



St Helena Government

PERFORMANCE REPORT

FOR PERIOD 12 - MARCH 2017
FINANCIAL YEAR ENDING 31 MARCH 2017

Introduction and Overview
Key Performance Indicators
BAM Commitments
Corporate Risks
Balance Sheet
Monthly Directorate Income and Expenditure Report
Capital Expenditure
Analysis of Revenue



**St Helena
Government**

Overview of Performance for MARCH 2017

Introduction

On 20 March 2017, Mrs Judi Leon was sworn in as Acting Governor whilst the Governor went on overseas business and leave.

St Helena General Hospital Pharmacy moved to a more user-friendly location on the ground floor of the building to provide better access for disabled people and those with mobility challenges opened to the public on 22 March 2017.

On 29 March 2017, RMS St Helena went into dry dock to undertake repair works, therefore a decision was made to cancel voyage 255 of the schedule and, SHG and St Helena Line together made the necessary re-arrangements for cargo and travel back to St Helena.

Air Safety Support International (ASSI) undertook another on-island audit and all indications showed that the requirements were met and the outcome of the audit was a

Summary of Key Performance Indicators

Some of the headlines for March are as follows:

Public Transport use increased during the year. 5,107 bus tickets were sold for the period January to March 2017, resulting in a total of 22,309 tickets sold for this financial year 2016/17. This is a 16% increase compared to previous year.

Community College continues to grow.

Overall crime down to 9, with Domestic Offences at 2, Domestic Incidents at 1 and Sexual Offences at 0.

Immunisation Programme for two year olds has 60% coverage in March.

33% of adults measured in March were overweight and 28% of children measured were overweight.

97.1% of registered diabetes clients have had their blood glucose and HbA1c tested at least once during the preceding year.

In Safeguarding, adult clients receiving 1-1 work remains at 54% and 100% of assessments were completed within timescales.

Total electricity produced by renewable resources for March increases to 25.91%, with 12 unplanned electricity interruptions.

Committments given during BAM

Actual TC expenditure against budget as at 31 March 2017 is £121K (21%) overspent, mainly due to Start-up costs more than anticipated (DoSG), EoC costs required earlier than expected (DoH), Locum costs not anticipated during period (MO3) and recruitment costs not anticipated YTD actual expenditure against budget as at 31 March 2017 is £392k (5%) underspent, which is mainly due to a number of consultancies and posts delayed, not approved or no longer required, there were also a number of posts that were filled later than anticipated

Corporate Risk Management

RMS had a number of delays during March which required urgent repairs and considerable delays to members of the public. Revenue predictions have not materialised as predicted with an under collection of 1m during the year. A cardre review has been completed in respect of Safeguarding care staff.

Summary of Financial Performance

The Management Accounts are un-audited and are subject to change during the preparation of the 2016/17 Financial Statements.

The overall movement on the Consolidated Fund for the year is a decrease of £1.8M

Total budgeted expenditure for the financial year was £38.3M and actual expenditure was £37.6M. This represents an under spend of £0.7M and a favourable variance of 2% against the expenditure budgeted for the year. Actual revenue is lower than total budget projections. Actual revenue was £35.7M in comparison with the budget of £36.7M. This represents an under collection of £1M and an adverse variance of 2.7%.

Key Revenue and Expenditure Variances

The Analysis of Revenue report shows that Income Tax and Customs Dues account for the majority of the adverse revenue variance. Anticipated revenue has not been generated in line with the budget.

The Consolidated Fund Report provides an analysis of the favourable expenditure variance of £0.8M. This variance comprises underspends on heads of expenditure totalling £1M and overspends totalling £0.2M. Under spends in excess of £100K are reported for Technical Co-operation, Payments on behalf of the Crown, and Shipping. Overspends of £100k are reported for the Environment & Natural Resources Directorate. Brief comments on these under and over spends are provided below.

Technical Co-operation £139k underspend - As previously reported there have been delays in recruiting to several Consultancy and TC positions.

Payments on Behalf of the Crown £339K underspend - The majority of the underspend relates to fees for Supreme Court which were less than anticipated.

Shipping - £234k underspend - Although the operation of the RMS was extended, subsidy payments were less than anticipated because revenues generated from the RMS were more than predicted.

Capital Programme

Expenditure to date on the Capital Programme is approximately £5.4m, of which £4.8m is DFID funding.

Construction works were delayed on Hutts Gate Reservoir due to adverse weather conditions, once conditions improved works would continue to be completed in time for arrival of consultants to the island to install the lining.

Gents Bath and Ruperts sewerage upgrade now planned to be completed by end of April due to the affects of the weather conditions as well.

Additional works outside main hospital are completed with some minor works still to be completed by end of April. Works for Dispensary relocation are completed and the Dispensary has now been relocated to ground floor.

The Dental Surgery Project is completed, however due to delays with the RMS the technician required to commission equipment has been pushed back to April/May.

