

SHG KEY PERFORMANCE INDICATORS 2023 -24 Qtr 3 Year Report (October - December 2023)

PI also Performance Improving
 Key to Direction of Travel: Performance Maintaining Performance Worsening
 Performance data currently being collected

KPI NO.	RESPONSIBLE PERSON	NATIONAL GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (SHG STRATEGY)	MEANS OF VERIFICATION	REPORTING CYCLE on progress	TARGET 2023-24 Expected achievement as at March 2024	PROGRESS UPDATE	RAG STATUS	Direction of Travel
1	TISD Stats/Econ ?	ALTOGETHER WEALTHIER	SO.12 Ensure reliable and affordable air access and sea freight services are in place.	Passenger volumes by mode of transport (air or sea)	Statistics Office, compiled from OTRCIS Immigration Database on a monthly basis	Quarterly	positive annual growth i.e. an increase	Total number of passenger arrivals and Departures (Oct23- Nov23) = 1,144 Total number of passenger arrivals and Departures (Oct22- Nov22) = 1,148 Percentage change = -0.3%		
2	SS&HA Head of Infrastructure	EFFECTIVE INFRASTRUCTURE	SO.2. Develop and maintain Physical infrastructure, including utilities and telecoms	KM of roads surfaced per year using mechanised slurry mix	Daily recording, monthly summaries, invoices of bitumen purchases.	Quarterly Q1 - 2 500m ² Q2 - 5 000m ² Q3 - 7 500m ² Q4 - 10 000m ²	10000m ²	Cumulative resurfacing achieved by the end of Quarter 3 was 7,385m ² .		
3	Central Support Head of ITC/Chief Digital Officer	EFFECTIVE INFRASTRUCTURE	SO.2. Develop and maintain Physical infrastructure, including utilities and telecoms	% of activities delivered as per Equiano's Technical Branch Agreement	Technical Branch Agreement – verification by Project Board	6-monthly 1st half - 25% 2nd half - 50%	50% of activities in Agreement completed by 31 March 2021	Target achieved and completed as at Qtr1 and will no longer be reported on. The reporting achievement remains the same as Qtr 2 (July - September 2023)		
4	Connect 5th Ltd	EFFECTIVE INFRASTRUCTURE	SO.2. Develop and maintain Physical infrastructure, including utilities and telecoms	Electricity Reliability: Decrease in unplanned electricity interruptions	Each time there is an interruption a report is prepared	Monthly	Number of unplanned electricity interruptions should not exceed 95.	Apr to Jun 2023 Total 5 Jul to Sep 2023 Total - 17 October - 7 November - 8 December - 4 Oct to Dec Total: 19 YTD Total - 41		
5	Connect 5th Ltd	EFFECTIVE INFRASTRUCTURE	SO.2. Develop and maintain Physical infrastructure, including utilities and telecoms	Water Reliability: Maintain unplanned water supply interruptions	Each time there is an interruption a report is prepared	Monthly	Unplanned water interruptions should not exceed 1,150 per annum.	Apr to Jun 2023 Total - 234 Jul to Sep 2023 Total - 161 October - 90 November - 91 December - 80 Oct - Dec 2023 Total: 261 YTD Total - 656		
6	Capital Programme Section (CPS)	EFFECTIVE INFRASTRUCTURE	SO.1. Reduce costs associated with port and cargo operations	Delivery of an Operationalise Cargo Handling facility at Rupert's wharf	Project Progress reports, end stage report and project plan - PMU	Quarterly	100% completion of all work streams by March 2024: Due to resource limitations operationalisation of the Port will be effective in September 2023, with some non-critical elements extending after September 23 but by March 2024	Both PCB and CFS Yards are now completed. The erection of the PCB building is 99% complete, with the CFS building delayed due to the window and door flashings not arriving. This is being sourced from South Africa. A preferred Contractor has been identified for the Fit out contract and the contract was only received in December from the AG's Chambers. A decision was taken for Immigration, Port and Customs operations to be transferred to Ruperts. This has meant that the internal fitout will be delayed until all modifications can be completed on accommodating this change. It was also identified that a portion of the Break Bulk Area which was only to be slurry surfaced, would need to be concreted. This is an additional cost and will require approval before works commence. No interest was received for the small packages procurement. Following discussions with a smaller contractor a quote has been received and a contract is hope to signed in January 2024. Procurement Services has approved a single tender justification for the perimeter fencing. A VO will be issued shortly to the Supplier for the additional fencing. The Sewerage Treatment Plant is insitu and ready for operations, however there needs to be sufficient supply of waste to ensure the plant operates effectively. SURE has completed the relocation of services, and CSH will be mobilising shortly to relocate their services, to aid the turning space adjacent to the CFS ramp to be modified.		

