



# **SAINT HELENA**

## **SUSTAINABLE DEVELOPMENT PLAN**

**2012/13 - 2014/15**



I am delighted to present Saint Helena's second Sustainable Development Plan (SDP), not least because it will cover such a critical period in the island's history.

Saint Helena's last SDP was written shortly before the airport 'pause'. Reading former Governor Michael Clancy's foreword at the time, it is full of excitement and anticipation of the benefits of air access. We all know what happened next, but we can now look forward with confidence to a bright future as a result of air access. Indeed, there is already much new activity around the island as a result of early work on the airport. This will steadily increase in the months ahead.

This important document clearly charts our course for the next ten years, while bringing to the fore the main strategic issues in the short term. Saint Helena as a community now needs to get behind this and work together to ensure the island's goals are achieved

I would like to thank everyone that contributed to preparing this document; I know that it took a lot of hard work and commitment. This extends to all those members of the public, private and third sectors, civil society, Elected Members and others who attended the many consultations, workshops and away days. All of this was vital in bringing the SDP to life and developing a document that belongs to the people of Saint Helena.

I know that working together the people of Saint Helena will be able to make this plan a reality and put the island on a clear path to greater prosperity. We must firmly grip with both hands the new opportunities that lay ahead while taking care to preserve all that makes Saint Helena the sparkling jewel that it is. As Governor I will be monitoring progress with a keen eye as we move forward on the exciting journey ahead of us.

Mark Capes  
Governor

## Introduction

The island of St Helena is an internally self-governing Overseas Territory of the United Kingdom located in the South Atlantic approximately 4,000 miles from the UK. The island's population is around 4,000 and typically for a small island economy has a high import dependency, a narrow economic base, a large public sector (around 900 staff) and significant outward labour migration.

Economic development is constrained by St Helena's extreme isolation, its small and declining population, and a lack of significant natural resources. As such, over half of the government's recurrent expenditure and 90 percent of its capital expenditure are currently funded by British budgetary aid. The UK has an obligation to ensure reasonable needs of the population are met.

In November 2011 the British Government agreed to fund a project to construct an airport on the island; as a result Saint Helena is poised for the biggest transformation in the island's history. This decision provides a unique and once in a life time opportunity for the island to reverse recent economic and social decline and move onto a trajectory of sustainable growth and improvements in standards of living.

This Sustainable Development Plan provides the medium term vision for the island (ten years), but also focuses in on the next three years in more detail, presenting the strategic direction in the build up to air access.

The plan focuses on improving the quality of life of present and future generations by stimulating economic and social development, within the constraints of our limited resources and the need to protect the environment.

## Acknowledgements

This document is the produce of extensive consultation with stakeholders from the public, private and third sectors, individuals, civil society, Elected Members, as well as other groups and individuals. The opinions, views and arguments presented during these consultations have greatly aided the development and improved the content of this plan.

As such, special thanks are extended to all those who have been involved in the process to date, who have helped to shape the future path for Saint Helena's economic and social development.

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**STRENGTHENED COMMUNITY AND FAMILY LIFE THROUGH VIBRANT ECONOMIC GROWTH, A HEALTHY ENVIRONMENT AND WITH OPPORTUNITIES FOR ALL TO PARTICIPATE, WITHIN A FRAMEWORK OF EFFECTIVE GOVERNMENT AND LAW.**

In order to develop a vision for Saint Helena’s future the island has to be realistic about its current **situation**.

On November 3rd 2011 a contract was signed between Saint Helena Government and Basil Read to construct the Island’s first airport. Air access will dramatically improve the Island’s connectivity to the rest of the world, unlocking the potential of the tourism sector and with it significant investment. The opportunities the airport presents to improve economic and social conditions over the period of this Sustainable Development Plan are vast.

Seizing these **opportunities**, however, has its complications. The population of Saint Helena is small and has declined significantly over the past twenty years. Retaining our smartest and brightest has been difficult in the face of better employment prospects overseas. The Island’s finances and economic activity are largely dependent on overseas aid, constraining what we can and can’t fund. Unemployment is low, but productivity levels remain weak.\*

The **question** of how to prepare Saint Helena, given these complications, to get the most from air access is critical.

The **answer** provided by this Sustainable Development Plan is that the benefit we want to

maximise is *strengthened community and family life*. The island wants to create the environment for a large number of Saints, who have gone overseas to try and improve their quality of life, to come home. Improving the standards of living, through real wage growth and better public services, is vital.

We will only achieve this through *vibrant economic growth with opportunities for all to participate*. Saint Helena can make itself a more attractive place to live by building an economy with real prospects for the people living here to make a better life for themselves. A buoyant economy will also provide opportunities for the government to provide better public services.

Critical to both the sustainability of social development and economic growth is the *effective management of the environment*. The environment is one of the Island’s key selling points and is, therefore, a vital ingredient in the Island’s tourism offering, while also an important element of health and well being for our residents.

Realisation of the vision is only possible with *effective government and law* to help guide the way. People living and doing business on the island should be able to rely on the law to protect their interests and on the government to do all it can to ensure we achieve our vision.