A preferred site has being identified at Bottom Woods for the New Prison with a topographical survey currently being conducted. Consultants are still working on indicative costs to remediate and stabilise the hill side, which will inform whether or not SHG should pursue with detail design on the Alarm Forest site for the New Fire Station.

SHG KEY PERFORMANCE INDICATOR REPORT PERIOD 12 (March 2017)

NO	Key Result Area - Directorate Responsible	Performance Indicator/ Risk Mitigation	Benchmark	Target 2014/15	Target 2015/16	Target 2016/17	Performance Report	RAG Status	Direction of Travel	Notes	Overall Brief Monthly Commentary on Progress/events
1	Economic Development Finance	Self-sufficiency % of budget from local revenue	33% (2013/14)	38%	40%	40%			↯	report on annually	
2	Economic Development Statistics	Private Sector Expenditure (in National Accounts)	£15,584,000 (2011/12) £16,382,000 (2012/13)	£19,100,000	£20,300,000	TBD once year end accounts complete			↯	report on annually	
3	Economic Development ENRD (ANR)	Agriculture Local Market share of like for like production	Meat 86% Vegetables 40%	Meat 86% Vegetables 45%	Meat 90% Vegetables 55%	Meat 95% Vegetables 60%	Sales of locally produced vegetables across the key outlets has seen an increase for 2016-17 against the previous year with 95.7 tonnes sold this year compared to 88 tonnes in the previous year. A decrease is apparent for imported vegetables for 2016-17 (201.6 tonnes imported) when compared to the amount of 296.6 tonnes imported in the previous year. This year has seen a slight decrease in meat production with 2016-17 production showing an output of 92.3 tonnes for the year compared to 96.4 tonnes in 2015-16.		↯	report on 6 monthly	For vegetables, for the year some 95.7 tonnes of locally produced vegetables has been sold through the main shop outlets. This compares with 201.6 tonnes of vegetables imported, with 60% of these imports accounting for potatoes. For meat production some 92.3 tonnes of meat was produced for slaughter. No data is available for imported meat to be able to make a comparison of market share. <i>Note:</i> The targets set were for local production achieved vs imports for vegetables. We only have sales data from some outlets and therefore cannot provide a % self sustaining figure for vegetables for the year based on this sales data. For meat we have local production but no imported data so cannot say what the % of self sufficiency in meat is without the total imports of meat for the year.
4	Economic Development ESH	Accommodation Available serviced rooms	39 rooms (2011/12)	65 rooms	90 rooms	113 rooms			↔		Currently 56 serviced rooms of which 45 are ensuite. 18 of the current ensuite rooms are temporarily closed until further notice. The target for available serviced rooms was not achieved during 2016/17. There has been limited interest from both local and inward investors, however a key project - the Jamestown Hotel, is due to be completed during the coming financial year and will improve the serviced room stock by 30 rooms.
5	Health & Wellbeing	Vaccination Coverage (Children at 2 years of age, up to date with vaccinations)	31 two year olds, 93.5% of the total population	100%	100%	100%	60% (April 2016 – March 2017)		↔		
6	Health & Wellbeing	Obesity (not diabetes-specific) New Target 2016/17: Early detection and prevention or reduction of obesity amongst resident population of St Helena. Percentage of total screened population who are overweight (target is a sustained reduction of excess weight as a percentage of total population): (a) Children measured on an annual basis in school. (b) Adults measured at one of the Primary Health Clinics or the hospital that are showing excess weight. Structured Intervention % of children and adults identified during health assessment as being overweight who receive support through a structured intervention.	Baseline 2016 = 0%	Baseline % of obese and % of morbidly obese patients	45% of obese and 15% of morbidly obese patients	Accurate baseline to be established for (a) % of children (b) % of adults Dietician to be in post and developed a concept for structured interventions	MARCH 2017: (a) 28% of children measured were overweight. (b) 33% of adults measured all were overweight. Dietician to take up post in April/May 2017 (RMS delayed).		↔		
7	Health & Wellbeing	Diabetes New Target 2016/17: % of registered diabetes clients who have had their blood glucose and HbA1c tested at least once during the preceding year.	Oct 2016 - 93%			80%	97.1% (April 2016 – March 2017)		↑		
8	Health & Wellbeing	Safe provision of an appropriate range of Mental Health services on island. Ensure all acute mental health admissions are safely managed.	1.55% Mental Health patients of total population. 5 Mental Health Admissions per year.	4 Mental Health Admissions per year.	3 Mental Health Admissions per year.	Interim acute facilities utilised pending construction of a secure purpose-built inpatient unit	There were no psychiatric admissions in March 2017.		↔		

