



ST HELENA GOVERNMENT

END OF YEAR REPORT

2014/2015

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Contents

This End-of-Year Report provides commentary and Key Performance Indicator (KPI) information around the Islands Sustainable Development Plan (SDP).

A monthly tracker is published on the SHG website and provides a running commentary of SHG and key stakeholder business. A further in depth performance document is also produced, reporting performance management information.

2014/15 has been a significant year for the Island with a number of key milestones being achieved. The announcement that Comair will provide weekly air services from South Africa was coupled with the announcement of the 1,2 and 3 Main Street Hotel development.

Running alongside the development of the Airport, has been the procurement of a new shipping service and planning for Rupert's Wharf. Additionally, the daily business of Government has seen a number of urgent issues which have had to be addressed, these included the need to develop a Safeguarding Directorate, the Wass Inquiry, dealing with cases of Newcastle Disease and the potential threat of Ebola to St Helena.

We have seen progress in a number of KPI areas, notably in Secondary Education, Vaccination Coverage, Reporting of Crime, Renewable Energy and Air Access readiness. However, much still needs to be done across a number of areas and we are committed to setting challenging targets to focus our resources on delivery.

2015/16 will be an immensely important year for St Helena and the delivery of our agreed targets will enhance all aspects of life on the Island.

We welcome any comments and feedback and should you wish to contact our Performance Manager, please do so at andrea.mittens@sainthelena.gov.sh

Corporate Services

June 2015

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On 3 November 2011, a contract was signed between St 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 SDP are significant.

A little over three years later, the Island is on the cusp of achieving air access with the encouraging progress being made in construction of the airport to date. This ambitious plan is being made into a reality through the dedicated work of Basil Read and the hundreds of Saints who have worked tirelessly on the project. The Airport is not all that has changed on St Helena as, through our three National Goals, a number of other major achievements have been realised, including:

- low unemployment and rising wages in the private sector
- reversing the migration trend and seeing Saints return to the Island
- the introduction of a Minimum Wage and a Minimum Income Standard
- the delivery of our Capital Programme
- Improved safeguarding arrangements
- business growth in key sectors such as agriculture and tourism, and
- sporting success in the international arena

However, this is only the beginning of our challenges and huge opportunities.

When first published, the SDP looked to take the Island forward towards air access and the Airport being constructed. This revision of the SDP takes us through to St Helena being an operational

international gateway to the world. It brings our vision and priorities up to date, reflecting what has been achieved and what remains to be done.

Our clear focus remains our three National Goals and as we move forward we will continue to ensure that **everybody** has the opportunity to benefit from air access and economic

development. But we need to recognise that time and resources are short. Until air access is realised and the economy starts to grow, we will not be able to deliver the St Helena that everyone wants to see. A St Helena with:

- *a vibrant economy providing opportunities for all to participate*
- *strong community and family life* where those in need are supported and protected, and everyone is benefiting from economic development, and
- *an environment that is effectively managed*, and is a key reason why people want to visit the Island.

So this revision of the SDP is more focussed than the previous one. It more clearly lays out the critical things that needs to be achieved in the months leading up to the Airport opening - the things that will be SHG's priorities and focus. But it also provides an insight into our longer term vision - the things that we need to deliver in the years after the Airport opens that will form the starting point for the next SDP. It also lays out the key measures by which SHG's performance can be judged and where members of the public can see more details of our plans for each of the *Key Results Areas*.

