



GOVERNMENT OF ST HELENA

OPERATIONAL PLAN

Corporate Services Directorate

2015-2018

Version no: one

Prepared By: Various Authors

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SECTION 1 CONTEXT AND ANALYSIS

1 Introduction

Corporate Services consists of a mêlée of functions including Policy and Planning, Finance, Human Resources, Information Services, Public Relations and admin and accounts support functions. The Support function includes support to the Judiciary, Attorney General's Chambers and the Governor's office and residence. Whilst the Internal Audit function sits under the umbrella of Corporate Services, it retains its independence and the Head of Internal Audit reports directly to the Chief Secretary.

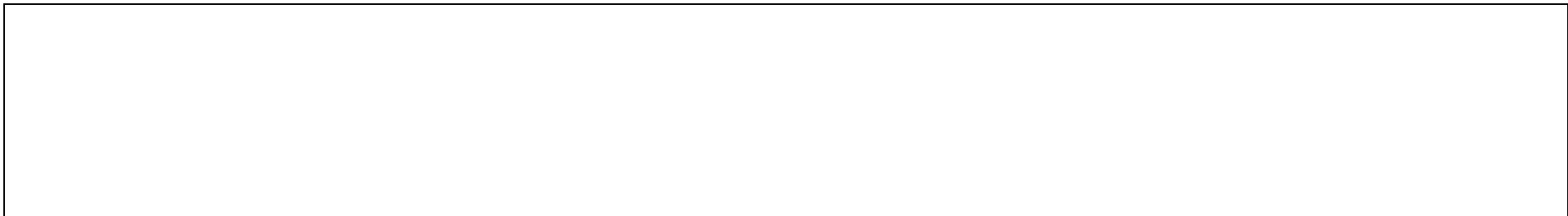
2. Your organisation's structure and resources

The role of Corporate Services is to support the Chief Secretary in ensuring the smooth running of the Public Service and the excellent delivery of Government provided services. To achieve this, Corporate Services will:

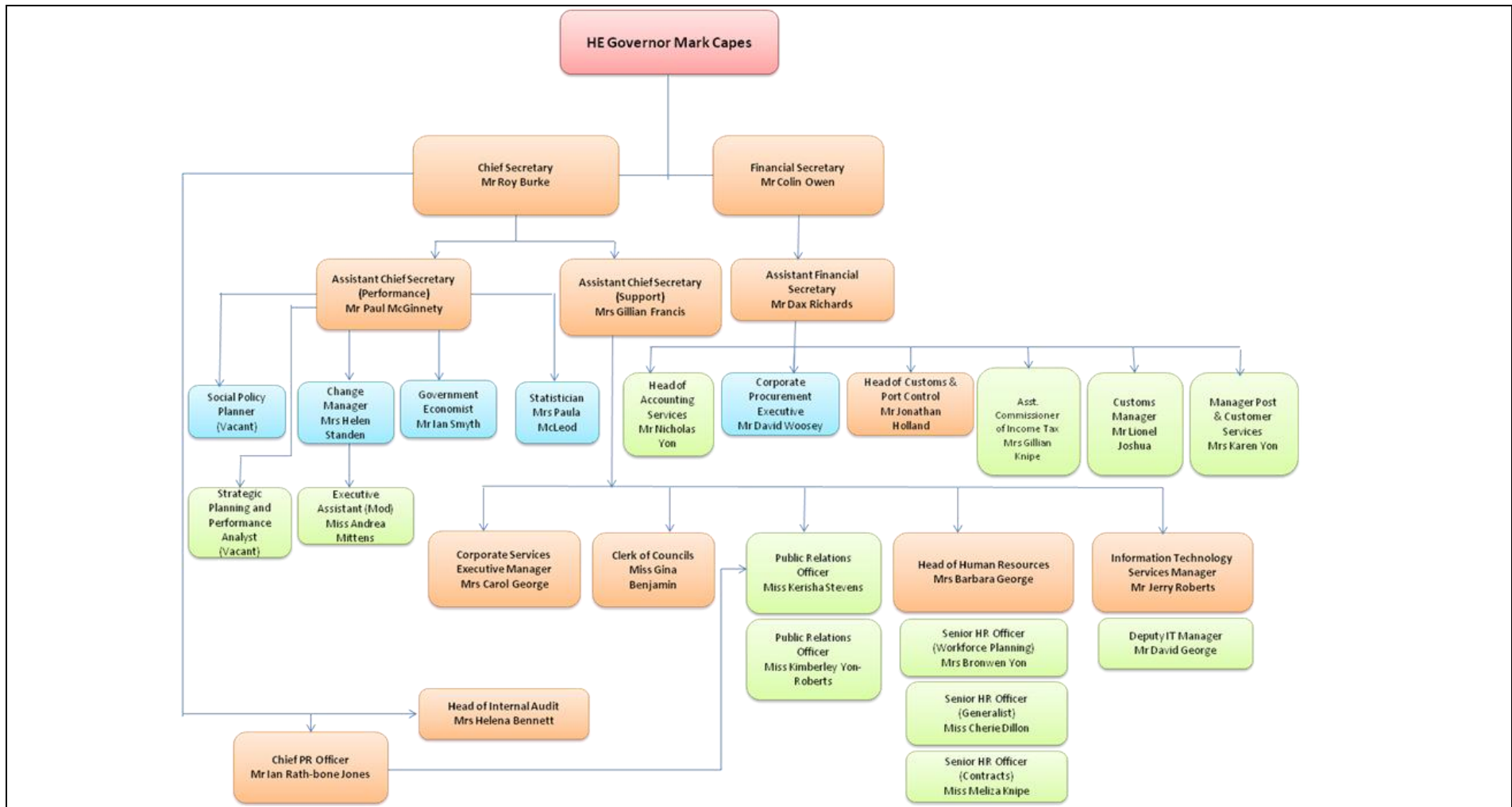
- Support Directorates in ensuring all service areas are prepared for the opening of the airport in 2016
- Drive government wide mobility, development and talent management of staff, with emphasis on succession planning
- Lead an organisation wide approach to the support, reward, development and management of employees so that consistent levels of high performance are the norm.
- Enable performance comparison based upon transparent and consistent metrics across Corporate and Shared Service operations.

- Drive efficiency, best practice and continuous innovation to ensure overall government effectiveness and productivity.
- Provide transparency and visibility of the services delivered and their cost relationship (including both operating and investment costs).
- Proactively manage the risks that could hinder the achievement of the services provided
- Encourage and facilitate a consistent approach across SHG in the delivery and standards of service whilst taking into account differences between directorates.
- Support directorates to provide improved levels of service (based against the current baseline service), whilst not degrading current service during transition.
- Support directorates to align user expectations of service (tangible and intangible) with agreed levels of service
- Support directorates to improve current areas of poor service.
- Support directorates in creating and maintaining effective systems of internal control.
- Monitor and report the progress against the goals and strategic objectives to key stakeholders
- Support the identification and implementation of new/innovative ways of managing public services.
- Provide independent and objective assurance assessments on the systems of internal control
- Focus on raising revenue and through Customs play an important role in the protection of society.
- Ensure Finance is focused on the management of financial resources, reporting on the costs and performance of government activities and providing advice in support of policy decisions

3. Organogram



Operational Plan for Corporate Services Directorate | 2015-18



4. The services you provide

We deliver the following services:

- Coordinating the business of government, including supporting the Legislative and Executive Councils, national affairs and managing corporate information.
- Ensuring that policies are coherent, consistent and current by supporting directorates and Council Committees with policy management
- Facilitating the annual planning process, ensuring the quality of the plans and coordinating performance reporting
- Integrating the management of personnel with core management activities and moving towards a more flexible organisation in order to achieve its strategic goals.
- A central Contract Management Unit supporting airport operations and other major contracts
- Facilitating development of individuals to build local capacity.
- Supporting directorates with public relations and communications, including planning, coordination and delivery of key messages as necessary.
- Providing Information Technology strategies and systems for the efficient running of SHG, and supporting their operation.
- Supporting the Public Service's drive to improve its effectiveness and efficiency.
- Ensuring there are adequate systems of effective internal controls, risk management and corporate governance through independent and objective assessments.
- Customer Service Centre, provide direct support and services to members of the public.
- Financial support to all directorates and managing the day to day finances of Government.
- Research and information services within and outside of SHG
- Administrative and accounting support

The Chief Secretary is the head of the Public Service. In carrying out his responsibilities for ensuring the professionalism of its members and the excellence of the delivery of services, he is supported by the Business Delivery Group. The Officers which make up this group are responsible for the smooth running of services shared by the remaining Public Service and therefore have a significant role to play.

Policy and Planning

The Corporate Policy and Planning Unit (CPPU) provides a consistent and coherent approach to the development of St Helena Government's (SHG) goals and strategic objectives, a framework for the translation of these goals into actions and a comprehensive approach to monitoring and reporting on SHG performance.

