

# ST HELENA GOVERNMENT VISION AND STRATEGY April 2022 – March 2025



### FOREWORD BY CHIEF MINISTER

At the heart of our vision, there are three main dimensions: our **environment**, our **economy** and our **social obligations**. To enable us to achieve our vision, our priority policies will focus on specific areas which are instrumental if we are to address the current challenges impinging on our ability to create a more optimistic and viable future for our island. During our tenure we will strive to keep our strategy flexible to respond to changing needs and priorities.

#### **Our Priorities**

We want to ensure a more robust health care service which acknowledges and focuses on holistic health, taking into account our aging population and the complexity of our health and social needs, whilst encouraging a more responsible approach to improving our individual lifestyles. Other priorities include developing our renewable energy and water security plans which ensure that we primarily protect our environment, whilst delivering both resources at affordable prices. We want to achieve economic growth by enabling local private sector development and making St Helena more accessible for visitors, investors and residents, by modernising legislation and policies that make St Helena more attractive to live, work and do business. We will encourage opportunities to attract and facilitate new streams of revenue, in an attempt to reduce our reliance on UK aid and bolster our current shrinking tax base, and we aim to be the Government that takes St Helena forward into a new digital era, maximising opportunities that create the platform for existing businesses to grow and for new businesses to commence.

Food Security is key and we will put in place policies and legislation to enable the expansion of our agricultural and fishing sectors through modern techniques. We will strive to maintain and improve our blue and green agenda, aspiring to become a blue print for others to follow. We will strengthen and improve our educational offering by continuing to recognise the importance of inclusivity, whilst acknowledging the prominence of education in our lives. We will encourage lifelong learning by investing in and valuing our people in order to develop through upskilling, training, and rewarding, as we create a sustainable workforce. We will implement schemes and policies that will provide options for affordable housing and enable our residents to own their homes.

We recognise that achieving these priorities will depend on how we utilise our financial and other resources over the course of the next three years. For the first year of this strategy, we will ensure that resources and energy are directed into the following priority areas:

- 1. Developing a safe and reliable Health Service,
- 2. Growing revenues and reducing costs,
- 3. Developing economic resilience.

To help us achieve our Vision, we will review current legislation and policies to ensure that we are a more accountable, responsible Government that operates effectively, efficiently and ethically. We will take pride in our infrastructure and critical assets, and will utilise bespoke solutions to address local problems wherever possible, making use of the expertise and skills of our people. Finally, we will use all available communication channels to engage with and build a more informed community.

Julie Thomas Chief Minister

#### INTRODUCTION - CHIEF SECRETARY

This document sets out St Helena Government's Vision and Strategic Plan for the next three years 2022 – 2025.

The past year (2021-2022) has been a challenging one, it has been marked by tremendous uncertainty, with limited budgets, staff shortages in critical areas, limited access, and the upheaval which comes with change as a result of our ongoing Fit for the Future Transformation Programme. Despite these challenges, the past year has also been a year of significant achievement for the Public Service and the Island.

At a time when the rest of the world has been overwhelmed by the COVID-19 pandemic, we have managed to keep the Island free from community spread of the virus. With the generous support of the UK Government, 97% of our eligible population received two doses of the Astra-Zeneca Vaccine, 83% received the booster vaccine. Within our younger population 80% of 12-17 year olds have received two doses of Pfizer and 76% of 5-11 year olds have received their first dose (also Pfizer),

With limited resources, the Statistics Office were able to carry out St Helena's Population and Housing Census 2021, which means that we now have up to date and relevant demographic, economic and social data which will strengthen our evidence base.

We launched the first phase of our public service transformation programme – Fit for the Future – which saw the restructure of the Public Service into five Portfolios and a Central Support Service. We were able to establish a new Sustainable Development Team and a Project Management function in the Treasury, Infrastructure and Sustainable Development Portfolio. We have put in place a process which will see the co-location of Immigration and Customs functions for greater collaboration and better operational working in the Safety Security and Home Affairs Portfolio, and we have introduced centralised functions for Finance, HR and Administration.

Other achievements include:

- SHG's Financial Statements for 2019/20 were signed off and received an unqualified opinion by the Chief Auditor a first for SHG;
- The UK Government Privy Council approved the Constitutional Amendment for Ministerial Government;
- We launched the St Helena Cloud Forest Restoration Project;
- The Fibre Optic Cable was landed at Rupert's Bay;
- We achieved good results for many of our students, including those in tertiary education, in end of year exams;
- We maintained our Investment Grade Credit Rating;
- We launched Career Access St Helena;
- We created St Helena's first ever Maritime Authority.

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

- The implementation of key infrastructure projects under the Economic Development Investment Programme, including the first phase of the Rupert's Development Plan and the upgrading of the Field Road, and building a fit for purpose prison;
- Phase 2 of the Fit for the Future Transformation Programme which includes an in-depth transformation of our Health Service, an organisational review of the Environment, Natural Resources and Planning Portfolio, a review of prioritised IT Business elements and a review of Procurement;

• The commissioning of the subsea cable which will deliver superfast broadband to the Island.

