



# St Helena Government

## PERFORMANCE REPORT

**FOR PERIOD 12 - MARCH 2019**  
**FINANCIAL YEAR ENDING 31 MARCH 2019**

Introduction and Overview
Overall Rag Status
Methodology
Key Performance Indicators
1.0 Overview - Summary of Financial Performance of SHG
2.0 General Reserve
3.0 Total Revenue
4.0 Variance Explanation report
5.0 Charts
6.0 Movements on General Reserve - Accruals
7.0 Statement of Financial Position
8.0 Consolidated Fund Balances
9.0 Special Fund Balances
Strategic Risk Register (Quarter 4)



**St Helena  
Government**

## **Overview of Performance for MARCH 2019**

### **Introduction**

Within the month of March; St Helena's second international environmental conference successfully concluded on the 14th. The conference which brought together participants from across all UK Overseas Territories (UKOTs) in the region consolidated the final outputs of the Natural Capital Assessment Project implemented across the UKOTs in the South Atlantic by SAERI (the South Atlantic Research Institute).

St Helena Government's (SHG) Statistics Office announced the final survey report and dataset of the 2018 Business Survey is now available for download from the Statistics Reports & Publications Page of the SHG website: <http://www.sainthelena.gov.sh/statistics-reports-and-publications/>

St Helena Government (SHG) and Airlink announced that bookings are now open for midweek flights commencing in December 2019. In addition to the regular scheduled weekly flight that operates on a Saturday, during the period December 2019 - March 2020 a second weekly flight will operate to St Helena on a Tuesday. Passengers are now able to make bookings up until late February 2020.

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

1. Number of stay over tourists for March were 245, making year to date total of 2411.
2. Number of plane passengers were 420, making year to date total of 4068.
3. A total of 5622 tickets were sold for Qtr 4 period Jan-March 2019, providing a year to date total of 24,569 tickets sold.
4. As at March 2019, 63.6% of teachers remains qualified to Level 4+
5. 84% 2 year olds were immunised against those due on census data, and 110% of 2 yr olds were immunised against those due from birth rate.
6. 6 reports were received for March 2019 and all reports were acknowledged and allocated for action.
7. A total of 31 crimes were reported for March 2019. An increase of 7 compared to February 2019.
8. 24.00% of energy generation from renewables, and unplanned electricity interruptions remains at 5.

### **Corporate Risk Management**

Progress was made in the following areas for Qtr 4:

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

(i) New Tax proposal to take effect from 1st April 2019. (ii) Capital funding expected in 219/20 and project works expected to commence within second half of the year.

**Risk 4: Failure to deliver long term economic growth**

1st tranche of funding received, 2nd tranche has been requested.

**Risk 9: Morbidity and mortality due to obesity and lifestyle**

Ongoing recruitment of resident and visiting specialist staff to complement current staff roll. Specifically, Oncology Nurse, Visiting Ophthalmologist, and Visiting ENT specialist to tackle acute care for the consequent lifestyle related diseases. Strengthening of the community health service with the appointment of a public health lead, review of children's nurses and nutrition lead. Enhancement of policy and taxation arrangements for tobacco, sweetened-sugar beverages, and high fat food. Engagement of local worker.

**Risk 10: Lack of health and safety on the island leading to severe injury, death and service disruption**

H&S Working Group met on three occasions during qtr ending 31 March 2019. Agreed that Group be expanded to include lead officers from Fire and Disaster Management. There is recognition that there are complex H&S issues that need to be addressed. Next meeting which will include the two new members, will focus on institutional arrangements and roles and responsibilities.

**Risk 13: Failure to underpin basic education**

The Directorate has seen successes in the Teacher Training Programme. To date 4 trainees have successfully completed the Certificate in Primary Education with the OU. Two Teaching Assistants have successfully passed the Diploma in Supporting Teaching and Learning, 5 managers have successfully completed and passed the Certificate in Educational Leadership, PAS Head has successfully gained her NPQH, one teacher has gained an IPGCE and 5 teachers have successfully passed the Certificate in Teaching and Learning and have remained in the system. 59% of teaching staff are not professionally qualified to at least Level 4.

**Risk 14: Terrorism**

OTRCIS data quality has improved. There is on-going work to get access to bespoke intelligence from UK agencies for St Helena.

*Major Emergencies:* Training and testing has taken place.

*Immigration access:* Still needs further development. A temporary system is in place. Security clearance for staff obtained and in place and awaiting implementation of new computers and then access training.

*Electronic System:* Issues being resolved.

*Firearms Capability:* Now have trained cadre of officers. Enhanced training now beginning. Half of the necessary equipment purchased.

**Risk 18: Number of key areas that are reliant on one person or a particular system for business continuity**

New Workforce Plan in progress

Overall Rag Status		Monthly Progress	↔	Leading Indicator	↔
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## Summary of Financial Performance

Budgeted revenue for the year was £40.8m, compared to actual revenue for the year of £41.2m. This represents an over collection of (£454k), which is a favourable variance of 1.1% against the revenue budget for the period. The surplus was mainly a result of receipts from the sale of the RMS, increases in revenues for medical fees due to additional theatre procedures being undertaken on the Island and increase in Stamp Duties as a result of unexpected private housing purchases.

Budgeted expenditure for the year was £40.6m, Actual expenditure for the same period was £38.6m. This represents an under spend of £2m, which is a favourable variance of 4.9% against the expenditure budget for the year. The underspend was largely attributed to delays in the recruitment of various TC posts, payments for legal fees and compensation that were less than budgeted for and that less people were referred overseas than had been expected.

Budgeted capital expenditure for the year was £590k. Actual expenditure for the same period was £497k. This represents an under spend of £93k, which is a favourable variance of 15.8% against the expenditure budget for the period. The saving was largely a result of items purchased by the health directorate not qualifying as capital expenditure as planned.

Actual surplus for the year was £2.1m compared to a budgeted deficit of (£0.425m).

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

\*See above: Included within financial performance

NOTE: Also see Management Accounts






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

	February			March		
	Overall Progress	Monthly change 2018/19	Leading Indicator 2018/19	Overall Progress	Monthly change 2018/19	Leading Indicator 2018/19
 <b>4</b>		1	2	<b>9</b>	1	2
 <b>1</b>		0	0	<b>1</b>	0	0
 <b>28</b>		28	24	<b>18</b>	19	23
 <b>15</b>		19	22	<b>20</b>	27	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 .

**18%** of areas were given a Red rating

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

**37%** of areas were given an Amber rating

**41%** of areas were given a Green rating

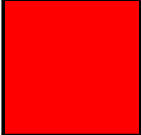
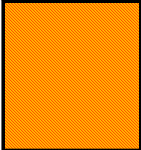
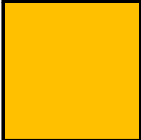

**2%** of areas were given an unknown rating

\*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 12 (March 2019)