NO	Key Result Area - Directorate Responsible	Performance Indicator/ Risk Mitigation	Benchmark	Target 2014/15	Target 2015/16	Target 2016/17	Performance Report	RAG Status	Direction of Travel	Notes	Overall Brief Monthly Commentary on Progress/events
9	Health & Wellbeing	Encourage Smoking Cessation % of clients who have received counselling for smoking and who have stopped	Island population registered on EMIS 4776 Smoking status record 1773 1773/4776 = 37%	70% EMIS status 25% of smokers	85% EMIS status 20% of smokers	(a) 2% of smokers screened and given brief intervention to have stopped smoking. (b) 10% smoker screened and given brief intervention and NRT to have stopped smoking (c) 20% of smokers screened and given group Cessation sessions, plus NRT to have stopped smoking	MARCH 2017: 34% smokers screened (and given brief intervention) 27% of total population had brief intervention and NRT 0% successfully stopped smoking 0% given group cessation sessions		↑		
10	Health & Wellbeing	New Target 2016/17: Access to Healthcare (a) Total number of occasions per month that patients accessed primary health care at a District Clinic, by location. (b) Total number of occasions per month that elderly or disabled patients were seen by a Doctor in a residential care facility or own home (c) Total number of occasions per month of home support visits for palliative / end-of-life care	A = 2000 B = 30 C = 20 (Nov 2016)	70% EMIS status 25% of smokers	85% EMIS status 20% of smokers	A = 2000 B = 30 C = 20 (Nov 2016)	(a) 2407 occasions for March 2017 - (Doctor 1372 and Nurse-led 1035 inclusive) Jamestown – 1731 Half Tree Hollow – 270 Levelwood – 87 Longwood – 92 Home Visits – 227 (b) = 40 (c) = 45		↑		
11	Education	Primary Education % of pupils achieving level 4+	Reading 54% Writing 68% Maths 55%	Reading 70% Writing 70% Maths 70% Spelling, Punctuation and Grammar 45%	Reading 75% Writing 75% Maths 75% Spelling, Punctuation and Grammar 50%	Prediction: Maths 37% Reading 37% SPAG 48%	July 2016 results Reading 71% Level 4+ SPAG 44% Level 4+ Maths 51% Level 4+		↑	Results reported on yearly	Existing work on school improvement is progressing well, and all schools have active school improvement plans linked to the Strategic Plan. As in all recent reports, staffing continues to be a major challenge for schools. St Helena Community College The demand for SHCC courses continues to increase and enrolment is now far beyond early projections. In March 2017, enrolment figures stood at 426 students registered for a total of 515 courses. This is in contrast to a predicted registration of 175 registrations by March. Of the registered students, 32% are male and 68% female.
12	Education	Secondary Education % of pupils achieving 5 GCSE A*-C including English and Maths	19% (2012)	55% (2015)	65% (2016)	Prediction: 29%	August 2016 GCSE results 5+ passes including English and Maths 22% English GCSE 57% Mathematics 29%		↔	Results reported on yearly	At the same time, there has still been no progress in identifying appropriate accommodation for SHCC, resulting in severe scheduling issues for teaching spaces. There is also increasing demand on limited IT resources. The clerical and administration demands of SHCC have also increased dramatically.
13	Education	NEETS The number of young people not in education, employment or training	0 (2013)	0	0	0	0		↔		
14	Transport Statistics Office	Number of stay over tourist visitors to the island	2,527 (2012/13) 2,054 (2013/14)	19% growth (approx. 2,500 visitors)	28% growth (approx. 3,200 visitors)	Onset of air access – step change. Visitor predictions TBD once access provision is known.	February 2017: 179 stay over visitors 2016/17 YTD: 1,693, a 9% increase compared with the previous financial year. February 2017: 9 plane passenger arrivals 2016/17 YTD: 162		↔		These figures are provisional and might be subject to amendment pending confirmation of queries from the Immigration Office. Once confirmed necessary changes will be made. Still awaiting dta from Immigration for March (Staff shortage)
15	Transport Access Office	Air Access is achieved	The construction of the airport is well advanced and delivering certification and operational readiness is priority	Air Service Provider Contract awarded	Air access certification achieved	St Helena is operationally ready and welcomes international commercial flights.			↔		In March 2017, ASSI undertook an on-island audit. All indications were that the requirements were met and that the outcome of the audit was successful. ASSI indicated that it would grant an open-ended Aerodrome Certificate for St Helena Airport. Whilst St Helena Airport is open and operational, scheduled Commercial Operations did not commence in May 2016, due to issues of turbulence and wind shear on Runway 20 (northern approach). Work on windshear is ongoing. The Air Service Tender process closing date was 6th February 2017. It is hoped to announce the preferred bidder in early UK summer 2017. Commencement of air services will follow once the regulatory permissions are granted and the necessary practical arrangements are in place. There were two flights into St Helena Airport during March 2017, which were both charter flights.
16	Transport Corporate Support (Carol)	Number of people using public transport	18070 tickets sold (2013/14)	Increase of 10% through new routes and promotion (19877 tickets)	A further 10% increase through additional measures such as park and ride schemes (21864 tickets)	A further 10% increase (target 21,137) with services tailored around tourism and improved routes to meet local demand	5662 tickets sold from April to June 5851 tickets sold from July to September 5689 tickets sold from October to December 5107 tickets sold January to March		↑	data reported on Quarterly	Revised timetables were introduced on 1 October 2016 following a mini-review of routes A,B,C & D Total number of tickets sold for this financial year is 22,309. This shows progress with an increase of 3,093 tickets compared to last year 2015/16 and exceeds this year's target.
17	UTILITIES Connect STH	Sustainability % of total electricity produced by renewable sources	12.24%	20%	40%	60%	April = 29.3% July = 28.07% Oct = 30.94% Jan = 20.97% May = 21.1% August = 28.78% Nov = 28.11% Feb = 16.37% June = 18.70% Sept = 33.65% Dec = 31.14% Mar = 25.91%		↔		This month saw a reasonable renewable yield. Electricity outages continued to perform well and show a year on year improvement as a result of continued planned preventive maintenance program. No active measures have been put in place to increase the number of properties enjoying treated water.

