compared to the 2016 Census, to try and improve data quality and response. This metric replaces the original metric of "Percentage of population holding formal qualifications".

Metric	Baseline	2021 Year End	Source	Last Updated	Notes
Number of vocational courses supported	N/A	N/A	Education	Vocational courses not currently eligible	
Number of scholarship students retained on Island 5 years after returning	N/A	N/A	Education	Not currently measured	
Social Security					
Upper quartile annual wage	£11,750	£11,620	Statistics Office	Jan 2022	Baseline as of 2018/19, update refers to 2019/20, all estimates in 2019/20 prices
Median annual wage	£8,410	£8,690	Statistics Office	Jan 2022	Baseline as of 2018/19 update refers to 2019/20, all estimates in 2019/20 prices
Lower quartile annual wage	£6,940	£6,950	Statistics Office	Jan 2022	Baseline as of 2018/19 update refers to 2019/20, all estimates in 2019/20 prices
Persons claiming unemployment benefit or comparable	57	25	Statistics Office	Jan 2022	Baseline as of November 2019, update refers to end Sep 2021. Methodology to record unemployment via IRB still be developed.
Unemployment rate (individuals looking for work versus economically active population)	2.8%	3.5%	Census	2021	Baseline as of 2016 Census
Programme-specific outcomes					
<i>CASH</i>					
Total placements facilitated by CASH	N/A	4	CASH	Jan 2022	Since Oct 2021. Numbers do not include clients who have used the service and found employment on their own merit. These also do not include Apprenticeship Scheme placements.
Number of temporary jobs filled through casual work placements	N/A	2	CASH	Jan 2022	Since Oct 2021. Numbers do not include clients who have used the service and found employment on their own merit. These also do not include Apprenticeship Scheme placements.

Metric	Baseline	2021 Year End	Source	Last Updated	Notes
Number of jobs filled through St Helenians overseas registry	N/A	0	CASH		Online registry needs further promotion. Scheduled for addressing in April 2022
<i>Relocation Assistance</i>					
Number of individuals assisted directly	N/A	N/A	SHG Finance	Not currently measured	
Number of family members assisted indirectly	N/A	N/A	SHG Finance	Not currently measured	
Type and number of positions filled as a result of relocation assistance	N/A	N/A	SHG Finance	Not currently measured	
<i>Graduate Scheme</i>					
Number of university graduates participating	N/A	N/A	SHG HR	Not currently measured	Graduate Scheme launching in 2022 – first participants in Sept 2022 who will leave the scheme in 2024
Number of scheme alumni undertaking full-time employment following completion of scheme	N/A	N/A	SHG HR	Not currently measured	Graduate Scheme launching in 2022 – first participants in Sept 2022 who will leave the scheme in 2024
<i>Integrated Tourism and Labour Market Development</i>					
Number of individuals participating in a volunteer or working holiday	N/A	N/A	TBD	Not currently measured	
Type of positions filled through volunteer or working holiday	N/A	N/A	TBD	Not currently measured	
<i>Attracting Highly Beneficial Migrants</i>					
Number of individuals undertaking remote work jobs on St Helena	N/A	N/A	TBD	Not currently measured	





Progress against Programmatic Targets








Action	Target Year Start	Progress Comments	Progress status
2020-2025: Current Labour Market Challenges			
Develop flexible resourcing model for SHG to include part-time staff, flexible working, short-term assignments and casual labour.	2019-20	Flexible Resourcing Model is in place - the establishment section of the Code of Management is in final draft and documents parameters as described.	 done
Design a communication campaign to help raise awareness of employee rights under the law.	2019-20	Complete. In addition, the Labour Regulating Authority developed guidance for employees and employers regarding rights and responsibilities under the Employment Rights Ordinance.	 done
Review all job postings to ensure that they do not imply specific academic qualifications are required except in those circumstances where specific qualifications, or the ability to learn and apply skills and knowledge at a specific qualification level, are essential to performance of a job	2019-20	New section on Application Form called qualified by experience that allows candidates who don't have formal qualifications to outline their experience and be shortlisted against that instead.	 done
Develop a vetting policy and issue guidance on the vetting process for all roles.	2019-20	Use of risk assessment in place to allow hiring of candidates with previous criminal convictions or dismissals.	 done
Identify best practices in non-financial rewards and recognition (e.g., press releases about length of service) and more consistently implement those across SHG.	2019-20	Commenced - Employee Achievement Page on Intranet. Health & Social Care Awards were held in September 2021.	 in progress
Hire CASH Coordinator and Officers.	2020-21	CASH Manager, Workforce Development Coordinator and Placement Coordinator all in place as of September 2021.	 done






