



9 March 2016



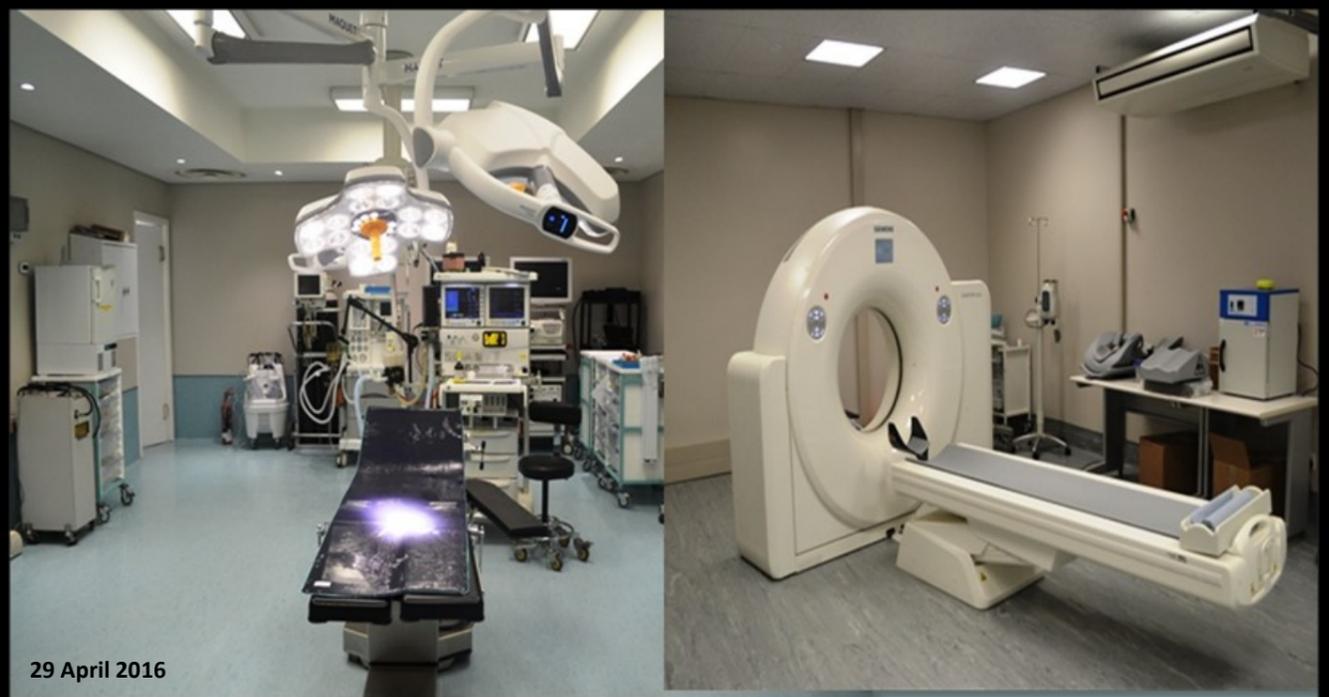
15 September 2016

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29 April 2016



# ST HELENA GOVERNMENT

## END OF YEAR REPORT

### 2015/16

This End-of-Year Report provides commentary and Key Performance Indicator (KPI) information around the Island’s 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.

2015/16 has been a significant year for the Island with a number of key milestones being achieved. We saw success of the first calibration flight to land at St Helena Airport on 15 September 2015 as well as developments at Rupert’s Wharf. We have seen improvements in the Hospital, investment and improvements in Health, Policing and Safeguarding and SHG welcomed the Wass Inquiry and has prioritised delivery of its recommendations. Our Housing and Population Census took place 7 February 2016 which will enable us to have more evidence-based policy making and this will feed into the Island’s 10 Year Plan.

We have seen an increase in renewable energy, visitor numbers, local revenues as well as the successful launch of “Report It Sort It.”

Primary school literacy results were positive as were A Levels, although GCSE results were disappointing.

Enterprise St Helena continues to support local businesses and the Island’s profile was increased throughout the year in all forms of international media, including in a resounding endorsement from Lonely Planet. This further supports St Helena’s move into global tourism that will be underpinned by local development and sustainable and ethical investment.

