



Rupert's Wharf

June 2016



Ten Year Plan

31 March 2017



Sea Rescue Facility

9 January 2017



Successful Aero-medevac Flights



# ST HELENA GOVERNMENT

## END OF YEAR REPORT

2016/17



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

A monthly tracker is published on the SHG website and provides a running commentary of SHG and key stakeholder business. A further in-depth performance document is also produced, reporting performance management information. 2016/17 has been a significant year for the Island with a further number of key milestones being achieved. On 10 May 2016, St Helena Airport was granted an aerodrome certificate by Air Safety Support International, as well as achieving several successful med-evac flights from St Helena to Capetown and the finishing of the Rupert’s Wharf Area along with the new Sea Rescue Facility. We have also seen the Hospital Refurbishment Project completed, investments and improvements in Health, Policing and Safeguarding. September 2016 saw the launching of our St Helena Community College which continues to strengthen and GCSE results showed some improvement overall from the previous year, with a small enhancement in Mathematics and a considerable improvement in English. Primary Schools, results were mostly in comparison to the previous year with slight decreases in English and Mathematics scores.

During 2016/17 the community of St Helena developed a 10 year plan with five main themes, *Altogether Safer, Altogether Greener, Altogether Healthier, Altogether Wealthier and Altogether Better for Children and Young People*. This plan replaces the SDP and will be used to deliver key priorities over the next 10 years.

While much progress has been made, St Helena has also had to deal with a number of unexpected circumstances that has brought out the resolve and ingenuity of the community. The delay in air access has caused considerable disruption, compounded by technical issues with the RMS, however, 2016/17 saw 30 flights arrive and depart St Helena, some providing vital medevac services. The Island also had to deal with a drought that impacted on every aspect of the community and saw St Helena pull together to tackle the situation.

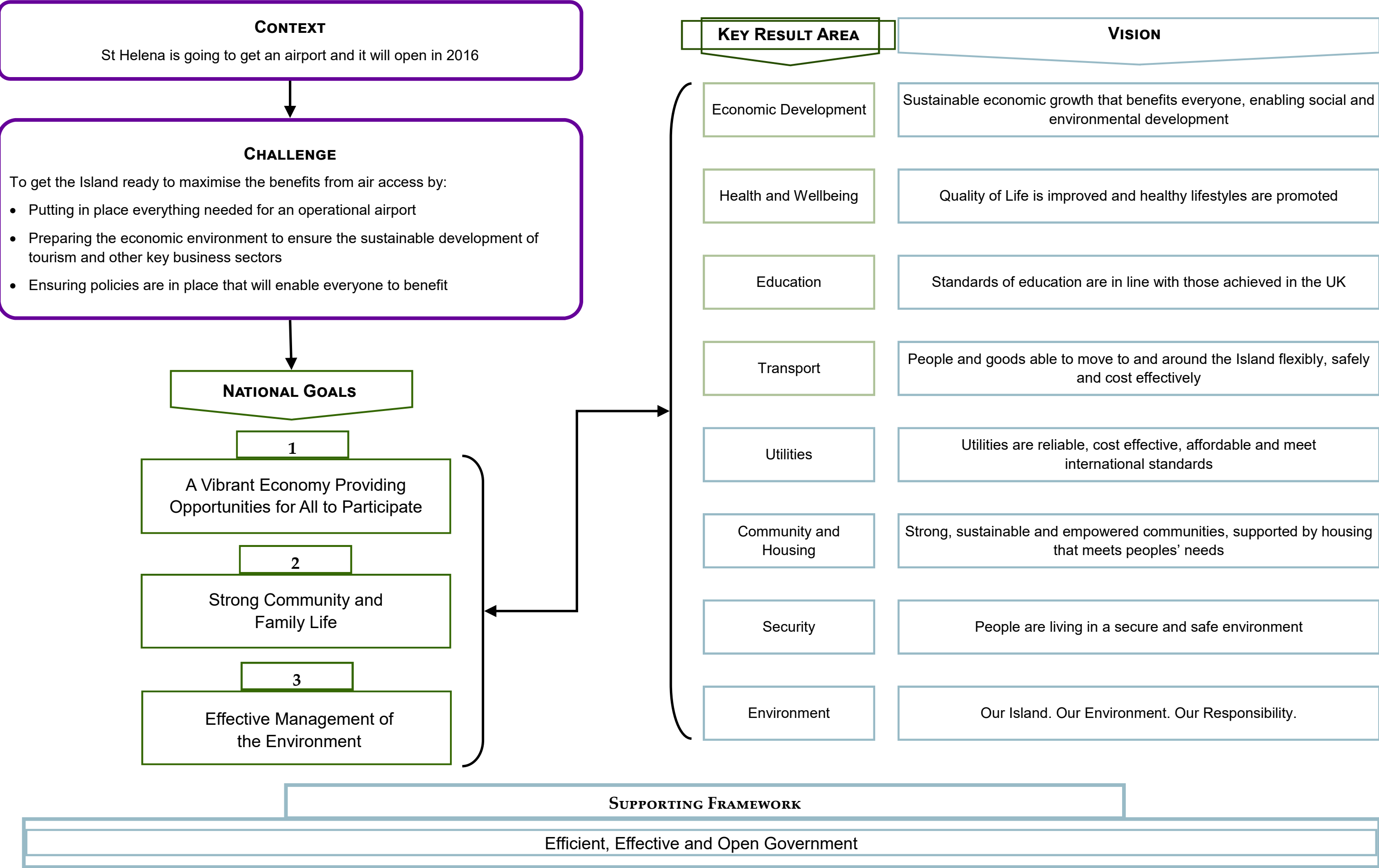
As this report highlights there is still much to do and we acknowledge that in many cases there is not an overnight solution. Health trends continue to cause concern and SHG will continue a preventative approach to healthcare. Further work is required to improve the use of renewable energy and reliability of power. Social housing continues to be an issue that needs to be addressed. Likewise further work is required to understand and benchmark our key indicators around the environment. The SDP has laid the foundations for the 10 year plan and for further economic growth, social protection and an improved environment. The Island does face a number of challenges, the aged and aging population is an area that needs particular focus to ensure we are able to provide the support and care for elderly and vulnerable people, while ensuring we have enough working aged people contributing to the labour market. 2016/17 was a challenging year for St Helena, 2017/18 promises to be a year to be remembered for all of the right reasons.