7	Director - Education	ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE	SO.6 Enhance educational attainment and learning outcomes for all. SO.7. Empower young people to access opportunities SO.10.Ensure children and adults with Special Educational Needs and Disability (SEND) and Social, Emotional and Mental Health (SEMH) needs are catered for through a comprehensive inclusion policy.	% of children achieving Age-Related Expectations in Maths and English across KS 1 – 3.	Progress Test in English and Maths (on-line assessment conducted with GL Assessment)	Annual – August (End of the Academic Year)	57%	KEYSTAGE 1 AND 2 at or above ARE in English 53/90 80.8% of females at or above ARE in English 84/104 66.7% of males at or above ARE in Maths 62/93 72.1% of females at or above ARE in Maths 75/104 51.1% of males at or above ARE in both English and Maths 46/90 (NB 3 males sat Maths only) 66.3% of females at ARE in both English and Maths 69/104 KEYSTAGE 3 at or above ARE in English 37/63 English 37/53 67.2% of males at or above ARE in Maths 43/64 77.4% of females at or above ARE in Maths 41/53 67.2% of males at or above ARE in both English and Maths 43/64 77.4% of females at or above ARE in both English and Maths 41/53 KEYSTAGE 1 AND 2 RESULTS (TOTALS INCLUSIVE OF EXEMPTED STUDENTS) 66.2% of students at or above ARE in English 137/207 66.2% of students at or above ARE in Maths 137/207 55.6% of students at or above ARE in English and Maths 115/207 KEYSTAGE 3 RESULTS (TOTALS INCLUSIVE OF EXEMPTED STUDENTS) 61.7% of students at or above ARE in English 74/120 70.0 % of students at or above ARE in Maths 84/120 EE ARE of students at or above ARE in English and Maths: 67/120 37 students were in this cohort including English and Maths • 32% (12 students – 4 boys & 8 girls) of students achieved 5 A*-C/4-9 including English and Maths compared with 39% last year. There were a further 2 students who could have achieved this goal, but missed a grade C/4 in either their maths or English where they were forecasted to achieve at least a grade C/4. 4/21 boys achieved 5A*-C/4-9 including English and Maths = 19% 8/16 girls achieved 5A*-C/4-9 including English and Maths = 50%	58.9% of males 58.7% of males 69.8% of females at or above ARE in
8	Director - Education	ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE	SO.6 Enhance educational attainment and learning outcomes for all. SO.7. Empower young people to access opportunities SO.10.Ensure children and adults with Special Educational Needs and Disability (SEND) and Social, Emotional and Mental Health	% of children achieving an A* - C (5-9) grade at GCSE level in Maths and English.	GCSE examinations with various boards such as AQA, Cambridge.	Annual – August (End of the Academic Year)	50%	KEYSTAGE 1 AND 2 RESULTS (TOTALS INCLUSIVE OF EXEMPTED STUDENTS) 66.2% of students at or above ARE in English 137/207 66.2% of students at or above ARE in Maths 137/207 55.6% of students at or above ARE in English and Maths 115/207 KEYSTAGE 3 RESULTS (TOTALS INCLUSIVE OF EXEMPTED STUDENTS) 61.7% of students at or above ARE in English 74/120 70.0 % of students at or above ARE in Maths 84/120 EE ARE of students at or above ARE in English and Maths: 67/120 37 students were in this cohort including English and Maths • 32% (12 students – 4 boys & 8 girls) of students achieved 5 A*-C/4-9 including English and Maths compared with 39% last year. There were a further 2 students who could have achieved this goal, but missed a grade C/4 in either their maths or English where they were forecasted to achieve at least a grade C/4. 4/21 boys achieved 5A*-C/4-9 including English and Maths = 19% 8/16 girls achieved 5A*-C/4-9 including English and Maths = 50%	5A*-C/4-9