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

- Reduced funding for public services it is highly unlikely that UK aid to the Island will increase, and because of the current impact on access to and from the Island, our ability to increase locally generated revenues from visitors and tourists, is reduced;
- Changing demand for services we need to ensure that we have our resources in the right place to respond to these;
- Inefficiencies within the Public Service as technology and needs change, the Public Service will need to be flexible to address these;
- **Modernisation of legislation and policies –** adapting to modernising St Helena, whether it be to respond to world events or assist development of digital and banking changes for example;
- **Declining infrastructure and critical assets** due to lack of maintenance and investment;
- A shrinking tax base the ever-increasing reliance on a smaller number of economically active individuals for raising revenues;
- A population that is ageing and also has complex health and social care needs is placing greater demands on our Health and Social Care services; and,
- **COVID-19**, although there has not been a case of COVID-19 in our community, we are nonetheless affected by the pandemic due to travel disruption, enforced quarantine and increasing costs.

To ensure that we can respond to these opportunities and meet these challenges positively, we will continue to roll out further phases of the Fit for the Future transformation programme that will focus on the Public Service becoming more efficient in our processes, including how we use our resources, to maximise our service delivery and minimise the negative impact.

Over the next three years, we will continue to undertake functional/efficiency reviews across all areas of the Public Service; this includes an in-depth transformation of our Health Services, and a review of our procurement function. During this year we are continuing to focus on upskilling our workforce, as well as looking at how we can provide more education and training opportunities for young people, including the introduction of a Scholarship Trust to broaden the base for funding young people in tertiary education.

We aspire to become an exemplar for sustainable development in small island economies and to this end, sustainability is at the core of all SHG strategies and plans. Where possible and relevant, activities have been selected which link to the United Nations Sustainable Development Goals (SDGs) (Appendix A), in line with the Government's Vision, we clearly recognise that due consideration of all three sustainable development pillars - our **economy**, our **society**, and our **environment** - is crucial if we wish to achieve success.

Susan O'Bey Chief Secretary

#### The Social, Economic, and Environmental Context

By the end of the financial year 2019-2020, prior to the severe global travel restrictions caused by the global pandemic, we were starting to see some growth in the Private Sector, especially in the tourism sector, and our visitor numbers to the end of March 2020 showed a steady annual increase (around 12% each year since the airport opened). During Financial Year 2020/21, there were approximately 890 arrivals to the Island compared to 4,800 in the same period for FY 2019/20 – a reduction of 81%. More than 100 bookings made by Destination Management Companies for travel over the peak season January to May 2021 were rescheduled for the following year. SHG has estimated a reduction of total spending by visitors, which includes returning Saints and visiting friends and relatives, of roughly 60% - 70%, from £5 - £7 million in financial year 2019/20 to £2 million in 2020/21. While tourism is expected to form an important part of our economy, diversification is vital if the Island is not to suffer from tourism downturns in the future and/or recurrences of COVID-19 or similar pandemics. During the life of this Strategy we will make increased effort to implement the SEDP action plan to broaden the Island's economic base and safety.

There has been good progress in enabling Digital Growth. The Equiano sub-sea cable was landed in August 2021 and the project will enter a phase of testing after the entire cable is landed across the Atlantic seabed. The Communications Networks and Services Strategy was endorsed, however the procurement relating to the award of the public telecommunication licence from 1 January 2023 did not yield the results we were expecting and we are now looking at other options to deliver telecoms from 2023. Resources are being used by SHG in Treasury, Sustainable Development, and Infrastructure (including Marketing, Project Management and Procurement), Attorney General's Chambers, Safety Security and Home Affairs, and Central Support Service, to work towards making the environment conducive and safe for delivering fast, affordable, reliable connectivity for the Island, and attracting business and digital nomads.

Wages increased during the period of Airport construction - with the average wage increasing by around 2.7% per year over and above inflation between 2012/13 and 2016/17. However, in the following three years (2017/18 to 2019/20) the average wage fell behind inflation, decreasing in real terms by 1.8% per year on average. Wages are still considerably below the minimum wage per hour registered in the UK, and the median wage on St Helena is only around a third of that in the UK. Social protection spending has increased, however whilst the people on the lowest incomes have been protected (those on benefits, minimum wage and the lowest deciles of incomes), those in the middle and upper income deciles have seen wages fail to keep up with inflation since the end of airport construction.

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

Despite our isolation, St Helena is increasingly impacted by events taking place in the international/global arena. For the past few years St Helena has seen a downturn in the economy influenced by the ending of the airport construction project, a weak pound due to the vote by the UK to leave Europe, and COVID-19. The ongoing crisis in Ukraine is also likely to affect global economies which will in turn have an impact on St Helena. As a result St Helena needs a strategy that is sufficiently robust to achieve the Government's vision as well as being flexible enough to respond to international events and impacts.