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

**Corporate Services    May 2017**

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

### Progress made in 2016/17

St Helena remains on the international radar through a targeted advertising and marketing programme, close communication with the international media and through attendance at International Travel Shows including PURE and the World Travel Market. Saint members of the team had exposure and experience in going to the international shows and meetings and consequently are better positioned to lead the Island in the future to develop tourism, investment and business opportunities. ESH also helped drive the Island's international social media and online presence.

The Business development team continue to support local businesses through the provision of advice and grant funding, and to this the team engaged with 199 business clients for the 2016/17 financial year, resulting in: 44 existing businesses advised and/or assisted, 37 potential new business start-ups advised and 118 clients contemplating potential future opportunities

Whilst ESH has continued to promote the Island to potential investors, there has also been a significant drive to encourage local investment and to this end ESH has reviewed its grants policies which in turn has seen a good uptake by local businesses.

Grant funding for the period included: 45 Small-Medium Enterprise (SME) Grants, 2 Capital Investment Grants, 4 Skills Development Grants and 3 Business Development Loans approved. The total ESH financial support to local businesses for 2016/17 was £175,101.17.

On the inward investment front, progress has been less visible and whilst there has been a reasonable level of interest shown, there were 12 general investment queries resulting from the various investor promotion events, in the main these have not progressed because of the uncertainties around the start of scheduled air services to the Island.

During the year ESH was able to facilitate securing 2 foreign investors, 1 within the tourism/hospitality sector, and 1 investor via a private land transaction where the investor has indicated that the purpose of purchasing the property and land is for agricultural and tourism development. In the latter case ESH assisted this foreign investor in securing an Immigrant's Land Holding Licence.

ESH has facilitated 3 land transactions - 2 SHG and 1 private. The amount of investment relating to the private land transaction is undisclosed, the other land transactions have been dealt with directly by SHG.

Under the ESH Capital Programme several key projects and programs to increase participation in the economic development process whilst supporting social development have been delivered. These included, the opening of the Jamestown Market offering 13 business units, a Business Support Initiative in collaboration with SHG and the Bank of St Helena, offering technical and financial assistance to businesses affected by the delay in scheduled air services, and the opening of Bertrand's Cottage Ltd as a Hospitality Up-skilling Centre providing restaurant and accommodation facilities. ESH continues to strive to develop and work to best practice standards as evidenced by their most recent achievement of attaining the 'Excellence in Economic Development Standard' with the UK Institute for Economic Development.

### Areas of challenge

ESH continues to experience key issues and challenges in relation to achieving business development, attracting investment (both local and international) and promoting tourism these include:

- Developing systems and processes that make St Helena a good place to do business and invest
- Restricted access to land and existing buildings
- Costly internet access and telecommunications
- Inadequate public infrastructure: roads, water, parking
- Inadequate labour supply
- Financial market inefficiencies including the challenges visitors face by the Island not accepting credit cards etc., and the 5% charge for getting cash from a credit card.
- Reducing commercial risk at the front end of development projects by addressing infrastructure needs where these are of wider benefit to the Island (utilities and services) or providing enhanced incentives where specific developments would be of significant benefit to St Helena

The targets were set for local production achieved vs imports for vegetables. ESH only had sales data from some outlets and therefore could not provide a % self sustaining figure for vegetables for the year based on this sales data. For meat we had local production but no imported data so cannot say what the % of self sufficiency in meat was without the total imports of meat for the year.

### KPI Performance

The target for available serviced rooms was not achieved during 2016/17. There has been limited interest from both local and inward investors, however a key project - the Jamestown Hotel, is due to be completed during the coming financial year and will improve the serviced room stock by 30 rooms.

Sales of locally produced vegetables across the key outlets has seen an increase for 2016-17 against the previous year with 95.7 tonnes sold this year compared to 88 tonnes in the previous year. A decrease is apparent for imported vegetables for 2016-17 (201.6 tonnes imported) when compared to the amount of 296.6 tonnes imported in the previous year. This year has seen a slight decrease in meat production with 2016-17 production showing an output of 92.3 tonnes for the year compared to 96.4 tonnes in 2015-16.

### Budget & Private Sector (National Accts) still to report on



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

	Self-sufficiency % of budget from local revenue	SHG Footprint % resident population employed by SHG	Private Sector Private Sector Expenditure (in National Accounts)	Agriculture Local market share of like for like production	Accommodation Available serviced rooms
Benchmark	33% 2013/14	Headcount = 790 Population = 4,595 17% (2013/14)	£16,382,000(12/13)	Meat 86% Vegetables 40%	39 rooms (2011/12)
2014/15	Target 38% Result 40%	Target 17% 790 Result 798.6	Target £19,100,000 Result £19,100,000	Target Meat 86% Veg 45% Result Meat 86% Veg 41%	Target 65 rooms Result 54 rooms
2015/16	40% 40.90%	17% 17%	£20,300,000 £17,997,000	Meat 90% Veg 55% Meat 46% Veg (88 tonnes) 29%	90 rooms 53 rooms
2016/17	40%	Removed	TBD once year end accounts complete	Meat 95% Veg 60% Meat 92.3 tonnes Veg 95.7 tonnes	113 rooms 56 rooms