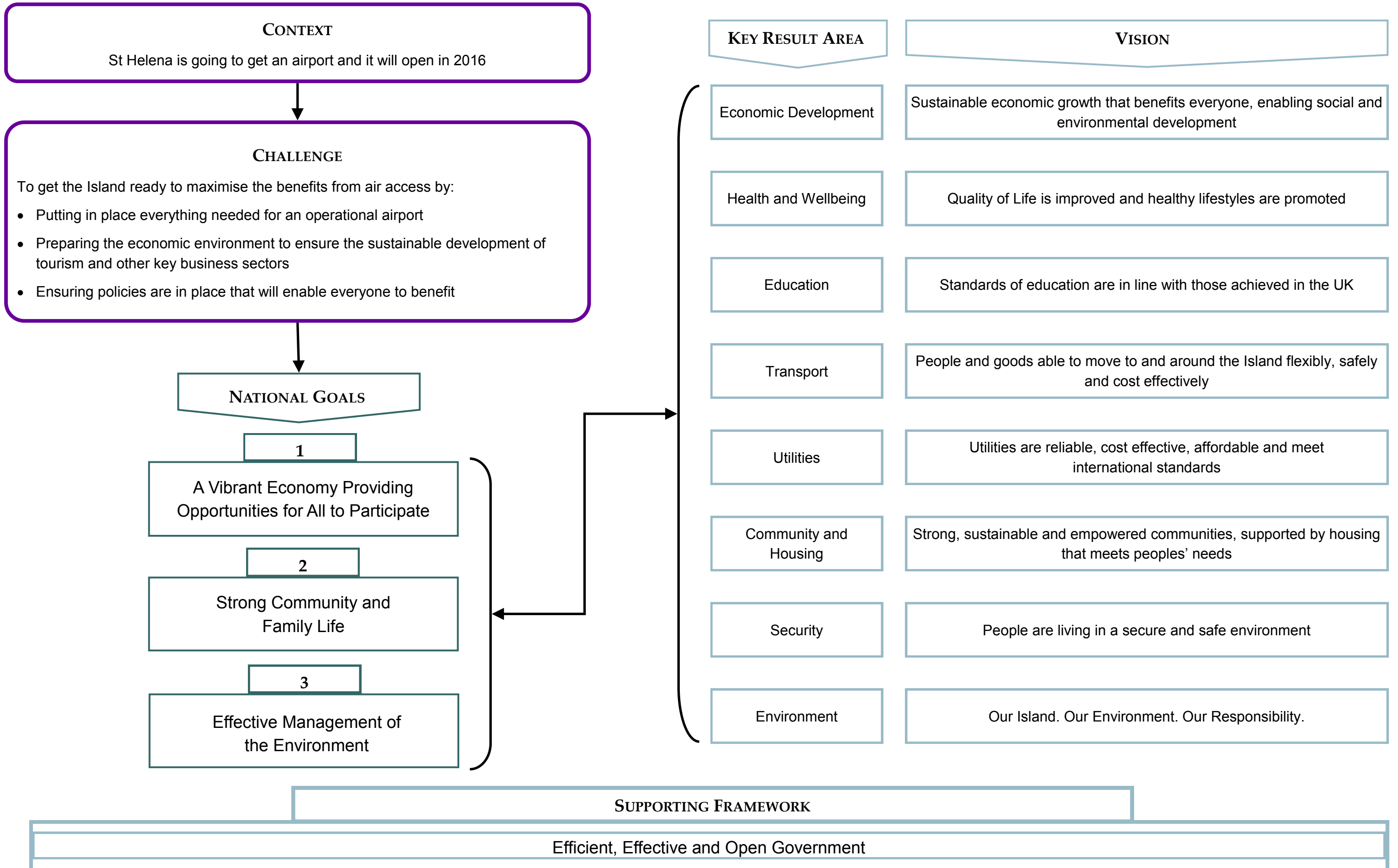
While the three National Goals remain unchanged, we have taken the opportunity to refine and simplify other aspects.

The concept of Priority Areas has been removed. Since the original SDP was published, the budgets for our high priority areas, Health and Education, have been increased significantly.

- This revision recognises that we are now at the stage where, if we are to successfully reap the

benefits of air access, there are issues and challenges of the highest priority across all of our *Key Results Areas*, and these must be SHG's focus over the coming months.

- 'Governance' is no longer a *Key Result Area*. Instead, this revision recognises that, rather than being an outcome in itself, strong and effective governance is a key component of the *Supporting Framework* that is critical to success across all areas. We have also taken the opportunity to reflect our renewed and strengthened commitment to open and transparent Government.
- While the Risks identified in the original version of this SDP are all still relevant, the essence of *Risk Management* is that it has to be reviewed regularly and dynamically. So this page will instead be incorporated into the regular reporting of progress on the SDP to ExCo and the Chief Secretary.
- This SDP has replaced the page on Monitoring and Evaluation with a simple commitment to publish an annual progress report within three months of the end of each financial year.



