



# **GOVERNMENT OF ST HELENA**

## **STRATEGIC PLAN (PART A)**

Environmental Management  
Directorate

2012-2015

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## FOREWORD BY TARA PELEMBE, DIRECTOR.

The Environmental Management Directorate is a new Directorate established in January 2012 to coordinate environmental policy and process within St. Helena Government. It's role is to be the focus of environmental management for the St. Helena Government through the creation and implementation of policy and regulation, and the provision of advice: underpinned by a clear, transparent research-led evidence-base; supported by a systematic monitoring and evaluation and a comprehensive communications and stakeholder engagement strategy.

For a long time the emphasis of environmental work has been on biodiversity - endemic and native species conservation and restoration. The Environmental Management Directorate has one division dedicated to the continuation of this important work, however two other new divisions will focus on other aspects of the environment such as climate change, waste management, pollution, that also play a vital role in our lives, and underpin all future development.

The natural environment on St. Helena is recognised as one of the island's key economic and social assets mainstreaming environment is subsequently given high priority. As such **effective management of the Environment** is one of 3 National Goals in the St. Helena Sustainable Development Plan 2012/13-2014/15<sup>1</sup>. This national goal will be progressed through a National Environmental Management Plan, the creation of which is one of the Directorates high priority objectives<sup>2</sup>.

Having a directorate tasked with taking forward this cross-cutting theme, is a very positive step for St. Helena Government as it moves forward.

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<sup>1</sup> <http://www.sainthelena.gov.sh/data/files/resources/760/SDP-Final-Draft.pdf>

<sup>2</sup> See Objective 2 section 2.4 below.

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## SECTION 1 INTRODUCTION AND CONTEXT

### 1.1 Introduction

This Strategic Plan sets out the expectations for the Department's performance for the period 2012-2015 and establishes a framework for a clear and impartial assessment of the Department's success in achieving its objectives and responsibilities.

The Plan describes the Department's Mission, link to St. Helena Governments (SHG) goals, Strategic Objectives, sub objectives and strategies, and gives details of the resources required to achieve its objectives.

### 1.2 The Department

The role of this Department is to:

Be the focus of environmental management for the St. Helena Government through the creation and implementation of policy and regulation, and the provision of advice: underpinned by a clear, transparent research-led evidence-base; supported by a systematic monitoring and evaluation and a comprehensive communications and stakeholder engagement strategy.

We deliver the following services:

#### Policy and Legislation:

- Strategic environmental assessment of all government policy to highlight and mitigate against potentially negative environmental impacts.
- Implementation of St. Helena Government Environment Policy (note: still to be drafted).
- Implementation of environmental legislation (note: still to be drafted).

#### Communication and Stakeholder engagement

- Communication of environmental information to all stakeholders in appropriate formats
- Stakeholder engagement in environmental decision-making as appropriate.

#### Evidence-based advice

- Compilation and collation of existing evidence to provide evidence-based advice to St. Helena Government
- Undertaking/commissioning research to address evidence gaps where they exist.

#### Monitoring, Evaluation and Enforcement:

- Monitoring and evaluation of environmental components of SHG policy, project environmental impact assessments and mitigation.
- Enforcement of legal environmental requirements.

We work closely with St. Helena and International Stakeholders:

### **St. Helena**

#### **St. Helena Government Stakeholders**

- Members of the Legislative Council (in particular the Natural Resources, Development and Environment Committee)
- All St. Helena Government (SHG) Directorates
- SHG UK representative

#### **St. Helena Statutory Bodies**

- Relevant Statutory Bodies including the Land Planning and Development Control Board

#### **St. Helena Non-Governmental Organisations:**

- Local NGOs including the National Trust, Fishermen's Association, Dive and Yacht Club

### **International**

#### **UK Government.**

- Including the Department for Environment, Food and Rural Affairs (DEFRA); the Joint Nature Conservation Committee (JNCC) the Department for International Development (DFID); the Foreign and Commonwealth Office (FCO); the Food and Environment Research Agency (FERA); Royal Botanical Gardens Kew (RBG Kew), Overseas Territories Environment Programme (OTEP); the Darwin Initiative (Darwin),

#### **UK Non-Governmental Organisations**

- The Royal Society for the Protection of Birds (RSPB) the United Kingdom Overseas Territories Conservation Forum (UKOTCF) the World Conservation Union (IUCN), Flora and Fauna International (FFI).

#### **Governments from other UK Overseas Territories**

- Counterparts in governments in other UK Overseas Territories.

#### **European Commission**

- Directorate General of Environment (DG ENV), Directorate General of Development (DG Dev)

## **1.3 Organisation chart and resources**

The EMD's Organisational Chart is shown below.

