



SAINT HELENA AUDIT SERVICE
External Auditors

Strategic Audit Plan

2015/16 to 2017/18

09/03/2015

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INTRODUCTION

The Saint Helena Audit Service supports the Chief Auditor in carrying out his responsibilities under the Constitution, the Public Finance Ordinance 2010 and other relevant legislation.

Whilst the constitution provides that the remuneration of the Chief Auditor shall be charged upon the Consolidated Fund, the operating costs of the Audit Service are managed through the St Helena Audit Service Trading Account as set up by the Special Fund (St Helena Audit Service Trading Account) Order, 2013¹.

The Special Fund captures the operating expenditure of the Saint Helena Audit Service and the income arising from fees charged for audit work. Accordingly the Audit Service does not require direct appropriations from the Saint Helena Government Consolidated Fund. Governance oversight is provided by the Public Accounts Committee which approves the Audit Service annual budget estimates.

This strategic audit plan sets out the work that the Chief Auditor plans to carry out in the three-year period 2015/16 to 2017/18, the resources that we expect to use in carrying out that work, and the fee income that we anticipate receiving.

SCOPE OF WORK

The Chief Auditor may perform work through his staff employed within the Saint Helena Audit Service or may engage a firm of qualified accountants to perform work on his behalf.

The Chief Auditor may need to perform various forms of engagement to meet the audit reporting requirements of government and other statutory bodies:

- Financial Audit
- Independent Examinations
- Certification
- Agreed upon Procedures
- Performance Audit

FINANCIAL AUDIT

A financial audit is an independent examination of financial statements resulting in an audit opinion and a management letter. It is carried out under International Standards of Audit (UK & Ireland), known as ISAs. The Interpretations Ordinance defines an audit as “an independent examination of financial statements resulting in a report, which, where it relates to an entity whose gross income exceeds £500,000, or whose gross income exceeds £250,000 and gross assets exceed £3.26 million, shall comply with the International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board.”²

The Audit Service conducts such audits using its Financial Audit Manual, completed in January 2014. This is a fully ISA compliant methodology for which audit staff have received training.

INDEPENDENT EXAMINATION

An independent examination is an assurance service provided to a body which does not meet the requirement for an ISA compliant audit. An examination provides a lower level of assurance, and is

¹ Legal Notice No. 11 of 2013

² Interpretation (Amendment) Ordinance 2014

conducted in accordance with best practice as set out in International Standard on Review Engagements (ISRE) 2400 (Revised), *Engagements to Review Historical Financial Statements* and other relevant guidance such as the Charity Commission's *Independent examination of Charity Accounts: Examiner's Guide*.

CERTIFICATION

Certification is the provision of services to the level described in a certificate which the Chief Auditor is requested to sign. Depending on the nature of the certification, such work may be conducted in accordance with an appropriate assurance framework but normally as a Review Engagement under ISRE 2400. Most of the work in this area relates to the certification of aid fund statements on behalf of donor organisations including DFID.

AGREED UPON PROCEDURES

Agreed upon Procedures are procedures that are carried out on behalf of others so that they may interpret the results themselves. When carrying out agreed upon procedures, the Audit Service reports the results of the procedures but does not provide any assurance. Agreed upon Procedures are conducted in accordance with International Standard on Related Services (ISRS) 4400, *Engagements to Perform Agreed-upon Procedures Regarding Financial Information*.

PERFORMANCE AUDIT

A Performance Audit is designed to establish whether adequate arrangements are in place to secure value for money in the use of public resources. The Chief Auditor is required to make such enquiries and investigations on behalf of the Legislative Council as he considers necessary or appropriate to determine whether resources have been used with proper regard to economy, efficiency and effectiveness.³

A Performance Audit Manual remains under development pending further technical assistance in developing audit methodology in this area. In the interim we have adopted the International Standards for Supreme Organisations ISSAI series 300 and 3000 published by INTOSAI which cover Performance Audit principles and guidance.

KEY SERVICE CHALLENGES

PROVIDING A WIDE SCOPE AUDIT

The Chief Auditor is responsible for the statutory external audit of government and other statutory entities St Helena. These responsibilities include both the audit of financial statements requiring an independent auditors report and performance audits designed to assess whether value for money is secured in the use of resources.