CPPU has corporate responsibility for:

- Effective cooperation and coordination across SHG
- Ensuring effective organisational planning and continuous improvement
- Effective management of corporate resources
- Monitoring SHG's performance
- Official Statistics for St Helena
- Providing technical expertise economic, statistical and social policy

CPPU supports directorates in the following areas:

- Achieving planned outputs (Performance Management)
- Policy formulation and implementation
- Strategic advice and planning
- Budget and resource allocation
- Efficiency and Productivity – continuous improvement
- Political input; council committee support identifying and interpreting appropriate statistical data sources to enable evidence based decision making
- Developing effective information and data management systems
- Appraisal of economic and social impacts of projects/ business cases
- Ensuring correct application of performance management, risk management and MTEF

The CPPU hosts the specialised expertise of a number of long-term Technical Co-operation (TC) officers supported by a team of highly motivated and dedicated local officers. Due to the diverse portfolio held by the unit CPPU frequently hosts short-term TC officers recruited to

enable SHG to achieve cross-cutting strategic priorities

The management of **Corporate IT** is currently performed by the Information Technology Section, which is situated in the Castle complex. The IT Section Manager is responsible to the Assistant Chief Secretary (Support) for the effective and efficient management, organisation and administration of the IT Section and the services it provides to SHG and others. This includes determining and maintaining IS/ICT Strategies, Policies and Procedures and the provision of technical support services to SHG and approved non-government organisations. The Section is supported by administration, technical support staff and a software developer. The IT Section Manager is overall responsible for all IT equipment; this includes Physical and Financial Assets. The Physical Assets, which amounts to approximately £1.25m includes 487 computers, 282 laptops, 283 printers, 30 File/Print Servers, 10 Internet/Email Servers, 73 UPS Systems, 49 Projectors and 45 Photocopiers.

The IT mission is to provide effective, robust and innovation solutions, which will enable Government to support its goals and aspirations in accordance with the organisation's strategic objectives.

Corporate Information Technology services include:

- Help Desk Support
- Computer Repairs and Upgrades
- Photocopier Installation and Repairs
- Virus Protection / Firewall Protection / Spyware Removal
- Centralised Server Administration
- Network Installation and Repairs
- Server and Workstation Security
- Emergency Data Recovery
- Remote Support and Maintenance
- Remote Computing / VPN Solutions
- Software Development
- IT Consultancy
- Audio/Visual equipment and support
- Video Conferencing
- Hardware/Software Installation and Support
- Desktop, server and networking support
- Procurement and after sales support

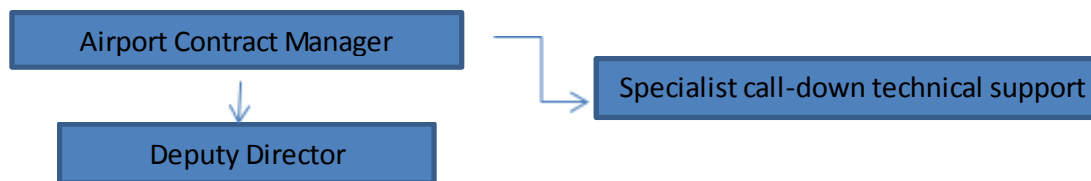
In Providing Services, Corporate IT Values:

- the professionalism of our staff;
- effective communication, including your feedback on our services;
- our approachability;
- developing and maintaining positive relationships;
- continuous improvement and innovation;
- our support services;
- our ability to help you get the most from technology;

Corporate Support provides high level support to the Elected Members, internal and external customers including other Directorates. The section is responsible for information and research services, facilitation of appointments to Statutory Boards and Committees, administrative support for the Governor's Office, Musuem, Attorney General's Chambers and Judicial services. Public Relations also sits within this section and provides the central point of contact for local and overseas media inquiries.

Services include contact point for requests for information under the Code of Practice for Public Access to SHG Information and point of contact for receipt of customer complaints. Internal customer services include oversight and the management of Sharepoint, which will become the central point for information sharing within SHG.

The **Contract Management Unit** is a new function that will be fully operational by 1st February 2016. An Airport Contract Manager will be recruited in the first half of the 2015/16 financial year to establish the Contract Management Unit, the prime responsibility of which will be to manage and administer key access related contracts, such as the Air Service Provider, Phase 2 of the Design Build and Operate Contract and the Fuel Installation management contract. The proposed structure is:



Public Relations

The overall objective of the **Public Relations Office** is to refine and implement SHG's Strategic Communications Plan, coordinating all SHG communications activity, linking directly to the vision set out in the SDP. This includes supporting and advising the Governor, Chief Secretary, officials and Councillors on all communications and media matters. Central to this objective, the team leads the drive to shift mindsets on the Island, to encourage economic growth and to further raise St Helena's profile.

The Public Relations Office is responsible for developing and implementing individual communication strategies using a variety of activities to build and maintain good relationships between SHG and its audiences.

The PR Office supports all SHG Directorates with their external communications needs. This includes:

- Communications Planning
- Assisting Directorates in promoting and publishing stories to positively raise profiles
- Answering media enquires and providing advice on all communications activity
- Drafting and issuing material for publication
- Providing film and camera assistance to Directorates

Other services provided by the PR Office include:

- Identifying, researching, writing and publishing news stories for both on and off Island audiences (through press releases, newsletter articles etc)
- Advising, supporting and assisting officials and Councillors on communication skills and techniques, inc. radio and interview coaching
- Producing forward communications plans on SHG policy announcements and issues of a controversial nature
- Producing newsletters for specific target audiences
- Assisting with the drafting of speeches for key officials
- Briefing officials on radio interviews and providing scripts
- Maintaining the corporate brand for SHG, designing and implementing templates, working closely with all SHG directorates.
- Researching, filming, producing and editing films to be aired on the SHG website and TV on St Helena.
- Taking and sourcing appropriate imagery to positively represent St Helena in publications and websites.
- Producing content for other organisations, including the UK Overseas Territories Association newsletter and website.
- Providing advice on ExCo memos and reports.

- Monitoring and maintaining SHG's social media presence.
- Managing the SHG and Access websites.
- Dealing with all international and national media enquires.
- Rebuttal of inaccurate media coverage.
- Organising press conferences and PR events as required

The Public Relations Team currently comprises a Chief Public Relations Officer supported by two Public Relations Officers (these job titles are likely to change in 2015). Also in 2015, an additional Press Officer will be recruited.

The team is responsible for all Government external communications including all media enquires, full responsibility for the SHG and Air Access websites, filming for local TV and webcasts, SHG's social media presence and branding. During the 2015/16 financial year, the SHG website will be further developed and enhanced.

The PR Office took over Airport communications from January 2014 and assumed full control of their external communications budget, for the monthly Airport Update newsletters and events commemorating milestones of the Airport project.

The PR Office has a small budget for ad hoc announcements and for small purchases. Physical resources include:

- 3 Desktop computers connected to the SHG server
- 1 stand alone desktop on a separate broadband package for monitoring and maintaining SHG's social media presence, editing and uploading films for website use, etc
- 1 Printer
- 2 phones connected to the main switchboard
- 1 phone with a direct line (22368)
- 1 video camera, 2 tripods, 2 mics, 2 wind protectors, 2 SD cards, 2 XLR leads, 1 memory card converter, 1 hard drive, 1 battery charger, 1 carry bag
- 1 Stills Camera, 1 battery charger, 2 SD cards, 1 carry bag
- 3 dictaphones

The **Judicial Services** section comprises a Chief Magistrate, Judicial Services Manager and a Judicial Services Officer. There are no further sections or divisions and all personnel are based in two adjoining offices at the Castle, Jamestown.

Since the recruitment of the Chief Magistrate the Section is able to provide a demonstrably impartial and independent qualified judge on a daily

basis to preside in the Magistrates' Court and in various legal and quasi-legal commissions, authorities and tribunals. In this respect the Chief Magistrate performs the roles of Coroner, Labour Regulating Authority, Registrar of Lands, President of the Media Commission, President of the Land Development Appeals Tribunal, Chairman of the Utilities Regulatory Authority, Chairman of the Legal Assistance Fund and Superintendent of the Registrar of Companies.

The day to day management of the Section is carried out by the Judicial Services Manager whereas the Chief Magistrate directs matters of a judicial nature.

The Judicial Services Manager, assisted by the Judicial Services Officer, also holds the offices of Registrar of the Court of Appeal, Registrar of the Supreme Court, Clerk of the Peace and Clerk to the said commissions, authorities and tribunals. The Section also includes using the paid services of a non-resident Chief Justice, Justices of the Peace and lay members of said commissions, authorities and tribunals.

Judicial Services provides the following services:

Administration of oaths

Court of Appeal

General legal guidance

HM Coroners

Juvenile Court

Labour Regulating Authority

Media Commission

Magistrates' Court

Office of Public Trustee

Land Development Appeals Tribunal

Registrar of Lands judicial functions

Probate and Letters of Administration

Registration of Charities

Registration of Companies

Registration of Patents & Trade Marks

Supreme Court

Utilities Regulatory Authority

The role of Corporate HR is to:

- Drive government wide mobility, development and talent management of staff.
- Lead an organisation wide approach to the support, reward, development and management of employees so that consistent levels of high performance are the norm.