The EMD has three Divisions:

- Environmental Assessment and Advocacy
- Nature Conservation
- Environmental Risk Management

**Financial Resources: Our budget for the year 2012/13 is £135, 641.**

### 1.4 Context and coverage of the plan

This plan covers the years 2012-2015

The guiding legislation for the Department includes:

Land Planning and Development Control Ordinance (2008)

National Forests Ordinance

Endangered Species Protection Ordinance

Endangered, Endemic and Indigenous Species Protection Ordinance 1996/7 and 1996/8

Fishery Limits Ordinance 1977/5

Fish and Fish Products Regulation Ordinance 1998/4

Harbours Ordinance 1998

Merchant Shipping Acts (Application) Ordinance 1995/6

Spear Gun (Control) Ordinance 1996/17

St Helena Fisheries Corporation Ordinance 1979/4

Whale Fisheries Ordinance Cap 127

Merchant Shipping (Oil Pollution) Order 1981/11

Oil Pollution (Compulsory) Insurance Regs 1976/7

***It is anticipated that a new comprehensive all encompassing piece of environmental management/ conservation legislation will be drafted and potentially enacted during 2012/13.***

This Plan draws upon the following documents:

The Institutional Arrangements for Environmental Management on St Helena

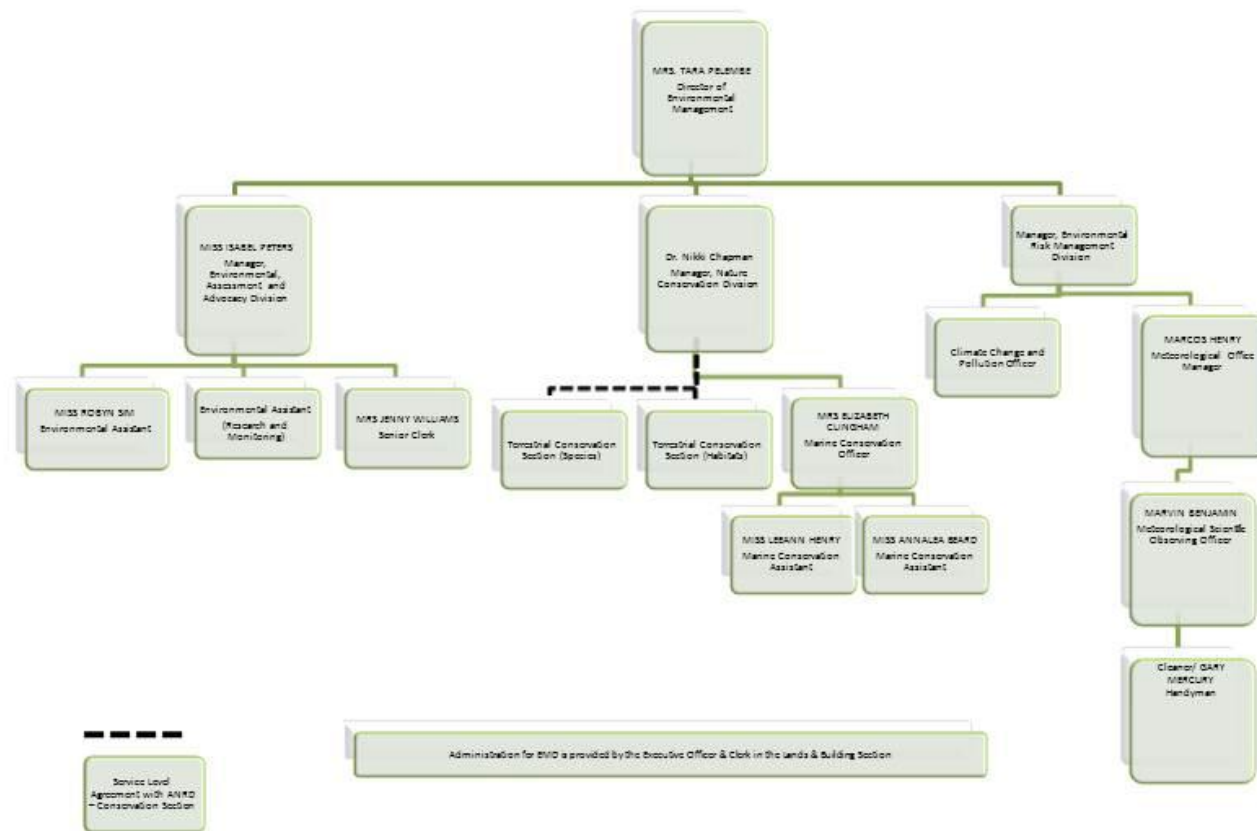
The Environment Charter and its Strategy for Action

National Protected Areas Phase 1 Report (and Phase 2 upon completion)

It is also predicated upon meeting the specific requirements and regulations of aid donor organisations (i.e. DFID, EU, JNCC, DEFRA), the St Helena Government's Financial Regulations, Contract Regulations and the Code of Management.

