

Performance Reporting - Qtr 4 (Jan - Mar 2021)

Directorate	Strategic Objective	Performance Measure (Indicator)	Target 2020/21	Reporting Frequency	4th Quarter Achievements	Rag Status
	1.2 Ensure that SHG's ICT infrastructure is current, secure, GDPR and FOI compliant, and capable of supporting critical services and day to day operations	Replacement of key communications and information systems	80% key communications and information systems replaced	Quarterly	The key Communications and Information Systems, which have since been upgraded and replaced equates to 100%.	Green
	1.2 Ensure that SHG's ICT infrastructure is current, secure, GDPR and FOI compliant, and capable of supporting critical services and day to day operations	Planning and deployment of Exchange 2016	70% of Action Plan for Exchange 2016 implemented	Quarterly	66% of the in-house ICT environment has been prepared for the implementation of Exchange 2016. This includes the installation of the Operating Systems and the preparation of the Active Directory Schema.	Yellow
	1.2 Ensure that SHG's ICT infrastructure is current, secure, GDPR and FOI compliant, and capable of supporting critical services and day to day operations	Reduce carbon footprint associated with IT equipment	40% of purchases are energy efficient	Quarterly	58% of all recent purchases have embedded energy efficient components.	Green
	1.2 Ensure that SHG's ICT infrastructure is current, secure, GDPR and FOI compliant, and capable of supporting critical services and day to day operations	Install & implement critical communication systems	25% of critical systems installed /implemented	Quarterly	66% of all critical systems have been installed and implemented.	Green
	1.2 Ensure that SHG's ICT infrastructure is current, secure, GDPR and FOI compliant, and capable of supporting critical services and day to day operations	Percentage of equipment replaced to support distance learning and on line collaboration	30% of purchases supports distance learning and on line collaboration	Quarterly	100% of all recent procured hardware supports distance learning and on-line collaboration.	Green
	6.1 Ensure effective governance through efficient and effective systems and processes	Issue of MTEF guidelines to ensure Directorates deliver overarching goals and strategic objectives	MTEF Guidelines issued per MTEF timetable; 100% directorates supported with the MTEF process	Quarterly	No further update - MTEF Guidelines and supporting Annexes issued to Directorates on 1 September 2020	Green
	6.1 Ensure effective governance through efficient and effective systems and processes	Quarterly publication of performance reports and risk management reports	Reports presented and published on timely basis	Quarterly	Qtr 1-3 Performance reports are completed and published on SHG Website. Qtr 4 is currently in process.	Yellow
	6.1 Ensure effective governance through efficient and effective systems and processes	Percentage of registered SHG policies managed and maintained on central register/B Drive.	50% of registered policies are managed and updated	Quarterly	To date the Policy Register remains at 72 on central register/B:Drive	Yellow

Corporate Services - Support, Policy & Planning	6.1 Ensure effective governance through efficient and effective systems and processes	Review and update of 10 Year Plan	10 Year Plan revised and published with 6 monthly reports published as well	6 monthly	First draft of revised 10 Year Plan approx. 90% completed	Yellow
	6.1 Ensure effective governance through efficient and effective systems and processes	Number of undertakings with check lists in place	90% of total undertakings with checklists in place	Quarterly	Compliance reports for qtrs 2 and 3 sent to IA on 3 March 2021	Red
	3.1 Ensure sustainable economic development	Measure St Helena's trade balance	Increase value of exports at a rate above inflation	Annually	Latest data available 2019/20. Exports for 2019/20 valued at £0.354m, previous year exports valued at £0.422m. -16% percentage change.	Red
	3.1 Ensure sustainable economic development	Renewable Energy improves St Helena's trade balance	Solar panels in place by year end	Quarterly	24.93% of energy generated were from renewables in 2020-21. PASH project ongoing - time line expected for 2023 for all renewables in place to reach 100% target.	Yellow
	3.1 Ensure sustainable economic development	Number of companies registered for tax purposes	Total of 130 companies registered at end of 2020/21	Annually	112 companies are active as of April 2021. New Company Registrar due to be recruited in 2021.	Yellow
	3.1 Ensure sustainable economic development	Quality of EDIP Business Cases	100% of Business Cases are approved	Quarterly	Business cases submitted and approved for Ruperts Cargo Handling Project (July 2020) and R2 Roads Project (November 2020).	Green
	3.1 Ensure sustainable economic development	SEDP Implementation Progress Reports	Annual report published in May 2020 and 6 monthly report published in October 2020	6 monthly	Annual Report as at 31 March 2020 and Mid year report (Apr - Sept 2020) completed and has being published.	Green
	3.1 Ensure sustainable economic development	Labour Market Strategy Implementation Progress Reports	Annual report published in February and 6 monthly report published in August	6 monthly	6-monthly report completed and published. Annual report completed and published on SHG website.	Green
	3.1 Ensure sustainable economic development	Approved TORs for H&S Co-ordinator to take forward the development of a pragmatic Health and Safety Framework	TORs approved by September 2020	Quarterly	No change - Decision taken by SMT for Health and Safety work to be projectised and undertaken during Phase II of Fit for the Future Programme	Red
	6.1 Ensure effective governance through efficient and effective systems and processes	Review and update of Communications Strategy	Communications Strategy updated and issued by 1 August 2020	Quarterly	Due to COVID-19 related demands and with the substantive Head of News being on maternity leave this work has been pushed back	Red
	6.1 Ensure effective governance through efficient and effective systems and processes	% issuance of SHG Communications Grid which delivers the Communications Strategy goals	100% complianace	Monthly	Communications grid issued for each week in March. 100% compliance	Green