2016/17 will be an immensely important year for St Helena with the official opening of St Helena Airport along with the delivery of our agreed targets which will enhance all aspects of life on the Island. We have a number of challenges that will only be addressed by working together with the community and our funders for the benefit of the Island to maximise the benefits of air access while ensuring we support and protect vulnerable people, invest in our children and our local workforce.

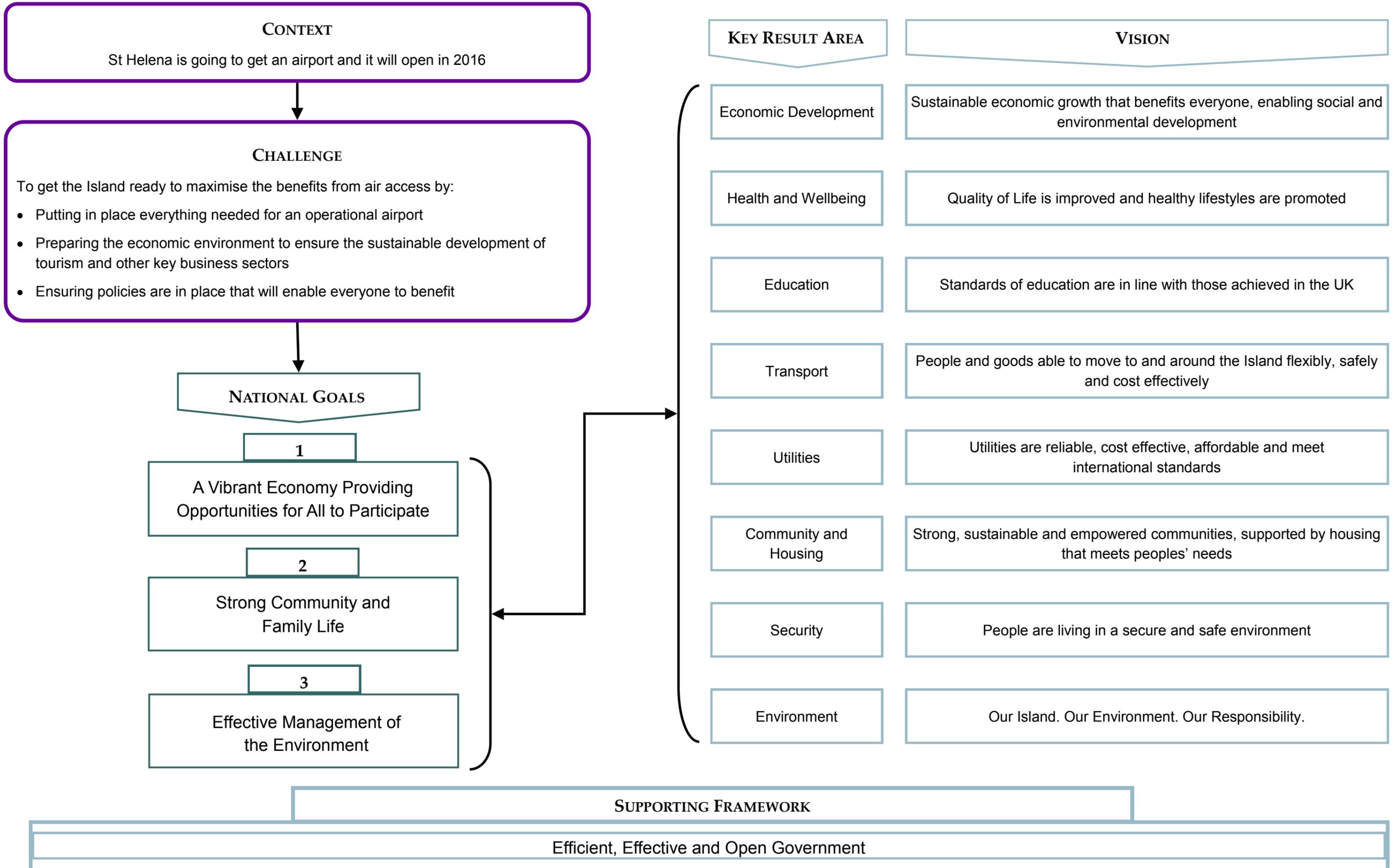
We welcome any comments and feedback and should you wish to contact our Performance Manager, please do so at [andrea.mittens@sainthelena.gov.sh](mailto:andrea.mittens@sainthelena.gov.sh)

**Corporate Services**

**May 2016**

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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 needed for the sustainable economic, social and environmental development of St Helena.

