



St Helena  
Government

## Environment, Natural Resources and Planning Portfolio

# Portfolio Strategy and Delivery Plan April 2022 – March 2025

Version: 3

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Prepared by: Portfolio Senior Management Team

Updated Version Shared With ENRP Minister

## 1. Our Shared Vision, Mission and Values with SHG:

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

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

Our Values:

- **Fairness** We act as role models and have fair and consistent standards. We champion equality, inclusion and respect.
- **Integrity** We communicate openly and we are honest and accountable
- **Teamwork** We work together and we support each other

## 2. The role of the Environment, Natural Resources and Planning Portfolio (ENRP):

Our roles extend across a Portfolio that encompasses areas including: Agriculture, Fisheries, Forestry, Biosecurity, Environmental Protection, Environmental Risk Management, Nature Conservation, Land Planning and Building Control, and Water and Energy. The water and energy role will involve work stream which has not been finalised at this time and once completed, will require an update of this Strategy and Delivery Plan.

Our roles include:

- **LEADERSHIP:** Leading St Helena's overall biosecurity, environmental risk and protection, land planning and building control systems.
- **POLICY ADVISER:** Advising the Government on agriculture, forestry, fisheries and marine management, land planning and development control, biosecurity, environmental management and climate change, and new policy areas of water and energy from 2021.
- **REGULATOR:** Setting standards and implementing compliance and enforcement actions to improve natural resource use and management in agriculture, fisheries, marine tourism, land planning and maintain standards/systems that enhance environmental management and protection, and manage biosecurity risk associated with imports and exports. In addition we respond to animal and plant emergencies and suspected breaches of legislation.
- **PROVIDER:** We provide biosecurity clearance, monitoring and surveillance activities at the border and post-border. We assess and respond to biosecurity-related emergencies. We also implement and manage the Crown's forestry assets and nature conservation (marine and terrestrial) programme.
- **FUNDER:** Administering agricultural support programmes from time to time when funding allow (currently include water subsidy and pasture maintenance support for invasive weed clearance).
- **ENABLER:** Engaging and informing stakeholders to improve compliance related to biosecurity, agriculture, environmental risk and protection. We seek to enable people to better manage the risks they create.

- MONITORING AGENCY: Providing environmental and biosecurity monitoring activities to inform policy development and action planning, and emergency response planning.

Within our Portfolio we administer and work within a number of key pieces of legislation, including the following:

Agriculture:

- Agriculture Improvement Ordinance
- Animals (Diseases) Ordinance.
- Animal Trespass Ordinance.
- Bees Ordinance and Regulations.
- Birds Protection Ordinance.
- Dogs and Cats Ordinance.
- Protection of Animals Ordinance.
- Pasturage (Government Lands) Ordinance.

Biosecurity:

- Customs (Import and Export) Regulations.
- Plants (Protection) Ordinance.

Environment:

- Environmental Protection Ordinance.

Fisheries:

- Fisheries Ordinance.
- High Seas Fishing Ordinance

Forestry:

- Forestry Ordinance.

Planning and Building Control:

- Building Control Ordinance and Regulations

- Land Planning and Development Control Ordinance and Regulations.

### **3. What we have achieved so far:**

Portfolio achievements that this Strategy and Delivery Plan will build on over the next 3 years are listed below.

#### **1. Staff development**

- Institute of Leadership & Management certificated courses undertaken by up to 6 of the Portfolio's middle and senior managers.
- Leadership training for the Senior Management team.
- National Training on Oil Pollution Contingency Planning in the UK with the Maritime Coastguard Agency undertaken by the Environmental Risk Manager.
- Chief Environmental Officer successfully completed an LLM in Environmental Law and Practice.
- 'Train the trainer' course delivered to 8 management and field staff, by 2 of the previous managers who undertook professional training through external capacity building expertise that was available on Island.
- Upskilling and capacity building initiatives for staff that is underway, through the following work programmes:
  - i. the Blue Belt, Darwin Plus and ICCAT programme for marine management.
  - ii. the Darwin Plus project programmes for climate monitoring, managing pathogens threatening St Helena's biodiversity and food security, pest risk assessment and fisheries science.
  - iii. the upskilling programme in collaboration with SHCC and ESH for the ANRD agriculture team and agriculture sector to meet the requirements of the agriculture sector Training Needs Analysis.
  - iv. Addition of a Marine and Fisheries Conservation Apprentice funded by the Blue Belt programme
- Two managers have gained the AIM qualification Level 4 Award in Interpersonal Mediation, and are now UK Mediation Accredited Mediators.
- A number of managers undertook the Mental Health Aware Training courses in late 2020 and in 2022.