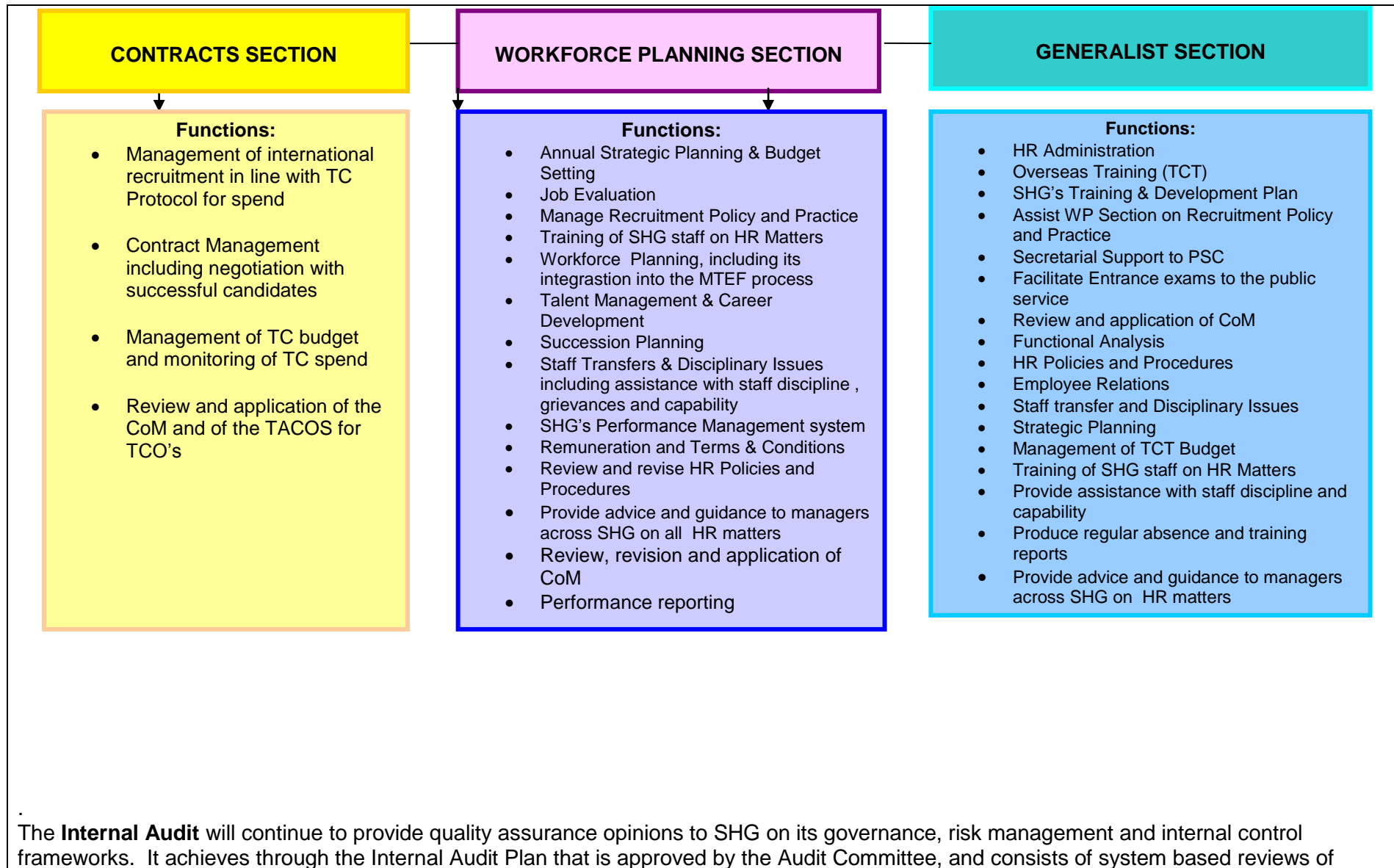
Composition of Corporate HR

Corporate HR comprises of three sections, i.e. 1) Contracts, 2) Generalist and 3) Workforce Planning, each headed by a Senior Human Resources Officer (SHRO), reporting to the Head of Human Resources.

A Short-Term Technical Co-operation post of Senior Human Resources Development Officer also forms part of the team and whose role it is to:

- develop and strengthen the HR function through effective performance management and embedding good HR practice,
- improve HR practices and offer advice and leadership on a range of strategic and operational HR issues, support our Employee Relations (ER) culture by drafting and developing policies in line with local employment legislation, and ensuring all legal documentation and templates are adapted accordingly, and
- ensure that managers and HR staff are sufficiently developed to use ER policies, procedures and tools effectively and consistently.

Corporate HR delivers the following functions under each of the three workstreams:



SHG's Core Systems and risk based reviews of activities identified as high risk to SHG. When required, Internal Audit also carried out special investigations of critical processes or decisions made at the request of Senior Officials. The Internal Audit Office arranges its Audit Plan and processes around the current staff resources to ensure maximum quality output.

5. Your performance to date

This section summarises the results of a review of our performance to date.

Output (Service/Function)	Areas of success	Areas for improvement	Lessons learned	Key challenges for 2015- 2018
Information Services - Archives	Progress in digitisation of the Archives Napoleonic records		Use of volunteers counterproductive as quality of images not to required standard	Achieving completion of digitisation of Napoleonic records before August 2015, which is the 200 th anniversary of the arrival of Napoleon on St Helena
Information Services	Development of a Code of Practice relating to public access to information held by SHG			Meeting the deadlines for provision of information as set out in the Code
Information Services	Reinforcing the use of Sharepoint across SHG	More buy in from Directorates required Investment in IT across SHG to maximise the use of Sharepoint	A need for continuous training necessary to reinforce use of Sharepoint	Continuing to encourage Directorates to maximise use of Sharepoint

Information Services	Preparation of the central file structure/WAN for use once fibre optic link is fully operational		Additional investment in IT necessary to maximise potential of the WAN	Continuing to develop and maximise use of the central file structure in SHG
MTEF	Process completed	More engagement from stakeholders and improved timescales	Yes, process is on track this year with Elected Member involvement from the start of the process	Budget and priorities are going to be a substantial challenge with the competing priorities of business as usual against air access and economic development
Performance management	Monthly update reports were produced for stakeholders	More buyin from key stakeholders	Yes, new robust KPI's are in place and will be managed through the Business Delivery Group	Maintaining focus of stakeholders to ensure performance management is used appropriately
Change Management	Customs review and improvements as a result. Review of land and building sales	Yes, SHG needs to embrace change and relevant improvements that will improve the services that are provided	Yes, needs robust Senior Management support to embed	Yes, the modernisation programme has ceased and the change agenda will be driven through the BDG
Risk Management	Monthly reports produced for stakeholders	Risk management is in its infancy on the island	Yes, new risk process is being produced linked to strategic plans	Updating and mitigating risks and ensuring business continuity
Providing professional advice	All relevant policy decisions have appropriate CPPU involvement	Often input is requested late in the process	Yes, CPPU to be more robust in the process and work closely with key stakeholders	Potentially large numbers of issues to consider and this will present a challenge
Statistical and Data Support	Quality statistics and data are produced on a quarterly basis as well as for high	Buy in and ownership from some stakeholders is a	Yes, more focus and a targeted approach is to be planned	Data availability is a concern as are capacity issues within

	level policy development and monitoring	weakness		the team
Bespoke statistical surveys	Team have undertaken a Household Living Standards Survey, the first opportunity to trial development and implementation of survey work of this scale.	Improvement in timeliness of outputs. Budgetting for survey costs within strategic plans.	Yes, several operational improvements identified for future survey work. Need to be realistic about the burden created by this work and ensure core activities are balanced with additional survey work.	Staffing resources to carry out required survey work. Financial resources to cover costs of survey work. Ambitious requirements for new survey work in addition to in-house requirement for improving data collection and commitment to staff training.
Statistical Capacity	Local staff have undertaken extensive maths and statistical training through academic study, deskside coaching and independent study	Increasing statistical capacity of local staff needs to be priority but balanced with improvements in quality of outputs.	Yes, overly ambitious training plans alongside heavy work load demoralised staff. A longer term view of training requirements and consistent coaching for operational improvements yields great benefits in both long and short-term. Ringfencing of one day a week of staff time for training enforces this as a requirement of their	Extensive work load does not allow staff to dedicate sufficient time to training. Increase in demand for range of statistical outputs increases workload further constricts time spent allocated to training.

