



St Helena
Government

Corporate Services

STRATEGIC PLAN

2018 – 2021

‘To support the delivery of SHG’s vision’

Our Vision

“To be a professional, modern and efficient organisation guiding, supporting and co-ordinating the delivery of the island’s strategic goals and objectives.”

Our Mission

‘Guiding St Helena on the path to prosperity’

Our Values

Passion for customer service

Reliable

Impartial and fair

Delivery on all we say we will do

Ethical and honest

Our Priorities

Priority 1 - Oversee the Implementation of the 10-year plan, 2017-2027, focusing on the strategic priorities for the years 2018-2021.

Priority 2 - Reward and recognise staff achievements, and support staff in achieving their potential by helping managers to develop effective teams.

Priority 3 - Developing modern IT services

Priority 4 - Leading on the implementation of the Prospectus for Change 2016-19

Priority 5 - Timely financial reporting

Priority 6 - Maximising revenue collection

Priority 7 - Sourcing external funding donors

Priority 8 - Facilitate delivery of the Capital Programme

Welcome to the Corporate Services Directorate's Strategic plan for 2018-2021

Corporate Services is involved in all aspects of St Helena Government and underpins, leads and empowers operational delivery and strategic direction.

Corporate Services comprises Finance, Policy and Planning, Corporate Support, Internal Audit, Human Resources and IT and Communications. The Support function includes support to the Judiciary, Attorney General's Chambers and the Governor's office and residence. The SHG Press Office is part of the Support function and provides support to all Directorates with public relations issues.

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.

Corporate Services is responsible for a number of statutory, advisory and support functions that are conducive to good governance. Corporate Services leads on the annual Financial Aid Mission with the Department for International Development and is also involved with European Union projects.

During this planning cycle, it will continue to support Directorates and Members in achieving the overall delivery of the 10-year Plan. In addition, continued implementation of the Prospectus for Change, leading on the development of information and communication in the public service,

Organisational development is central to the future of St Helena and to improving the services we provide to our customers and making sure our staff feel valued and invested in. During the course of this plan Corporate Services will lead these developments across the organisation to make real change happen to improve the lives of our customers and our staff.

We have seen great strides in Saints taking leadership roles and are further embedding this across all Directorates. .

It is our mission to be “ ***Guiding St Helena on the path to prosperity’ & To support the delivery of SHG’s vision***” . Through this strategic plan we shall deliver on this outcome.

Gillian Francis

Assistant Chief Secretary (Support)

Strategic Priority 1 - Oversee the Implementation of the 10-year plan, 2017-2027, focusing on the strategic priorities for the 3 years 2018-2021.

What is our target?

Year 1	Year 2	Year 3
Lead and support Directorates to deliver the strategic priorities, closely monitoring achievements and risk management, as well as regularly review the 10 year plan after year 1		

What will we do to achieve that target?

Year 1	Year 2	Year 3
Provide monthly performance monitoring and challenge of SHGs performance and produce monthly and annual risk and performance reports and review year 1 of the 10 year plan.	Provide monthly performance monitoring and challenge of SHGs performance and produce monthly and annual risk and performance reports and review year 2 of the 10 year plan with stakeholders.	Provide monthly performance monitoring and challenge of SHGs performance and produce monthly and annual risk and performance reports and formally review and update the 10 year plan with stakeholders

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
Commitment from Directorates to deliver the strategic priorities, robust monitoring and governance arrangements - engagement to ensure full participation - access to key staff and statistical data	Commitment from Directorates to deliver the strategic priorities, robust monitoring and governance arrangements - engagement to ensure full participation - access to key staff and statistical data.	Commitment from Directorates to deliver the strategic priorities, robust monitoring and governance arrangements - engagement to ensure full participation - access to key staff and statistical data. Resource to formally review the 10 year plan with the public. This will involve a mixed method of participation .

Strategic Priority 2 - Reward and recognise, within available resources, staff achievements, and support staff in achieving their potential by helping managers to develop effective

What is our target?

Year 1	Year 2	Year 3
Implement Succession Planning across St Helena Government Embed continuous improvement across SHG	Embed St Helena Government's Talent Management and Succession Planning Strategies	Corporate HR becomes a business partner by becoming more strategic and less transactional

What will we do to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Continue to further develop a succession planning strategy and process that is fit for purpose Work with managers to identify and resources required to train and develop our staff Engage employees and Employee Representative Committee in the development of the Reward and Recognition Scheme across SHG Undertake Employee Opinion Survey Embed the 8 SHG principles on continuous improvement 	<ul style="list-style-type: none"> Ensure all employees are able to access training and development opportunities that are 'forward thinking' Work in partnership with the Community College to ensure staff training needs are met and continue to encourage usage of Civil Service Learning portal Undertake skills gap analysis (with Directors for all staff) 	<ul style="list-style-type: none"> CHR to address any gaps in terms of our own capability, or ability to deploy our own resources, shaping our function in ways that will help make collaborations across SHG work better. Design, issue and analyse Staff questionnaire to determine the success of the Reward and recognition scheme and any additional options

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Technical Cooperation Training budget adjusted to cater for succession planning at various levels Working group to develop and deliver Employee Opinion Survey questions and staff time to co-ordinate the survey 	<ul style="list-style-type: none"> Staff time and skills to offer support to managers to coach and mentor staff. Staff time required to undertake skilled gap analysis 	<ul style="list-style-type: none"> Implement HR cadre with available resources Maximise HR's impact in partnership success by enhancing HR systems to enable partners to share people-related insight, and develop common employee and customer engagement models across the collaboration. Engage staff in the review of the Reward and recognition Scheme and make appropriate revisions as agreed with the Core Leadership Group

Strategic Priority 3 - Implement a modern IT system, which will support collaborative working through faster, shared communications links thus reducing our carbon footprint.

