



# St Helena Government

## PERFORMANCE REPORT

**FOR PERIOD 9 - DECEMBER 2018  
FINANCIAL YEAR ENDING 31 MARCH 2019**

Introduction and Overview

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**St Helena  
Government**

## **Overview of Performance for DECEMBER 2018**

### **Introduction**

SHG announced additional flights to and from St Helena for summer 2019/2020. In addition to the scheduled service to St Helena that operates each Saturday, this additional flight will be scheduled on a Tuesday between December 2019 and May 2020.

These additional flights, much like those for 2018/19, have been programmed to take into account the peak period of travel, to meet anticipated demand and to offer a greater flexibility in the length of stay on St Helena – 3, 4, or 7 day stays (and multiples thereof).

Following a public vote, shortlisting and consideration by a panel of independent aviation industry experts, St Helena Government is pleased to announce that St Helena Airport has won the International Airport Review's Design Project of the Year Award 2018 (Photo Attached). St Helena Airport was nominated in two categories in the 2018 awards - Airport of the Year and Design Project of the Year. Over 12,000 votes were cast by the public and as a consequence, St Helena Airport was shortlisted for both awards.

The Education & Employment Directorate are pleased to announce the success of seven staff members within the Directorate.

The Head Teacher of Prince Andrew School (PAS), Penelope Bowers, has been awarded the National Professional Qualification for Headship (NPQH).

### **Summary of Key Performance Indicators**

1. Number of stay over tourists for December were 515, making year to date total of 1619.
2. Number of plane passengers were 663, making year to date total of 2795.
3. Five reports were received for 'Report It, Sort It' and all reports were acknowledged and allocated for action.
4. St Helena Fire & Rescue received a total of 12 reports with an average 9.5 minute response time.
5. 65% 2 year olds were immunised against those due on census data, and 85% of 2 yr olds were immunised against those due from birth rate.
6. 6,526 Public Transport tickets sold for Qtr 3, an increase of 337 tickets compared to Qtr 2 for 2018/19. Making year to date total at 18,947.
7. A total of 18 crimes were reported for December.
8. 29.37% of energy generation from renewables, and unplanned electricity interruptions decreased down to 6.

### **Corporate Risk Management**

Progress was made in the following areas for the third quarter:

**Risk 1: Insufficient resources to deliver public services and key capital infrastructure**

(i) Ext Funding Coordinator in post, funding strategy being developed. Action plan continues to be implemented, most actions have been completed.

TRWG have considered options, recommendations have been presented to Economic Development committee in early Dec 2018 and proposals have gone forward for consultation. Will come into effect Apr 2019

(ii) Capital Funding expected in new financial year.

**Risk 3: Risk of litigation linked to historical failings**

Potential costs being monitored with AG's Chambers, the 2019/20 budget also has a ring-fenced budget for potential litigation.

**Risk 4: Failure to reach short term revenue growth prediction through low visitor numbers**

Announcement of the 2nd flight over the peak season for 2019/20 was welcomed. Continue to work with HMG to provide certainty on additional flights over the longer term.

**Risk 6: Failure of a Change Management Programme – impact on SHG and Public**

The PFC comes to an end in March 2019. A new PFC is being developed to run from April 2019 to March 2022. The Prospectus for Change (2019 to 2022) will be informed by the diagnostic data gathered from the Employee Opinion Survey and the outcome of the focussed feedback sessions scheduled to take place in the first months of 2019. It will also incorporate the needs of the Ten Year Plan and other relevant strategies.

**Risk 7: Skills shortage within existing workforce**

A new workforce plan is being developed by Corporate HR which will address this issue specifically.

**Risk 9: Not securing a high speed internet connectivity**

The 1st tranche of funding has being received. Financial close of the SAEx project is expected soon, thereafter survey work is to commence.

**Risk 10: Morbidity and mortality due to obesity and lifestyle**

Further development of the Chronic Disease Management Service is ongoing. New nurse and medical practitioners recruited to lead the service and expected by Christmas 2018. Health Promotion and Social Marketing Programme are making progress regarding primary prevention of obesity and smoking. Specialist medical services on the island and overseas referral strengthened.

**Risk 12: Lack of services for ageing population**

A staff recruitment drive has occurred on Island resulting in some posts at the CCC being filled and staff are underway in respect of training. The plan to recruit overseas has not been pursued as a more sustainable plan could be achieved by means of reviewing the pay scales, roles and support to local staff. Draft homecare policy is in place but will require a full review with the support of HR and finance to ensure that this service is a viable and a sustainable option. There is no current update in relation to the capital bid for Cape Villa.

**Risk 13: Failure to protect and maintain key infrastructure such as IT**

Bid for capital funding has been submitted. Routine maintenance continue within available resources.

**Risk 14: Failure to underpin basic education**

The Directorate continues to deliver the Cambridge Certificate in Teaching and Learning on island and also the Cambridge Certificate in Educational Leadership. The Directorate now has 48% of teaching staff with a professional qualification to at least Level 4. The Directorate continues to explore opportunities for teacher training. In February /March training via distance is planned for all primary teachers. The Directorate has also been successful in enabling the delivery of the IPGCE on island through distance learning links with TES.

**Risk 15: Terrorism**

Further training to provide and effective firearms capability commences 28th January 2019. Work is on- going to develop intelligence links to identify threats, harm and risk. Work is on- going to develop access to specialist support.

**Risk 19: Number of key areas that are reliant on one person or a particular system for business continuity**

Increased skills and capacity building through organisational development and the new workforce plan currently being developed by Corporate HR.

**Risk 20: Lack of financial management capacity and capability across SHG**

New restructure in progress, 2 management accountants in post, 1 additional Accounting Technicians and 1 Business support manager was recruited and will start in new year. Finance Business Manager recruited and arriving in February 19. New Cadre for finance professionals signed off in October 2018.

**Risk 21: The financial position of SHG and the level of funding available within the General Reserve.**

A new Management Accounting function in place. The minimum level on the general reserve to be increased to £3million, currently projected to be circa £3.9m at 31 March 2018.

Overall Rag Status		Monthly Progress		Leading Indicator	
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**Summary of Financial Performance**

[See 1.0 Overview](#)

Overall Rag Status		Monthly Progress		Leading Indicator	
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**Key Revenue and Expenditure Variances**

[See 1.0 Overview](#)

Overall Rag Status		Monthly Progress		Leading Indicator	
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**Capital Programme**

No reporting at this point as currently there is no programme.



## Overall rag status summary

	November			December		
	Overall Progress	Monthly change 2018/19	Leading Indicator	Overall Progress	Monthly change 2018/19	Leading Indicator
	<b>4</b>	1	2	<b>4</b>	1	2
	<b>1</b>	0	0	<b>1</b>	0	0
	<b>27</b>	26	23	<b>29</b>	27	24
	<b>15</b>	20	22	<b>14</b>	20	22
 UNKNOWN (due to lack of/unavailability of data)	<b>1</b>	1	1	<b>1</b>	1	1

The above table summarises the data in the report. There are 48 areas outlined in the report and both backward and forward looking RAG ratings have been provided.

For this report information has not been provided for all areas .

**8%** of areas were given a Red rating

**2%** of areas were given an Amber Red rating

**59%** of areas were given an Amber rating

**29%** of areas were given a Green rating

**2%** of areas were given an unknown rating

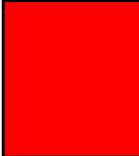
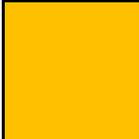
\*Figures may not total 100% due to rounding

## METHODOLOGY

For the Performance Report information is provided in four columns.

- The first ("**Overall Performance Progress**") is an indicator of progress over the past month relative to expectations at the beginning of the year.
- The second ("**Monthly Change**") highlights whether this progress is an improvement, or otherwise, from the previous month.
- The third ("**Leading Indicator**") aims to give a snapshot of how progress is likely going forward and provide a early warning system for potential issues.
- The fifth ("**Commentary**") aims to provide a succinct overview of each area.

**RAG Criteria**

	Red
	Amber red
	Amber
	Green

### **Key to Leading indicator arrows:**

-  Performance improving
-  Performance maintaining
-  Performance worsening

## SHG KEY PERFORMANCE INDICATOR REPORT

### PERIOD 9 (December 2018)

No.	National Goal	Directorate Responsible	Performance Indicator/ Risk Mitigation	Benchmark	Target 2018/19	Target 2019/20	Target 2020/21	Performance Update	Overall rag status progress	Direction of Travel (Monthly Progress)	Leading Indicator 2018/19	Notes	Overall Brief Monthly Commentary on Progress/events	
1	Altogether Safer	Safeguarding (Adele)	(A) % of referrals received for children's services resulting in 1) assessment 2) strategy meeting 3) section 57 4) no further action  (B)% of referrals completed in agreed timescales (quarterly reporting); Looked After Child (LAC) reviews completed in agreed timescales;  (C) % of children open to Children's Services who have an up to date care plan 1) Child in Need (3 monthly) 2) Child Protection Plan (3 monthly) 3) Looked After Child ( 6 monthly);  (D) Number of children open with a disability; 1) number of cases where direct work is being completed; 2) number of cases with MAPPA involvement	309 referrals received 23% required single assessments  Approx. 90% completed within timescale	A. 1) 35% 2) 20% 3) 10% 4) 35%  B. 95%  C. 100% (1) 100% (2) 100% (3) 100%  D. 90%			DECEMBER 2018: (A) No of referrals 17 1) No. resulting in assessments 9 (53%) 2) No. resulting in strategy discussions 2 (12%) 3) No. resulting in S57 enquiries 0 4) No. resulting in NFA 5 (12%)  (B) % assessments completed within timescale – 45% % of LAC reviews completed within timescale - 0% (C) Up to date plans – 1) - 100%, 2) - 100% and 3) - 0%  Case Breakdown December No. of CIN cases: 42 No. of CP Cases: 1 No. of LAC cases: 2 (D) No. of children open with a disability 6 No. of cases where direct work is currently being undertaken 5 (this does not include work carried out by the Therapeutic Practitioner) No. of cases with MAPPA involvement 11		↔	↔			
		Safeguarding (Rosalee)	Joint visits are conducted with other agencies (Health, OT, MH, Physio etc.)	2016 was 47 OT visits and 2 MH. Currently all joint visits OT, Police, Specialists etc. and MDTs are captured – 2017/18 YTD is 123. All joint visits to be recorded.	60				December - 18 joint visits conducted (Year to date total: 99)		↑	↑		
		Police	Reduce Overall Crime	The figure will not be set until the end of the current PPY as the figure for the current year plays a part in setting the figure.  In any case, the figure will be divided by 12 and monitored on a monthly basis.	Less than five year average  The target is 240 crimes a year which is an average of 20 crimes per month.	Less than five year average	Less than five year average	Less than five year average	December- 18 crimes		↔	↔		
		Police	Improving community trust and confidence in the services provided by the Directorate		80% satisfaction level from those surveyed.	80% satisfaction level from those surveyed.	85% satisfaction level from those surveyed.		December - 4 call backs, 8 surgeries completed. 66.5 hrs community engagement hours		↑	↑		
		Police	Working with partners, volunteers and stakeholders to maintain public safety and our responses to incidents		100 Road Traffic Collisions (RTCs) or less	100 RTCs or less	100 RTCs or less		December = 10% reduction in RTCs 8 in total		↑	↔		
		Police	The St Helena Fire and Rescue Service will provide an immediate response to all related emergencies	Monitored on a monthly basis based upon the number of calls attended.	Attendance within 12 mins for the first appliance	Attendance within 12 mins for the first appliance	Attendance within 12 mins for the first appliance		December: 12 reports received with an average 9.5 minutes response time.		↑	↑		
6		Safeguarding (Wendy)	Number of older persons (over 65) who are admitted to residential/sheltered accommodation - Reduce the number of admissions compared to the previous year	13 admissions in residential/sheltered accommodations for 2016/17 (3 in sheltered and 10 in residential)	15 admissions			December 2018: 0 Admissions to residential Admission into Sheltered Accommodation	1	↔	↔			
7		Safeguarding (Nicolene)	% of eligible clients engaging in Day Care or Overnight Respite on at least three occasions per calendar month.	Monitoring of respite/day care provision would allow us to monitor this against our home support figures – ie should home support reduce as respite/day care increases?	65%			40% engaging in day care overnight respite available at this time	No	↔	↔			
8		Safeguarding (Rosalee)	% of those receiving Home Support/Home care who have had a review within the specified timeframe.	Adults and Older adults 81.5%	Record on a quarterly/yearly basis (financial year) Target = 90%			Qtr (Sept/Oct/Nov) - 15 reviews completed in this quarter (will only be able to report a yearly percentage given that reviews can be done in 12 m period)		↑	↔	Quarterly		
9		Safeguarding (Rosalee)	All adult social care assessments to be completed within the specified timeframe.	82 assessments completed	50 assessments			19 assessments completed specified timeframe	all in	↑	↑			
10		Health	<b>Vaccination Coverage</b> Children at 2 years of age, up to date with vaccinations. Measured as a) % of 2 year olds immunised against those due on census data. (Aim = >90%) b) % of 2 year olds immunised against those due from birth rate. (Aim = >100%)	2017/18 data a) 85% of 2 year olds (against Census data) b) 102% of 2 year olds (against birth rate)	a) ≥ 90% b) ≥ 90%	a) ≥ 90% b) ≥ 90%		December 2018 YTD a) 65% b) 85%		↑	↔			
11		Health	<b>Diabetes</b> a) % of registered diabetes clients who have had their HbA1c tested at least once during the preceding year. (Aim = >85%) b) % of registered diabetics with "Good Control". (Aim = >50%)	a) 75% (2015 data) 79% (2017/2018)  b) 34% (June 2015 Data) 46% (2017/2018)	a) ≥90% b) ≥60%	a) ≥90% b) ≥60%		a) 67% b) 51%		↔	↔			

