



ST HELENA

SUSTAINABLE DEVELOPMENT PLAN

2014 - 2017

CONTENTS AND FOREWORD



St Helena is now poised for the biggest transformation in her history. This refreshed Sustainable Development Plan will guide St Helena Government through that crucial period of transition between now and 2017. It sets the economic, social and environmental framework that will take St Helena into an age of air access. Now more concise than before, it strengthens lines of accountability and more clearly links policy priorities with political oversight, decision making and performance. Of course, our national vision and goals remain unchanged: to stimulate economic growth; to protect the environment; and to improve the quality of life of present and future generations in a strong and safe community.

At a landmark ceremony at the airport site in June this year, I reflected on the massive progress achieved since the airport contract was signed, a little over 2 1/2 years ago in November 2011. I repeat here my thanks to all who have worked so hard and so well on this historic undertaking, the many Saints and the workers from further afield. But the construction of an airport in itself is no guarantee of economic success. We must see to it that St Helena is positioned to achieve the economic and social gains that underpin the justification for investing in the airport.

We know that social gains will come relatively easily - for example having rapid access to specialist medical care and much easier and quicker journeys to and from the Island for family, friends and visitors. The more complex, the less easy task, is to prepare St Helena to be able to seize new economic opportunities. But we can do it. With hard work we can exploit air access to give this island a confident, bright and prosperous future. That is the goal. That is the focus for our energy and resources and that is the focus of this document.



Mark Capes
Governor
September 2014

Foreword from ExCo

This revised version of the Sustainable Development Plan reflects our renewed commitment to making most of the opportunities once the airport is operational. A shorter, more concise plan is a sign that we have risen to the challenge of doing business with the outside world.

With an airport everything, and nothing, will change. With an airport our children will still go to school, we will still celebrate our festivals and we will still wave to each other as we drive past. But we shall live on an island that will no longer be defined solely by its remoteness. For the first time in over 500 years most people will not arrive by sea. Our isolation will be judged more on the number of flights per week and less on the tyranny of distance.

We have three national goals. Build the economy, support social development and protect the environment. It is the purpose of this revised Sustainable Development Plan to articulate how these goals can be achieved to ensure a bright future for our island.

Our strength lies in our community and our shared commitment to realising this brighter future, not only for us, but for the generations to come. Many hands make light work so let's join hands to make this Sustainable Development Plan a reality.

Acknowledgements

The island has transformed significantly since the MOU was signed in 2011 and is now entering an important chapter in her history with the advent of air access and the development of the local economy. Many people have supported this process, including Elected Members, SHG Officials, ESH, DFID, the FCO, NGOs, and the private sector - including Basil Read. Crucially St Helenians themselves have played a pivotal role.

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On 3rd November 2011, a contract was signed between St Helena Government and Basil Read to construct the Island's first airport. Air access will dramatically improve the Island's connectivity to the rest of the world, unlocking the potential of the tourism sector and with it significant investment. The opportunities the airport presents to improve economic and social conditions over the period of this SDP are significant.

A little over three years later, the Island is on the cusp of achieving air access with the encouraging progress being made in construction of the airport. This ambitious plan is being made into a reality through the dedicated work of Basil Read and the hundreds of Saints who have worked tirelessly on the project. The airport is not all that has changed on St Helena as, through our three National Goals, a number of other major achievements have been realised, including:

- low unemployment and rising wages in the private sector
- reversing the migration trend and seeing Saints return to the Island
- the introduction of a Minimum Wage and a Minimum Income Standard
- the delivery of our Capital Programme
- Improved safeguarding arrangements
- business growth in key sectors such as agriculture and tourism, and
- sporting success in the international arena

However, this is only the beginning of our challenges and huge opportunities.

When first published, the SDP looked to take the Island forward towards air access and the airport being constructed. This revision of the SDP takes us through to St Helena being an operational in-

ternational gateway to the world. It brings our vision and priorities up to date, reflecting what has been achieved and what remains to be done.