The Public Accounts Committee operating on behalf of elected representatives in Legislative Council is mandated to ensure that public bodies have properly discharged their stewardship and accountability, in terms of true and fair financial reporting, and can also demonstrate economy efficiency and effectiveness in their use of public resources. In doing so the Public Accounts Committee has a specific interest in the work of the Chief Auditor including performance audit reports and audit reports on published financial statements.

³ Public Finance Ordinance 2010 29(2)(a)

MEETING THE DEMANDS OF INTERNATIONAL STANDARDS ON AUDITING

The Chief Auditor is required under statute to conduct his audits in accordance with International Standards on Auditing – these ISAs are exacting professional standards and there are no tolerances. Indeed the standards are designed to address the expectation gap between stakeholders and auditors by ensuring that an audit is properly defined and executed so that the resultant independent auditors report is soundly based and provides an objective and reliable position statement.

With Technical Cooperation support the Saint Helena Audit Service developed in 2014 an audit approach and quality manual procedures capable of delivering an ISA compliant audit. However putting this policy into practice will require further investment in professional and vocational training and support so that the technical approach becomes an operational reality. There is also clear scope to support local implementation through a packaged audit management system.

MULTIPLE BODIES WITH DIFFERENT REPORTING FRAMEWORKS

The public sector divestment strategy which is required to diversify and grow the economy of St Helena will increase the external audit workload as new entities are established and therefore require an independent audit report to maintain an effective line of accountability to the public.

These various entities are required to report in accordance with a recognised financial reporting framework. The different accounting frameworks are designed to be appropriate to the nature of the entity so as to provide fair financial reporting. But equally these all require professional level understanding and application in terms of both the preparer of the accounts and the function of the auditor.

SHG's move to accruals accounting under the International Public Sector Accounting Standards (IPSAS) is welcomed in terms of quality, consistency and comparability but this has also increased workload in the short to medium term as the standard is far more demanding on the preparer and the auditor.

SIGNIFICANT BACKLOG IN FINANCIAL REPORTING

The step change required in the adoption of the new accounting frameworks with limited expertise available to prepare accounts across multiple sectors has caused a significant backlog in accounts production. For the majority of public bodies the statutory accounts are complete audited and reported up to and including 2012/13. But for some bodies those for the financial years 2012/13 and 2013/14 are unreported including significantly the financial statements of St Helena Government.

As the backlog in accounts preparation is cleared and accounts are produced and submitted for audit there will be a corresponding impact upon the Saint Helena Audit Service in having the capacity to clear the backlog in addition to current workflow.

A plan has been agreed between the Chief Auditor and the Financial Secretary to recover the backlog in financial reporting and bring the Financial Statements of Government up to date – Appendix A. In the first two years of this strategic audit plan there will be the equivalent of four years audit workload to complete before normal workflow is restored.

RECRUITMENT RETENTION AND DEVELOPMENT OF STAFF

The shortage in human resource capital is evident across all sectors in St Helena as the economy expands faster than the labour supply. The availability of accounting and finance skills has been identified as a particular labour market shortage enabling immigration work visas to be issued.

Technician level accounting staff (CAT qualified) remain in demand and even the commercial sector has advertised repeatedly for staff without being able to fill vacancies. Professionally accounting staff (CCAB qualified) capable of issuing financial statements as responsible preparers and reporting upon them as appointed auditors are scarce.

The staff resources in the Saint Helena Audit Service have become depleted, over the past 3-years in particular, as the Service has not been able to compete in salary terms to retain or recruit either technical or professional accounting staff.

Members of the Chief Auditor's staff in the Saint Helena Audit Service are employed under the same administrative rules and conditions of service as apply generally to any public officer. More recently market forces supplements (MFS) have been used with some success to recognise qualifications and experience and therefore improve overall remuneration.

At the same time the demands of the new accounting and auditing standards are changing the nature of the audit work from transaction based routines to more complex procedures involving analysis evaluation interpretation and judgement. The shift from clerical to technical and professional is marked with the new standards and this has necessitated a change in the configuration of the external audit team.

STRENGTHENING THE STATUTORY AUDIT FUNCTION

REBUILDING THE STAFF RESOURCE IN THE ST HELENA AUDIT SERVICE

Over the term of this strategic plan the staff resources available to the Chief Auditor through the Saint Helena Audit Service will be rebuilt and developed to provide a professional and sustainable public audit service.