No.	National Goal	Directorate Responsible	Performance Indicator/ Risk Mitigation	Benchmark	Target 2018/19	Target 2019/20	Target 2020/21	Performance Update	Overall rag status progress	Direction of Travel (Monthly Progress)	Leading Indicator 2018/19	Notes	Overall Brief Monthly Commentary on Progress/events
12	Altogether Healthier	Health	<b>Obesity: Early detection and prevention or reduction of obesity amongst resident population of St Helena</b>  (a) % of Children who are overweight or obese when measured on an annual basis in school.  (b) % of adults with a BMI >25 out of all patients seen.  (c) % of adults with a BMI >25 out of all patients who had BMI check	<b>Accurate baseline to be established for</b> <b>(a) 53% of school children overweight or obese</b> <b>Overweight = 34%;</b> <b>Obese = 19%</b> <b>N=372 school children weighed March 2017 Boys=191 Girls=181</b>  <b>• Boys (51%): overweight = 33%; obese = 18%</b> <b>• Girl (54%): overweight = 34%; obese = 20 %</b>  <b>(b) 23% (222 with excess weight out of 978 patients seen)</b>  <b>(c) 74% of all BMI's checked have BMI &gt;25 (222 out of 298)</b>	a) 5% reduction in recorded percentage of overweight children in 2018  b) 5% reduction in % of adults with BMI >25  c) ≤70% of recorded BMI among adults is >25	a) 5% reduction in recorded percentage of overweight children in 2019  b) 5% reduction in % of adults with BMI >25  c) ≤70% of recorded BMI among adults is >25		(a) 31% of school children overweight or obese. (137 out of 449) Overweight = 11%; Obese = 19% N=449 school children weighed. Boys = 226 Girls = 223  • Boys TOTAL 31%; overweight = 12%, obese = 19% • Girls TOTAL 30%; overweight = 10%, obese = 20%  b) 38% (1151 out of 3021) c) 76% (1151 out of 1514)					
13		Health	<b>Obesity - Structured Interventions</b> <b>% of children and adults identified during health assessment as being overweight who receive support through a structured intervention.</b>  <b>Children</b> a) % of children identified with excess body weight (149) receiving brief intervention  b) % of children identified with excess body weight referred for specialist advice that received specialist advice  <b>Adults</b> a) % of adults identified with excess body weight receiving brief intervention  b) % of adults identified with excess body weight receiving specialist dietetic advice	<b>Children</b> <b>a) Baseline in July 2017: 0</b>  <b>b) Baseline in July 2017: 2 (100%)</b>   <b>Adults</b> <b>a) Baseline in July 2017: 1</b>  <b>b) Baseline in July 2017: 3 (100%)</b>	a) ≥60% of children with excess body weight receive brief intervention  b) ≥60% of children with excess body weight receive brief intervention	a) ≥70% of children with excess body weight receive brief intervention  b) ≥70% of children with excess body weight receive brief intervention		Children a) 18% (24)  b) 0% (No specialist in post)  c) 0% (No specialist in post)  Adults a) 116% (1337 out of 1151)  b) 0% (No specialist in post)  c) 0% (No specialist in post)					
14		Health	<b>Safe provision of an appropriate range of Mental Health services on island</b> a) Waiting times for mental health first follow-up appointments once deemed clinically necessary b) Waiting time for first follow-up clinical psychology appointment once deemed clinically necessary c) Caseload per qualified mental health practitioner d) % of cases per practitioner with care coordination rating of 4 & 5	<b>Baseline to be established March 2018</b>	a) ≤3 days b) ≤7 days c) ≤40/practitioner d) ≤25%	a) ≤3 days b) ≤7 days c) ≤40/practitioner d) ≤25%		Current data provided does not correspond with KPIs provided (being dealt with)  a) b) c) 58 d)					
15		Health	<b>Access to Healthcare</b> 1. General Hospital (Secondary Health Care) a) No of general admissions to hospital (YTD) b) Number of surgical admissions(YTD)  2. Total number of different patients per month that accessed Primary Health Care to see a) Doctor b) Nurse c) Overall  3. Total number of different patients per month that accessed Primary Health Care at d) Half Tree Hollow e) Longwood f) Levelwood D=Doctor  4. Total number of occasions per month that patients with a registered disability were seen by a Doctor  5. Total number of home support visits for palliative / end-of-life care	<b>1(a) = 2000</b> <b>1(b) = 30</b>  <b>2 (a)</b> <b>(b)</b> <b>(c)</b>  <b>3 (d)</b> <b>(e)</b> <b>(f)</b>  <b>4. Awaiting info from Safeguarding to determine stats.</b>  <b>5. 20 (Nov 2016)</b>	Target to maintain services at baseline level of 4 consultations/person/year	Target to maintain services at baseline level of 4 consultations/person/year		1 a) 240 b) 332  2 a) 2945 b) 3023 c) 3021  3 d) D = 453 e) D = 196 f) D = 54  4. Figures soon to be collated.  5. 73					
16		Health	<b>Encourage Smoking Cessation</b> a) % of all patients who have had their smoking status screened b) % of screened smokers seen in clinics receiving brief intervention c) % of screened smokers who set firm quit date d) % of screened smokers seen in clinics receiving specialist advice e) % of treated smokers who remained quitters at 13 weeks verified by CO monitoring f) % of treated smokers who remained quitters at 4 weeks monitored by CO g) % of treated smokers that are self-reported 4-week quitters h) Number of treated smokers [a treated smoker is a smoker who undergoes at least one treatment session on or prior to the quit date and sets a firm quit date. Smokers who attend an assessment session but fail to attend thereafter would not be counted. Neither are smokers who have already stopped smoking at the time they first come to the attention of the services] i) 4-week quit success rate [Number of 4-week quitters verified by CO/Number of treated smokers] j) 13-week quit success rate [Number of 13-week quitters verified by CO/Number of Treated Smokers]	<b>a) 37%</b> <b>b) 1%</b> <b>c) unknown</b> <b>d) 5%</b> <b>e) unknown</b> <b>f) unknown</b> <b>g) unknown</b> <b>h) unknown</b> <b>i) unknown</b> <b>j) unknown</b>	a) 50% b) 20% c) 30% d) 30% e) 40% f) 40% g) 40% h) *** i) ≥ 40% j) ≥ 40%	TBD		a) 789 b) 109 c) 63 d) 0% e) 80% f) 2% g) data to follow h) data to follow i) data to follow j) data to follow					