KPI's	NO	Key Result Area - Directorate Responsible	Performance Indicator/ Risk Mitigation	Benchmark	Target 2014/15	Target 2015/16	Target 2016/17	Performance Report			RAG Status	Direction of Travel	Notes	Overall Brief Monthly Commentary on Progress/events		
								April = 9 July = 5 Oct = 4 Jan = 3	May = 3 August = 8 Nov = 9 Feb = 9	June = 9 Sept = 11 Dec = 7 Mar = 12						
KPI's	18	UTILITIES Connect STH	Reliability Unplanned electricity interruptions per annum	134 (13/14)	109	65	35	April = 9 July = 5 Oct = 4 Jan = 3	May = 3 August = 8 Nov = 9 Feb = 9	June = 9 Sept = 11 Dec = 7 Mar = 12	Yellow	↔				
	19	UTILITIES Connect STH	Water % of customers with access to treated and tested water	90%	93%	93%	90%	90%				Green	↔			
	20	UTILITIES SURE	Communications % of households with internet connections	56.3% (2013/14)	62.2%	65.8%	70.8%					White	⊘	report on annually	Still awaiting data from SURE	
	21	Community & Housing Housing	Increased community capacity through better informed and engaged residents	Customer satisfaction using 2014 survey as benchmark	Biannual survey results show significant improvement in satisfaction with home - Fair, repairs - Good and communications - Good	By 2016 tenants should rate, on average: Quality of home - good Quality of Repairs - excellent Quality of communications - excellent Quality of immediate locality - good.	New Tenancy Audit to be completed in August 2016.					Red	↔	report on biannually due Oct 2016	As part of our ongoing improvements and the backlog maintenance programme in relation to social housing the housing service will be conducting external improvements to 21 properties for this financial year.	
	22	Community & Housing Social	% of actions from SPP Implementation Plan completed	33 actions in the SPP Implementation Plan			100%	Over 80% have commenced				Green	↑		SHG are progressing with improving connectivity to the island and many of the areas raised in the SPP have become key areas in Directorates Strategic Plans and everyday business and are continued in the 10 year plan. Sports SLA has been agreed with NASAS.	
	23	Community & Housing Human Rights Office	Establishment of Human Rights Commission (HRC)	St Helena Human Rights Office established in April 2012. Funding for one full-time officer has been provided since April 2014.	Drafting and approval of Ordinance underpinning the HRC	Recruitment and training of Human Rights Commissioners	A fully functioning service for the provision of advice, monitoring and protection of Human Rights on St Helena					Green	↑		Commission now established and operational. Our apprentice has completed her probation and her training is well under way. 116 Clients on database. While these do not all have current Human Rights issues, all have come seeking help. Some have been assisted, others have been referred to the relevant agency. 21 issues are currently being investigated. New Commissioners have been appointed.	
	24	Security Police	Reducing Overall Crime	Reduce overall crime	<190	<225	<Total crime for 2015/16 (241)	April = 18. Oct = 9 February = 10 Overall Total for 2016/17 = 153	May = 17 Nov = 8 March = 9	June = 14 Dec = 20	July = 15 January = 13	August = 13 Sept = 7	Green	↑		
	25	Security Police	Improving Trust and Confidence in the Services Provided by the Directorate	Increase the reporting of Domestic Abuse offences/incidents	>17	>33	>Total number of Domestic Offences/Incidents for 2015/16 (27)	April = Domestic Offences was 2 and Domestic Incidents was 2. May = Domestic Offences was 2 and Domestic Incidents was 4. June = Domestic Offences was 2 and Domestic Incidents was 4. July = Domestic Offences was 4 and Domestic Incidents was 1. August = Domestic Offences was 2 and Domestic Incidents was 4. Sept = Domestic Offences was 2 and Domestic Incidents were 0 Oct = Domestic Offences was 0 and Domestic Incidents were 2 Nov = Domestic Offences was 2 and Domestic Incidents were 2 Dec = Domestic Offences was 6 and Domestic Incidents were 1 Jan = Domestic Offences was 0 and Domestic Incidents were 1 Feb = Domestic Offences was 1 and Domestic Incidents were 2 Mar = Domestic Offences was 2 and Domestic Incidents were 1 Total Domestic Offences = 25 and Total Domestic Incidents = 24					Green	↑		Crime performance for March is in line with most of 2016-17. There has been a noticeable reduction in crime in the last year and work is ongoing to try to identify why.
26	Security Police	Improve Public Safety, Protect children and the vulnerable working with Partners, Volunteers and Stakeholders	Increase in reporting of sex related offences 100% child related referrals dealt with through s multi-agency approach	> 23 sex offences 90% child related referrals	>27 90% of referrals submitted within 24 hours	>Total number of sex offences in 2015/16 (36) 90% of referrals submitted within 24 hours	April = 3 Sept = 0 February = 1 Total for 2016/17 = 12	May = 2 Oct = 0 Mar = 0	June = 0 Nov = 2	July = 0 Dec = 2 January = 0	August = 2	Yellow	↔			

