



St Helena  
Government

# Central Support Service

## Strategy and Delivery Plan April 2025 – March 2028

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Endorsed by Mrs J D Thomas, Chief Minister

## 1. Our Vision, Mission and Values:

Our Vision: St Helena, a great place to live, learn, work, visit and invest

Our Mission: Improve the lives of all within our community and help the island thrive

Our Values:

- **Fairness** We act as role models and have fair and consistent standards. We champion equality, inclusion and respect.
- **Integrity** We communicate openly and we are honest and accountable
- **Teamwork** We work together and we support each other

## 2. The role of the Central Support Service:

The role of the Central Support Service (CSS) is to provide support to the five Public Service Portfolio Directorates, the Treasury, the Executive and Legislative Councils, and to provide services to the public. The support services are wide ranging and pertinent to ongoing Public Service delivery, high level decision making for example through the provision of statistical information and secretarial support to the Executive Council, accountability, compliance, good public relations and marketing the island in support of our national objectives. Following the Fit for the Future programme to review the Public Service, Human Resources, Finance, and Administration functions during 2020 and 2021, it was recommended that a centralised administration service be set up to further support the Portfolio Directorates. This would in theory be similar to the way in which the centralised Finance and Human Resources functions were to operate. The main difference with the Central Administration function, is that the staff are physically based across the five Portfolio Directorates and support service delivery within the Central Support Service itself. The new centralised administration function allowed for the establishment of a professional administration service with the aim to have more flexible working, as well as efficiencies being achieved in the longer term. The Central Administration function continues to provide support to Plantation House.

We are outcome and people focused. We will work with Portfolios with a view to ensuring that they are provided with the necessary tools and capability to deliver their respective services in an effective and efficient manner. We will as far as possible within our resource constraints, engage with employees to ensure their development and wellbeing is maximised, as we strive to build a Public Service that is fit for the future. We will also seek to ensure the provision of adequate resources for the Executive and Legislative Councils to enable these bodies to carry out their respective duties, bearing in mind the prevailing budgetary constraints under which services are delivered within the Central Support Service and across the Public Service as a whole.

Our services include ICT, Administration, Internal and External Communications, Marketing, Statistics, HR and Organisational Development, Transport, Information Management (including the activities of the SHG Archives service), Risk Management and Policy and Planning. With effect from 1 April 2023, the Programme Management Office also transferred from the former Treasury, Infrastructure and Sustainable Development Portfolio to the Central Support Service with an initial direct reporting line to the Chief Secretary. In September that year, a further review of the Portfolios structure went ahead, resulting in the National Geographical Information Services (GIS) moving to the Central Support Service and the Technical Services function transferring to the Programme Management Office. From 1 October 2023, Marketing was transferred from the former Treasury, Infrastructure and Sustainable Development to the Central Support Service, with the Press Office and Marketing functions now combined and known as the Communications Hub.

We monitor and report also on the delivery of the island's 10-year Plan 2017-2027 and the SHG Vision and Strategy 2022-2025 Key Performance Indicators.

CSS work to various Ordinances including the Census Ordinance, 1986, Statistics Ordinance, 2000, Employment Rights Ordinance, 2010, Elections Ordinance, 2009 and the Legislative Council (Remuneration and Allowances) Ordinance, 2010, as well as the St Helena, Ascension and Tristan da Cunha Constitution Order, 2009 and the 2021 Constitution Amendment Order. Reference is also made to various Ordinances when seeking approval and appointment of members to any Statutory Boards and Committees by His Excellency the Governor that are required by law.

### **3. What we have achieved so far:**

CSS lies at the heart of Government. It plays a fundamental part in the Public Service planning, training and development, service delivery, good governance and decision making process and works closely with the five Portfolio Directorates and the Treasury to support the business of Government. Its distinct component parts have their own areas of responsibility but complement each other in our quest to deliver agreed priorities and ultimately, the overarching Goals and Strategic Objectives.

#### **The ICT Service**

The ICT Service primary objectives are:

- To provide end-users with appropriate means to access the organisation's ICT Services, particularly through integrated file sharing systems
- Maintain business satisfaction and confidence in ICT through effective and efficient delivery and support of agreed ICT services
- Minimise the impact of service outages in terms of daily business activities

- Ensure that access to agreed ICT Services is only provided to those authorised to receive those services

In addition, it is imperative that the ICT Support Service continues to ensure that fit for purpose IT systems are in place to innovate and transform service delivery securely and sustainably. Robust, accessible, and affordable connectivity networks and storage are integral to service provision and to this end, a comprehensive Remote Desktop Service Farm (RDSF) was recently procured to improve the availability and scalability of our Remote Desktop Service (RDS) deployment. In addition to being able to accommodate additional users, the increased storage capacity will ensure that SHG's data is kept safe and secure, which is one of the key principles of the proposed Data Protection Legislation.

Ageing servers are continuously being replaced with greener technology that aims to seamlessly and securely divide SHG's data centre components into different resource pools, depending on different operational parameters like energy consumption ratio, utilisation ratio and workloads. The greener framework also enables the implementation of green metrics like power usage effectiveness (PUE), data centre effectiveness and server virtualisation. Server consolidation and virtualisation have also resulted in reduced hardware costs, improved server provisioning and deployment, better disaster recovery solutions, efficient and economic use of energy, and increased staff productivity.

During the period July 2019 – October 2023, the ICT Support Service played an instrumental role in the landing of the St Helena's branch of Google's new submarine cable system. The immediate benefits of being connected to the Equiano system have subsequently reinforced the concept of Telemedicine within the Health Directorate. Telemedicine services that are now seamlessly accessed as a direct result of the island being connected to the Equiano system include Face to face patient consultations with overseas medical practitioners/specialists; Clinical Training; Face to Face clinical consultations between those medical practitioners who are based on island and those specialists who reside overseas; Continuous Professional Development; Asynchronous Telemedicine – This telemedicine type, which is also known as “store and forward” involves the movement of medical data such as CT Images, X-Ray Images, videos and reports from the Health Directorate onto their certified overseas radiologists' for expert diagnostics. In addition, the enhanced Internet connectivity has also allowed for the provisioning of a strengthened education service that will continue to support the development of skills, creativity, and the concept of online education throughout all respective education establishments. This strategically important project is expected to bring many benefits to the Island to include encouraging inward investment opportunities in the construction of satellite ground stations on St Helena and increased use of the internet-based technology and delivery through, for example, digital financial transactions.