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## SECTION 2 OUR MISSION

### 2.1 Introduction

This section outlines the high level direction for the development of this Strategic Plan. It outlines the areas in which the Department will support the achievement of the national goals of St Helena and the high level strategic objectives and performance targets which we will seek to achieve. This provides the basis for the preparation of our detailed plans and drives our decisions about resource allocation.

### 2.2 Mission

Our Mission directly supports the Vision for St Helena which is:

*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.*

#### **Our Mission is:**

To be the focus of environmental management for the St. Helena Government through the creation and implementation of policy and legislation, and the provision of advice underpinned by a clear, transparent evidence-base; supported by systematic monitoring, evaluation, enforcement and a comprehensive communications strategy.

### 2.3 Current policy priorities

This Department supports the following SHG goal

National Goal 3: Effective Management of the Environment.

Our strategic priorities for the coming three years are:

#### **2012/13**

8 objectives outlined below in priority order.

#### **2013/14**

**Note these are preliminary and likely to change based on the delivery of the policies and evidence planned for 2012/13**

Coordinate SHG environmental responsibilities as outlined in year 2 of the Airport Environmental Management Plan.

Create Management Plans for all other National Conservation Areas : 2 National Parks, 6 Nature Reserves, 5 Important Wirebird Areas by March 2014

Implement year 2 of the solid waste management project by March 2014.



Implement Director succession plan to be completed by November 2013.

**2014/15**

**Note these are preliminary and likely to change based on the delivery of the policies and evidence planned for 2012/13**

Coordinate SHG environmental responsibilities as outlined in year 3 of the Airport Environmental Management Plan.

Implement National Conservation Area Management Plans for 3 priority areas.

Implement year 3 of the solid waste management project.

## 2.4 Strategic objectives and key performance indicators (for 2012/13 only)

SHG National Goal: 3: Effective Management of the Environment.		
Strategic Objective: 6.2: St. Helena's environment, both terrestrial and marine, safeguarded for future generations through effective environmental management		
Directorate/sectional objective	Performance measure (Indicator)	Target and timeframe
<b>2012/13</b>		
(1a) Establish, with budget and staff, the environmental management directorate, outlining clear directorate strategic goals and actions translated into job profiles, by July 2012.	Number of staff, quantity of funding, number of plans	14 staff by March 2013 Budget of 1 Directorate strategy to include: 1 SHG Directorate Strategic plan 1 Directorate Staff training and succession plan. 1 communication and stakeholder engagement strategy.
(2) Create and sign off an Environmental Management Plan for St. Helena	Number of plans created	1 National Environmental Management Plan drafted and approved by August 2012.
Risk: An erosion in St. Helena's tourism offer with the environment being negatively damaged as a result of the construction of the airport.		
(3) Coordinate SHG environmental responsibilities as outlined in the Airport Environmental Management Plan.		
(4) Analyse all SHG	Number of new laws and	1 piece of comprehensive

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legislation and Policy (including the tourism strategy) to see where the environment has been considered and create a new law and a new policy to address gaps	policies focussed on the environment	environmental legislation drafted by July 2012 and enacted by December 2012.
(5) Establish and implement an evidence management system including provision to undertake and/or commission research to fill priority evidence gaps.	Number of systems produced, Number of research projects carried out.	1 evidence management system operational by December 2012 2 Research projects undertaken by March 2013 to address research gaps.
(6) Establish and implement a monitoring and evaluation system for all environmental policy, regulation, communication, stakeholder engagement and evidence-based advice	Number of systems produced Number of entities monitored/evaluated	1 monitoring and evaluation system operational by July 2012 At least 4 entities monitored/evaluated by March 2013
(7) Establish and implement a clear communications and stakeholder engagement strategy.	Number of strategies	1 communication and stakeholder engagement strategy drafted and agreed by April 2012. Year 1 targets under the strategy implemented by March 2013.
(8) Create a framework and timeline for National Conservation Areas Management and review and implement a Management Plan for the Diana's Peak National Park by July 2012 and one for Sandy Bay by December 2012.	Number of management plans produced and quantity of funding sourced.	2 management plan drafted and approved by December 2012.
<b>Strategic Objective: 3.2: Economic growth supported by a labour market which is adequately trained.</b>		
(1b) Establish and implement a clear staff training and succession plan.	Number of staff trained	Tbc based on review of current staff skills and new roles/responsibilities – will provide information later.
<b>Strategic Objective: 5.2: Environmental conditions improved and maintained through better management of solid waste.</b>		