### **Looking Forward**

We have articulated how we intend to capture the benefits of improved access to the Island through our Ten-Year Plan and our Sustainable Economic Development Plan (SEDP) both of which were developed through extensive local stakeholder engagement, and our Investment Policy and Strategy support these plans. We will continue to implement capital projects under the Economic Development Investment Programme (EDIP) and ensure, through our business case development process, that social, economic and environment obligations, benefits and impacts are identified and addressed. Food Security is key and we will put in place policies and legislation to enable the expansion of our agricultural and fishing sectors, so that we reduce our reliance on imported food. (SDG 2)<sup>1</sup>

Our Company Registry will be modernised, based on the Company Registry Policy already endorsed in 2020. There will also be policy development in the area of Distributed Ledger Technology or Blockchain, and the administration of Trusts. This aims to facilitate the growth of the digital, financial and professional service sectors.

Improved connectivity, together with adequate, reliable, and affordable electricity, will facilitate new businesses and jobs in new sectors (SDG 9)<sup>2</sup>. The need for new skills, professional services and the opening up of new opportunities will lead to a demand for inward migration and housing, likely to be comparable to the 'Basil Read Years' of airport construction. To facilitate this, we are reforming our Immigration Policy which will in turn inform changes to the Immigration Ordinance, and we now have a Labour Market Strategy (SDG 4)<sup>3</sup> which identifies the labour gaps and sets out actions to address these. We are reviewing our land disposal and land development and control policies to ensure that they are better designed to facilitate the planned growth, and we are developing a Masterplan to assist planned development.

Efforts to secure a Power Purchase Agreement (PPA) with PASH Global were not successful, however we are committed to working towards being powered by 100% renewable sources (wind, solar) and we are working with Connect Saint Helena Ltd to develop and implement solutions to achieve this. (SDG 7)<sup>4</sup>.

New and growing businesses and population will increase the demand for water supply, sanitation, and solid waste management. St Helena already suffers frequent droughts and a swift solution to the water supply problem has become a priority. To this end we have endorsed a Water Strategy and will develop a detailed Water Resource Management Plan which will map long term supply and demand needs, along with recommendations on value for money investments required to meet the needs of the whole Island (SDG 6)<sup>5</sup>.

We recognise that positive change will not occur overnight, and we have still some way to go before we can start to see real and sustained growth in our economy with a number of challenges to be managed or overcome. Because we are a small and remote island community, in some cases there is limited opportunity for competition and economies of scale, land and skilled labour is scarce, we have an ageing population (the median age has risen from 33 in 1998 to 51 in 2021), transport costs to trade partners are high, and we are vulnerable to external shocks such as changes to exchange rates, commodity prices, and aid

<sup>&</sup>lt;sup>1</sup> SDG 2 - End hunger, achieve food security and improve nutrition and promote sustainable agriculture

<sup>&</sup>lt;sup>2</sup> SDG 9 - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

<sup>&</sup>lt;sup>3</sup> SDG 4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

<sup>&</sup>lt;sup>4</sup> SDG 7 - Ensure access to affordable, reliable, sustainable, and modern energy for all

<sup>&</sup>lt;sup>5</sup> SDG 6 - Ensure availability and sustainable management of water and sanitation for all

flows, hence creativity and innovative approaches are paramount, if we are to make significant change to our current state of play

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

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

## A sustainable environment that creates opportunity, inspires social and economic progress, ensuring a better quality of life for all.

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



### EFFECTIVE INFRASTRUCTURE

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



### ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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



### ALTOGETHER WEALTHIER

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



### ALTOGETHER SAFER

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



### ALTOGETHER HEALTHIER

We live longer, healthier, happier lives and are able to remain independent and active in our homes for as long as possible.



### ALTOGETHER GREENER

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



### EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR

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

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

### WHAT WILL SUCCESS LOOK LIKE?

**EFFECTIVE INFRASTRUCTURE** 

We live in well-designed sustainable places where we can access the amenities and services we need. Areas of focus include:

- Reducing costs associated with port and cargo operations;
- Developing and maintaining our physical infrastructure, including utilities and telecoms;
- Ensuring robust and resilient ICT systems and infrastructure are in place with supporting policies and legislation;
- Developing an overarching estate management strategy.

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

Housing is a key enabler to delivering the other outcomes as a secure, appropriate and affordable home in the right location is essential for good quality of life. We will continue the development of Comprehensive Development Areas and the release of land for affordable housing to support first time homeowners on the Island. We will implement schemes and policies that will create an environment which facilitates options for affordable housing, and enables residents to own their homes. We aim to continue to build new Government Landlord (social) housing as funds become available to reduce the waiting list of applicants as well as look at other ways of continuing to reduce the waiting list. We will also work to incentivise and support people to rent out their homes to increase the housing rental market and reduce the reliance on Government Landlord housing.

St Helena, like other Islands, has relatively expensive electricity costs; it is also subject to unplanned outages and downtime which impacts negatively on businesses and daily living. The implementation of the renewable energy strategy will see the cost of producing energy stabilise and over time decrease so prices become more affordable to consumers. Similarly, St Helena is looking forward to improvements to the Island's internet connectivity, increased opportunity for the development of a digital economy, as well as increased opportunity for elearning and telemedicine. At the same time, the implementation of a national Water Strategy and Water Resource Management Plan, together with planned investment to increase the Island's water supply, will ensure improved resilience against the impact of climate change in the future.