Initiate placement service. Work with the benefits office to facilitate those under or unemployed claiming benefits into a work placement, volunteering or skills training.	2020-21	Placement Service initiated in October 2021. We continue to work with organisation for volunteerism where there is clear benefit to skills development over paid employment, as well as with the SHCC for skills training.	 in progress
Implement casual work registry to facilitate placements.	2020-21	People can register via the website. Further promotion is done in-house for non-web users to register.	 in progress
Develop and maintain centralised calendar of career-related training on-Island.	2020-21	Program to be advertised in first calendar quarter of 2022.	
Identify gaps in career-related training.	2020-21	Updates will be sought from employers by Career Access via direct engagement with employers who responded in 2021, and completed by 1 April 2022.	 in progress
Coordinate with occupational therapy programme to identify appropriate placements.	2020-21	First engagement with Adult Social Care done in November 2021. Client referral scheme in place. Still requires a high level of engagement with employers to provide placements and will work with SHAPE on how this can be done.	 in progress
Coordinate with apprenticeship and work placement programmes to identify appropriate placements.	2020-21	Placement Coordinator in place as of September 2021. All work-based apprentices have assigned Training Provider. Placement Coordinator also facilitated 34 apprenticeship placements in Dec 21 for Band 3A apprentices.	 in progress
Develop terms of reference and launch HR Community of Practice	2020-21	The HR Network meets regularly.	 done & Ongoing
Develop formal qualification frameworks.	2020-21	Recruitment and Selection Code of Practice complete - this is an appendix to it. Job Evaluation Project ongoing.	 done & Ongoing




Seek guidance from the Police Directorate regarding how to best assist individuals who have prior criminal convictions seeking training through St Helena Community College or using the workshops at Prince Andrew School	2020-21	This meeting has now been completed with the probationary team, the prison officer and Career Access Manager. A plan is in place for all agencies to work together in assisting ex-offenders in getting into training or employment.	 in progress
Undertake pay and allowances review.	2020-21	Has commenced, initial report drafted October 2021 and updated December 2021 following further work. Due to complete by April 2022.	 in progress
Engage the UK Department for International Development to explore options for using the TC programme to retain talent in St Helena.	2020-21	Has commenced but delayed due to the impact on the HR function responding to Covid-19 - particularly the medical resourcing impacts. Discussion planned for January 2022 Financial Aid Mission as part of the Pay Policy work.	 in progress
Explore options for enhancing the performance management system based on best practices applied by other organisations globally.	2020-21	Has commenced but delayed due to the impact on the HR function responding to Covid-19 - particularly the medical resourcing impacts - projected Q3 2022/23.	 in progress
Work with supervisors to ensure they understand existing processes for addressing performance issues and have the support needed to take action when necessary.	2020-21	Core Leadership Programme roll-out has commenced, including training regarding performance management.	 in progress
Explore options for privatising CASH functions or divesting CASH.	2020-21	Possible privatisation/divestment opportunities to be considered as service is developed: The casual work register could be operated as an agency where employers pay a fee for being able to fill vacancies in quick time or provide numerical flexibility whenever needed. Service needs to be established and measured for business case to be developed.	 in progress
Organise/support specific career-related courses not already on offer.	2020-21	The scheduled TNAs for the private sector continues every 6 months. This data has been collated and a training plan has been set to deliver the training requests that is possible through SHCC.	 in progress

2020-2030: Growing St Helena's Workforce			
Propose relocation assistance loans through Tax and Revenue Working Group.	2019-20	Preparing issue paper on growing the working age population for consideration by new council in 2022.	 in progress
Propose customs duty changes related to relocation assistance through Tax and Revenue Working Group - on vehicle import and goods necessary to set up households - for a level playing field.	2019-20	Completed 1 April 2020.	 done
Design and implement Graduate Scheme	2019-20	Work has commenced and 3 graduate pathways have been identified. Work completed in October 2021 and current scholarship students are being reviewed and invited to attend the Graduate Scheme from September 2022 graduates.	 in progress
Include a proposal for a permanent resident category in the revised Immigration Policy and Ordinance.	2019-20	Included in draft Immigration Policy completed in 2021. Revised Ordinance still to be considered by new council.	 in progress
Develop online registry for St Helenians overseas to register interest in receiving job lists.	2020-21	Function available on website via downloadable form.	 done
Develop email digest of jobs available on-Island.	2020-21	Placement Coordinator in place as of September 2021. This is put on hold as it is duplication of work for very little audience at this time as only a small percentage (less than 10%) have email. To be reviewed at time when there is an increase in clientele with email. Digest will be included as part of newsletter (to be released first calendar quarter of 2022) as a statistic.	