No.	National Goal	Directorate Responsible	Performance Indicator/ Risk Mitigation	Benchmark	Target 2018/19	Target 2019/20	Target 2020/21	Performance Update	Overall rag status progress	Direction of Travel (Monthly Progress)	Leading Indicator 2018/19	Notes	Overall Brief Monthly Commentary on Progress/events
17		ENRD	Social Housing - Increase the social housing stock.	184 social houses (Jan 2017)	Require target					↔	↔		Tenders for pilot house at HTH anticipated at the end of January. Designs for new GLH at New Ground being drawn up.
18		ENRD	<b>Plants and Wildlife</b> . Monitor the health of St Helena's marine and terrestrial habitats, to make sure they do not decline ie that we don't lose any of the endemic life there and we maintain the environment in which these endemic animals and plants live.	Benchmarking done for 21 terrestrial and 22 marine in 2015/16	5% of high value native habitat managed 95% not under management monitored to assess rate of decline					↔	↑		Peaks Management Planning workshop completed. PMP to be presented to ENRC before EFY. Nursery work at Scotland and Peaks continues ; Nurseries for Nature project fern propagation final report, project end December 2018. Transplanting of endemic in living gene banks and wild habitat. Ongoing work with LEMP project, propagation of endemics to supported restoration work. Critical habitat ecological restoration work continued on 5% of target sites of high endemic diversity value with special focus on flax clearance on the central ridge ongoing.
19		ENRD	<b>Environmental Protection</b> - St Helena's environment is protected through the implementation of the Environmental Protection Ordinance (EPO) enabling the conservation of biodiversity, regulation of trade in endangered species and the control of pollution, hazardous substances, litter and waste.	10% of the required supporting policies, guidelines and procedures have been formally adopted and or are in place to facilitate the implementation of the EPO (Jan 2017)	Formal adoption of at least 50% of the secondary legislation and supporting policies, guidelines and procedures to facilitate implementation of the EPO by March 2019			The (revised) Policy for collection, propagation and distribution of endemic/native plants (Plant Propagation Policy) was approved by ENRC in their November meeting.		↔	↔		General awareness of the EPO continues through provision of advice to potential researchers, project staff, SHG staff and the general public. The Marine Species Interaction Policy and the accompanying Species Best Practice Guidelines were presented to ENRC at their December meeting. Further work on taking this forward will be done once the new Marine Conservation Officer is in post and it is anticipated that these documents will be incorporated into the revised Marine Management Plan when this is reviewed and updated next year. A number of discussions around the EIA process have been held, further work in this area is to be done. 1 licence (recreational) and 4 Export Permits were issued.
20		ENRD	<b>Waste Management</b>	Equally sized domestic waste cells last for approximately 1 year	5% increase in domestic waste cells life					↔	↑		Charging for waste approved by ENRC, due implementation on 1st January 2019. Waste Prevention Campaign planned for December 2018 now delayed until February 2019 due to staffing constraints. No other significant change to date; glass recycling continues as per agreement with Private Sector partner. OCTA Anaerobic Digestion Project proceeding, DEFRA Marine Debris (Plastics Recycling) Project proceeding, with wheelie bins for recyclable plastic waste due distribution in February 2019 and recycling signage on Olympic Bins due to be changed, to encourage recycling of glass, cans and plastics.
21		ENRD/Connect	<b>Energy Use</b>	More efficient use of energy per head of population						↔	↑		The draft Power Purchase Agreement is now with PASH's funders.
22		ENRD	Increase Land available for Housing through the development of the CDA's and individual site identification.		Release 60 plots by the end of 2018.					↔	↓		Designs for Bottomwoods CDA underway. Approval has been given by Connect to join some of the homes to the existing sewage system.
23		Education	<b>Primary Education</b> % of Year 6 pupils assessed as performing at or above Age Related Expectations <i>NOTE: New measure which reflects changes in assessment policy in the English National Curriculum</i>	English 50% Maths 30% (July 2017)	English 60% Maths 60%	English 65% Maths 65%	English 65% Maths 65%	<b>August 2018 RESULTS</b> English 56.1% Mathematics 41.5%		↔	↔	Reported on academic year	In October 2018, schools worked to analyse the data and incorporate their findings into the new 2018/19 School Improvement Plans. Schools are now working towards achieving the set targets.
24		Education	<b>Inclusion</b> % of students on Special Education Needs (SEN) Register with active Individual Education Plan (IEP) <i>(IEPs are the learning plans that spell out what steps the school will take to meet the needs of children with special education needs or disabilities. They document both the child's needs and the actions to address them and the targets that the child is expected to meet)</i> <i>NOTE: Final assessment to be made at end of academic year</i>	new measure	100%	100%	100%	100%		↑	↑		With the SEND policy approved, work has commenced on a Code of Practice to guide full implementation of the policy. The Head of Inclusion has completed Play Therapy training.
25		Education	<b>Secondary Education</b> % of pupils achieving 5 GCSE A*-C including English and Maths (or the equivalent grades on the new 9-1 GCSEs)	22% (Aug 2016)	45%	50%	50%	45%		↑	↑	Reported on academic year	PAS is developing the 2018/19 School Improvement Plan. Head teacher has completed and passed headship qualification NPQH.
26		Education	% of teachers qualified to Level 4+	33.3% (March 2017)	50% of teachers qualified to Level 4+	70% of teachers qualified to Level 4+; 40% of teachers qualified to Level 5+	75% of teachers qualified to Level 4+; 50% of teachers qualified to Level 5+	50%		↑	↑		Three new teacher trainees began their training in September, and in October began their academic course with the Open University. One teacher trainee and one teacher have successfully completed and passed the Cambridge Level 4 Certificate in Teaching and Learning making a total of 4 staff members who have this qualification. In addition, two teacher trainees who were previously TAs have passed their Level 3 qualification
27		Education	St Helena Community College provides a range of general, technical/vocational, professional and higher education programmes to meet the needs of the local economy. <i>NOTE: Because the enrolment cycle of the SHCC operates on the academic year, this data should be reported and KPI assessed on the basis of the academic year ending in the financial year. Thereafter, regular updates in the narrative can provide details on progress toward the upcoming year's performance.</i>	a) SHCC Courses offered: 159 courses b) General/Community 27 c) Higher Education 36 d) Professional 10 e) Technical/Vocational 47 f) 273 student/course registrations from 1/9/2016 - 20/2/2016. g) 363 students enrolled in SHCC programmes to date.	Annual Training Needs Assessment completed. 100 courses offered (with information on accreditation status and level) 400 course registrations	Annual Training Needs Assessment completed. 100 courses offered (with information on accreditation status and level) 450 course registrations	Annual Training Needs Assessment completed. 100 courses offered (with information on accreditation status and level) 500 course registrations	2017 Training Needs Assessment used to inform planning. More than 196 courses offered 2018/19 114 courses with active enrolment during year Community Education: 133 courses, 27 accredited Higher Education: 19 courses; 16 accredited Professional Studies: 16 courses; 15 accredited Technical/Vocational: 26 courses; 24 accredited 532 students registered (Academic Yr ending 8/18) 831 course registrations (Academic Yr ending 8/18) 848 course registrations to date 14/01/2019 132 registrations in accredited L1 - L2 core skills courses (English, maths, ICT)		↑	↑	Data reported on academic year	Supporting Teaching and Learning SHCC's second year built on the success of its' first year of operation, with more courses offered and registrations slightly up. Although the total number of students declined slightly, those students registered for more courses in total.  The 2018/19 academic year saw the launch of a wide array of new courses, with very positive indicators for a successful third year of operation.
28		Safeguarding (Rosalie)	Number of people who we are supporting on our employability scheme	Benchmark Year 1 (2017/18 = 21)	21			27 people are supported on our employability scheme		↑	↑		
29		Corporate Services (Corporate Support - Carol)	% of Report It Sort It reports acknowledged and allocated for action within 3 working days of receipt	95%	100%	100%	100%	5 reports were received for December 2018 and all reports were acknowledged and allocated for action.		↑	↑	Monthly	
30		Corporate Services (Corporate Support - Carol)	Number of people making use of the public transport service	18070 tickets sold (2013/14)	Further 10% increase	Further 10% increase	Further 10% increase	6232 tickets were sold for Apr-Jun 2018. 6189 tickets were sold for Jul - Sept 2018 6526 tickets were sold for Oct - Dec 2018		↑	↑	Quarterly	Year to date = 18,947 tickets sold
31		Corporate Services (Corporate Support - Carol G)	Revised timetables for the Public Transport Service to make provision for Park and Ride schemes into Jamestown.	No Park and Ride Scheme exists at the moment.	Commence March 2019			No further progress since last reporting period.		↔	↔		

No.	National Goal	Directorate Responsible	Performance Indicator/ Risk Mitigation	Benchmark	Target 2018/19	Target 2019/20	Target 2020/21	Performance Update	Overall rag status progress	Direction of Travel (Monthly Progress)	Leading Indicator 2018/19	Notes	Overall Brief Monthly Commentary on Progress/events
32	Altogether Weatherier	Corporate Services (Corporate Support - Linda B)	% of requests for information dealt with in accordance with the Code of Practice for Access to SHG	Baseline to reflect 2016/17 Performance of 40%	90%	95%	95%	There were no requests for information for December 2018.	Green	↔	↑		
33		Corporate Services (Statistics Office)	Number of stay over tourist visitors to the island	2,527 (2012/13) 2,054 (2013/14)	1,959 (2017/18) 10% increase (195.90) Target - 2,154.90	10% increase on 2018/19	10% increase on 2019/20	December 2018 No. of Stay Over Visitors – 515 2018/19 YTD: 1,619 No. of Plane Passengers – 663 2018/19 YTD: 2,795	Yellow	↑	↑		
34		Connect St Helena (Barry)	Sustainability % of energy generation from renewables	9.13% (2012/13)	40%	80%	80%	April = 21.53% May = 26.47% June = 20.13% July = 20.45% Aug = 31.09% Sept = 31.62% Oct = 26.58% Nov = 31.05% Dec = 29.37%	Yellow	↔	↑		Renewable yields remain good, helped by favourable weather conditions.
35		Connect St Helena (Barry)	Reliability Unplanned electricity interruptions per annum	146 (2012/13) 134 (2013/14)	95	90	85	April = 6 May = 3 June = 10 July = 6 Aug = 20 Sept = 10 Oct = 2 Nov = 20 Dec = 6	Yellow	↔	↔		The reliability of the electricity network has recovered to a normal position.
36		Air Access (Janet/Richard)	Regularly scheduled flights to St Helena	Airport open and operational but in 2016/17 catered only to charter and medevac flights	Minimum of a weekly scheduled flight to St Helena	Minimum of a weekly scheduled flight to St Helena plus ability to schedule additional flights as required	Minimum of a weekly scheduled flight to St Helena plus ability to schedule additional flights as required	The total number of flights for Period 9 (December 2018) is summarised below: Type Arrival Departure Scheduled 16 16 Charter 4 4 Private 4 4 Medevac Total 24 24	Yellow	↑	↑		Second weekly flights began in December for the Summer and holiday season.
37		Air Access (Janet/Richard)	St Helena Airport maintains airport certification	Original airport certificate granted by ASSI in May 2016 Airport recertified (6 month duration) in November 2016 ASSI audit inspection in March 2017	Successful completion of ASSI audit [date to be advised] and implementation of any rectification actions	Successful completion of ASSI audit [date to be advised] and implementation of any rectification actions		Ongoing	Green	↔	↑		
38		Corporate Support (IT- Jerry)	IT Systems maintained % of Downtime for IT Systems not to exceed	85%	Increase by 5%	Increase by 5%	Increase by 5%	November 2018 Update: Connect St Helena Ltd, are currently in the process of sourcing the associated equipment, which will facilitate the connectivity of the Uninterruptible Power Solution. December 2018: No further progress	Yellow	↔	↑		Connect StH Ltd existing 315kVA substation and the interconnecting cable does not have the capacity to accommodate the additional power requirements for the new SHG IT and CSH UPS systems. The total power demand for both Uninterruptible Power Supplies and those existing consumers, who are currently connected to the grid in the immediate vicinity will exceed 500kVA. This means that the existing transformer 315kVA must be replaced and uprated with a new 600kVA transformer.
39		Corporate Support (Carol)	Legislative Programme agreed and updated and circulated to elected Members.	The legislative programme is currently delivered on an 'ad hoc' basis	Programme presented to Council, updated and published on quarterly basis	Programme presented to Council, updated and published on quarterly basis	Programme presented to Council, updated and published on quarterly basis	Council Committees have commenced the prioritisation of the legislation for their respective Committees that has been factored into the draft Legislative Programme; it will be published once this exercise has been completed.	Yellow	↔	↔		
40		Corporate Support (Gilly/Kerisha)	Internal communication in SHG is improved and employees feel informed about what is happening	Benchmark – improve on the 40% positive score of the 2015 Employee Opinion Survey. To develop an employee engagement survey to be rolled out in 2018/19 to provide a baseline for this data as we move forward				To be progressed in last quarter of 2018-19.	Yellow	↑	↔		A justification for a new post of Internal Communications Officer has been submitted as part of the 2019-2022 MTEF process. If approved, this post would sit within the Press Office and the postholder report to the Head of News. The SHG Future Leaders have recently undertaken a project to determine the problems of internal communication within SHG and surveyed a sample of 10% of SHG employees to determine how well or otherwise internal communication is working. The results of the survey indicate that generally, internal communication is working well and information is dispersed; they could not pinpoint any one solution which could improve internal communication. The recommendations of their report will be considered by the Head of News on return in January 2019.
41		Corporate Support (Gilly/Kerisha)	External audiences receive and understand messages from SHG	Benchmark - Develop an external survey for 2018/19 to provide a baseline for this data as we move forward.				To be progressed in last quarter of 2018-19.	Yellow	↔	↔		
42		Corporate Finance (Nicholas)	Self-sufficiency % of budget from local revenue	33% (2013/14)				April = 23% May = 27% June = 30% July = 36% August = 35% September = 31% October = 33% November = 33% December = 33%	Yellow	↔	↔		
43		ESH (Kirsty)	Increase in number of ESH-supported businesses registered with SHG Tax Office	680 March 2018 est.	6	6		April - 0 May - 2 (2 x Service) June - 0 July - 0 August - 1 (Service) September - 1 (Service) October - 0 November = 0 December - 2 Total = 6	Green	↑	↑		
44		ESH (Kirsty)	Increase in number of ESH-supported businesses in all sectors receiving ESH Grants (micro/capital)	49/2	30/1	25/1		April - 5 micro/0 capital : 1 x Tourism / Hospitality - Accommodation 1 x Tourism - Eatery 1 x Agriculture - Livestock 2 x Service - Jewellery May - 5 micro/0 capital : 5 x Service sector June - 1 micro/0 capital : 1 x Service sector July - 7 micro/0 capital : 3 x Service sector 1 x Construction 2 x Tourism - Accommodation/skills 1 x Fishing August - 1 micro/0 capital : 1 x Service sector September - 2 micro/3 capital: 1 x Service 1 x Construction and 3 Tourism/Hospitality (Capital) October - 3 micro/0 capital: 1 x Service 1 x Construction and 1 x fishing November - 1 micro/0 capital: 1 x construction December - 4 micro/capital: 2 x Agriculture 2 x Service Sector Total = 29 micro/3 capital	Green	↑	↑		