**CONTEXT**

SAINT HELENA IS GOING TO GET AN AIRPORT AND IT WILL OPEN IN 2015

**ISSUES**

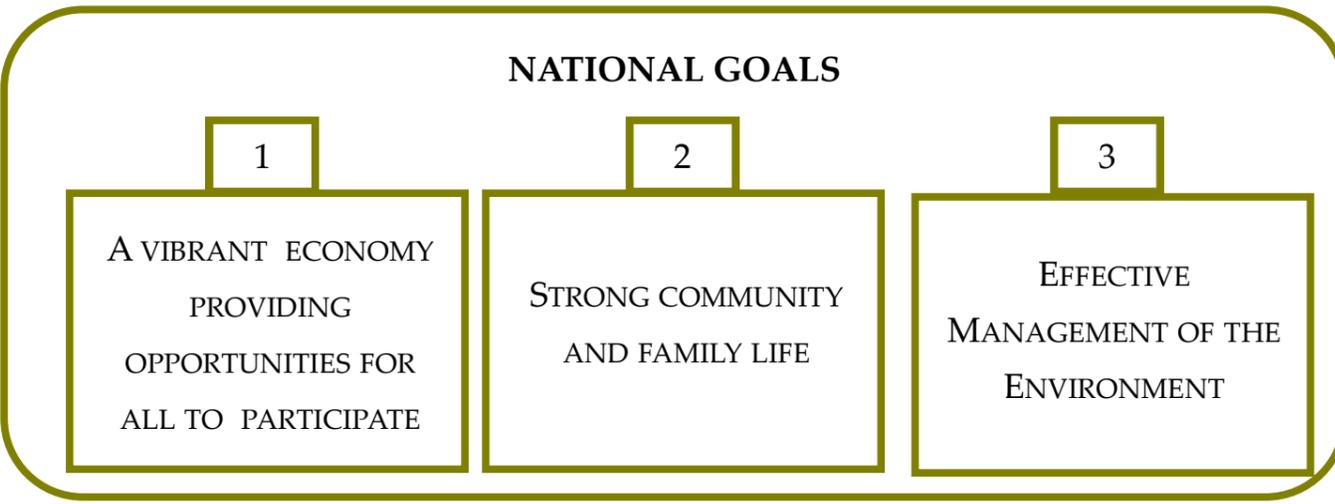
THERE IS A LACK OF HUMAN, PHYSICAL AND FINANCIAL CAPITAL TO FULLY EXPLOIT THE OPPORTUNITIES THAT WILL ARISE, AS SHOWN BY RECENT SOCIAL AND ECONOMIC DECLINE.

**CHALLENGE**

HOW DO YOU MAKE SAINT HELENA READY TO MAXIMISE THE BENEFITS ARISING FROM AIR ACCESS RELATED INVESTMENT AND MITIGATE POTENTIAL NEGATIVE CONSEQUENCES

**SOLUTION**

STRENGTHENED COMMUNITY AND FAMILY LIFE THROUGH VIBRANT ECONOMIC GROWTH, A HEALTHY ENVIRONMENT AND WITH OPPORTUNITIES FOR ALL TO PARTICIPATE, WITHIN A FRAMEWORK OF EFFECTIVE GOVERNMENT AND LAW.



**SUPPORTING FRAMEWORK**

EFFICIENT AND EFFECTIVE GOVERNMENT AND LAW

\*Labour Market Situational Analysis (2011)

## National Goals

NG: 1

A VIBRANT ECONOMY  
PROVIDING  
OPPORTUNITIES FOR  
ALL TO PARTICIPATE

NG: 2

STRONG COMMUNITY  
AND FAMILY LIFE

NG: 3

EFFECTIVE  
MANAGEMENT OF THE  
ENVIRONMENT

STRENGTHENED COMMUNITY AND FAMILY LIFE THROUGH VIBRANT ECONOMIC GROWTH, A HEALTHY ENVIRONMENT AND WITH OPPORTUNITIES FOR ALL TO PARTICIPATE, WITHIN A FRAMEWORK OF EFFECTIVE GOVERNMENT AND LAW.

In order to achieve our vision, resources - both financial and human - will have to be invested into many areas. Consultation with local individuals and businesses has highlighted eight key areas where positive results are needed.

While it is important that investments are made across all of these Key Result Areas, it has also to be recognised that vibrant economic growth will not be delivered without a robust and energetic *private sector*.

At present Saint Helena is dominated by the public sector. For the island to reap the rewards of air access it will require a step change increase in private sector activity.

Of course, the public sector has an important role to play in reducing its own footprint and supporting entrepreneurship. But the airport contract signing should be a strong signal to those in the private sector of the scale of opportunities in the immediate future.

Although improvements are desired across the board, residents have expressed that it is *health* and *education* where they would like to see the biggest gains.

Both of these services are provided entirely by government. As such, the government will need to both invest more heavily in these sectors, while at the same time looking for productivity improvements.

The importance of boosting economic activity - so as to increase the tax take available to be invested into education and health - is clear.

The remaining five Key Result Areas have also been classed as important. Indeed, private sector, health or educational improvements may hinge on developments in these areas.

Overall, however, surveys that explore why Saints leave the island mainly stress a mixture of employment, health and education conditions and these areas have also been highlighted on-island as in need for greatest progression.

As such, the island's human and financial capital will be channelled appropriately.

## Key Result Areas

PRIVATE SECTOR

HEALTH

EDUCATION

TRANSPORT

UTILITIES

COMMUNITY AND  
HOUSING

GOVERNANCE

SECURITY

## Supporting Framework

EFFICIENT AND EFFECTIVE GOVERNMENT AND LAW

# NATIONAL FRAMEWORK

## NATIONAL GOALS

## SUPPORTING FRAMEWORK

## KEY RESULT AREAS

## VISIONS

NG: 1

A VIBRANT ECONOMY PROVIDING OPPORTUNITIES FOR ALL TO PARTICIPATE

NG: 2

STRONG COMMUNITY AND FAMILY LIFE

NG: 3

EFFECTIVE MANAGEMENT OF THE ENVIRONMENT

EFFICIENT AND EFFECTIVE GOVERNMENT AND LAW

### Priority Area 1

PRIVATE SECTOR

ECONOMIC GROWTH ACHIEVED THROUGH THE DEVELOPMENT OF WORLD CLASS AND NICHE PRODUCTS AND SERVICES, PARTICULARLY IN THE TOURISM SECTOR.

### Priority Area 2

HEALTH

LIFE EXPECTANCY IS INCREASED AND HEALTHY LIFESTYLES ARE PROMOTED.

EDUCATION

PEOPLE ARE BEING EDUCATED AND DEVELOPED TO INTERNATIONALLY RECOGNISED STANDARDS AND CONTRIBUTING TO THE ECONOMY AND SOCIETY.

### Priority Area 3

TRANSPORT

PEOPLE AND GOODS ABLE TO MOVE TO AND AROUND THE ISLAND FLEXIBLY, SAFELY AND COST EFFECTIVELY.

UTILITIES

ISLAND UTILITIES ARE RELIABLE, COST EFFECTIVE, AFFORDABLE AND MEET INTERNATIONAL STANDARDS.

COMMUNITY AND HOUSING

THE PHYSICAL DEVELOPMENT OF THE ISLAND IS PROVIDING ADEQUATE HOUSING AND COMMUNITIES ARE STRONG, SUSTAINABLE AND EMPOWERED.

GOVERNANCE

THE ISLAND'S GOVERNMENT IS ACCESSIBLE AND DEMOCRATIC AND DELIVERING SERVICES IN AN OPEN, FAIR AND LEGITIMATE MANNER.