Economic development is central to the vibrant future of St Helena and, since the MOU in 2011, significant improvements have been achieved. Businesses have been supported, Saints have returned to the Island as employment and incomes have increased, and social and economic reforms have been delivered. But while much has been delivered, there is much still to do. It is imperative that SHG working in partnership with ESH creates a business-friendly environment that will secure the local and inward investment that will ensure the sustainable economic, social and environmental development of St Helena.

Progress made in 2014/15

With little under a year until the Airport opens and we welcome visitors from around the world, the need for additional accommodation on the Island is vital. The Saint Helena Hotel Development Ltd (SHHD) was created and work to develop 1, 2 and 3 Main Street has begun, with a scheduled opening date to coincide with the opening of the Airport agreed. This development will ultimately see 30 four-star rooms and will create employment opportunities both during construction and when it becomes operational.

Areas of challenge

Large scale investment still represents a challenge which was not helped by the lack of clarity over the air service provider.

Headcount remains a challenge for SHG and consideration is needed to what core services SHG should be providing to the public.

Food production remains a challenge in some areas and the Island had to deal with the threat to bird life of Newcastle Disease. The Island is however moving towards self sufficiency in pork. However, much work still needs to be completed.

KPI performance

The number of serviced rooms was not achieved during 2014/15. However, initial signs are that we are seeing an upward trend in this area.

Headcount target has exceeded 2013/14 figure, however the percentage against resident population still remains at 17%.

The agriculture KPI is a new measure and 2014/15 has been spent benchmarking for the outer years of this SDP.

Strategic Objectives			
1.1	Vibrant economic growth, with rising employment and incomes	1.2	Increasing local and inward investment through a better business environment
1.3	Financial self-sufficiency through increased local revenue	1.4	A leaner public service

	Self-sufficiency % of budget from local revenue		SHG Footprint % resident population employed by SHG		Private Sector Private Sector Expenditure (in National Accounts)		Agriculture Local market share of like for like production		Accommodation Available serviced rooms	
	Target	Result	Target	Result	Target	Result	Target	Result	Target	Result
Benchmark	33% 2013/14		Headcount = 790 Population = 4,595 17% (2013/14)		£16,382,000(12/13)		Meat 86% Vegetables 40%		39 rooms (11/12)	
2014/15	38%	40%	17% 790	17% 798.6	Target £19,100,000 Result £19,824,000	Meat 86% Veg 45%	Meat? Veg41%	65 rooms	51 rooms	
2015/16	40%		17%		£20,300,000	Meat 90% Vegetables 55%		90 rooms		
2016/17	TBD		TBD		TBD	Meat 95% Vegetables 60%		TBD		

Key Linked Documents

[Sustainable Economic Development Plan \(SEDP\)](#)

[St Helena Tourism Development Plan 2010-15](#)

[Land Development Control Plan](#)

[Social Policy Plan 2013](#)

[National Agriculture Policy and Implementation Strategy 2014-2020](#)

Health is an important issue on the Island and through increased resource and expertise, health services are improving, with more focus on a preventative approach to improving the health and wellbeing of residents and visitors alike.

Progress made in 2014/15

The health service remained under significant pressure during the year with overseas medical referrals peaking at 145. The health service has moved away from social services where a new Safeguarding Directorate has been created. Staffing was a considerable risk and was only improved towards the end of the year. The Island's first open heart surgery was carried out in January 2015. 53 babies were delivered during the year. The hospital redevelopment contract was signed in March 2015.

Areas of challenge

The state of the Island's health is a cause of concern with obesity levels causing a number of issues such as heart disease and diabetes. More focus is required on preventative measures and lifestyle choices remain difficult to mitigate.

Staffing levels and competencies are areas for improvement. Future proofing the health service for post air access is an area that will be developed during 2015/16.

Improving the patient journey has to be a primary focus. The pressure on community mental health services and the emerging needs will need to be addressed.

The Island's ageing population is a significant risk factor to a sustainable and affordable health service.

KPI performance

Although not meeting it's target it is pleasing to note that vaccinations coverage has improved over the year from 93.5% to 97.2%.

