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**TERMS OF REFERENCE**

**SENIOR ECONOMIST**

Date: June 2024

**1. Background**

1.1 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 Government comprises a Governor (who is appointed by the Crown) an Executive Council, which has the general control and direction of Government, and a Legislative Council. The Governor retains responsibility for internal security, external affairs, defence, the public service, finance and shipping.

1.2 The island’s population is around 4,500 and it has a typical small island economy with a high import dependency, a narrow economic base, a large public sector (around 920 staff), and significant outward labour migration. St Helena receives UK Government financial assistance to support recurrent and capital expenditure as part of their obligation to ensure that the reasonable needs of the population are met.

1.3 The 10 Year Plan for St Helena captures the following National Goals:

**Altogether Safer**

**Altogether Healthier**

**Altogether Better for Children and Young People**

**Altogether Greener**

**Altogether Wealthier**

The plan will improve joined up thinking, focus, and crucially reflect the views of the community. This can be found here: <https://www.sainthelena.gov.sh/wp-content/uploads/2012/08/10-Year-Plan-20-January-2017.pdf>

1.4 Through the 2018 Employee Opinion Survey, and then further work in 2019 through *‘We are Listening’*, a series of workshops and focus groups, the Public Service developed its Vision, Mission and Values. The Prospectus for Change 2020-2023 was also developed and sets out St Helena Government’s Goals and Strategies for making the Public Service a great place to work, while ensuring customers experience the best possible service.

**Our Vision:**

St 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:**

**F**AIRNESS - We act as role models and have fair and consistent standards. We champion equality, inclusion and respect.

**I**NTEGRITY - We communicate openly and we are honest, accountable and ethical.

**T**EAMWORK - We work together and we support each other.

1.5 Commercial flights to St Helena commenced on 14 October 2017. It is hoped that the tourism activity resulting from this will significantly enhance St Helena’s economic prospects and have a dramatic impact on the island community, bringing a period of accelerated social and economic change. Achievement of the Goals and Strategic Objectives will require sound management and transformation of the public sector to make it a professional, modern, and flexible organisation able to initiate and respond to change.

1.6 The Public Service has implemented the Fit for the Future Programme. The Vision for the Programme is:

*Good public services are vital for an inclusive economy, a fair society and for people to live fulfilling lives. We will create a Public Service on St Helena that is equipped to deal with present and future challenges, provides a solid foundation for a fair economy and society, and is able to make the most of potential opportunities.*

Central to this programme is the re-structuring of functions and directorates to ensure the Public Service is able to meet current and future challenges whilst continuing to deliver quality services to the community. As part of this, the Public Service is seeking to ensure:

* There is not an over-reliance on the Public Service;
* That we improve the experience of our customers and employees;
* That we identify efficiencies and better ways of working; and
* That we are fit for the future and whatever that may bring.

There are five Portfolios, led by a Portfolio Director, reporting to the Chief Secretary who is the Head of the Public Service: Economic Development; Education, Skills and Employment; Health and Social Care; Environment Natural Resources and Planning; and Safety, Security and Home Affairs. The Central Support Service led by the Deputy Chief Secretary, Treasury led by the Financial Secretary and Programme Management Office led by Head of Programme Management provides support to the five Portfolios.

1.7 The role will be located within Treasury, but close work with the Economic Development Portfolio will be required.

Treasury ensures central coordination of the finances, tax policy and contributes to general economic policy. The organisational chart is shown at the end of this document.

1.8 The Public Service has entered an exciting phase in the development of St Helena Island. To help us deliver the changes needed in our organisation we are seeking a Senior Economist with the right values and attitude and is motivated by wanting to make a difference and contribute to our small island community. You will need to be resilient, adaptable, be sensitive to the local context and challenges, and have the ability to take joy from the simple things in life.

This is an excellent opportunity to support, contribute and give back to the island whilst also enjoying the unique lifestyle opportunities the island can offer.

Volunteering or taking-on additional roles on an honorary basis are ways many officers in the TC program contribute back to the island.

1.9 This role is funded by UK Government as the skills required are not currently available on the Island. Officers employed through this ‘Technical Co-operation (TC) Programme’ are expected to share their knowledge and skills beyond the workplace to ensure their time on St Helena has the broadest benefit. It is important that you have the right values and attitude and that you are motivated by wanting to make a difference and contribute to our small island community. You will need to be adaptable, be sensitive to the local context and challenges, and have the ability to take joy from the simple things in life. This is an excellent opportunity to support, contribute and give back to the island whilst also enjoying the unique lifestyle opportunities the island can offer you.