SECURITY

PEOPLE ARE LIVING IN A SECURE AND SAFE ENVIRONMENT.

**STRENGTHENED COMMUNITY AND FAMILY LIFE THROUGH VIBRANT ECONOMIC GROWTH, A HEALTHY ENVIRONMENT AND WITH OPPORTUNITIES FOR ALL TO PARTICIPATE, WITHIN A FRAMEWORK OF EFFECTIVE GOVERNMENT AND LAW.**

In order to maximise the positive impact air access will have on communities and families on Saint Helena the island needs to be **smart in how it decides where to allocate its scarce resources**.

While eight areas have been highlighted as strategically important to the development of the Island, it is economic growth driven by the private sector which provides the best avenue for social development.

As such, growing the private sector will be the Island's number one priority over the next three years and is likely to remain so over the ten year course of this Sustainable Development Plan.

The key to stimulating activity in the private sector is to build on the recent air access announcement. This will require large scale investment to grow our tourism sector to become the island's dominant sector.

However, growing the private sector is not an end in itself, it is a means to an end. Private sector growth provides only the tools by which the Island can

improve the quality of life for people living on Saint Helena.

It provides the finance necessary to improve education, health, utilities and transport. It provides the jobs and wealth needed to increase living standards.

And the relationship is circular. Investing in education, health, utilities and transport; as well as effectively managing the environment, ensuring good governance, safety and security, are all vital ingredients in supporting economic growth.

Focussing on growing the private sector, therefore, does not come at the expense of improvements across the board—the relationship is mutually beneficial.

Improving the quality of the island's health and education systems will be the Island's next most important priorities over the short-term and appropriate financial and human resources will be allocated to do so.

Part of the success in doing this will depend on growing the Island's

economy and crucially its tax base, while seeking productivity and efficiency improvements will also be key.

The effective management of Saint Helena's environment is vital for the delivery of all of the eight key result areas, whilst also being a key element in ensuring the longer term sustainability of the Island's economic and social development.

The environment contributes significantly to social development through health and well being and is also an important component of economic development by being one of the Island's key tourism product.

Given the importance of social, economic and environmental conditions on the quality of life of residents, impacts of decisions on these areas must be continually monitored.



<b>Context</b>	With the construction of an airport, the private sector – particularly the tourism industry - holds the greatest potential and probability of improving the quality of life on Saint Helena through vibrant economic growth and increased opportunities. The growth in the economy will enable better and higher quality public services and self-determination over where public sector funds are spent.
<b>Issues</b>	The Saint Helenian economy has traditionally been dominated by the public sector and overseas budgetary aid. Both of these are likely to decline going forward. The most significant factors contributing to Saint Helena’s weak economic performance are; a lack of significant export earnings; a massive decline in the population; weak productivity growth; little private sector consumption, capability, capacity or investment.
<b>Challenge</b>	How does the island develop the private sector and ensure opportunities are created for local residents to benefit?
<b>Solution</b>	Saint Helena will take a proactive approach to developing the private sector, particularly through developing the tourism sector. This will involve allocating resources – both financial and human – to stimulate private sector activity. A balanced approach to investment will be sought, with a small number of large scale investments supported by numerous small scale investments. A new organisation will be created to ensure the Island adopts a consistent and coherent approach to economic development across SHG and the private sector.

*Tourism*

Economic growth is the vital ingredient for strengthening community and family life; while the private sector is the vital ingredient for creating economic growth; tourism is the vital ingredient needed to develop the private sector and investment is the vital ingredient needed for developing the tourism sector. The Strategic Plan for Tourism (2012-2016) clearly sets out what needs to be done in order to fully support the island. It is vital for the future of Saint Helena that this plan is implemented and resources are adequately channelled to do so.

*Investment*

Stimulating significant investment on Island is central. While investment by firms and individuals currently on Island will be important, it is international inward investment that holds the most promise. Saint Helena simply must attract overseas investors for quality of life to improve and major effort and resources should be directed towards doing so.

*Banking and Finance*

The Bank of Saint Helena will play an important role in ensuring that no one is left behind during the development. Community and family life will be best improved if there are opportunities for all to be involved in the new Saint Helena. By ensuring adequate access to

capital, BOSH will be a fundamental element supporting local entrepreneurship.

Alternative measures to provide financial support to local businesses and individuals will be required, particularly to support those ventures which are too risky for BOSH to finance, but are worthy of investment in any case. This is likely to take the form of seed finance, as well as more traditional loan and equity finance.

*Other sectors*

Moving away from the tourism sector, the fishing sector has been highlighted as having the next greatest potential for growth, particularly given its export potential.

With a heavy dependence on imported goods the island will seize opportunities to produce agricultural products and conduct secondary processing when it is competitive to do so.

*Labour market*

With a growing number of businesses on-Island of increased size, employment opportunities are going to rise. Implementation of the Labour Market Strategy will ensure that everyone on the Island has an opportunity to benefit.

Outcome		Economic growth achieved through the development of world class and niche products and services, particularly in the tourism sector			
<b>High Level Indicator</b>	Annual real economic growth rate	% of total employees in private sector	Annual growth in total employees	Private sector expenditure as % of total expenditure	
<b>Bench marks</b>	2009/10 = -12%	2009/10 = 55%	2009/10 = -1%	2009/10 = 40%	
<b>2012/13</b>	0%	64%	0%	36%	
<b>2013/14</b>	6%	68%	12%	60%	
<b>2014/15</b>	-3%	70%	3%	63%	
Strategic Objectives					
<b>SO 1.1</b>	Vibrant economic and employment growth as a result of private sector development			<b>SO 1.2</b>	Economic activity stimulated by encouraging local and inward investment through an enhanced business environment

<b>Context</b>	Residents of Saint Helena want improved health care quality. Saint Helena also wants to create a high end tourism product, which is likely going to require better health services.
<b>Issues</b>	Saint Helena is an isolated location with a small population and low tax base. Therefore, it is difficult to provide a comprehensive health service and also expensive to send patients overseas. Relatively low wages and the requirement for generalist staff makes the recruitment and retention of skilled staff challenging.
<b>Challenge</b>	How will the island improve its health service with constrained budgets?
<b>Solution</b>	Saint Helena will use resources available to improve the quality of facilities and staff in line with the expectations of residents and tourists. This will be achieved through prioritising resources to health, making efficiency and productivity gains where possible, charging the appropriate fees to generate income and ensuring that the time of skilled specialist staff is valued and maximised. A much greater focus on prevention and promotion of healthy living will help improve standards of health over the longer term and reduce the requirement for costly health interventions.