6.1 Ensure effective governance through efficient and effective systems and processes	% of actions implemented from 2019 Public Opinion Survey Action Plan	Action Plan fully implemented by year end	Quarterly	Press Office continues to implement actions from the Public Opinion Survey Action Plan.
				We have completed 15 out of the 21 actions so we are around 70% complete.
				The reason we haven't completed six actions is due to directorates not providing us with the relevant information, lack of capacity in 2021/21 for filming work and no overseas visits taking place due to COVID-19 so we couldn't produce any overseas reports.
6.1 Ensure effective governance through efficient and effective systems and processes	Development of an Information Management Framework	Information Management Framework drafted by year end	Quarterly	Draft framework discussed with Corporate IT managers and Group Head of Internal Audit & Risk. Decision was taken to defer finalisation of the Framework until Corporate IT management has completed work on preparing a document of various policies and processes for information management using the ISO 27001 as a guide, to enable this to be included in the content of the framework
6.1 Ensure effective governance through efficient and effective systems and processes	Number of information management policies reviewed and updated	70% by year end	Quarterly	Review and updating of all policies in force was completed at the end of Quarter 3 - 100%
6.1 Ensure effective governance through efficient and effective systems and processes	Records retention and disposal policies developed for Corporate Support, Policy and Planning	Records retention and disposal policies agreed and implemented by year end	Quarterly	The Corporate Support, Policy and Planning Retention and Disposal Policy was discussed again with Deputy Chief Secretary in January 2021 and some minor changes were made allowing this to be implemented in Corporate Support.
6.1 Ensure effective governance through efficient and effective systems and processes	Enactment of FOI legislation	Legislation enacted by year end	Quarterly	No further progress - Public Access to Information Bill was considered by Ex Co on 28 July 2020. AG still to amend draft as agreed by Ex Co and then publish for comments and radio discussion.