Diabetes control target of HBA1C ≤ 7.5 & below of 3% has been met.

Compared to the UK in 2012 obesity and morbid obesity rates of 23% and 8% respectively, it is estimated that the St Helena obesity rate will exceed 50% and morbid obesity rate will be around 16-18%.

The current Mental Health services (MHS) will develop further, especially for Child and Adolescent Mental Health (CAMH) with the arrival of a new Mental Health Practitioner. There is current consideration of a better location for MHS, including the ability to house the visiting Consultant Psychiatrist and the Clinical Psychologist, it would also allow the CAMH practitioner to configure a suitable environment. It is envisaged that the MHS will be lead more by the qualified Mental Health nurses, with more autonomous practices based on evidence-based data and, in due course, prescribing rights for certain mental health conditions. These will be covered off under Patient Group Directives and the development and monitoring of clinical competencies. There will also be a new Mental Health Ordinance that will be taken forward within the next few months and consideration of the adoption or adaption of the UK Mental Capacity Act (2007).

Whilst smoking statistics are not comprehensive, there is an indication that of the 34% of patients who provided their smoking status, are smokers which needs to be reduced.

Strategic Objectives			
2.1	Health care improved as a result of greater investment in primary and secondary health facilities	2.3	Reduce rates of hypertension, diabetes and obesity by encouraging healthy behaviours and lifestyle choices
2.2	Improved primary and secondary health care as a result of better qualified staff.	2.4	Improved resilience through service delivery for people with mental health issues

	Vaccination Coverage	Obesity	Diabetes	Mental Healthcare	Smoking
	Children, at 2 years of age, up to date with vaccinations	Reduce the number of people that are clinically obese	% of diabetics with HBA1C ≤ 7.5 on their last test	Number of acute mental health admissions per year	% of clients who have received counselling and who have stopped
Benchmark	July 2014 - 31 two year olds, 93.5% of the total population	EMIS Population 3034, BMI Population 169, Percentage TBC to reflect true BMI status.	EMIS Population 3034, Diabetic Population 693, 693/3034 = 22.8% 3.03% patients with HBA1C 7.5 and below. 3.75% patients HBA1C above 7.5	July 2014—1.55% Mental Health patients of total population. 5 Mental Health Admissions per year.	EMIS Population 3034, Smoking status record 1655, 1655/3034 = 54.55% Smokers 552/1655 = 33.35%.
2014/15	Target: 100% Result: 97.2%	Baseline % of obese and % of morbidly obese patients 50%+ obese 16-18% morbidly obese	40% EMIS pop status 10% patients with HBA1C 7.5 and below 3% patients HBA1C above 7.5	Target: 4 or less Mental Health Admissions Result: 2.32% of total population 2 Mental Health Admissions	Target: 70% EMIS status 25% of smokers Result: 59.7% EMIS status 34% smokers
2015/16	100%	Baseline 45% of obese and 15% of morbidly obese patients	55% EMIS pop status 25% patients with HBA1C 7.5 and below 2% patients HBA1C above 7.5	3 Mental Health Admissions per year.	85% EMIS status 20% of smokers
2016/17	100%	Baseline 45% of obese and 15% of morbidly obese patients	65% EMIS pop status 35% patients with HBA1C 7.5 and below 1% patients HBA1C above 7.5	2 Mental Health Admissions per year.	95% EMIS status 15% of smokers

Key Documents:

[Social Policy Plan 2013](#)

Health Directorate Strategic Plan

Education is the cornerstone to the successful long term development of the Island and standards have improved in recent years through strong leadership, a clear curriculum and strong links between pupils, parents, families and education staff.

Progress made in 2014/15

GCSE results continue to improve on the Island and this resulted in an increased target for future years.

NEETS (Not in education, employment or training) continue to be low, but that is to be expected with full employment. The school Spruce project improved primary school playgrounds. The backlog maintenance programme has seen improvements across all schools, including disabled access at Prince Andrew.

The profile of Safeguarding has increased across Education and the Directorate is part of the Safeguarding Children's Board.

Areas of challenge

Although GCSE results improved, primary school results remain an area of concern and require improvement. The number of young people continuing their studies into A levels remains low and this will have a negative impact on the Islands available talent, succession planning and the economy.