*Quality*

Improving the quality of health care on Saint Helena has been highlighted as a top priority for the Island.

Implementation of the Hospital and Jamestown Clinic Development Plan will be one of the flagship projects for the Island’s health system, improving and expanding the current site.

A new, purpose built, laboratory will also improve the quality of the health system, while additional funding will be sought to improve other services, such as the dentist and accommodation for the low income households, people with disabilities and elderly.

While improving the quality of the facilities is important, it is also imperative to improve the capacity of the health service’s staff. This will be done by increasing the proportion of staff that are fully qualified.

Making available government resources to ensure the health system is appropriately staffed is a key priority.

Improving the quality of the health service will also be dependent on ensuring the system remains as efficient and cost effective as possible.

*Prevention*

“Prevention is better than cure” is a famous saying and could not be more relevant. Preventing an illness is better than dealing with it from both a patient’s well being and a cost effective perspective.

With this in mind Saint Helena’s health service will increase the level of preventative screening year-on-year. It will also be ramping up and improving the effectiveness of promotional and educational activities.

Good health will be promoted through access to recreational and sports facilities and ensuring access to a well managed environment.

*Work place*

Health will also be promoted in the workplace through the introduction and further development of employment laws, as well as a review of health and safety legislation.

Outcome	Life expectancy is increased and healthy lifestyles are promoted			
<b>High Level Indicator</b>	Life expectancy	% of children receiving dental treatment following annual screening within 4 months of screening taking place	Percentage of diabetics with HBA1C<7.5 reduced	% of people on hypertension register with controlled BP (130/80 with risk factors)
<b>Bench marks</b>	Male 70.8, Female 77.3	0%	49%	97%
<b>2012/13</b>	Male 70.2, Female 77.7	100%	51%	98%
<b>2013/14</b>	Male 70.4, Female 78.1	100%	53%	98%
<b>2014/15</b>	Male 70.6, Female 78.5	100%	55%	98%

Strategic Objectives			
<b>SO 2.1</b>	Health care improved as a result of greater investment in primary and secondary health facilities.	<b>SO 2.3</b>	Reduce rates of hypertension, diabetes and obesity by encouraging healthy behaviours and lifestyle choices.
<b>SO 2.2</b>	Improved primary and secondary health care as a result of better qualified staff.	<b>SO 2.4</b>	Improved standards in dental care due to investment in new dental facilities.

**Context**

Recent education results have been poor. Students achieve well below the UK national average at all key stages and attainment levels have also been dropping in recent years. A significant number of students leave school with a low education base. There are limited scholarship and career opportunities for post 18 students, which does little to support the local labour market and productivity.

**Issues**

Teachers on Saint Helena are not trained to a level that will secure high quality teaching. Training opportunities for teachers are very limited and few teachers are qualified to UK standards. This has resulted in restricted teaching skills and presents a significant challenge to achieving educational attainment levels to the standard the island expects. Other factors which pose challenges to raising attainment, particularly for boys, are: a lack of parental participation in education; low aspirations and motivation of students; the low status of education in society. It is acknowledged that quality of teaching also has an impact on points 1 and 2 above.

**Challenge**

How does SHG improve the level of education attainment to ensure the island's youth are adequately prepared to make the most of the opportunities the airport will present, particularly in the tourism, fishing, business and information technology sectors?

**Solution**

By improving education leadership and management with challenging and clear targets for teachers, targeting resources more effectively, staffing the schools with professionally trained teachers, and changing the culture of learning and education on the island.

*Quality*

On Saint Helena we want people to lead as fulfilling a life as possible. Getting the best possible start is one of the ways of reaching this objective.

High quality teaching, the creation of the right environment to learn and a strong partnership with the community and families will foster a culture where our young people are given every chance to succeed.

Improving the quality of early years, primary, secondary and tertiary stages of education is one of the Island's top priorities for the period of this Sustainable Development Plan. Standards will be significantly raised.

Part of the solution will be to improve the standard of teaching. Overall teaching standards will be raised and the number of teachers qualified to UK standards will be increased annually.

Retaining and attracting high quality teachers permanently, through overseas recruitment and on-Island training, is a priority for the whole of Saint Helena.

Quality teaching will help to stimulate learning, which in turn will test and motivate children and young people. Senior leaders within the education directorate

will be rigorously monitored to ensure standards are improving and to enhance accountability.

Classroom practices across all schools will be quality assured. Quality leadership and management will help chart a course to success, while also helping to develop an enthused and self-assured cadre of teachers.

*Skills Gap*

Saint Helena's demands on its labour market over the next ten years are going to be significantly different from the past ten years. Even pre and post airport construction will require varying skill sets.

By developing skills that enhance individuals ability to adapt to new and altering opportunities, the local workforce will be in a better position to determine their future.

Adult and Vocational Education and Training will be strengthened and training focused on priority needs for the island.

AVES will shift in priority, allocating more time and resources to supporting the private sector, as the private sector will be the Island's engine of growth for the period of this Sustainable Development Plan.

This will involve greater provision of apprenticeships, trainee and NVQ schemes.

People are being educated and developed to internationally recognised standards and contributing to the economy and society					
Outcome					
<b>High Level Indicator</b>	KS1 - % of pupils achieving L2(b)+ in Reading, Writing and Maths	KS2 - % of pupils achieving L4(b)+ in English, Maths and Science	KS3 - % of pupils achieving L5(b)+ in English, Maths and Science	KS4 GCSE/NVQ % of pupils achieving 5A*-C	Private sector businesses satisfied with current adult training provision (by % of private sector workforce they employ)
<b>Benchmarks</b>	50%	En 46% Ma 36% Sc 35%	En 40% Ma 40% Sc 50%	30%	2011 = 3%
<b>2012/13</b>	60%	En 60% Ma 50% Sc 50%	En 45% Ma 45% Sc 50%	35%	10%
<b>2013/14</b>	60%	En 60% Ma 60% Sc 60%	En 50% Ma 50% Sc 55%	40%	30%
<b>2014/15</b>	70%	En 70% Ma 70% Sc 70%	En 55% Ma 55% Sc 60%	45%	50%
Strategic Objectives					
<b>SO 3.1</b>	<b>Educational attainment and child development improved.</b>		<b>SO 3.2</b>	<b>Economic growth supported by a labour market which is adequately trained.</b>	

**Context**

The construction of an airport over the next four years means that demand to visit the island will increase during the interim period. Air access will mean easier access to the island eventually, but in the meantime it is highly likely that Saint Helena will struggle to accommodate the increased demand for access to the island. There is little public transport provision on the island and it is hard to travel around the island without a car.