What is our target?

Year 1	Year 2	Year 3
Implement the proposed Records Management System (SharePoint 2016) and introduce best power management practices by October 2018.	Extend the fibre network across multiple geographical locations and reduce the number of physical servers by December 2019.	Implement a cloud-based integration platform, which will promote the concept of better knowledge sharing and decision making throughout all directorates by November 2021.

What will we do to achieve that target?

Year 1	Year 2	Year 3
Reduce hardware and operational expenditure, which will promote on-going institutional reforms and install modern operating systems.	Improve communications, which will provide scope for closer cooperation through Information sharing and other forms of communications and design/install virtual platforms, which are capable of hosting several virtual machines.	Replace all physical servers and communications systems, with technology that will support the concept of cloud based computing.

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
Further financial investment is required to upgrade the current Records Management System to support the concept of on-going institutional reforms and procure greener hardware, which is capable of running Advanced Configuration and Power features.	Secure funding to complement the current architecture, and to design and install systems, which are capable of supporting the concept of virtualisation.	Seek funding to upgrade our current internal/external communications systems, which will support the concept of central administration of resources, vendor managed infrastructure and SLA backed agreements. It should also be noted that IT infrastructure updates and maintenance will be eliminated, as all resources will be maintained by the service provider.

Strategic Priority 4 - Identify new opportunities to innovate and transform the way SHG delivers its core IT Services and Implement IT Systems, which are fit for purpose and can be aligned with our current (and future) infrastructure.

What is our target?

Year 1	Year 2	Year 3
Upgrade and expand our communication infrastructure and Installation of SharePoint 2016 by November 2018	Introduce the concept of virtualisation and implement an island wide Electronic Contents and Document Management System by October 2019	Revamp our IT Security Systems to counteract the ever increasing threat of Cybersecurity by September 2021.

What will we do to achieve that target?

Year 1	Year 2	Year 3
Design, purchase and install an instant messaging platform, which will transform all methods of communication.	Replace all ageing servers, with technology that supports the concept of virtualisation and greener technology .	Upgrade and replace our IT Security systems with long-term solutions that will ensure vulnerabilities are managed and sufficient security is put in place to combat the ever changing IT environment .

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
Submit a business case for funding, which will outline the benefits of investing in Communication Systems that will bring the workforce closer together and reinforce SHG's aims and values and more importantly prioritise and effectively target those, who are more likely to disengage from the communication process and submit a bid for Capital funding for a technological solution, which will improve performance and reduced running cost.	Revise the IT Replacement Policy to reflect that all ageing servers must be replaced with hardware that supports the concept of virtualisation and greener technology and continuous investment is required to support the current architecture, which will contribute towards the sustainability of social development and economic growth.	Secure additional funding to implement robust managed IT Security Systems, which will ensure that our Internal IT Systems are secured from any unwanted traffic originating outside of our Corporate Network.

Strategic Priority 5 - An efficient and effective Public Service

What is our target?

Year 1	Year 2	Year 3
Ensure Directorates implement all actions set out in the Prospectus for Change 2016-19 for year 2018-19	Review progress and determine need to develop a further Change agenda	Embed Continuous Improvement within SHG

What will we do to achieve that target?

Year 1	Year 2	Year 3
Ensure Directorates are committed to deliver the actions set out in the Prospectus for Change and monitor progress within Directorates and report to CLG monthly.	Closely monitor progress throughout and work with Directorates to determine other requirements for Change.	Ensure continuous improvement remains high on the agenda for each Directorate

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
Identify areas where training and financial resources are required and ensure those resources are made available.		

Strategic Priority 6 - Greater Governance arrangements and improved accountability

What is our target?

Year 1	Year 2	Year 3
SHG actual expenditure is within the annual appropriation limit as at 31 March.		
Medium to low risk rating from the annual Fiduciary Risk Assessment.		
Nil high priority recommendations from Internal or External Audit on significant deficiencies in internal control or issues of non-compliance.		
First draft of the SHG Financial Statements for the financial year 2017/18, 2018/19 and 2019/20 submitted for audit by 15 July of the following financial year with full compliance with International Public Sector Accounting Standards and full consolidation of SHG controlled entities.		
Achieve the objectives of the Capital Programme 2018/10-2020/21 within timeframes and budgets agreed.		

What will we do to achieve that target?