#### **2. Agriculture**

- Strengthened farmer support advisory and services function through securing a TC Agronomist for 2 years to provide agronomic services to the agriculture sector and upskill the ENRP agriculture team.

- The up-skilling initiatives already underway to equip the agricultural sector to achieve increased production returns and achieve a larger share in the market for fresh agricultural produce. Masterclass training delivered includes; growing healthy potatoes, IPM in polytunnels, fertiliser usage and nutrition.
- Re-introduction of demonstration trials led by ANRD and techniques included extending the growth of the potato and brassica crops through an improved fertigation, irrigation and spraying programme and trialling new varieties.

### 3. Biosecurity

- A biosecurity system established and implemented which focuses on managing biosecurity risks across the continuum (pre-border, border and post-border).
- Development of draft dedicated biosecurity legislation for St Helena.
- Building and maintaining collaborative capacity building working relationships with other territories in the South Atlantic region, including hosting of biosecurity upskilling exposure visits for other territories in the region.

### 4. Environment

- Implementation of the Climate Change and Waste Management Policies and their respective Action Plans.
- Delivery of a Net Zero Carbon Emissions Scoping Study for St Helena to help inform St Helena's decision-making and actions towards managing carbon emissions for the future.
- Securing critical funding towards the construction of a new Weather Station at Bottom Woods in 2021.
- Approval and implementation of Darwin Plus projects in the areas of 'fragmented cloud forest habitat rehabilitation through innovative invasive plant management' and 'establishing a climate change and drought warning network for St Helena'.
- Establishment of a medium term Peaks Management Plan (based on biodiversity, water security and tourism pillars): a 10-year Peaks National Park Conservation Management Plan has been developed and endorsed by ENRC supported by a fully costed implementation plan that is being used to bid for and secure funding for delivery.
- Establishment and implementation of the Environmental Protection Ordinance (EPO).
- Delivery of a suite of marine based policies (marine tourism, marine developments) under the EPO.
- Collaboration with stakeholders (SHNT and Solomon's) for the delivery of an EU funded Anaerobic Digestion Innovation Pilot Project.
- Collaboration with stakeholder (SAERI) for the delivery of a UK Government funded Natural Capital Assessment Project – constraints mapping and cost/benefit analysis for a new landfill site on St Helena.
- Collaboration with the private sector to support recycling start-up initiatives e.g. aluminium drink cans recycling.

- Creative engineering and landscaping to significantly extend the remaining useful life of Horse Point landfill site.
- Collaboration with stakeholder (ESH) for the citing of Olympic Bins (for strategic location across the island) to support recycling of glass, cans and plastic waste.
- Multi species genetic field gene-bank system implemented on the peaks, safeguarding entire species & associated ecosystems.
- Completion of a Darwin Plus study monitoring seasonal/long term changes of the marine environment and how it impacts the abundance/distribution of the islands marine species. This study has also resulted in the establishment of a long term oceanographic and climate monitoring station which feeds into global datasets.
- Establishment of a marine compliance and enforcement function to support an improved regulatory framework for management of the MPA.
- Collaborative working with the newly formed St Helena Research Institute (SHRI).
- Construction of a new world class marine science laboratory and visitors centre at Jamestown Wharf funded by the Blue Belt programme which will serve as both a fisheries/marine science resource for on island monitoring, whilst also serving as a hub for visiting researchers.
- Development and submission of a project to the Darwin Initiative (Stage 2 application) to deliver ‘Sustainable management planning for St Helena’s National Conservation Areas’.
- Development and submission of a project to the Darwin Initiative with CABI and SHRI of Darwin main application Pathology threatening St Helena’s cloud forest trees and food security Increasing capability to respond to marine pollution incidents through work done under the Marine Environmental Protection and Pollution Response Project (MEPPR), including the procurement of oil spill response equipment and development of policies and procedures.

## 5. Fisheries

- Establishment of fisheries management, fishing licensing and marine tourism and development policies to better regulate fishing and marine activities within the Marine Protected Area (MPA). This includes the introduction of sector specific total allowable catches and mandatory log books.
- New fishing licences issued under the revised licensing system wef 4 January 2021 with the introduction of total allowable catches (TAC), minimum landing sizes (MLS) and mandatory log book reporting.
- A new Fisheries Ordinance came into force on 11<sup>th</sup> October 2021 to underpin a fisheries policy framework for fishing in the MPA.
- Establishment of a Marine Compliance and Enforcement function to improve delivery of marine compliance and enforcement requirements supported by the introduction of a Marine Compliance and Enforcement Strategy.