**Issues**

The RMS offers limited capacity and will not be able to meet the increased demand for berths. On island there is a lack of cohesive thinking in relation to public transport and the current subsidy for public transport needs to be reviewed. The system in place is not meeting the current needs of the community and will not meet future demand unless there is a step change in provision.

**Challenge**

How do we ensure effective transport to and around the island?

**Solution**

By developing a coordinated and inclusive island public transport system which allows more flexibility, is driven by the demands of the users behaviours and increases capacity to meet the demand for transport to Saint Helena during the airport construction phase.

*To the island*

Getting people and goods to the island involves both sea and air access. Without better access to the island the tourism sector will not grow. As such, the airport is one of the island's main priorities for the next four years.

Effective operational and project arrangements for the air access project will be put immediately into place, while we will also establish appropriate systems and processes to support Basil Read.

During the construction phase sea access will be even more critical than normal. There will be increased demand on the RMS as a result of the airport construction and other developments. As such, appropriate shipping capacity will be developed.

Longer-term cargo needs will also need to be addressed. The DFID RMS subsidy will cease with air access, meaning the service will have to cover its costs if it remains. In addition, demand from passengers is likely to fall when the option to fly becomes available. Yet demands on cargo shipping are likely to increase.

As such, longer term shipping needs will be noticeably different from today. Either the RMS will be modified to cope, or alternative arrangements will be made.

Part of the vision for Saint Helena is to move the industrial shipping activities to Ruperts, thus leaving James Bay as the main port of call for tourists and other passengers. This will involve the improvement of facilities at James Bay and Ruperts.

*Around the island*

Getting people around the island is an immediate concern and it will become ever more important as the population grows. Currently on Saint Helena there is a mix of public and private transport, but this is not coherently provided.

An Island-wide transport plan will be developed in 2012, which will not only address current needs, but make an assessment of future transport requirements given increased tourism demand, moves towards greater working hour flexibility, decentralisation and land development.

The quality of our road network will also be maintained. In the short term this will be as a result of the full implementation of the EDF roads rehabilitation project. Over the longer term we will seek to finance continuous improvements in the road network to meet the needs of a growing island.

Outcome	People and goods able to move to and around the island flexibly, safely and cost effectively		
High Level Indicator	Annual number of tourist visitors to the island	Annual number of RMS visits	Number of bus routes
Bench marks	2009 = 847	2009 = 27	6
2012/13	1000	>27	>6 (Transport Plan to be produced and number of routes and frequency increased)
2013/14	1000	>27	>6
2014/15	1000	>27	>6
Strategic Objectives			
SO 4.1	Tourists and locals to benefit from improved access to and from the island, resulting in improved economic and social conditions.		SO 4.2
		Private, public, tourist and business development facilitated across the island by a improved public transport system.	

<b>Context</b>	St Helena’s energy provision currently has a high dependence on fossil fuels. Quality water is not available to all households and internet and telecommunication provision is inadequate and expensive.
<b>Issues</b>	St Helena’s isolation and small market makes recovering the cost of capital investment and recurrent costs difficult.
<b>Challenge</b>	How do we improve the quality and lower the service cost to the consumer across all utilities?
<b>Solution</b>	By increased investment in spend to save initiatives, particularly around green technologies, and with properly managed and regulated divestment of services.

*Energy dependency*

Saint Helena is currently dependent on imported fossil fuels for its energy provision and the cost of such is a burden on the economy. By shifting towards energy produced on-Island, Saint Helena’s financial sustainability and energy security will be improved.

Adding to the six windmills already on island – which already produce 12% of our electricity – is a cost effective method of achieving this aim. Doing so will be a priority for the island.

Other potential renewable energy sources will also be investigated. Solar energy is used widely on-Island to heat household and business premises water. Given the location of the Island, wave energy presents potential opportunities, although the technology is unlikely to be proven sufficiently for deployment in Saint Helena during the life of the Sustainable Development Plan.

Improving the energy efficiency within buildings is also another cost effective method of reducing our dependence on imported fuels. An Energy Efficiency Plan will be developed to outline measures to improve efficiency.

*Divestment*

The divestment of utilities is an important step towards rebalancing the economy towards the private sector. Employment in the energy, water and waste management departments account for approximately 8% of all public sector employment on Saint Helena. By introducing a more corporate attitude to the provision of utilities, divestment will result in efficiency gains, providing scope for lower costs and increased quality.

Effective regulation of utility providers will ensure that services remain reliable, affordable and continuously improve. As a result of new investment the electricity supply will become more consistent and all households and businesses will have access to clean water.

The immediate priority in terms of solid waste management will be to ensure waste disposal is managed given the new circumstances created due to the airport’s location. The Solid Waste Management Plan, which will greatly improve the quality of waste disposal, will also be implemented over this period and the island will place a greater emphasis on recycling.

*Telecoms*

Telecommunications is another important utility and its importance will only grow as the island develops and attracts greater numbers of tourists and residents. In the short term bringing on-stream improved television, telephone and internet services for households and businesses is vital.

Undoubtedly, however, the most dramatic improvement in telecommunication services to the island would be provided through a fibre optic link to the outside world. If an opportunity presents itself for Saint Helena to cost effectively provide such a link, this will be pursued as a top priority.