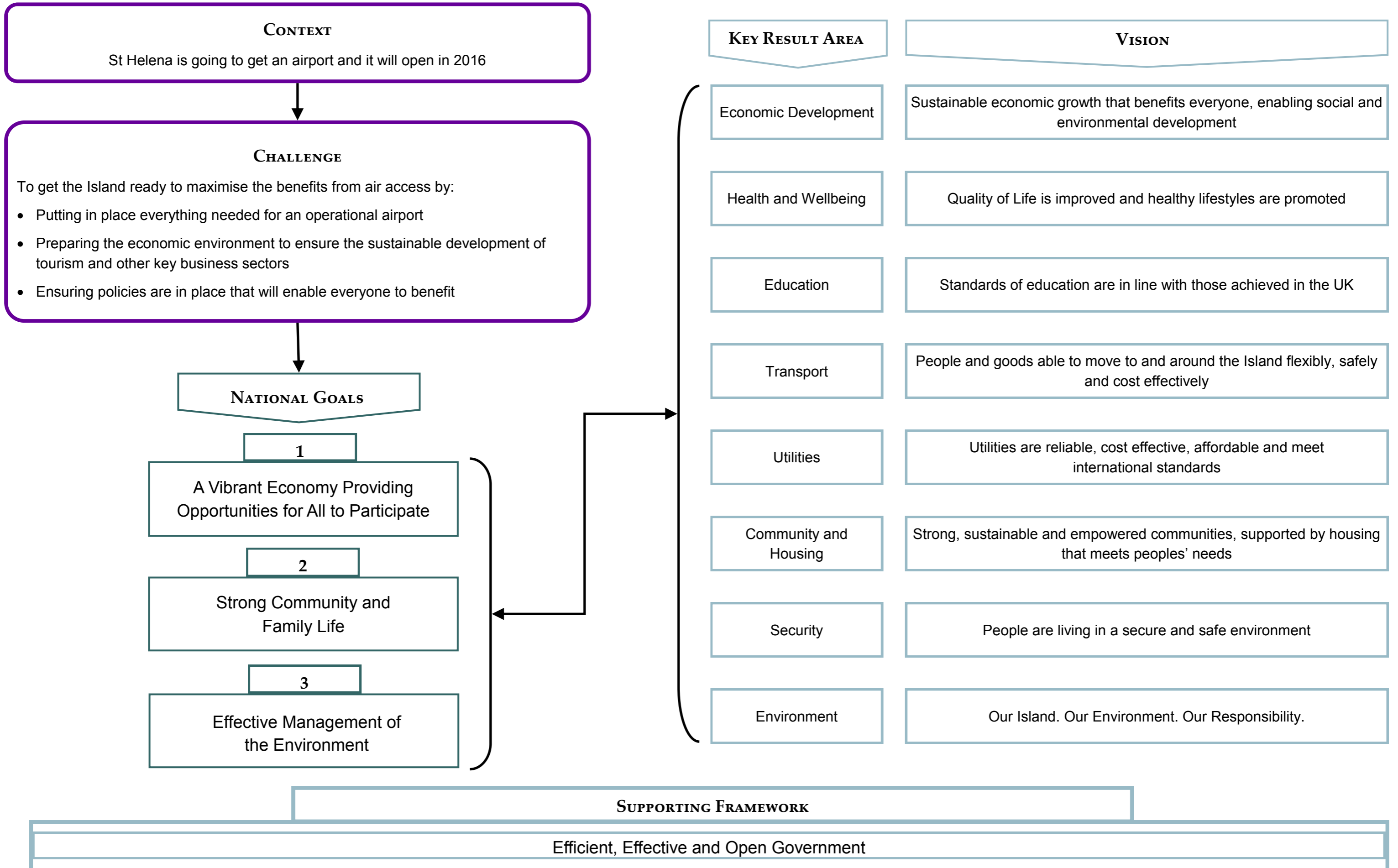
Our clear focus remains our three National Goals and as we move forward we will continue to ensure that **everybody** has the opportunity to benefit from air access and economic development. But we need to recognise that time and resources are short. Until air access is realised and the economy starts to grow, we will not be able to deliver the St Helena that everyone wants to see. A St Helena with:

- *a vibrant economy providing opportunities for all to participate*
- *strong community and family life* where those in need are supported and protected, and everyone is benefiting from economic development, and
- *an environment that is effectively managed*, and is a key reason why people want to visit the Island.