NO	Key Result Area - Directorate Responsible	Performance Indicator/ Risk Mitigation	Benchmark	Target 2014/15	Target 2015/16	Target 2016/17	Performance Report	RAG Status	Direction of Travel	Notes	Overall Brief Monthly Commentary on Progress/events
28	Security Safeguarding	% of referrals having initial assessments within 14-30 days			40%	90%	<p>April - 100% May - 100% June - 16 referrals to the service in total, which led to 6 single assessments so 38% of referrals led to assessment. However, all six assessments were completed in timescales - 100%. Section 57 investigations for June = 0</p> <p>July - 23 referrals to the service in total, which led to 6 single assessments so 25% of referrals led to assessment. However, all six assessments were completed in timescales - 100%. Section 57 investigations for July = 2</p> <p>August - 40 referrals to the service in total, which led to 9 single assessments so 23% of referrals led to assessment. However, all six assessments were completed in timescales - 100%. Section 57 investigations for August = 5</p> <p>September - 19 referrals. All the referrals were for open cases where assessments are already being completed. 6 single assessment were completed which equates to 32% of all referrals led to assessment. All assessments were completed within timescales - 100% No section 57 enquiries were undertaken in September.</p> <p>October - 24 referrals received from which 12 resulted in single assessments being completed. This equates to 50% of all referrals resulting in assessment. 90% of assessments were completed within timescales.</p> <p>November - 26 referrals to the service. 6 of these resulted in single assessments being undertaken by staff. This equates to 24% of referrals resulting in assessment. All assessments were completed within timescales (100%) of which 2 Section 57 investigations were completed jointly with the Police.</p> <p>December 2016 - 22 referrals received for Children's Services from which 5 resulted in a single assessment which equals 24% of referrals resulting in assessment. 90% of these assessments were completed within timescales.</p> <p>January 2017 - 35 referrals received to the service, 3 of which resulted in a Single Assessment which equals 8%. All assessments were completed within timescales</p> <p>February 2017 - 27 referrals received, 5 of which resulted in a Single assessment which equals 19%. There was one S57 investigation undertaken jointly with the police. All assessments were completed within timescale.</p> <p>March 2017 - 17 referrals received, 1 which led to a Single Assessment. which equals 5%. All assessments were completed within timescale (100%).</p>		↑		March has been a quiet month in terms of referrals and new assessments. There have been several Review Child Protection Conferences which has resulted in five children (two families) being removed from the Child Protection Register and support being stepped down to Child In Need. Five Child In Need cases closed to the department as they no longer required any social work interventions or support.
29	Security Safeguarding	% of adult clients receiving 1-1 work			50%	50%	<p>April - Approx. 23% May - 26% June - 26% July = 40%</p> <p>August - 40% September - 40% October - 49%</p> <p>November - 52% December - 53% January - 53% February - 54%</p> <p>March - 54%</p>		↑		
30	ENRD	Plants and Wildlife Health of Marine and Terrestrial Habitats	Benchmark needs establishing October 2015 - selection of indicative habitats March 2016 - completion of first benchmark surveys	Little or no change	Little or no change	Benchmarking (2015/16 - Benchmarking done for 21 terrestrial sites and 22 marine) locations Little or no change	No Change		⊘	report on annually	<p>Plants and Wildlife - Nursery propagation continued at Peaks Nursery. Clearance of invasive species and planting of endemic species in Warrens in the Peaks National Park. Removal of pheasant-tail fern. Routine strimming of Peaks trails.</p> <p>Environmental Monitoring (Soils, Air Quality, Noise, Water Quality, Water levels and flows) - Photo-point monitoring at the Peaks National Park was done in February 2017 to determine change over time at key habitat sites. Due to lack of benchmark data for various reasons we were unable to report on Water quality, therefore this KPI has now changed to report on Air quality for 2016/17. Air quality monitoring is not being done at the moment, pending the recruitment of new staff to take this work forward. Recruitment process is underway.</p>
31	ENRD	Air Quality Maintaining good air quality	Benchmark 2015/16 Nitrogen dioxide 0.02 ppm Sulphur dioxide 0.41 ppm	Benchmarking	Little or no change	Little or no change	Benchmarking still to be done		⊘	report on annually	<p>Waste Management - All key waste streams require establishment of commercial recycling to achieve KPI. Recurrent budget funded Communal Wheelie Bin Housings Project completed. Capital Programme funded Fire Alarm System fitting in WRB at HPLS project completed.</p>
32	ENRD	Waste Management	Reduction in waste sent to landfill	Benchmarking	5%	5%	Domestic waste cell (15mx24mx9m) filled within 12 months		⊘	report on annually	<p>Energy Use - Climate Change Policy updated with further process pending. Climate Change Action Plan document commenced. Energy Strategy published, with a key target of 100% renewables achieved by 2022. EMD part of working group towards delivering the Energy Strategy.</p>
33	ENRD	Energy Use	More efficient use of energy per head of population	Benchmarking	5%	5%	Awaiting Data		⊘	report on annually	<p>Funding - BEST Small grant project underway. Three new Darwin Plus projects awarded (from April 2017) : Establishment of the national framework for invasive plant management in St Helena, Oceanographic influences on the St Helena pelagic ecosystem and a biosecurity fellowship.</p>
34	ENRD	Funding	Proportion of SHG Environmental Management Costs funded by Eco-tourism	Benchmarking	5%	5%	Proposals for eco-tourism funding to be developed		⊘	report on annually	
35	Efficient, Effective and Open Government Corporate Support Carol	Report It - Sort It % of people acknowledge within 1 working day		Suitable benchmark established (Linked to SPP)	100%	100%	100% of people acknowledged within 1 working day in March		↑		
36	Efficient, Effective and Open Government Corporate Support Carol	Report It - Sort It % of jobs completed within 20 working days			80%	100%	4 reports received and allocated for action in March		↑		
37	Efficient, Effective and Open Government CPPU/IA	Governance % of significant governance issues are addressed annually	70% (2013/14)	85%	90%	100%	Remains at 90%		↔		Council Committee terms of reference remains with members who have committed to finalising before Council is dissolved at the end of May 2017.