The ICT Support Service with support from the UK Home Office are actively addressing the Cyber Security recommendations, which are contained within the Home Office's CNI Cyber Security and Cyber Resilience Risk report. Significant progress has been made in

terms of implementing these recommendations which includes the replacement of obsolete hardware and software and the development of various policies to guard against cyber threats.

Cyber security awareness training, which was delivered to 491 SHG Affiliated Staff and 75 Non SHG Staff, to ensure all attendees understand the risks and threats associated with cyber-attacks, was deemed a key strategic and operational milestone for the IT Section. By continuing to train employees on how to recognise security threats and how to respond appropriately, SHG have minimised the chances of a successful attack. Furthermore, without proper cyber security training the organisation is at a greater risk of being impacted by cyber crime

**The Communications Hub** coordinates all of SHG's external communications activity and plays an important role in keeping the public and other stakeholders informed about what is happening within SHG and how public services are being delivered. It is responsible for building and maintaining relationships and managing the organisation's reputation. The Communications Hub supports the organisation's openness and transparency agenda with timely communications output through for example, press releases, public announcements, communication campaigns and social media channels.

Improved communications and transparency were identified as key issues by many candidates in the General Election 2021 and Ministers identified this as a key objective for the current Council. This has been a key area of focus for the Communications Hub during this Council's term in office.

Monitoring and evaluation of digital media and engagement is undertaken on a monthly basis. Demand for filming work has increased and the team has expanded its filming output.

The Communications Hub operates as a corporate communications function comprising press, digital media, external and internal communications and marketing to coordinate, enhance, strengthen and further professionalise marketing and communication, both internally and externally. This will ensure that resources are shared as effectively as possible across SHG, and key work streams are appropriately coordinated and in line with wider organisational strategies and policies.

The establishment of the marketing function (mid-2021) saw the development and implementation of policies and procedures, file structures, and multimedia banks with Terms & Conditions and tracking and sharing mechanisms. The transfer of the marketing function from the then Treasury, Infrastructure and Sustainable Development Portfolio in October 2023 into the Communications Hub allowed for better deployment of SHGs limited communications resources. The marketing function has an overarching aim to attract and maintain interest in St Helena, in order to inspire people to live, learn, work, visit or invest in the island, both locally and

internationally. An achievement following the transfer was the creation, development and launch of the Destination Marketing Brand which ensured the external facing, 'tourism-focused' side of the brand with marketing activities successfully implemented in St Helena Tourism via the approved St Helena Tourism Brand Strategy. This work was successfully carried through to public awareness phase. A key area of work will be the rollout of the refreshed Corporate Brand across the Public Service which is schedule to start in September 2025.

The communications team implemented the actions from the 2019 Public Opinion Survey between 2019 and 2023 and will conduct a follow-up Survey in 2025.

A new SHG website and E-Visa portal is being developed and is expected to go live during 2025. The new website endeavours to make improvements to the existing one based on feedback received from all stakeholders and users. The aim is to strive for a site that has a more modern look, with content that is up to date, relevant, easily assessable, interactive and user friendly. It will be future proofed - enabling online applications.

The intranet, established by the Press Office in 2019, continues to be an important one-stop shop for all internal news. After being managed by HR&OD for a while, it has now been passed back to the Communications Hub. With approximately one in three persons in full time employment in St Helena employed by SHG, improving internal communications continues to be a key focus area during this period.

Team members continue to work towards qualifications in the communications field.

Measurement and analysis is now an established part of the team's workload and they regularly report statistics across the official digital media channels, as well as analysis of the 'public conversation' and local media activity. This is helping the organisation to evaluate its output and if necessary tailor its communications to effectively reach all of its audiences.

**The Statistics Office** is responsible for collecting, analysing and publishing statistical data, which is used to inform planning and policy decisions both by government and the public. Following completion of the February 2021 Population and Housing Census, in early 2022 the Statistics Office published population projections to 2051. Estimates of inflation rates are calculated and published every quarter, within three weeks of the end of the quarter, and population estimates by age and sex, and estimates of arrivals and departures – with over 100 indicators – are published every month, within five weeks of the receipt of data. In 2024, the Statistics office published a rebased Consumer Price Index for Q4, using weights calculated from the Household Expenditure Survey in 2023. In September 2024, estimates of Gross Domestic Product were released for 2022/23, the sixth year for which improved estimates have been based on economic output rather than on expenditure. Statistics of the value of imports for 2023/24 were published in

October 2024 using the method of processing data collected via the ASYCUDA system. This has improved accuracy, timeliness, and efficiency. The Statistics Office have now fully adopted an 'on-line first' policy to publish data that can be more easily accessed by users, with a much improved web interface.

**Information Management Services** has continued to administer and manage the official Complaints Procedure, as well as the 'Report it Sort It' service which has attracted 506 reports since the service began in 2015 up to 31 March 2025. Steady progress has been made with digitising the Government Archives collection and an Archives Record Collection policy has been developed to guide and inform the collection of archival material. Since 2021, two projects sponsored by the British Library Endangered Archives Programme, through the St Helena National Trust, has contributed towards the digitisation of 326 volumes of the East India Company records (which comprises over 350 volumes) the earliest of which dates from 1673. During 2023, the St Helena National Trust applied for further grant funding from the same source to enable additional digitisation of the Archives collection, commencing from 1835 through to the late 1880s. The application was successful and the two-year project commenced in September 2024.

The SHG Code of Practice for Public Access to SHG Information, which has been in place since September 2014, offers a central point of enquiry for the public to request information from SHG that is not already available by other means. The system continues to work well and a total of 138 requests for information have been received since the Code of Practice was introduced in September 2014 up to 31 March 2025. The 'Public Access to Government Information' Bill was enacted by the Legislative Council in June 2021 and associated Regulations and guidance are to be prepared in advance of the new legislation being brought into force. It is hoped that will be achieved during the lifetime of this plan. The legislation provides for the appointment of an Information Officer and it is likely that the individual appointed to that role may be a member of staff from within the Central Support Service.