## Progress made in 2015/16

St Helena has developed a focused tourism offering through its destination marketing and has received various international media coverage as a top tourist destination for 2016. These include the prestigious Lonely Planet award and seeing St Helena featured in the Best in Travel 2016 yearbook in addition to various others.

The Business Development team engaged with 167 business clients for the 2015/16 financial year, resulting in:

- 93 existing businesses advised and/or assisted, 37 potential new business start-ups advised and 37 clients contemplating potential future opportunities

Grant funding for the period included:

- 49 Small-Medium Enterprise (SME) Grants, 3 Capital Investment Grants, 7 Skills Development Grants, 1 Youth Start-up Loan and 1 Business Development Loan approved.

The total ESH financial support to local businesses for 2015/16 was £391,424.76.

Although an investment Prospectus was launched, large scale investment is still not forthcoming and this situation has not been helped by the uncertainties linked to opening of the airport.

## Areas of challenge

There have been key issues and challenges in relation to achieving business development, attracting investment (both local and international) and promoting tourism of which are:

- Developing systems and processes that make St Helena a good place to invest
- Ensuring that the right incentives are in place and that these are communicated in a joined up manner
- Ensuring that there is sufficient access to appropriate levels of funding support, in terms of grants, loans, and risk capital
- Reducing commercial risk at the front end of development projects by addressing infrastructure needs where these are of wider benefit to the Island (utilities and services) or providing enhanced incentives where specific developments would be of significant benefit to St Helena

## KPI Performance

The target for available serviced rooms was not achieved during 2015/16. There has been very limited interest from both local and inward investors, but two key projects - the Jamestown Hotel and a development in Longwood - are due to be completed during the coming financial year and will improve the serviced room stock by at least 60+ rooms.

Our headcount target has exceeded the 2014/15 figure by 10.6, although the percentage against resident population still remains at 17%.

Agriculture target not achieved but local meat consumption increased by 4.1 tonnes compared to previous year.

Private Sector Expenditure below target by £2,303, 000.

Target achieved for % of budget from local revenue.

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
<b>Benchmark</b>	33% 2013/14	Headcount = 790 Population = 4,595 17% (2013/14)	£16,382,000(12/13)	Meat 86% Vegetables 40%	39 rooms (2011/12)
<b>2014/15</b>	Target 38% Result 40%	Target 17% 790 Result 17% 798.6	Target £19,100,000 Result £19,100,000	Target Meat 86% Veg 41% Result Meat 86% Veg 29%	Target 65 rooms 54 rooms Result
<b>2015/16</b>	40% 40.90%	17% 17%	£20,300,000 £17,997,000	Meat 90% Veg 55% Meat 46% Veg 29%	90 rooms 53 rooms
<b>2016/17</b>	40%	Removed	TBD once year end accounts complete	Meat 95% Vegetables 60%	113 rooms

## 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](#)

The Health Directorate is progressively building its organisational and workforce capability, with a view to offering primary healthcare across the Island, developing comprehensive preventive services and becoming more self-sufficient and consequently less reliant on accessing overseas health services.

### Progress made in 2015/16

Three Nurse-Led District Clinics have been re-established (at Half Tree Hollow, Levelwood and Longwood) but in order to provide comprehensive primary healthcare, these clinics and home visits will be further strengthened in 2016/17. It is proposed that this will include provision of medical and allied health services at the District Clinics.

A £2.6M partial refurbishment of the hospital has progressed throughout the year, with substantial upgrades completed in a number of clinical areas. Diagnostic capability has improved significantly through the installation and commissioning of a 16-slice CT scanner and a full digital radiography suite. In December 2015 the Mental Health and Mental Capacity Ordinance 2015 was enacted. During the year the Mental Health Service expanded from only one Community Psychiatric Nurse position on-island, to a team comprising two additional Community Psychiatric Nurses, together with the co-location of a Senior Mental Health Social Worker and a Mental Health Nurse as part of an integrated project with the Safeguarding Directorate.

There has also been considerable progress made by the Directorate in articulating skills gaps. The competency framework for the nurses at the general hospital, for example, has served to improve morale among the nursing staff and has also prompted nursing staff to develop their skillsets. The newly developed Education Centre at the rear of the hospital complex is regularly utilised by staff.