During the life of this Strategy, we will develop plans to take forward other planned infrastructure including a new Prison, a new single site Primary School, a Primary Health Care Centre, and the Jamestown waterfront refurbishment.

### ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

- Enhancing educational attainment and learning outcomes for all;
- Addressing skills gaps by attracting, growing, and retaining the working age population;
- Improving adult literacy and numeracy levels through relevant training and development programmes and instilling a culture of lifelong learning.

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

We aspire to have an education system that provides opportunity for all to learn and improve, and to be able to achieve their full potential. Over the next three years we will focus on improving levels of attainment at all levels and will implement specific activities, interventions, and training opportunities to improve levels in English, Maths and Science.

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

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

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

### ALTOGETHER WEALTHIER

Our communities feel the benefits of economic growth by being in-work and enjoying a good quality of life. St Helena works toward becoming more financially sustainable and less reliant on aid. (SDG 8)<sup>6</sup>. Areas of focus include:

- Fostering investment and private sector growth through an enabling business environment;
- Ensuring that reliable and affordable air access and sea freight services are in place;
- Increasing exports and improving our Trade Balance;
- Securing sustainable food supplies through import substitution and putting in place policies and legislation to enable the expansion of our agricultural and fishing sectors through modern techniques;
- Ensuring the Island's community benefits from enhanced and affordable internet connectivity;
- Attracting people to live, work and settle here, pay taxes and contribute to the Island's economy.

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

We will continue to pursue reliable and affordable air access and target our marketing to encourage more people to visit and live on the Island. Whilst we anticipate and prepare for the resumption of global tourism, it is important for St Helena to remain in the forefront of potential travellers' minds. Surveys indicate that people are wanting to travel again, we will seek to maximise opportunities from events such as international conferences once COVID-19 restrictions are lifted, and the bi-annual Cape to St Helena Yacht Race.

As we develop "Brand St Helena" we will continue to work with our fishing and farming sectors to grow local exports, particularly in niche products such as premium tuna, honey, and coffee, using sustainable methods of production. We will also explore "new" avenues including the production of medical Cannabis as an export commodity, Company Registry, Satellite Ground Stations, Research and Development, Distributed Ledger Technology, Trust registration, Professional Services and attracting Digital Nomads and through our digital strategy, we will work with the local community to ensure that the Island benefits both socially and economically from the subsea cable and enhanced internet connectivity. As St Helena goes forward into a new digital era, we want to maximise opportunities that create the platform for existing businesses to grow and new businesses to commence.

<sup>&</sup>lt;sup>6</sup> SDG 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

### ALTOGETHER SAFER

We live our lives safe from crime, disorder and danger, and our older and vulnerable residents feel included, safe, and supported with choices to live independently. Areas of focus include:

- Ensuring that children, young people, and adults grow and thrive in a safe and secure environment;
- Protecting the wellbeing of all vulnerable members of society;
- Developing and implementing an overarching housing strategy;
- Transforming police and emergency services to meet the needs of a changing world, and protect the community and those most vulnerable;
- Building a new prison that is safe, meets the needs of the community and complies with international obligations;
- Enhancing community-led policing;
- Enhancing Border Security;
- Ensuring appropriate Biosecurity legislation and services are in place to protect the community from the increased risk of pests and diseases reaching the Island.

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

We will continue to support people, particularly our older residents and those with specific needs, to live independently in their own homes, this will include meeting people's eligible, statutory needs – ensuring people are cared for in the right place, for the right time and at appropriate cost. We will continue to implement measures to reduce crime and keep people safe. We will review our Customs and Immigration arrangements to ensure that our Border is secure.

With a new technological infrastructure and increased access to the Island (post-COVID) comes many beneficial opportunities for the community. However greater access, also means potential threats such as cybercrime and other criminality which could quickly cause harm to St Helena. Implementing policies and modernising legislation to ensure greater cyber security, protect the maritime environment, as well as ensuring our overall safety and security as we increasingly interact with international business and tourism sectors, will not only protect the population, but support a safe and secure environment for all to live, work and prosper.



We live longer, healthier, happier lives and are able to remain independent and active in our homes for as long as possible. (SDG 3)<sup>7</sup> Our areas of focus include:

- Developing a more robust health care service which acknowledges and focuses on holistic health, taking into account our aging population and the complexity of our health and social needs;
- Reducing the prevalence of non-communicable chronic diseases (NCDs)/ long term conditions, such as diabetes, asthma, COPD and Coronary Heart Disease by encouraging a more responsible approach to improving our individual lifestyles;
- Ensuring people have access to affordable health care and associated support services;
- Protecting the population from environmental health threats and emergencies.

Under Phase 2 of the Fit for the Future Transformation Programme we will implement an indepth transformation of our Health Service focusing in the first year on improving governance, structures and developing a clinical strategy. The first clinical service to be reviewed will be orthopaedics.

St Helena has a high incidence of lifestyle related illnesses including diabetes, hypertension, heart disease and some forms of cancer. These place a growing burden on our health service and when linked with an ageing population, this liability increases quite significantly. Our emphasis over the next three years and beyond will be aimed at reducing the prevalence of NCDs/long term conditions through education programmes and targeted interventions. We aim to provide comprehensive primary health care throughout the life course continuum from ante-natal to end of life, with emphasis on promoting healthy lifestyles including healthy food options.