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		A. 1) 35% 2) 20% 3) 10% 4) 35%  B. 95%  C. 100% (1) 100% (2) 100% (3) 100%  D. 90%			<b>March 2019:</b> (A) No of referrals 16 1) No. resulting in assessments 2 (13%) 2) No. resulting in strategy discussions 3 (19%) 3) No. resulting in S57 enquiries 2 (13%) 4) No. resulting in NFA 3 (19%)  (B) % assessments completed within timescale – 17% % of LAC reviews completed within timescale - 0 % (C) Up to date plans – 1) 85% , 2) 67% and 3) 100%  Case Breakdown March No. of CIN cases: 46 No. of CP Cases: 3 No. of LAC cases: 2 (D) No. of children open with a disability 5 No. of cases where direct work is currently being undertaken 6 (this does not include work carried out by the Therapeutic Practitioner and includes work with children or parents) No. of cases with MAPPA involvement 11		↔	↔		March 2018 - March 2019 A (1) 30%, (2)30%, (3) 8%, (4) 15% B 46% (assessments) 77% (LAC reviews) C (1) 96% (2) 97% (3) 92% D Unable to report on as it is unclear what it is 90% of Please note that there are significant concerns with regards to the accuracy of previous reporting which may have skewed the figures. A more sophisticated reporting method is now in place which will result in greater accuracy. In addition there was serious staffing issues in Children's Services which has negatively affected the performance of the team.
2		Safeguarding (Rosalie)	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			February 2019 - 12 joint visits conducted  <b>March 2019</b> - 25 joint visits conducted (Year to date total: 123)		↑	↑		
3		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	January 2019 - 8 crimes February 2019 - 24 crimes <b>March 2019 - 31 crimes</b>  YTD = 216 in total		↑	↔		
4a		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.	<b>March 2019</b> - 11 call backs, 4 surgeries completed, 79hrs community engagement hours, 100% satisfaction		↑	↑		
4b		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	January 2019 = 10% reduction in RTCs; 4 in total February 2019 = 10% reduction in RTC's, 6 in total <b>March 2019</b> = 10% reduction in RTC's, 8 in total  YTD = 79 in total		↑	↔		
5		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	February 2019: 8 reports received with an average 13.6 minutes response time. <b>March 2019:</b> 11 reports received with an average 13 minute 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			February 2019: 1 Admission to residential Admission into Sheltered Accommodation <b>March 2019:</b> Admission to CCC for 2 weeks respite only Admissions to Sheltered Accommodation YTD = 14 admissions	1 March 1 0	↑	↔		
7		Safeguarding (Nicole)	% 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%			February 2019: clients accessed day care current respite available. <b>March 2019</b> clients accessed day care 3 or more times in the month 1 respite referral to EV	80% of no 80%	↑	↔		
8		Safeguarding (Rosalie)	% 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%			<b>March 2019:</b> 12 home support/care reviews Overall 70% of reviews undertaken for 2018-19 YTD = 142 Home support packages (49.30%)		↔	↔	Quarterly	
9		Safeguarding (Rosalie)	All adult social care assessments to be completed within the specified timeframe.	82 assessments completed	50 assessments			<b>March 2019:</b> 12 assessments completed specified timeframe Year to date total = 142 assessments completed	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%		March 2019 YTD a) 84% b) 110%		↑	↔		
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%		March 2019 a) 68% b) 51%		↔	↔		

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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 (a) 53% of school children overweight or obese</b> <b>Overweight = 34%; 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	March 2018  (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%  March 2019 b) 33% (1042 out of 3921) c) 76% (1042 out of 1701)		↔	↔			
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) 15% (23)  b) 0% (No specialist in post)  c) 0% (No specialist in post)  Adults a) 15% (116 out of 1489)  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) 104 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)  <b>2. Total number of different patients per month that accessed Primary Health Care to see</b> a) Doctor b) Nurse c) Overall  <b>3. Total number of different patients per month that accessed Primary Health Care at</b> d) Half Tree Hollow e) Longwood f) Levelwood <b>D=Doctor</b>  <b>4. Total number of occasions per month that patients with a registered disability were seen by a Doctor</b>  <b>5. Total number of home support visits for palliative / end-of-life care</b>	<b>1(a)</b> <b>(b) 30</b>  <b>2 (a) 2000</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/perso n/year	Target to maintain services at baseline level of 4 consultations/perso n/year	1 a) 276 b) 435  2 a) 3236 b) 3393 c) 3921  3 d) D = 562 e) D = 217 f) D = 67  4. Figures soon to be collated.  5. 87		↑	↔			
16		Health	<b>Encourage Smoking Cessation</b> a) No. of all patients who have had their smoking status screened b) No. of screened smokers seen in clinics receiving brief intervention c) No. of screened smokers who set firm quit date d) No. of screened smokers seen in clinics receiving specialist advice e) % of treated smokerswho 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) 906 b) 127 c) 86 d) 0% e) 84% f) 2%  g) no data h) no data i) no data j) no data		↓	↓			



	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
Altogether Greener	17		ENRD	Social Housing - Increase the social housing stock.	184 social houses (Jan 2017)	Require target					↔	↔		Increasing the Government Landlord stock seems to be quite difficult but we have put in planning for two GLH properties. One has been approved but both are likely not to be developed. However the CDA at Bottom Woods is progressing well and we anticipate this will be approved by the end of the month. There will be 7 GLH properties built on this development. We anticipate completion within 12 months.
	18		ENRD Terrestrial Section	<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			Target of 5% high value native habitat continued to be achieved.		↑	↑		Peaks Management Planning document second draft, out for comments. Nursery work at Scotland and Peaks continues; Transplanting of endemics in living gene banks and wild habitat ongoing. Ongoing work with LEMP project, propagation of endemics to supported Air Access mitigation 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			0% of the target of formal adoption has been achieved for the year for formal adoption, however 10 of supporting policies and guidelines have been completed towards the formal adoption process. The KPI has been ambitious in light of no additional technical resources for the work and the CEO being pulled away from EPO work to assist the land planning process during the year.		↔	↔		General awareness of the EPO continues through provision of advice to potential researchers, visitors, project staff, SHG staff and the general public. Work on marine policies being developed under the Blue Belt Programme continues. A number of issues relating to marine tourism and in particular whale shark interaction has arisen, this will be addressed further through the development of the marine tourism policies. A significant amount of time has been spent on addressing issues relating to environmental research on St Helena as there has been increasing interest from researchers. The development of policies, processes and procedures to establish the St Helena Research Institute (SHRI) has started, and we have started the transition from an EMD led process to a SHRI one. 25 Export Permits were issued. 4 Licences for research purposes and 1 Licence for recreational purposes were issued under the EPO. Input into 2 screening opinions is in progress.
	20		ENRD	<b>Waste Management</b>	Equally sized domestic waste cells last for approximately 1 year	5% increase in domestic waste cells life			2018/19 target - 5% increase in domestic waste cells life - achieved. 30 new Olympic Bins to support recycling (glass, cans and plastic waste) successful for ESH funding. EMD/SHAPE collaboration to procure and operate a commercial shredder (for plastic/cardboard/metal wastes) at HPLS successful for ESH funding. Recyclable waste collection service (organic, glass, plastic and cans waste) developed under the OCTA Anaerobic Digestion Project (to start in April). DEFRA Marine Debris (plastics recycling) Project completed. Proposal for Waste Management Services to undertake additional environmentally benefitting services e.g. cleaning bus shelters, grass cutting around public toilets etc. submitted to Chief Secretary for consideration.		↑	↑		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.
	21		ENRD/Connect	<b>Energy Use</b>	More efficient use of energy per head of population						↔	↑		The draft Power Purchase Agreement has been reviewed by PASH's funders and comments received for incorporation into the next draft. If PASH and Eversheds are content with the update it can be circulated to the wider stakeholder group for approval.
	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.					↔	↓		The CDA at Bottom Woods has been identified and outline planning permission has been submitted for approximately 44 plots. This should provide 37 plots for sale in the new financial year.
Altogether Better for Children and Young People	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. The Early Years Teachers have attended training in awareness of lanaguage aquisition and development and how to create Inclusive Classrooms. This training is being cascaded now to the teachers and Teaching Assiatants in Years 1 through to 6 from all primary schools.
	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 has completed and is working to 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+	March 2019 - 63.6%		↑	↑		Three new teacher trainees began their training in September, and in October began their academic course with the Open University. To date they have completed and passed all the required modules.Unfortunatley one has resigned. Two more staff members have completed their studies making 6 staff members who have a Level 4 Cambridge Certificate in Teaching and Learning. Two teacher trainees have a Level 3 qualification in Supporting Teaching and Learning. Three Primary Heads and one Deputy Head have completed and passed the Level 4 Certificate in Educational Leadership with Distinction and the Inclusion Manager has passed the Level 4 Certificate in Educational Leadership. In addition a Graduate Instructor has successfully passed and gained an IPGCE.
	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  General/Community(accredited ) 39 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.	100 courses offered ( with information on accreditation status and level) 400 course registrations	100 courses offered ( with information on accreditation status and level) 450 course registrations	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) 868 course registrations to date 04/03/2019 151 registrations in accredited L1 - L2 core skills courses (English, maths, ICT)		↑	↑	Data reported on academic year	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			26 people are supported on our employability scheme		↑	↑		