Children and Young People continue to tell us about a lack of places to go and things to do and where it is acknowledged that some additional facilities are required the barrier to activities is often transport. (A grant scheme was launched in April 2015)

KPI performance

Whereas the success of our GCSE students is rightly celebrated and the NEETS expected, primary results are a cause of concern and will need to be addressed.

Away from the KPI targets all schools have successfully participated in a number of positive activities, such as sports days, swimming galas, musical productions, subject specific events, to enhance the opportunities to learners.

Key Linked Documents

[Social Policy Plan 2013](#)

Education Directorate Strategic Plan

Strategic Objectives			
3.1	Higher education standards achieved across all phases of education	3.2	The skills of the workforce match the needs of the economy

	Primary Education		Secondary Education		NEETS	
	% of pupils achieving level 4+		% achieving 5 GCSE A*-C including English and Maths		Number of young people not in education, employment or training	
Benchmark	Reading 54% (2012) Writing 68% (2012) Maths 55% (2012)		19% (2012)		0(2013)	
Based on academic years	Target	Result	Target	Result	Target	Result
2015	Reading 70% Writing 70% Maths 70% Spelling, Punctuation & Grammar 45%	Reading 60% Writing 57% Maths 43% Spelling, Punctuation & Grammar 34%	55%	49%	0	3
2016	Reading 75% Writing 75% Maths 75% Spelling, Punctuation and Grammar 50%		65%		0	
2017	Reading 80% Writing 80% Maths 80% Spelling, Punctuation and Grammar 55%		65%		0	

Transport is vital to daily life on the Island and is also the catalyst for economic growth and opportunities for Saints going forward. The Island will see a monumental shift from being reliant on ships to deliver freight and transport people to a mixed model of air transport and cargo ships. This will see the development of two new access ports to St Helena at Prosperous Bay and Rupert's Valley.

Progress made in 2014/15

The construction of the Airport remains on time and on budget. 2014/15 saw an increase in activity linked to achieving ASSI accreditation and wider operational requirements of air access. Work was completed on finalising the air service provider and the replacement sea freight carrier post RMS is close to completion.

A review of transport took place and the subsequent recommendations are being taken forward.

Areas of challenge

Tourist visitors was a challenge during the first three quarters of the year picking up latterly with the Governors Cup, the World Arc Rally and cruise ship visits.

Developing a robust public transport system is central to improving many aspects of Island life, as well as enhancing our green credentials.

Delivering International Air Access to the Island is a monumental challenge and has pushed resources to the limit. With test flights imminent, 2015/16 will be a defining year for the Island.

KPI performance

In 2014/15 there has been a 2.5% increase in the number of stay over tourist in comparison to 2013/14. Airport construction remains on schedule and we have seen an increase in the number of tickets bought for public transport.

In March 2015 target was met as a formal announcement of the appointment of the Air Service Provider was made.

Work on certification and operational readiness continues to ensure that all the relevant procedures, equipment etc are in place for calibration flights which have been rescheduled for September 2015, assessments by Air Safety Support International (ASSI) in November 2015 and Airport Opening in 2016.

Key Linked Documents

[Social Policy Plan 2013](#)

Strategic Objectives			
4.1	Tourists and locals to benefit from improved access to and from the island	4.2	An improved public transport system that supports social and economic development

	Number of stay-over tourist visitors to the Island		Air access is achieved	Number of people using public transport	
Benchmark	2,054 in 2013/14		The construction of the airport is well advanced and delivering certification and operational readiness is priority	18070 tickets sold 2013/14	
2014/15	Target 19% growth (approx. 2,500 visitors)	Result 2,106 visitors April 2014- Mar 15	Airport construction on schedule	Target Increase of 10% through new routes and promotion (19877 tickets)	Result 20,623 tickets sold as at 31 Mar 2015 Increase of 2553 tickets since 2013/14
2015/16	28% growth (approx. 3,200 visitors)		Air access certification achieved	A further 10% increase through additional measures such as park and ride schemes	
2016/17	Onset of air access– step change. Visitor predictions TBD once access provision is known.		St Helena is operationally ready and welcomes international commercial flights	A further 10% increase with services tailored around tourism and improved routes to meet local demand	

As with all countries, access to basic utilities is essential and St Helena is no different. Since the MOU was signed, water and electricity services have been divested to Connect Saint Helena Ltd and the Island continues to face challenges in terms of reliable supplies. One key driver for development of the Island will be how it embraces opportunities to introduce new technologies, such as high speed, affordable broadband that benefit business and the community as a whole.