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

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

<sup>&</sup>lt;sup>7</sup> SDG 3 – Ensure healthy lives and promote well-being for all at all ages

### **ALTOGETHER GREENER**

We value and enjoy our built and natural environment and protect and enhance it for future generations. Our areas of focus include:

- Continuously enhancing our efforts to develop, protect, conserve, and promote sustainable use of our environment;
- Implementing policies which will facilitate all of our energy being generated (over time) using renewable sources;
- Encouraging the switch to Green Vehicles;
- Implementing collaborative initiatives between the private sector and SHG to increase recycling activities through operation of a recyclable waste collection service and materials recycling facility;
- Developing and implementing supporting regulations for fisheries, marine tourism, and marine development to both protect and enable sustainable use of our Category 6 Marine Protected Area (MPA), as set out in our new Fisheries Legislation and Marine Management Plan (SDG 14)<sup>8</sup>;
- Developing and implementing management plans for our Nature Conservation Areas (NCAs) to encourage their sustainable use;
- Managing our water resources sustainably;
- Exploring the potential of harnessing the use of solar energy on SHG buildings.

Actions to tackle climate change will continue to be a key priority for SHG (SDG 13)<sup>9</sup>. As a part of our energy strategy we will continue to promote the use of renewable sources in energy generation with the aim of reducing our reliance on fossil fuels over time. We will use our taxation strategy to support policies to reduce CO2 emissions and to encourage the use of green technologies in building, waste management and recycling.

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

St Helena has a rich built and natural environment and we want to ensure that both are protected and enhanced for all who live and visit here, both now and in the future. We will strive to maintain and improve our blue and green agenda aspiring to become a blue print for others to follow.

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

<sup>&</sup>lt;sup>8</sup> SDG 14 - Conserve and sustainably use the oceans, seas and marine resources for sustainable development

<sup>&</sup>lt;sup>9</sup> SDG 13 - Take urgent action to combat climate change and its impact

## EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR

Our public services are high quality, continually improving, efficient and responsive to customers needs'. We generate sustainable revenues to reduce our budget deficit. Our decisions are evidence-based. Our areas of focus include:

- Improving internal and external communications and engagement to build a more informed community;
- Strengthening our governance and organisational structures;
- Ensuring our employees and assets are protected for the good of all;
- Supporting decision making through evidence-based policy and legislation;
- Implementing strong financial management to ensure effective collection and use of public finances.

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

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

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

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

We recognise and value our people as our most important asset in achieving our policy priorities, Strategic Objectives and National Goals. Our Human Resource & Organisational Development Strategy will address how we build the capability and capacity within our organisation to innovate, manage uncertainty, ambiguity and transformation, develop new skills and embrace the opportunities that come with digital transformation.

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

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

### ACHIEVING THE VISION

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



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

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

Integrity - we communicate openly, and we are honest and accountable:

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

Teamwork - we work together to support each other:

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

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

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

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

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

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

### STRATEGIC FRAMEWORK

#### SHG VISION:

# A SUSTAINABLE ENVIRONMENT that creates OPPORTUNITY and inspires SOCIAL and ECONOMIC PROGRESS, ensuring a better quality of life for all.

STRATEGIC OUTCOMES						
<b>[</b> ]					×	<b>K</b>
EFFECTIVE INFRASTRUCTURE We live in well- designed sustainable places where we can all access the amenities and services we need.	ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE Our children and young people in St Helena get the best start in life and our people are better educated, more skilled and more successful.	ALTOGETHER WEALTHIER Our communities feel the benefits of economic growth by being in-work and enjoying a good quality of life. St Helena becomes more financially sustainable through increased exports and reduced imports and less reliant on aid.	ALTOGETHER SAFER We live our lives safe from crime, disorder and harm, and our residents are safe and supported with choices to live independently.	ALTOGETHER HEALTHIER We live longer, healthier, happier lives and are able to remain independent and active in our homes for as long as possible.	ALTOGETHER GREENER We value and enjoy our built and natural environment and protect and enhance it for future generations.	EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR Our public services are high quality, continually improving, efficient and responsive to customer's needs. We generate sustainable revenues to reduce our budget deficit. Our decisions are evidence-based.
		STRATEGIC (	DBJECTIVES			
<ul> <li>SO. 1. Reduce costs associated with port and cargo operations</li> <li>SO. 2. Develop and maintain Physical infrastructure, including utilities and telecoms</li> <li>SO. 3. Implement supporting policies and legislation to ensure robust and resilient ICT infrastructure in place</li> <li>SO.4. Complete the backbone infrastructure for a 21st century island, including an all-through Primary School a primary Health Care Centre and a new prison</li> <li>SO. 5. Ensure residents can easily access housing which is suitable and affordable for their needs</li> </ul>	SO.6 Enhance educational attainment and learning outcomes for all. SO.7. Empower young people to access opportunities SO.8. Address skills gaps by valuing the local workforce and attracting, growing, and retaining the working age population. SO.9. Improve adult literacy and numeracy levels through relevant training and development programmes SO.10.Ensure children and adults with Special Educational Needs and Disability (SEND) and Social, Emotional and Mental Health (SEMH) needs are catered for through a comprehensive inclusion policy.	SO.11. Foster investment and private sector growth through an enabling business environment SO.12. Ensure reliable and affordable air access and sea freight services are in place SO.13 Increase export of goods and services SO. 14 Implement policies to ensure the Island benefits from enhanced and affordable utilities including internet connectivity	SO.15. Ensure that children, young people, and adults grow and thrive in a safe, secure and inclusive environment SO.16. Protect the wellbeing of all vulnerable members of society SO.17. Modernise emergency services and border security to meet the future needs of the community SO. 18 Develop policies which protect the Island from increasing external threats and risks.	SO.19. Ensure all people have access to safe and reliable health services SO.20. Reduce the prevalence of non- communicable chronic diseases /long term conditions SO.21 Implement resilient and robust approaches to prevent and manage communicable diseases SO.22 Protect the population from environmental health threats	SO. 23 Develop policies which encourage local production so that people have access to sustainable supplies of fresh produce. SO.24. Maintain food security by implementing policies and legislation to enable the expansion of our agricultural and fishing sectors and encourage import substitution SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment SO.26. Maximise the potential of Blue and Green resources SO. 27. Mitigate climate change impact, particularly the impact of drought	SO.28. Improve internal and external communications and engagement to build a more informed community SO.29. Strengthen public service governance and organisational structures SO.30. Ensure decision making is supported by evidence-based policy and legislation SO.31. Implement strong financial management to ensure effective collection and use of public finances SO. 32 Ensure assets are protected for the good of all SO.33. Ensure compliance with local and international obligations