			role not an optional extra.	
Collection, analysis and publication of statistical outputs from administrative data sources	Improved relationship and provision of support to key data providers is leading to an improvement in data supply in some areas. Dedicated staff are improving confidence in quality control and data management leading to an improvement in the accuracy and timeliness of routine statistical outputs.	Several key administrative sources are still extremely burdensome for staff and consume large proportion of resources. Some key data providers are in need of support in implementing improved data management systems.	Yes, improved working relationships and confidence of staff leads to substantial improvement in quality of outputs.	Need to ensure all data providers appreciate the importance of timely supply of quality data streams. Lack of investment in IT systems and software means routine data collection remains paper based and burdensome. Lack of staff training/engagement with improvements in data management.
HR Services	More user-friendly HR policies and procedures	25% of the CoM review still to be completed , Revise relevant CoM policies and procedures and ensure they are in line with best practice	First LRA case – ensure compliance with Disciplinary and Grievance Policy and Procedures to mitigate against SHG being found liable	Train relevant staff in the consistent application of CoM policies and procedures
HR Services	HR Information System updated to reflect revised grades and salaries wef 1/4/2014 in order to produce accurate reports	Administrators need to ensure that staff and managers utilise the HRIS appropriately in order to reflect accurate and timely data	Return on investment not realised	

	HRIS currently produces more accurate data to monthly staffing returns submitted by individual directorates	Wef 1/12/2014, directorates will no longer be required to submit monthly staffing returns to HR	Return on investment not realised	Directorates need to ensure accurate and timely payroll data is submitted to HR to ensure the HRIS is updated accordingly
Governor	Efficiency savings identified and implemented	Pursue further efficiencies through bulk purchasing, achieving economies of scale		
Delivery of an Agreed Internal Audit Plan	Increase in recommendations being implemented by SHG. By March 2014 there was 64%.			
	Good feedback received from Clients on audits completed during 2013/14 with an overall score of 3.3. This was -0.1 difference from last year. The reason being special investigations which was president for the last year, feedback was not received from clients.			
		Lack of application of skills and knowledge received through professional studies.	Staff are studying professional qualifications and undertaking training and development but there is a lack of evidence that staff fully	

			understands the principles learnt and is able to apply them. Detailed training analysis is required to be completed by all staff after each training/briefing and professional module is completed.	
Corporate IT	Establishment of AsycudaWorld core networking infrastructure.	Improve system for the collection of Customs duties	Technical and functional components needs to be more integrated.	Securing the necessary funding to allow staff to attend an advanced training course.
Corporate IT	Overseas training	Improved levels of Customer Services	Staff needs to have the basic prerequisites before participating in overseas training courses.	Ensuring staff are fully trained and certified.
Corporate IT	Partial implementation of the VPN Network.	Establishment of the Virtual Private Network, which will improve productivity and accessibility	We need to ensure that the corporate infrastructure is capable of handling large volume of data.	Ensure that the necessary security protocols are in place.
Corporate IT	Partial implementation of the 'Thin Client' infrastructure	Establishment of the 'Thin Client' infrastructure. It is envisaged that the organisation will be able to cut cost in terms of hardware and software upgrades.	It is imperative that we demonstrate to our clientele that we are able to meet our operational objectives.	Securing the necessary funding to allow this cost saving technology to be implemented across SHG.

Corporate IT	Establishment of the global fibre network.	Establishment of the global fibre network, which will enhance SHG's communication infrastructure and provide additional services to all major stakeholders.	Collection and quality of data, which will include improved access to Information.	Securing the necessary funding to allow this cost saving technology to be fully integrated across SHG.
Public Relations	<p>Both CPRO and the Chief Sec noted in 2014 that SHG communications are now more professional and consistent, and that good practice is now becoming embedded in the organisation. CPRO will continue to refine and add to activities.</p> <p>A new focus for 2013-14 has been, and will continue to be, supporting the new Councillors in openness, as part of SHG's drive towards further transparency in Government. A major development in September 2014 was the launch of a new Code of Practice for Public Access to SHG Information.</p> <p>Our filming work, more international media work related to St Helena's rising</p>			<p>CPRO will further train and mentor the PR team to ensure that they have the necessary skills, capacity and authority to lead Government communications from early 2016. Appropriate coaching and job shadowing for team members continues, including distance management training during 2014/15 for both officers.</p> <p>CPRO will further ensure that the communications team is correctly configured from 2016 to provide a resilient PR hub to SHG going forward. This forms part of a</p>

	<p>profile, and our digital and social media work (at September 2014) are now becoming routine. All our activity and news stories can be directly linked to SHG's Vision of <i>strengthened community and family life through vibrant economic growth, a healthy environment and with opportunities for all to participate, within a framework of effective Government and law.</i></p> <p>Development of the SHG website - the average number of visitors to the website each month is currently around 6000 and rising. Factual information is in circulation. Good progress continues on our news output - CPRO has led year on year improvement in the quality and quantity of positive new stories, celebrating successes in economic growth, the environment, education and the community. New areas of</p>			<p>Succession Plan which CPRO has agreed with the Chief Secretary and HR.</p> <p>Further development and enhancement of the SHG website to ensure continue interest by visitors to the site</p>	
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	<p>activity, such as filming stories for local TV and the website have added to the mix.</p> <p>From 1 April 2013 to 27 March 2014, we have seen a total of 482 News Stories issued, compared to 400 the previous year - a further 17% increase. This represents 385 press releases, 65 stories in the Ambassador newsletter, 13 items in the Airport Update and 19 Webcasts. On the latter, numerous positive stories have been researched, filmed, edited and broadcast (since May 2013) - and although editing is very time consuming, UK training for one officer in early 2015 will help.</p> <p>Additionally, from November 2013, Public Relations has led on all Airport comms and acted as focal point for Basil Read and the Access Office. This has also seen more Airport stories outside of the Airport Update newsletter.</p>				
Judicial Services - Administration of oaths	Service delivered well with premises available.	Requirement for adequate premises	Requirement for adequate premises.	Obtaining adequate premises.	

		allowing privacy.		
Judicial Services - Court of Appeal	N/A as have been no sitting of court.	Require appointment of Justices of Appeal.	Require appointment of Justices of Appeal.	Appointing Justice of Appeal.
Judicial Services - General legal guidance	Service delivered well with premises available.	Requirement for adequate premises allowing privacy.	Requirement for adequate premises.	Obtaining adequate premises.
Judicial Services -HM Coroners	Service delivered well within context of existing law.	New Coroners Ordinance.	Requirement for new Coroners Ordinance.	New Coroners Ordinance.
Judicial Services -Juvenile Court	Service delivered well with premises available.	Requirement for adequate premises allowing segregation of juveniles.	Requirement for adequate premises.	Obtaining adequate premises.
Judicial Services - All other courts, commissions, authorities and tribunals.	Service delivered well with premises available.	Requirement for adequate premises allowing privacy.	Requirement for adequate premises.	Obtaining adequate premises.

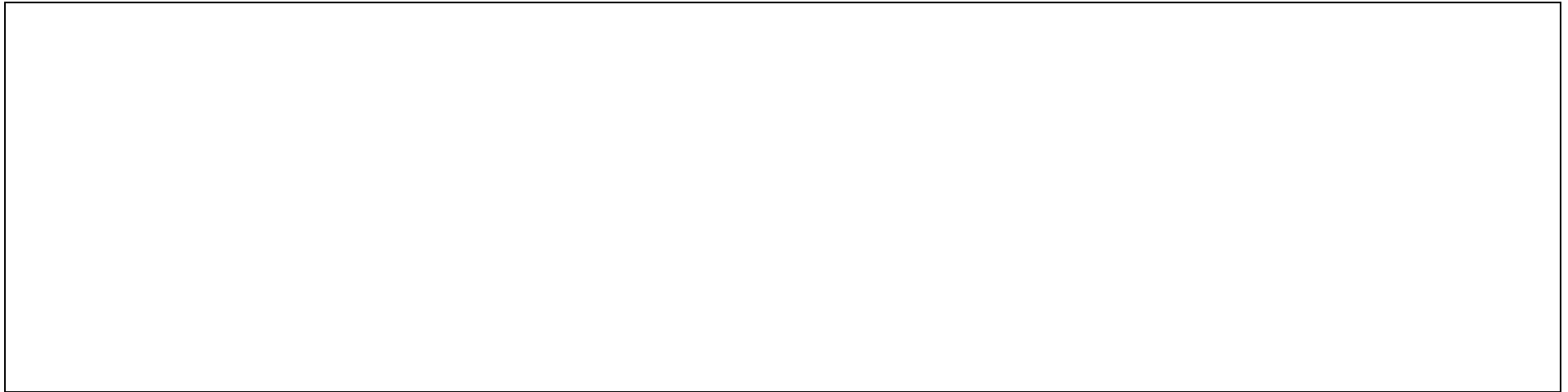
6. Workforce Planning

Directorates need to link with HR to complete this section.