## Key Linked Documents:

Sustainable Economic Development Plan (SEDP)  
St Helena Tourism Development Plan 2010-15  
Land Development Control Plan

Social Policy Plan 2013  
National Agriculture Policy and Implementation Strategy 2014-2020

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

### Progress made in 2016/17

#### 2.1 Healthcare improved as a result of greater investment in Primary and secondary health facilities.

The Hospital Redevelopment Project to refurbish certain areas of the hospital was completed in July 2016. The project included new radiological diagnostic facilities (new x-ray machine and CT scanner), a new operating theatre, new 2-bed Intensive Care Unit and new ICU equipment (monitors/pumps and ventilators), installation of a bed lift and upgrading some of the wards. Diagnostic capability has improved significantly with the addition of the new radiological equipment and has reduced the need to refer certain cases abroad. Some additional works were approved under the capital programme including a room for mammography, an office and ultra-flooring in areas not included in the original project. A new Siemens analogue Mammography Machine was procured and is to be installed in early 2017/18. A new fully equipped ambulance was procured and is in service.

Other projects during 2016/17 included creating a disabled friendly Pharmacy on the ground floor of the Administration Block; improvements in the dental department including creating a third dental surgery and upgrading of the sterilization room, reception and waiting areas supporting the implementation of HTM 01-05 (Essential Quality Requirements) within the Dental Clinic facility; producing plans for expanding the medical laboratories with physical works to be taken forward in 2017/18; site suitability feasibility study and plans drawn up for options for a secure acute mental health unit within the hospital complex.

The year under review saw the first aeromedical evacuation flight from the Island. The ability to aeromedically evacuate patients to specialist secondary/tertiary care facilities is welcomed.

#### 2.2 Improved primary and secondary health care as a result of better qualified staff.

Following on from the work done in 2015 in articulating staff skill gaps, this is an ongoing process that will continue into the coming years. The Nursing Staff competencies framework and up-skilling programme has progressively enhanced the clinical knowledge and skills of local staff.

For the first time in the history of the Island, eight locally registered Nurses are on the degree pathway via distance education and one staff member commenced the 2nd year of the nursing degree course at Derby University in the UK. Pharmacy staff staff achieved NVQ level 2 and will undertake NVQ L3 to gain Pharmacy Technician status. One locally qualified laboratory scientist has commenced the degree course in Biomedical Science at Kingston University in the UK.

A resident Orthopaedic Surgeon significantly reduced the need to transfer orthopaedic trauma cases off Island. A second physiotherapist and a second radiographer were also recruited during this year to support the medical services. During this year there were a number of specialist visits i.e. Cardiologist, Audiologist, Optician, Ophthalmic surgeon and for the first time an Oral Maxillo-Facial Surgeon.

A short-term Health Information Consultancy commenced in March. The consultancy reviewed the health information system requirements on St Helena, to ensure requirements lead to enhanced functionality and promote effective records management; ensuring clinicians have timely access to all relevant documentation and reliable data to support patient care.

#### 2.3 Reduce rates of hypertension, diabetes and obesity by encouraging healthy behaviours and lifestyle choices.

The directorate continued to focus on expansion of primary / community health services, including strengthening of health promotion related activities and developing / integrating stronger linkages with the Safeguarding Directorate.

Achieved additional investment in primary/preventive care and health promotion strategies (such as a new resident Dietician post and a new School Nurse post) to support implementation of programmes / interventions and reduce the incidence of preventable non-communicable diseases.

There has been increased accessibility through re-establishment of District Clinics across the Island (Half Tree Hollow, Longwood and Levelwood), with provision of both nurse-led and doctor-led services.

#### 2.4 Improved resilience through service delivery for people with mental health issues

Since 2015 when there was just one Community Psychiatric Nurse (CPN) position, there has been significant expansion of the Mental Health team. During 2016/17 a new resident Clinical Psychologist and an Educational Psychologist were appointed to address existing service constraints and enhance deliverability of services across the Island. The team now comprises 5 CPNs, 1 support worker, 2 Psychologists and a Mental Health Team lead and a visiting Psychiatrist.

### Areas of challenge

The prevalence of non-communicable diseases (NCDs) such as diabetes, hypertension and coronary heart disease together with high incidence of obesity and arthrosis will continue to be a challenge. The directorate is committed to continuing to work towards preventing escalation in the incidence of NCDs through on-going investment in primary and preventative healthcare and health promotion strategies.

Access to approved medical treatment abroad for services that cannot be reasonably provided on Island (or justifiably withheld) is crucial to reversing morbidity and mortality rates on Island. Cost containment of such services is also a challenge.

Maintaining a full health workforce with the required specialist skills is only achievable with reliance on TC posts. This is likely to be the case for the foreseeable future in certain areas of health. The directorate will continue to support training and up-skilling of local staff with a view to reducing reliance on TC posts where possible.

### KPI Performance

Vaccinations coverage reaches 60% as at March 2017.

The diabetes control target, percentage of registered diabetes clients who have had their blood glucose and HbA1c tested at least once during the preceding year, has exceeded its baseline with a record of 97.1%.

Early detection and prevention or reduction of obesity amongst resident population of St Helena continues to remain high. This target was reviewed throughout the year and was therefore changed.

Smoking statistics remains in line with last year's figures.

For Access to Healthcare all figures exceeded its target

Health promotion activities will continue to address all of these areas in 2017/18.