So this revision of the SDP is more focussed than the previous one. It more clearly lays out the critical things that needs to be achieved in the months leading up to the airport opening; - the things that will be SHG's priorities and focus. But it also provides an insight into our longer term vision - the things that we need to deliver in the years after the airport opens that will form the starting point for the next SDP. It also lays out the key measures by which SHG's performance can be judged and where members of public can see more details of our plans for each of the *Key Results Areas*.

While the three National Goals remain unchanged, we have taken the opportunity to refine and simplify other aspects.

- The concept of Priority Areas has been removed. Since the original SDP was published, the budgets for our high priority areas, Health and Education, have been increased significantly. This revision recognises that we are now at the stage where, if we are to successfully reap the benefits of air access, there are issues and challenges of the highest priority across all of our *Key Results Areas*, and these must be SHG's focus over the coming months.
- 'Governance' is no longer a *Key Result Area*. Instead, this revision recognises that, rather than being an outcome in itself, strong and effective governance is a key component of the *Supporting Framework* that is critical to success across all areas. We have also taken the opportunity to reflect our renewed and strengthened commitment to open and transparent Government.
- While the Risks identified in the original version of this SDP are all still relevant, the essence of *Risk Management* is that it has to be reviewed regularly and dynamically. So this page will instead be incorporated into the regular reporting of progress on the SDP to ExCo and the Chief Secretary.
- This SDP has replaced the page on Monitoring and Evaluation with a simple commitment to publish an annual progress report within three months of the end of the financial year.



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 that will ensure the sustainable economic, social and environmental development of St Helena.

Our **key focus areas** are:

- An operational international airport
- Increasing accommodation capacity, variety and standards
- Developing a focussed tourism offer for the early years of air access
- Supporting businesses in strategically important sectors to reach international standards
- Improving banking facilities
- Increasing private sector expenditure and investment
- Supporting ambitious Saints who are willing to take a risk
- Increasing on-Island food production and security, particularly the number, quality and presentation of products available locally
- Supporting sustainable development in the fishing industry
- Increasing sustainable revenues in a way that is supportive of economic growth
- Reducing SHG's footprint in the economy to allow for more private sector growth
- Delivering the Capital Programme

Our **longer term vision** is:

- St Helena known for its diverse and competitive economy, making it an attractive place in which to work and invest
- The Island's importance is established as an international visitor destination
- St Helena known for its well educated, skilled and enterprising people
- A sustainable agricultural sector making an increased contribution to the economy, that is increasingly productive and competitive, and produces products that are attractive to both locals and visitors
- Increased local food production to reduce our reliance on imported goods

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)	£15,584,000 (11/12)	Meat 86% Vegetables 40%	39 rooms (11/12)
2014/15	38%	17%	£19,100,000	Meat 86% Vegetables 45%	65 rooms
2015/16	40%	17%	£20,300,000	Meat 90% Vegetables 55%	90 rooms
2016/17	40%	Removed	TBD once year end a/cs complete	Meat 95% Vegetables 60%	113 rooms

Key Linked Documents

[Sustainable Economic Development Plan \(SEDP\)](#)

[St Helena Tourism Development Plan 2010-15](#)

[Land Development Control Plan](#)

[Social Policy Plan 2013](#)

[National Agriculture Policy and Implementation Strategy 2014-2020](#)

Health is an important issue on the Island and through increased resource and expertise health services are improving, with more focus on a preventative approach to improving the health and wellbeing of residents and visitors alike.