Link to Succession Planning <http://10.0.4.32/services/Corporate%20Finance/Shared%20Documents/MTEF%202015-16%20to%202017-18/Workforce%20Planning%20Guidance%20and%20Templates/SUCCESSION%20PLANNING%20-%20Appendix%20D.docx>

CORPORATE HR – How Strategic Planning Can Impact the Workforce

<http://10.0.4.32/services/Corporate%20Finance/Shared%20Documents/MTEF%202015-16%20to%202017-18/Workforce%20Planning%20Guidance%20and%20Templates/Strategic%20workforce%20planning%202015-16%20to%202017-18.docx>



SECTION 2 DETAILED ACTION PLANS – Performance information will be required on a monthly basis for the Business Delivery Group and Appropriate Committees.

DIRECTORATE: CORPORATE SERVICES							
SECTION: SUPPORT – Administration and Accounts							
SHG Goal: Efficient, effective and open Government							
Strategic Objective: All strategic objectives							
Sub-Objective: Provision of timely accounting and administrative support within Corporate Services							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Effective budget management	Submission of financial information, as per required deadlines		100% of deadlines met	100% of deadlines met	100% of deadlines met	Corporate Support	Corporate Services Executive Manager
Effective management of KPIs	Monthly performance reports completed as per required deadlines		100% of deadlines met	100% of deadlines met	100% of deadlines met	Corporate Support	Corporate Services Executive Manager
Effective contract management	% compliance with contractual obligations/deliverables		100% compliance	100% compliance	100% compliance	Corporate Support	Contracts Manager
Comply with international reporting requirements (UN and	% of reporting deadlines met		100%	100%	100%	Corporate Support	Corporate Services Executive Manager

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ILO)							
Continued development of staff	% of identified training needs met		100%	100%	100%	Corporate Support	Corporate Services Executive Manager/Assistant Secretary (A)
Timely HR and Finance reporting	% of HR reporting deadlines met each month		100%	100%	100%	Corporate Support	Assistant Secretary (A)

DIRECTORATE: CORPORATE SERVICES							
SECTION: SUPPORT – Attorney General’s Chambers							
SHG Goal: Efficient, effective and open Government							
Strategic Objective: All strategic objectives							
Sub-Objective:							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Provide comprehensive, reliable, and timely legal advice to all organs of the Government, responding pro-actively to issues as they arise or emerge	% of requests for legal advice completed within one year of receipt	tbc	80% of requests completed	85% of requests completed	90% of requests completed	Attorney General’s Chambers	Attorney General

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Implement the Legislative Programme	% of Programme annually	Legislative completed	tbc	85% completed	85% completed	85% completed	Attorney General's Chambers	Attorney General
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DIRECTORATE Corporate Services							
SECTION: CPPU							
SHG Goal: - Due to the functions of CPPU it is envisaged that we shall be involved with all SHG goals directly or indirectly							
Strategic Objective: As above							
Sub-Objective: As above							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Monthly reporting of KPI results, DAPM actions and risks	Effective collection, challenge and presentation of strategic KPI's , DAPM actions and risks	Monthly reports to be produced for the BDG, Elected Members and an annual state of the nation paper for the public	100%	100%	100%	Monthly reports produced in addition to an annual public report	CPPU- Helen Standen to lead with Andrea Mittens
Social Policy Plan Implementation (33 actions in total)	% of actions from SPP Implementation Plan completed	33 Actions to implement	50% of actions	90% of actions	100% of actions	Delivery of the Social Policy Plan with revised version produced 2018/19	Paul McGinney

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							Thomas Holvey
Efficient, Effective and Open Government	Governance- % of significant governance issues are addressed annually	70% (2013/14)	85%	90%	100%	Governance issues are addressed in all cases	Part of an overarching responsibility. Paul McGinnety
Completion of MTEF process	3 Year MTEF process is completed and reviewed annually	MTEF process is followed 100%	100%	100%	100%	3 year budget and strategic plans are aligned	Paul McGinnety, Ian Smyth – Jointly with Finance
Social and economic impact assessment for all policies and business cases inline with current process	All policies and business cases relating to SHG are socially and economically assessed as part of the current process	100%	100%	100%	100%	Informed policy decision making as part of the LegCo and ExCo process linking to relevant committees and other bodies	CPPU
Statistical and data production analysis	All appropriate statistical and data requests are completed as per agreed timescales	100% where agreed timescale is in place	100%	100%	100%	Relevant statistics and data are produced to support SHG business	Paula McLeod
Improve the culture and delivery of SHG services	As directed by the BDG process reviews will be completed which will then be implemented with the support of Directors	100% to be completed within agreed timescales	100%	100%	100%	Comprehensive service reviews are produced with agreed improvement plans. These will be presented to the CS and the relevant Director(s)	Helen Standen and Andrea Mittens

DIRECTORATE: CORPORATE SERVICES

SECTION: SUPPORT – Councils Support

SHG Goal: Efficient, effective and open Government							
Strategic Objective: All strategic objectives							
Sub-Objective: Efficient and effective management of Governor's Office and Plantation House							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Dissemination of ExCo Papers	Number of days to dispatch papers before meeting of Executive Council		4 working days	4 working days	4 working days		
Effective follow-up of ExCo Business	Number of days ExCo business followed up following ExCo meeting		Follow-up of ExCo Business done within 5 days of meeting	Follow-up of ExCo Business done within 5 days of meeting	Follow-up of ExCo Business done within 5 days of meeting		
Dissemination of Questions and Motions for Formal Legislative Council Meetings	Number of days before formal Legislative Council meeting that Questions and Motions are sent to relevant personnel		Questions and Motions sent to relevant Council Committee Chairmen and Directors no less than 7 days before commencement of Formal Legislative Council Meeting	Questions and Motions sent to relevant Council Committee Chairmen and Directors no less than 7 days before commencement of Formal Legislative Council Meeting	Questions and Motions sent to relevant Council Committee Chairmen and Directors no less than 7 days before commencement of Formal Legislative Council Meeting		
Publication of Ordinances and Regulations	Number of days following approval by Legislative Council that Ordinances and Regulations are published		Within 5 days of approval	Within 5 days of approval	Within 5 days of approval		
Effective follow-up of LegCo business	Number of weeks after formal Legco when Undertakings and		Undertakings and Resolutions sent to relevant Council	Undertakings and Resolutions sent to relevant Council	Undertakings and Resolutions sent to relevant Council		

	Resolutions are issued		Committee Chairmen and Directors within 7 working days of agreement in Formal Legislative Council	Committee Chairmen and Directors within 7 working days of agreement in Formal Legislative Council	Committee Chairmen and Directors within 7 working days of agreement in Formal Legislative Council		
			Formal Leg Co Tracker document updated on monthly basis	Formal Leg Co Tracker document updated on monthly basis	Formal Leg Co Tracker document updated on monthly basis		
			Transcript of Leg Co proceedings completed within 1 month of meeting	Transcript of Leg Co proceedings completed within 1 month of meeting	Transcript of Leg Co proceedings completed within 1 month of meeting		
			Legislation Despatch to FCO within 1 month of meeting	Legislation Despatch to FCO within 1 month of meeting	Legislation Despatch to FCO within 1 month of meeting		
Secretarial support provided to Elected Members	Number of days taken to respond to requests/queries		Within 3 working days	Within 3 working days	Within 3 working days		
By-Elections undertaken effectively and in accordance with law	Number of complaints lodged on legality of elections		Zero complaints	Zero complaints	Zero complaints		
Register of Electors Updated in accordance with law	Date by which Registers published		Provisional and Final Register of Electors published in accordance with law by 1 July 2015	Provisional and Final Register of Electors published in accordance with law by 1 July 2016	Provisional and Final Register of Electors published in accordance with law by 1 July 2017		
St Helena represented internationally by MLCs	Number of conferences attended in a year by MLCs		Attendance at JMC, CPC, BIMR conference and Westminster Seminar	Attendance at JMC, CPC, BIMR conference and Westminster Seminar	Attendance at JMC, CPC, BIMR conference and Westminster Seminar		

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Develop process maps for different processes within Council Support section	Number of process maps developed	Nil	100% of processes mapped by 31 March 2016				
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DIRECTORATE: CORPORATE SERVICES							
SECTION: SUPPORT – Governor							
SHG Goal: Efficient, effective and open Government							
Strategic Objective: All strategic objectives							
Sub-Objective: Efficient and effective management of Governor’s Office and Plantation House							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Efficient and effective upkeep of Plantation House	% adherence to work schedule by all staff		100%	100%	100%	Governor	Plantation House Residence Manager
Compliance with food handling safety guidelines	% of staff aware of requirements of Food Safety handling manual		100%	100%	100%	Governor	Plantation House Residence Manager