An Information Management Framework has been developed for the Public Service Portfolios, as well as a number of Corporate Information Management policies having been developed to ensure appropriate management of the organisation's information, with a Records Retention and Disposal Policy developed for the administration function of the Central Support Service. Corporate policies are reviewed and if necessary, updated annually.

Timely arrangement of statutory appointments, drafting and publication of Gazette Notices and preparation of Legal Notices as well as Ordinances have remained a responsibility of the Information Research and Support Officer.

**Council Support Service** continues to support the work of the Executive and Legislative Councils through the provision of secretarial support to both bodies, as well as the offices of Speaker and Deputy Speaker of the Legislative Council. Formal meetings of the Legislative Council are arranged, to include liaison with senior officials for lines of reply to Questions and Motions, preparing all the

required documentation and ensuring that all business is submitted and dealt with in compliance with the requirements set out in the Legislative Council Standing Orders. Council support includes the provision of secretarial support with preparations for and attendance at, Ministers Question Time which was introduced in 2022 as well as two Select Committees and the Public Accounts Committee, including making arrangements for the live broadcast and transcription of these meetings. Support is also provided with preparations for informal meetings of the Legislative Council, Elected Members' meetings and public constituency meetings.

Under the new system of governance, which became effective following the October 2021 General Election, five Ministers are working alongside the Portfolio Directors, with seven Councillors taking on the scrutiny function via the 2 Select Committees, membership of the Public Accounts Committee function and questioning of Ministers at Question Time.

A review of the St Helena Legislative Council Standing Orders resulted in revised Standing Orders becoming effective in December 2022, with a revised Code of Conduct for Members of the Legislative Council being approved by Resolution in the same month.

During 2021, the local branch of the Commonwealth Parliamentary Association (CPA) was supported by the Commonwealth Parliamentary Association Headquarters International Secretariat in carrying out a self-assessment of how the legislature meets the 'Recommended Benchmarks for Democratic Legislatures, 2018'. The subsequent report made various recommendations for the St Helena Legislative Council to consider and a working group comprising the Hon Speaker, an Elected Member and the Clerk of Councils was formed to consider the recommendations; this work is ongoing.

During February 2024, HE the Governor and the Legislative Council hosted a four day visit of the Rt Hon Sir Lindsay Hoyle, Speaker of the UK House of Commons which is the first time a serving Speaker from the UK Government has made an official visit to the Island

In May 2024, the local CPA Branch hosted the annual British Islands and Mediterranean Region annual conference, which is the first time that an event such as this has been held on St Helena.

The CPA UK Branch carried out an 'Elections Expert Mission' whilst the preparation for the October 2021 General Election was ongoing and their report containing twelve recommendations was received in January 2022. These recommendations have been considered by a small working group of Elected Members (who are not holding a Ministerial office) and a report has been produced by the group setting out which recommendations might be taken forward. This report and its recommendations have been considered by the full Council and any agreed recommendations will be further considered as part of a wider review of the Elections Ordinance, 2009.

**Central Administration Service** provides the admin support function for all Portfolios. Duties include processing supplier payments; reconciliation of supplier accounts; minute taking; reception duties; administration of petty cash and issuing local purchase orders.

Some Admin Assistants are still involved in the payroll process and submit both weekly and monthly data to the payroll team. The admin function also continues to lead on organising national events such as the annual Remembrance Sunday service and Inauguration ceremonies for new Governors and any other national events that may need to be organised. Arrangements for the administration of Oaths of Office for Acting Governors are facilitated also by the admin team. Support continues to be provided to the various component parts of CSS through preparation and routine monitoring of the Directorate's annual recurrent budget including that of the SHG UK Representative's Office. Management of contracts for divested services such as SHG Cleaning, Public Transport and Swimming Pool Complex has been ongoing and compilation of the Directorate's annual Strategy and Delivery Plan and budget for Head 12 has been coordinated and monitored during each financial year.

The service is also responsible for preparation of annual reports to the International Labour Organisation regarding compliance with obligations in respect of various Conventions which have been extended to St Helena; annual updating of the Register of Electors; organising Elections in accordance with the Elections Ordinance 2009 and induction and training programmes for newly Elected Members, as well as supporting the business of Executive Council.

Development of Public Transport policy commenced in 2024 with SHG taking on responsibility for delivering the service in December 2024 following lack of interest from the private sector. Broader public transport policy development is likely to be kick-started during year one of this plan.

Data Protection legislation may be enacted during year one of this 3-year plan subject to legislative priorities and noting that a General Election will go ahead during year one - 2025.

Central Support Service was also heavily involved with the arrangements for the historic and high profile visit of HRH the Duke of Edinburgh which took place in January 2024. The four –day visit was successful and well covered in both local and international media.

**HR and Organisation Development (OD)** provides HR&OD leadership, support and advice across all portfolios relating to all people matters. Developing on our Business Partner operating model, we deliver core HR services (including end-to-end management of recruitment, advice and guidance on employee relations matters, payroll administration) as well as development and delivery of strategic and operational policy/projects and Organisational Development initiatives. We continue to support the development of the HR team in line with CIPD accreditations and best practice so that high standards can be maintained. During the past reporting period, HR & OD activities have included:

- Development and implementation of the St Helena Graduate Scheme

- Development of an International Recruitment Strategy that explores external labour markets to address immediate skills shortages
- Continued roll out of a Core Leadership Development Programme, with middle and senior managers and aspiring leaders
- Continuation of Mental Health Awareness training for all staff
- Coaching Network, which continues to be promoted with New Starters
- Induction Programme enhanced with additional workshops for New Starters
- Commenced the development of the first of the Pay Progression Frameworks under the Pay Policy (Immigration and Education)
- A Training Needs Analysis process, with links to annual performance appraisals
- Carried out the 2023 Employee Opinion Survey with follow up focus groups to delve into the detail and make recommendations
- Commenced work on the Code of Management Review
- Developed, implemented and ongoing maintenance of the Public Service Jobs website
- Recruitment and retention activity to enhance our approach to making the Public Service an attractive employer, including social media, website, videos etc
- Day to day operational HR activity consistent with a busy organisation with circa 900 employees, including management of some significant employee relations case work / legal (employment) matters

**Transport Service** continues to manage the SHG vehicle fleet, ensuring the maintenance and provision of suitable vehicles across the Public Service, on a full cost recovery basis. As from December 2024, it also manages the islands Public Transport Service with the view to develop and provide affordable transport operating within a limited subsidy. It also provides a service to the public for the hire of plant and certain equipment where these services are unable to be provided by the private sector. Research has been undertaken on the feasibility of piloting e-vehicles within the fleet and it was established that the purchase price of e-vehicles is double the cost of petrol/diesel fuelled vehicles. It was also recognised that the use of e-vehicles on the Island will not fully reduce carbon emissions as they would still have to be powered by electricity from the grid which is reliant on fossil fuel.