STRATEGIES PLANS AND PROGRAMMES					
Ten Year Plan	Economic Development Investment		Health Service transfo	rmation	Prospectus for Change
Sustainable Economic Development	Programme		programme		Workforce Plan
Plan	Energy Strategy		Health Promotion St	rategy	Public Finance Management Plan
Investment Policy and Strategy	Digital Strategy		Environmental Managem	nent Plans	Portfolio Strategy and Delivery Plans
Estate and investment strategy?			Land Development Cor	trol Plan	
ACHIEVING THE VISION BY WORKING TOGETHER ACROSS THE PUBLIC SERVICE AND IN PARTNERSHIP WITH OUR FUNDERS					
Principles and Values		Commis	ssioning		Service Planning
FAIRNESS INTEGRITY TEAMWORK		Medium term commissioning strategies have been		Detailed annual plans are created to direct the work of	
These define how we work as an organisation and are articulated in our Prospectus for Change		developed agair	nst the outcomes	our servic	ce areas with a supporting performance management framework

### ST HELENA GOVERNMENT POLICY AGENDA 2022/23 – 2024/25

### **PRIORITIES:**

4. Developing a safe and reliable Health Service,

5. Growing revenues and reducing costs,

6. Developing economic resilience.

PRIORITY	STRATEGIC OBJECTIVE	POLICY INTENTION
1	SO.19. Ensure all people have access to safe and reliable health services	We want to develop a Health and Social Care Service that is safe, robust and takes into account our aging population and the complexity of our health and social needs.
2	SO. 1. Reduce costs associated with port and cargo operations	We will focus investment on ensuring that Rupert's Port becomes fully operational thus eliminating the need for expensive barging of cargo from the dock in Rupert's to Jamestown. We will develop a clear holistic plan to maximise the benefits of the JT waterfront redevelopment to rejuvenate the area creating an aquatic hub, leading to increased economic activity.
2	SO. 3. Implement supporting policies and legislation to ensure robust and resilient ICT infrastructure in place	We will ensure that SHG's openness and transparency agenda is further enhanced and underpinned by Data Protection legislation
2	SO.11. Foster investment and private sector growth through an enabling business environment	We want to make it easier for reputable and ethical businesses to register in St Helena and pay taxes to increase local revenue streams As St Helena goes forward into a new digital era, we want to maximise opportunities that create the platform for existing businesses to grow and new businesses to commence We want a tax reform regime which encourages investment, is progressive, fair and equitable. We want to remove barriers to gain access to SHG land and buildings and we want to have a clear and transparent process for immigrants gaining access to scarce land resources which compliments other government policy such as Immigration.
2	SO.13. Increase export of goods and services	We will explore "new" avenues including the production of medical Cannabis as an export commodity, Satellite Ground Stations, Research and Development, and attracting Digital Nomads. We will look to create an environment which will foster growth in the financial services sector whilst maintaining the highest level of compliance with international regulations We will continue to pursue reliable and affordable air access and target our marketing to encourage more people to visit and live on the island.
2	SO.26. Maximise the potential of blue and green resources	We will develop and implement supporting regulations for fisheries, marine tourism, and marine development to both protect and enable sustainable use of our Category 6 Marine Protected Area (MPA), as set out in our new Fisheries Legislation and Marine Management Plan We will implement policies which will facilitate all of our energy being generated (over time) using renewable sources reducing our reliance on fossil fuels. We will use our taxation strategy to support policies to reduce CO2 emissions and to encourage the use of green technologies in building, waste management and recycling. We will implement policies which will ensure that we manage our water resources sustainably, thus ensuring a sustainable water supply to support future development and enterprise.
2	SO.31. Implement strong financial management to ensure effective collection and use of public finances	We will review our systems and processes and implement the necessary changes, to ensure that we collect and use public finances with due regard for economy, efficiency, and effectiveness.