	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
Altogether Weatherier	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%	6 reports were received for March 2019 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)	2017/18 - 25,523 Further 10% increase Target = 28,075	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 5622 tickets were sold for Jan - Mar 2019		↑	↑	Quarterly	Year to date = 24,569 tickets sold Decrease of 3,506 tickets
	31		Corporate Services (Corporate Support - Linda B)	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. It is unlikely that this initiative can be progressed within current available financial resources.		↔	↔		
	32		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 4 requests for information for March 2019.		↑	↑		A total of 17 requests were received for information submitted under the Code of Practice for Public Access to SHG Information and 4 of those were not concluded in the 20 working day period. So the % for the full year is 76% of requests met in the given time frame.
	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	March 2019 No. of Stay Over Visitors – 245 2018/19 YTD: 2,411  No. of Plane Passengers – 420 2018/19 YTD: 4, 086		↑	↑		
	34		Connect St Helena (Barry)	Sustainability % of energy generation from renewables	9.13% (2012/13) 26% (2016/17)	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% Jan = 23.79% Feb = 20.55% Mar = 24.00%		↑	↑		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 Jan = 3 Feb = 3 Mar = 5		↑	↔		The reliability of the electricity network has recovered to a normal position. Despite a few weather related issues, the overall result was favourable to the target.
	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 12 (March 2019) is summarised below: Type Arrival Departure Scheduled 9 9 Charter 2 2 Medevac 3 3 Cancelled 1 1 Total 14 14		↑	↑		On 9th March 2019, St Helena Government (SHG) and Airlink announced that bookings are now open for midweek flights commencing in December 2019.  In addition to the regular scheduled weekly flight that operates on a Saturday, during the period December 2019 - March 2020 a second weekly flight will operate to St Helena on a Tuesday. Passengers are now able to make bookings up until late February 2020.
	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		↔	↑		An Airlink Audit was carried out in January 2019. This assessed Safety Management Systems, Ramp, Fuel and Cargo. The audit was successful with a few minor findings for rectification.
	38		Corporate Support (IT- Jerry)	IT Systems maintained % of Downtime for IT Systems not to exceed	85%	Increase by 5% (90%)	Increase by 5%	Increase by 5%	January/February 2019: Connect Sth has advised that the transformer will not arrive until July 2019 because it has to be custom built. Therefore we are looking at August 2019 as the earliest possible commission date for this system.  March 2019: It now transpires that the Uninterruptible Power Solutions, which were purchase for Prince Andrew School and the main data centre at Camarvon Court will need to be commissioned by a Schneider engineer. This means that a Schneider engineer will need to undertake a site visit to the island to set the parameters and site specific conditions. The percentage of downtime currently remains at 85%		↔	↑		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 and Directors have commenced the prioritisation of the legislation for their respective Committees which has been factored into the draft Legislative Programme; it will be published once this exercise has been completed.		↔	↔		
	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.		↑	↔		The new post of Internal Communications Officer was unsuccessful under the 2019-2022 MTEF process. The Head of News is not keen to let all of the work around internal communications fall to the wayside as improving internal comms is more than communicating to staff, it is about engagement and will link into the work currently being carried out by Corporate HR on the new Prospectus for Change. As a result of this, the Head of News has discussed with the Chief Secretary and Head of HR how some internal work can be carried out in the current resources of the Press Office team. To this effect, the Press Office is working with IT and HR to develop a robust intranet to tackle some of communication issues that have been raised by staff. There is a possibility that an Internal Communication Officer post could be identified once the Workforce Planning review is completed.
	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.		↔	↔		A Public Opinion Survey to gather the public's views on what they think about SHG information ran between 28 February and 21 March 2019. 160 people responded to the survey which was available online, in local newspapers and via hard copies in key places around the Island. The report of survey results is currently being analysed and a presentation will be made to CLG on 18 April with recommendations based on survey results. An update will also be provided to Elected Members and the public thereafter.
	42		Corporate Finance (Nicholas)	Self-sufficiency % of budget from local revenue	33% (2013/14) 32% (2017/18)				April = 23% May = 27% June = 30% July = 36% August = 35% September = 31% October = 33% November = 33% December = 33% January = 33% February = 33% March = 34%		↑	↑		
	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 January - 0 February = 0 March = 0 Total = 6		↑	↑		

	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
	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 January - 0 micro/0 capital February - 5 micro/0 capital: 2 x service 1 x Agriculture 2 x Tourism March - 1 micro/0 capital: 1 x service Total = 35 micro/3 capital		↑	↑		



**Key to arrows**

Performance Improving

### Performance Maintaining



Performance Data currently being collected



- Performance Worsening

### Rag Rating

 Green

On target

Amber

## Maintaining

 Red

Below target

## 1.0 Summary of Financial Performance of SHG

### For the Year ended 31 March 2019

#### Basis of preparation

The management accounts have been prepared on accruals basis except for the Budget Report (2.0) which has been prepared on modified cash basis and reconciled to the General Reserve (See 6.0). Also included is a Statement of Financial Position (7.0) and summary of Reserve balances (8.0 and 9.0). The Opening Reserve balances have been extracted from the Audited Financial Statements for the year ended 31 March 2018.

#### Total Funds

The movement on the Consolidated Fund for the period to 31 March 2019 is a deficit of (£3,961k), made up as follows:

	<u>£'000</u>	<u>Note</u>
General Reserve	2,488	8 & 6
Capital Reserve	5,583	8
Revaluation Reserve	(3,405)	8
Pension Reserve	(2,747)	8
Investment in Subsidiary Reserve	522	8
Aid Funded Infrastructure Reserve	(5,732)	8
Donated Asset Reserve	(24)	8
Litigation Reserve	(647)	8

The movement on Special Funds for the period to 31 March 2019 is a surplus of £9,234k, made up as follows:

Operating / Trading deficit for the year	(691)	9
Project Funds Received	16,601	9
Project Funds Applied	(3,132)	9
Funds applied to Capital Funding	(5,167)	9
Transfers between Reserves	1,549	9
Recharges	12	9
Other movements	62	9

#### Overview of Budget and Performance

##### 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.

Starting September directorates prepare forecasts. The forecasts are updated on a monthly basis up to the year end with actuals for prior month revenues and expenditure. Any predicted (overspends) / underspends of expenditure / revenue is managed by the Directorate by making cost savings elsewhere if possible. Where cost saving could not be achieved Directorates apply to the government for supplementary appropriation.

## Approved Budget and Amendments

### Original Approved Budget

£'000

Total Recurrent Income:

40,766

### Total Expenditure

Total Recurrent Expenditure:

(40,776)

Total Capital Expenditure

(80)

Total Expenditure

(40,856)

Total 18/19 budget deficit

(90)

\*

\* Total recurrent deficit was 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:

Special Warrant 1

(350)

Supplementary Appropriation 1

(884)

Withdrawal Warrant 1

899

(335)

### Revised Budget

£'000

Total Recurrent Income:

40,766

### Total Expenditure

Total Recurrent Expenditure:

(40,601)

Total Capital Expenditure

(590)

Total Expenditure

(41,191)

Total 18/19 budgeted deficit

(425)