## Strategic Objectives

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

	Vaccination Coverage	Obesity	Diabetes	Mental Healthcare		Smoking
	Children, at 2 years of age, up to date with vaccinations	Early detection and prevention or reduction of obesity amongst resident population of St Helena.	% of diabetics with HBA1C ≤ 7.5 on their last test	Number of acute mental health admissions per year		% of clients who have received counselling and who have stopped
Bench mark	July 2014 - 31 two year olds, 93.5% of the total population	EMIS Population 3034, BMI Population 169, Percentage TBC to reflect true BMI status.	EMIS Population 3034, Diabetic Population 693, 693/3034 = 22.8% 3.03% patients with HBA1C 7.5 and below. 3.75% patients HBA1C above 7.5	July 2014—1.55% Mental Health patients of total population. 5 Mental Health Admissions per year.		EMIS Population 3034, Smoking status record 1655, 1655/3034 = 54.55% Smokers 552/1655 = 33.35%.
2014/15	Target 100% Result 97.2%	Baseline % of obese and % of morbidly obese patients 50%+ obese 16-18% morbidly obese	40% EMIS pop status 10% patients with HBA1C 7.5 and below 3% patients HBA1C above 7.5	4 or less Mental Health Admissions 2.32% of total population 2 Mental Health Admissions		70% EMIS status 25% of smokers 59.7% EMIS status 34 % smokers
2015/16	100% 100%	45% of obese and 15% of morbidly obese patients 29% obese and 5% morbidly obese	55% EMIS status 25% patients with HBA1C ≤ 7.5 and below 2% patients above 7.5. 73% EMIS pop status 57% patients with HBA1C 7.5 and below 43% patients HBA1C above 7.5	3 Mental Health Admissions per year. 2 Mental Health Admissions		85% EMIS status 20% of smokers 37% EMIS status 34% of smokers
		Replaced with new KPI below % of total screened population who are overweight (target is a sustained reduction of excess weight as a percentage of total population): (a) Children measured on an annual basis in school. (b) Adults measured at one of the Primary Health Clinics or the hospital that are overweight. Structured Intervention: %of children and adults identified during health assessment as being overweight who receive support through a structured intervention.	Replaced with new KPI below % of registered diabetes clients who have had their blood glucose and HbA1c tested at least once during the preceding year.		New Target 2016/17: Access to Healthcare (a) Total number of occasions per month that patients accessed primary health care at a District Clinic, by location. (b) Total number of occasions per month that elderly or disabled patients were seen by a Doctor in a residential care facility or own home (c) Total number of occasions per month of home support visits for palliative / end-of-life care	(a) 2% of smokers screened and given brief intervention to have stopped smoking. (b) 10% smoker screened and given brief intervention and NRT to have stopped smoking (c) 20% of smokers screened and given group Cessation sessions, plus NRT to have stopped smoking 34% smokers screened (and given brief intervention) 27% of total population had brief intervention and NRT 0% successfully stopped smoking 0% given group cessation sessions
2016/17	100% 60%	Accurate baseline to be established for (a) % of children (b) % of adults. Dietician to be in post and developed a concept for structured interventions (a) 28% of children measured were overweight. (b) 33% of adults measured all were overweight. Dietician to take up post in April/May (RMS delayed)	Baseline 93% (Oct 2016) 97.1%	2 Mental Health Admissions per year. 0 Mental health admissions as at March 2017	A = 2000 B = 30 C = 20 (Nov 2016) a) 2407 b) 45 c) 40	

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

Progress made in 2016/17

2016/17 was a very positive year for Education in St Helena. In August, the Island saw seven young people begin their tertiary studies in the UK, the largest overseas scholarship cohort in our history. In September, history was made again when the St Helena Community College, established under the auspices of the Education Committee, began operation, offering significantly expanded opportunities for adult learners with courses ranging from basic skills to technical and vocational training, professional qualifications and access to higher education, including degree programmes with major UK universities.

After only seven months in operation, the St Helena Community College (SHCC) had already totalled 515 course registrations by 426 individuals ranging in age from 16 to 78. Thirteen individuals took advantage of the opportunity to begin university studies while many more began professional qualifications, technical and vocational programmes or focused on general education and personal development. The Workforce Development section of SHCC supported a total of 54 apprentices under an expanded apprenticeship programme also introduced in September 2016.

Areas of challenge

School improvement was a major focus for the school year, with formal School Improvement Plans developed by every school and linked to shared strategic goals. Teachers were helped in this work by new assessment and curriculum resources, especially a new primary initiative to improve maths in primary schools. These efforts set the stage for ongoing improvements in 2017/18. Another major focus during 2016/17 was support for professional development of St Helena’s teaching staff. Teacher training programmes introduced in early 2016 offered internationally accredited teaching qualifications to serving local teachers with 28 staff members engaged in this training. A new programme for the initial training of aspiring local teachers began in September 2016, and four young Saints began university studies through this programme.

KPI Performance

Compulsory education also saw major developments during 2016/17. GCSE results showed some improvement overall from the previous year, with substantial improvement in English and a smaller improvement in Mathematics. In primary schools, results were broadly similar to the previous year, with slight decreases in English scores and a slight increase in mathematics.