**Key to arrows**

↑ Performance Improving      ↻ Performance Data currently being collected  
↔ Performance Maintaining      ↓ Performance Worsening

**Rag Rating**

Green On target

No.	National Goal	Directorate Responsible	Performance Indicator/ Risk Mitigation	Benchmark	Target 2018/19	Target 2019/20	Target 2020/21	Performance Update	Overall rag status progress	Direction of Travel (Monthly Progress)	Leading Indicator 2018/19	Notes	Overall Brief Monthly Commentary on Progress/events
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Amber  
 Red  
 Maintaining  
 Below target



CORPORATE RISK REGISTER - STRATEGIC				PRE-Mitigation (Inherent <sup>TM</sup> ) Risk				POST-Mitigation ("Residual") Risk					Target Risk												
ID	Risk Category	Risk Description (Including Impact)	Owner (Individual/group)	Probability	Impact	Financial liability	RAG Status	Mitigation as at September 2018	Current mitigation as at December 2018	Financial Risk (Post Mitigation)	Current Probability	Current Impact	RAG Status	Proposed Mitigation	Actionee	Probability	Impact	RAG Status	Current (Qtr -3)	Previous (Qtr -2)	Quarter 1	Quarter 4			
1	Fin/Rep/Hum	Insufficient resources to deliver public services and key capital infrastructure	SHG (Dax)	H	VH	Greater than £5m		<p>(i) Ext Funding Coordinator in post, familiarisation visits took place in August 18. Action plan continues to be implemented, new Cadre approved in October 2018. TRWG have considered options, recommendations are to be presented to Economic Development committee in early Dec 18.</p> <p>(ii) Still awaiting Capital Funding to progress. <b>No further change.</b></p> <p>(iii) Resources have been increased and governance of the programme now in place. Funding beyond September 2017 remains a significant risk. Alternative funding through EDF and private equity to fund capital projects (cable - energy). <b>No Further Change</b></p> <p>(iv) Project team in place, designs progressing to sign off. The funding for this programme beyond September is a significant risk. No further update on funding as of Jun 2018. <b>No Further Change</b></p> <p>(v) A proposal to move OSMR to Pretoria in South Africa has been implemented - a number of efficiency gains are expected.</p>	<p>(i) Ext Funding Coordinator in post, funding strategy being developed. Action plan continues to be implemented, most actions have been completed. TRWG have considered options, recommendations have been presented to Economic Development committee in early Dec 2018 and proposals have gone forward for consultation. Will come into effect Apr 2019</p> <p>(ii) Capital Funding expected in new financial year.</p> <p>(iii) Resources have been increased and governance of the programme now in place. Funding beyond September 2017 remains a significant risk. Alternative funding through EDF and private equity to fund capital projects (cable - energy). <b>No Further Change</b></p> <p>(iv) Project team in place, designs progressing to sign off. The funding for this programme beyond September is a significant risk. No further update on funding. <b>No Further Change</b></p> <p>(v) A proposal to move OSMR to Pretoria in South Africa has been implemented - a number of efficiency gains are expected. <b>No Further Change</b></p>		H	VH		<p>(i) Improve financial management capacity and capability within Corporate Finance and across SHG. Continuous review of key revenue streams and social and economic impact.</p> <p>(ii) Rock fall protection to be procured, funding is required and SHG capability to respond to rock fall incidents.</p> <p>(iii) Project Governance established. Key skill sets being recruited. New delivery arm to be deployed. Funding is required to deliver the infrastructure that is required now and for the future.</p> <p>(iv) Agreement for final designs, funding is required as well as Political and community support.</p> <p>(v) Use waiting list to manage pace of overseas referral where clinical outcome is not jeopardised.</p>	SHG Dax Derek Akeem	M	H								
2	Fin/Rep/Hum	Risk of negative public perception following the completion of the air service procurement	SHG (Janet/Kerisha)	H	H	Between £1m to £5m		<p>Updates have been provided regarding Fifth Freedom Rights via Namibia. Commitment made to re-route passengers who had booked prior to February deadline at the airline's cost. Advice provided to passengers wishing to travel via Cape Town. <b>No further update</b></p>	<p>It is recommended this risk be removed after this reporting period, due to the fact that it has now been over a year since the air service procurement, and managing comms around this is taken as day to day business.</p>		H	M	C L O S E D	<p>Clear comms strategy to manage expectations. Ensuring that all stakeholders are on message and that there is transparency from the outset.</p>	Janet Dax	L	H		C L O S E D						

3	Fin/Rep	Risk of litigation linked to historical failings	SHG (Dax-Matt)	H	VH	Greater than £5m	Risk is identified and flagged with DFID. Service improvements are in place and managed operationally. HMG have been made aware of the possible contingent liabilities, the SHG budget 2018/19 has a ringfenced budget for litigation and associated legal cost. Potential costs being monitored with AG's Chambers	Risk is identified and flagged with DFID. Service improvements are in place and managed operationally. HMG have been made aware of the possible contingent liabilities, the SHG budget 2018/19 has a ringfenced budget for litigation and associated legal cost. Potential costs being monitored with AG's Chambers, the 2019/20 budget also has a ringfenced budget for potential litigation.	Greater than £5m - at present it is difficult to quantify all known cases	H	H	Improvements made in core services to be retained to avoid historical failings. Expert advice to be sought and funding is required for what will be significant amounts.	Dax	M	H	
4	Fin/Rep/Hum	Failure to reach short term revenue growth prediction through low visitor numbers	SHG DFID FCO (Dax/ESH)	H	L	Between £100,000 to £1m	Announcement of the 2nd flight over the peak season. Developing a competitive inclusive package over the low seasons. Working with HMG to provide certainty on additional flights over the longer term.	Announcement of the 2nd flight over the peak season for 2019/20 was welcomed. Continue to work with HMG to provide certainty on additional flights over the longer term.		H	L	Linked to air access procurement and also the investment strategy for the island. RMS also scheduled to 2018 to increase bookings following a lull in 2017.	Dax ESH	L	L	
5	Fin/Rep/Hum	Failure to deliver long term economic growth	SHG (Dax/Gilly ESH)	L	VH	Greater than £5m	10 Year Plan. SEDP development and delivery. Procurement commenced regarding renewables and cable/groundstations moving forward well with MOU signed with SAEx and EU support through the signing of the Financing agreement for EDF11 for the cable project. <b>No further change</b>	Procurement of renewables nearing completion and the cable/groundstations moving forward with MOU signed with SAEx and EU support through EDF 11, 1st tranche of funding received.		L	VH	Linked to developing a tourist industry and air access. Securing a sub marine cable and groundstations as well as a move to 100% renewable energy.	SHG-Dax	L	H	
6	Fin/Rep/Hum	Failure of Change Management Programme - impact on SHG and Public	Susan	H	VH	Greater than £5m	A Director of HR and Organisational Development has been appointed and will be in role from the beginning of November. This role will oversee the OD manager role which is responsible for ensuring that the Prospectus for Change is delivered. The PFC is currently being updated to incorporate recommendations from the recent Employee Opinion Survey.	The PFC comes to an end in March 2019. A new PFC is being developed to run from April 2019 to March 2022. The Prospectus for Change (2019 to 2022) will be informed by the diagnostic data gathered from the Employee Opinion Survey and the outcome of the focussed feedback sessions scheduled to take place in the first months of 2019. It will also incorporate the needs of the Ten Year Plan and other relevant strategies.		M	H	Pay and grading review. Employee reps engaged, specialist appointed to lead the agenda	Susan	M	M	
7	Hum/Rep	Skills Shortage within existing workforce	Susan Directors	VH	VH	Greater than £5m	SHG training plans, careers guidance and succession planning, and Future Leaders Programme all in place. Community college in place with a wide range of learning opportunities on offer. <b>No further change as at Sept 2018</b>	A new workforce plan is being developed by Corporate HR which will address this issue specifically.		H	VH	SHG training plans, careers guidance and succession planning in place. Community college and improved conditions.	Susan	H	M	
8	Fin/Rep/Hum	A National Major Incident, airport, disease, localised emergencies/situations	David L Susan Gilly	L	VH	Greater than £5m	A major incident exercise is planned to take place with the Airport in October 2018. <b>No further change as at Sept 2018</b>	Work is ongoing		L	VH	Disaster management planning and testing in place.	Police (David L)	L	VH	

9	Fin/Rep/Hum	Not securing a high speed internet connectivity	Susan Gilly Dax	M	VH	Greater than £5m	Financing agreement for €21.5 million has been signed off by the European Union for St Helena, €17.0 million to support the delivery of the SHG Digital Strategy through the realisation of the submarine cable to enable faster and more reliable internet connectivity on the Island. Milestones are on progress to be met. Financial close of the SAEx project is expected soon, thereafter survey work is to commence. <b>No further change</b>	Financing agreement for €21.5 million has been signed off by the European Union for St Helena, €17.0 million to support the delivery of the SHG Digital Strategy through the realisation of the submarine cable to enable faster and more reliable internet connectivity on the Island. The 1st tranche of funding received Financial close of the SAEx project is expected soon, thereafter survey work is to commence.	M	VH	SHG has signed a letter of interest and is in advance discussions with potential providers including groundstations. Clear socio-economic need for the cable and funding from EDF will be required to deliver.	Dax	L	H				
10	Fin/Hum	Morbidity and mortality due to obesity and lifestyle	Akeem Ali	H	H	Between £1m to £5m	Chronic Disease Management Service initiated. Health Promotion and Social Marketing Programme commenced tackling obesity and high smoking prevalence. Specialist medical services on the island and overseas referral strengthened. <b>No further change as at Sept 2018</b>	Further development of the Chronic Disease Management Service ongoing. New nurse and medical practitioners recruited to lead the service and expected by Christmas 2018. Health Promotion and Social Marketing Programme making progress regarding primary prevention of obesity and smoking. Specialist medical services on the island and overseas referral strengthened.	H	M	Intensive sustained focus on health promotion and appointing specialist staff and involving all agencies. Focus on increased agriculture locally.	Akeem Ali	M	M				
11	Fin/Rep/Hum	Lack of health and safety on the island leading to severe injury, death and service disruption	Susan	H	VH	Greater than £5m	Working Group composition agreed with representation from Corporate Services, Health and ENR. Terms of Reference to be reviewed and finalised. First meeting to take place in November 2018.	Draft terms of reference circulated to officers serving on Group. All members were not available to attend meeting that was rescheduled for December 2018. Meeting therefore rescheduled for New Year.	H	H	Review current position and develop systems. Legislation for St Helena covering all aspects of Health & Safety. Will sit centrally and move from health.	Gilly	M	H				
12	Fin/Rep/Hum	Lack of services for ageing population	Tracey Poole-Nandy	VH	H	Between £1m to £5m	Additional staff for the CCC is being progressed with Procurement. The Home Care Policy is currently under review and Capital bids for the extension to Cape Villa and the construction of a dementia unit have been submitted. <b>No further change due to the rollover budget position</b>	A staff recruitment drive has occurred on Island resulting in some posts at the CCC being filled and staff are underway in respect of training. The plan to recruit overseas has not been pursued as a more sustainable plan could be achieved by means of reviewing the pay scales, roles and support to local staff. Draft homecare policy is in place but will require a full review with the support of HR and finance to ensure that this service is a viable and a sustainable option. There is no current update in relation to the capital bid for Cape Villa.	H	H	Specialist staffing in place, homecare policy in place, funding for additional staff, adaptations and capital bids to extend Cape Villa and develop a dementia unit.	Tracey Poole-Nandy	L	H				
13	Fin/Rep	Failure to protect and maintain key infrastructure such as IT	Susan Gilly	H	VH	Greater than £5m	Action Plan being implemented as far as available resources allow, noting that additional funding is needed to ensure full implementation/risk mitigation.	Bid for capital funding has been submitted. Routine maintenance continue within available resources.	L	H	Continue to bid for funding to invest in ongoing maintenance and improvements as part of a long term replacement and upgrading plan.  Re-produce detailed Action Plan to mitigate risks, in a matrix format to make for easier implementation and monitoring.	Gilly	L	H				