Progress made in 2014/15

One of the headlines from 2014/15 was the record breaking percentage of electricity from renewable sources. The further development of solar and wind energy will provide the opportunity to further build on this vital area of work.

Areas of challenge

2014/15 saw a large number of unplanned electricity interruptions which exceeded the target set.

Water quality was another area that caused concern amongst the public, especially in the final quarter of the year. Issues still remain around treated water and those residents who would prefer untreated water.

Access to the internet is expensive (despite reductions this year) and with slow connectivity, the Island is unable to seize upon a number of social and economic benefits.

KPI performance

Target has been exceeded with 22% of electricity being generated by renewable methods. Power Outage target was not achieved. Performance was better in the second half of the year once revised circuit breaker settings were introduced.

It is unlikely that target will be met for customers to receive treated water for the foreseeable future.

A small increase in the % of households with internet connection is reported.

Strategic Objectives			
5.1	Generating more energy from renewable sources	5.3	Meeting predicted growth in demand for water
5.2	Improving management of solid waste	5.4	Faster and cheaper telecommunications

	Sustainability		Reliability		Water		Communications	
	% of electricity from renewable sources		Unplanned electricity interruptions per annum		% of customers with access to treated and tested water		% of households with internet connections	
Benchmark	12.24%		134 (13/14)		90%		56.3%	
2014/15	Target 20%	Result 22.08%	Target 109	Result 123	Target 93%	Result 90%	Target 62.2%	Result 57.5%
2015/16	*75%		65		93%		65.8%	
2016/17	*100%		35		100%		70.8%	

* Currently under review for 2015/16

The Social Policy Plan was developed as one of the priorities for St Helena and its implementation has commenced most notably with the introduction of a Minimum Income Standard linked benefit level, one of the first of its kind. The plan spans many areas of Island life and is concerned with protecting vulnerable people, enabling young people to reach their potential and protecting our cultural heritage, amongst other key issues.

The SHG housing portfolio requires significant investment and through the Capital Programme a major focus has been making the housing stock safe and fit for habitation. This work will take time and substantial financial investment.

Progress made in 2014/15

Delivering the Social Policy Plan remains broadly on track and the Island's Minimum Income Standard has been reviewed and increased from 1 April 2015. Ebony View is now open providing accommodation for vulnerable people. The Island's Human Rights Office continues to go from strength to strength. The Island's minimum wage has increased and new minimum levels of leave and sick pay have come into force. The Samaritans provide a free helpline with the support of Sure. Work to stabilise High Knoll Fort was also completed.

Areas of challenge

Housing remains a significant challenge on the Island in terms of affordability, availability and quality. Supporting vulnerable people remains a challenge and is currently being tackled through joint multi-agency working that saw the creation of the Safeguarding Directorate. The eyes of the world's media have focused upon negativity and this again provides a range of challenges.

KPI performance

The Housing Survey, which took place in October 2014 received results from 125 respondents and showed an average result of fair/good improvement in satisfaction from customers in regards to the condition of their home, repairs and communications.

Legislation to establish the Human Rights Commission has been drafted but is currently delayed and is hoped to go before LegCo in July 2015.

The Social Policy Plan has been a success throughout the year with majority of the actions well underway or already completed. 13 of the 33 actions have been fully delivered. A refocus in the new year on health, transport and young children has also seen further actions being undertaken outside of the original action plan.