Key Linked Documents

Social Policy Plan 2013

Education Directorate Strategic Plan

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

	Primary Education % of pupils achieving level 4+	Secondary Education % achieving 5 GCSE A*-C including English and Maths	NEETS Number of young people not in education, employment or training
Benchmark Based on academic years	Reading 54% (2012) Writing 68% (2012) Maths 55% (2012)	19% (2012)	0(2013)
2015	Target Reading 70% Writing 70% Maths 70% Spelling, Punctuation & Grammar 45% Result Reading 60% Writing 57% Maths 43% Spelling, Punctuation & Grammar 34%	Target  55%  49% Result	Target  0  3 Result
2016	Spelling, Punctuation and Grammar 50% Reading 75% Writing 75% Maths 75% Writing 50% Maths 49% Reading 78% Spelling, Punctuation and Grammar 60%	Target  65%  18%	Target  0  0
2017	Reading 37% Maths 37% SPAG 48% Reading 71% Maths 51% SPAG 44%	29%  22%	0  0



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

### Progress made in 2016/17

There has been a steady increase in the number of 'hop-on, hop-off' ticket sales by the public transport service, representing an overall increase of 16% from the previous year's sales. A review of the service will be undertaken in the new reporting period to take account of the possible introduction of paid parking in Jamestown, as well as a proposed decrease in the permitted drink/drive limits. The review will consider the introduction of a park and ride service, increased opportunities for late night travel, options for additional travel opportunities to tourist attractions and the cessation of underutilised routes.

In April 2016, works for operational readiness were in the final stages and Air Safety Support International (ASSI), the regulator for St Helena Airport, completed their on-site audits. On 10 May 2016, St Helena Airport was granted an aerodrome certificate by Air Safety Support International, having been satisfied that the Airport infrastructure, aviation security measures and air traffic control service complied with international aviation safety and security standards.

### Still awaiting tourist visitors info

### Areas of challenge

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

The Comair implementation flight in April 2016 revealed problems with turbulence and windshear on Runway 20 (the approach from the north). Although the Airport is open and operational, regular scheduled commercial flights were postponed whilst work was undertaken to understand better the conditions at St Helena Airport, including the challenges of windshear.

On 7 December 2016, St Helena Government released a Request for Proposals to provide scheduled air services to St Helena over a three year period. The closing date for receipt of bids was 6 February 2017 and these are currently being evaluated. It is hoped to announce the preferred bidder in early UK summer 2017. Commencement of air services will follow once the regulatory permissions are granted and the necessary practical arrangements are in place.

ASSI visited the Island in March 2017. The purpose of their visit was to undertake an audit to consider the extension of the certification of St Helena Airport. It was an intensive visit covering aerodrome and air traffic services operations, both practical and theoretical. The Airport Quality Management and Safety Management systems were also reviewed. Formal feedback was awaited from ASSI at the end of March but all indications were that St Helena Airport had met the requirements of the audit.

Since April 2016, operations at St Helena Airport have comprised thirty flights into St Helena (charter flights and vital medevac flights) as well as a series of calibration and evidence gathering flights.

### KPI Performance

2016/17 saw an overall increase of 16% in the number of public transport tickets sold compared to the previous year.

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

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

	Number of stay-over tourist visitors to the Island	Air access is achieved	Number of people using public transport
<b>Benchmark</b>	2,054 in 2013/14	The construction of the airport is well advanced and delivering certification and operational readiness is priority	18070 tickets sold 2013/14
<b>2014/15</b>	Target 19% growth (approx. 2,500 visitors) Result 2,106 visitors April 2014-Mar 15	Airport construction on schedule	Target Increase of 10% through new routes and promotion (19877 tickets) Result 20,623 tickets sold as at 31 Mar 2015 Increase of 2553 tickets since 2013/14
<b>2015/16</b>	28% growth (approx. 3,200 visitors) 9% growth (2,288 visitors)	Air access certification achieved	A further 10% increase through additional measures such as park and ride schemes 19,216 tickets sold as at 31 Mar 2016 Decrease of 6.9% compared to 2014/15 2013/14
<b>2016/17</b>	Onset of air access—step change. Visitor predictions TBD once access provision is known. Awaiting data	St Helena is operationally ready and welcomes international commercial flights Whilst St Helena Airport is open and operational, scheduled Commercial Operations did not commence in May 2016, due to issues of turbulence and wind shear on Runway 20 (northern approach). Work on windshear is ongoing.	A further 10% increase with services tailored around tourism and improved routes to meet local demand 22,309 tickets sold as at 31 Mar 2017 Increase of 16% compared to previous year's

As with all countries, access to basic utilities is essential, and St Helena is no different. Since the MOU was signed in 2011, water and electricity services have been divested to Connect Saint Helena Ltd. The Island continues to face challenges in terms of reliable water supplies although since divestment electricity performance has seen significant improvement in the context of a small Island network.

### Progress made in 2016/17

The energy generation headline for 2016/17 was similar to the previous year. With no further investment in renewable energy, the existing wind and solar assets continue to perform providing the impressive renewable energy yields. SHG adopted a new Energy Policy and following on from that, efforts have been made to establish funding partners to drive the renewable energy strategy forward without compromising other calls on the limited capital funds available.

The enlarged Harpers 3 reservoir was completed in time for the winter rains that didn't materialise and the Island remained on water restrictions from August 2016 until February this year. When the unseasonal rains eventually arrived the works completed in previous years to improve the efficiency of water collection yielded excellent results and as of the 31March 2017 all reservoirs were full to capacity with the new Hutts Gate 2 reservoir nearing completion at which point it will be ready to capture the anticipated rains later in the year.

### Areas of Challenge

Water, both in terms of raw water resources and the state of the distribution network are the main challenges for the next year. An exploratory drilling program has commenced to establish further ground water reserves and allow the ground water resource to be monitored. A new team is being recruited to accelerate the renewal of aging and unreliable water pipes.

### KPI Performance

An impressive 26% of electricity came from renewable sources. Performance against this target is directly related to investment. During the next financial year it is anticipated that the next phase of the renewable energy program is agreed and once implemented yields will increase.

Electricity disruptions continue to improve with massive progress being made since the pre-divestment benchmark, unplanned outages have improved by 32% since divestment.