## Summary of movements on the General Reserve

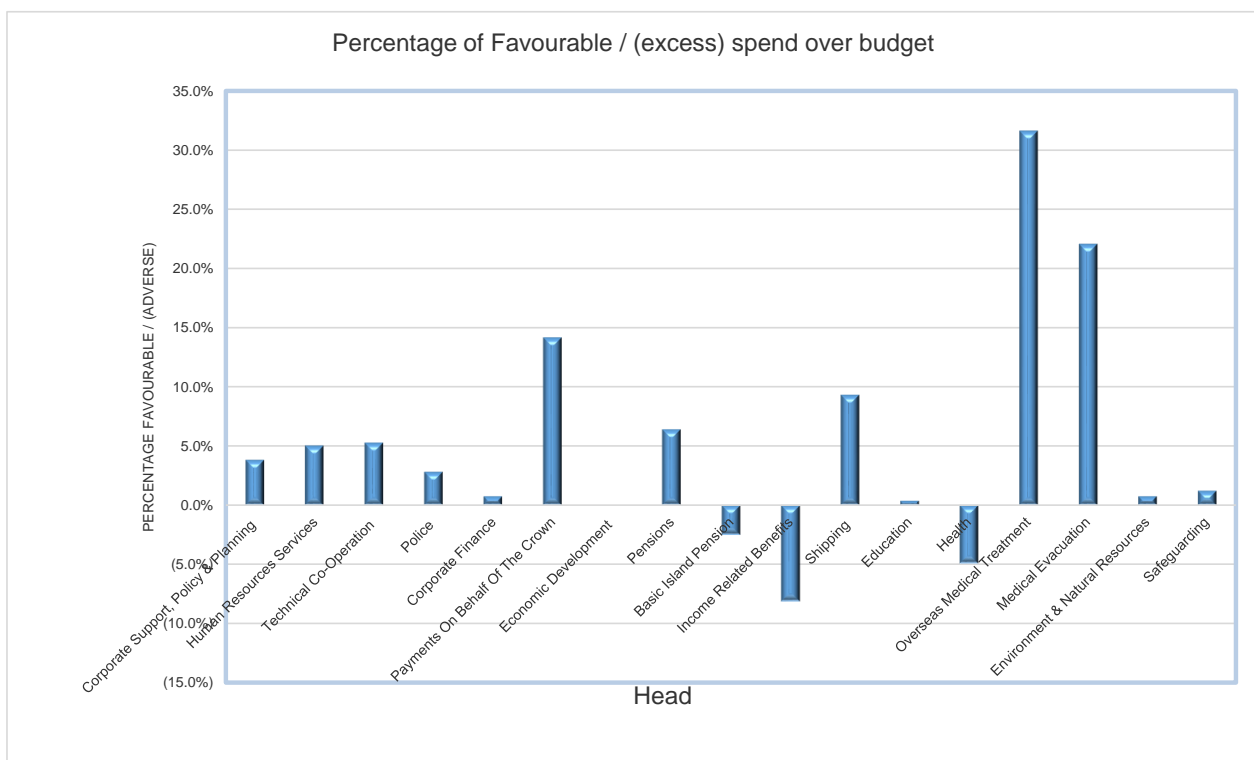
Budgeted revenue for the year was £40.8m, compared to actual revenue for the year of £41.2m. This represents an over collection of (£454k), which is a favourable variance of 1.1% against the revenue budget for the period. The surplus was mainly a result of receipts from the sale of the RMS, increases in revenues for medical fees due to additional theatre procedures being undertaken on the Island and increase in Stamp Duties as a result of unexpected private housing purchases

Budgeted expenditure for the year was £40.6m, actual expenditure for the same period was £38.6m. This represents an under spend of £2m, which is a favourable variance of 4.9% against the expenditure budget for the year. The underspend was largely attributed to delays in the recruitment of various TC posts, payments for legal fees and compensation that were less than budgeted for and that less people were referred overseas than had been expected.

Budgeted capital expenditure for the year was £590k. Actual expenditure for the same period was £497k. This represents an under spend of £93k, which is a favourable variance of 15.8% against the expenditure budget for the period. The saving was largely a result of items purchased by the health directorate not qualifying as capital expenditure as planned.

Actual surplus for the year was £2.1m compared to a budgeted deficit of (£0.425m).

## Over / Under Spend on Recurrent Appropriation





## 2.0 Budget Report - General Reserve

YEAR TO DATE - PERIOD 12 (MARCH 2019)			
Actual	Revised Budget	Variance to budget Favourable / (adverse)	Variance to budget Favourable / (adverse)
£	£	£	%

### Revenue

Corporate Support, Policy & Planning	251,087	230,000	21,087	9.2%
Police	359,149	362,000	(2,851)	(0.8%)
Corporate Finance	11,411,788	11,056,000	355,788	3.2%
Payments on behalf of the Crown	27,338,845	27,507,000	(168,155)	(0.6%)
Education	201,873	227,000	(25,127)	(11.1%)
Health	944,578	750,000	194,578	25.9%
Environment & Natural Resources	636,248	534,000	102,248	19.1%
Safeguarding	76,337	100,000	(23,663)	(23.7%)
<b>Total</b>	<b>41,219,905</b>	<b>40,766,000</b>	<b>453,905</b>	<b>1.1%</b>

### Recurrent Expenditure

Corporate Support, Policy & Planning	(1,416,561)	(1,473,000)	56,439	3.8%
Human Resources Services	(526,056)	(554,000)	27,944	5.0%
Technical Cooperation	(8,447,147)	(8,919,000)	471,853	5.3%
Police	(1,540,165)	(1,585,000)	44,835	2.8%
Corporate Finance	1,401,161	(1,412,000)	10,839	0.8%
Payments on behalf of the Crown	(5,549,959)	(6,468,000)	918,041	14.2%
Economic Development	(900,000)	(900,000)	0	0.0%
Pensions	(1,300,911)	(1,390,000)	89,089	6.4%
Basic Island Pension	(2,288,057)	(2,232,000)	(56,057)	(2.5%)
Income Related Benefits	(500,689)	(463,000)	(37,689)	(8.1%)
Shipping	(453,320)	(500,000)	46,680	9.3%
Education	(3,310,279)	(3,323,000)	12,721	0.4%
Health	(3,838,833)	(3,659,000)	(179,832)	(4.9%)
Overseas Medical Treatment	(1,107,777)	(1,621,000)	513,223	31.7%
Medical Evacuation	(104,404)	(134,000)	29,596	22.1%
Environment & Natural Resources	(3,292,879)	(3,318,000)	25,121	0.8%
Safeguarding	(2,617,446)	(2,650,000)	32,554	1.2%
<b>Total</b>	<b>(38,595,645)</b>	<b>(40,601,000)</b>	<b>2,005,355</b>	<b>4.9%</b>

### Capital Expenditure

Corporate Finance	(350,000)	(361,000)	11,000	3.0%
Police	(13,437)	(15,000)	1,563	10.4%
Education	(10,024)	(20,000)	9,976	49.9%
Health	(14,618)	(80,000)	65,382	81.7%
Environment & Natural Resources	(109,260)	(114,000)	4,740	4.2%
<b>Total</b>	<b>(497,339)</b>	<b>(590,000)</b>	<b>92,661</b>	<b>15.7%</b>

### Surplus / (Deficit) for the period

Corporate Support, Policy & Planning	(1,165,473)	(1,243,000)	77,527	6.2%
Human Resources Services	(526,056)	(554,000)	27,944	5.0%
Technical Cooperation	(8,447,147)	(8,919,000)	471,853	5.3%
Police	(1,194,452)	(1,238,000)	43,548	3.5%
Corporate Finance	9,660,627	9,283,000	377,627	(4.1%)
Payments On Behalf Of The Crown	21,788,886	21,039,000	749,886	(3.6%)
Economic Development	(900,000)	(900,000)	0	0.0%
Pensions	(1,300,911)	(1,390,000)	89,089	6.4%
Basic Island Pension	(2,288,057)	(2,232,000)	(56,057)	(2.5%)
Income Related Benefits	(500,689)	(463,000)	(37,689)	(8.1%)
Shipping	(453,320)	(500,000)	46,680	9.3%
Education	(3,118,431)	(3,116,000)	(2,431)	(0.1%)
Health	(2,908,872)	(2,989,000)	80,128	2.7%
Overseas Medical Treatment	(1,107,777)	(1,621,000)	513,223	31.7%
Medical Evacuation	(104,404)	(134,000)	29,596	22.1%
Environment & Natural Resources	(2,765,892)	(2,898,000)	132,108	4.6%
Safeguarding	(2,541,109)	(2,550,000)	8,891	0.3%
<b>Total</b>	<b>2,126,922</b>	<b>(425,000)</b>	<b>2,551,922</b>	<b>600.5%</b>