Year 1	Year 2	Year 3
Strengthen financial management across SHG through training, support and guidance and scrutiny.		
Implementation of the Public Finance management Reform Program		
Continuously review systems and processes and revise regulations and procedures accordingly.		
Ensure that Corporate Finance team maintains the services of a qualified Financial Accountant dedicated to the delivery of the IPSAS compliant financial statements.		
Ensure there is provision for external technical support for valuation of assets and liabilities.		
Monitor the implementation of a consistent monitoring system for all capital projects and to report progress cross-programme in a timely and consistent manner against agreed targets for spend, outputs, outcomes and key milestones.		
2018/19: Explore the use of financial reporting software in the preparation of SHG financial statements.		

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
A robust system for the efficient and effective capture and analysis of data for financial reporting.		
The relationship with entities in which SHG has a controlling interest (for accounting purposes) and implement a robust system to provide for the effective and efficient capture of financial information.		
Capability of the Corporate Finance team to deliver the financial reporting programme through professional qualifications.		
Capacity within Corporate Finance and across SHG in accountancy to improve the completeness and timeliness of transaction recording.		

Strategic Priority 7 - Maximise local revenue collection through the review of systems and processes.

What is our target?

Year 1	Year 2	Year 3
Contribution of local revenue to the annual SHG expenditure budget of at least approximately 30% year on year.		
To meet development needs on St Helena through new and alternative sources of external funding throughout the three year period.		

What will we do to achieve that target?

Year 1	Year 2	Year 3
Implement a robust system for tax audits including a risk based approach for tax returns post submission.		
Implement recommendations from the modernisation reviews for both HM Customs & Excise and Income Tax.		
Maintain medium term technical support for HM Customs & Excise and Income Tax sections.		
Explore options for better use of IT for income tax processes.		
Implement and periodically review the strategy for identifying and securing external funding.		
Ensure that key stakeholders are involved in the preparation of key documents in applying for funding and the prioritisation of projects.		
Support the development of appropriate documentation specific to donor requirements when necessary.		

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
Accommodation that is appropriate for service delivery for both HM Customs and Income Tax.		
Investment in IT software that improves the processes for Income Tax.		
Capacity, skills and capability within HM Customs & Excise and Income Tax teams.		
Develop relationships and networking with funding providers in key forums.		
Explore collaborative bids with other overseas territories to secure external funding where possible		

Strategic Priority 8 - Tax system supports economic development by encouraging investment by the private sector.

What is our target?

Year 1	Year 2	Year 3
Increase investment in St Helena by the private sector through the utilisation of tax incentives throughout the three year period.		

What will we do to achieve that target?

Year 1	Year 2	Year 3
Work with partners in Enterprise St Helena and other key stakeholders to understand existing tax barriers for investment.		
Review current tax incentives available understanding current uptake and explore options to expand incentives for investment in human capital development.		
Increase awareness of current and future tax incentives to the private sector.		
Work with key stakeholders to develop capacity within the private sector to provide financial and tax advice to businesses		

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
Develop relationship with Enterprise St Helena and key stakeholders.		
Mechanisms for proactive engagement with the private sector.		

Strategic Priority 9 - Improving the Infrastructure of St Helena Island

What is our target?

Year 1	Year 2	Year 3
Achieve the objectives of the Capital Programme 2018/10-2020/21 within timeframes and budgets agreed.		

What will we do to achieve that target?

Year 1	Year 2	Year 3
Award the Major Projects Support Services by April 2018.		
Sign off on the multi-year plan by March 2019		
Implement a stakeholder strategy for the Capital Programme		
Monitor the implementation of a consistent monitoring system for all capital projects and to report progress cross-programme in a timely and consistent manner against agreed targets for spend, outputs, outcomes and key milestones.		
Review and refine programme management systems.		
Provide strategic and operational advice to the Programme Board and leadership to the programme management process.		

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
A Programme Management Manual to underpin the programme management systems.		
Embedding of appropriate Governance and accountability capability.		
Improved communication and engagement with stakeholders.		

Guiding St Helena on the path to prosperity' & To support the delivery of SHG's vision

Passion for customer service

- We have a passion for service and commitment to our customer's business, anticipating their needs and expectations.
- We are committed to maximising the potential of every individual in SHG.
- We are open to innovation and creativity to support continuous improvement.
- We provide a professional service to both Internal & External customers in meeting their needs and building good relationships.

Reliable & Trustworthy

- We will lead by example and advocate equitable treatment in our behaviours, policies and practices.
- We will listen with an open mind and communicate honestly, with appropriate discretion.
- We are proficient in all areas of responsibility.
- We meet the expectations of all who require our services by working effectively and efficiently.

Impartial and Fair

- We honour our commitments and conduct business in a manner that promotes fairness.
- We will exercise patience and sensitivity in dealing with the concerns of staff and be fair with our interactions.
- We are unbiased and non-prejudiced in dealing with people and making decisions.

Delivery on all we say we will do

- We will deliver HR Services in a professional manner, as we believe those we serve deserve excellent service in a healthy and productive work environment.
- We will create and enhance strategic

Ethical and Honest

- We will be equitable and consistent in all of our undertakings.
- We will interact among ourselves and with others honestly thereby building relationships based on trust.
- We will always respect the confidentiality entrusted to us.