	6.3 Provide relevant and current data to inform decision making	Percentage of quarterly statistical releases on inflation and monthly statistical releases on arrivals and departures that are published to timetable.	75% (or 12 of 16 outputs)	Quarterly updates of running annual total	<p>March Arrivals and Departure data was received on the 6th April 2021. Arrivals and Departure Dataset sent for release on 27th April 2021 (See 'Statistics PI calculations' spreadsheet). Release target met. See release email with attached document - 'Statistics_Population_202103'.</p> <p>Qtr 1 2021 Inflation not scheduled for release until April 2021. 100% 19 of 19 Memoranda</p>	
	6.1 Ensure effective governance through efficient and effective systems and processes	Percentage of Ex Co memo tabled as per the Ex Co rolling programme.	75%	Quarterly		
	6.1 Ensure effective governance through efficient and effective systems and processes	Develop/maintain Ex Co and Leg Co tracker documents	100%	Quarterly	Updated LegCo Tracker document issued on 29 March 2021; updated ExCo Tracker document issued on 31 March 2021. Approximately 60% of tracker documents updated and issued for the full year.	
	6.1 Ensure effective governance through efficient and effective systems and processes	% of systems/processes reviewed and updated to support new form of Government	50%	Quarterly	Consultative Poll held 17 March resulting in majority votes for change to ministerial form of governance. Motion carried by Leg Co on 26 March to change the Constitution to provide for Ministerial form of Governance.	
	3.3 Ensure Digital Strategy and Fibre Optic Cable delivers intended benefits to the whole community	Delivery of Fibre Optic Cable Project	Policy in place by year end	Quarterly	Communications Networks and Services Policy was complete in 2020 and endorsed by Executive Council.	
	3.3 Ensure Digital Strategy and Fibre Optic Cable delivers intended benefits to the whole community	Delivery of Fibre Optic Cable Project - % of activities delivered as per Equiano's Technical Branch Agreement	50% of activities in Agreement completed by 31 March 2021	Quarterly	84% of activities were delivered as per Equiano's Technical Branch Agreement.	
	3.3 Ensure Digital Strategy and Fibre Optic Cable delivers intended benefits to the whole community	Delivery of Fibre Optic Cable Project - fit for purpose ICT infrastructure to enable Health, Education and C&A Social Care to meet their milestones	75% of the Performance Monitoring indicators completed by 31 March 2021	Quarterly	As ar 31 March 2021, 85% of the indicators have been completed.	
	6.2 Ensure sustainable public finances by continuing to collect revenues	Percentage of domestic revenue share of total recurrent revenue for the year	29.0%	Annually (monitored on a monthly basis)	32%	
	6.2 Ensure sustainable public finances by continuing to collect revenues	Percentage of external revenue other than UK financial aid received share of total recurrent revenue for the year	TBD	Annually (monitored on a quarterly basis)	Financial statement & YE Management Accounts to be finalised by end of October 2021 - data will not be available until then.	

Corporate Services- Finance	6.2 Ensure sustainable public finances by continuing to collect revenues	No. of months to sign off the Financial Statements and the no. of qualifications on the SHG Financial Statements	Part (a) Less than 12 months Part (b) No qualifications	Annually	15 months No qualifications	
	6.2 Ensure sustainable public finances by continuing to collect revenues	Aggregate recurrent expenditure out-turn compared to original approved budget.	Less than 2.5% deviation over the fiscal year	Annually (monitored on a monthly basis)		97.60%
	6.2 Ensure sustainable public finances by continuing to collect revenues	Aggregate domestic recurrent revenue out-turn compared to original approved budget	Less than 2.5% deviation over the fiscal year	Annually (monitored on a monthly basis)		103%
	6.2 Ensure sustainable public finances by continuing to collect revenues	Percentage of PAC, EA and IA recommendations implemented within the year.	56/66 = 85%	Annually	56/66 achieved	
	6.2 Ensure sustainable public finances by continuing to collect revenues	Percentage of IA recommendations implemented within the year.	15/27 = 56%	Annually	15/27 Achieved	
	6.2 Ensure sustainable public finances by continuing to collect revenues	Percentage of EA recommendations implemented within the year.	12/20 = 60%	Annually	12/20 achieved in 2019/20 audit management letter	
	6.2 Ensure sustainable public finances by continuing to collect revenues	Meeting key milestones within the implementation plan to achieve value for money through budget savings.	1. Set up performance Report on In-tend (December 2020) 2. Data Entry on In-tend (January 2021) 3. Adoption of commodity strategies (March 2021)	Annually	Work is still ongoing to set up the performance report on In-tend. The other two actions depends on the completion of step 1.	
	6.2 Ensure sustainable public finances by continuing to collect revenues	Strengthen Procurement Practice Across SHG	1. Recruitment of a Contract Manager (30 November 2020) 2. Legal review of the Procurement Regulations (December 2020) 3. Procurement Training provided and scheduled on a monthly basis (effective from January 2021) 4. Establish QROPS report (Quarterly Review of Procured Spend) (March 2021)	Annually	1. Completed, Contract in place from 1 December 2020 2. Procurement Regulations is awaiting review by AG Chambers	
	6.2 Ensure sustainable public finances by continuing to collect revenues	Percentage of total applications processed accurately within 1 week of receipt.	100%	Monthly		100%
	6.2 Ensure sustainable public finances by continuing to collect revenues	Customer Satisfaction survey on the services provided by the P&CSC	Satisfactory	Annually	46% was satisfied or more Taken from 2021 St Helena Government Service Delivery Satisfaction Survey	