14	Fin/Rep/Hum	Failure to underpin basic education	Shirley	H	VH	Greater than £5m	Assessments to be completed by end of July 2018. Results for the 2017/18 school year will be available by the end of August 2018. School improvement plans have been implemented over the 2017/18 and new plans will be developed for 2018/19. Teacher training programme continues with new cohort to begin in September 2018.	The Directorate continues to deliver the Cambridge Certificate in Teaching and Learning on island and also the Cambridge Certificate in Educational Leadership. The Directorate now has 48% of teaching staff with a professional qualification to at least Level 4. The Directorate continues to explore opportunities for teacher training. In February /March training via distance is planned for all primary teachers. The Directorate has also been successful in enabling the delivery of the IPGCE on island through distance learning links with TES.		M	VH	Investment in teaching staff, materials, connectivity and opportunities to access qualifications and exposure.	Wendy B	L	H				
15	Fin/Rep/Hum	Terrorism	David L	L	VH	Greater than £5m	Firearms training delivered. On-going development of the firearms capability. Further training to be completed in December.	Further training to provide and effective firearms capability commences 28th January 2019. Work is on-going to develop intelligence links to identify threats, harm and risk. Work is on-going to develop access to specialist support.		L	VH	Enhancements to the quality of intelligence within the OTRCIS system. Air access may increase the risk  Resilience forum in place to respond to major emergencies.  Immigration access to intelligence improving  Electronic Visa system coming on line in the next three months - Update, Electronic system now in place however technical issues are being experienced.  Firearms capability to be developed by the end of 2017. - Firearms course now booked - due to start training end of October.	David Lynch	L	VH				
16	Fin/Rep/Hum	Failure to provide adequate water security	Susan O'Bey	H	VH	Greater than £5m	Initial works commenced to alleviate the current situation with a longer term water strategy to be implemented. <b>No further change</b>	No further change		H	H	Water strategy to be developed and implemented. Investment in key infrastructure, reduce waste and consumption.	Susan	L	H				
17	Fin/Rep	Risk of delays/cancellations for newly established air service	SHG (Janet)	VH	M	Greater than £5m	No major delays recorded in the period Jan-Mar 2018.  Situation being monitored. Regular review meetings held with Airlink. <b>No further change</b>	No further change		VH	H	SHG to put in place plan for diversions. Airlink to prepare Comm Strategy with SHG. As confidence grows in the air service, the impact (particularly from negative media) will reduce.	Airport board - link to access office	VH	M/L				
18	Fin/Rep/Hum	Lack of Human Capital and appropriate skills to develop the economy and deliver key services	CLG/EMs	VH	VH	Over £5m	Successful attraction of working age people on to the Island. Labour Market Strategy to be updated and implemented.	No further change		H	H	Successful attraction of working age people on to the Island	Susan	M	M				

19	Number of key areas that are reliant on one person or a particular system for business continuity	Susan O'Bey	H	H	Between £1m to £5m	A new OD manager has been appointed who will take up post in June 2018. This post will oversee the FL Programme and the CI work already started. The OD manager will work with HR and Directorates to identify and implement staff training programmes which will address priority areas identified.  <b>No further change</b>	Increased skills and capacity building through organisational development and the new workforce plan currently being developed by Corporate HR.		M	M	Increased skills and capacity building through organisational development	Susan	L	M	
20	Lack of financial management capacity and capability across SHG	SHG (Dax)	H	VH	Between £1m to £5m	New restructure in progress, 2 management accountants in post, recruitment started on additional resources 2 Accounting Technicians 1 Business support manager.  New Cadre for finance professionals signed off in October 2018.	New restructure in progress, 2 management accountants in post, 1 additional Accounting Technicians and 1 Business support manager was recruited and will start in new year. Finance Business Manager recruited and arriving in February 19  New Cadre for finance professionals signed off in October 2018.		M	M	Centralise the finance function, introduce a new cadre for finance professionals link to the achievement of competencies. Implement a Corporate Finance restructure.	Dax	L	M	
21	The financial position of SHG and the level of funding available within the General Reserve.	SHG (Dax)	M	VH	Greater than £5m	A new Management Accounting function in place.  The minimum level on the general reserve to be increased to £3million, currently projected to be £2.9m at 31 March 2018.	A new Management Accounting function in place.  The minimum level on the general reserve to be increased to £3million, currently projected to be circa £3.9m at 31 March 2018.	Currently at £2.4m	M	H	Improved management accounting function to increase scrutiny of revenue and expenditure. More political oversight of financial performance across the organisation	Dax	L	M	

PROBABILITY	VH					
	H					
	M					
	L					
	VL					
	VL	L	M	H	VH	
IMPACT						

#### RISK CATEGORY

Fin - Financial

Rep - Reputational

Hum - Human

Level of Impact	Impact Definition
Very High (VH)	* Threatens existence of organisation; and/or * Financial impact is likely to be greater than £5 million loss
High (H)	* Threatens achieving major part of SHG objectives; and/or * Financial impact is likely to be between £1 million to £5 million loss
Medium (M)	* Threatens achieving major part of SHG objectives; and/or * Financial impact is likely to be between £100,000 to £1 million loss
Low (L)	* Minor operational inconvenience; and/or * Financial impact is likely to be between £100,000 to £1 million loss
Very Low (VL)	* Minor operational inconvenience; and/or * Financial impact is likely to be £100,000 loss or less

Level of Probability	Probability Definition
Very High/Probable (VH)	More than 80% chance that the risk will materialise
High/Probable (H)	A 50% to 79% chance that the risk will materialise
Medium/Possible (M)	A 20% to 49% chance that the risk will materialise
Low/Remote (L)	A 5% to 19% chance that the risk will materialise
Very Low/Remote (VL)	Less than 4% chance that the risk will materialise

## 1.0 Summary of Financial Performance of SHG For the quarter ended 31 December 2018

### Basis of preparation

The management accounts have been prepared to include the Budget Report which is adjusted for non appropriated transactions and reconciled to the General Reserve (See 5.0). Also included is a Statement of Financial Position and summary Reserve balances. The Opening Reserve balances have been extracted from the draft unaudited Financial Statements for the year ended 31 March 2018. Significant Annual Adjustments not included within the Management Accounts are as follows:

Recharges - Fund surpluses and deficits have not been adjusted to reflect netting off of internally generated recharges and unrealised profits.

Pensions - Annual Actuarial valuation.

### Total Funds

The movement on the Consolidated Fund for the period to 31 December 2018 is a deficit of (£2,283k), made up as follows:

General Reserve - Surplus of £2,258k. **(6.0) / (8.0)**  
Capital Reserve - Surplus of £3,042k. **(8.0)**  
Revaluation Reserve - Deficit (£3,405k). **(8.0)**  
Investment in Subsidiary Reserve - Surplus of £392k. **(8.0)**  
Aid Funded Infrastructure Reserve - Deficit of £(4,552k). **(8.0)**  
Donated Asset Reserve (£18k). **(8.0)**

The movement on Special Funds for the period to 31 December 2018 is a surplus of (£4,583k), made up as follows:

Operating / Trading deficit for the year of (£1,726k). **(9.0)**  
Operating surplus on Other Special Funds for the year of £197k. **(9.0)**  
Project Funds Received £9,954k. **(9.0)**  
Project Funds Applied (£4,005k). **(9.0)**  
Funds applied to Capital Funding (£962k). **(9.0)**  
Transfers between Reserves £1,125k. **(9.0)**

## Overview of Budget and Performance for Period 9 (December 18)

### Current stage of the budget monitoring process

Budgets are constantly monitored for potential overspends of expenditure and under collections in revenues throughout the year by Directorates and Corporate Finance. Budgets are scrutinised on a monthly basis against actual revenues and expenditure.

The annual forecasting process commenced in September 18 for the appropriation period 18.19.

predicted (overspends) / underspends of expenditure / revenue is managed by the Directorate by making cost savings elsewhere if possible. If no cost saving is achievable then the Directorate can apply to the government for supplementary appropriation.

**Outline of Approved budget and amendments during the Financial Year**

**The total Approved Budget for the year is as follows:**

	£'000
Total Recurrent Income:	40,766
 <u>Total Expenditure</u>	
Total Recurrent Expenditure:	(40,776)
Total Capital Expenditure	(80)
Total Expenditure	(40,856)
 Total 18/19 budget deficit	 (90)

\*

\* Total recurrent deficit is attributable to:

£10k in relation to roll forward of 17/18 ENRD Recurrent budget due to delays in shipping.

£80k in relation to roll forward of 17/18 Health Capital budget not utilised due to delays in implementation.

Changes to approved budget:

On 17th July 2018 an amount of £350k was approved for withdrawal from the Consolidated Fund (Special Warrant) as an investment in St Helena Hotel Development Ltd.

**Total Revised Budget:**

	£'000
Total Recurrent Income:	40,766
 <u>Total Expenditure</u>	
Total Recurrent Expenditure:	(40,776)
Total Capital Expenditure	(80)
Special Warrant 17.7.18	(350)
Total Expenditure	(41,206)
Total 18/19 budgeted deficit	(440)

The Special Warrant of £350k is funded by the wind up of St Helena Line Ltd. This is a transfer from the Investment in Subsidiary Reserve to the General Reserve.