**2. Key Objectives**

2.1 The role will be varied and require a range of quantitative, technical, and non-technical skills in order to deliver the objectives.

Whilst it is not expected that post holder will have evidence of working in all of the areas below, it is expected that the recruit have a strong quantitative background and demonstrate capacity to deliver on these objectives over the course of the contract. Exposure to legal policy development or legislative drafting, while not a requirement of the position, would be advantageous.

The overall objectives of the post during the contractual period are as follows:

* Provide advice on, and implement reforms to, government financial and budgetary management practices; including through implementing international best practice where appropriate.
* Develop and document models for forecasting the island’s key economic and financial parameters, and implement and formalise peer review processes and knowledge sharing within government.
* Provide modelling and analysis to support the government’s consideration of policy proposals across all areas of government activity, including developing and maintaining necessary datasets and models to support ongoing analysis.
* Provide written and oral briefings on the St Helena economy to a range of audiences including ministers and the public service, international delegations and bodies, and the community generally (including via the media). This includes providing substantial input into the preparation of the annual budget and related materials.
* Develop policies on competition, economic regulation, welfare and labour market issues; including developing legislative proposals and drafting instructions (if the post-holder has appropriate skills).
* Develop outline and detailed business cases for capital projects to assist the St Helena Government to prioritise projects and ensure value for money. Business cases will need to consider economic, social and environmental impacts.
* Provide economic input into policy development across other Portfolios.

2.2 A key objective for all the roles funded through the TC Programme is Capacity Development. Capacity Development is defined by the Public Service as:

* Developing specific job related technical skills and knowledge in an individual or across teams or groups.
* Enhancing knowledge, skills and abilities of individuals, teams and the Public Service as a whole.
* Supporting the improvement of overall Public Service performance.
* Enhancing knowledge, skills and abilities of individuals within the private sector and wider community.
* Supporting the development of the island (including voluntary work) which may be unrelated to your substantive role.

You may be directly involved in succession planning and if so you would be required to:

* Participate in the performance management process and identify solution for filling skill/capacity gaps.
* Facilitate continuing professional development for direct reports and the wider team as necessary.
* Develop succession plans, or contribute to succession planning for staff within the section.

You can contribute to the development of the workforce even if you don’t have direct reports or a designate or successor for your role. You can also add value and support a range of projects through other activities including volunteering.

It is important that officers funded by the TC Programme collect and report on what they are doing to develop the workforce, in their section, in their Portfolio, across the Public Service and in some cases wider into the Private Sector. It is also important that the Public Service can report on the added value officers bring to the Island through supporting projects or volunteering.

Capturing the added value and capacity development that officers funded by the TC Programme undertake, as well as the collective impact these officers make to St Helena, is imperative as the Public Service relies on UK Government funding for these roles.

Throughout your employment you will be required to complete a Capacity Development Record to help the Public Service capture all of this information. Thinking about all you can do to support the development of people, services and St Helena should be an integral part of your time here.

**3. Support to National Goals and Strategic Objectives**

The post holder will indirectly support the achievement of all goals and objectives but will directly support the following:

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| --- | --- | --- |
| **NATIONAL GOAL**  | **STRATEGIC OBJECTIVE** | **DEPARTMENTAL OBJECTIVE** |
| Effective Infrastructure | Ensure effective investment in physical infrastructure, including improved access to and around the island | Improving the Infrastructure of St Helena Island |
| Altogether Wealthier | Increase export of goods and services | To incentivise growth in export and import substitution.  |
| Effective, efficient and accountable public sector  | St Helena Public Service is fully compliant with local and international obligations | To support the development of Tax Policy |

**4. Outputs, Timing and Reporting**

1. The Senior Economist shall provide to the Chief Economist, 3 monthly reports on progress. These reports should cover the outputs, and key performance indicators agreed with Chief Economist. These should be agreed not more than three months after arrival on Island.
2. A Capacity Development Record should be kept by the postholder for the duration of their contract. This will be reviewed as part of the six-month probation review, annually as part of the appraisal process and at the end of contract review.
3. The post will be for 3 years. Performance will be measured with respect to the Section and Portfolios overall performance in service delivery and increases in operational effectiveness and efficiency. The Capacity Development Record will be a key document for measuring performance. A probationary period of 6 months will apply.
4. The Senior Economist will report directly to the Chief Economist.

**5. Organisational Structure**