	NO	Key Result Area - Directorate Responsible	Performance Indicator/ Risk Mitigation	Benchmark	Target 2014/15	Target 2015/16	Target 2016/17	Performance Report	RAG Status	Direction of Travel	Notes	Overall Brief Monthly Commentary on Progress/events
	38	Efficient, Effective and Open Government Corporate Support	Open Government Something on access to information or complaints?	% of requests for info answered within time under the Code of Practice for Public Access to SHG Information.	85%	90%	95%	One request received and dealt with in March. 2 requests received in February still being considered.		↑		

REPORT ON KEY BAM AREAS PERIOD 12 (March 2017)

No.	Area		Performance Report	RAG Status
1	Budget, MTEF and Finance	MTEF Cycle	The three year budget for 2017/18 – 2019/20 has been developed by Directorates. Following confirmation from DFID on the aid settlement package, budgets will be discussed with Elected Members and considered by Legislative Council at the Budget Session scheduled for 24 March 2017.	
	Budget, MTEF and Finance	Revenue & Expenditure	<p>Revenue targets were agreed and are stated below. These targets are monitored and reported against on a monthly basis:</p> <p>Total Budget Income Tax for 2016/17 = £5,122K Budget Income Tax (Apr – Feb 2017) = £4,725K Actual Income Tax collected (Apr – Feb 2017) = £4,398K Adverse variance achieved of £327K for the year to date.</p> <p>Total Budget Customs Duty for 2016/17 = £5,952K Budget Customs Duty (Apr – Feb 2017) = £5,600K Actual Customs Duty (Apr – Feb 2017) = £4,681K Adverse variance of £919K for the year to date.</p>	
2	Statistical Data		Collection & Collation RPI Yearbook Updates Census Outputs Routine Returns Immigration Data Income Tax Updates	
	Social		SHG are progressing with improving connectivity to the island and many of the areas raised in the SPP have become key areas in Directorates Strategic Plans and everyday business and are continued in the 10 year plan.	
3	Education		<p>Funding formula for staffing and financing schools: For the 2016/17 school year, the Education Standards budget has been reviewed and costings updated to reflect the true cost of educational delivery in schools.</p> <p>Teacher Training: 4 local trainees in full-time study with Open University 2 trainees in overseas studies 28 local staff in Level 4 Cambridge PDQ course</p> <p>Apprenticeships: Supporting the launch of a Community College is a revised Apprenticeship Policy which has been approved by Education Committee. The total number of apprentices in training reached 54 in 2016/17.</p> <p>Labour Market Strategy: Interest and engagement with the new St Helena Community College continues to be very strong having reached far above expectations. There are currently 426 individuals enrolled (ranging in age from 16 – 78), registered for 515 courses.</p>	

REPORT ON KEY BAM AREAS PERIOD 12 (March 2017)