9	Director - Education	ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE	SO.6 Enhance educational attainment and learning outcomes for all. SO.7. Empower young people to access opportunities SO.10.Ensure children and adults with Special Educational Needs and Disability (SEND) and Social, Emotional and Mental Health	% of training needs met through training and course opportunities provided by the SHCC	Training needs data collected from CHR and ESH and SHCC Prospectus.	Quarterly Q1 - 17.5% Q2 - 35% Q3 - 52% Q4 - 70%	70%	Public Sector - yet to be received. Private Sector - 9.28%	
10	TISD Stats	ALTOGETHER WEALTHIER	SO.8 Address skills gaps by valuing the local workforce and attracting, growing, and retaining the working age population.	% of the on-island population of working age (16 - 64)	Statistics Office, compiled from the Census baseline, the OTRCIS Immigration Database, and the register of births and deaths on an annual basis each end-June	Annually, with estimates at end June each year	positive annual growth i.e. an increase?	Between the periods of June 2022 and June 2023, despite the decline in the Resident On-island Population, the working age population remained at 60%.	
11	TISD Sustainable Dev./Chief Economist	ALTOGETHER WEALTHIER	SO.13. Increase export of goods and services	% change in exports of goods and services	Statistics Office, estimated from the OTRCIS Immigration Database and the passenger survey at the airport administered by ESH (for services) and from specific enquiries of exporters for coffee and fish	Annually	positive annual growth i.e. an increase in total exports?		
12	TISD Statistics Office	ALTOGETHER WEALTHIER	SO.12 Ensure reliable and affordable air access and sea freight services are in place	% change in number of visitors to St Helena	Statistics Office, estimated from the OTRCIS Immigration Database	Quarterly, with running annual estimates.	positive annual growth i.e. an increase in number of visitors?	Total number of visitor arrivals (Oct23-Nov23) = 250 Total number of visitor arrivals (Oct22-Nov22) = 212 Percentage change = +18%	
13	TISD Sustainable Dev./Chief Economist	ALTOGETHER WEALTHIER	SO.13. Increase export of goods and services	(Goods) Trade Balance	Statistics Office, based on data from Customs/ASYCUDA	Annually	reduction in trade deficit as percentage of total imports?		
14	TISD Sustainable Dev./Chief Economist	ALTOGETHER WEALTHIER		% change in median wage levels	Statistics Office, based on data from Income Tax Office	Annually	positive annual growth i.e. an increase in level of real wages?		

CAT indicators predicted 28% probability of the cohort achieving 5+ GCSEs grades A*-C/9-5 inc. English and Maths. Despite not meeting the target set for this KPI it should be noted that 59.4% of the cohort either achieved or exceeded their average predicted grade as indicated by CAT.

THE RESPONSE RATE TO THE TNA WHICH WAS CONDUCTED DURING THE MONTH OF MARCH 2023 WAS 9.28%
97 ORGANISATIONS/COMPANIES/CHARITIES/SOLE TRADERS WERE CONTACTED. OUT OF THE 97, ONLY 9 COMPLETED THE SURVEY.
THEREFORE 88 SURVEYS WERE NOT COMPLETED. ALL ORGANISATIONS WERE FOLLOWED UP BY EITHER A TELEPHONE CALL OR AN EMAIL.
41 WERE NOT INTERESTED AND CHOSE NOT TO COMPLETE THE SURVEY DUE TO CHANGES TO ECONOMY, SOME WORKING ALONE, SOME HAVING UNRELIABLE STAFF AND COST INVOLVED FOR THE COURSES.