### Areas of challenge

St Helena is experiencing a surge of non-communicable diseases (NCDs), such as diabetes, hypertension and coronary heart disease, as well as high levels of obesity and arthritis. These conditions are to a major extent preventable through improved nutrition, physical activity and lifestyle changes. To prevent continued escalation in the incidence of NCDs greater emphasis and investment in primary and preventive healthcare and health promotion strategies are needed. The Health Directorate is committed to the development of integrated health promotion and prevention focused on key health priorities and target groups.

Ongoing access to approved medical treatment overseas for services that cannot be reasonably provided locally - or justifiably withheld - is also essential to reverse morbidity and mortality rates on-Island.

A high reliance on TC posts will continue for the foreseeable future. In order to eventually decrease the Nursing TC headcount within the Health Directorate (over the medium to long term) there is a need for specific training, qualifications and skills for locally trained nurses and midwives.

### KPI Performance

**Note: YTD % figures are based on an average 9 month period of data, due to unavailability of data for Dec 15 - Feb 16, which is the cause of ongoing EMIS issues and unreliable data.**

Vaccinations coverage has improved with all 2 year-olds attending immunisation following an invitation to attend clinic in March 2016.

The diabetes control target of HBA1C ≤ 7.5 or below remains within acceptable parameters.

Obesity and morbid obesity rates remain high, although further work is being undertaken to rectify data reliability issues.

Whilst smoking statistics are not comprehensive, there is an indication that of the 37% of patients who provided their smoking status are smokers. This unfortunately represents a slight increase on the preceding year.

Health promotion activities will continue to address all of these areas in 2016/17.

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
<b>Benchmark</b>	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%.
<b>2014/15</b>	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
<b>2015/16</b>	(Target) 100% Result 100%	45% of obese and 15% of morbidly obese 29% obese and 5% morbidly obese (Target)	Target) 55% EMIS status 25% patients with HBA1C ≤ 7.5 and below 2% patients above 7.5. 73% EMIS pop status 57% patients with HBA1C 7.5 and below 43% patients HBA1C above 7.5	3 Mental Health Admissions per year. (Target) 2 Mental Health Admissions	85% EMIS status 20% of smokers (Target) 37% EMIS status 34% of smokers
<b>2016/17</b>	100%	Will be replaced with new target	Will be replaced with new target	2 Mental Health Admissions per year.	95% EMIS status 15% of smokers

It is increasingly clear that developing the people of St Helena through high-quality education and training is essential to the sustainable development of the Island. Efforts to improve schools and strengthen opportunities for lifelong learning and an inclusive approach to education all contribute to making St Helena a better place to live.

### Progress made in 2015/16

Excellent progress was made in raising standards of literacy in primary schools, with results in that exceeded the targets set in Reading and Spelling, Punctuation and Grammar. After strong performance in 2014, GCSE results dipped sharply in 2015, but A level results were very strong, and resulted in a record number of students qualifying for overseas scholarships.

NEETS (Not in Education, Employment or Training) met the target of zero, reflecting a local economy with full employment as well as a robust Apprenticeship Scheme that served 41 individuals in 2015/16. Inclusion was a major focus in schools during the year, with a new Inclusion Unit staffed in the Directorate and taking the lead on Special Education Needs and Safeguarding. Inclusion work undertaken included policy development as well as direct support to students and schools.

During the year, a new Scheme of Service for the Teaching Profession was introduced, offering both improved salaries, opportunities for career progression and further training for teachers. A new and internationally accredited teacher training programme was introduced in January 2016, with 29 individuals opting to enrol.

Another milestone for education in St Helena was the decision by the Education Committee in late 2015 to approve the establishment of a Community College for the Island. Preliminary work began immediately with a goal of offering provision through the new College within 2016/17.

### Areas of challenge

Staffing of schools remains a significant challenge. There is very limited potential to recruit supply or replacement teachers on St Helena, and schools are very often stretched to provide adequate cover. This is an even greater challenge at the secondary level. Connectivity remains an issue for schools, particularly for primary schools, although work is now underway to offer some improvement to these schools.

### KPI Performance

There has been significant improvement in primary school performance in the past year, but GCSE results showed a marked decline after record results in 2014.