- Improved compliance with ICCAT fisheries reporting requirements through support under the ICCAT and Blue Belt programmes.
- Delivery of fisheries stock/resource assessments through the ICCAT and Blue Belt programmes, which have resulted in management advice for key species such as Tuna, Grouper and Baitfish.
- Studies continuing as part of the Blue Belt and Darwin Plus programmes to establish behaviour and stock assessments for Bigeye tuna, Grouper fish, groundfish/demersals and Lobster, which will inform policies on sustainable fishing in St Helena's MPA.

#### 6. Forestry

- Green material produced from select felling, thinning and conversion sites chipped from 35% of planned areas and utilised in the HPLS composting works and Agricultural demonstration plot works, allowing for an increase in available area for replanting of dedicated firewood and timber species.
- Rationalisation of the National Forest Estate to concentrate management efforts and responsibilities on core forest assets and free up unproductive land for forestry purposes for other land uses.
- A sustainably managed Forest Estate that provides both forest products and forest services to wood related businesses within the Islands community.
- Tree management services to the community to ensure risks regarding their impact on local infrastructure is minimised and risks to residential areas, businesses and public spaces are from injury and or damage associated with trees and tree debris is minimised.
- Key public areas of the Forest and Crown Estate is managed to a safe standard for community recreation and enjoyment.

#### 7. Land Planning and Building Control

- Reform of land planning and control policy through undertaking revision of the Land Planning and Development Control Plan (LDCP).
- Reform of Building Control legislation through implementation of new building regulations.

#### 4. Where we want to be:

Continuous improvement is essential throughout the new 3 year planning period to effect improvements in the Portfolio in policy and legislation, service delivery and operational work programmes in both the Portfolio's core and non-core work, so that the targets set across its portfolio of work are met in order to continue to deliver benefits to St Helena's community.

Building on the achievements over the last few years, ENRP anticipates by 2024 it will be developing within a framework of increased focus on its core roles and functions to influence, agriculture, forestry, fisheries, biosecurity, environmental stewardship and appropriate use and management of St Helena's natural capital, St Helena's land planning and development control, and energy and water resource management planning so as to maximise as many benefits as possible for the community both now and in the future.

Achieving this vision will require:

- Portfolio stability through implementation of a clear medium-long term organisational structure for the Portfolio.
- Focused, core function and service responsibilities through clear Divisional mandates in support of this structure and underpinning these with a strong infrastructure to support their delivery.
- Working to reduce reliance on the Portfolio for non-core functions to enable us to be better resourced to deliver our core functions, enabling services and activities.
- Action on legislative, policy and process gap analysis work to deliver an improved policy and legislative framework and supporting processes to maximise the effectiveness of our regulatory functions, and our services and activities.
- Core high quality and relevant ENRP services and activities that can be sustained going forward.
- ENRP working as a team to improve and sustain performance through the Portfolio's senior management team.
- A strong commitment to staff training and development alongside of delivery of outputs.
- Ensuring our strong culture of support and collaboration underpins all of our activities.

In 2024 ENRP will be working collaboratively with local and international stakeholders to effect tangible progress towards the following key long-term outcomes in support of the Island's Vision and Strategy documents:

**PORTFOLIO PRIORITY ONE:** *Protect the natural environment by conserving biodiversity, preventing, minimising or mitigating against any negative activity and or impact, to conserve and enhance the Island's natural capital.*



**PORTFOLIO PRIORITY FIVE:** *Increase our capacity to safeguard natural habitats and save critically endangered species.*

**A new Environmental Strategy** will be in place, being implemented and directing our environmental resources.

**Improved environmental management and governance** will be progressing. The provision of technical support will have enabled the establishment of environmental protection policies and regulations, and strengthened environmental protection, marine management and risk management teams will be delivering robust environmental monitoring, compliance and enforcement functions.

Environmental risk management activities will be inclusive of climate change adaptation and mitigation activities through collaboration with various sectors on the Island to ensure the Island life and developments are adapting to the challenges of climate variability and making best use of the opportunities provided through new ideas, activities and resources this work brings. Recycling of waste streams will be a growing part of the Island's waste management system through operation of a materials recycling facility and take up of private sector opportunities to develop recyclables.