An internal restructuring will be implemented which deletes two vacant auditor level positions and in their place establishes a Senior Auditor and Performance Audit Manager. The overall headcount remains unchanged but capacity and capability is established to enable a VFM programme to be developed meeting PAC needs in addition to driving forward professional quality financial audit work.

Technical Cooperation support is anticipated to be required in funding the two professionally qualified Audit Manager level positions. Inward secondments from other audit institutions will be welcomed in filling these vacancies. The technician level or part-qualified Senior Auditor positions are expected to invite interest by returners or offshore candidates with the market forces supplement.

ENGAGING A PROFESSIONAL SERVICES FIRM

The Finance Ordinance enables the Chief Auditor to appoint any suitably qualified person to audit accounts and report the results to him. This provision will enable the Chief Auditor to put a group of financial audits out to tender and invite professional firms to compete for a professional services contract.

The benefit of such an arrangement is that the responsibility for provision of suitably qualified resources to service the contract will rest with the professional firm. It will also provide flexibility in terms of servicing an increased workload over the next 24 months whilst the backlog in accounts reporting is cleared.

SHG procurement services will assist in the design of service specifications and contract terms for inviting tenders from professional accounting firms.

PLANNED WORK PROGRAMME

AUDITS TO BE OUTSOURCED

Discussions have been held with those statutory bodies which lend themselves to outsourced audit services and agreement in principle secured to an outsourced solution. Table 1 details out the bodies and those outsourced audits will fall in each of the next three-operational years.

Entity	During 2015/16	During 2016/17	During 2017/18
Enterprise St Helena	2013/14 and 2014/15	Return to SHAS	Return to SHAS
Connect St Helena Ltd	2013/14 and 2014/15	2015/16	TBC
Bank of St Helena Ltd	2014/15	2015/16	TBC
Tristan da Cunha	2012 and 2013	2014 and 2015	2016

Indeed of the above entities Enterprise Saint Helena is the only audit required under law to be undertaken by the Chief Auditor or an auditor approved by the Chief Auditor. Accordingly there is merit in returning the ESH audit back to SHAS when the SHG backlog is cleared and internal capacity is restored.

In the case of Companies operating under the Companies Ordinance there is no obligation for the statutory audit to be performed by the Chief Auditor. Permission was granted on 8 November 2013 for the Chief Auditor to conduct the audits of Connect St Helena, the Bank of St Helena (and South Atlantic Media Services). The Chief Auditor can undertake such audits if (a) he is authorised in writing to do so by the Governor in the public interest; and (b) in the opinion of the Chief Auditor, such audit... will not interfere with the due performance of his duties and the due exercise of his powers under this Ordinance.⁴ Clearly these audits are now adversely impacting on the performance of the statutory audit function in respect of the financial statements of Government.

To secure best value through economy of scale these statutory bodies will participate in the joint procurement arrangement but will then individually enter into a professional services contract directly with the audit supplier.

AUDITS TO BE PERFORMED BY SHAS

The Audit Service plans to conduct work in the period 2014/15 to 2017/18 is shown in the tables below. For each area of activity, an indicative fee has been calculated. This is not necessarily the fee that will be charged. It is an early estimate of the likely cost of the audit. A more accurate estimate of the costs will be agreed with each body when the audit planning work for each body is complete.

The opinion deadlines are as set out in statute, where statute sets such a deadline. In the case of Saint Helena Government, the deadline is 6-months after the Financial Secretary submits the financial statements to the Chief Auditor. Until the backlog in financial reporting and audit is clear these statutory reporting deadlines will not be met. The SHG forward accounts plan anticipates that normal timetables will be resumed for the reporting of financial years 2016/17 onward.

⁴ Public Finance Ordinance 2010 32 (1)

Whilst there is no current statutory obligation upon the Financial Secretary in terms of accounts preparation the declared intention is to amend the Public Finance Ordinance to require accounts preparation within 4 months of year-end, and audit completion within 5-months of year-end, thereby enabling audit reporting of the Financial Statements of Government within 9-months of the financial year-end.