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

### 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			
2015	Target Reading 70% Writing 70% Maths 70% Spelling, Punctuation & Grammar 45% Result Reading 60% Writing 57% Maths 43% Spelling, Punctuation & Grammar 34%	Target 55% 49% Result	Target 0 3 Result
2016	Spelling, Punctuation and Grammar 50% Reading 75% Writing 75% Maths 75% Writing 50% Maths 49% Reading 78% Spelling, Punctuation and Grammar 60%	Target 65% 18%	Target 0 0
2017	Prediction: Reading 37% Maths 37% Spelling, Punctuation and Grammar 48%	Prediction 29%	0

Transport is vital to daily life and at present the RMS St Helena is the only means of regular transport to and from St Helena. In November 2011 the Department for International Development and St Helena Government approved the construction of an airport on St Helena and a Design, Build and Operate (DBO) contract was signed with Basil Read (pty) Ltd. The project will provide air access to St Helena, fulfilling the UK Government’s commitment to maintain access to the Island, whilst at the same time providing St Helena with an opportunity to enhance her economic prospects through tourism.

### Progress made in 2015/16

Notwithstanding the current delay, there was significant progress on the Airport Project for 2015/16. The runway was completed in June 2015 and the runway lights were tested for the first time in July 2015. The historic first landing of a fixed wing aircraft on St Helena took place in September 2015. Airport construction is substantially complete and much preparation and training has been carried out in order to gear up for Airport Certification (now achieved) and operational readiness.

Expressions of Interest for bus passenger transport services on St Helena were invited in May 2015, including expanded services for both public and school requirements. A new 5-year contract with additional routes was awarded to one service provider, effective from 1 March 2016.

As well as stay over tourist visitors, all categories exceeded visitor numbers for the previous five years - despite availability of space on the RMS being a considerable constraint.

### Areas of challenge

Developing a robust public transport system is central to improving many aspects of Island life, as well as enhancing our green credentials. The limited interest in providing this service has been a challenge in itself. There should however now be an opportunity for expansion and variation to meet new demands.

Ambitious targets for growth in tourism means that these numbers have not been met, although the overall story is positive.

### KPI Performance

2015/16 saw an increase of 9% in the number of stay-over tourist in comparison to 2014/15, although the initial target was not achieved.

2015/16 saw a 6.9% reduction in the number of public transport tickets sold compared to the previous year.

The KPI target of ‘air access certification is achieved’ was not met. All parties in the Airport Project took a conscious decision in November 2015 to announce that Airport operations would be delayed from the original target deadline of February 2016 to allow additional time for airport certification and operational readiness.

The KPI target for 2016/17 is ‘St Helena is operationally ready and welcomes international commercial flights’. Works are in the final stages at the Airport site and the ASSI On-Site Audit took place in April 2016, with Airport operational readiness work in the final stages.

### 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
<b>Benchmark</b>	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
<b>2014/15</b>	Target 19% growth (approx. 2,500 visitors) <b>2,106 visitors April 2014-Mar 15</b> Result	Airport construction on schedule	Target Increase of 10% through new routes and promotion (19877 tickets) <b>20,623 tickets sold as at 31 Mar 2015</b> Increase of 2553 tickets since 2013/14 Result
<b>2015/16</b>	28% growth (approx. 3,200 visitors) 9% growth (2,288 visitors)	Air access certification achieved	A further 10% increase through additional measures such as park and ride schemes <b>19,216 tickets sold as at 31 Mar 2016</b> Decrease of 6.9% compared to 2014/15
<b>2016/17</b>	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 in 2011, water and electricity services have been divested to Connect Saint Helena Ltd. The Island continues to face challenges in terms of reliable supplies. One key driver for development of the Island will be how she embraces opportunities to introduce new technologies, such as high speed, affordable broadband that will benefit business and the community as a whole.

### Progress made in 2015/16

The energy headline for 2015/16 was similar to the previous year ,with record production of renewable energy mainly attributable to additional capacity following the commissioning of the 500kWp solar farm. Overall for the year, 28.8% of electricity produced was from renewable sources. Further work is underway to secure funding for the next phase of this vital area of development.

Significant effort has gone into improving water security with improvements to catchments, reservoirs and distribution systems which will continue into the foreseeable future. Water quality was fully compliant with the standards imposed by the Utilities Regulatory Authority.