### 3.0 Analysis of Revenue Report - General Reserve

YEAR TO DATE - PERIOD 12 (MARCH 2019)				
	Actual	Revised Budget	Variance to budget Favourable / (adverse)	Variance to budget Favourable / (adverse)
	£	£	£	%
Taxes - PAYE	3,491,585	3,452,247	39,338	1.1%
Taxes - Self Employed	348,857	351,258	(2,401)	(0.7%)
Corporation Tax	875,838	677,032	198,806	29.4%
Goods & Services Tax	600,805	489,531	111,274	22.7%
Taxes - Withholding Tax	19,474	40,932	(21,458)	100.0%
Customs - Other	2,071,648	2,374,393	(302,745)	(12.8%)
Customs - Alcohol	1,147,419	1,461,193	(313,774)	(21.5%)
Customs - Tobacco	890,397	1,042,675	(152,278)	(14.6%)
Customs - Petrol	380,591	282,891	97,700	34.5%
Customs - Diesel	586,898	198,904	387,994	195.1%
Customs - Liquor Duty	15,400	12,854	2,546	19.8%
Customs - Excise Duty	351,906	542,590	(190,684)	(35.1%)
<b>Taxes</b>	<b>10,780,819</b>	<b>10,926,500</b>	<b>(145,681)</b>	<b>(1.3%)</b>
Stamp Duty	65,005	41,925	23,080	55.0%
Dog License	4,265	6,788	(2,523)	(37.2%)
Firearm License	4,942	9,000	(4,058)	(45.1%)
Liquor License	11,584	10,000	1,584	15.8%
Road Traffic License	194,531	222,000	(27,469)	(12.4%)
Gaming Machines License	3,000	3,000	0	0.0%
Other Licenses & Duty	960	3,000	(2,040)	(68.0%)
<b>Duty &amp; Licenses Received</b>	<b>284,286</b>	<b>295,713</b>	<b>(11,427)</b>	<b>(3.9%)</b>
Court Fees & Fines	8,610	18,000	(9,391)	(52.2%)
Light Dues	12,606	10,000	2,606	26.1%
Cranage	5,245	2,000	3,245	162.3%
Dental Fees	31,032	14,700	16,332	111.1%
Fees of Office	21,075	9,666	11,409	118.0%
Medical & Hospital	235,747	126,000	109,747	87.1%
Trade Marks	14,902	10,000	4,902	49.0%
Post Office Charges	4,267	8,000	(3,733)	(46.7%)
Meat Inspection Fees	6,812	6,000	812	13.5%
Vet Services	31,033	25,000	6,033	24.1%
Marriage, Births & Deaths Fees	4,734	4,000	734	18.3%
Land Registration Fees	8,823	12,240	(3,418)	(27.9%)
Spraying Fees	2,963	0	2,963	100.0%
Immigration Fees	103,055	58,212	44,843	77.0%
Nationalisation Fees	1,090	0	1,090	100.0%
Fish & Food Testing	36,400	12,000	24,400	203.3%
Planning Fees	10,731	22,000	(11,270)	(51.2%)
GIS Fees	9,325	14,000	(4,675)	(33.4%)
Company Registration Fees	2,440	2,800	(361)	(12.9%)
Other Fees	4,273	33,000	(28,728)	(87.1%)
<b>Fines &amp; Fees Received</b>	<b>555,160</b>	<b>387,618</b>	<b>167,542</b>	<b>43.2%</b>



### 3.0 Analysis of Revenue Report - General Reserve

YEAR TO DATE - PERIOD 12 (MARCH 2019)				
	Actual	Revised Budget	Variance to budget Favourable / (adverse)	Variance to budget Favourable / (adverse)
	£	£	£	%
Agricultural Gardens	8,135	8,000	135	1.7%
Leased House Plots	27,191	16,555	10,636	64.2%
Home to Duty Transport	240	4,000	(3,760)	(94.0%)
Commercial Property Rents	58,706	52,480	6,226	11.9%
Miscellaneous Receipts	205,328	182,858	22,470	12.3%
Agricultural Buildings	6,784	7,109	(325)	(4.6%)
<b>Government Rents</b>	<b>306,384</b>	<b>271,002</b>	<b>35,382</b>	<b>13.1%</b>
Stamp Sales( Postal)	32,146	32,700	(554)	(1.7%)
Stamp Sales( Philatelic)	8,413	26,500	(18,087)	(68.3%)
Sale of Firewood	12,629	10,691	1,938	18.1%
Sale of Timber Logs	0	2,200	(2,200)	(100.0%)
Other Earnings Received	2,178	1,000	1,178	100.0%
<b>Earnings Government Departments</b>	<b>55,366</b>	<b>73,091</b>	<b>(17,725)</b>	<b>(24.3%)</b>
Other Income Received	480,408	25,330	455,078	1796.6%
Plantation House Tours	7,635	3,000	4,635	154.5%
<b>Income Received</b>	<b>488,043</b>	<b>28,330</b>	<b>459,713</b>	<b>1622.7%</b>
Commission	3,740	1,800	1,940	100.0%
Interest	84,196	50,000	34,196	68.4%
Currency Fund Surplus	57,796	50,000	7,796	0.0%
Dividends	12,410	30,000	(17,590)	0.0%
Argos - Vessel Monitoring	25,420	25,670	(250)	0.0%
FCO CSSF Support funding	0	236,000	(236,000)	100.0%
Grant Funding Received	20,290	0	20,290	200.0%
Development Funding Received	13,299	0	13,299	300.0%
Grant-in-Aid	26,699,000	27,095,000	(396,000)	(1.5%)
<b>Treasury Receipts</b>	<b>26,916,152</b>	<b>27,488,470</b>	<b>(572,318)</b>	<b>(2.1%)</b>
Recharges - Customs	521,355	0	521,355	100.0%
Recharges - Other	1,312,341	1,295,276	17,065	1.3%
<b>Recharges Received</b>	<b>1,833,696</b>	<b>1,295,276</b>	<b>538,420</b>	<b>41.6%</b>
<b>TOTAL REVENUE</b>	<b>41,219,905</b>	<b>40,766,000</b>	<b>453,905</b>	<b>1.1%</b>

## 4.0 General Reserve Variance Explanation Report

PERIOD 12 (MARCH 2019)

### Head

Corporate Support, Policy & Planning

Police

Corporate Finance

Payments on behalf of the Crown

Education

Health

Environment & Natural Resources

Safeguarding

**TOTAL RECURRENT INCOME**

REVENUE				
YEAR TO DATE				
Actual	Revised Budget	Variance A - RB Favourable / (Adverse)	Variance A - RB Favourable / (Adverse)	Explanations of variances >5%
£	£	£	%	
251,087	230,000	21,087	9%	The favourable variance is a result of admin fees received from HR & Education that was not budgeted for (£16k). The income relates to interview costs recharged to other directorates.
				£5k was a result of more plantation house tours than anticipated.
359,149	362,000	(2,851)	(1%)	N/A
11,411,788	11,056,000	355,788	3%	N/A
27,338,845	27,507,000	(168,155)	(1%)	N/A
201,873	227,000	(25,127)	(11%)	There was lower levels of interest in registrations for vocational training than anticipated.
944,578	750,000	194,578	26%	There was increased revenues of £110k due to additional theatre procedures being undertaken in the year, unbudgeted revenue was earned from the admission of crew members from passing ships, one non-resident patient was charged at full cost recovery for medical treatment in South Africa and miscellaneous receipts were £40k more than budget due to insurance reimbursements for an aero medical flight.
636,248	534,000	102,248	19%	The saving was largely due to an increase in stamp duty revenues as a result of unexpected private housing purchases as well as miscellaneous receipt's that were £44k over budget due to road works carried out for Connect St Helena, and other private works.
76,337	100,000	(23,663)	(24%)	The budget for Sheltered Accommodation revenue was overstated. Rates charged were 15% less than budget.
<b>41,219,905</b>	<b>40,766,000</b>	<b>453,905</b>	<b>1%</b>	

## 4.0 General Reserve Variance Explanation Report

PERIOD 12 (MARCH 2019)