**The Island's natural capital valued and improved.** Biodiversity, water and tourism stakeholders will be working collaboratively through nature-based solution projects to deliver on key management actions within the 10 Year Peaks Management Plan to protect our important biodiversity, improve our water management resilience and secure the community benefits and services derived from the Peaks National Park.

Implementation and monitoring of policies for fisheries, marine tourism and marine development activities and a new Marine Management Plan will be directing priority monitoring and management actions for the marine environment, increasing its value and contribution as a key natural resource for use and enjoyment by Islanders and tourists alike. NCA Management Plans will be in place and where resources allow, will have started informing co-ordinated management actions for our terrestrial NCA's (in addition to the Peaks national Park) to conserve their biodiversity and improve opportunity for sustainable uses from the Areas.

**Strengthened local capacity to better protect priority habitat fragments and endangered species against threats.** Darwin and CSSF Cloud Forest projects will have strengthened local capacity to better protect priority habitat fragments against alien and invasive plants and improved knowledge of applied ecology of vegetation succession, allowing better scheduling of alien and invasive plant control and restoration techniques. This will have been achieved through project collaboration with the recurrent conservation teams, an increased field team becoming established and their training in applied ecology, alien and invasive plant protocols, seed collections, nursery scheduling and production workflow, training in habitat assessment techniques and restoration follow-up timing/scheduling.

**PORTFOLIO PRIORITY TWO:** *Manage our natural resources sustainably to increase food production, provide forestry services and products.*

**Strengthened agricultural sector capacity is demonstrating improved agricultural attainment.** Agriculture Policy/Strategy will have been reformed to support and guide the sector together with an uplift in agricultural asset investment through the EDIP programme for upgrading of the key SHG Agriculture Estate assets will be enabling increased commercial production for products where St Helena has a clear comparative

advantage, and allowing the continuation of smallholder agricultural activities and outputs from the Estate and across the private sector's estate to effectively support food security requirements.

Upskilling opportunities taken up across the sector through the ENRP Training Needs Assessment programme and agronomic specialist contract during the 2019-21 period as well as agric-business knowledge transfer will have been embedded in production systems and agricultural enterprises. The use of producer development plans and collaborative producer/merchant/support agency initiatives will be increasingly implemented and valued.

**Improved Agricultural Estate policy** linked to strengthened enforcement and management actions will be improving use and compliance with tenure and stewardship requirements for the Estate and reducing the SHG costs for its management.

**The value of the Crown Forest Estate** will have improved through appreciation for the positive contribution it brings to the Island's community for the provision of products and services, mitigating against the effects of climate change, protection of watershed areas, and the enhanced amenity value and recreational benefits the estate brings to health and wellbeing of the community.

**PORTFOLIO PRIORITY THREE:** *Implement an effective land planning and building control system in support of sustainable development and economic growth.*

**A streamlined and transparent land planning, development and building control system.** A new Land Development Control Plan will be in place and Our planning and development control system will be reformed and modernised through implement a service review action plan and as a result, we will be delivering a system that is responsive to client needs, is supporting and enabling appropriate developments, and its decision-making process is transparent. The use of Environmental an Impact Assessment (EIA) process as part of development control is clear and transparent.

**PORTFOLIO PRIORITY FOUR:** *Safeguard St Helena through implementing a robust biosecurity system and reducing the environmental impact of invasive species.*

**Our biosecurity system and invasive species activities is protecting St Helena and providing sustained benefits to the community.** Even with a limited budget, our invasive plant programme, in particular, will be co-ordinated and will be reducing the impacts of invasive plants across the Island. People and goods are moving in and out of St Helena while the risks to the environment and animal, plant and human health is being managed and minimised. This is being achieved through:

- improved co-ordination of managing invasive plants on Crown land and tenant compliance and enforcement for invasive plant lease/licence requirements.
- expansion of and upskilling the biosecurity team.
- increased community awareness and engagement in biosecurity activities to improve compliance with biosecurity requirements.

- improved access to effective identification, surveillance, reporting and tracing systems.
- preventing the introduction and establishment of new pests and diseases through robust pre-border and border operations, pest risk assessment and by effectively regulating risk pathways to the Island.
- increased biosecurity science and research capability and continuing collaborative biosecurity links within the SA region.
- implementing the actions arising from the adoption of new biosecurity legislation.
- refining and testing effective biosecurity emergency preparedness and response action plans.(related to SP5).
- implementation of IS action plans and an increased level of management and operational response to IS issues where funding allows.