FINANCIAL AUDIT

Each financial audit will include at least:

- Engagement Letter
- Audit Strategy
- Independent Auditors Report
- Management Letter

Audit	Opinion Date	2015/16	2016/17	2017/18
Saint Helena Government 2012/13	30-Sep-15	√		
Saint Helena Government 2013/14	31-Jan-16	√		
Saint Helena Government 2014/15	30-Apr-16	√	√	
Saint Helena Government 2015/16	31-Dec-16		√	
Saint Helena Government 2016/17	31-Dec-17			√
SHG Currency Fund 2013/14	30-Jun-15	√		
SHG Currency Fund 2014/15	30-Sep-15	√		
SHG Currency Fund 2015/16	30-Sep-16		√	
SHG Currency Fund 2016/17	30-Sep-17			√
SHG Pension Scheme 2012/13	30-Sep-15	√		
SHG Pension Scheme 2013/14	31-Jan-16	√		
SHG Pension Scheme 2014/15	30-Apr-16	√	√	
SHG Pension Scheme 2015/16	31-Jul-16		√	
SHG Pension Scheme 2016/17	31-Jul-17			√
Bulk Fuel Installation 2014/15	30-Nov-15	√		
Bulk Fuel Installation 2015/16	31-Oct-16		√	
Bulk Fuel Installation 2016/17	30-Sep-17			√
Enterprise Saint Helena 2015/16	30-Sep-16		√	
Enterprise Saint Helena 2016/17	31-Sep-17			√

INDEPENDENT EXAMINATION

Each independent examination will include:

- Engagement Letter
- Engagement Strategy
- Independent Examiners Report
- Management Letter

Audit	Opinion Date	2015/16	2016/17	2017/18
South Atlantic Media Services 2013/14	30-Jun-15	√		
South Atlantic Media Services 2014/15	31-Jan-16	√		
South Atlantic Media Services 2015/16	30-Nov-16		√	
South Atlantic Media Services 2016/17	30-Sep-17			√

Audit	Opinion Date	2015/16	2016/17	2017/18
Saint Helena Fisheries Corp 2014/15	30-Sep-15	√		
Saint Helena Fisheries Corp 2015/16	30-Sep-16		√	
Saint Helena Fisheries Corp 2016/17	30-Sep-17			√
Saint Helena National Trust 2014/15	30-Sep-15	√		
Saint Helena National Trust 2015/16	30-Sep-16		√	
Saint Helena National Trust 2016/17	30-Sep-17			√

CERTIFICATION

Each certification will include a Certificate issued upon the Aid Fund Statement in accordance with the Memorandum of Understanding between SHG and the grant funding body.

Audit	Opinion Date	2015/16	2016/17	2017/18
MOU – Enterprise St Helena 2014/15	31-Dec-15	√		
MOU – Enterprise St Helena 2015/16	31-Dec-16		√	
MOU – Enterprise St Helena 2016/17	31-Dec-17			√
MOU – Technical Cooperation 2014/15	31-Dec-15	√		
MOU – Technical Cooperation 2015/16	31-Dec-16		√	
MOU – Technical Cooperation 2016/17	31-Dec-17			√
MOU – EDF 10 infrastructure 2014/15	31-Dec-15	√		
MOU – EDF 10 infrastructure 2015/16	31-Dec-16		√	
MOU – Air Access Project	31-Dec-16		√	
MOU – TBC	TBC	√	√	√

There may be other certification requirements arising from specific development aid projects which will be accommodated as required – these are marked TBC in the above table

AGREED UPON PROCEDURES

Each agreed upon procedures will include:

- Engagement Letter
- Agreed upon Procedures Report

Audit	Opinion Date	2015/16	2016/17	2017/18
Basil Read Stock Check	10-Feb-16	√		
Financial Services Regulatory Authority	TBC	√	√	√

PERFORMANCE AUDIT

Each performance audit will include:

- Audit Scope
- Audit Report

Audit	2015/16	2016/17	2017/18
Performance Audit 1	30-Sep-15	30-Sep-16	30-Sep-17
Performance Audit 2	31-Mar-16	30-Sep-16	30-Sep-17
Performance Audit 3		31-Mar-17	31-Mar-18