Key Linked Documents

[Social Policy Plan 2013](#)

ENRD Strategic Plan

[Human Rights Action Plan](#)

Strategic Objectives			
6.1	Current and future housing needs are adequately addressed	6.3	Cultural heritage is protected
6.2	Civil society has a greater role in policy formulation	6.4	Appropriate financial support is given to those most in need

	Increased community capacity through better informed and engaged residents	Social Policy Plan % of actions from SPP Implementation Plan completed	Establishment of Human Rights Commission (HRC) and Delivery of the Human Rights Action Plan
Benchmark	Customer satisfaction using 2014 survey as benchmark	33 actions in the SPP Implementation Plan	St Helena Human Rights Office established in April 2012. Funding for one full-time officer has been provided since April 2014.
2014/15	Biannual survey results show significant improvement in satisfaction with home, repairs and communications 125 respondents Home - Fair Repairs - Good Communication - Good	Target: 50% Result: 39%	Drafting and approval of Ordinance underpinning the HRC.
2015/16	By 2016 tenants should rate, on average: Quality of home - good Quality of Repairs – excellent Quality of communications – excellent Quality of immediate locality - good.	90%	Recruitment and training of Human Rights Commissioners
2016/17	TBC	100%	A fully functioning service for the provision of advice, monitoring and protection of Human Rights on St Helena

The security of the Island, its residents and visitors is of paramount importance and has a number of challenges, which will increase with an operational international airport. Working in partnership across SHG and with key stakeholders is central to achieving a safe environment for all.

Progress made in 2014/15

Significant improvement in multi-agency working arrangements have seen a number of successful prosecutions in terms of sexual offending that have led to considerable custodial sentences.

The Safeguarding Children’s Board is actively overseeing safeguarding arrangements on the Island and the implementation of the Lucy Faithfull Report recommendations. The new Safeguarding Directorate has seen a substantial increase in referrals which demonstrates not only need, but a confidence in arrangements. Local and international recruitment has been successful and additional resources has been secured to address the current and historic cases of abuse including vital support for survivors.

Areas of challenge

The scale and the complexity of the allegations of sexual abuse is a challenge, but one we are facing head on. Future capacity in residential units and the prison may be problematic but additional buildings and adaptations have met needs thus far. Identifying all victims and supporting them will be a challenge and will take time.

KPI performance

Reducing of overall crime target has not been met with total number of crimes being 35 or 18% over the yearly target.

Reporting of offences and incidents involving domestic abuse has increased significantly in line with its target, which shows the confidence the public are having in policing and investigation of such crimes.

Reporting of sex offences has increased. During the performance year a specialist sex offences investigation officer was recruited along with two public protection officers whose role is to monitor, manage and engage with sex offenders living in the community.

The Major Incident Response Plan (MIRP) has been fully implemented six months ahead of schedule. As the Airport plans develop, so will the MIRP.

Key Documents

Police Strategic Plan

[Social Policy Plan 2013](#)

Include safeguarding board documents/link to web page

Strategic Objectives			
8.1	Social development is enhanced through extended and effective social protection	8.3	Community life is strengthened by being protected from serious harm
8.2	The public’s rights are adequately protected through enhanced legal support	8.4	Vulnerable children and young people are safe from abuse and harm

	Reducing Overall Crime	Improving Trust and Confidence in Services Provided by the Police	Improve public safety Protect Children and the Vulnerable working with Partners, Volunteers and Stakeholders	Develop our Response to major Emergencies
Benchmark	TBA	Increase the reporting of Domestic Abuse incidents/ Offences	Increase in reporting of sex related offences 100% child related referrals dealt with	Development and implementation of National Disaster Management Plan (NDMP)
2014/15	Target < 190 Result 225	Target > 17 Result 33	Target > 23 sex offences 100% child related referrals Result 27	Initial sign-off Dec 14
2015/16	< 225	> 33	> 27 90% of referrals submitted within 24 hours	Final sign-off July 15
2016/17	<225 or less than 2015/16 figure	33	27	TBA (Full implementation & capability)

The effective management of our biodiversity, air, land and water is critical to the successful development of an eco-tourism economy. We all have a shared responsibility and interest in protecting our beautiful Island for future generations. New areas of business such as recycling are being scoped for future delivery.

Progress made in 2014/15

Several Airport certification, construction and operation tasks have been delivered over the past year such as Landfill refurbishment, feral pigeon/bird strike report (final Draft) and monitoring, draft landfill operation manual, incinerator operation manual (final draft), hazardous waste cell design and contract, hazardous waste incinerator design & contract, airport weather forecasting service tender and contract award.