15	Deputy Financial Secretary	ALTOGETHER WEALTHIER	SO.31 Implement strong financial management to ensure effective collection and use of public finances	Percentage of domestic revenue share of total recurrent revenue for the year	The data is captured as part of the month end and year end processes and reported in the SHG Budget Execution Report (BER)	Annually (monitored on a monthly basis)	29.0%	
16	Economic Dev. Damian/Nikita	EFFECTIVE INFRASTRUCTURE	SO.5 Ensure residents can easily access housing which is suitable and affordable for their needs	% increase in number of people accessing land under the affordable land initiative		Annually	10 properties released	
17	Director - Social Care	ALTOGETHER SAFER	SO.16. Protect the wellbeing of all vulnerable members of society	% of child protection(CP) cases which were reviewed in required timescales		Quarterly Q1 - 25% Q2 - 50% Q3 - 75% Q4 - 100%	100%	All CP cases have been reviewed within timescale with up to date plans in place
18	Director - Social Care	ALTOGETHER SAFER	SO.15. Ensure that children, young people, and adults grow and thrive in a safe, secure and inclusive environment	% of community care service users increased to decrease the impact on residential services in St Helena	Azeus Care -Data collated from admission records and data from day and community care officers	Quarterly Q1 - 12.5% Q2 - 25% Q3 - 37.5% Q4 - 50%	50%	Increased pressure on residential services as seven people await placement at the CCC. Shortage of human resource and funding continue to suppress growth of the community care service forcing the closure of smaller packages resulting in negative growth of the service. This quarter has seen packages reduce by 9%. An ICAF (buffer unit) has been set up at Piccolo to absorb the pressure but the unit is yet to operate due to the unavailability of carers. Recruitment efforts continue without success.
19	Economic Dev. Damian/Nikita	ALTOGETHER SAFER	SO.5 Ensure residents can easily access housing which is suitable and affordable for their needs	% of void properties available for let within void turnaround timeframes (Revised KPI)	Voids tracker and signed tenancy agreements	Annually	50% of voids turned around in specified timeframes	
20	Portfolio Director -SS&HF	ALTOGETHER SAFER	SO.16. Protect the wellbeing of all vulnerable members of society	Ethical crime recording	Monthly incident reports and crime figures on OTRCIS	Quarterly	100% of crimes reported properly recorded	Between October and December 2023, 430 incidents were recorded by the JESCC and 51 of them were classified as crimes. These figures have been reviewed each month by RSHP SMT and 100% of incidents that should have resulted in a crime report have been so recorded.
21	Director of Health	ALTOGETHER HEALTHIER	SO.20 Reduce the prevalence of non-communicable chronic diseases/long term conditions	% Registered diabetics with good management/control	Diabetic Database	Quarterly	>50%	58% achieved. Total of 1149 patients on the diabetics register at end of Q3.
22	Director of Health	ALTOGETHER HEALTHIER	SO.20 Reduce the prevalence of non-communicable chronic diseases/long term conditions	% children receiving the standard immunisation offering % weighing at key stages,	a) School Nurse Database b) School nurse database	Annually	a) 98% b)25% reduction and improved healthy lifestyles	a) 99% up take - one child off island at the time of programme but will be given in next round b)100% participation in annual screen. A total of 98 pupils screened in YR ages 4-5years, 10-11 years and 14 years
23	Director of Health	ALTOGETHER HEALTHIER	SO.20 Reduce the prevalence of non-communicable chronic diseases/long term conditions	Provide a smoking cessation service within the health services: a) Percentage of Carbon Monoxide (CO) validated quit success rates at 4 weeks among clients who set a quit date. b) Percentage of all self-reported quits to be verified by means of CO measurement.	Community Nursing Smoking Cessation Database	Annually	a) 25% b) 80%	a) 36% b) 90%
24	Director of Health	ALTOGETHER HEALTHIER	SO.19 Ensure all people have access to safe and reliable services	Access to affordable Health Care: Percentage of persons with a registered disability that access a health care professional at least once per year		Annually	Establish Baseline	No data available
25	Director of Health	ALTOGETHER HEALTHIER	SO.21 Implement resilient and robust approaches to prevent and manage communicable diseases of the community	Resilience to Pandemics/Infectious Diseases Strategies in place to respond to COVID-19: Health Strategy for COVID-19 approved by Incident Executive Group (IEG)	IEG Records	Annually	Strategy approved and in place	Strategy for the management of COVID-19 established and implemented.