The provision of the Public Transport Service transferred to SHG from the private sector in December 2024 due to lack of interest from private sector businesses. The efficiency and effectiveness of the service will be closely monitored as a separate trading account has been set up for this service and it is important to ensure that operations breakeven so that the current level of subsidy does not need to be increased.

**National Geographical Information Services (GIS)** provide end-users with appropriate means to access the organisation's spatial data, particularly through integrated file sharing systems. GIS acts as a data custodian and is responsible for the acquisition and maintenance of spatial data that will be used by SHG, external customers and stakeholders

The GIS section's primary objectives are to:

- Make SHG Portfolios aware of GIS services and how it can help to generate efficiencies and inform decision making
- Ensure data acquisition and quality control best practices.
- Build relationship with SHG departments across all portfolios as well as peripheral stake holders.
- Organize and maintain a data repository for SHG spatial data including online portals.
- Maintain a fully digital cadastral fabric of the island whilst updating the cadastral system through conducting Land Registry surveys.
- Preserve and update the island's geodetic control network.

GIS has been instrumental in updating, collating and digitizing information for the 2020 Topographical map of St Helena which replaced the official Ordinance survey map produced in 1990.

The digital land registry has progressed with all land registry parcel documents scanned into a digital record and with land registry field research data in process of being scanned. This provides GIS with a more reliable work platform, helping to streamline in-house operations and in turn, become more efficient. This migration has been in the making for some years, but with the support of Economic Development Portfolio, SHG is now on its way to having a fully digital land registry service.

Programme Management Office (PMO) was formed in April 2023 as an evolution of the Project Management Office with the intent to adopt a programme approach to delivering SHG's Strategy. This involves the coordinated planning, management, and execution of multiple related projects that are directed toward the same strategic, organisation-wide, and portfolio objectives.

The PMO is a support service which focusses on the delivery of strategic objectives through change programmes. Either through direct management of capital funded programmes such as the Economic Development Investment Programme or by supporting projects delivered within Portfolios, acting as a centre of excellence in project management.

The objectives of the PMO are to:

- Develop and implement tools and templates including a Project Management Framework to aid and guide project delivery.

- Support project delivery and serve as SHG's authority on Project Management.
- Build sustainable Project, Programme & Portfolio Management Capacity within SHG.
- Ensure maximum value is achieved from investments by focussing on Benefits Management & Realisation.
- Ensure strategic alignment by selecting the right projects and allocating resources.
- Provide comprehensive and well-presented management information to enable evidence based decision making.
- Ensure Risks are managed at project, programme, portfolio and organisational levels.
- Build strong relationships with key internal and external stakeholders and raise the profile of the PMO within the public service.
- Garner trust and respect for the PMO by acting professionally in the best interests of SHG and the community.
- Put Health & Safety and environmental considerations at the forefront of project planning.

#### **4. Where we want to be:**

The Central Support Service (CSS) will strive for excellence in service delivery and will build on achievements made to date. In this regard, we will continue to engage with internal and external stakeholders to keep abreast of advances in technology and environmental changes; we will respond to our customers' needs with a view to providing optimum support, information and enabling services; and, we will proactively manage and support the business of Government.

With the lighting of the fibre optic marine cable in October 2023, the development of a new ICT Strategy to modernise IT hardware and systems and improve efficiencies, will be a priority. The Strategy will build on the work that has been done already which includes the upgrade of Public Service ICT infrastructure to support high speed bandwidth transmissions to drive efficiencies and enable innovative and smarter ways of working across the Public Service and Government. There will be improved collaboration across Portfolio Directorates and more information and knowledge sharing.

The ICT component of the BIOT funding, which was made available by the British Government will be used to engage the services of a Digital Transformation Consultancy to develop the aforementioned Digital and ICT Strategy with a supporting Implementation

Plan. The aim is to modernise and secure SHG's ICT operational estate and provide a foundation for enhanced service delivery, internal customer satisfaction, and business growth. The financial support package will also allow for the organisation to leverage new technologies, such as cloud computing and advanced cybersecurity tools, which will ensure that the organisation remains competitive and responsive to market demands. It will also address current vulnerabilities, reduce operational cost, and support a scalable, resilient infrastructure that will allow for future expansion.

The MTEF process will take account of the Outcomes Framework that is being developed to support and articulate outcomes in line with Ministerial Vision and priorities. This, together with alignment with the UN Sustainable Development Goals will see St Helena better placed to secure external funding. The policy making process will be better supported, with SHG policies better captured on the central policy database. Review of the risk management framework will be completed with a view to having a more streamlined process that takes account of all risks and ensures the escalation of 'unmanageable/high level' risks to the Executive Council. There will be focus on raising awareness about the importance of risk management across all levels of the service. Good Governance Principles will be reflected in the way we manage and deliver the business of Government in the public interest and work will continue towards establishing timely Compliance reporting.

Internal and external communications with reliable and timely statistical releases will meet the needs of Public Service employees, private sector and the general public whilst government information is properly managed with supporting policies and systems in place. And SHG's openness and transparency agenda is further underpinned by the enactment of Data Protection policy/legislation during year one of this 3-year plan and will be brought into force by year three.

Brand St Helena will be integrated into the work that we do, and marketing efforts will be helping SHG to ensure its range of strategies and actions work together to see the benefits of ensuring the island's stakeholder-defined best qualities are maintained during development; and of strategically garnering a more positive perception of how good St Helena is as a choice to live, work, visit or invest, including within our own employees, public and diaspora.