DIRECTORATE: Corporate Services							
SECTION: Human Resources							
SHG Goal: Economic Development							
Strategic Objective: 1.4 A leaner public service							
Sub-Objective:							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Manage the reduction of SHG's footprint	100% of agreed headcount target met	Agreed headcount target of 790 (100%) met at 31 March 2014	TBC	TBC	TBC	HR Services	Barbara George
Support capacity building through succession planning	100% of succession plans implemented	67 LT TC posts 13 TC posts identified as likely to be localised (2014/15)	100%	100%	100%	HR Services Technical Co-operation Technical Cooperation Training	Barbara George
Key HR metrics reported via the HRIS to inform evidence based decision making	Average number of days sickness absence in SHG each month	Lost time rate does not exceed 2%	2%	2%	2%	HR Services	Barbara George
Ensure SHG has the right level of skills to deliver its core services	50% of staff training and development needs met	29.2 % of training needs met for 2013/2014	50%	55%	60%	HR Services Technical Cooperation Training	Barbara George

DIRECTORATE: CORPORATE SERVICES							
SECTION: SUPPORT – INFORMATION SERVICES							
SHG Goal: Effective management of the environment							
Strategic Objective: 6.3 Cultural Heritage is Protected							
Sub-Objective: A Secure Archives Collection							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Digitisation of the Archival Collection	% of identified documents completed		100% digitisation of the Blue Book Collection	50% digitisation of the 'St Helena Records'	100% digitisation of the 'St Helena Records'	Information Services	Custodian of Records

DIRECTORATE: CORPORATE SERVICES							
SECTION: SUPPORT – INFORMATION SERVICES							
SHG Goal: Efficient, effective and open Government							
Strategic Objective: Open Government							
Sub-Objective: Development and management of a Wider Area Network for SHG							

Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Development and management of a Wider Area Network for SHG	Number of files saved each month	1200 per month	2000 per month	4,000 per month	8,000 per month	Information Services	Information and Research Support Officer
Development of an Information Framework	% of appropriate targets identified and met	tbc	100% of targets identified	85% of identified targets met	100% of identified targets met	Information Services	Corporate Services Executive Manager

DIRECTORATE: CORPORATE SERVICES							
SECTION: SUPPORT – INFORMATION SERVICES							
SHG Goal: Efficient, effective and open Government							
Strategic Objective: Open Government							
Sub-Objective: Timely provision of information held by SHG							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Timely provision of information held by SHG when requested	% of requests for information answered within time under the Code of Practice for Public Access to information held by SHG	tbc	85%	90%	95%	Information Services	Corporate Services Executive Manager
Maximise the use of Sharepoint							

DIRECTORATE: Corporate Services							
SECTION: Internal Audit Office							
SHG Goal: Strong Community and Family Life							
Strategic Objective: (3.2) Education – People are being educated and developed to internationally recognized standards and contributing to the economy and society							
Sub-Objective:							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Internal Audit staff become professional and competent in line with CIA standards.	Number of CAT, PIIA and CMIIA qualifications held by office. Total to achieve: X	0	1	1	2	Delivery of an agreed Internal Audit Plan, with improved competency.	HIA
	% of training received confirms understanding and application	50%	60%	70%	80%^	Delivery of an agreed Internal Audit Plan, with improved competency.	
Quality assurance assessments confirms that there is a robust Risk Management Framework in place.	% of risk assessments completed per year	First year of audit process. Two full audit reviews delivered and four limited reviews. Increase each year by 1 portfolio	90% by 31 March 201	90% by 31 March 2017	90% by 31 March 2018 (note there is always need for contingency in a year therefore not 100%)	Delivery of an agreed Internal Audit Plan.	HIA

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	% of high risk audits complete per year	Depends on the number of high risks identified in operational and corporate risk registers. This activity depends on the resources available by IA	60%	70%	80%	Delivery of an agreed Internal Audit Plan.	HIA
DIRECTORATE: Corporate Services							
SECTION: Internal Audit Office							
SHG Goal: Efficient effective and open government							
Strategic Objective: (7.1) Continually enhancing our governance arrangements.							
Sub-Objective:							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Quality assurance assessments confirm that there is a robust Internal Audit Control Framework in place.	% of Internal Audit Plan completed.		90% by 31 March 2016	90% by 31 March 2017	90% by 31 March 2018 (note there is always need for contingency in a year therefore not 100%)	Delivery of an agreed Internal Audit Plan	HIA
	Client feedback rating (1 to 5) for the delivery of the Internal Audit Plan	Actual received 3.3 PI carried forward	3.5	4	5	Client satisfaction survey sent to Clients with draft final reports	HIA
	% of recommendations implemented within agreed timeframe	Vast improvement in implementation of	70%	80%	90%	Timeframes are included in audit reports	HIA

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		recommendations for the 1 st quarter of 2014/15. Hope for increase				IAo follow up on individual assignment recommendations Bi monthly recommendation report is produced for SMT.	
	% of verification of Annual Governance Directorate Self Assessment completed by July of the following year	100% completion was done during 2013/14	100%	100%	100%	Verification review carried out on Self Assessments	HIA
Quality assurance is provided to SHG within a timely manner.	% of Draft reports issued within their agreed timespans. This will include Special Investigations. If no timespan is agreed with the Client, the standard Internal Audit period is 21 days of formal request.	50% of Draft reports issued within their agreed time spans.	60% of Draft reports issued within their agreed time spans by 31 st March 2016	70% of Draft reports issued within their agreed time spans by 31 st March 2017	80% of Draft reports issued within their agreed time spans by 31 st March 2018	This will be tracked through the work schedule produced by the Internal Auditors for each assignment.	HIA

DIRECTORATE: Corporate Services							
SECTION: Corporate IT							
SHG Goal: Utilities							
Strategic Objective: Generating more energy from renewable sources							
Sub-Objective: Supporting our environmental objectives by reducing our carbon footprint through use of technology and innovative working practices							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)

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Implement a cost effective and energy efficient ICT estate, which when fully exploited, will have an environmental impact and introduced sustainable ways of working.	Replace the current hardware and produce a time for moving to a virtual environment	40%	Installation of core networking components. 60%	Installation of core networking components. 80%	Installation of core networking components. 100%	Corporate IT	Jeremy Roberts
Support directorates in the hosting of appropriate solutions, which will reduce our carbon footprint by introducing the innovative concept of Greener ICT within the workplace.	Investigate the benefits of moving to cloud computing. Replace all ageing Pcs with low energy 'dumb terminals'	70% 50%	90% of key components installed. 70% of key systems installed.	100% of key components installed. 90% of key systems installed.	100% of key components installed. 100% of key systems installed.	Corporate IT	Jeremy Roberts
Ensure that processes, guidance and systems are made available to support the secure sharing of information.	Implement an Electronic Contents and Document Management System (ECMS)	50%	70% of key systems installed and implemented.	80% of key systems installed and implemented.	100% of key systems installed and implemented.	Corporate IT	Jeremy Roberts
Support collaborative working through the provision of the robust and efficient network.	% of critical component installed (Thin Client Project)	60%	90% of critical components installed and implemented.	95% of critical components installed and implemented.	100% of critical components installed and implemented.	Corporate IT	Jeremy Roberts

DIRECTORATE: Corporate Services

SECTION: Corporate IT

SHG Goal: Utilities							
Strategic Objective: Generating more energy from renewable sources							
Sub-Objective: Supporting our environmental objectives by reducing our carbon footprint through use of technology and innovative working practices							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Implement a cost effective and energy efficient ICT estate, which when fully exploited, will have an environmental impact and introduce sustainable ways of working.	Replace the current hardware and produce a time for moving to a virtual environment	40%	Installation of core networking components. 60%	Installation of core networking components. 80%	Installation of core networking components. 100%	Corporate IT	Jeremy Roberts
Support directorates in the hosting of appropriate solutions, which will reduce our carbon footprint by introducing the innovative concept of Greener ICT within the workplace.	Investigate the benefits of moving to cloud computing. Replace all ageing PCs with low energy 'dumb terminals	70% 50%	90% of key components installed. 70% of key systems installed.	100% of key components installed. 90% of key systems installed.	100% of key components installed. 100% of key systems installed.	Corporate IT	Jeremy Roberts
Ensure that processes, guidance and systems are made available to support the secure sharing of information.	Implement an Electronic Contents and Document Management System (ECMS)	50%	70% of key systems installed and implemented.	80% of key systems installed and implemented.	100% of key systems installed and implemented.	Corporate IT	Jeremy Roberts

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Support collaborative working through the provision of the robust and efficient network.	% of critical component installed (Thin Client Project)	60%	90% of critical components installed and implemented.	95% of critical components installed and implemented.	100% of critical components installed and implemented.	Corporate IT	Jeremy Roberts
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DIRECTORATE: Corporate Services

SECTION: Corporate IT

SHG Goal: Utilities

Strategic Objective: 5.4 Faster and cheaper telecommunications

Sub-Objective: Benefit from new technology, such as mobile technology and other as opportunities arise, to support economic and development

Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Introduce mobile solutions, which will support economic and social development.	Upgrade and expand our communications infrastructure. Implement a mobile and telecommunications strategy.	40%	80% of the communications infrastructure installed and tested.	90% of the communications infrastructure installed and tested.	100% of the communications infrastructure installed and tested.	Corporate IT	Jeremy Roberts
Support collaborative working through the provision of a secure and robust network.	Establish a global island network, which will enhance SHG's communication infrastructure and provide additional services to all major stakeholders.	60%	90% of key components installed and implemented.	95% of key components installed and implemented.	100% of key components installed and implemented.	Corporate IT	Jeremy Roberts

DIRECTORATE: Corporate Support							
SECTION: Public Relations Office							
SHG Goal: Efficient and Effective Government and Law							
Strategic Objective: All Strategic Objectives							
Sub-Objective:							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Announcement of news – Press Releases, Newsletters, Radio Broadcasts etc	Number of press release, newsletters, radio broadcasts etc	Average of 35 per month/420 per year	450 per year	475 per year	475 per year	Corporate Relations Support Public	Ian Jones Kerisha Stevens Kimberley Yon-Roberts Press Officer (from 2016/17)
Maintaining SHG website and SHG Social Media presence	Number of visits to both sites. Number of webcasts placed on sites Total Facebook 'Likes' and page visits per week	SHG website 6100 per month 700 total 'Likes' 40 page visits per week	6500 per month 800 total 'Likes' 50 page visits per week	7000 per month 1000 total 'Likes' 70 page visits per week	7500 per month 1500 total 'Likes' 80 page visits per week	Corporate Relations Support Public	Kimberley Yon-Roberts Kerisha Stevens Press Officer (from 2016/17)
Improved SHG website	Revamped website operational	Current website	Development and enhancement of SHG website			Corporate Relations Support Public	Chief Public Relations Officer

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Visual Media – Filming and Editing	The number of videos placed on the website and on local TV	12 films	12	15	15	Corporate Relations	Support	Public	Kimberley Yon-Roberts
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DIRECTORATE Corporate Services							
SECTION: Judicial Services							
SHG Goal: 1,2 &3							
Strategic Objective: Judicial Service impacts on all Strategic Objectives.							
Sub-Objective: To secure ready access to courts, commissions, authorities and tribunals and to provide advice and guidance with privacy by providing an efficient, effective, high quality and demonstrably impartial public service in an adequate environment.							
Directorate/section objective	Performance Measure/Success criteria (Indicator)	Baseline	Target (Year 1)	Target (Year 2)	Target (Year 3)	Output/s for Appropriation	Responsible person(s)
Obtain adequate premises.	Moving into adequate premises.	Moving into adequate premises.	Moving into adequate premises.	N/A	N/A	N/A	JSM/CROWN ESTATES
Appoint Justices of Appeal	Appointment of Justices of Appeal	Appointment of Justices of Appeal	Appointment of Justices of Appeal	N/A	N/A	N/A	JSM/HOGO
New Coroners Ordinance	New Coroners Ordinance	New Coroners Ordinance	New Coroners Ordinance	N/A	N/A	N/A	CM/LEGCO
CMJA training for Magistrates	Attendance at CMJA triannually	Attendance at CMJA	Attendance at CMJA	N/A	N/A	N/A	JSM/LEGCO

SECTION 3 OPERATIONAL RISKS

Analysis the risk (or rate the risk) - PRE-MITIGATION RISK

Examine your list of risks.

Take each risk in turn and consider the impact and probability without taking into account any risk responses or current controls that the Directorate may already have in place. (This is known as the ‘raw’ risk or inherent risk).

- a. Impact. What would be the consequences if the risk does occur?

Use the following table to decide the impact level.

Level of Impact	Impact Definition
Very High (VH)	<ul style="list-style-type: none"> • Threatens existence of organisation; and/or • Financial impact is likely to be greater than £5 million loss
High (H)	<ul style="list-style-type: none"> • Threatens achieving major part of SHG objectives; and/or • Financial impact is likely to be between £1 million to £5 million loss
Medium (M)	<ul style="list-style-type: none"> • Threatens achieving major part of SHG objectives; and/or • Financial impact is likely to be between £100,000 to £1 million loss
Low (L)	<ul style="list-style-type: none"> • Minor operational inconvenience; and/or • Financial impact is likely to be between £10,000 to £1 million loss
Very Low (VL)	<ul style="list-style-type: none"> • Minor operational inconvenience; and/or • Financial impact is likely to be £10,000 loss or less

- b. Probability. What is the likelihood (or chances) that the risk (or event) will occur?
Use the following table to decide on the Probability level.

Level of Probability	Probability Definition
Very High/Probable (VH)	More than 80% chance that the risk will materialise
High/Probable (H)	A 50% to 79% chance that the risk will materialise
Medium/Possible (M)	A 20% to 49% chance that the risk will materialise
Low/Remote (L)	A 5% to 19% chance that the risk will materialise
Very Low/Remote (VL)	Less than 4% chance that the risk will materialise

- c. RAG Status. Using the impact level and probability level of the risk, place it on the Risk Assessment Matrix.
What is the overall RAG level of the risk?

PROBABILITY	VH					
	H					
	M					
	L					
	VL					
		VL	L	M	H	VH
IMPACT						

Complete the template at Appendix A with your risks and mitigation

CORPORATE RISK REGISTER					Pre-mitigation risk				Post-mitigation risk						
ID	Date Identified	Category	Description (including impact)	Owner	Probability	Impact	RAG Status	Response Category	Proposed mitigation	Actionee	Probability	Impact	RAG Status	Status	Mitigation Progress to date
1		Tec	Loss of data through IT system failure leading to inefficient SHG.	IT	L	H			Development of a disaster recovery plan. Finalisation of the File/Server project, which will automatically backup all vital files to dedicated file servers, thus restricting users from saving key documents to their hard drives.		L	L		↕	
2	May 14		Loss of Archives' collection through fire or flood	CS	L	H			Digitisation of archives collection with secure backups outside of the Castle building	VL	VL				
3		HR	Loss of skilled staff	HoHR	H	VH			Develop and implement a Retention Strategy	SHRDO	H	H			
4		HR	Breakdown in employee relations resulting in	HoHR	H	VH			Develop and implement strategies to	SHRDO	H	H		↕	

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			constructive dismissal and/unfair dismissal claims to the LRA causing reputational damage and liability to SHG						improve relations between and amongst managers and staff, including initiatives to promote civility and alternate dispute resolution tools and techniques to resolve disputes, etc.						
		HR	Failure to comply with internal policies and procedures	HoHR	M	M			Training for staff and HR support on internal policies and procedures	SHROs	M	M			
5	Aug 14		Lack of capacity to deliver key functions	CPPU	M	H			Develop team and ensure that recruitment and training are well planned	PmC	L	M		↓	Stats team have accessed a range of training and succession plans are in place for key posts. TC staff are settled and have had contracts extended
6	Aug 14	All	Lack of 'buy-in' to deliver key objectives	CPPU/BDG	M	H			By leading on the development of the SDP and involvement in key areas of development CPPU are central to all major policy and business developments	PmC	L	M			CPPU are involved in a range of developments and are central to the BDG agenda

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7	Aug	All	Need to support a range of other service pressures CPPU/BDG which takes resource away from core work		M	H			CPPU to be flexible and work collectively with other areas of SHG to prioritise work and negotiate timescales	PmC	M	M			Working arrangements with new BDG are progressing well. Negotiations with DfID also positive
8	13/08/2014	INST	Incorrect Internal Audit Assurance Opinion given due to client providing incorrect/misleading information	IA	H	H		Red	Quality review checks are carried out at the end of the fieldwork stage to ensure relevant evidence is obtained and analysed. The audit process manual has been finalised and provides a step by step guide for the Internal Auditor to ensure the correct information is provided. Internal Auditors also have a performance objective for the compliance towards the audit process. Promotion and education of internal audit is carried out with Directorates.	HIA	L	L		↓	

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9	13/08/2014	INST	No confidence in decision making processes due to insufficient assurance provided on the core systems	IA	H	H		Red	The time spans of the audit is agreed with the client at the outset of the audit. Any deviations from the agreed time span will have to be communicated to the client. Audit process was revised following the trial run of the Audit Portfolios to ensure appropriate coverage of SHG core systems, this includes resource allocation where necessary. Assurance mapping is carried out on an annual basis.	HIA	VL	L		↓	
10	13/08/2014		Financial loss in Core system, due to Internal Audit failing to recommend changes to root problem	IA	L	M		AC	Quality review checks are in place to ensure the Internal Auditors have recognised the issue.	HIA				↓	
11	13/08/2014		No assurance opinion can be provided due to insufficient audits carried out through	IA	M	M		AC	Audit Portfolios ensures all core systems are reviewed during the year,	HIA				↓	

			loss of staff						There are weekly progress meetings held, to ensure that the audit is progressing well and to address any issues as soon as possible. Staff 1:1 are carried out on a regular basis. As well as self assessments carried out after each audit, including identification of any training and development needs.					
12	13/08/2014		Detrimental decisions are made by SHG due to Internal Audit failing to provide assurance on the Core system in a timely manner	IA	L	L		AC	Special investigations are treated with high priority within IA and are completed within agreed timespan with the organiser or 21 working days. The Audit Portfolios ensures that all core systems are covered on an annual basis which will provide assurance to	HIA				↓

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									SHG.						
13	13/08/2014		No assurance opinion can be provided due to insufficient audits carried out through	IA	M	M		AC	Audit Portfolios ensures all core systems are reviewed during the year,	HIA				↓	
14		Tec	In the event of a natural disaster, SHG will experience significant disruption to all essential IT Services.	ITSM	L	H			There are weekly progress meetings Creation of a hot backup facility, which will enable the relocation of key IT Systems held, to ensure that the audit is progressing well and to address any issues as soon as possible. Staff 1:1 are carried out on a regular basis. As well as self assessments carried out after each audit, including identification of any training and development needs..						
15		Tec	External and internal Security threats, could lead to a potential loss of data, resulting in legal	ITSM	M	H			Implementation of the IT Security Policy and the establishment of robust security systems.						