In January 2016, the cost of broadband internet services decreased by 5%, bringing the total decrease since December 2012 to 27%. In February 2016, an increase in the data allowance of internet packages has brought the “price per megabyte” of broadband internet connections down to 1.25p for Gold package subscribers and 1.67p for Bronze package subscribers.

### Areas of challenge

Electricity disruptions continue to decrease but at a slower rate than envisaged. The focus on increasing the number of consumers receiving treated water has been removed so no further progress is expected against this target.

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

### KPI Performance

An impressive 28.8% of electricity came from renewable sources. Performance against this target is directly related to investment. The next financial year will allow the business case for further investment to be prepared and funding streams identified.

Electricity disruptions were 9% improved from last year, although the ambitious target was not met.

The focus of supplying the entire population with treated water has been removed and no further work is planned to migrate consumers from untreated water to treated (consumers receiving untreated water either sterilise by boiling or use tablets).

An additional 2% of households, against a target for an additional 3.6%, gained internet connection.

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 % of electricity from renewable sources	Reliability Unplanned electricity interruptions per annum	Water % of customers with access to treated and tested water	Communications % 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	40% 28.8%	65 112	93% 90%	65.8% 59.5%
2016/17	60% 28% proposed - to be reviewed	35 105 proposed - to be reviewed	90%	70.8%

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.

Continued capital investment in SHG's housing portfolio is essential to ensure that the housing stock is safe, fit for purpose and future-proofed, with a robust operational maintenance plan.

Careful analysis of the 2016 census data will allow for the strategic development of housing policy and legislation, to ensure the housing service continues to meet demands of the Island in a sustainable way.

The construction of new Government Landlord housing remains a priority for 2016/17.

## Progress made in 2015/16

Investment from the Capital Programme enabled a first phase of major renovation to be completed on the Jamestown flats ensuring they were both safe and fit for habitation. Botanical Gardens, Parish Block and Harris Flats had external decorations undertaken, windows replaced, roofs weatherproofed and all flats were completely rewired. Funding was also identified to advance the design of the Bottom Woods CDA in order to expedite the release of affordable land to lower income families and for the construction of new Government Landlord Housing.

Delivering the Social Policy Plan remains broadly on track. As part of the plan's commitment to the Sainsbury recommendations work was completed to increase the Basic Island Pension (BIP) and Income Related Benefits (IRB) with effect from 1 April 2016.

The Island's Human Rights Office is now established with four commissioners and a CEO appointed. Work is progressing with commissioners with several cases under investigation and a review of legislation underway.

## Areas of challenge

Housing on the Island continues to present challenges in terms of quality, supply and affordability; resulting in increased instances of overcrowding and homelessness.

Supporting vulnerable people remains a challenge and is currently being tackled through joint multi-agency working that saw the creation of the Safeguarding Directorate, which remains a priority for SHG.

## KPI Performance

A new housing survey will be undertaken in 2016 together with close analysis of 2016 Census data, in order to continue to identify the challenges and mechanisms for improving the housing service. Additional funding was secured for 2016/17 which will enable further investment in backlog maintenance that will continue to improve the standard of Government Landlord Housing and living conditions for residents. Additional emergency housing options were identified and made available to assist with homelessness.

The Social Policy Plan has been a success throughout the year with majority of actions well underway or completed (90% of the actions have been fully delivered).

## Key Linked Documents

[Social Policy Plan 2013](#)

[Human Rights Action Plan](#)

[ENRD Strategic 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
<b>Benchmark</b>	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.
<b>2014/15</b>	Biannual survey results show significant improvement in satisfaction with home, repairs and communications <b>125 respondents</b> Home - Fair Repairs - Good Communication - Good	Target <b>50%</b> Result <b>39%</b>	Drafting and approval of Ordinance underpinning the HRC.
<b>2015/16</b>	By 2016 tenants should rate, on average: Quality of home - good Quality of Repairs – excellent Quality of communications – excellent Quality of immediate locality - good.	<b>90%</b> <b>90%</b>	Recruitment and training of Human Rights Commissioners
<b>2016/17</b>	New Tenancy Audit to be completed in August 2016	100% To be removed thereafter	A fully functioning service for the provision of advice, monitoring and protection of Human Rights on St Helena

The security of St Helena including those who live, work and visit the Island is a key priority for the Police Directorate. Significant work has also been undertaken to develop working practices and policies as part of the development of St Helena Airport. A strong relationship has been developed with the Airport Operator which will strengthen the security arrangements for airport operations.