Island utilities are reliable, cost effective, affordable and meet international standards				
Outcome				
<b>High Level Indicator</b>	% of total electricity produced by wind turbines	Electricity interruptions per annum (number)	% of households with access to treated water (which SHG provides water to)	% of households with internet connections
<b>Bench marks</b>	12.24%	62	90%	56%
<b>2012/13</b>	14%	56	90%	60%
<b>2013/14</b>	20%	48	95%	66%
<b>2014/15</b>	22%	45	100%	70%
Strategic Objectives				
<b>SO 5.1</b>	Saints Helena’s financial security enhanced and environmental impact minimised by increasing the share of renewable energy generation.		<b>SO 5.3</b>	Economic and social requirements arising from the predicted growth in demand for domestic, commercial and agricultural water, met.
<b>SO 5.2</b>	Environmental conditions improved and maintained through better management of solid waste.		<b>SO 5.4</b>	Homes, businesses and government benefitting from faster and cheaper telecommunications services.

<b>Context</b>	There are gaps in the housing market, there is inadequate housing, there is a need to develop social cohesion within and across communities and a need to empower civil society and the third sector
<b>Issues</b>	Housing availability does not match demand; young people are unable to access affordable housing and can only get on the housing ladder by going offshore to earn money to build a house. Traditional building methods are labour intensive and expensive. These issues are further compounded by the lack of a housing market. Community cohesion has eroded over the years and civil society groups feel disempowered
<b>Challenge</b>	How do we ensure that the physical development of the Island is providing adequate housing and communities and NGOs feel strong, sustainable and empowered?
<b>Solution</b>	By looking at various mechanisms to meet housing and community needs and developing an inclusive approach to policy and decision making.

*Property*

Despite the number of vacant dwellings on the Island at present, population and business growth will result in increased demand for property over the coming years. A Housing Strategy will be put in place to tackle issues of affordability and to ensure a lack of adequate property does not become a drag on economic growth.

Given that SHG owns approximately 80 per cent of land on the island, the release of land and buildings onto the market to encourage private sector property development is critical. Implementation of the Land Disposal Policy, Housing Strategy and the Estates Strategy will be fundamental in making sure adequate and affordable property remains available.

Part of the solution to creating sustainable and viable communities will be the introduction of alternative building designs. New builds on the island will increasingly be encouraged to use alternative methods and materials for both commercial and residential construction projects.

*Communities*

Significant construction related investment will be carefully managed to guarantee that existing communities are strengthened and new communities are constructed in a controlled and planned manner. The Land Development Control Plan will be pivotal in managing development to ensure the needs of the island are catered for.

Civil Society’s role in the development of the Island will continue to be strengthened to reinforce the community’s voice in discussions affecting them. Children and families will be put at the heart of policy formation, while basic human rights will be bolstered as a result of the National Human Rights action plan.

A healthy community is also a happy community. In addition to improvements in the health service Island-wide, sports facilities in communities will be invested in to improve well being and social cohesion.

*Environmental Management*

The health of the environment in which communities are located will be managed for the benefit of residents by the newly established Environmental Management Directorate. The department consolidates the management of the environment into one unit and is ideally placed to provide a comprehensive and expanded service to the community.

The physical development of the island is providing adequate housing and communities are strong, sustainable and empowered.			
<b>Outcome</b>			
<b>High Level Indicator</b>	No of previously vacant properties brought back in to use	No of affordable housing units on island	% of people who feel they can influence government decision making
<b>Bench marks</b>	0	0	Benchmark needs establishing
<b>2012/13</b>	0	0	Suitable benchmark established
<b>2013/14</b>	2	5	Increase from benchmark
<b>2014/15</b>	3	10	Increase from benchmark
Strategic Objectives			
<b>SO 6.1</b>	Sustainable communities supported by adequately addressing current and future housing needs.	<b>SO 6.3</b>	Democratic and accountable governance enhanced by providing civil society with a greater role in policy formulation.
<b>SO 6.2</b>	St Helena’s environment, both terrestrial and marine, safeguarded for future generations through effective environmental	<b>SO 6.4</b>	Cultural heritage to be protected

**Context**

SHG is currently the main economic driver and employer on the Island with around half of the Island’s workforce. It has had issues over the years with productivity and undertakes a number of functions that would be better done by the private sector. The processes and procedures it has to make decisions is cumbersome. There is also an issue with responsibility and accountability as decisions tend to be taken by committees and working groups and so no-one person is responsible for their actions. A wide-ranging project to modernise the Government and improve its efficiency and effectiveness is in place and is being implemented.

**Issues**

Productivity in SHG has been flat over the last five years. The project to modernise the Government is not embedded throughout the service, there is resistance to change and there is widespread mistrust of SHG in the private and non government sectors. Performance management of staff is sketchy and can be improved significantly. Core management skills are not embedded or understood by a number of staff across the Service. The boundaries of responsibility between politicians and SHG are blurred resulting in decisions being made counter to good governance principles.

**Challenge**

How do we improve the effectiveness and efficiency of SHG?

**Solution**

Clear lines of responsibility, clearly articulated job profiles, constant and consistent appraisals. Training in core management skills. Clear strategic priorities and activities related to those priorities which will drive the direction of SHG and the allocation of resources, both human and financial.

*Democracy*

Democracy is a key component of good governance. The democratic rights of Saint Helenians will be maintained and reinforced over the period of this Sustainable Development Plan.

*Public sector modernisation*

The efficiency and effectiveness of the government will be enhanced through the Public Sector Modernisation Programme (PSMP). Management of public finances will continue to be enhanced by strengthening the link between the budgetary process and strategic planning, through greater entrenchment of the Medium Term Expenditure Framework (MTEF) process.

SHG will continue to implement its policy of eliminating untargeted subsidies in order to better use taxpayers money. Government expenditure will also continue to be monitored and evaluated by the Value For Money programme. Procurement systems will be improved to ensure best practice.

Divestment and headcount reduction will also ensure that one of the island’s scarcest resources – humans – are allocated in greater numbers to the private sector and other priority areas.

*Regulation, legislation and the judiciary*

Saint Helena will develop and implement appropriate regulatory institutions, as well as monopolies, companies and regulation legislation, to meet its future needs.

The rights of employers and employees over the period will be improved by the enactment of basic employment legislation in 2012. Further work to build on this will take place in subsequent years. Labour market protection will also be enhanced through the implementation of an immigration points based system, which will competently respond to the changing needs of the Island. The judiciary system will remain independent and effective throughout.

*Communications*

The people of Saint Helena and its government rely on means of communication to facilitate a two-way dialogue. Communications on the island will be improved due to the establishment of a new, independent, community owned Media Company. Work will continue to improve government communications, both internally and externally.