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

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

	Sustainability % of electricity from renewable sources	Reliability Unplanned electricity interruptions per annum	Water % of customers with access to treated and tested water	Communications % of households with internet connections
Benchmark	12.24%	134 (13/14)	90%	56.3%
2014/15	Target 20% Result 22.08%	Target 109 Result 123	Target 93% Result 90%	Target 62.2% Result 57.5%
2015/16	40% 28.8%	65 112	93% 90%	65.8% 59.5%
2016/17	60% 26%	35 91	90% 90%	70.8% Awaiting data



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

Continued capital investment in the SHG housing portfolio is essential to ensure the housing stock is safe, fit for purpose and future proofed with a robust operational maintenance plan. The construction of new Government Landlord Housing remains a priority.

In addition, the Housing Section is working on amending the current Housing Register and Allocations Policy; this will ensure those most vulnerable in the community can access the service.

### Progress made in 2016/17

Investment from the Capital Programme enabled major renovations to be completed on a number of properties, i.e. the Harbour View Flats, The Market Street flats, Moors Flats and New Ground Flats. These works included a complete rewire, reroofing, window replacement and external redecoration.

Housing is currently working on another phase of major renovation to our GLH stock. Properties undergoing works will be No 3 China Lane, five Ropery Field properties, six properties at Lady Margaret Field and five properties at Cow Path.

Majority of the actions in the Social Policy plan have commenced or been completed. Significant improvements have been made in safeguarding for example and this year has seen the commissioned of NASAS to deliver sports on the Island. Many of the action s in the plan are now core business for SHG.

The Island's Human Rights Commission is now established and the 4 Commissioners and staff are working with all stakeholders to ensure Human Rights are delivered on the Island. The Commission's main areas of concentration are poverty, LBGT rights (including same-sex marriage) and the prison.

### Areas of challenge

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

The security of tenure for those renting in the private sector is being addressed, with the aim to have a first draft Housing Legislation for St Helena by June 2017.

We are also anticipating having additional staffing resources available with the recruitment of a new housing officer. This will enable housing to conduct more frequent home visits to highlight and deal with issues of overcrowding and including any structural issues within the properties, i.e. damp and mould problems.

The aged population is a significant risk to St Helena, both in terms of care services and developing an economy with a labour market that is able to meet the needs across tourism, agriculture and fishing as well as delivering core services. 21% of the population is over 65 years of age and the birth rate on the Island has started to decline, this is a significant challenge for all aspects of life on St Helena.

### KPI Performance

A new housing survey will be undertaken in 2017. Additional funding was secured for 2017/18 which will enable further investment in backlog maintenance that will continue to improve the standard of Government Landlord Housing and living conditions for residents. Additional emergency housing options were identified and are to be made available to assist with homelessness.

Commission now established and operational. Our apprentice has completed her probation and her training is well under way. 116 Clients on database. While these do not all have current Human Rights issues, all have come seeking help. Some have been assisted, others have been referred to the relevant agency. 21 issues are currently being investigated. New Commissioners have been appointed.

The Social Policy Plan has considered all actions and 2016/17 saw the opening of a Safe Haven and improved services for vulnerable people. Land disposal and divestment have remained a challenge.

### Key Linked Documents

[Social Policy Plan 2013](#)

[Human Rights Action Plan](#)

[ENRD Strategic Plan](#)

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

	Increased community capacity through better informed and engaged residents	Social Policy Plan % of actions from SPP Implementation Plan completed	Establishment of Human Rights Commission (HRC) and Delivery of the Human Rights Action Plan
Benchmark	Customer satisfaction using 2014 survey as benchmark	33 actions in the SPP Implementation Plan	St Helena Human Rights Office established in April 2012. Funding for one full-time officer has been provided since April 2014.
2014/15	Biannual survey results show significant improvement in satisfaction with home, repairs and communications 125 respondents Home - Fair Repairs - Good Communication - Good	Target 50% 39% Result	Drafting and approval of Ordinance underpinning the HRC.
2015/16	By 2016 tenants should rate, on average: Quality of home - good Quality of Repairs – excellent Quality of communications – excellent Quality of immediate locality - good.	80 80%	Recruitment and training of Human Rights Commissioners
2016/17	New Tenancy Audit to be completed in August 2017	83% 83%	A fully functioning service for the provision of advice, monitoring and protection of Human Rights on St Helena

The Police Directorate delivers a wide diversity of services for the Island of St Helena with the ultimate aim of ensuring that those who live and work here as well as tourists and the Island's infrastructure are protected from harm. We have continued to develop our working relationship with the Safeguarding Directorate and thus protect our most vulnerable people whilst also ensuring that offences are investigated thoroughly and offenders brought to justice. Our close working relationship with the Airport has seen the development of a number of plans to support future Airport operations.

### Progress made in 2016/17

The Police Service has moved to a Neighbourhood Policing model. Residents can influence local policing priorities monthly through a number of beat surgeries. The Police record residents' concerns and then generate problem solving plans in order to address the issues raised. The results of this Policing activity is fed back into the community. Recorded crime fell substantially in 2016/17 with high levels of satisfaction recorded by people who had called in the Police for help.

Specialist officers continue to work closely with the Safeguarding Directorate and provide an expert investigative response to sensitive and complex cases as well as offender management within the community.

The Fire & Rescue Service continued to provide a rapid and effective response to emergencies. They also undertook a series of preventative initiatives across the Island. A new rope rescue capability has allowed the Fire & Rescue Service to access hard to reach places on the Island.

Immigration continue to protect our borders and have enhanced their capabilities through the use of a new crime and intelligence system.

Through further training with South Africa the Sea Rescue Service have increased the range at which they can operate and thus provide reassurance to the Island's fishing fleet as well as being a vital competent to the safe operation of flights into St Helena Airport.