**Our core functions, services and activities delivered within our resource parameters are positively impacting our clients and the community** – this is being achieved through:

- upskilling and development of staff.
- greater inter-agency collaboration, both local and internationally. This includes internationally for technical requirements and locally with, and corporately in SHG for joined-up/improved workforce planning and addressing skills-gaps requirements and with stakeholders to achieve shared objectives.
- review and streamlining of service provision and activities.
- regular review and reform of service and activity processes.
- increased involvement of clients in service design and delivery.
- implementing service delivery standards, where possible.
- more efficient use of resources through sharing and collaboration across the Portfolio.
- increased client/community accessibility to services/work programme resources (including improved information on the Portfolio's roles through e-resources).

## 5. How we will achieve this:

We have five Priorities which will support the delivery of SHG's Strategic Goals, Objectives and Policy Priorities and meet the needs of the communities we serve. Each element of this Portfolio's activity will be aligned to at least one of the Strategic Goals and all our activity will be underpinned by our SHG values.

<p><b>PORTFOLIO PRIORITY ONE</b></p> <p>Protect the natural environment by conserving biodiversity, preventing, minimising or mitigating against any negative activity and or impact to conserve and enhance the Island's natural capital.</p>	<p><b>PORTFOLIO PRIORITY TWO</b></p> <p>Manage our natural resources sustainably to increase food production and provide forestry services and products.</p>	<p><b>PORTFOLIO PRIORITY THREE</b></p> <p>Implement an effective land planning and building control system in support of sustainable development and economic growth.</p>
<p><b>PORTFOLIO PRIORITY FOUR</b></p> <p>Safeguard St Helena through implementing a robust biosecurity system and reducing the environmental impact of invasive species.</p>	<p><b>PORTFOLIO PRIORITY FIVE</b></p> <p>Increase our capacity to safeguard natural habitats and save critically endangered species.</p>	

Each of these priorities covers a range of Portfolio activity which is set out in more detail in the Delivery Plan in Section 6.

The diagram below shows how each Portfolio Priority is linked to St Helena's Strategic Objectives and Strategic Goals:

Portfolio Priorities	Policy Priority	Strategic Objectives	National Goals
1. Protect the natural environment by conserving biodiversity, preventing, minimising or	4	SO. 25. Continuously enhance efforts to develop, protect, conserve and	7. ALTOGETHER GREENER

mitigating against any negative activity and or impact, to conserve and enhance the Island's natural capital		4	promote sustainable use of our environment SO. 27. Mitigate climate change impact, particularly the impact of drought	
2. Manage our natural resources sustainably to increase food production, provide forestry services and products.		2	SO.11. Foster investment and private sector growth through an enabling business environment 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.26. Maximise the potential of blue and green resources.	3. ALTOGETHER WEALTHIER
3. Implement an effective land planning and building control system in support of sustainable development and economic growth.		2	SO.11. Foster investment and private sector growth through an enabling business environment SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment	3. ALTOGETHER WEALTHIER
		4		7. ALTOGETHER GREENER

4. Safeguard St Helena through implementing a robust biosecurity system and reducing the environmental impact of invasive species		3		SO. 18. Develop policies which protect the Island from increasing external threats and risks.		3. ALTOGETHER WEALTHIER  7. ALTOGETHER GREENER
5. Increase our capacity to safeguard natural habitats and save critically endangered species		4		SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment		7. ALTOGETHER GREENER

## 6. Portfolio Delivery Plan

Portfolio Priority 1: Protect the natural environment by conserving biodiversity, preventing, minimising or mitigating against any negative activity and or impact, to conserve and enhance the Island's natural capital						
Action	Owner	Performance Indicator	Baseline	Target		
				2022/23	2023/24	2024/25
1. Deliver National Conservation Area Management Plans for St Helena nature based Terrestrial NCA's	CEO and TCO	1. Number of Management Plans (MPs) in place 2. % of MP's implemented	No agreed MPs exist for St Helena's terrestrial nature based NPAs	Project team established and collecting field data towards MPs	Development of 7 Management Plans in accordance with project logframe	Development of 7 Management Plans in accordance with project logframe