*Leadership*

Government leadership will continuously be improved by increased accountability. The performance of senior leaders within government will be rigorously monitored. The quality of services provided to the public will be stringently checked to ensure continual improvements.

Outcome		The island’s government is accessible and democratic and delivering services in an open, fair and legitimate manner	
<b>High Level Indicator</b>	% of people who feel SHG’s communications are participative	% of significant governance issues are addressed annually	DFID/EU Fiduciary Risk Assessments do not identify increased risks
<b>Bench marks</b>	Benchmark needs establishing	Development of annual Government Statement needed	Fiduciary Risk Assessment in 2010 FRA is Moderate
<b>2012/13</b>	Suitable benchmark established	Year 1: An Annual Government Statement is completed	Fiduciary risk remains Moderate or falls to Low.
<b>2013/14</b>	Increase from benchmark	% of significant governance issues are addressed annually	Fiduciary risk remains Moderate or falls to Low.
<b>2014/15</b>	Increase from benchmark	% of significant governance issues are addressed annually	Fiduciary risk remains Moderate or falls to Low.
Strategic Objectives			
<b>SO 7.1</b>	<b>Economic growth, social development and environmental management strengthened by having a leaner public service</b>	<b>SO 7.3</b>	<b>The island becomes more self-sufficient financially by generating increased local revenue</b>
<b>SO 7.2</b>	<b>The island is assisted in achieving its aims through the efficient allocation of SHG budgets through the MTEF process.</b>	<b>SO 7.4</b>	<b>Good governance and decision making are improved as a result of greater public accountability.</b>

<b>Context</b>	Saint Helena is currently a safe and secure place to live with low levels of unemployment and low levels of crime and disorder.
<b>Issues</b>	Over the period 2012-2015 the number and profile of visitors and migrants to Saint Helena is likely to change. This will present security challenges across the Police Directorate, in particular; crime and disorder management; border security; disaster management. Greater integration into the world will present a range of new challenges for the Island, with associated risks. For example, unemployment levels may rise, while imports of basic commodities may be constrained due to rising prices internationally.
<b>Challenge</b>	How does the Saint Helena adapt its working practices to manage the risks associated with increased numbers of visitors and migrants, as well as a more open economy?
<b>Solution</b>	The Saint Helena Police Directorate will continue to receive adequate funding to continue to deliver a safe and secure environment. SHG will continue to implement policies and practices to ensure that unemployment levels are maintained or lowered, that children and young people are adequately protected and that the labour market has access to appropriate legal support through the LRA and the public solicitor's office.

Saint Helena is renowned for being a friendly, safe and secure place to be.

With unprecedented change taking place over the next ten years, with larger numbers of people visiting the island, growing wealth and greater exposure to the outside world, it is imperative that the secure environment is managed to preserve a relatively unique feature of Saint Helena.

*Policing and security*

In the short term a priority will be to ensure the Saint Helena police force is adequately prepared for the construction phase of the air access project.

Over time attention will shift towards providing a self-sufficient Saint Helenian police service comprising of qualified and capable local officers.

Greater demand will also be placed on the Island's public solicitor's office and the scale of required resources will be continuously monitored to ensure the public have appropriate access to legal services.

*Social welfare and social security.*

In line with all government functions, there will be constant improvements in the quality of social service provision.

This will involve increased protection and improvement in care for the Island's lowest income households, people with disabilities and elderly.

There will be an increased focus on child protection and more will be done to encourage people with disabilities into work and into society. Social security benefits will continue to protect those who need it.

*Food security*

Rising international food prices could represent challenges to Saint Helena. SHG will endeavour that this risk is managed through the production of a ten year production plan, exploring issues such as optimal techniques, skill development, land use and public-private partnerships.

Developing the fishing sector will also play an important role in providing a sustainable food supply from the local market.

Outcome		People are living in a secure and safe environment	
<b>High Level Indicator</b>	% of households on income related benefits	No of cases of unfair/constructive dismissal brought to the attention of the LRA	Number of Crimes reported per year
<b>Bench marks</b>	16%	Benchmark needs establishing	155
<b>2012/13</b>	15%	Suitable benchmark established	No more than 155 Crimes per year.
<b>2013/14</b>	14%		No more than 150 Crimes per year.
<b>2014/15</b>	13%		No more than 145 Crimes per year.
Strategic Objectives			
<b>SO 8.1</b>	<b>Social development is enhanced through extended coverage and effectiveness of social protection</b>	<b>SO 8.3</b>	<b>Community life is strengthened by being protected from serious harm</b>
<b>SO 8.2</b>	<b>The public's rights are adequately protected through enhanced legal support</b>	<b>SO 8.4</b>	<b>Children and young people needing protection are safe from abuse and harm</b>