4.1 Develop a safe environment	Meeting key milestones within the implementation plan for Risk Management and Assurance Functions.	<ol style="list-style-type: none"> 1. Staff for key roles to be identified. (January 2021) 2. Identify risks in relation to <ol style="list-style-type: none"> a) Customs' systems and processes b) Operation of systems and processes. (January 2021) 3. Design and implement Assurance records (March 2021) 	Annually	During Qtr 2 Assurance strategies were reviewed and reinforced through the production of assurance monitoring documents and procedures by accountable officers across the business. The service has seen the implementation of important new strategies to accommodate new investors like the Approved Investors scheme. This is a practice that will continue within the department.
4.1 Develop a safe environment	Meeting key milestones within the implementation plan for threat and risk management strategy for Customs.	<ol style="list-style-type: none"> 1. Identify key threats 2. Identify priorities and tasks for specific Officers to be accountable for. 3. Customs strategy document to be developed 	Annually	In relation to the implementation of new compliancy sections to complete the full roll out of ASYCUDA: during Qtr 2 there was no change to the Fit For the Future programme (FFTF) status therefore the implementation of Risk Management and Post Clearance Audit functions are still expected to continue into 22/23 after decisions around Border Force and the most effective and efficient way to proceed is made. SHG's infrastructure still impacted by staff movement and discussions regarding funding for renovations for phase 2 of the ground floor project are ongoing. The requirement for further budget cuts will affect the achievement of this target.
4.1 Develop a safe environment	Meeting key milestones within the implementation plan for Risk Management and Assurance Functions.	<ol style="list-style-type: none"> 1. Continue negotiations to secure UK Border Force training resources. 2. Secure funding in principle through SHG TC budget 3. Delivery of basic training in key operational areas e.g. container searching, notebook completion, statement writing. 4. Develop a refresher training programme. 5. Identify Officer to complete Train the Trainer (TTT) course, giving Customs capability to conduct all future Initial Customs courses in- house by local Customs Officers. 	Annually	Process was initiated with FCDO and UK Border Force pre-Covid and is now able to continue moving forward. FCDO is fully aware of the issues facing the department on St Helena and the need to invest in and support the department and there is agreement in principle from FCDO to provide some funding from CSSF budget. On this basis, tentative plans are being put in place for UK trainers to come to St Helena. Head of HR has indicated requests for UK trainers from the TC budget would be looked on favourably by SHG HR.
1.1 Ensure effective investment in physical infrastructure, including improved access to and around the Island	Annual deviation of programme outturn against original budget.	100%	Annually (monitored on a monthly basis)	40%

1.1 Ensure effective investment in physical infrastructure, including improved access to and around the Island	Annual review result undertaken by DFID of EDIP performance against objectives.	Overall rating of A or higher	Annually		B
To deliver an effective, professional and innovative HR and Organisational Development service.	Implementation of Centralised HR Service	Administration Review Undertaken	End of Q4	In progress. Administration Review complete and business case for centralisation agreed. Consultation will commence in May 2021 and a Centralised HR Service will be in place by Q2 in FY 2021/22. See FFTF Programme for evidence. WILL COMPLETE IN 2021/22.	
To deliver an effective, professional and innovative HR and Organisational Development service.	Launch of HR Pages on Intranet	100% published	Quarterly	Complete. See Intranet pages for evidence.	
To deliver an effective, professional and innovative HR and Organisational Development service.	Publication of final CoM on HR Pages on Intranet	100% published	Quarterly	SHRO continue to work on CoM chapters. Key policies - Disciplinary, Capability, Grievance, Dignity at Work, Probation, Change Management, Recruitment Code of Practice complete and signed off by AGs Chambers.	
To develop Leadership and Management capability and capacity.	Leadership Competency Framework embedded into the recruitment and appraisal process	100% imbedded	Quarterly	Complete. Recruitment Code of Practice complete - saved in Corporate HR B-drive and will be published in Q2 of 2021/22. Appraisal Policy development delayed to Q4 of 2021/22 due to capacity issues - team subsumed with response to Covid work and FFTF in 2020/21.	
To develop Leadership and Management capability and capacity.	Implementation of Core Leadership Programme	75% implemented	Quarterly	In progress. Strategic Leadership Programme delivered. Senior Leadership Programme will launch in June 2021 with first cohort and all leaders will be programmed through to February 2022. All materials saved in Core Leadership Programme folder on B-drive for evidence. WILL COMPLETE IN 2021/22.	
To develop Leadership and Management capability and capacity.	At least 80% of participants/line managers giving a positive evaluation against Kirkpatrick evaluation (level 2 'learning' and level 3 'behaviour')	80% positive	End of Q4	In progress. Strategic Leadership Programme delivered. Senior Leadership Programme will launch in June 2021 with first cohort and all leaders will be programmed through to February 2022. All materials saved in Core Leadership Programme folder on B-drive for evidence. WILL COMPLETE IN 2021/22.	
To develop Leadership and Management capability and capacity.	20 Coaches trained through the ILM coaching qualification	20 Coaches Trained	Quarterly	Complete. For evidence see Coaching Profiles on the Intranet.	
To develop Leadership and Management capability and capacity.	Implementation of Coaching and Mentoring Network across SHG	100% implemented	Quarterly	Complete. For evidence see Coaching and Mentoring Page on the Intranet which includes Coaching Handbook.	