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	1,416,561	1,473,000	56,439	4%	N/A
Human Resources Services	526,056	554,000	27,944	5%	The underspend for the year is in respect of course fees for a Custody trainer and Occupational Psychology Centre (OPC) support not taken
Technical Cooperation	8,447,147	8,919,000	471,853	5%	Savings are a result of TC posts not being filled, delays in being filled or post that were no longer required.
Police	1,540,165	1,585,000	44,835	3%	N/A
Corporate finance	1,401,161	1,412,000	10,839	1%	N/A
Payments on behalf of the Crown	5,549,959	6,468,000	918,041	14%	Payments for compensation and legal fees were less than anticipated. In addition pension contribution on behalf of employees was 24% less than budget.
Economic Development	900,000	900,000	0	0%	N/A
Pensions	1,300,911	1,390,000	89,089	6%	It had been anticipated that a lot more people would retire on attainment of age than actually happened.
Basic Island Pension	2,288,057	2,232,000	(56,057)	(3%)	N/A
Income Related Benefits	500,689	463,000	(37,689)	(8%)	This was a result of more than expected people being unemployed and registering for benefits.
Shipping	453,320	500,000	46,680	9%	Cost is depended on volume of cargo transported between Ruperts and Jamestown. Costs were lower than the budgeted £42k a month.
Education	3,310,279	3,323,000	12,721	0%	N/A
Health	3,838,833	3,659,000	(179,832)	(5%)	Cancer patients were being treated on island where possible, this resulted in increased patients' medication requirements. In addition the Ophthalmology visit meant specialised equipment & supplies were ordered adding to unbudgeted costs and customs duty.
Overseas Medical Treatment	1,107,777	1,621,000	513,223	32%	Fifty nine patients were referred overseas during the year compared to ninety four in the prior year, resulting in the saving. This was attributed to greater prioritisation of cases for overseas referral in the year under review.
Medical Evacuation	104,404	134,000	29,596	22%	Provision was made for 10 aeromedical evacuation flights for 2018/19. However only 2 flights were activated for this period. The resulting savings were used to offset over spends in other lines within the Health directorate and the remainder withdrawn for other purposes within SHG.
Environment & Natural Resources	3,292,879	3,318,000	25,121	1%	N/A
Safeguarding	2,617,446	2,650,000	32,554	1%	N/A
<b>TOTAL RECURRENT EXPENDITURE</b>	<b>38,595,645</b>	<b>40,601,000</b>	<b>2,005,355</b>	<b>5%</b>	

## 4.0 General Reserve Variance Explanation Report

PERIOD 12 (MARCH 2019)

### Head

Corporate Finance

Police

Education

Health

Environment & Natural Resources

**TOTAL CAPITAL EXPENDITURE**

**TOTAL EXPENDITURE**

CAPITAL EXPENDITURE				
YEAR TO DATE				
Actual	Revised Budget	Variance A - RB Favourable / (Adverse)	Variance RB - A Favourable / (Adverse)	
£	£	£	%	Explanations of variances >5%
350,000	361,000	11,000	3%	N/A
13,437	15,000	1,563	10%	The cost of the machine and related costs of bringing it to the Island were less than anticipated.
10,024	20,000	9,976	50%	N/A
14,618	80,000	65,382	82%	The £80k was brought forward from FY 2017/18 for procurement of Patient Source. In the end only £15k qualified as CAPEX with the cost of the rest being absorbed by savings in recurrent expenditure
109,260	114,000	4,740	4%	N/A
<b>497,339</b>	<b>590,000</b>	<b>92,661</b>	<b>16%</b>	
<b>39,092,984</b>	<b>41,191,000</b>	<b>2,098,016</b>	<b>5%</b>	

### PERFORMANCE MEASURES

Local Revenue as a Percentage of total expenditure:

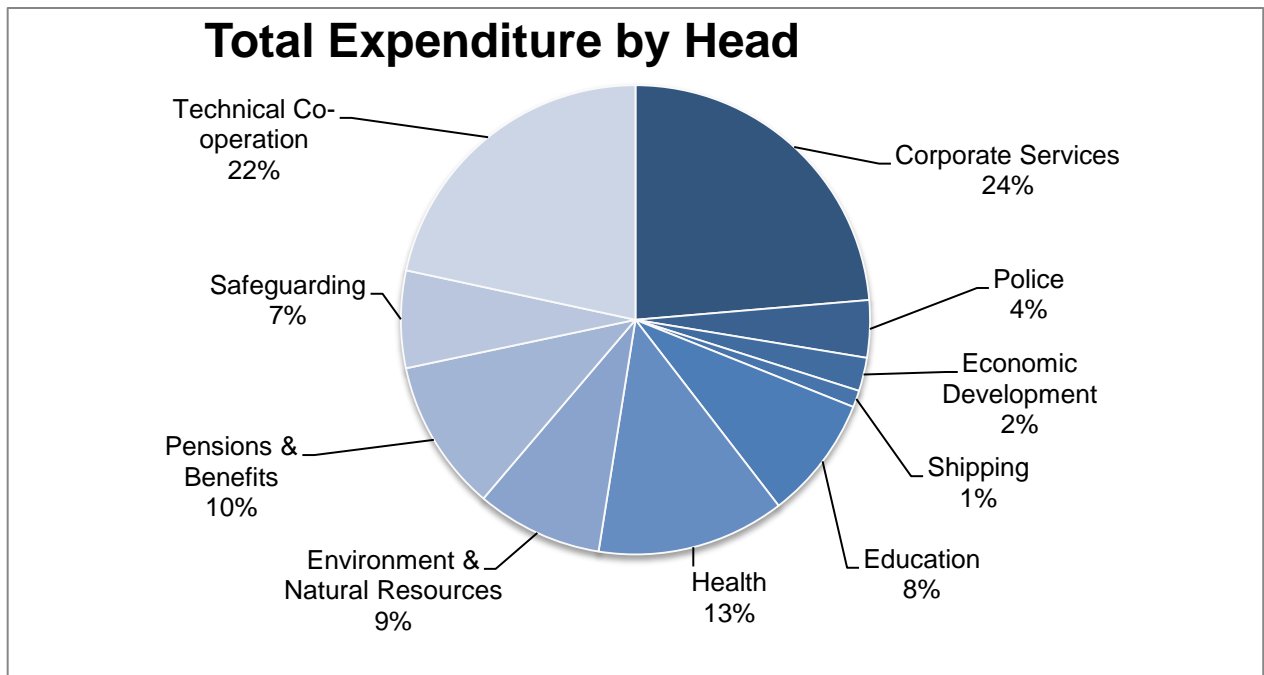
	Annual Approved Budget	Actual to Period 12 (31/3/19)	Budget to Period 12 (31/3/19)
	£	£	£
Total Local revenue	13,435,000	14,110,686	13,435,000
Total Expenditure	41,191,000	39,092,984	41,191,000
Percentage	33%	36%	33%