Our **key focus areas** are:

- Improving vaccination coverage
- Reducing the number of people who are obese
- Reducing mortality from cancers
- Increasing participation in sport and physical activities
- Supporting those with diabetes
- Improving mental health services and social inclusion
- Supporting people with additional needs and/disabilities
- Reducing inequalities in health and wellbeing caused by a lack of opportunity, reduces lifestyle choices and inequalities in access to services
- Improved food security and less reliance on imported goods
- Improved healthcare standards through training and recruitment
- Reducing the number of people who smoke

Our **longer term vision** is:

- A strong focus on healthy lifestyles, which significantly reduce deaths from cancers and circulatory diseases
- Eliminating health inequalities
- A society that is inclusive and supportive to vulnerable groups
- Improving wellbeing and mental health for the community

Key Documents

[Social Policy Plan 2013](#)

Health Directorate Strategic Plan

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 Children, at 2 years of age, up to date with vaccinations	Access to Healthcare (a) Total number of episodes that patients accessed primary health care at a District Clinic, by location. (b) Total number of episodes that elderly or disabled patients were seen by a Doctor in a residential care facility or own home (c) Total number of episodes of home support visits for palliative / end-of-life care	Obesity New Target 2016/17: % of children and adults identified during health assessment as being overweight who receive support through a structured intervention. % of total screened population who are overweight (target is a sustained reduction of excess weight as a percentage of total population)	Diabetes New Target 2016/17: % of registered diabetes clients who have had their blood glucose and HbA1c tested at least once during the preceding year.	Mental Healthcare Safe provision of an appropriate range of Mental Health services on island. Ensure all acute mental health admissions are safely managed.	Smoking % of clients who have received counselling and who have stopped
Benchmark	July 2014—31 two year olds, 93.5% of the total population	2016: A = 2000 B = 30 C = 20	2016 = 0%	Oct 2016 - 93%	July 2014—1.55% Mental Health patients of total population. 5 Mental Health Admissions per year.	Island population registered on EMIS 4776 Smoking status record 1773 1773/4776 = 37%
2014/15	100%		Baseline 50% of obese and 16-18% of morbidly obese patients	40% EMIS pop status 10% patients with HBA1C 7.5 and below 3% patients HBA1C above 7.5	4 Mental Health Admissions per year.	70% EMIS status 25% of smokers
2015/16	100%		Baseline 45% of obese and 15% of morbidly obese patients	55% EMIS pop status 25% patients with HBA1C 7.5 and below 2% patients HBA1C above 7.5	3 Mental Health Admissions per year.	85% EMIS status 20% of smokers
						(a) 2% of smokers screened and given brief

Education is the cornerstone to the successful long term development of the Island and standards have improved in recent years through strong leadership, a clear curriculum and strong links between pupils, parents, families and education staff.

Our **key focus areas** are:

- Improving academic achievement in both primary and secondary schools
- Ensuring the curriculum meets the economic needs of the Island and gives opportunities for both young and adult learners to acquire new skills and qualifications
- Maintaining the low numbers of young people who are Not in Education, Employment or Training (NEETs)
- Enabling more young people to access further education
- Support retraining of our workforce for new opportunities post air access
- Ensuring all children and young people enjoy their lives and are supported to reach their potential
- Protecting and promoting St Helena’s culture and heritage through education

Our **longer term vision** is:

- Clearly demonstrating that we listen to the views of children, young people and parents and value what they say
- Providing access to a UK-standard education that allows all young people to achieve international-standard skills and qualifications in their chosen field
- Working in partnership to ensure children have a safe, happy and healthy start to life that continues into their youth

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	Reading 70% Writing 70% Maths 70% Spelling, Punctuation and Grammar 45%	55%	0
2016	Reading 75% Writing 75% Maths 75% Spelling, Punctuation and Grammar 50%	65%	0
2017	Prediction: Maths 37% Reading 37% SPAG 48%	Prediction: 29%	0

Transport is vital to daily life on the Island and is also the catalyst for economic growth and opportunities for Saints going forward. The Island will see a monumental shift from being reliant on ships to deliver freight and transport people to a mixed model of air transport and cargo ships. This will see the development of two new access ports to St Helena at Prosperous Bay and Rupert's Valley.