Corporate Services- HR	To develop an effective Workforce Planning Framework.	Creation and Implementation of a revised Establishment Management Procedure	100% complete	Quarterly	Complete. Establishment Management Procedure Complete and circulated as part of MTEF. For evidence see MTEF guidance documents and templates.	Green
	To develop an effective Workforce Planning Framework.	Creation and Implementation of an updated Recruitment Policy/Toolkit	100% complete	Quarterly	Complete. Recruitment Code of Practice complete - saved in Corporate HR B-drive and will be published in Q2 of 2021/22.	Green
	To develop an effective Workforce Planning Framework.	People Metrics to be reported as part of CLG Balanced Score Card quarterly	People Metrics Developed within FY	Quarterly	People Data Pack still being developed.	Yellow
	To develop an effective Workforce Planning Framework.	Creation of a People Data Pack to be reported at SMTs quarterly	People Data Pack Developed within FY	Quarterly	People Data Pack still being developed.	Yellow
	To develop an effective Workforce Planning Framework.	Pay and Allowances Review completed	Pay and Allowances review completed within FY	Quarterly	Pay and Grading Options Paper shared with Directors 9th July 2020 (8. saved in evidence folder). Pay Policy Update delivered to Finance Committee 8th December 2020	Yellow
	To develop an effective Workforce Planning Framework.	Pay policy developed across all employment types, grades of pay and working patterns	Pay Policy developed within FY	Quarterly	Draft pay policy shared confidentially with Chief Secretary and Financial Secretary (9. saved in evidence folder). Pay Policy Update delivered to Finance Committee 8th December 2020	Yellow
	To develop an effective Workforce Planning Framework.	Functional/structural review undertaken (Phase One FFTF Programme)	Fit for the Future Programme Phase One complete	Quarterly	Complete. See FFTF Programme (on Intranet) for evidence.	Green
	To develop an effective Workforce Planning Framework.	Active Capacity Building strategy and plan developed and implemented with quarterly activity reports to CLG	Active Capacity Data Pack Developed within FY	Quarterly	Template report created (10. saved in evidence folder). Information sent to all TC Officers, included as part of recruitment and induction. First meeting to review returned forms due 14.01.2021. Form return was poor, further work being undertaken. Outstanding work is the production of quarterly activity reports.	Yellow
	To deliver the Prospectus for Change people initiatives.	Vision, Mission and Values rolled out across SHG	Creation of Values and Behaviour Framework within FY	Quarterly	Complete. Values and Behaviour Framework created and shared with CHR SMT (11. in evidence folder). Roll out commenced with SMTs. For evidence see intranet pages.	Green
	To deliver the Prospectus for Change people initiatives.	Employee Recognition Scheme developed and agreed by CLG and ERC	Scheme launched within FY	End of Q4	Work has commenced but delayed to Q4 of 2021/22 due to capacity issues - team subsumed with response to Covid work and FFTF in 2020/21.	Yellow
	To deliver the Prospectus for Change people initiatives.	Employee Recognition Scheme launched and imbedded in SHG	Scheme launched within FY	End of Q4	Work has commenced but delayed to Q4 of 2021/22 due to capacity issues - team subsumed with response to Covid work and FFTF in 2020/21.	Yellow
	To deliver the Prospectus for Change people initiatives.	Diversity and inclusion Strategy and Action Plan developed and agreed by CLG and ERC	Action Plan developed within FY	End of Q4	Delayed to Q4 of 2021/22 due to capacity issues - team subsumed with response to Covid work and FFTF in 2020/21.	Red