CSS will consider ways and means of enhancing its support service to enable the reformed political system to operate at its best. It will lead on the administration and organisation of a General Election due during the first year of this plan, with the possibility of amendments to the Elections Ordinance, 2009 being enacted by the legislature in advance of the General Election taking place.

Policies and procedures are in place for maintaining vehicles in a safe and efficient operating condition, for minimising vehicle downtime, for increasing user satisfaction and controlling maintenance costs. The use of electric vehicles will continue to be explored with a view to reducing carbon emissions as well as reducing operational costs for the Public Service.

We recognise and value our people as our most important asset in achieving our Policy Priorities, Strategic Objectives and National Goals

Our HR and OD “People Strategy” (under development 2025/26) will demonstrate how we aim to build capability and capacity within the organisation to innovate, manage uncertainty, ambiguity and transformation, develop new skills and embrace the opportunities that come with digital transformation. Our Vision, Mission and Values will be embedded into all people processes; and, our aspirations for the organisation include a flexible and agile workforce, with employee engagement and wellbeing at the fore of what we do. Public Services will be delivered by an inclusive and diverse workforce where achievements and good performance are rewarded and recognised, where equal opportunities prevail and where barriers/silo working are non-existent. Subject to available funding, plans to deliver these aspirations are being developed.

Whilst not underestimating the resourcing challenges we have as a small and remote island, with a decreasing working age population, we aim to have the right people with the right skills and values in place at the right time with exceptional leaders who champion our culture, live our values and facilitate high performance in a developmental, collaborative, inclusive and supportive working environment. In particular, we will continue to encourage, support and develop local people on St Helena to join our workforce.

We will continue to promote the benefits and capabilities of the GIS both internally and externally, keep abreast of advances in technology and find greener solutions. We will pursue the use of drones to provide a wider range of surveying methods and capabilities that are not yet common on St Helena such as Precision Agriculture, orthomosaics and 3D outputs. This supports SHG’s goal of becoming self-sustainable while increasing our capabilities and upskilling staff.

We will work with Portfolios to collect and store all of SHG’s spatial data to ensure it can be effectively utilised for future analysis. This is particularly important for SHG when making transparent and informed decisions and to this end, we will take advantage of the improved internet connectivity and make data available to all where it is expedient and appropriate to do so. To achieve this we will optimise the use of free software like Postgres, to enable GIS to grant access to users and set permissions. This will conform with IT’s new policies, as users can now sit in remote locations and view live datasets.

## **5. How we will achieve this:**

Central Support Service has eight priorities which will support the delivery of our Strategic Goals and the achievement of our Strategic Objectives and Policy Priorities and meet the needs of the communities we serve. Each element of activity will be aligned to at least one of the Strategic Goals and all our activity will be underpinned by our values.

<p><b>PRIORITY ONE</b></p> <p>Drive St Helena Government's Digital Transformation Agenda</p>	<p><b>PRIORITY TWO</b></p> <p>Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives</p>	<p><b>PRIORITY THREE</b></p> <p>Encourage and facilitate openness and transparency across the Public Service and Government</p>	<p><b>PRIORITY FOUR</b></p> <p>Enable and support policy makers, portfolios and the public to make better decisions</p>
<p><b>PRIORITY FIVE</b></p> <p>Support the development of the Public Service through the delivery of effective HR and OD practices and initiatives</p>	<p><b>PRIORITY SIX</b></p> <p>Ensure the provision of an effective and efficient vehicle hire service</p>	<p><b>PRIORITY SEVEN</b></p> <p>Support and enable the government's high level national objectives through marketing activities</p>	<p><b>PRIORITY EIGHT</b></p> <p>To enable and support the delivery of SHG's vision and strategy through ensuring successful delivery of transformational change.</p>

Each of these priorities cover a range of Central Support Service activities which are set out in more detail in the Delivery Plan in Section 6.

The diagram below shows how each Priority is linked to our Strategic Objectives and Strategic Goals (and to our Policy Priorities where applicable):

Central Support Service Priorities		Policy Priorities		Strategic Objectives		National Goals
<p><b>1. Drive St Helena Government's Digital Transformation Agenda</b></p>		<p>We will ensure that SHG's openness and transparency agenda is further enhanced and underpinned by Data Protection legislation</p> <p>To ensure we have the appropriate legislation in place to protect the community from cyber threats</p>		<p>3. Implement supporting policies and legislation to ensure robust and resilient ICT infrastructure is in place</p>		<p>1. EFFECTIVE INFRASTRUCTURE</p>
<p><b>2. Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives</b></p>		<p>We will continue to ensure compliance with our statutory governance obligations in relation to their stewardship and delivery of overarching goals and objectives</p> <p>We will amend our Elections legislation to take account of agreed recommendations by the Election Expert Mission</p> <p>We will continue to embed risk</p>		<p>29. Strengthen public service governance and organisational structures</p>		<p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</p>

		management in a systematic way to inform decision making and support the achievement of our goals and objectives			
<b>3. Encourage and facilitate openness and transparency across the Public Service and Government</b>		We will ensure communications are aligned to our goals and objectives and to embed a corporate attitude and sense of stewardship in terms of timely and accurate release of information		28. Improve internal and external communications and engagement to build a more informed community	6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR
<b>4. Enable and support policy makers, portfolios and the public to make better decisions</b>		We will continue to develop our strategic policies in line with best practice as set out in our Strategic Policy Framework. We will implement lesson learning as part of this process and ongoing review.		30. Ensure decision making is supported by evidence-based policy and legislation	6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR
<b>5. Support the development of the Public Service through the delivery of effective HR&amp;OD</b>		We want to address skills gaps by implementing policies to, attract, grow and retain the working age population.		8. Address skills gaps by valuing the local workforce and attracting, growing and retaining the working age population.	2. ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