The **key areas of focus** are:

- An operational airport with regular flights
- Securing a suitable replacement for the RMS to import and export cargo
- Increasing the number of visitors to the Island
- Developing a local transport system that meets the needs of Saints and visitors
- Ensuring an appropriate number of reliable transport options to increase the tourism offer of the Island and to support businesses

Our **longer term vision** is:

- St Helena as a rapidly expanding gateway for air access, with an increased number of flights and visitors as well as developing a reputation as a technical stop location
- The Island is well served and its freight needs are met through a reliable, cost effective shipping arrangement
- An integrated transport system that encourages greener options and good access around the Island for all aspects of local life and tourist development
- Achieving the right balance between ease of transport, encouraging healthier lifestyles, and the needs of tourists and residents, while protecting the environment

Key Linked Documents

[Social Policy Plan 2013](#)

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

	Number of tourist visitors to the Island	Air access is achieved	Number of people using public transport
Benchmark	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
2014/15	19% growth (approx. 2,500 visitors)	Airport construction on schedule	Increase of 10% through new routes and promotion
2015/16	28% growth (approx. 3,200 visitors)	Air access certification achieved	A further 10% increase through additional measures such as park and ride schemes
2016/17	Onset of air access– step change. Visitor predictions TBD once access provision is known.	St Helena is operationally ready and welcomes international commercial flights	A further 10% increase with services tailored around tourism and improved routes to meet local demand

As with all countries, access to basic utilities is essential and St Helena is no different. Since the MOU was signed, water and electricity services have been divested to Connect Saint Helena Ltd and the Island continues to face challenges in terms of reliable supplies. One key driver for development of the Island will be how it embraces opportunities to introduce new technologies, such as high speed, affordable broadband that benefit business and the community as a whole.

Our **key focus areas** are:

- Improving the reliability of electricity supplies
- Ensuring the quality of water, both for consumption and discharge
- Increasing the use of renewable energy
- Increasing the number of households who have internet access
- Benefiting from new technology, such as mobile technology and others as opportunities arise, to support economic and social development
- Supporting our environmental objectives by reducing our carbon footprint through use of technology and innovative working practices
- Meeting the demand for untreated water for the agricultural sector

Our **longer term vision** is:

- To be a world leader in sustainable energy and green technology, which will benefit both the community and our tourism offer
- To have access to higher-speed broadband by adopting new satellite and fibre technologies as opportunities become available
- International standard electricity and water supplies

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	20%	100	93%	62.2%
2015/16	40%	65	93%	65.8%
2016/17	60%	35	100%	70.8%

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

The SHG housing portfolio requires significant investment and through the Capital programme a major focus has been making the housing stock safe and fit for habitation. This work will take time and substantial financial investment.

Our **key focus areas** are:

- A structured delivery of the Social Policy Plan and the welfare reforms suggested in the Sainsbury Review, subject to economic conditions
- Reviewing the Minimum Wage and Minimum Income Standard annually to protect those on low incomes, ensuring they benefit from economic growth
- Protecting St Helena's cultural heritage and the services delivered by civil society
- Carrying out essential maintenance to Government Landlord Houses
- Building new houses for current Government Landlord tenants
- Establishing the Human Rights Commission

Our **longer term vision**, when economic conditions allow, is:

- Completing delivery of the Social Policy Plan and appropriate recommendations from the Sainsbury Review
- Ensuring Human Rights are delivered on the Island
- Improving the social housing portfolio with new properties available for a cross section of the population
- Introducing a housing benefit scheme
- Developing a mixed approach to housing design and build, focussing on green and more professional practices

Key Linked Documents

[Social Policy Plan 2013](#)

ENRD Strategic Plan

[Human Rights Action 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	BENCHMARK Biannual survey (Oct 2014) results show improvement in satisfaction with home, repairs and communications	50%	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.	90%	Recruitment and training of Human Rights Commissioners
2016/17	New Tenancy Audit to be completed in August 2016	100%	A fully functioning service for the provision of advice, monitoring and protection of Human Rights on St Helena

The security of the Island, its residents and visitors is of paramount importance and has a number of challenges, which will increase with an operational international airport. Working in partnership across SHG and key stakeholders is central to achieving a safe environment for all.