On-going implementation of the Environmental Protection Ordinance (EPO)	CEO	3. % of activities delivered to required deadline		90%	90%	90%
Development and implementation of an environmental assessment framework (EAF) for projects, programmes, policies and activities	CEO	4. EAF completed and endorsed  5. % of environmental assessments undertaken in accordance with framework	A number of processes are used for different types of assessment, no formal or overarching process in place	Preparatory work for Environmental Assessment Framework completed	Environmental Assessment Framework completed and endorsed  80% of environmental assessments undertaken in accordance with the framework	80% of environmental assessments undertaken in accordance with the framework
Development of EPO licensing system	CEO	6. Licensing system in place supported by policies and guidelines  7. % of licences issued in accordance with policy and guidelines	Some licensing being done but system is under-developed and lacks a co-ordinated approach and not all licensing is underpinned by policy	Preparatory work for the licensing system undertaken	Licensing system in place supported by policies and guidelines  100% of licences issued are in accordance with policy and guidelines	100% of licences issued are in accordance with policy and guidelines

Development of policies, guidelines, procedures and regulations identified in the EPO Action Plan	Director with M&FCO	8. Number of regulations drafted and endorsed	Marine tourism accreditation scheme and marine tourism and marine development policies in place but no supporting regulations exist	2 sets of regulations (Marine Tourism and Marine Developments) drafted and approved by ExCo		
Environmental Pollution policies and/or contingency plans developed	ERM	9. Environmental Pollution policies and/or contingency plans developed  Number of regulations drafted and endorsed	2021 Climate Change Action Plan and Port Authority Chemical Spill Response Plan developed to date	Environmental pollution policy and/or Contingency Plan developed and approved by ENRP Minister and/or relevant authority.  1 set of regulations (Pollution) drafted and approved by ExCo	Environmental pollution policy and/or Contingency Plan developed and approved by ENRP Minister and/or relevant authority.	
Reform of the Marine Management Plan (MMP)	M&FCO	10. MMP reformed and adopted  11. % of priority MMP actions implemented	Existing marine management plan (2016) reviewed and consultation draft established	Reformed MMP adopted  75% of annual priority actions implemented  Monitoring of effectiveness of MMP management	90% of annual priority actions implemented  Monitoring of effectiveness of MMP	100% of annual priority actions implemented  Monitoring of effectiveness of MMP management strategies to a 'Good' level



				strategies to an 'acceptable' level	management strategies to a 'Good' level	
Delivery of dedicated science and monitoring programmes for key fish species	M&FCO	12. Number of science and monitoring programmes delivered for key species	Delivery of baseline information for 5 key species (tuna, grouper, bait)	Introduction of mandatory monitoring log books and data consolidation	Plans developed for groundfish/demersal species	Continual update of plans for all key species
Deliver Goals 1 to 7 of the Waste Management Implementation Plan.	ERM	13. Number of goals wholly achieved as reported to ENRP Minister.	Zero goals wholly achieved to date	1 goal wholly achieved and reported to the ENRP Minister.	1 goal wholly achieved and reported to the ENRP Minister.	1 goal wholly achieved and reported to the ENRP Minister.
Climate Change Action Plan	ERM	14. Number of leaders influenced to consider climate change mitigation and adaptation in strategic / budget plans.	Zero influence to date	1 leader influenced to consider climate change mitigation and adaptation in strategic / budget plans.	1 leader influenced to consider climate change mitigation and adaptation in strategic / budget plans.	1 leader influenced to consider climate change mitigation and adaptation in strategic / budget plans.
Establish and implement Environment Strategy to guide environmental reforms for the medium to long terms	Responsible officer for EMD	15. Strategy document approved  16. % of annual Strategy actions implemented	No strategy currently exists. An Environmental Management Plan exists and will come to an end in 2022	Strategy drafted, consulted on and approved  TBD once Strategy developed	TBD	TBD

<b>Portfolio Priority 2:</b> Manage our natural resources sustainably to increase food production, provide forestry services and products						
Action	Owner	Performance Indicator	Baseline	Target		
				2022/23	2023/24	2024/25

Delivery of a fisheries science programme	M&FCO	17. % of fisheries science programme undertaken	50-55% in 2018/19	65%	80%	100%
Implementation of fishing licencing compliance and enforcement system	MEO and SFO	18. % of licence holders compliance with fishing licence conditions of reporting/monitoring requirements met	Compliance unknown as only introduced licencing across all fishing types in 2021 season	95% for commercial fishing  Average of 85% across sports and recreational fishing	100% for commercial fishing  Average of 95% across sports and recreational fishing	100% for all fishing licence types
Reform of National Agriculture Policy	Director with ADO	19. Revised Policy or New Agriculture Strategy established and approved	National Agriculture Policy came to an end this year and is being reviewed towards decision whether a new Strategy should be introduced	Revised Agriculture Policy or new Strategy established and approved		
Reform of Agriculture & Livestock Improvement and Gov't Pasturage Ordinances through policy review and adoption of reformed policy	Director	20. Number of policy reforms completed  21. Drafting instruction for this area of Agriculture Ordinance reform completed	Ordinances are outdated and does not provide appropriate basis for agricultural improvements	2 policy reforms completed and endorsed – Agriculture improvement and Government Pasturage  Legislation reform instruction submitted to AG's Chambers		
Reform of Agriculture Estate Use and	Director /ADO	22. Policy reformed and approved and	Agriculture Estate Policy draft completed	Policy approved.		