No.	Area		Performance Report	RAG Status	
DAPIV AREAS	4	Capital Programme	Expenditure & Delivery	<p>Expenditure to date on the Capital Programme is approximately £5.4m, of which £4.8m is DFID funding. Construction works was delayed on the Hutts Gate Reservoir due to adverse weather conditions. Once weather conditions are better then the contractor has plan to work over time to ensure works are completed before the consultants arrive on Island to install the lining. The consultants have however also been delayed due to the RMS having to go into dry dock. Gents Bath and Ruperts Sewerage upgrade was also affected by the adverse weather conditions so works are now planned to be completed at the end of April. The Electrical ringed network project have commenced and works are due to be completed in July 2017. Works are completed at No 15 & 16, Government Landlord Housing, Piccolo Hill and also Moors Flats.</p>	Yellow
	5	Capital Programme	Hospital	<p>Works are completed on the follow on works at the General Hospital, however the VO that was issued under this contract for the Mammography room is not completed. These works are expected to be completed before the end of April. The technician required to commission the equipment was due to arrive on Island at the end of March, however due to the RMS having to go into Dry Dock the Technician will not arrive until April or May. Works for the relocation off the Dispensary from the first floor to the ground floor of the Hospital Admin Building are completed and the dispensary have been relocated. The upgrade of the 3rd Dental surgery room is completed however the technician required to commission the equipment has also been pushed to April or May.</p>	Green
	6	Capital Programme	Prison & CBU	<p>A preferred site has been identified at Bottom Woods and a topographical survey is currently been conducted for the New Prison. Turner & Townsend have been contracted to proceed to RIBA Stage 2 (Concept Design), however these works will run over into April as the board did not agree with the concept designs provided.</p> <p>The consultants are still working on the indicative costs to remediate and stabilise the hill side, which will inform whether or not SHG should pursue with detail design on the Alarm Forest site for the New FireStation.</p>	Yellow
	7	Capital Programme	Management	<p>The annual review prepared by DFID's infrastructure Advisor was received and the Capital Programme has scored a B, which means that the risk in delivering the Capital programme is considerably high. As a result of scoring a B for two consecutive years the capital programme was subjected to 'special measures' and a Programme Improvement Plan (PIP) was implemented. The PIP concluded on the 31st October. The infrastructure Advisor have advised that SHG have pass the PIP, a back to office report was also prepared by the advisor and is being reviewed internally.</p>	Yellow
	8	Governance & Structure	Governance	<p>Performance Management: Information for the majority of areas in the Monthly Performance Report is posted within the agreed timeframe; however obtaining timely updates for a few areas still remains slow;</p>	Yellow

REPORT ON KEY BAM AREAS PERIOD 12 (March 2017)

No.	Area		Performance Report	RAG Status
9	Technical Co-Operation	Technical Co-operation expenditure	<p>Actual TC expenditure against budget as at 31 March 2017 is £121k (21%) overspent, mainly due to Start-up costs more than anticipated (DoSG), EoC costs required earlier than expected (DoH), Locum costs not anticipated during period (MO3) and recruitment costs not anticipated</p> <p>YTD actual expenditure against budget as at 31 March 2017 is £392k (5%) underspent, which is mainly due to a number of consultancies and posts delayed, not approved or no longer required, there were also a number of posts that were filled later than anticipated.</p> <p>Consultant costs anticipated during period delayed, not approved or no longer required (ECD, AC, PAE, FAT, SMS, RadP, CPN, OS, Opt, LRAD, EMIS, Nut, PSY, LLM, LM, CM)</p> <p>Posts not filled for period or filled later than anticipated (RM, DIE, ROS, CPN, TTA, AST (M) x2, TC, CCC, FS, SN, replacement RAD, DC(PP), PS, HoOD, ATS, CPsy, HoCPC, PS-T&FA)</p> <p>Post localised/TC costs no longer required (SFM)</p> <p>EoC cost no longer required/contract extended (CC)</p> <p>Some start-up costs no longer required (BMS)</p> <p>Start-up cost not required for replacement (AG)</p> <p>Delay in payment of travel costs (CIO)</p> <p>Locum Obs & Gynae visit different period to anticipated</p> <p>Midterm leave not taken as anticipated (DO)</p>	
10	Economic Development	Recurrent Expenditure	<p>115% of spend against budget for the month of March</p> <p>YTD is 95.6% of spend against budget</p>	