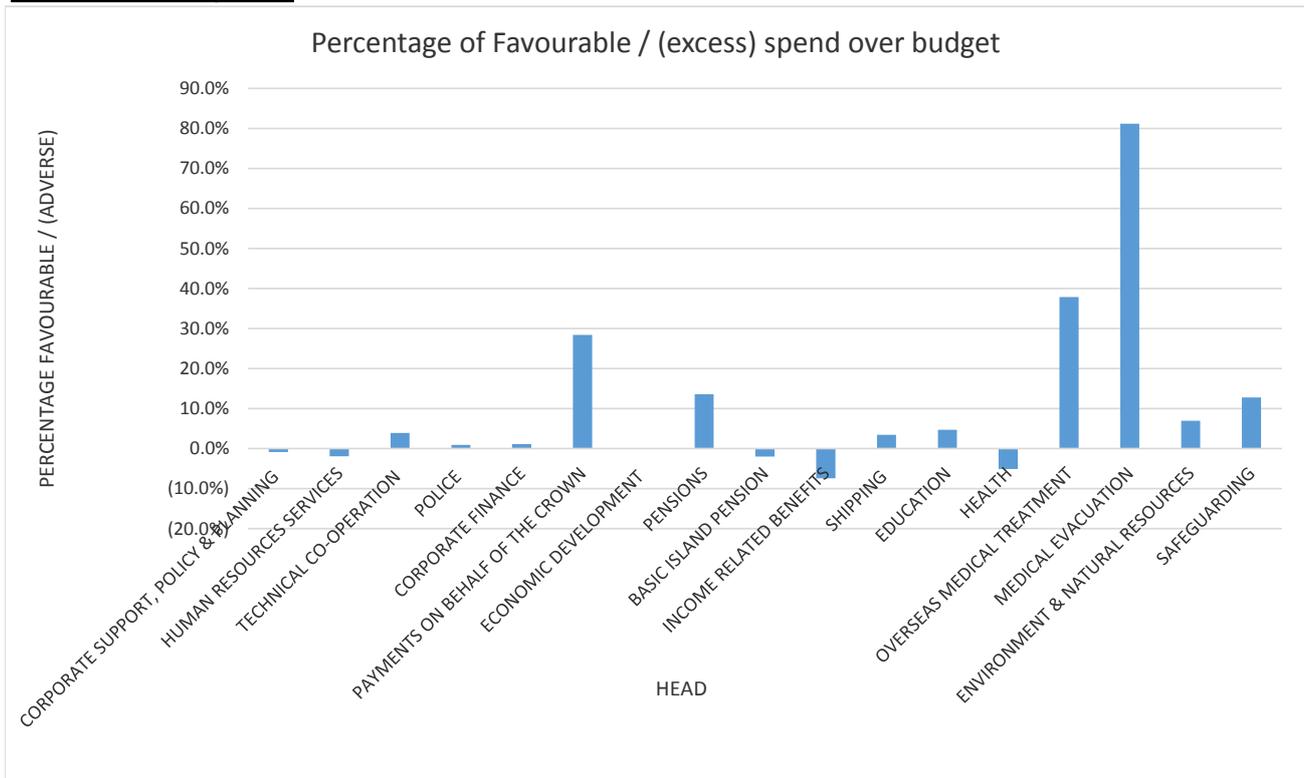
**Summary of movements on the consolidated fund for the 9 month period to December 18 (Budget Report)**

Budgeted revenue for the year to date was £29.8m, compared to actual revenue for the year to date of £29.6m This represents an under collection of (£0.2m), which is an adverse variance of 0.7% against the revenue budget for the period.

Budgeted expenditure for the year to date was £30.8m. Actual expenditure for the same period was £27.8m. This represents an under spend of £3.0m, which is a favourable variance of 9.7% against the expenditure budget for the period.

Actual surplus for the year to date is £1.8m compared to a budgeted deficit of (£1.0m).

**Graphical representation of Over / Under Spend on Recurrent Appropriation for the 9 month period to December 18 by Head**



## 2.0 Budget Report - Consolidated Fund

Directorate/ Expenditure Area	YEAR TO DATE - P9 DECEMBER 18				FULL YEAR		
	Actual	Revised Budget	Variance to budget Favourable / (adverse)	Variance to budget Favourable / (adverse)	Forecast	Revised Budget	Variance to budget Favourable / (adverse)
	£	£	£	%	£	£	£
<b>Revenue</b>							
Corporate Support, Policy & Planning	180,912	167,818	13,094	7.8%	246,200	230,000	16,200
Police	253,199	265,005	(11,806)	(4.5%)	332,992	362,000	(29,008)
Corporate Finance	7,713,753	8,395,956	(682,203)	(8.1%)	10,583,483	11,056,000	(472,517)
Payments on behalf of the Crown	20,053,467	19,810,920	242,547	1.2%	27,291,321	27,507,000	(215,679)
Education	150,495	162,892	(12,397)	(7.6%)	198,197	227,000	(28,803)
Health	696,121	564,395	131,726	23.3%	889,337	750,000	139,337
Environment & Natural Resources	480,801	405,125	75,676	18.7%	604,863	534,000	70,863
Safeguarding	58,442	74,292	(15,850)	(21.3%)	88,578	100,000	(11,422)
<b>Total recurrent income</b>	<b>29,587,190</b>	<b>29,846,403</b>	<b>(259,213)</b>	<b>(0.9%)</b>	<b>40,234,972</b>	<b>40,766,000</b>	<b>(531,028)</b>
<b>Recurrent Expenditure</b>							
Corporate Support, Policy & Planning	(1,036,431)	(1,027,330)	(9,101)	(0.9%)	(1,472,722)	(1,360,000)	(112,722)
Human Resources Services	(373,880)	(366,863)	(7,017)	(1.9%)	(553,786)	(538,000)	(15,786)
Technical Cooperation	(6,026,782)	(6,269,286)	242,504	3.9%	(8,919,413)	(8,324,000)	(595,413)
Police	(1,114,036)	(1,124,037)	10,001	0.9%	(1,585,384)	(1,590,000)	4,616
Corporate Finance	(987,784)	(998,894)	11,110	1.1%	(1,437,497)	(1,412,000)	(25,497)
Payments on behalf of the Crown	(3,829,624)	(5,348,590)	1,518,966	28.4%	(6,164,637)	(6,768,000)	603,363
Economic Development	(675,000)	(675,000)	0	0.0%	(900,000)	(900,000)	0
Pensions	(888,813)	(1,028,000)	139,187	13.5%	(1,332,227)	(1,390,000)	57,773
Basic Island Pension	(1,693,834)	(1,661,000)	(32,834)	(2.0%)	(2,290,355)	(2,232,200)	(58,155)
Income Related Benefits	(372,848)	(347,100)	(25,748)	(7.4%)	(513,336)	(462,800)	(50,536)
Shipping	(362,111)	(375,003)	12,892	3.4%	(472,252)	(500,000)	27,748
Education	(2,405,418)	(2,524,094)	118,676	4.7%	(3,310,993)	(3,343,000)	32,007
Health	(2,785,613)	(2,650,265)	(135,348)	(5.1%)	(3,735,138)	(3,514,000)	(221,138)
Overseas Medical Treatment	(754,945)	(1,215,275)	460,330	37.9%	(1,364,899)	(1,700,000)	335,101
Medical Evacuation	(65,880)	(350,000)	284,120	81.2%	(305,880)	(500,000)	194,120
Environment & Natural Resources	(2,257,585)	(2,426,807)	169,222	7.0%	(3,317,644)	(3,392,000)	74,356
Safeguarding	(1,826,837)	(2,095,064)	268,227	12.8%	(2,613,201)	(2,850,000)	236,799
<b>Total Recurrent Expenditure</b>	<b>(27,457,421)</b>	<b>(30,482,608)</b>	<b>3,025,187</b>	<b>9.9%</b>	<b>(40,289,364)</b>	<b>(40,776,000)</b>	<b>486,636</b>
<b>Capital Expenditure</b>							
Corporate Finance	(350,000)	(350,000)	0	0.0%	(361,000)	(350,000)	(11,000)
Police	0	0	0	(100.0%)	(14,240)	0	(14,240)
Education	(1,574)	0	(1,574)	(100.0%)	(19,610)	0	(19,610)
Health	(2,635)	0	(2,635)	(100.0%)	(2,635)	(80,000)	77,365
Environment & Natural Resources	(5,643)	0	(5,643)	(100.0%)	(113,707)	0	(113,707)
<b>Total Capital Expenditure</b>	<b>(359,852)</b>	<b>(350,000)</b>	<b>(9,852)</b>	<b>(100.0%)</b>	<b>(511,192)</b>	<b>(430,000)</b>	<b>(81,192)</b>
<b>Surplus / (Deficit) for the period on Consolidated Fund</b>							
<b>Total Surplus / (Deficit) for the period</b>	<b>1,769,917</b>	<b>(986,205)</b>	<b>2,756,122</b>	<b>279.5%</b>	<b>(565,584)</b>	<b>(440,000)</b>	<b>(125,584)</b>

### 3.0 Analysis of Revenue Report - Consolidated Fund

	YEAR TO DATE - P9 DECEMBER 18				FULL YEAR	
	Actual	Revised Budget	Variance to budget Favourable / (adverse)	Variance to budget Favourable / (adverse)	Budget Remainder of the year	Full year Revised Budget
	£	£	£	%	£	£
Taxes - PAYE	2,500,223	2,519,750	(19,527)	(0.8%)	952,024	3,452,247
Taxes - Self Employed	180,627	326,000	(145,373)	(44.6%)	170,631	351,258
Corporation Tax	337,895	644,000	(306,105)	(47.5%)	339,137	677,032
Goods & Services Tax	379,510	357,000	22,510	6.3%	110,021	489,531
Taxes - Withholding Tax	7,541	0	7,541	100.0%	33,391	40,932
Customs - Other	1,633,041	1,825,000	(191,959)	(10.5%)	741,352	2,374,393
Customs - Alcohol	723,726	1,093,000	(369,274)	(33.8%)	737,467	1,461,193
Customs - Tobacco	544,558	750,000	(205,442)	(27.4%)	498,117	1,042,675
Customs - Petrol	300,357	212,250	88,107	41.5%	(17,466)	282,891
Customs - Diesel	424,636	168,000	256,636	152.8%	(225,732)	198,904
Customs - Liquor Duty	10,118	9,600	518	5.4%	2,736	12,854
Customs - Excise Duty	222,173	406,942	(184,769)	(45.4%)	320,417	542,590
Fees of Office	0	1,875	(1,875)	(100.0%)	3,000	3,000
<b>Taxes</b>	<b>7,264,404</b>	<b>8,313,417</b>	<b>(1,049,013)</b>		<b>3,665,096</b>	<b>10,929,500</b>
Stamp Duty	56,488	31,620	24,868	78.6%	(14,563)	41,925
Dog License	3,213	4,977	(1,764)	(35.5%)	3,575	6,788
Firearm License	3,146	6,750	(3,604)	(53.4%)	5,854	9,000
Liquor License	7,394	4,750	2,644	55.7%	2,606	10,000
Road Traffic License	152,249	161,874	(9,625)	(5.9%)	69,751	222,000
Gaming Machines License	3,000	3,000	0	0.0%	0	3,000
Other Licenses & Duty	242	1,700	(1,458)	(85.8%)	2,758	3,000
<b>Duty &amp; Licenses Received</b>	<b>225,732</b>	<b>214,671</b>	<b>11,061</b>		<b>69,981</b>	<b>295,713</b>
Court Fees & Fines	6,340	11,800	(5,460)	(46.3%)	11,660	18,000
Light Dues	5,640	7,500	(1,860)	(24.8%)	4,360	10,000
Cranage	3,152	1,250	1,902	152.2%	(1,152)	2,000
Dental Fees	22,858	11,094	11,764	106.0%	(8,158)	14,700
Fees of Office	14,382	6,666	7,716	115.8%	(7,716)	6,666
Medical & Hospital	172,851	111,550	61,301	55.0%	(46,851)	126,000
Trade Marks	11,652	7,100	4,552	64.1%	(1,652)	10,000
Post Office Charges	1,287	3,000	(1,713)	(57.1%)	6,713	8,000
Meat Inspection Fees	4,920	5,874	(955)	(16.2%)	1,081	6,000
Vet Services	22,511	19,000	3,511	18.5%	2,489	25,000
Marriage, Births & Deaths Fees	3,073	3,100	(27)	(0.9%)	927	4,000
Land Registration Fees	6,507	9,042	(2,536)	(28.0%)	5,734	12,240
Spraying Fees	1,905	0	1,905	100.0%	(1,905)	0
Immigration Fees	54,898	43,659	11,239	25.7%	3,314	58,212
Nationalisation Fees	1,080	0	1,080	100.0%	(1,080)	0
Fish & Food Testing	30,045	9,109	20,936	229.8%	(18,045)	12,000
Planning Fees	8,621	16,320	(7,700)	(47.2%)	13,380	22,000
GIS Fees	15,547	8,820	6,727	76.3%	(1,547)	14,000
Company Registration Fees	2,101	1,950	151	7.7%	700	2,800
Other Fees	1,088	21,890	(20,803)	(95.0%)	31,464	32,551
<b>Fines &amp; Fees Received</b>	<b>390,455</b>	<b>298,724</b>	<b>91,731</b>		<b>(6,286)</b>	<b>384,169</b>
Agricultural Gardens	8,135	8,000	135	1.7%	(135)	8,000
Leased House Plots	22,933	12,390	10,543	85.1%	(6,378)	16,555
Home to Duty Transport	180	2,505	(2,325)	(92.8%)	3,820	4,000
Commercial Property Rents	37,900	39,357	(1,457)	(3.7%)	14,580	52,480
Miscellaneous Receipts	152,664	127,705	24,959	19.5%	30,194	182,858
Agricultural Buildings	5,717	6,078	(361)	(5.9%)	1,392	7,109
<b>Government Rents</b>	<b>227,529</b>	<b>196,035</b>	<b>31,494</b>		<b>43,473</b>	<b>271,002</b>