Management Policy		23. Drafting instruction for this area of Agriculture Ordinance reform completed		Drafting instruction for this area tabled to AG Chambers		
Implement Action Plan arising from the Agriculture Estate's Use and Management Policy	ADO	24. % of the Agriculture Estate Action Plan implemented	Preparatory actions from Estate Action Plan completed for the 2021 year	95-100% of actions for the year implemented	Remaining actions implemented	
Implement an annual maintenance plan for the National Forest Estate	Forestry Officer	25. % of total forestry husbandry activities met	82% of targets met with 11% of targets being in progress at the end of FY 2020-21	80-90%	85-90%	90-95%
Implement an annual tree assessment and maintenance plan for key Crown and Privately owned trees in Jamestown and Rupert's Valley	Forestry Officer	26. % of LDCA approved works completed for trees on Crown and private property	100% in 2021-22	100%	100%	100%
Provide raw forest material to key industry private sector operators	Forestry Officer	27. Tonnage of raw firewood material supplied	440 ton in 2021/22	440 ton 90-95%	440 ton 90-95%	440 ton 90-95%

		28. % of saw log and post orders supplied and met				
Implement an annual Forest Estate Recreation Plan for all National Forest recreational areas and key Crown areas of significant value	Forestry Officer	29. Number of areas managed	9 areas in 2021-22	9 areas	9 areas	9 areas
Undertake a timber inventory for the Estate	Forestry Officer	30. Up to date timber inventory established	Last inventory undertaken approximately 6 years ago	Timber inventory completed by timber species		
Implementation of Marine Tourism licences and accreditation system	M&FCO	31. Marine Tourism Licencing and accreditation system implemented  32. % compliance with tourism licence conditions	Voluntary undertaking of Marine Accreditation Scheme	Regulations drafted and licencing system implemented	Achieving 75% compliance of log book returns	Achieving 90% compliance of log book returns

Portfolio Priority 3: Implement an effective land planning and building control system in support of sustainable development and investment to support economic growth						
Action	Owner	Performance Indicator	Baseline	Target		
				2022/23	2023/24	2024/25
Implement a land planning and development	HoP&BC	33. % of registered planning applications processed for approval	2018/19 – 84% 2019-20 – 96%	95%	95%	95%

control service in support of social, economic and environmental development on the Island			2020-21 – 88% of applications registered able to be processed for decision			
Reform of Land Development Control Plan (LDCP)	Director	34. LDCP reformed and approved	LDCP reviewed but reform work has not yet been consulted on and approved	Adoption of reformed LDCP		
Implement service review Action Plan for Planning & Building Control	Head of Planning & Building Control	35. % of Action Plan actions implemented		100% of actions implemented		

Portfolio Priority 4: Safeguard St Helena through implementing a robust biosecurity system and reducing the environmental impact of invasive species						
Action	Owner	Performance Indicator	Baseline	Target		
				2022/23	2023/24	2024/25
Implement a robust pre-border and border biosecurity programme with local and international participation	Biosecurity Officer (BSO) and Senior Veterinary Officer	36. % of controlled imports achieving compliance with import licences	78% in 2020  100% at end of September 2021	95-100%	95-100%	95-100%
Best Practice guidelines and Health Standards for high risk biosecurity	BSO	37. Number of Import Health Standards (IHS's) and best practice guidelines (BPG's) established and implemented	8 IHS's and 13 BPG's currently in place	2 IHS's and 2 additional BPG's	2 IHS's and 2 additional BPG's	1 IHS and 2 additional BPG's

imports established and implemented						
Reform of biosecurity policy to support improved biosecurity legislation	Director with BO	38. Drafting instruction for new Biosecurity Bill developed and submitted	Biosecurity policy revision completed and adopted	Drafting instruction submission to AG Chambers made		
Deliver agreed actions to implement new biosecurity legislation	BSO	39. % of Action Plan's annual activities implemented	None	95-100% implemented for the year	95-100% implemented for the year	