<p><b><i>practices and initiatives</i></b></p>		<p>We want to identify ways to encourage Saints to stay or return to St Helena through attractive employment opportunities.</p> <p>We will improve the experience of our internal customers and prospective and existing employees, identify efficiencies and better ways of working; and position ourselves to meet challenges that lie ahead.</p> <p>We will work with leadership to build trust and confidence internally through ongoing delivery of leadership and management training, and through HR best practice.</p>			<p>5. ALTOGETHER HEALTHIER</p> <p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</p>
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<p><b>6. Ensure the provision of an effective and efficient vehicle hire service</b></p>		<p>We will implement policies which will facilitate all our energy being generated (over time) using renewable sources reducing our reliance on fossil fuels.</p>	<p>SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment</p>	<p>1. EFFECTIVE INFRASTRUCTURE 2. ALTOGETHER GREENER</p>
<p><b>7. Support and enable the government's high level national objectives through marketing activities</b></p>		<p>We will continue to pursue reliable and affordable air access and target our marketing to encourage more people to visit and live on the island.</p> <p>We will ensure communications are aligned to our goals and objectives and to embed a corporate attitude and sense of stewardship in terms of timely and accurate release of information</p>	<p>SO 12 Ensure reliable and affordable air access and sea freight services are in place</p> <p>SO.13. Increase export of goods and services</p> <p>SO 28 Improve internal and external communications and engagement to build a more informed community</p>	<p>3. ALTOGETHER WEALTHIER</p> <p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</p>

<p><b>8. To enable and support the delivery of SHG's vision and strategy through ensuring successful delivery of transformational change.</b></p>		<p>We will work with portfolios to support the delivery of changes and improvements as required and agreed, through effective people management advice, communications and technology.</p>				<p>ALL NATIONAL GOALS</p>
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## 6. Central Support Service Delivery Plan

<b>CSS Priority One: Drive St Helena Government's Digital Transformation Agenda</b>						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
1.1 Modernise and secure SHG's IT infrastructure	IT Section Manager	1.1.1 Replacement of all legacy systems and software which presents a data	70% replaced during 2022/23	85%	95%	100%

		<p>security risk to the organisation</p> <p>1.1.2 Planning and deployment of Exchange 2016</p> <p>1.1.3 Reduce the carbon footprint associated with IT equipment</p> <p>1.1.4 Installation and implementation of critical communication systems</p>	<p>80% deployed 2022/23</p> <p>40% replaced 2022/23</p> <p>70% installed during 2022/23</p>	<p>100%</p> <p>65%</p> <p>100%</p>	<p>100%</p>	
1.2 Strengthen cybersecurity and data protection measures	IT Section Manager	<p>1.2.1 Establish and effectively communicate a cybersecurity policy</p> <p>1.2.2 Development and roll out of a media removal policy for all critical systems and essential services</p> <p>1.2.3 Establish an effective and common patching regime across the organisation</p> <p>1.2.4 Adopt a minimum cyber approach across the organisation</p>	<p>45% completed 2022-2023</p> <p>45% completed 2022-2023</p> <p>40% completed 2022-2023</p> <p>20% completed during 2022/23</p> <p>20% completed during 2022/23</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>60%</p>	<p>-</p> <p>85%</p>	<p>-</p> <p>95%</p>

		1.2.5 Implementation of a cyber security awareness programme				
1.3 Replace all ageing Thin Client Servers with technologies that will support the current architecture and contribute towards the sustainability of social development and economic growth.	IT Section Manager	1.3 Reduce the carbon footprint associated with IT equipment.	40% replaced during 2022-2023	65%	100%	-
1.4 Design and install a robust ICT Security Information and Event Management system communication systems, which will contribute towards the sustainability of social development and economic growth.	IT Section Manager	1.4 The installation and implementation of critical communication systems.	70% installed during 2022-2023	100%	-	-
1.5 Establish and effectively communicate a cyber-security policy.	IT Section Manager	1.5 Develop and communicate a cyber-security policy, which will outline guidelines and provisions for preserving the security	2022-2023 – 45%	100%	-	-

		of SHG's data and technological infrastructure.				
1.6 Development and roll out of a removable media policy for all critical systems and essential services.	IT Section Manager	1.6 Develop and implement a removal media policy, which will protect the organisation against loss, damage, abuse and misuse of information.	2022-2023 -45%	100%	-	-
1.7 Establish an effective and common patching regime across the organisation.	IT Section Manager	1.7 Implement a patch management regime, which will allow for the processing and distribution of software updates across the organisation.	2022-2023-40%	100%	-	-
1.8 Adopt a minimum common cyber approach across the organisation.	IT Section Manager	1.8 Reduce the organisation's exposure to cyber-attacks by adopting a common cyber measure across the organisation.	2022-2023 – 20%	100%	-	-
1.9 Implementation of a cyber-security awareness programme.	IT Section Manager	1.9 Implement a cyber-security awareness training programme that will address issues such as data privacy, information security and cyber security.	2022-2023 – 20%	60%	85%	95%

**CSS Priority Two: Ensure effective corporate governance arrangements and support services are in place to achieve St Helena's overarching goals and objectives**

Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
2.1 Review and challenge progress reports from Portfolios; collate returns and compile quarterly reports to SLT, Councillors, and FCDO	Performance, Risk and Benefits Manager	2.1 Performance and risk management reports presented to SLT on quarterly basis	Reports published quarterly	Performance and risk management reports published by end of each month following respective quarter	Performance and risk management reports published by end of each month following respective quarter	Performance and risk management reports published by end of each month following respective quarter
2.2 Update and maintain central policy registry in liaison with Portfolios	Strategic and Social Policy Coordinator	2.2 Liaison with directors on status of policies relevant to their Portfolios	Reminders sent to Portfolios on ad hoc basis	Quarterly communication with Portfolios	Quarterly communication with Portfolios	Quarterly communication with Portfolios
2.3 Implement a revised 10 Year Plan	Performance, Risk and Benefits Manager	2.3 Implementation of revised 10 year plan with actions tracked and published	6-monthly progress reports compiled and published	6-monthly reports compiled and published	6-monthly reports compiled and published	6-monthly reports compiled and published
2.4 Compliance reports submitted to Internal Audit	Deputy Chief Secretary	2.4 Number of compliance Reports compiled and submitted to Internal Audit	2019/20 – 2 x quarterly Compliance reports covering statutory appointments only	Communication with Directors issued during first month of	Communication with Directors issued during first month of each quarter	Communication with Directors issued during first month of each quarter

				each quarter Report with increased coverage submitted to IA by end of first month following each quarter	Report with increased coverage submitted to IA by end of first month following each quarter	Report with increased coverage submitted to IA by end of first month following each quarter
2.5 Efficient and effective Administration Support Services in place across all Portfolios	Head of Administration Support Service	2.5.1 % of Central Administration staff in post at the end of each quarter	100% as at 31.03.2023	100%	100%	100%