Identify employer needs that could be met by a volunteer or working holiday scheme.	2020-21	Plan to increase voluntourism (mostly through marine and terrestrial conservation activities, but not limited to) and attracting 'eco nomads' is in discussion with organisations such as SHNT, Blue Marine, and Cloud Forest Restoration Project, and with overseas tour operators, such as www.inselwelten.ch . The promotion of voluntourism involving SHG's Marketing Manager and UK PR agency Finn Partners, is in development. Implementation hinges on a reduction of quarantine duration and the resumption of a commercial air service, and availability of suitable accommodation.	 in progress
Design approved scheme for volunteer and/or working holidays.	2020-21	Temporary work schemes included in draft Immigration Policy completed in 2021. Revised Ordinance still to be considered by new council.	 in progress
Market volunteer and/or working holiday scheme through appropriate channels.	2020-21	On hold due to COVID-19 travel restrictions.	
Market St Helena as a destination for digital nomads.	2022-23	We have drafted a project plan for developing the market for Digital Nomads and shared with our UK PR Partners, FINN. We have interviewed local digital nomads to gather information on current opportunities and challenges. Marketing is still likely to be limited until more information on the local telecoms provider post-cable is made available.	 in progress
2020-2035: Building the Economy of Tomorrow			
Complete workforce planning process.	2019-20	Completed.	 done
Create succession policy and plans for key positions.	2019-20	Has been delayed due to the impact on the HR function responding to Covid-19 - particularly the medical resourcing impacts. Succession Policy has been drafted - projected Q4 2021/22.	

Incorporate workforce development requirements into TC contracts to build upon current requirements linked to probation and appraisal.	2019-20	Completed.	 done
Develop a programme to promote agriculture and fishing careers in St Helena, both in schools and in organised activities outside of school.	2019-20	The Agriculture programme is continuing with the support of teaching staff in PAS as we have not been successful in recruiting a dedicated tutor. We will continue to explore this with the support of Career Access.	 done & ongoing
Identify assessors locally or through remote engagement to support vocational qualifications.	2019-20	Opportunities through Open University are still available subject to availability of on island assessors. The method of delivery has not changed so there are no changes in course costs at present.	 in progress
Expand curriculum through a portfolio of online resources that will be available to interested students through the St Helena Community College or at Prince Andrew School.	2019-20	Continuing to explore additional on-line options/opportunities for both PAS and SHCC.	 done & ongoing
Update shortage occupation list based on business survey.	2020-21	Shortage Occupation List updated and published in April 2021. Next update expected April 2022.	 done & ongoing
Include question about skills/qualifications in census.	2020-21	Complete and data included in final Census report.	 done
SEDP sectors, positions identified through workforce planning and a regularly-updated list of shortage occupations are used to planning career-related educational activities.	2020-21	Job profiles received from majority of organisations who fed into the SOL (Shortage Occupation List). Work is being done to link these to the SEDP and to inform educational activities. Public Service is working with CASH to develop an Apprenticeship Placement Programme. HR Business Partner working closely with Education to provide careers information for students on areas in Public Service.	 in progress

Incorporate digital careers and remote-work jobs in career-related activities.	2020-21	Currently reviewing the Careers Education Programme. This choice of career will be included as part of this programme.	 in progress
Complementary Policies			
SHG formalise a policy of actively working with individual students to develop a schedule for their return that is flexible and mutually beneficial.	2019-20	The Graduate Scheme will be referenced in the Scholarship Policy to ensure this procedure is a part of the Scholarship process.	 in progress
Establish a community of scholarship programme 'alumni' to create a support network on-Island and abroad that can help students as they transition from secondary school to university and then into employment.	2019-20	Linked to Graduate Programme	 in progress
In advance of the fibre optic cable, IT education and support for existing businesses will be critical in managing the transition to achieve the greatest possible benefits.	2019-20	Training provided in basic IT skills. Further work needs to be undertaken in relation to identification of IT needs of existing businesses so that these can be supported by SHCC.	 done & ongoing
International workers from all employers have access to same healthcare rates.	2019-20	Agreed by Public Health Committee in FY 2020/21.	 done

<p>The scholarship award process should take into account shortage occupations and projected needs from employers' workforce planning processes. In addition, consideration should be given to students wanting to study fields that have broad applicability even if they do not directly align with a specific position (e.g., business, economics, government, information technology, public policy, etc.).</p>	2020-21	Reference to the workforce plan and LMS will be included in the updated Scholarship Policy which will be reviewed by the new council.	 in progress
<p>Services for disabled individuals should seek to increase inclusion and assist individuals in achieving their maximum potential. Support for organisations such as SHAPE will help increase employment opportunities for individuals with disabilities.</p>	2020-21	Inclusion needs to be normalised. Requires medium to long-term strategies which involve a whole systems approach. Will focus on this from April 2022.	
<p>Assess tax policies to ensure they do not create incentives for individuals to leave St Helena or keep funds off-shore.</p>	2020-21	Completed.	 done & ongoing
<p>Following landing of the cable, targeted support will be critical in creating a new generation of digital entrepreneurs.</p>	2020-21	TORs for a new position of Chief Digital Officer drafted, and recruitment will begin next year to lead on this work	 in progress
<p>Work with private sector to provide adequate housing for temporary workers who support key sectors.</p>	2022-23	Not yet started.	

This report was developed by St Helena Government's Performance Manager and Senior Economist

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