Areas of challenge

Benchmarking has been a challenge due to the lead in time to purchase specialist equipment from external funders.

Other areas of challenge are the recurrent risk around endemic species, pollution and a lack of recycling on the Island.

The Island also faces risks from our own inability to clean up after ourselves and this impacts on our landscapes, our marine environment and our public health.

KPI performance

EMD have not started benchmarking as the equipment needed to collect the necessary information is still being procured from one of their externally funded Darwin Projects. EMD will have a completed baseline by the end of the 2015/16 financial year.

In 2015/16, EMD will be able to provide monthly progress reports on collecting the baseline data.

Key Linked Documents

[National Environmental Management Plan](#)

Strategic Objectives			
9.1	Safeguarding the terrestrial and marine environment for future generations	9.2	Environment mainstreamed across Government and the private sector.

	Plants and Wildlife Population of key marine and terrestrial endemic species	Water Quality Maintaining good water quality	Waste Management	Energy Use	Funding
Benchmark	TBC	N/A	Reduction in waste sent to landfill	More efficient use of energy per head of population	Proportion of SHG Environmental Management Costs funded by Eco-tourism
2014/15	Little or no change	Benchmarking	Benchmarking	Benchmarking	Benchmarking
2015/16	Little or no change	Little or no change	5%	5%	5%
2016/17	Improving	Improving	15%	10%	10%

EFFICIENT, EFFECTIVE AND OPEN GOVERNMENT

Working to ensure public trust in SHG through an established system of transparency, robust processes and decision making

Robust and effective governance is vital to running an organisation successfully and efficiently. Strong governance and legal arrangements provide the framework for SHG to achieve the visions, objectives and outcomes outlined in this Plan and the various underlying plans and strategies. We will continue to ensure our external and internal auditors are supported to undertake their vital work.

St Helena has achieved a lot in establishing regulatory institutions that ensure improving employment rights, as well as regulating important market sectors. SHG has also developed strong planning and operating frameworks, such as the Medium Term Expenditure Framework (MTEF). SHG has also demonstrated its commitment to appropriately open and transparent Government, with a code of practice for public access to SHG information introduced on 1 September 2014. Maintaining the confidence of all stakeholders is the key to effective Government. SHG and partner agencies are committed to building on the range of governance structures in place to ensure that public money is used to benefit the community and to protect Government from poor practice and decision making.

Progress made in 2014/15

September 2014, saw the implementation of a Code of Practice for Public Access to SHG Information.

Areas of challenge

Some of the areas of challenge have derived from developing a methodology to effectively measure how participative SHG communications are. It may be that by addressing how SHG responds to the public and deal with issues raised is a more appropriate measure.

Insuring SHGs activities is a very complex area of work that is been taken forward with the support of insurance experts.

KPI performance

Engagement. Customer Satisfaction Survey planned for late 2015 (TBC on CPRIO return)

8 out of the 10 issues highlighted in the Internal Audit Annual Governance Statement 2012/13 have been addressed as at 31 March 2015. The outstanding tasks, namely around Council Committees Terms of Reference and Insurance are currently being progressed.

During period September - March 2015, 8 requests for information were received and dealt with out of which 3 were refused, citing exceptions from the Code of Practice.

Finalisation of Fiduciary Risk Assessment report is expected to be completed April/May 2015

	Engagement % who feel SHG's communications are participative	Governance % of significant governance issues are addressed annually		Open Government Access to Information	Financial Management DFID/EU Fiduciary Risk Assessments do not identify increased risks	
Benchmark	Benchmark needs establishing.	70% (2013/14)		Percentage of requests for info answered within time under the Code of Practice for Public Access to SHG Information.	Assessed as Moderate (2010)	
2014/15	Suitable benchmark established (Linked to SPP)	Target 85%	Result 80%	Target 85%	Result 88%	Remains Moderate or falls to Low
2015/16	Increase from benchmark	90%		90%	Remains Moderate or falls to Low	
2016/17	Increase from benchmark	100%		95%	Remains Moderate or falls to Low	

Key Linked Documents

Corporate Services Strategic Plan

Access to Information Policy

[Social Policy Plan](#)