**CSS Priority Three: Encourage and facilitate openness and transparency across the Public Service and Government**

Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
3.1 Review, update and implement the SHG Communications Strategy to reflect the evolving	Head of Communications	3.1 Review and update SHG Communications Strategy 2025-2028 annually	SHG Communications Strategy reviewed in December 2019	New SHG Communications Strategy issued June 2025	SHG Communications Strategy reviewed and	SHG Communications Strategy reviewed and updated March 2027

communications landscape to ensure alignment with organisational goals.					updated March 2026	
3.2 Monitor and evaluate SHG communications through public feedback, media analysis, and surveys to identify areas for improvement and ensure maximum impact.	Head of Communications	3.2 Establish Action Plan	Develop and establish action plan based on results of Public Opinion Survey conducted in FY 23/24	Implement Action Plan from 23/24 Public Opinion Survey	Implement Action Plan from 23/24 Public Opinion Survey	Continue to implement Action Plan from 23/24 Public Opinion Survey and conduct a new survey
3.3 Review of Press Releases issued receiving media comments to inform future communications decision making and strategies	Head of Communications	3.3 Weekly review of Press Releases reviewed and follow-up communications issued	Weekly press clippings issued alongside actions for relevant portfolios	100%	100%	100%
3.4 Monitor and evaluate SHG's online presence and engagement across all platforms, using relevant metrics to measure impact and inform strategies for optimisation and growth.	Head of Communications	3.4 Number of online followers accessing and engaging with SHG Facebook page, Twitter, LinkedIn and YouTube	Totals as of 01 April 2023	Maintain and increase followers and engagement.	Maintain and increase followers and engagement.	Maintain and increase followers and engagement.

<p>3.5 Develop and implement a new fit-for-purpose SHG website that meets user needs, aligns with strategic objectives, and enhances the organisation's online presence.</p>	<p>Head of Communications</p>	<p>3.5 Award and delivery of contract.  Transition from old website to new.</p>	<p>Current website as of 01 July 2023</p>	<p>Contract awarded by April 2025  Contract delivered by July 2025  Transition to new website by August 2025</p>	<p>Maintenance and improvement of website.</p>	<p>Maintenance and improvement of website.</p>
<p>3.6 Develop and implement new fit-for-purpose SHG intranet to support internal communications across the public service</p>	<p>Head of Communications and Head of Marketing</p>	<p>3.6 Processes and procedures in place for content creation for delivering quality products that communicate messaging effectively, reflect Brand St Helena and help SHG to meet strategic objectives</p>	<p>As of July 2023</p>	<p>Content creation activities channelled through Comms Hub, with assistance provided. Internal practices established for how Comms Hub can equip the public service as a whole with better and more strategic</p>	<p>SOPs established for which content the Comms Hub directly helps create, and which content the Comms Hub will only be able to support others to create.  SHG Visual Identity</p>	<p>At least one 'content creator' identified in each portfolio, receiving training on visual identity, strengthened comms and branded content creation; creating comms and marketing materials; and liaising between Comms Hub</p>

				<p>comms and content creation capabilities, rather than creating a bottleneck by attempting to fully centralise all comms and marketing across the entirety of SHG.</p> <p>St Helena Tourism Visual Identity Guidelines finished and handed over to St Helena Tourism, equipping them with how to use the brand in daily</p>	<p>Guidelines created and implemented across the public service.</p>	<p>and the comms/marketing activities of each portfolio.</p>
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				content creation.  SHG Style Guide issued across the public service to standardise written style.		
3.7 Improved information management	Head of Administration Support Service	3.7.1 Number of Records Retention and Disposal Schedules developed  3.7.2 Number of corporate information management policies reviewed and updated annually	Number of Schedules developed  2023/24 baseline – 1 Schedule in place  6 policies in place 2023/24	5 Schedules developed    3 policies reviewed and updated	6 Schedules reviewed and updated    3 policies reviewed and updated	6 Schedules reviewed and updated    3 policies reviewed and updated
3.8 Facilitate the introduction of data protection legislation	Deputy Chief Secretary in liaison with relevant stakeholders	3.8 Development of Data Protection Policy to inform legislation	2023/24 No local Data Protection legislation in existence 2024/25 – Data Protection Policy drafted	Data protection legislation enacted.	Data Protection Legislation brought into force	

3.9 Monitor ongoing live survey to ascertain level of customer satisfaction of the various services provided by SHG	Deputy Chief Secretary	3.9 Level of customer satisfaction with SHG services	Baseline to be established	Reminder about the survey issued on 6 mthly basis, along with response to customer feedback	Reminder about the survey issued on 6 mthly basis, along with response to customer feedback	Reminder about the survey issued on 6 mthly basis, along with response to customer feedback
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**CSS Priority Four: Enable and support policy makers, portfolios and the public to make better decisions**

Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
4.1 Provide social and economic statistics that are fit for purpose.	Chief Statistician	4.1.1 % of key statistics (quarterly price inflation, monthly population) delivered according to timetable	12 of 16 outputs (75%)	As baseline (75%)	As baseline (75%)	As baseline (75%)
		4.1.2 Implement a national Business Survey, provided there is sufficient demand from users (frequency to be once every three years)	Business Survey last completed in 2022	Survey completed	No survey	No survey
4.2 Improved oversight of Executive and		4.2.1 % of Executive Council business tabled as per the Rolling Programme	2019/20 78% 2020/21 93% 2021/22 95% 2023/24 63%	98%	98%	98%

Legislative Council business		4.2.2 Quarterly updates of ExCo & LegCo Tracker documents	2023/24 – ExCo Tracker document updated and circulated four times; LegCo Tracker updated and circulated three times	100%	100%	100%
4.3 We will organise, structure, regulate and improve how we manage and share location- based data, making it easier for everyone to access and use this information for decision making.	GIS Manager	4.3.1 <ul style="list-style-type: none"> <li>• X Number of Datasets are run through a validation process &amp; uploaded to the Data portal</li> <li>• X Number of Staff currently train in using QGIS</li> </ul>	377 Records have Metadata  35 Users Of GIS In SHG	500 Records to have metadata  Increase the amount of GIS users to 45	600 Records to have metadata  Increase the amount of GIS users to 55	700 Records to have metadata  Increase the amount of GIS users to 65
4.4 We will improve all standards of surveying by setting up advanced surveying equipment and make use of new techniques and technology to make land surveys faster and more accurate.	GIS Manager	<ul style="list-style-type: none"> <li>• X Number of Projects completed within a Year</li> </ul>	Projects to be started	30 , Hydrographic surveying (Maritime)	Geodetic Control Project Completed	70% CORS Project Completed