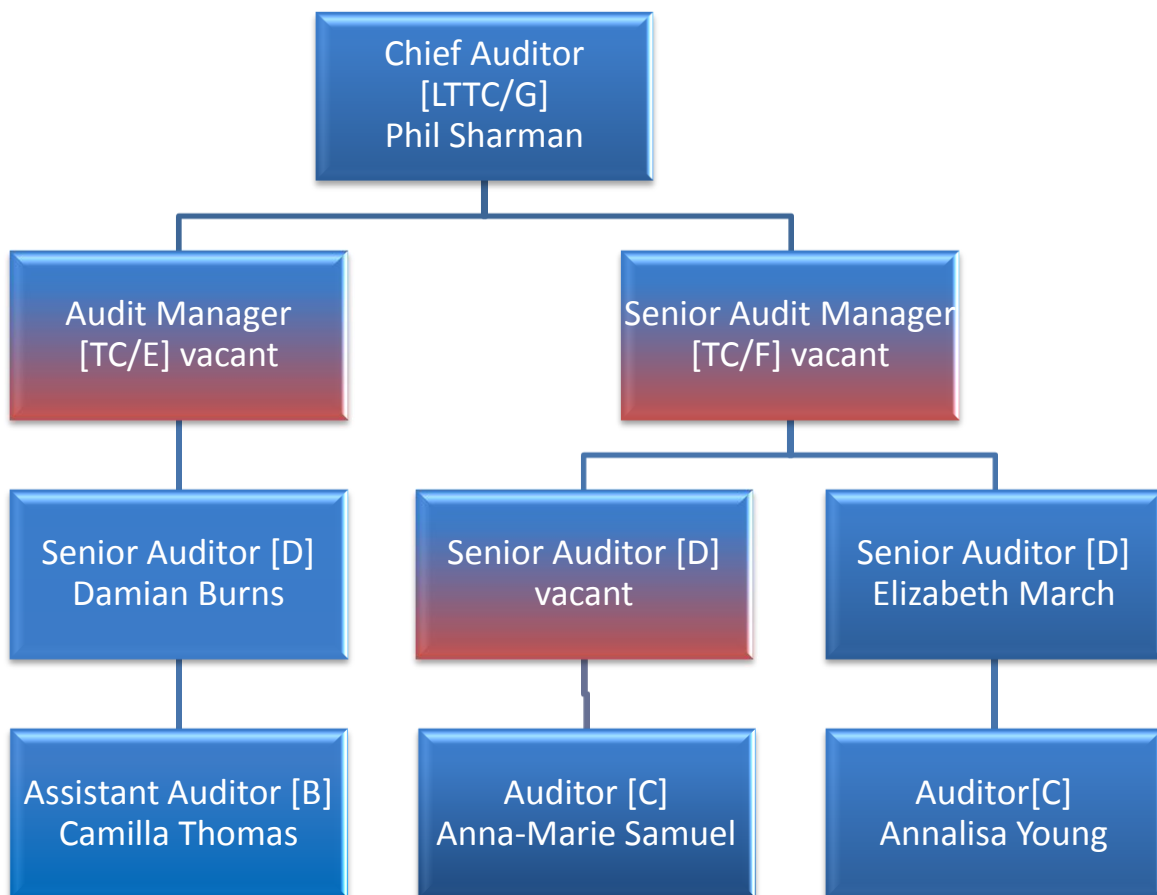
Audit	2015/16	2016/17	2017/18
Performance Audit 4		31-Mar-17	31-Mar-18

The Performance Audits to be carried out will be confirmed after consultation with all relevant stakeholders. In addition provision has been made for on-going support and advice to Public Accounts Committee. This provision will also cover the production of PAC briefing papers and special reports on any matters of importance identified by the Chief Auditor.

TEAM STRUCTURE

An internal restructure will take formal effect from April 2015 – Figure 1 below sets out the new structure positions pending recruitment marked in red. Total headcount remains unchanged at Chief Auditor plus eight staff members but professional capacity is increased at Audit Manager and Senior Auditor grade. This change reflects the increased complexity of the audit function and skills required to achieve compliance with international standards on auditing.

FIGURE 1 AUDIT SERVICE TEAM STRUCTURE 2015



The enhanced role of Senior Audit Manager will lead two sub-teams with prime responsibility for operational delivery and leading the financial audit programme. For the two-year period April 2015 to March 2017 this established position will be covered through Short Term Technical Cooperation in the form of a Financial Audit Manager specifically dedicated to backlog clearance.