### 3.0 Analysis of Revenue Report - Consolidated Fund

	YEAR TO DATE - P9 DECEMBER 18				FULL YEAR	
	Actual	Revised Budget	Variance to budget Favourable / (adverse)	Variance to budget Favourable / (adverse)	Budget Remainder of the year	Full year Revised Budget
Stamp Sales( Postal)	20,513	26,991	(6,478)	(24.0%)	12,187	32,700
Stamp Sales( Philatelic)	3,601	11,405	(7,804)	(68.4%)	22,899	26,500
Sale of Firewood	9,758	7,905	1,853	23.4%	933	10,691
Sale of Timber Logs	0	2,200	(2,200)	(100.0%)	2,200	2,200
Other Earnings Received	345	0	345	100.0%	656	1,000
<b>Earnings Government Departments</b>	<b>34,215</b>	<b>48,501</b>	<b>(14,286)</b>		<b>38,876</b>	<b>73,091</b>
Other Income Received	391,446	18,753	372,693	1987.4%	(366,115)	25,331
Bank Charges	(50)	0	(50)	100.0%	50	0
Plantation House Tours	4,027	2,000	2,027	101.4%	(1,027)	3,000
<b>Income Received</b>	<b>395,424</b>	<b>20,753</b>	<b>374,671</b>		<b>(367,093)</b>	<b>28,331</b>
Commission	1,891	1,500	391	100.0%	(91)	1,800
Interest	38,848	41,000	(2,152)	(5.2%)	11,152	50,000
Currency Fund Surplus	0	0	0	0.0%	50,000	50,000
Dividends	0	0	0	0.0%	30,000	30,000
Argos	25,420	25,670	(250)	0.0%	250	25,670
Other Financial Aid	0	135,112	(135,112)	100.0%	236,446	236,446
Grant Funding Received	25,000	0	25,000	200.0%	(25,000)	
Development Funding Received	5,228	0	5,228	300.0%	(5,228)	
Grant-in-Aid	19,600,000	19,600,000	0	0.0%	7,495,002	27,095,002
<b>Treasury Receipts</b>	<b>19,696,387</b>	<b>19,803,282</b>	<b>(106,895)</b>		<b>7,792,531</b>	<b>27,488,918</b>
Recharges - Customs	391,093	0	391,093	100.0%	(391,093)	0
Recharges - Other	961,950	951,020	10,930	1.1%	333,326	1,295,276
Recharges - GIS	0	0				
<b>Recharges Received</b>	<b>1,353,044</b>	<b>951,020</b>	<b>402,024</b>		<b>(57,768)</b>	<b>1,295,276</b>
<b>TOTAL REVENUE</b>	<b>29,587,190</b>	<b>29,846,403</b>	<b>(259,213)</b>		<b>11,178,810</b>	<b>40,766,000</b>

#### 4.0 CONSOLIDATED FUND VARIANCE EXPLANATION REPORT

PERIOD 9 (DECEMBER 2018)

REVENUE					
YEAR TO DATE					
Head	Actual	Revised Budget	Variance A - RB Favourable / (Adverse)	Variance A - RB Favourable / (Adverse)	
	£	£	£	%	Explanations of variances >5%
Corporate Support, Policy & Planning	180,912	167,818	13,094	8%	The favourable variance is a result of admin fees received from HR & Education that was not budgeted for.
Police	253,199	265,005	(11,806)	(4%)	N/A
Corporate Finance	7,713,753	8,395,956	(682,203)	(8%)	Customs Duties and Revenue Services show an adverse variance of (£1.0m) due to timings of receipts to budget, the adverse variance is offset in part by customs recharge revenues of £0.4m.
Payments on behalf of the Crown	20,053,467	19,810,920	242,547	1%	N/A
Education	150,495	162,892	(12,397)	(8%)	Lower level of interest in registrations in vocational training.
Health	696,121	564,395	131,726	23%	£61k favourable on medical fees which includes charges to crew members on a passing ship that were admitted at visitor prices as well as 1 patient (non-islander) charged at full cost recovery for medical treatment in South Africa. Aero med flight recovered from patient's medical insurance £20k. Increase cost of water testing 21k and £12k increase in dental fee income to budget.
Environment & Natural Resources	480,801	405,125	75,676	19%	An increase in Stamp Duty revenues of £25k as a result of unexpected private housing purchases. Miscellaneous Receipt's increase of £27k due to the reinstatement of road works carried out for Connect St Helena, and a phasing variance of £10k in relation to the Leased Plots and GIS Fees.
Safeguarding	58,442	74,292	(15,850)	(21%)	The budget was overstated for sheltered Accommodation. Current occupancy and rates charged are 30% less than budget.
<b>TOTAL RECURRENT INCOME</b>	<b>29,587,190</b>	<b>29,846,403</b>	<b>(259,213)</b>		

EXPENDITURE						
YEAR TO DATE						
	Actual	Revised Budget	Variance A - RB Favourable / (Adverse)	Variance RB - A Favourable / (Adverse)	%	Explanations of variances >5%
	£	£	£	£	%	
Corporate Support, Policy & Planning	1,036,431	1,027,330	(9,101)		(1%)	N/A
Human Resources Services	373,880	366,863	(7,017)		(2%)	N/A
Technical Cooperation	6,026,782	6,269,286	242,504		4%	N/A
Police	1,114,036	1,124,037	10,001		1%	N/A
Corporate finance	987,784	998,894	11,110		1%	N/A
Payments on behalf of the Crown	3,829,624	5,348,590	1,518,966		28%	Under spend mainly due to the actual contribution towards ASSI costs being lower than budgeted, and delay in spend of compensation fees.
Economic Development	675,000	675,000	0		0%	N/A
Pensions	888,813	1,028,000	139,187		14%	It had been anticipated that a lot more people would retire on attainment of age than actually happened. In addition some of those that retired chose to take full pension than take gratuity payments as had been assumed in the budget.
Basic Island Pension	1,693,834	1,661,000	(32,834)		(2%)	N/A
Income Related Benefits	372,848	347,100	(25,748)		(7%)	As result of more than expected people being unemployed and registering for benefits, they came mostly from the construction industry. 10 were budgeted for but more than 30 are receiving the benefits. In addition the benefit uplift was budgeted at 4.1% but ended up being 5% (3.4%+1.6%)
Shipping	362,111	375,003	12,892		3%	N/A
Education	2,405,418	2,524,094	118,676		5%	Mainly due to savings in employee costs of £36k, supplies and services £53k and Scholarships and Apprenticeships of £45k.
Health	2,785,613	2,650,265	(135,348)		(5%)	Over spend mainly relates to customs dues for goods not budgeted for in 2018 - 19.
Overseas Medical Treatment	754,945	1,215,275	460,330		38%	43 new Patients referred during this period, (+ 6 referred in the previous year but was still in SA receiving treatment during this period). Note: Further 7 cases that do not relate to this period are on the waiting list.
Medical Evacuation	65,880	350,000	284,120		81%	During this period (Apr - Dec), only 2 successful aero med flights have been activated. There was 1 unsuccessful flight due to adverse weather.
Environment & Natural Resources	2,257,585	2,426,807	169,222		7%	Underspend on building maintenance and agricultural Contract spend totalling £195k mainly due to the postponement of building and refurbishment works during the rollover budget, which is offset by overspends in other areas totalling £26k.
Safeguarding	1,826,837	2,095,064	268,227		13%	Favourable variance of £268 mainly as a result of savings £172k in relation to the Autism conference to be held between Jan-Mar 19 that had been incorrectly phased and a delay in recruiting overseas personnel for the CCC. There was also a £42k salary savings due to unfilled posts which also had a positive underspend on uniforms for £11k. There was a £9k underspend in Material and Medical supplies as these are based on usage and need. £18k in grants to local bodies that are yet to be paid out as the SLAs are awaiting finalisation.
<b>TOTAL RECURRENT EXPENDITURE</b>	<b>27,457,421</b>	<b>30,482,608</b>	<b>3,025,187</b>			

CAPITAL EXPENDITURE						
YEAR TO DATE						
	Actual	Revised Budget	Variance A - RB Favourable / (Adverse)	Variance RB - A Favourable / (Adverse)	%	Explanations of variances >5%
	£	£	£	£	%	
Corporate Finance	350,000	350,000	0		0%	N/A
Education	1,574	0	(1,574)		(100%)	
Health	2,635	0	(2,635)		(100%)	Supplementary Appropriation will be applied for to transfer funding from the Recurrent budget allocation.
Environment & Natural Resources	5,643	0	(5,643)		(100%)	
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>359,852</b>	<b>350,000</b>	<b>(9,852)</b>			
<b>TOTAL EXPENDITURE</b>	<b>27,817,274</b>	<b>30,832,608</b>	<b>3,015,334</b>			