Emergency Planning has exercised a number of scenario based events as well as being called upon to activate existing plans in the face of real life emergencies.

Finally the Prison Service continues to provide a safe and secure environment to those offenders serving custodial sentences as well as engaging in offender rehabilitation work.

'Working Together to Safeguard Children on St Helena 2016' is becoming well embedded in practice across agencies working with children and young people ensuring a robust approach to Child Protection across all agencies on Island. Safeguarding Level 3 (Children) training was provided to frontline staff across key agencies to ensure that the workforce on St Helena are equipped to identify signs of abuse and harm and take appropriate and timely action. This has contributed to the increased confidence in professionals making referrals to Children's Services.

A tailored package of work around Child Sexual Exploitation was provided jointly across agencies, to an identified group of young people considered to be at risk of this. Young people who had disclosed sexual offences were supported through the court process and the perpetrators were prosecuted accordingly. Preventative services are being developed and delivered by Social Care Officers and Social Workers to children and families. This direct work includes Keep Safe Work with children and Parenting Programmes with parents and carers.

Adult and Older Adult services made some significant improvements in this financial year, the focus on both the quality and quantity of our service has contributed to improving the support that SHG provides to St Helena's most vulnerable clients. Our combined services support vulnerable adults from the age of 18 onwards, our services include providing day care to clients with support needs, home care services, Better Life Allowance, supporting clients who require 24 hour support, supporting vulnerable adults experiencing or at risk of abuse and supporting marginalised individuals to access the workplace.

### Areas of challenge

In 2017/18, the Police Directorate needs to enhance the skill base of their Police Officers. The Police Directorate plans to run two Police training courses which would be the first in a number of years. The Police Service must also develop a comprehensive school's engagement policy in conjunction with the Education Directorate. The Police Directorate estate is under pressure with an identified need for a new Prison, a new Fire Station and the relocation of the Police Station to Upper Jamestown.

Improving trust and confidence in the Directorate is also key. The Police Directorate will seek to do this through strengthening their working relationship with their partners as well as continuing to be community focused and responsive to people's needs.

The opening of an international airport will require the directorate to develop and enhance its existing capabilities around the response to emergencies.

There is a gap in provision for children in need of structured therapeutic support for those children who do not always reach the threshold for CAMHS services. Children in need of Tier 2 services (preventative and low level) would benefit from a Therapeutic Social worker to provide support to develop emotional and social resilience and wellbeing, reducing the likelihood of them being at risk of harm, abuse or exploitation.

As a team, the Safeguarding Directorate also recognises the need to be accountable to those people they support, as such the Safeguarding Directorate have focused on improving their recording of both personal data, interventions and support they offer. This also helps to support their clients with a clear method and rationale, this remains a work in progress and are keen to keep moving forward.

The service continues to work on improving its residential services for adults/older adults requiring 24-hour support who cannot be supported in their own home. Some of the improvements include increased day care services, the introduction of dedicated activity workers, dedicated 'heads of care' positions for each block at the Community Care Complex, accredited UK training to staff including emergency first response, moving and handling and safeguarding adults.

The Safeguarding Directorate is passionate about being available to the people they support, both practically and emotionally; they are a team that supports each other and the clients they work with. The Directorate wants to help individuals who need support to be safer and more involved within the communities in which they live. These values have led to launched initiatives such as Age Ways, Happy Hearts Club and Safe Places St Helena. Moving forward our aim will be to continue to support local staff to enhance their ability to practice in adult social care and develop a team that will challenge traditional social care delivery in favour of a locally effective and culturally legitimate service.

### KPI Performance

In relation to a reduction in overall crime this target has being met with a total of 153 recorded, which shows 88 crimes less than 2015/16 figure. Alongside this there was an increase in reporting of 'Domestic and Incident related offences'. Total achieved was 22 more compared to last year's figure.

Practitioners in Children's Services are responding well to referrals and completing over 90% of new assessments within the 35 day timescale with 100% recorded as at March 2017.

The target for percentage of adult clients receiving one-to-one work exceeded its target by 4%.



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

	Reducing Overall Crime	Improving Trust and Confidence in Services Provided by the Police	Improve public safety Protect Children and the Vulnerable working with Partners, Volunteers and Stakeholders	Develop our Response to major Emergencies	% of referrals having initial assessments within 14-30 days	% of adult clients receiving 1-1 work
Benchmark	TBA	Increase the reporting of Domestic Abuse incidents/ Offences	Increase in reporting of sex related offences 100% child related referrals dealt with	Development and implementation of National Disaster Management Plan (NDMP)		
2014/15	Target < 190 225 Result	Target >17 33 Result	> 23 sex offences 100% child related referrals 27 Result	Initial sign-off Dec 14		
2015/16	< 225 241	> 25 27	> 27 90% of referrals submitted within 24 hours 36	Final sign-off July 15	40% 95%	50% 21%
2016/17	<225 or less than 2015/16 figure Total for 2016/17 = 153	>27 Domestic Offences = 25 and Domestic Incidents = 24 Overall Total = 49	>36 12		90% 100%	50% 54%

## Key Linked Documents:

Police Strategic Plan

Social Policy Plan 2013 (Include safeguarding board documents/link to web page)

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

## Progress made in 2016/17

Following the enactment of St Helena's first piece of environmental legislation, the Environmental Protection Ordinance (EPO) in February 2016, a Chief Environment Officer was appointed in June to take responsibility for the administration and operation of the processes of environmental protection, management and control as described in the EPO. Regulations and some of the supporting policies are now to be developed to complement those policies already developed.