The position of Performance Audit Manager is re-established leading VFM audit and providing PAC support. For the two-year period September 2015 to August 2017 this role will be covered through Short Term Technical Cooperation with a focus on design and implementation of a performance audit manual and delivering a rolling programme of value for money audit work.

Matrix team working at Senior Auditor, Auditor and Assistant Auditor level allows flexible deployment across both financial and performance work-streams. It also provides opportunity for local staff to undertake technician and professional level studies and therefore internal progression.

Appointments to the training grade are used to enable staff to develop the qualifications and skills required whilst in-post – four staff members are currently in training grades pending completion of a structured training programme which will extend over a two-year period.

SPECIAL FUND ESTIMATES

The budgeted cost of operating the Saint Helena Audit Service is shown in the table below – subject to PAC approval these will form the financial estimates for the operation of the Special Fund.

	2014/15 Approved Budget £	2015/16 Draft Budget £	2016/17 Draft Budget £	2017/18 Draft Budget £
REVENUE				
Financial Audits – SHG	67,272	164,990	110,250	68,740
Financial Audits – NGO	90,117	98,007	43,193	81,273
Performance Audits	20,466	38,080	66,640	66,640
	177,855	301,077	220,083	216,653
EXPENDITURE				
Employee costs	88,140	188,909	191,619	189,357
External contractors [note 1]	0	45,000	0	0
Property costs [note 2]	8,720	7,500	7,500	7,500
Other operating costs	19,140	19,851	19,851	19,451
	116,000	261,260	218,970	216,308
OPERATING SURPLUS	61,855	39,817	1,113	344
Forecast surplus 2014/15 [note 3]	0			
Special Fund surplus [b/f]	3,946	3,946	43,763	44,876
Special Fund surplus [c/f]	3,946	43,763	44,876	45,220

Note 1 – provision for contracted-out service to perform the ESH audits for 2013/14 and 2014/15

Note 2 – property costs in this analysis include contracted-out cleaning cost services

Note 3 – forecast outturn for 2014/15 anticipated to be a break-even position as revenues from performing SHG audits will not arise due to backlog in accounts production

In revenue terms the income reflects the changing pattern of audit provision over the term of the Strategic Audit Plan. An increasing share of income will fall upon SHG reflecting our focus on the financial statements of Government whilst the backlog is cleared. The transfer of NGO audits to external provision would reduce income further albeit the audit of ESH in 2013/14 and 2014/15 will be sub-contracted through a firm on behalf of the Chief Auditor so the Special Fund makes provision for both that income and expense.

In addition we intend to meet our statutory obligation to examine economy efficiency and effectiveness in accordance with section 29(2)(a) of the Public Finance Ordinance by establishing internal capacity to deliver a programme of performance audits and provide professional support PAC and generally promote good governance and accountability in the public administration of St Helena.

SHG will meet the recharged cost of this mandatory work-stream as a line item rather than seeking to recover the costs from the individual areas subject to review.

The Special Fund approved budget estimates presented for 2014/15 excluded the salary costs met by DFID through Technical Cooperation funding. The forward budget estimates for 2015/16 onwards now include the local equivalent salary and market forces supplement for any position currently provided through Technical Cooperation – an equivalent contribution will then be paid into the relevant TC fund. This will mean that the Special Fund budget will retain the provision to hire to all established positions. Moreover the audit fee rates will reflect the true local economic rate so there is no untargeted subsidy provided to those bodies that receive audit services.

In accordance with the Public Finance Ordinance 2010, money which is surplus to that required to meet the liabilities of the Special Fund may be transferred to the Consolidated Fund. Such distributions may be made in due course and for the purpose of these estimates the balance on the Special Fund is shown to be carried forward.

APPROVAL BY PAC

Expenditures for Special Funds, as trading activities, are not required to be appropriated under the Public Finance Ordinance. However, by convention of Legislative Council the forward plans of the Saint Helena Audit Service and the associated Special Fund budget estimates are reviewed by the Public Accounts Committee.

At its meeting of 27 January 2015 the Public Accounts Committee:

- Endorsed the Strategic Audit Plan for the Saint Helena Audit Service for the period 2015/16 to 2017/18
- Approved the Audit Service Special Fund budget estimates at Appendix B to form part of the Saint Helena Government Budget Estimates for 2014/15.