**Head**

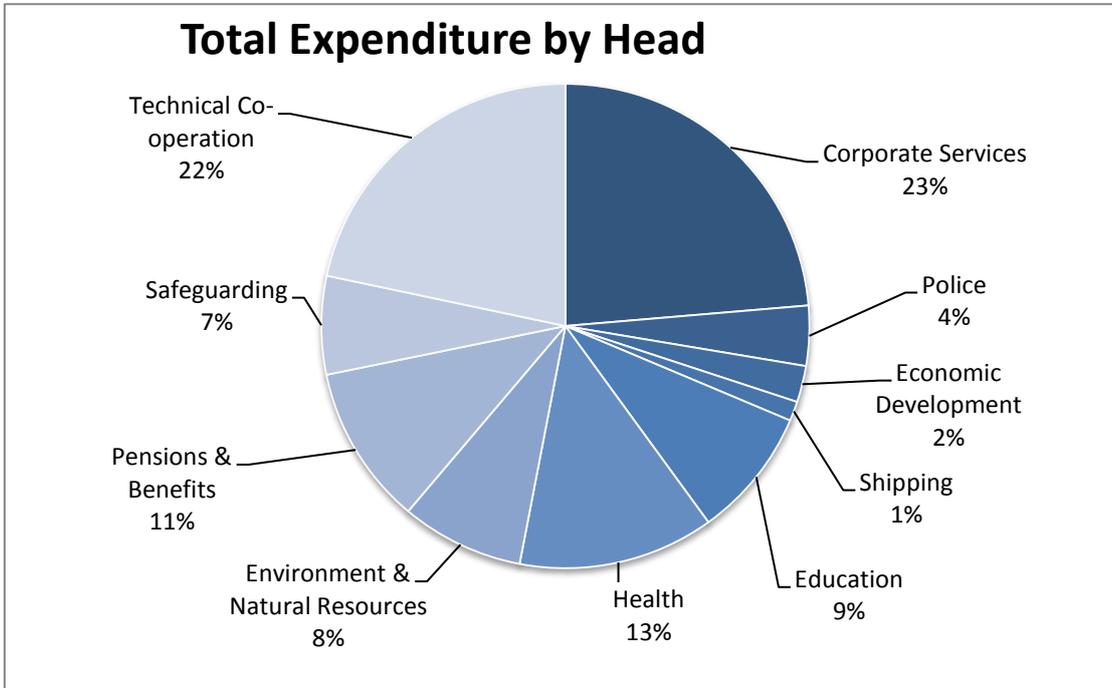
**PERFORMANCE MEASURES**

Local Revenue as a Percentage of total expenditure:	Annual Approved Budget	Actual to Period 9 (31/12/18)	Budget to Period 9 (31/12/18)
Total Local revenue	13,385,000	9,566,691	10,035,483
Total Expenditure	41,206,000	27,817,274	30,832,608
Percentage	32%	34%	33%

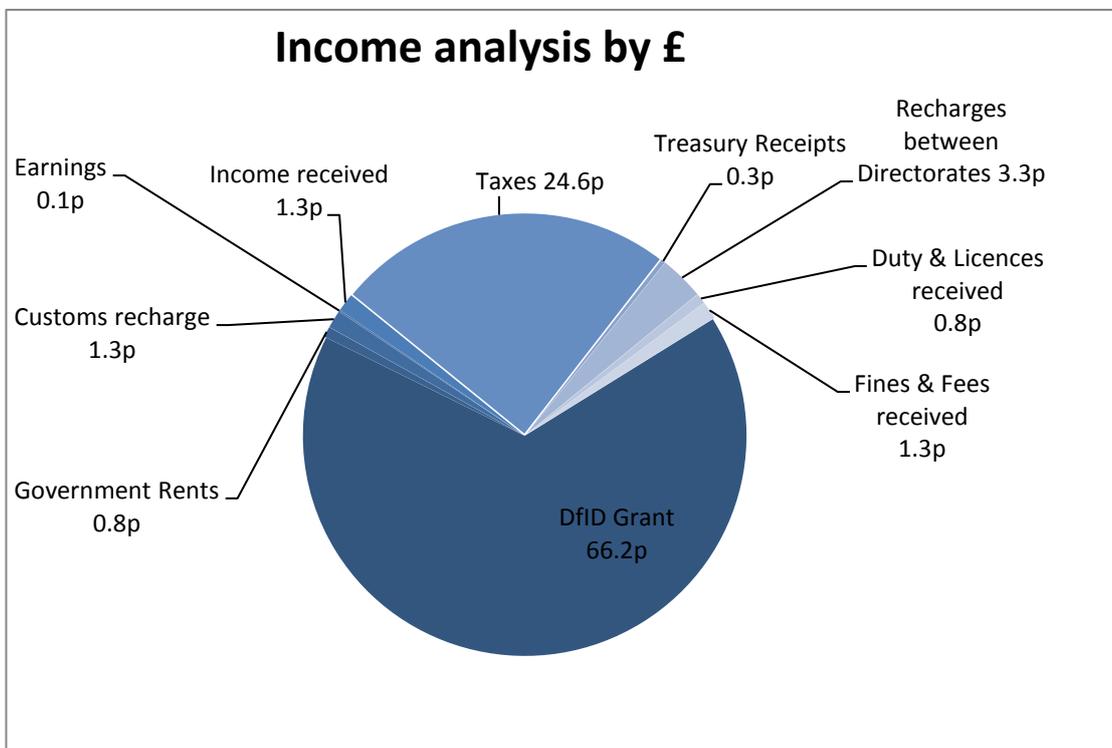


## 5.0 Consolidated Fund Budget Report visual aids

PERIOD 9 (DECEMBER 2018)



Analysis of total expenditure by head for the quarter to December 18.



Analysis of income to show where every £ of income is derived for the quarter to December 18.



## 6.0 Summary of Movements on the Consolidated Fund

	Quarter ending December 18	Year ending 31 March 18 (UNAUDITED)
	£	£
<b>Balance on the General Reserve as at 1 April 2018</b>	<b>3,725,267</b>	<b>303,622</b>
Recurrent surplus/ (deficit)	3,018,582	2,487,398
Capital Expenditure	(359,852)	(570,349)
Pensions	(888,813)	(1,292,739)
Total surplus / (deficit) (From Budget Report Consolidated Fund)	<b>Note 1 1,769,917</b>	<b>624,310</b>
Transfers from Currency Fund	0	500,000
<b>Transfers between Reserves</b>		
Contribution from the European Development Fund	0	1,000,000
Reported under Investment in Subsidiary Reserve	(357,517)	0
Transfer from Investment in Subsidiary Reserve	350,000	0
Litigation claims (Shown under Litigation Reserve)	332,888	0
Contribution from the Bulk Fuel Trading Account	0	770,000
	<b>325,371</b>	<b>1,770,000</b>
<b>Accounting Adjustments - excluded from Budget Report Consolidated Fund</b>		
Movement on Provision for Staff Leave Liability	127,627	60,114
Movement on Provision for Bad and Doubtful Debts	0	(29,365)
Prior Year Accounting Adjustments	72,962	301,553
Accounting adjustments in respect of Corporation and Self employed taxes not included within budget execution report.	255,471	202,189
Elimination of recharges	0	(1,598)
Capital Gain/ (Loss) on Investments	(15,440)	(2,650)
Gain/ (Loss) on Balances held in Foreign Currencies	5,503	(2,908)
	<b>Note 2 446,122</b>	<b>527,335</b>
<b>Total movement on General Reserve for the period to 31 December 18</b>	<b>2,541,410</b>	<b>3,421,645</b>
<b>Balance on the General Reserve as at December 2018</b>	<b>6,266,677</b>	<b>3,725,267</b>

**Note 1 - Surplus / (Deficit) in relation to fund movements with an associated budget line**

**Note 2 - Surplus / (Deficit) in relation to fund movements without an associated budget line**



## 7.0 Statement of Financial Position

	31 December 2018 £'000	31 March 2018 UNAUDITED £'000
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash & Cash Equivalents	19,531	5,507
Investments	7,799	1,501
Recoverable from Non-exchange Transactions	1,876	3,503
Receivables	3,599	1,562
Inventories	1,411	1,321
Prepayments	1,750	1,897
Assets Held for Sale	0	932
	<u>35,966</u>	<u>16,222</u>
<b>Non-current Assets</b>		
Non-Current Investments	29,047	28,697
Receivables	99	64
Property, Plant & Equipment	277,317	282,236
Intangible Assets	91	106
	<u>306,554</u>	<u>311,103</u>
<b>Total Assets</b>	<b><u>342,520</u></b>	<b><u>327,325</u></b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	19,197	5,996
Provisions	3,716	1,149
	<u>22,913</u>	<u>7,145</u>
<b>Non-current Liabilities</b>		
Pension Liabilities	71,612	71,612
Provisions	3,759	6,659
	<u>75,371</u>	<u>78,271</u>
<b>Total Liabilities</b>	<b><u>98,284</u></b>	<b><u>85,416</u></b>
<b>NET ASSETS</b>	<b><u>244,236</u></b>	<b><u>241,909</u></b>
<b>FUNDS AND RESERVES</b>		
Consolidated Fund	7.0 237,352	239,352
Special Funds	8.0 6,884	2,557
	<u>244,236</u>	<u>241,909</u>

## 8.0 Fund Balances - The Consolidated Fund

	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Balance at 1 April 2018 (UNAUDITED)	Surplus / (Deficit) for the period	Claims settled	Provision released	Use of General Reserve to finance payment of pension benefits	Investments funded from the General Reserve	Release of revaluation gain on sale of RMS Saint Helena	Depreciation	Use of Special Funds to finance Capital Expenditure	Share of Profit/(Loss) of Subsidiaries	Use of General Reserve to finance Capital Expenditure	Transfers between reserves	Gain/(Loss) on Financial Assets	Balance at 31 December 2018
General Reserve	3,725	4,575			(889)	(350)					(10)	(775)	(10)	6,266
Capital Reserve	45,861						3,405	(1,309)	962		10		(26)	48,903
Revaluation Reserve	3,698						(3,405)							293
Pension Reserve	(71,612)													(71,612)
Investment in Subsidiary Reserve	28,697					350				392		(350)		29,089
Aid funded Infrastructure Reserve	233,598	0						(4,552)						229,046
Donated Asset Reserve	143							(18)						125
Litigation Reserve	(4,758)		(333)	333										(4,758)
<b>Total</b>	<b>239,352</b>	<b>4,575</b>	<b>(333)</b>	<b>333</b>	<b>(889)</b>	<b>0</b>	<b>0</b>	<b>(5,879)</b>	<b>962</b>	<b>392</b>	<b>0</b>	<b>(1,125)</b>	<b>(36)</b>	<b>237,352</b>

 <b>St Helena Government</b>							
	<b>9.0 Fund Balances - Special Funds</b>						
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>Balance at 1 April 2018 UNAUDITED</b>	<b>Surplus / (Deficit) for the period</b>	<b>Funds received</b>	<b>Funds applied</b>	<b>Funds applied to capital finance</b>	<b>Transfers between reserves</b>	<b>Balance at 31 December 2018</b>
<b>IT Trading account</b>	273	(84)			(152)	213	250
<b>Transport Trading account</b>	869	135			(563)	0	441
<b>Unallocated Stores Trading account</b>	(119)	0			0	0	(119)
<b>St Helena Audit Service Trading Account</b>	151	(42)			0	0	109
<b>Housing Service Trading Account</b>	88	70			(26)	0	132
<b>Bulk Fuel installation Trading Account</b>	(398)	(1,514)			0	912	(1,000)
<b>Airport Trading Account</b>	225	(291)			0	0	(66)
<b>DFID Projects</b>	(2,003)		582	(4,183)	(201)		(5,805)
<b>DFID Technical Cooperation</b>	0		0	0	0		0
<b>DFID Infrastructure</b>	2,021		396	(39)	0		2,378
<b>DFID Funded ST TC</b>	0		0	0	0		0
<b>EDF Projects</b>	424		8,962	(38)	(7)		9,341
<b>Locally funded Projects</b>	131		0	0	0		131
<b>UNDP Projects</b>	9		14	(1)	(6)		16
<b>Government Landlord Housing Capital Fund</b>	452	27			0		479
<b>Improvements and New Construction Revolving Fund</b>	59	12			0		71
<b>Environmental Management Projects Fund</b>	(15)	89			0		74
<b>Capital Receipts Fund</b>	370	64			(7)		427
<b>Animal Husbandry Fund</b>	20	5			0		25
<b>Total</b>	<b>2,557</b>	<b>(1,529)</b>	<b>9,954</b>	<b>(4,261)</b>	<b>(962)</b>	<b>1,125</b>	<b>6,884</b>