A key area developed under the EPO during the year was the designation of a Marine Protected Area (MPA) for St Helena. In September 2016, St Helena's 200 nautical maritime zone was designated a Category V1 Marine Protected Area, creating a protected area with sustainable use of natural resources. A Marine Management Plan for the area was also agreed by Executive Council as part of this designation. The MPA and its Management Plan is a significant step forward for the Island in meeting both local and international commitments and protecting local marine interests.

A draft Climate Change Policy was developed. The approach is to raise general awareness and gain commitment to monitor, manage and adapt to the challenges of Climate Change for the benefit of the people of St Helena.

Conservation efforts are ongoing to include invasive species clearance and increased nursery production of endemic plants. During the year EU funding was secured for the improvement of trails in the Diana's Peak National Park. In addition to two ongoing Darwin Plus projects, Sustainable Development and Management of St Helena fisheries & marine tourism and Securing St Helena's rare cloud forest trees and associated Invertebrates, two new projects started this year. These are Water security and sustainable cloud forest restoration on St Helena & Mapping of St Helena's biodiversity & natural environment. Further Darwin Plus funding has been secured for three new projects to commence from April 2017.

Waste Management services continue to be developed. This year a secure data disposal service was launched, and glass recycling commenced, in partnership with a private sector company. A bioremediation pad was constructed at Horse Point Land fill site in partnership with Basil Read. Bird nets were replaced, a fire detection system was installed in the Waste Reception Building and a communal bin housing project was implemented.

## Areas of challenge

Regulations are still to be developed for the EPO and this is essential if the legislation is to achieve its outcomes. Other areas of challenge are the ongoing risk around endemic species, pollution and a lack of recycling.

Business cases for recycling have been submitted for Capital Programme consideration.

## KPI Performance

No environmental monitoring bench marking has been done due chiefly to recruitment challenges. The new target is to have the completed baseline in place by the end of the 2017/18 financial year.

## Key Linked Documents:

National Environmental Management Plan  
ENRD Strategic Plan

Strategic Objectives					
9.1	Protecting the terrestrial and marine environment for future generations	9.2	Environment mainstreamed across Government and the private sector.		
	Plants and Wildlife Population of key marine and terrestrial endemic species	Air Quality Maintaining good air quality	Waste Management	Energy Use	Funding
Bench-mark	TBC	N/A	Reduction in waste sent to landfill	More efficient use of energy per head of population	Proportion of SHG Environmental Management Costs funded by Eco-tourism
2014/15	Little or no change	Benchmarking	Benchmarking	Benchmarking	Benchmarking
2015/16	Target  Little or no change Bench-marking done for 21 terrestrial sites and 22 marine locations	Target  Bench-marking Bench-mark Nitrogen dioxide 0.02 ppm Sulphur dioxide 0.41 ppm	Target  5% Domestic Waste Cell 2mx24mx12m) filled within 5 months	Target  5% Average consumption per capita 2.4 Mwh.	Target  5% Proposals for eco tourism funding to be developed
2016/17	Little or no change No change	Little or no change Bench-marking still to be done	5% Domestic Waste Cell 15mx24mx9m) filled within 12 months	5% Awaiting Data	5% Proposals for eco-tourism funding to be developed

# EFFICIENT, EFFECTIVE AND OPEN

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

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

St Helena has achieved a lot in establishing regulatory measures that ensure improving employment rights, as well as regulating important market sectors. SHG has also developed strong planning and operating frameworks, such as the Medium Term Expenditure Framework (MTEF). SHG has also demonstrated its commitment to an appropriately open and transparent Government, with the launch of a Report It, Sort It initiative on 1 July 2015. Maintaining the confidence of all stakeholders is the key to effective Government. SHG and partner agencies are committed to building on the range of governance structures in place to ensure that public money is used to benefit the community and to protect Government from poor practice and decision making.

## Progress made in 2016/17

The 'Report It Sort It' service has continued to be well utilised during the year, with a total of 93 reports received and actioned during the reporting period. The majority of reports received have required action by the Roads Section of the Environment & Natural Resources Directorate, which has dealt with the reports in a timely manner, demonstrating a commitment to listen to our customers.

With regard to the Code of Practice for Access to SHG Information, a total of 11 requests were received during the year, with some being addressed at the time of reporting. Of the other 9 requests received, 1 was refused as *the request would take a disproportionate amount of staff time to answer (more than one day's time for one officer)*, another was refused as SHG did not have the proprietary rights to the information requested and a third was partially provided, as some of the information was not the property of SHG. All other requests were approved.

All of the issues highlighted in the Internal Audit Annual Governance Statement 2012/13 have now been addressed. Council Committee terms of reference have been discussed with respective Committees and will be finalised before Council is dissolved on 20 May 2017.

## Areas of challenge

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

## KPI Performance

For Report It, Sort It, an overall 100% was achieved for acknowledgement and 94% of jobs were completed within the given timeframe.

100% of issues highlighted in the Internal Audit Annual Governance Statement 2012/13 were addressed as at 31 March 2017.

A total of eleven requests for information under the Code of Practice for Public Access to SHG Information were received during the year, of which 36% were answered within given time.

## Key Linked Documents:

Corporate Services Strategic Plan  
Social Policy Plan

Access to Information Policy

	Report It - Sort It % of people acknowledge within 1 working day	Report It - Sort It % of jobs completed within 20 working days	Governance % of significant governance issues are addressed annually	Open Government Access to Information
Benchmark	Suitable benchmark established (Linked to SDP)	Suitable benchmark established (Linked to SDP)	70% (2013/14)	Percentage of requests for info answered within time under the Code of Practice for Public Access to SHG Information.
2014/15			Target 80% 85%	Target 85% 88%
			Result	Result
2015/16	100% 100%	80% 100%	90% 90%	90% 100%
2016/17	100% 100%	100% 94%	100% 100%	95% 36%