With the agreement of the Chief Auditor the PAC determined in the interests of openness and transparency to lay the Strategic Audit Plan and Estimates before the next session of Legislative Council.



Phil Sharman
Chief Auditor
Saint Helena Audit Service

3 March 2015

APPENDIX A

SHG FINANCIAL AUDIT PLAN 2014/15 TO 2016/17

Financial Statement	Financial Year	Opinion Deadline	Submission to Auditors	Audit Opinion	2014/15		2015/16				2016/17			
					Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Saint Helena Government	2012/13	None	19-Dec-14	30-Sep-15										
Saint Helena Government	2013/14	None	15-Jul-15	31-Jan-16										
Saint Helena Government	2014/15	None	15-Oct-15	30-Apr-16										
Saint Helena Government	2015/16	None	15-Jul-16	31-Dec-16										
MOU - Restoration of Bastard Gumwood	2011/12	31-Dec-12	27-Oct-14	28-Feb-15										
MOU - Restoration of Bastard Gumwood	2012/13	31-Dec-13	27-Oct-14	28-Feb-15										
MOU - Restoration of Bastard Gumwood	2013/14	31-Dec-14	03-Nov-14	28-Feb-15										
MOU - Tourist Development Grant 2010/13	2012/13	31-Dec-13	27-Oct-14	28-Feb-15										
MOU - STTC 2012/14	2012/13	31-Mar-14	27-Oct-14	28-Feb-15										
MOU - STTC 2012/14	2013/14	31-Mar-15	03-Nov-14	28-Feb-15										
MOU - Education Sector Support Programme P2	2012/13	None	27-Oct-14	28-Feb-15										
MOU - Education Sector Support Programme P2	2013/14	None	03-Nov-14	28-Feb-15										
MOU - SHDA Implementation Phase	2012/13	31-Dec-13	27-Oct-14	28-Feb-15										
MOU - STTC 2014/15	2014/15	31-Mar-16	01-Oct-15	01-Dec-15										
MOU - Support to ESH 2013/16	2013/14	31-Mar-15	03-Nov-14	15-Jan-15										
MOU - Support to ESH 2013/16	2014/15	31-Mar-16	01-Oct-15	31-Mar-16										
MOU - Support to ESH 2013/16	2015/16	31-Mar-17	01-Oct-16	01-Dec-16										
SHG Pension Scheme	2012/13	31-Oct-13	31-May-15	30-Sep-15										
SHG Pension Scheme	2013/14	31-Oct-14	31-May-15	31-Jan-16										
SHG Pension Scheme	2014/15	31-Oct-15	31-May-15	30-Apr-16										
SHG Pension Scheme	2015/16	31-Oct-16	31-May-16	30-Jun-16										
SHG Currency Fund	2013/14	31-Mar-15	19-Jan-15	30-Jun-15										
SHG Currency Fund	2014/15	31-Mar-16	30-Jun-15	30-Sep-15										
SHG Currency Fund	2015/16	31-Mar-17	30-Jun-16	30-Sep-16										
JNCC: Darwin Project 19-031 – Marine Biology	2012/14	31-Mar-15	31-Dec-14	31-Mar-15										

BUDGET SUMMARY

Subhead	Budget 2014/15	New Draft Budget		
		2015/16	2016/17	2017/18
EMPLOYEE COSTS	88,135	188,909	191,618	189,357
PROPERTY COSTS	4,508	3,300	3,300	3,300
SUPPLIES AND SERVICES	1,724	3,250	3,250	2,850
ADMINISTRATION COSTS	7,410	8,645	8,645	8,645
OTHER EXPENDITURE	0	1,400	1,400	1,400
PAYMENTS TO CONTRACTORS	5,100	49,200	4,200	4,200
RECHARGES PAID	9,123	6,556	6,556	6,556
GROSS EXPENDITURE	116,000	261,260	218,970	216,308
FINES & FEES RECEIVED	90,117	98,007	43,193	81,273
Audit Fees - External	90,117	98,007	43,193	81,273
RECHARGES RECEIVED	87,738	203,070	176,890	135,380
Audit Fees - SHG	87,738	203,070	176,890	135,380
TOTAL REVENUE	177,855	301,077	220,083	216,653
SURPLUS/ (DEFICIT)	61,855	39,817	1,113	344