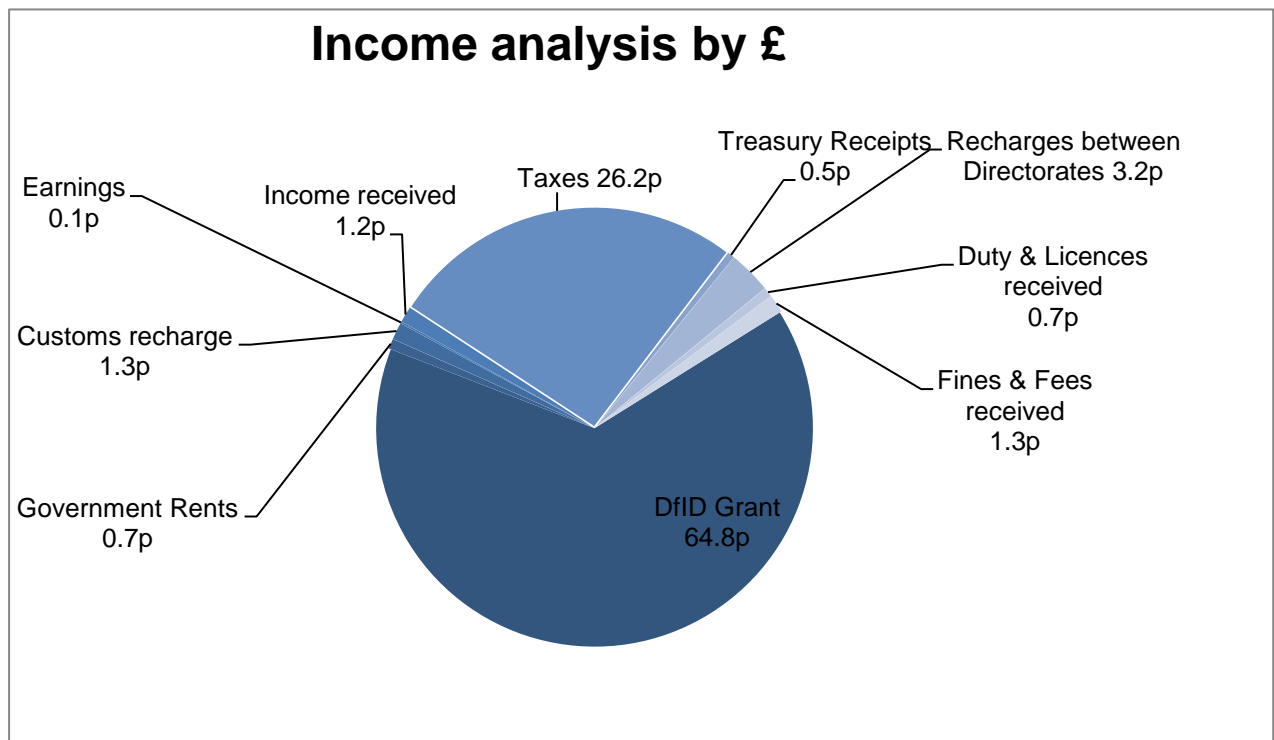
## 5.0 Consolidated Fund Budget Report visual aids

PERIOD 12 (MARCH 2019)

Analysis of total expenditure by head for the year to March 19.



Analysis of income to show where every £ of income is derived for the year to March 19.



## 6.0 Summary of Movements on the General Reserve

	Year ending 31 March 19 £	Year ending 31 March 18 £
<b>Opening Balance on the General Reserve</b>	<b>3,696,824</b>	<b>303,622</b>
Recurrent surplus/ (deficit)	3,925,172	2,458,955
Investment in Subsidiary Reserve	(350,000)	0
Capital Expenditure	(147,339)	(570,349)
Pensions	(1,300,911)	(1,292,739)
Total surplus / (deficit) (From 2.0 Budget Report Consolidated Fund)	<b>2,126,922</b>	<b>595,867</b>
<b>Transfers from Currency Fund</b>	0	500,000
<b>Transfers between Reserves</b>		
Contribution from the European Development Fund	0	1,000,000
Transfer to DFID Infrastructure	(10,518)	0
Contribution from the Bulk Fuel Trading Account	0	770,000
	<b>(10,518)</b>	<b>1,770,000</b>
<b>Budget Report Adjustments - Excluded from Accruals Accounting</b>		
Adjustments to account for compensation payments on cash basis	474,177	0
	<b>474,177</b>	<b>0</b>
<b>Accounting Adjustments - excluded from Budget Report Consolidated Fund</b>		
Movement on Provision for Staff Leave Liability	47,898	60,114
Movement on Provision for Bad and Doubtful Debts	(33,286)	(29,365)
Prior Year Accounting Adjustments	63,781	301,553
Accounting adjustments in respect of Corporation and Self employed taxes not included within budget execution report.	(163,720)	202,189
Elimination of recharges	(3,134)	(1,598)
Depreciation	(2,976)	0
Capital Gain/ (Loss) on Investments	(10,518)	(2,650)
Gain/ (Loss) on Balances held in Foreign Currencies	0	(2,908)
	<b>(101,955)</b>	<b>527,335</b>
<b>Total movement on General Reserve for the period</b>	<b>2,488,626</b>	<b>3,393,202</b>
<b>Closing Balance on the General Reserve</b>	<b>6,185,450</b>	<b>3,696,824</b>

## 7.0 Statement of Financial Position

	Year ending 31 March 19	Year ending 31 March 18
	£'000	£'000
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash & Cash Equivalents	4,887	5,508
Investments	15,342	1,501
Recoverable from Non-exchange Transactions	4,235	3,839
Receivables	2,153	1,453
Inventories	2,921	2,488
Prepayments	412	859
Other Financial Assets	1,036	1,036
Assets Held for Sale	1	933
	<u>30,986</u>	<u>17,618</u>
<b>Non-current Assets</b>		
Non-Current Investments	28,650	28,128
Receivables	19	59
Prepayments	18	0
Property, Plant & Equipment	279,043	282,236
Intangible Assets	96	106
	<u>307,826</u>	<u>310,529</u>
<b>Total Assets</b>	<u><b>338,812</b></u>	<u><b>328,147</b></u>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	9,845	7,804
Provisions	530	739
	<u>10,375</u>	<u>8,543</u>
<b>Non-current Liabilities</b>		
Payables	16	0
Pension Liabilities	74,359	71,612
Provisions	4,981	4,184
	<u>79,357</u>	<u>75,796</u>
<b>Total Liabilities</b>	<u><b>89,732</b></u>	<u><b>84,339</b></u>
<b>NET ASSETS</b>	<u><b>249,081</b></u>	<u><b>243,807</b></u>
<b>FUNDS AND RESERVES</b>		
Consolidated Fund	8.0 238,240	242,201
Special Funds	9.0 10,841	1,606
	<u><b>249,081</b></u>	<u><b>243,807</b></u>

## 8.0 Fund Balances - The Consolidated Fund

	Balance at 1 April 2018	Surplus / (Deficit)	DIID Infrastructure Aid Funding	New Claims Arising	Provision Released	Use of General Reserve to Finance Payment of Pension Benefits	Investments Funded From The General Reserve	Impairments	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	Removal of Revaluation Reserve for Disposed	Recharges	Other Movements	Balance at 31 March 2019
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Reserve	3,697	5,846				(1,288)						(147)	(1,899)	(11)		(12)	0	6,185
Capital Reserve	46,896							(1,346)	(1,694)	5,167		147		(94)	3,405			52,480
Revaluation Reserve	3,698														(3,405)			294
Pension Reserve	(71,612)					1,288											(4,035)	(74,359)
Investment in Subsidiary Reserve	28,128						350				172		0					28,650
Aid funded Infrastructure Reserve	233,598		488						(6,220)									227,866
Donated Asset Reserve	143								(24)									119
Litigation Reserve	(2,347)			(856)	209													(2,994)
<b>Total</b>	<b>242,200</b>	<b>5,846</b>	<b>488</b>	<b>(856)</b>	<b>209</b>	<b>0</b>	<b>350</b>	<b>(1,346)</b>	<b>(7,938)</b>	<b>5,167</b>	<b>172</b>	<b>0</b>	<b>(1,899)</b>	<b>(105)</b>	<b>0</b>	<b>(12)</b>	<b>(4,035)</b>	<b>238,240</b>