26	Director of Health	ALTOGETHER HEALTHIER	SO.19 Ensure all people have access to safe and reliable health services	Telehealth patients who require specialist interventions, not available on St Helena, but available remotely, have access to remote consultation: a)% of patients who have attended clinic and received a nutritional screen (BMI) documented on EMIS b) Policy for telemedicine in place and appropriate SOPs drafted.	Mental Health Team Database	Annually	a) Baseline established b) Review of telemedicine policy completed. Key SOPs identified	100% mental health patients requiring specialist interventions had access to a remote consultation within 6 weeks of initial assessment

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27	Connect 5th Ltd	ALTOGETHER GREENER	1.1 Ensure effective investment in physical infrastructure, including improved access to and around the island SO 25??	Increase in renewable energy generation capacity from 1.6MW to 4.3MW	Capacity of renewable generation	Annually - reported on quarterly basis	Higher improvement from previous year	No change	
28	ENRP - Chief Environmental Officer	ALTOGETHER GREENER	SO.25 Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment	Implementation of Environmental Protection Ordinance Action Plan	EPO Action Plan tracker document for progress	6 monthly	Planned actions implemented x 95%	On the back of the adoption of new marine tourism and interactions with marine life regulations, a licensing system for these activities has been developed and training and outreach undertaken for marine tourism operators towards their accreditation so that they are able to be licensed for implementation of the new licensing system. This has enabled the regulations to be implemented from 1 December 2023.	↑
29	ENRP - Environmental Risk Manager	ALTOGETHER GREENER	SO.25 Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment	Establishment of a Materials Recycling Facility (MRF) at Horse Point Landfill Site (HPLS)	Photographs of MRF in place and operational	MRF developed and operational by 31st March 2024	Annually	MRF operational for some areas such as aluminium cans, card and plastic but not for glass recycling. Currently seeking funding through project opportunities for procurement of a glass crusher to enable glass to be crushed and recycled purposefully.	
30	ENRP - Marine Conservation Officer/Senior Fisheries Officer/Marine Enforcement Officer	ALTOGETHER GREENER	SO.24 Maintain food security by implementing policies and legislation to enable the expansion of our agricultural and fishing sectors and encourage import substitution	Implementation of total allowable catch (TAC) limits for the key species fished	Total Allowable Catch limits in Appendix of the fisheries licencing policy and log book returns from fishing sectors	6 monthly 1st half - 50% 2nd half - 100%	100% of key species fished have a TAC and quota allocation set for them	All species currently fished have a TAC and Quota system in place to guide and regulate fishing activities. A new policy initiative for the safeguarding the stock of the Rock hind grouper has been approved for implementation from 1 January 2024 to implement a lower TAC for the species for a 3 year period, with fishing of the species to be undertaken only under a recreational fishing activities.	↔
31	ENRP - Marine Conservation Officer/Senior Fisheries Officer	ALTOGETHER GREENER	SO.26 Maximise the potential of Blue and Green resources	(a) % coverage of marine operations having supporting policy, regulation and compliance and enforcement arrangements in place.	Reviews of policy, regulation and legislation undertaken as part of the Blue Belt programme. Development of policy, regulation and legislation where necessary, including public consultation processes	6 monthly 1st half - 50% 2nd half - 100%	Reviews of the 4 areas undertaken and begun implementation of changes	1. A new 5 Year Marine Management Plan is in place and have been approved by ExCo. 2. Regulations for Marine Tourism and Interactions with Marine Life has been established and adopted by ExCo in June 2023. 3. A draft Marine Pollution Policy has been established, consulted on with the Pollution Working Group and approved by the ENRP Advisory Board towards establishing an Action Plan for its implementation. 4. Progress with the new Marine Developments Regulations is slow due to a lack of capacity in AG Chambers but hopefully can be completed and endorsed by end of March 2024.	↔
32	ENRP - Biosecurity Officer/Senior Veterinary Officer	ALTOGETHER GREENER	SO.25 Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment	Compliance with import licence requirements for items that are allowed to be imported into St Helena	ENRP veterinary and biosecurity import licencing data system.	6 monthly 1st half - 50% 2nd half - 100%	100% compliance with import licence conditions for all licences issued for imports	Awaiting data to complete.	