Our **key focus areas** are:

- Protecting and safeguarding vulnerable groups
- Being ready for air access and the new challenges it will bring
- Reducing crime and re-offending
- Ensuring appropriate legal support is available to the public
- Protecting the public from serious harm
- Supporting victims
- Increasing trust and confidence in Police services
- Improving multi-agency working
- Improving custodial and secure facilities

Our **longer term vision** is to ensure the quality of life on the Island is enhanced by low crime rates and public confidence in the multi-agency arrangements that protect St Helena and vulnerable people from harm

Key Documents

Police Strategic Plan

[Social Policy Plan 2013](#)

Strategic Objectives			
7.1	Social development is enhanced through extended and effective social protection	7.3	Community life is strengthened by being protected from serious harm
7.2	The public's rights are adequately protected through enhanced legal support	7.4	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 offences/incidents TBA	Increase in reporting of sex related offences 100% child related referrals dealt with	Development and implementation of National Disaster Management Plan (NDMP)		
2014/15	< 190	> 17	> 23 sex offences 100% child related referrals	Initial sign-off Dec 14		
2015/16	< 225	>33	>27	Final sign-off July 15	40%	50%
2016/17	Less than 2015/16 EOY figure	Less than 2015/16 EOY figure	Less than 2015/16 EOY figure	Full Implementation (removed)	90%	50%

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

Our **key focus areas** are:

- Managing our Nature Conservation Areas, Marine Protection Areas and safeguarding our built heritage
- Protecting our endemic species
- Biosecurity and invasive species control
- Supporting economic development on St Helena through eco-tourism
- Mitigating the effects of airport development
- Effective waste collection and management, plus development of recycling
- Monitoring air, land and water quality
- Protecting our environment from mismanagement, pollution and neglect
- Enforcing environmental Ordinances, Regulations and policies
- Maintaining a sustainable fishery

Our **longer term vision** is:

- To ensure that the environment remains central to a vibrant eco-tourism economy
- To increase populations of endemic species and control invasive species
- For St Helena to be seen as a global leader in low carbon economic development
- Enabling the generation of 100% renewable energy

Key Linked Documents

[National Environmental Management Plan](#)

ENRD Strategic Plan

Strategic Objectives			
8.1	Protecting the terrestrial and marine environment for future generations	8.2	Environment mainstreamed across Government and the private sector.

	Plants and Wildlife Population of key marine and terrestrial endemic species	Air Quality Maintaining good air quality	Waste Management	Energy Use	Funding
Benchmark	2015/16 - Benchmarking done for 21 terrestrial sites and 22 marine locations	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	Benchmarking	Benchmark Nitrogen dioxide 0.02 ppm Sulphur dioxide 0.41 ppm	5%	5%	5%
2016/17	Little or no change	Little or no change	5%	5%	5%

Robust and effective governance is vital to running an 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 institutions 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 appropriately open and transparent Government, with a code of practice for public access to SHG information to be introduced from 1st September 2014. Maintaining the confidence of all stakeholders is the key. 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.

Our **key focus areas** are:

- Improving communications with all of our stakeholders, including the implementation of a code of practice for public access to SHG information
- Ensuring that decision making is transparent and evidence-based
- Delivering annual reports written in an accessible style that outline the progress that SHG has made in key priority areas and, where we have not achieved, the reasons why
- Adhering to the Island's regulations in regard to finance, procurement, telecommunications, utilities and media standards with transparent reporting on issues and progress
- Developing new regulatory frameworks needed to support air access and the early years to a tourism-based economy. For example, food safety regulations to protect public health and improve our tourism offer
- Using the Medium Term Expenditure Framework (MTEF) process to ensure our financial resources are clearly aligned to our priorities and deliver value for money.

Our **longer term vision** is:

- Continually enhancing our governance arrangements
- Increased public confidence in SHG's communications and transparency
- Ensuring public access to information wherever appropriate
- Increased numbers of people voting and participating in the political process
- Encourage young people to take their place in politics and society

	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			70% (2013/14)	Percentage of requests for info answered within time under the Code of Practice for Public Access to SHG Information.
2014/15			85%	85%
2015/16	100%	80%	90%	90%
2016/17	100%	100%	100%	95%

Key Linked Documents

Corporate Services Strategic Plan

[Public Access to Information Policy](#)

[Social Policy Plan](#)