## 9.0 Fund Balances - Special Funds

	Balance at 1 April 2018 £'000	Surplus / (Deficit) £'000	Funds Received £'000	Funds Applied £'000	Recharges £'000	Other Movements £'000	Funds Applied To Capital Finance £'000	Transfers Between Reserves £'000	Balance at 31 March 2019 £'000
IT Trading Account	273	(172)			(71)	(3)	(153)	250	123
Transport Trading Account	869	161			92		(586)	7	543
Unallocated Stores Trading Account	(119)	0					0	119	0
St Helena Audit Service Trading Account	151	(23)			(1)		0	1	128
Housing Service Trading Account	88	202			(7)		(26)	(2)	255
Bulk Fuel installation Trading Account	(399)	(828)				72	0	1,165	10
Airport Trading Account	225	(171)					0	0	54
DFID Projects	(363)		6,974	(2,424)	(2)	(7)	(4,385)	(541)	(747)
DFID Technical Cooperation	(0)		0	0			0	0	(0)
DFID Infrastructure	(551)		0	0			0	551	(0)
EDF Projects	428		8,959	(66)			0	0	9,321
Locally Funded Projects	112		0	0			0	0	112
UNDP Projects	10		10	(10)			(6)	0	4
Environmental Management Projects Fund	(16)		439	(418)	(1)		0	0	5
FCO Projects	0		218	(214)			(4)	0	0
Government Landlord Housing Capital Fund	452	27					0		479
Improvements and New Construction Revolving Fund	58	16			1		0		75
Capital Receipts Fund	370	90					(7)		453
Animal Husbandry Fund	20	7					0		27
<b>Total</b>	<b>1,607</b>	<b>(691)</b>	<b>16,601</b>	<b>(3,132)</b>	<b>12</b>	<b>62</b>	<b>(5,167)</b>	<b>1,549</b>	<b>10,841</b>



CORPORATE RISK REGISTER - STRATEGIC				PRE-Mitigation (Inherent")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 December 2018	Current mitigation as at March 2019	Financial Risk (Post Mitigation)	Current Probability	Current Impact	RAG Status	Proposed Mitigation	Actionee	Probability	Impact	RAG Status					
1	Fin/Rep/Hum	Insufficient resources to deliver public services and key capital infrastructure	SHG (Dax)	H	VH	Greater than £5m		(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.  (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>  (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>  (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>	(i) Ext Funding Coordinator in post,funding strategy being developed. PFM action plan continues to be implemented. New Tax proposal will come into effect Apr 2019  (ii) Capital Funding expected in new financial year and project works expected to commence in 2nd half of 19/20.  (iii) Governance of the Capital Programme in place - however no funding available. Alternative funding through EDF and private equity to fund capital projects such as the cable renewable energy.  (iv) Programme governance in place, designs signed off to ACE stage 4. The funding for this programme still uncertain but will form part of any new capital programme.  (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>		H	VH		(i)Improve financial management capacity and capability within Corporate Finance and across SHG. Continuous review of key revenue streams and social and economic impact. (ii)Rock fall protection to be procured, funding is required and SHG capability to respond to rock fall incidents. (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. (iv)Agreement for final designs, funding is required as well as Political and community support. (v)Use waiting list to manage pace of overseas referral where clinical outcome is not jeopardised.	SHG Dax Derek Akeem	M	H						
2	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, the 2019/20 budget also has a ringfenced budget for potential litigation.	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. <b>(No Further Change)</b>	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						

3	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 for 2019/20 was welcomed. Continue to work 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 peak season and tp develop longer term strategies for maximising visitor numbers.		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	
4	Fin/Rep/Hum	Failure to deliver long term economic growth	SHG (Dax/Gilly ESH)	L	VH	Greater than £5m		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.	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, 2nd tranche has been requested.		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	
5	Fin/Rep/Hum	Failure of Change Management Programme - impact on SHG and Public	Susan	H	VH	Greater than £5m		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.	The new PFC is being developed based on feedback from the "We are Listening" campaign (focussed feedback sessions). This will include a refresh of SHG's vision, mission and values to better reflect the views of staff and key stakeholders.		M	H		Pay and grading review. Employee reps engaged, specialist appointed to lead the agenda	Susan	M	M	
6	Hum/Rep	Skills Shortage within existing workforce	Susan Directors	VH	VH	Greater than £5m		A new workforce plan is being developed by Corporate HR which will address this issue specifically.	No further change		H	VH		SHG training plans, careers guidance and succession planning in place. Community college and improved conditons.	Susan	H	M	
7	Fin/Rep/Hum	A National Major Incident, airport, disease, localised emergencies/situations	David L Susan Gilly	L	VH	Greater than £5m		Work is ongoing	Work is ongoing		L	VH		Disaster management planning and testing in place.	Police (David L)	L	VH	
8	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. The 1st tranche of funding received Financial close of the SAEx project is expected soon, thereafter survey work is to commence.	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, 2nd tranche has been requested. 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	


9	Fin/Hum	Morbidity and mortality due to obesity and lifestyle	Akeem Ali	H	H	Between £1m to £5m	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.	Ongoing recruitment of resident and visiting specialist staff to complement current staff roll. Specifically, Oncology Nurse, Visiting Ophthalmologist, and Visiting ENT specialist to tackle acute care for the consequent lifestyle related diseases. Strengthening of the community health service with the appointment of a public health lead, review of children's nurses and nutrition lead. Enhancement of policy and taxation arrangements for tobacco, sweetened-sugar beverages, and high fat food. Engagement of local worker	No new funding available for health promotion work	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	
10	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	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&S Working Group met on three occasions during qtr ending 31 March 2019. Agreed that Group be expanded to include lead officers from Fire and Disaster Management. There is recognition that there are complex H&S issues that need to be addressed. Next meeting which will include the two new members, will focus on institutional arrangements and roles and responsibilities		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	
11	Fin/Rep/Hum	Lack of services for ageing population	Tracey Poole-Nandy	VH	H	Between £1m to £5m	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.	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. I think that this will remain amber/red 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 sustainable option. There is no current update in relation 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	
12	Fin/Rep	Failure to protect and maintain key infrastructure such as IT	Susan Gilly	H	VH	Greater than £5m	Bid for capital funding has been submitted. Routine maintenance continue within available resources.	Position remains as reported at December 2018		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	


13	Fin/Rep/Hum	Failure to underpin basic education	Shirley	H	VH	Greater than £5m		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.	The Directorate has seen successes in the Teacher Training Programme. To date 4 trainees have successfully completed the Certificate in Primary Education with the OU. Two Teaching Assistants have successfully passed the Diploma in Supporting Teaching and Learning, 5 managers have successfully completed and passed the Certificate in Educational Leadership, PAS Head has successfully gained her NPQH, one teacher has gained an IPGCE and 5 teachers have successfully passed the Certificate in Teaching and Learning and have remained in the system. 59% of teaching staff are not professionally qualified to at least Level 4.		M	VH		Investment in teaching staff, materials, connectivity and opportunities to access qualifications and exposure.	Wendy B	L	H							
14	Fin/Rep/Hum	Terrorism	David L	L	VH	Greater than £5m		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.	Further training to provide and effective firearms capability. Work is on- going to develop intelligence links to identify threats, harm and risk. Work is on- going with JIPH and other agencies to develop access to specialist support ( e.g. HMRC).  OTRCIS data quality has improved. There is work on- going to get access to bespoke intelligence from UK agencies for St Helena. Major Emergencies: Training and testing has taken place. Immigration access: Still needs further development. A temporary system is in place. Security clearance for staff obtained and in place and awaiting implementation of new computers and then access training. Electronic System: Issues being resolved. Firearms Capability: Now have trained cadre of officers. Enhanced training now beginning. Half of the necessary equipment purchased.		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.  Firearms capability to be developed.	David Lynch	L	VH							
15	Fin/Rep/Hum	Failure to provide adequate water security	Susan O'Bey	H	VH	Greater than £5m		No further change	No further change		H	H		Water strategy to be developed and implemented. Investment in key infrastructure, reduce waste and consumption.	Susan	L	H							
16	Fin/Rep	Risk of delays/ cancellations for newly established air service	SHG (Janet)	VH	M	Greater than £5m		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							

17	Fin/Rep/Hum	Lack of Human Capital and appropriate skills to develop the economy and deliver key services	CLG/EMs	VH	VH	Over £5m		No further change	No further change		H	H		Successful attraction of working age people on to the Island	Susan	M	M					
18		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		Increased skills and capacity building through organisational development and the new workforce plan currently being developed by Corporate HR.	New Workforce Plan in progress		M	M		Increased skills and capacity building through organisational development	Susan	L	M					
19		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, 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.	Restructure complete, 2 management accountants in post, 1 additional Accounting Technician was recruited and will start in new year. Finance Business Manager recruited and arrived in February 19 support SOE's. 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					
20		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 circa £3.9m 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 2019.	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