33	Director of ENRP	ALTOGETHER GREENER	SO.27 Mitigate climate change impact, particularly the impact of drought	Establishment of a Water Resource Management Plan for the period 2024-2050	WRMP Document approved	6 monthly	Water Resource Strategy completed and approved by ExCo. Funding allocated for Water Resource Management Plan (WRMP).	Funding has been approved by the SHG EDIP Steering Committee and ExCo for the development of a Water Resources Management Plan (WRMP) following acceptance of the WRMP Business Justification Case. TOR's and tender documentation has been drafted with a view to be finalised by end of January 2024.	↔
34	Director of HR/ Organisation Development Manager	EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR	SO.29 Strengthen Public Service governance and Organisational structures	Employee Engagement Index	The information comes from the Employee Opinion Survey (which is run every 3 years, 2015, 2018, 2021). The survey uses 13 of the questions to measure the Employee Engagement Index; these are specific questions aimed to establish employee commitment to the job and organisation, along with the employee satisfaction with the workplace and job.	The Prospectus for Change runs from January 2020 to December 2023 with a new Prospectus due in January 2024. The Employee Opinion Survey therefore needs to run in early 2023 to inform the development of the next Prospectus. While the last survey ran 3-years after the first the timescales for this survey have been adjusted to run alongside and inform the Prospectus for Change which is the action plan that develops from the survey	An Employee Engagement Index of 60% or more.		
35	Deputy Financial Secretary	EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR	SO.31 Implement strong financial management to ensure effective collection and use of public finances	% of actual revenue and expenditure deviated from approved budget	The data is captured as part of the month end and year end processes and reported in the SHG Budget Execution Report (BER)	Annually (monitored on a monthly basis)	Less than 2.5% deviation over the fiscal year		

36	CSPP - Deputy CS	EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR	SO.29 Strengthen Public Service governance and Organisational structures	Customer satisfaction with SHG services	Completed on-line questionnaires as well as hard copies from which reports will be generated to form a baseline on which to measure future improvement.	Annually	2020/21: Baseline established - 52 responses 2021/22: Publication of quarterly reports within 8 weeks of previous quarter, to include average % of "satisfied customers" who completed the survey	
37	CSPP - Deputy CS	EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR	SO.33 Ensure compliance with local and international obligations	Compliance Reports compiled and submitted to A&R Committee	Quarterly compliance report with supporting inputs from directorates	Quarterly	Reminder sent to Directors during first month of each quarter Report with increased coverage submitted to IA by end of first month following each quarter	Not achieved. One compliance report for Elections Ordinance received for qtr ending December 2023
38	Head of Maritime SS&HA	EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR	SO.33 Ensure compliance with local and international obligations	% of actions completed in the II code Gap Analysis, in accordance with IMO regulation - which is tackled through the Maritime Policy Program. Completion of actions as per the Maritime Master Plan. Maritime Master Plan produced in Oct '23 and presented to Portfolio Director and Minister for approval. The intention is to progress actions of the plan as opposed to focusing on the Gap Analysis.	Maritime Master Plan Gap Analysis Action Trackers Policy Progress	Quarterly 5% per quarter Rate of progress has been revised, with a realistic review of the necessary policies required and the limited resources	20% of the planned actions to achieve Significant time required to include the groundwork before hand Maritime Master Plan has timescales assigned to actions.	Following the MCA visit - 23rd Sep to 6th Oct, a Maritime Master Plan has been drafted and presented to the Portfolio Director and Minister for approval. The plan is a result of extensive review of maritime affairs and it is expected to be a more effective way for tackling necessary actions required and ultimately achieve those of the Gap Analysis. Preparation for the proxy audit is on-going - expected in early 2024 but no confirmation of dates. Ship Registry Policy work continues - with a first draft produced for review and approval. Continued workstreams: Cable Project Rupert's Port Facility Safety of local Fishing vessels - this has now evolved into focus on Safety Standards, Registry and Licensing for Local Vessels, with a draft policy produced in Dec '23, for review and approval.