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			and financial ramifications												
16			Unplanned power outages can result in significant downtime and could potentially have an impact on the delivery of critical IT Services.	ITSM	M	M			Installation of additional UPS devices across SHG.						
17			Cuts to the IT Replacement Budget will subsequently lead to Information Technology becoming a hindrance instead of a business goal. Reductions in budget may result in IT technology becoming out of date	ALL	L	M			Budget negotiations						
18			Key decisions made without the input of the IT Section can have an impact on the business and strategic objectives of the organisation. Inappropriate investment by	Assistant Chief Secretary (Support)	M	M			Awareness campaign for key Senior SHG Officials.						

		Directors without consulting IT professionals could result in incompatibility of IT technology across Directorates as well as the inability of IT staff to provide the required support for incompatible systems																		
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Appendix A

Appendix B

CORPORATE SERVICES							
Corporate Support							
<u>Apportionment of headcount to strategic objectives</u>							
Name	Total	Strategic Objective 6.3 'Cultural Heritage is protected'	Strategic Objective – Engagement participative communications by SHG	Strategic Objective 5.1 'Generating more energy from renewable sources'	Strategic Objective 5.4 'Faster and cheaper telecommunications'	Strategic Objective Efficient, Effective and Open Government	Strategic Objective 3.2 'The skills of the workforce match the needs of the economy'
Assistant Chief Secretary (Support)	100%					100%	
Chief Public Relations Officer	100%		100%				
Executive Manager	100%	20%				80%	

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Public Relations Officer	100%		100%				
Public Relations Officer	100%		100%				
Judicial Manager	100%					100%	
Museum Director	100%	100%					
Assistant Secretary (Administration)	100%					100%	
Assistant Secretary (Councils)	100%					100%	
Legal Officer	100%					100%	
Admin & Accounts Support Officer	100%					100%	

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PA to Chief Secretary	100%						100%	
Custodian of Records	100%	100%						
Assistant Custodian of Records	100%	100%						
Information & Research Support Officer	100%	20%					80%	
Assistant Clerk of Councils	100%						100%	
Handyman/Driver	100%						100%	
Receptionist	100%						100%	
IT Section Manager	100%				60%	40%		
Deputy IT Section Manager					70%	30%		

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IT Development Support Officers				80%	20%		
Technician				90%	10%		
ICT Audio Technician				90%	10%		
Administration Officer				100%			
Head of Internal Audit	100%					90%	10%
Internal Auditor 1	100%					85%	15%
Internal Auditor 2	100%					85%	15%
Internal Auditor 3	100%					85%	15%
	0.00	0.00	0.00	0.00	0.00		

Corporate Policy and Planning Unit

Apportionment of salary costs to service areas

Name	Total	CO1	SO1	SO2	SO3	SO4	TO1	TO2	Support to other sections	Assumptions Made		
Assistant Chief Secretary Performance	100	80								20	0	100
Government Economist	100	80	20								0	100
Statistician	100	45	5	5	5	10	10	20			0	100
Senior Statistics Assistant (1)	100		30	20	10	20	20				0	100
Senior Statistics Assistant (2)	100		30	20	10	20	20				0	100
Statistics Assistant	100		10	60	10		20				0	100
Executive Assistant Modernisation	100	80					20				0	100
Executive Assistant Policy and Planning	100	80					20				0	100

CPPU Objective

Stats Objective

Training Objective

CO1 = Cross-cutting support to the business of government and supporting progress against Strategic Objectives

SO1 = Collation of data and subsequent production of macroeconomic modelling to inform budget forecasts

SO2 = Collection, analysis and subsequent publication of statistical outputs from administrative data sources

SO3 = Production of quarterly estimates of the RPI

SO4 = Bespoke survey and Census' in accordance with data requirements of SHG strategic priority

TO1 = capacity building

Short term TC (not included in strategic budgets)

Change Manager

Appendix C

Action Plan: Addressing Workforce Challenges

Action Plan Goal (s)	Upskilling the workforce
Key Challenge	Motivating staff to study

Action Strategies How will we address our key challenges?	Tactics/Tasks required Specifically, how will the strategy/objective be accomplished? List the individual steps needed to achieve the goal	Person (s) Responsible Identify who is responsible to see that each task is completed	Additional Resources Identify any additional resources that are needed to complete the task (<i>Financial and Human</i>)	Performance Measure/Milestone What measure will you use to determine successful completion of the action?	Timetable Specify when each task will be completed	Status RAG indicator + supporting comments: Not Started Started Completed
Discuss reward strategies with Human Resources section	Determine current HR policy on rewards for qualified staff	ACS (S)/CSEM	Funding to be determined	Revised policy in place and issued by HR	By March 2016	
	Justify reasons for enhancing rewards/remuneration	ACS (S)/CSEM	Funding to be determined			
	Secure budget for appropriate rewards	ACS (S)/CSEM	Funding to be determined			

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Identify and facilitate training and development opportunities.	Develop the skills of our existing staff, retrain existing staff in areas of shortage and encourage staff to undertake further professional development.	ITSM/DITSM	Funding to be determined	Increased number of qualified professionals.	March 2017	Started
Provide positive working conditions.	Identify problems and develop solutions to assist with staff retention.	ITSM/DITSM	Identify appropriate training facilities and resources.	Include certified staff in recognise mentoring programs.	March 2016	Started
Provide challenging and rewarding careers.	Encourage staff to become certified IT Professionals.	ITSM/DITSM	Funding to be determined	Increased number of qualified IT Professionals.	March 2017	Started
Reduce the loss of IT Staff to overseas employment	Develop financial incentives and strategies for retaining talented IT Professionals.	ITSM/DITSM	Funding to be determined	Revised policy in place and issued by HR	March 2016	Started
Support technology innovation by enabling staff to pursue collaborative opportunities.	Develop specific IT systems and support.	ITSM/DITSM	Funding to be determined	Percentage of staff involved in collaborative support programs.	March 2016	Not Started

**APPENDIX D
SUCCESSION PLANNING**

Job Title:	Chief Public Relations Officer	Current Incumbent:	Ian Jones	Division/Directorate:	Corporate Support
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Complete as applicable

Projected Retirement Date:	
ST/LT TC – End of Contract Date:	August 2016

	Name and Current Position	Comments:
Immediate Replacement:	Kerisha Stevens, Public Relations Officer	Development of Kerisha is ongoing to ensure she is prepared to assume the role in late 2016

Medium term Replacement: <i>(Up to 3 years)</i>		
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Job Title:	Change Adviser	Current Incumbent:	Helen Standen	Division/Directorate:	Policy and Planning
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Complete as applicable

Projected Retirement Date:	
ST/LT TC – End of Contract Date:	May 2015

	Name and Current Position	Comments:
Immediate Replacement:		
Medium term Replacement: <i>(Up to 3 years)</i>		

Job Title:	Assistant Chief Secretary (Performance)	Current Incumbent:	Paul McGinety	Division/Directorate:	Policy and Planning
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Complete as applicable

Projected Retirement Date:	
ST/LT TC – End of Contract Date:	January 2017

	Name and Current Position	Comments:
Immediate Replacement:	Susan O'Bey	

		Will take on the role when current secondment to ESH is completed
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Medium term Replacement: <i>(Up to 3 years)</i>		
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SUCCESSION PLANNING					
Job Title:	JUDICIAL SERVICES MANAGER	Current Incumbent:	YVONNE WILLIAMS	Division/Directorate:	CORPORATE SERVICES
<i>Complete as applicable</i>					
Projected Retirement Date:	2036				
Name and Current Position			Comments:		
Immediate Replacement:	NONE	Would require , over a considerable time, extensive oversight by the Chief Magistrate to train an incumbent.			
Medium term Replacement: <i>(Up to 3 years)</i>	BELINDA PIEK	It is hoped in time Miss Piek will acquire the knowledge, experience and abilities to perform this role over time in ongoing experience and training.			

Otherwise workforce planning in accordance with Corporate Services Plan		