NO	Directorate/ Department	Risk	Risk Mitigation	Performance Report	RAG Status after mitigation
1	PM	Investment by DfID not forthcoming because SHG fails to deliver on efficiencies and capital spend programme	Regular monthly monitoring of capital spend programme. In addition specific issues are discussed directly with DFID & Project Managers. Areas which are off track are given specific remedial action and monitored fortnightly until progress is resumed	Approximately £4,821 capital spend at the end of March 2017.	
2	FIN	Operation of the RMS is disrupted due to mechanical failure	Regular servicing and maintenance schedule in place to ensure operational downtime is minimised.	RMS had a number of delays during March which required urgent repairs and considerable delays to members of the public.	
3	FD ESH	Economic and social development held back through lack of large scale investment	Energetically promote investment opportunities that are available to both local and international investors.	ESH has appointed a UK Commercial Advisor whose remit is to promote the island as an attractive investment destination, to assist parties interested in investing, and to develop relationships with financial institutions aimed at supporting business development. A prospectus of properties and sites for potential development was launched in 2015 and has attracted some offshore interest. ESH is working with these parties.	
4.1	ESH/ SMT	Island does not embrace development and change	Robust communication plan in place and implemented. Elected Members, supported by Directors and Senior Officials, providing strong leadership consistent with the SDP vision and key messages.	Communication plan in place and is well advanced.	
4.2	ESH/ SMT	Councillor do not lead/ embrace change	Robust communication plan in place and implemented. Elected Members, supported by Directors and Senior Officials, providing strong leadership consistent with the SDP vision and key messages.	Communication plan in place and is well advanced.	
4.3	ESH/ SMT	SHG mindset does not embrace/ support change	Robust communication plan in place and implemented. Elected Members, supported by Directors and Senior Officials, providing strong leadership consistent with the SDP vision and key messages.	Communication plan in place and is well advanced.	
5	IT/DCS	Loss of data through IT system failure leading to inefficient SHG	Development of a disaster recovery plan. Finalisation of the File/Server project, which will automatically backup all vital files to dedicated file servers, thus restricting users from saving key documents to their hard drives.	The draft disaster recovery plan is being finalised and will be circulated during December 2014. (95%) The File Server Project has been completed. (100%)	



NO	Directorate/ Department	Risk	Risk Mitigation	Performance Report	RAG Status after mitigation	
RISKS	6	DHR	Loss of key professional/ technical staff leading to SHG unable to provide essential services	Strategies to retain key staff including Talent Management Programme, Succession Planning Strategy, review of Pay & Grading and development of Cadres.	<p>Pay and Grading review completed. CLG has endorsed the establishment of job families across SHG and the first phase of the project is complete with 7 additional job families recommended. Phase 2 is to commence shortly which will involve the appointment of champions within each directorate and the project team looking at progression within the indicial cadres, pay structure and relevant competency and/qualification frameworks applicable.</p> <p>A 'Fast Track' Programme is currently being developed to identify potential future leaders from within SHG. Further communication on how this will work, will shortly issue from Corporate HR and the aim is to encourage as many talented individuals across the public service to volunteer for this programme and achieve their full potential. The implementation date is scheduled for 1 April 2017.</p>	
	7	CS/ SMT	Required changes to culture and working practice do not happen as required	Regular reporting and monitoring of progress to ensure that the change programme is on track.	<p>A Prospectus for Change was published in November 2015, setting out key activities to be addressed during 2016-19 to make SHG 'a better place to work and do business with'. The targets for the public service have taken account of the results of the employee opinion survey undertaken in May 2015.</p> <p>Some of the targets will take a while to achieve, for example, reviewing health and safety legislation, whereas others can be actioned more quickly. Progress has been made in a number of areas, in particular the establishment Core Leadership and Business Delivery Groups, the establishment of an Employee Representative Committee, allowing employees a 'Voice' in some key public service policy developments; establishment of a Partnership Forum; training for Employee Representative Committee members; development of, in consultation with employees, of the Vision, Mission and values for the public service; completion of a Pay and Grading Review and the development of Job Families; introduction of annual salary increments for SHG employees; a simplified performance appraisal system introduced; talent management and succession planning initiatives ongoing; additional budget secured for training of employees to succeed TC staff; strategic planning documentation has been simplified, mobile phones in use by senior staff in SHG; use of Twitter and Hashtag to enhance external communications.</p>	
	8	D AP	Air access compromised because SHG does not meet obligations	Work ongoing. See Airport Project Programme, Issues Registers and Risks Registers	Monitored on a monthly basis and reported to Programme Board on a bi-monthly basis.	



NO	Directorate/ Department	Risk	Risk Mitigation	Performance Report	RAG Status after mitigation
9	CP/ FIN	Divestment compromised because SHG does not meet obligations	On going programme of divestment is taken forward and support by SMT and Corporate Procurement.	SHG remains committed to divesting non-core functions. A realistic timeframe for further divestments is in place and takes account of a number of factors, including resources available to carry out detailed appraisals of these functions to determine suitability for divestment, capacity within in the private sector to take advantage of the divestment opportunities and lessons learnt from previous divestments. The following functions are currently being considered for divestment: - Government Garage - Pest Control - Sanitary Services	
10	FIN	DAPM targets for revenue not achieved as predicted economic improvements not realised.	On going monthly report and long range forecasting to manage process. Economic policy to be reviewed in year and improvements to revenue collection to be implemented.	Revenue predictions have not	

Key to arrows



Performance Improving



Performance Data currently being collected



Performance Maintaining



Performance Worsening