More widely, by strengthening the safeguarding arrangements on St Helena, and protecting those most vulnerable whilst ensuring that offenders are brought to justice - relationships with other key partners on St Helena continue to grow. St Helena Government, with support from DFID and the FCO now has a Safeguarding Directorate with a specialist Children's Service team that comprises of a number of UK qualified Social Workers and local staff. Through the Safeguarding Children Board multi-agency working arrangements are in place based around 'Working Together 2015'. The Safeguarding Board has and continues to deliver accredited safeguarding training across agencies on the Island and ensure that appropriate governance structures are in place to improve and monitor safeguarding arrangements on St Helena. As a result of this approach the Island has seen a number of victims come forward which has recently resulted in several perpetrators brought to justice in the Courts.

### Progress made in 2015/16

The work undertaken to safeguard children and other vulnerable people has resulted in a significant number of investigations and criminal prosecutions. A number of these have resulted in custodial sentences for the offenders. Enhancements have been made to the way in which convicted sex offenders are managed within the community and in the delivery of sex offender treatment programmes for those whom are serving custodial sentences.

The Safeguarding Children Board is effective in coordinating safeguarding related activities such as training and reviews. The Police Service has a skilled and experienced team of detectives who have a background in safeguarding and sensitive investigations.

In terms of Emergency Planning, the St Helena Major Incident Response Plan is now fully implemented, has been tested and continues to grow with changing circumstances. This work is now 'day to day' business and strategically the work is supported by the St Helena Resilience Forum. This multi-agency group drives the Island's response to major emergencies and the development of more sophisticated responses to them .

In addition to this, the Safeguarding Directorate with other agencies is delivering the recommendations of the Wass Inquiry. The directorate has seen a high number of referrals, well above the average expected for the size of the population and has performed well in terms of completing assessments and interventions. The Safeguarding Directorate also has a designated Adult Services team as well as specialists in residential and Older Persons care. During 2015/16 a number of improvements were made to the residential estate, including the opening of Ebony View.

### Areas of challenge

The demands placed on the Police Directorate over the last 12 months have provided a challenge to resourcing. The Airport development, a high number of complex investigations and the development of a number of other projects has placed high demands on the members of the Directorate. The enhancements to safeguarding procedures through training and development of staff has led to some policing challenges during a period when Police Officers were more engaged with the community on this issue.

The development of the Police Directorate estate has also been challenging with the new Prison and Fire Station project and the relocation of the Police and Immigration services remain ongoing into 2016/2017.

The Directorate continues to be dedicated to protecting, supporting and empowering vulnerable people through a person centred approach. To achieve this requires great dedication from our staff who often face daily challenges. 2015/16 was a challenging and satisfying year for the Directorate and has laid the foundations for further positive developments in the future.

### KPI Performance

In relation to reducing the number of crimes to less than 225 this has not been met - 241 crimes were recorded in the last 12 months. However, there have been a high number of sex offences reported (36) which was above the target. And the target for domestic related offences (more than 25) has also been exceeded, with 27 being reported in the last 12 months.

The increase in reported crime overall does not cause significant concern. St Helena remains a safe place to live work and visit -and the Police Service remains committed over the coming years to reducing overall crime.

All targets for the implementation of the Major Incident Response Plan have been met.

The Safeguarding target of % of adult clients receiving one-to-one work was not met, although the % of referrals having initial assessments within 14-30 days was well above target.

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	% of referrals having initial assessments within 14-30 days	% of adult clients receiving 1-1 work
<b>Benchmark</b>	TBA	<b>Increase the reporting of Domestic Abuse incidents/ Offences</b>	Increase in reporting of sex related offences 100% child related referrals dealt with	Development and implementation of National Disaster Management Plan (NDMP)		
<b>2014/15</b>	Target < 190 Result 225	Target >17 Result 33	> 23 sex offences 100% child related referrals Result 27	Initial sign-off Dec 14		
<b>2015/16</b>	< 225 241	> 25 27	> 27 90% of referrals submitted within 24 hours Result 36	Final sign-off July 15	40% 95%	50% 21%
<b>2016/17</b>	<225 or less than 2015/16 figure	>27	>36	TBA (Full implementation & capability)	90%	50%

### Key Linked Documents:

[Police Strategic Plan](#)

[Social Policy Plan 2013 \(Include safeguarding board documents/link to web page\)](#)

The effective management of our biodiversity, air, land and water is critical to the successful development of an eco tourism economy. We have all a shared responsibility and interest in protecting our beautiful Island for future generations.