Portfolio Priority 5: Increase our capacity to safeguard natural habitats and save critically endangered species						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
Strengthen ENRP capacity to better protect priority habitat fragments against invasive plants	TCO and NO	40. Number of conservation workers staff undertaking training: <ul style="list-style-type: none"> <li>▪ working safely on ropes; invasive plant clearance protocols, nursery scheduling and habitat assessment techniques</li> <li>▪ in invertebrate identification, ecology and survey techniques and invertebrate survey</li> <li>▪ in botanical survey techniques and botanical survey</li> </ul> 41. Number of international webinars delivered		10 staff trained		
				13 staff trained		

		<ul style="list-style-type: none"> <li>focusing on habitat restoration and invasive plant management to maximise biodiversity benefit with participants from St Helena, the South Atlantic Islands and beyond.</li> </ul>		1 webinar delivered through Darwin Peaks Project		
		42. Micropropagation lab set up with a focus on increasing capacity for fern propagation	No facilities currently in place for microprop.	Microprop. unit established at Scotland nursery by Q1		

Portfolio Improvement Area: Ensure effective governance through efficient and effective systems and processes through strengthening governance, systems and organisational structures to facilitate sustainable change						
Action	Owner	Performance Indicator	Baseline	Target		
				2022/23	2023/24	2024/25
Review ENRP services under FFTF programme	Portfolio Director with Heads of Division/Section	43. Review Reports established and approved as part of FFTF Phase 2 programme:	ENRP structure review following split from former ENRD	Report and Recommendations delivered for approvals.  Implementation of Approved Recommendations for 2022	Implementation of Approved Recc's for 2023	
Review systems and processes		44. 95-100% of processes and procedures reviewed and updated in line with Review Report Recommendations	Compendium of Legislative checklists exist; process/procedures exist	Compendium of processes/procedures updated		

## 7. Financial projections:

The table below shows our financial projections for the 3-year planning period with a summary of outputs linked to budget submissions. Links are also made to Portfolio Priorities and Strategic Policy Priorities where relevant.

Outputs	Budget Cost Centre	2022/23 £'000	Portfolio Priority No.	Policy Priority
<b>1. Recurrent budget:</b>				
MGT AND ADMIN	2600	90,870	All	
LAND PLANNING AND BUILDING CONTROL	2622	78,463	3	SO.11. Foster investment and private sector growth through an enabling business environment SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
UPKEEP OF PUBLIC AREAS	2623	37,328	1,4	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
FORESTRY PRODUCTION & TREE SURGERY	2630	119,319	2	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
FISHERIES ADMIN, PROTECTION & POLICY ADVICE	2631	86,119	2	SO.24. Maintain food security by implementing policies and legislation to enable the expansion of our agricultural and fishing sectors and encourage import substitution
BIOSECURITY	2632	56,373	4	SO. 18. Develop policies which protect the Island from increasing external threats and risks.
AGRICULTURAL SUPPORT	2633	357,157	2, 4	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
FOREST ESTABLISHMENT, MAINTENANCE & PROTECTION	2634	110,278	2, 4	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment



GROUNDS MAINTENANCE	2635	58,161	1, 4	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
ENVIRONMENTAL PROTECTION	2640	77,956	1, 3	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
TERRESTRIAL CONSERVATION	2641	129,653	5, 5	SO.26. Maximise the potential of blue and green resources. SO.24. Maintain food security by implementing policies and legislation to enable the expansion of our agricultural and fishing sectors and encourage import substitution
MARINE & FISHERIES CONSERVATION	2642	74,753	1, 2, 5	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment SO. 27. Mitigate climate change impact, particularly the impact of drought
ENVIRONMENTAL RISK MANAGEMENT	2643	301,225	1	SO.11. Foster investment and private sector growth through an enabling business environment SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
LEMP MAINTENANCE	2645	35,920	1, 5	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment
<b>Total Recurrent Allocation (Rounded Up to nearest £1,000)</b>		<b>1,613,000</b>		

## 7. Workforce Plan:

We recognise that our success in delivering our Policy Priorities and achieving St Helena's Strategic Goals and Strategic Objectives depends on having the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.

Our 5-Year Workforce (Action) Plan is an internal document which underpins this Portfolio's Strategy and Delivery Plan.

## 8. Risk Management and Mitigation

Our Portfolio Risk Register is shown as an Appendix to this Portfolio Strategy and Delivery Plan.