2	SO.33. Ensure compliance with local and international obligations	We will implement policies and processes which will foster growth in the financial services sector whilst maintaining the highest level of
		compliance with international regulations.
3	SO. 2. Develop and maintain physical infrastructure, including utilities and telecoms	With planned investment in a passive fibre optic broadband network for St Helena and a supporting active network, the Island community will start to experience the benefit of the fibre optic cable.
3	SO. 3. Implement supporting policies and legislation to ensure robust and resilient ICT infrastructure in place	To ensure we have the appropriate legislation in place to protect the community from cyber security threats.
3	SO.4. Complete the backbone infrastructure for a 21st century island, including an all-through primary school a primary health care centre and a new prison	We will develop plans to take forward other planned infrastructure including a new single site Primary School, a Primary Health Care Centre, a new Prison, and the Jamestown waterfront refurbishment
3	SO.6 Enhance educational attainment and learning outcomes for all.	We aspire to have an education system that provides opportunity for all to learn and improve and to be able to achieve their full potential. Over the next three years we will focus on improving levels of attainment at all levels and will implement specific activities, interventions, and training opportunities to improve levels in English, Maths and Science We will develop inclusion policies which will ensure that the needs of all learners with Special Educational Needs and Disability (SEND) and Social, Emotional and Mental Health (SEMH) are met
3	SO.7. Empower young people to access opportunities	We want to ensure that people have the skills and aptitudes to access employment and will increase opportunities in post school and tertiary education. We will establish a Scholarship Trust to give more opportunity for sponsorship and increased interest in higher education. We want to address skills gaps by implementing policies to, attract, grow and retain the working age population
3	SO.8. Address skills gaps by valuing the local workforce and attracting, growing, and retaining the working age population.	We want to address skills gaps by implementing policies to, attract, grow and retain the working age population. We want to give our school leavers opportunity to learn, train and develop to enable them to gain employment on island and to grow and develop in their chosen careers. We want to be able to give opportunity to the unemployed to train and develop to enable them to access employment opportunities.
3	SO.12. Ensure reliable and affordable air access and sea freight services are in place	We will continue to pursue reliable and affordable air access and target our marketing to encourage more people to visit and live on the island.
3	SO. 18. Develop policies which protect the Island from increasing external threats and risks.	We want to ensure that our border is protected by implementing a modernised Customs and Immigration Department with the policies and legislation to enhance Border Security including reducing the risk of pests and diseases reaching the Island.
3	SO.23 Develop policies which encourage local production so that people have access to sustainable supplies of fresh produce	We want to encourage our fishing and farming sectors to grow local exports, particularly in niche products such as premium tuna, honey, and coffee, using sustainable methods of production
3	SO. 18. Develop policies which protect the Island from increasing external threats and risks.	Improved access means increased threats; we want to implement policies and appropriate legislation to protect individuals information in-line with UK and international standards
3	SO.24. Maintain food security by implementing policies and legislation to enable the expansion of our agricultural and fishing sectors and encourage import substitution	We will implement policies and legislation to enable the expansion of our agricultural and fishing sectors
4	SO. 5. Ensure residents can easily access housing which is suitable and affordable for their needs	We want to remove barriers to gaining access to SHG land and buildings at affordable rates depending on people's ability to pay.