Review and formalise solid waste management policy by August 2012, and implement solid waste management/bird strike project on time and on target.	Number of policies Number of new waste management systems	1 waste management policy 1 waste management system.
Outputs for appropriation supporting this objective		

## 2.5 Actions in support of performance improvement

Planned performance and productivity improvements include:

ACTION	LEAD	TIMEFRAME
Training programmes for staff members	Division Managers and Director	To be set up during March 2012 appraisals
Monitoring of delivery of outputs against requirements in action plan	Division managers and Director	Quarterly monitoring

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## SECTION 3 – RISK MANAGEMENT

### 3. 1 Risk assessment

We have identified and assessed the risks which could hinder the achievement of our strategic objectives

SO No.	RISK	I	P	Assessment Level	MITIGATION PLAN		Responsible Officer	Completion Date
					Current Controls	Action Required		
1.2 and 1.3	Failure to attract and retain qualified and experienced staff	H	H	Unacceptable	Recruitment under way for (new) key staff. TC funding for Head of Department secured.  Nothing in place for current staff.	<ul style="list-style-type: none"> <li>Utilise TC support or MFS where appropriate.</li> <li>Ensure the development of clear career paths and training for all staff.</li> </ul>	EMDIT in conjunction with HR/ Finance Head of Department	
1.2	Failure to secure budget and or other resources to carry out key activities	H	M	Unacceptable	Draft budget being prepared to enable key activities to take place. Utilisation of other (outside of SHG recurrent budget) available sources of funding or resources.	<ul style="list-style-type: none"> <li>Ensure value for money spend in all activities.</li> <li>Continue to utilise other sources of available funding and resources.</li> </ul>	Head of Department	Ongoing
1.2	Lack of political support for sound environmental management	M	M	Issue	Ensure politicians are aware of and understand key issues through primarily presentations at NRDEC.	<ul style="list-style-type: none"> <li>Continue and improve on awareness raising amongst politicians.</li> </ul>	Head of Department and other staff as appropriate.	Ongoing
1.2	General lack of will to implement sound environmental management across SHG and on the Island as a whole.	H	H	Unacceptable	Some public awareness and education being done through the existing EPD Section.	<ul style="list-style-type: none"> <li>Develop a proactive and effective public awareness and education programme to ensure the importance of sound environmental management is understood.</li> </ul>	Head of Department and Manager, EA and A	Programme established by October 2012 and implementation ongoing.
1.2	Environment not given sufficient priority in SHG planning and budgeting	H	M	Unacceptable	ECO presented paper to Directors on incorporating environmental management in Strategic Plans and is in on-going dialogue with relevant directorates.	<ul style="list-style-type: none"> <li>Continue working closely with relevant Directorates to ensure move to mainstreaming of environmental management across SHG.</li> <li>Develop sound business cases for new bids.</li> </ul>	Manager, EA and A	Ongoing dialogue with Directorates

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							Head of Department	New bids prepared in line with budget planning timetable.
1.3	Lack of resources to enable specialised training for all staff	M	M	Issue	Utilisation (as and when available) of resources to facilitate training and staff development.	<ul style="list-style-type: none"> <li>• Make full use of available opportunities.</li> <li>• Develop an innovative approach to staff training and development to make best use of all available resources.</li> </ul>	All staff  Head of Department	As and when available Ongoing
1.2	Lack of communication and transparency across SHG leading to environmental issues not being incorporated in government business and decision making	H	H	Unacceptable	Established environmental input into planning processes and development of large scale projects, outside of this some communication does happen but more on a reactive basis.	<ul style="list-style-type: none"> <li>• Maintain and enhance existing mechanisms for inputting into planning processes and the development of large scale projects.</li> <li>• Establish an effective means of mainstreaming environmental management in all government business and decision making</li> </ul>	Manager, EA and A  Head of Department	Ongoing
1.2	Failure to maintain existing and or attract new contacts to deliver specialist advice and or input	M	M	Issue	Existing staff have established and maintain a good network of contacts that are happy to provide specialist advice and input as and when requested.	<ul style="list-style-type: none"> <li>• Maintain good working relationships with existing contacts.</li> <li>• Seek new contacts</li> </ul>	EMD Senior Management team	Ongoing