### Progress made in 2015/16

St Helena's first comprehensive piece of environmental legislation, the Environmental Protection Ordinance was enacted on 29 February 2016. It provides a legislative framework for the protection of the environment including the conservation of biodiversity, the regulation of trade in endangered species and the control of pollution, hazardous substances, litter and waste. Regulations and some of the supporting policies are now to be developed to compliment those policies already drafted. On Island training for environmental monitoring took place in February 2016. Several airport certifications, construction and operation tasks have been ongoing over the year and include feral pigeon/bird strike monitoring reporting and hazardous waste cell management. Waste Management Services (formerly Sanitary Services) transferred from Health to Environmental Management in April 2015. Service developments included the introduction of a public recycling facility; a bulky waste collection service and the implementation of Land fill opening and closing times. A marine environmental accreditation scheme which includes marine best practice and assessment criteria was agreed and local tour operators were trained and assessed.

### Areas of challenge

The development of Regulations to support the Environmental Protection Ordinance is essential if this legislation is to achieve its outcomes. Benchmarking for environmental monitoring has been delayed and will continue to be a challenge as some of the staff trained in this field have moved on. Other areas of challenge are the recurrent risk around endemic species, pollution and a lack of recycling on the Island. A business case for recycling has been produced and if implemented will significantly increase the expected lifespan of the current Land fill Site. St Helena has around 30% of the UK's biodiversity and many of the species that contribute to this diversity continue to be under threat from extinction.

### KPI Performance

No environmental monitoring bench marking has been done as training was delayed. The new target is to have the completed baseline in place by the end of the financial year 2016/17. Benchmarking for key species in marine and terrestrial sites has been done and will provide valuable monitoring information in the future. The reduction of waste sent to the Landfill site is dependent on investment in recycling initiatives and proposals for the funding of environmental work through eco tourism are part of a longer term development with the imminent improvements in access to the Island. The benchmark for air quality for 2015/16 is based on very limited data.

### Key Linked Documents:

- National Environmental Management Plan
- ENRD Strategic Plan

Strategic Objectives			
9.1	Protecting 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	Air Quality Maintaining good air 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	Target Little or no change Bench- marking done for 21 terrestrial sites and 22 marine locations	Target Bench- marking Benchmark Nitrogen dioxide 0.02 ppm Sulphur dioxide 0.41 ppm	Target 5% Do- mestic waste cell (12mx24mx12m) filled within 5 months	Target 5% Average consump- tion per cap- ita 2.4 Mwh.	Target 5% Proposals for eco tour- ism funding to be developed
2016/17	Little or no change	Little or no change	5%	5%	5%

# 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 any 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 measures 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 an appropriately open and transparent Government, with the launch of a Report It, Sort It initiative on 1 July 2015. 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 2015/16

The Code of Practice for Public Access to SHG Information has been in operation for some 19 months and has proved to be effective.

Report It Sort It has been a great success with a total of 53 reports received over a period of 9 months

### Areas of challenge

Compliance with the Code of Practice for Public Access to SHG Information's response times can be challenging when dealing with cross cutting issues.

### KPI Performance

The Engagement KPI was removed and replaced with Report It, Sort It, where an overall 100% was achieved for acknowledgement and jobs completed within the given timeframe.

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

A total of seven requests for information under the Code of Practice for Public Access to SHG Information were received during the year, out of which one was refused.

	Report It - Sort It % of people acknowledge within 1 working day	Report It - Sort It % of jobs completed within 20 working days	Governance % of significant governance issues are addressed annually	Open Government Access to Information
Benchmark	Suitable benchmark established (Linked to SDP)	Suitable benchmark established (Linked to SDP)	70% (2013/14)	Percentage of requests for info answered within time under the Code of Practice for Public Access to SHG Information.
2014/15			Target 80%	Target 85%
2015/16	100%	80%	Result 85%	Result 88%
2016/17	100%	100%	90%	90%
2015/16	100%	100%	90%	100%
2016/17	100%	100%	100%	95%

### Key Linked Documents:

- [Corporate Services Strategic Plan](#)
- [Access to Information Policy](#)
- [Social Policy Plan](#)