		We want to have a clear and transparent process for immigrants to have access to scarce land resources
4	SO.9. Improve adult literacy and numeracy levels through relevant training and development programmes	We want to improve adult literacy and numeracy rates and instil a culture of lifelong learning.
4	SO.10.Ensure children and adults with Special Educational Needs and Disability (SEND) and Social, Emotional and Mental Health (SEMH) needs are catered for through a comprehensive inclusion policy.	We want to see a fully inclusive system that meets the needs of our children and adults with Special Educational Needs and Disability and Social, Emotional and Mental Health needs.
4	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment	St Helena has a rich built and natural environment and we want to ensure that both are protected and enhanced for all who live and visit here, both now and in the future. We will develop by 2024, a framework of increased national reach and influence to support land planning and building control, agriculture, forestry, fisheries, biosecurity, environmental stewardship and the wise use and development of St Helena's natural capital to maximise as many benefits as possible for the community.
4	SO.15. Ensure that children, young people, and adults grow and thrive in a safe, secure and inclusive environment	We want to implement policies and modernise legislation to ensure greater cyber security, and protect society from cyber security risks - frauds, scams, online grooming.
4	SO.16. Protect the wellbeing of all vulnerable members of society	We will continue to support people, particularly our older residents and those with specific needs, to live independently in their own homes, this will include meeting people's eligible, statutory needs – ensuring people are cared for in the right place, for the right time and at appropriate cost. Policies/legislation will be updated to include further offences relating to sex offences and other criminal behaviours to allow the Police to actively tackle such risks and protect society - this is especially true when we gain the Equiano cable and an increase threat of criminal activity
4	SO.17. Modernise emergency services and border security to meet the future needs of the community	<ul> <li>(i) We want to modernise and transform police and emergency services so that they are efficient, fit for purpose and meet the needs of a changing world.</li> <li>(ii) Areas such as the Nairobi Convention, SOLAS etc. need to be implemented to ensure St Helena is compliant with international maritime obligations and we have the appropriate agreement in place.</li> <li>(iii) Legislation needs to be updated to include further offences relating to sex offences and other criminal behaviours to allow the Police to actively tackle such risks and protect society</li> <li>(iv) Modern RTO that improves the policing and enforcement of traffic issues - parking and safety issues.</li> <li>(v) A modern Immigration Policy which safeguards the community but supports investment and immigration</li> </ul>
4	SO.26. Maximise the potential of blue and green resources	We will implement policies which will facilitate all of our energy being generated (over time) using renewable sources reducing our reliance on fossil fuels. We will use our taxation strategy to support policies to reduce CO2 emissions and to encourage the use of green technologies in building, waste management and recycling. We will implement policies which will ensure that we manage our water resources sustainably, thus ensuring a sustainable water supply to support future development and enterprise.
4	SO. 27. Mitigate climate change impact, particularly the impact of drought	Tackling climate change will continue to be a key priority and we will review our policy as actions are implemented and completed. We will continue to explore and implement sustainable options, including

		building on the cloud forest project, to build resilience in our water supply and reduce our reliance on rainfall to replenish water supplies.
4	SO.28. Improve internal and external communications and engagement to build a more informed community	We will ensure communications are aligned to our goals and objectives and to embed a corporate attitude and sense of stewardship in terms of timely and accurate release of information
4	SO.29. Strengthen public service governance and organisational structures	We will improve the experience of our customers and employees, identify efficiencies and better ways of working; and position ourselves to meet challenges that lie ahead. We will continue to ensure compliance with our statutory governance obligations in relation to their stewardship and delivery of overarching goals and objectives. We will continue to strengthen public financial management to ensure effective collection and use of public finances We will amend our Elections Legislation to take account of recommendations by the Election Expert Mission We will continue to embed risk management in a systematic way to inform decision making and support the achievement of our goals and objectives
4	SO.30. Ensure decision making is supported by evidence-based policy and legislation	We will continue to develop our strategic policies in line with best practice as set out in our Strategic Policy Framework. We will implement lesson learning as a part of this process and ongoing review.

SUSTAINABLE DE	VELOPMENT GOAL	SHG RESPONSE
2 ZERO HUNGER	End hunger, achieve food security and improve nutrition and promote sustainable agriculture	We will secure sustainable food supplies through import substitution and put in place policies and legislation to enable the expansion of our agricultural and fishing sectors through modern techniques
<b>3</b> GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages	We want people to live longer, healthier, happier lives and be able to remain independent and active in their homes for as long as possible. We aim to provide comprehensive primary health care throughout the life course continuum from ante-natal to end of life, with emphasis on promoting healthy lifestyles.
4 QUALITY EDUCATION	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	We aspire to have an education system that provides opportunity for all to learn and improve and to be able to achieve their full potential. We want to see a fully inclusive system that meets the needs of our children and adults with Special Educational Needs and Disability (SEND) and Social, Emotional and Mental Health (SEMH) needs.
6 CLEAN WATER AND SANITATION	Ensure availability and sustainable management of water and sanitation for all.	We have endorsed a Water Strategy and will develop a detailed Water Resource Management Plan which will map long term supply and demand needs, along with recommendations on value for money investments required to meet the needs of the whole Island
7 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all	We are committed to working towards being powered by renewable sources (wind, solar) and we are working with Connect St Helena to develop and implement solutions to achieve this.

# United Nations Sustainable Development Goals

8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Our communities will feel the benefits of economic growth by being in-work and enjoying a good quality of life. St Helena is working towards becoming more financially sustainable and less reliant on aid.
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialisation	We are reviewing our land disposal and land development and control policies to ensure that they are better designed to facilitate the planned growth, and we are developing a Masterplan to assist planned development.
13 CLIMATE ACTION	Take urgent action to combat climate change and its impact	Climate change will continue to be a key priority for SHG. We will continue to promote the use of renewable sources in energy generation with the aim of reducing our reliance on fossil fuels over time. We will use our taxation strategy to support policies to reduce CO2 emissions and to encourage the use of green technologies in building, waste management and recycling. We will continue to explore and implement sustainable options, including building on the cloud forest project, to build resilience in our water supply and reduce our reliance on rainfall to replenish water supplies
14 LIFE BELOW WATER	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	St Helena is now designated as a Marine Protected Area (MPA) Category 6, this designation is supported by a Marine Management Plan. New fisheries legislation is in place and supporting regulations for fisheries, marine tourism, and marine development are being developed and will be implemented to both protect and enable sustainable use of our MPA