Risk	Mitigation	Lead	Probability	Impact	Contingency	Lead	Risk	Mitigation	Lead	Probability	Impact	Contingency	Lead
<b>Family spending power eroded through increased freight costs following the ending of subsidised RMS freight which will add to the RPI index</b>	Ensure the most cost effective method of meeting the Island's future cargo needs is in place by the end of the freight subsidy. Reduce untargeted subsidies.	ESH	High	High	Ensure impact on low households is estimated and identification of support for low income households identified and budgeted for.	SPPU	<b>Economic growth stunted through a lack of large scale investment from the private sector.</b>	Allocate sufficient resources to the Economic Development function of SHG. Strive for a high quality, professional function.	ESH	High	High	Channel spare resources derived from local revenue into economic development investment. Seek additional funding from donors based on robust business case.	ESH
<b>A shortage of essential goods and people through a mechanical failure on the RMS.</b>	Maintain RMS to appropriate level at all times and regularly review its state.	SHG	Medium	High	Plans and funding in place as a contingency for an alternative shipping source.	SHG	<b>Social unease and stunted economic growth caused by inadequate funding made available to local entrepreneurs</b>	SHG to work with the Bank of Saint Helena in a coherent and supportive manner.					
<b>A delay to the airport caused by SHG not responding to the needs of Basil Read in an adequate time-frame would result in a heavy financial cost to SHG and hold-up to the economic benefits of air access.</b>	Work closely with Basil Read, ensure sufficient budget is allocated to air access critical areas.	Airport Director	Medium	High	Although all efforts should be focused on avoiding, any issue should be resolved as a top priority. Ensure lessons are learnt and process are put in place to avoid.	Airport Director	<b>Economic growth reduced if the new environmental, labour, health and safety and construction regulations and legislation are overly burdensome on business</b>	Review new legislations and regulation and ensure they are set in a collaborative way and based on the Island's long-term priorities.	SPPU	Medium	High	Ensure new legislations and regulations are periodically reviewed and processes are in place to deal with any unintended consequences swiftly.	SPPU
<b>Economic benefits of air access postponed due to contractor delaying the airport project.</b>	Work closely with Basil Read through Airport Director.	Airport Director	Medium	High	Make all effort to resolve issue immediately and provide support.	Airport Director	<b>Economic growth and social development constrained through an inefficient government not embedding PSMP.</b>	Ensure continued support to the PSMP work stream, performance management system to monitor progress.	CS	Medium	High	Modernising the public sector should be a continual process. Consistently explore if progress is being made, use performance management to ensure there is.	CS
<b>Social discontent through local residents not being able to access the new employment and business opportunities arising from air access</b>	Improve access to employment opportunities for Saints through improved education, including adult training.	ESH	Medium	High	Increase financial and training support to local businesses, entrepreneurs and the workforce.	CEED	<b>A financial burden on SHG if there is a increase in legal cases taken against the Health and Social Welfare Directorate</b>	Conduct a risk assessment, continual programme of improvement to facilities and staff training. Monitoring of litigation risks.	H&SWD	High	Medium	Ensure that any litigation results in lessons learnt, with a process in place to ensure mistakes made are not repeated.	H&SWD
<b>Economic growth stunted if lack of maintenance of SHG estate, as deteriorating buildings would be less attractive to the private sector for investment.</b>	Implement infrastructure plan which includes backlog maintenance of some elements of the estate.	I&U	High	Medium	Provide incentives for the private sector to invest in SHG's estate, probably through reduced price sales, tax incentives etc	CEED	<b>Slow progress on the capital programme leads to inadequate infrastructure leading to constrained economic growth.</b>	Ensure adequate planning and monitoring of infrastructure programmes. Seek to outsource some of the planned works ASAP.	I+U	High	High	Seek advice of donors and ensure as few projects fall behind as possible.	I+U
<b>An erosion in Saint Helena's tourism offer with the environment been negatively damaged as a result of the construction of the airport.</b>	EIA for Air Access Project has been done; both positive and negative impacts were identified with mitigation proposed for negative impacts.	EMD	High	Medium	Some advance mitigation works have already begun and hence impacts will be lessened.	EMD	<b>Inflation erodes standard of living or those on low and fixed incomes causing increasing poverty and social unrest.</b>	Agreeing an integrated approach to adjusting IRB, other benefits, BIP, the minimum wage and government fees and charges for inflation; getting a better understanding of how changes in particular items effect low income households e.g. through calculating a 'low income basket.'	SPPU	High	High	Implementing the integrated approach	SPPU
<b>Saint Helena's tourism sector suffers as a result of bad publicity, retarding economic growth and social development due to the lack of tourism expenditure on-island.</b>	Improve standards of tourism products and services through increased investment in training and facilities.	Tourism	Medium	High	Implement a process to respond quickly and robustly to negative publicity.	Tourism	<b>Economic growth constrained as working hours constrained without significant improvement to the Island's public transport system.</b>	Develop a transport plan and implement as soon as possible, seek required funding.	SPPU	High	Medium	SHG to halt all provision of transport and support private sector ventures.	CS

A key part of this Sustainable Development Plan is ensuring that the outcomes the Island wants are achieved. As such, progress will be constantly monitored and periodically evaluated, with recommendations feeding into the process on an on-going basis.

### Monitoring

The high level indicators outlined have been specifically designed for the SDP. They have been constructed to try and best track progress against each outcome.

They will be reported on annually, predominantly through SHG's existing performance management systems. Benchmarks for most high level indicator have been developed to aid this process. Some, however, need to be established because we want to ensure we measure what is important. This will be done within one year of the SDP being in operation.

Progress against the mitigation and contingency measures identified to manage risks will also be monitored through SHG's performance management system and reported on annually.

Monitoring will require a new strategic plan for SHG, which will come on-stream on April 1st 2012 with the SDP. This overarching document will be central to SHG's strategic planning process.

Data for the high level indicators will mainly be sourced from existing mechanisms. Where a new measure has been created, the SHG directorate most closely related to the area has been tasked with developing the mechanism to capture the data.

Overall monitoring of the SDP will be facilitated by SHG, through its Strategic Policy and Planning Unit.

A publically available report which tracks progress against the SDP will be produced annually.

Activity	Date	Lead
Annual Review SDP	Q1 2013/14	SPPU
Annual Review SDP	Q1 2014/15	SPPU
Economic, social and environmental evaluation	Q1 2014/15	SHG Economist, Social Planner, Environmental Director
Annual Review SDP	Q1 2015/16	SPPU
Revision of SDP	Q1 of 2016/17	SHG

### Evaluation

At the beginning of the second year of the first three years of the plan there will be an **economic**, a **social** and **environmental** impact assessments of the SDP.

The purpose of these is twofold.

*Firstly*, it has been recognised that the economic, social and environmental issues are also of elevated importance to the Island. These issues also cut across the whole of the SDP.

Assessments will ensure that the SDP is delivering against these three disciplines. With nearly every action having an impact on some or all of these areas, a holistic, rather than case-by-case, view of how the implementation of the SDP is affecting them is important.

*Secondly*, the assessments will judge the successfulness of the high level indicators as proxies for measuring progress against the desired outcomes.

This is required because it is unlikely that the high level indicators will be perfect trackers of the outcomes and their relationships may strengthen or weaken over time.

In addition, all of the high level indicators are quantitative in nature. As such, to assess their ability to show progress against their outcome may require some qualitative evidence.

The impact assessments will, therefore, help check whether the high level indicators chosen remain valid.

It is envisaged that the Context, Issues, Challenges and Solution ("CICS") sections for each Key Area will also help provide a baseline, by which future progress can be measured.

The current CICSs have been developed through consultation. As part of the midpoint evaluation a similar process will need to be undertaken to gauge progress.

The second year of the first three years of the plan is the most appropriate time to undertake the first evaluation because of the timeliness of data. By the start of the second year evaluators should have sufficient evidence to carry out an assessment of the SDP.