<p>4.5 We will promote encourage and enhance SHG’s capacity for using GIS as a decision making tool by offering training, hosting events and helping people understand how GIS can support their work and the community.</p>	<p>GIS Manager</p>	<ul style="list-style-type: none"> <li>• X Number of staff trained to use QGIS in SHG Per annum</li> <li>• X Number of Promotional Events</li> <li>• X Number of GIS Request</li> </ul>	<p>2023: 33 GIS Request (30 Completed) logging of jobs wasn’t always done correctly</p> <p>2024: 23 SHG staff received GIS Training Training events Promotional events 100 GIS Requests (95 completed)</p> <p>2025: 16<sup>th</sup> April 2025 26 GIS Request (22 Completed) 1 GIS Promotional Event</p>	<p>60 % Requests Completed</p>	<p>65% Requests completed</p>	<p>70% Requests completed</p>
<p>4.6 We will update and improve land records and mapping systems to ensure accurate and reliable information about land ownership and boundary’s.</p>	<p>GIS Manager</p>	<ul style="list-style-type: none"> <li>• X Number of parcels to be checked and corrected within a year</li> </ul>	<p>(16<sup>th</sup> April 2025) 957 parcels checked out of 5602 parcels (Project Started 18<sup>th</sup> August 2024</p>	<p>Required equipment 2000 Parcels Checked and completed <b>(Provided we can retain the Land</b></p>	<p>3000 Parcels Checked and completed <b>(Provided we can retain the Land registry Clerk)</b></p>	<p>4000 Parcels Checked and completed <b>(Provided we can retain the Land registry Clerk)</b></p>

				registry Clerk)		
<b>CSS Priority Five: Support the development of the Public Service through the delivery of effective HR and OD practices and initiatives</b>						
Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
5.1 Development and implementation of a People Strategy	Head of HR&OD	5.1.1 Development of Strategy  5.1.2 Delivery of initiatives within each of the core themes of the strategy (prioritised and according to need and available funds)	No Baseline	Development of Strategy & plan for delivery	Phased delivery of initiatives in line with delivery plan and budget availability	Phased delivery of initiatives in line with delivery plan and budget availability
5.2 Implementation of Pay Policy (including pay progression frameworks) – subject to allocated funding	Head of HR&OD	5.2.1 Implementation of the Pay Policy  5.2.2. Roll out of pay progression framework	No Baseline	Leadership endorsement of Pay Policy  Plan for roll out of progression frameworks	Phased delivery of Pay Progression framework in accordance with roll out plan and budget	Phased delivery of Pay Progression framework in accordance with roll out plan and budget
5.3 Development & Implementation of the International Recruitment Strategy	HR Policy & Projects Manager and HR Manager	5.3.1 Implementation of International Recruitment Strategy – alternative labour markets	No existing strategy	Roll out of remaining pilot programmes under the 1 <sup>st</sup> phase of	Full implementation of International Recruitment	Review of international recruitment strategy initiatives

		<p>5.3.2 Review options for optimisation of the TC Programme</p> <p>5.3.3 Development of options that support returning saints to work in the Public Service</p>		<p>the International Recruitment Strategy</p> <p>Implementation of strategy within resourcing plans and recruitment activities</p> <p>Presentation of options for Optimising the TC Programme</p> <p>Commencement of options developed for supporting returning saints to Public Service roles</p>	<p>nt Strategy (phase 1)</p> <p>Options developed for supporting returning saints to Public Service roles</p>	
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5.4 Review systems & processes to enable HR metrics reporting	HR Manager	5.4.1 Systems in place to enable quarterly reporting at SMT/SLT (to include the implementation of a Recruitment system within 2025/26)	No Baseline	<p>Define scope of reporting</p> <p>Review current systems &amp; processes</p> <p>Options to achieve reporting requirement</p> <p>Commence basic organisational health reporting on quarterly basis</p>	<p>Implement new systems &amp; processes</p> <p>Commence phased approach for quarterly reporting</p>	100% reporting on HR metrics to SMT/SLT
5.5 Implement development initiatives that supports changing public service requirements	Organisational Development Manager	5.5.1 Implement and develop initiatives from the Employee Voice Report and Action Plan	2023 Employee Opinion Survey and 2024 staff Focus Groups	Implement Immediate 'Quick Win' Priorities from the Employee Voice Action Plan	Implement Medium Term Structural Improvements from the Employee Voice Action Plan	Implement Long-term Transformational Changes from the Employee Voice Action Plan

5.6 Review and Implementation of the Code of Management	HR Policy & Projects Manager and HR Manager	5.6.1 New consolidated Code of Management		COM refreshed and reformatted into a consolidate document (stage 2)	In-depth review of priority policies  Roll out of new CoM to all staff  Consultation with ERC/Partnership Forum and SLT	Continuously review/maintain in COM
5.7 Review HR and OD Services	Head of HR and OD and HR Manager	5.7.1 Proposal for agreed improvements to HR and OD Service as determined through the review	No baseline – targets and achievements to be determined as part of the review	Proposal outlining improvements to service agreed and start of implementation.	TBC	TBC

**Priority Six: *Ensure the provision of an effective and efficient transport service***

Action	Owner	Performance Indicator	Baseline	Target		
				2025/26	2026/27	2027/28
6.1. Monitor the development of electric vehicles and gauge what could potentially be used by the SHG Vehicle	Head of Transport	6.1 % review into fully electric vehicles evaluating purchase, running and maintenance cost to gauge any efficiency savings	0% in 2024/25	1%	2%	3%

Fleet in future replacements. Also where there's potential to assist Portfolios with the procuring and piloting of fully electric vehicles and equipment and Where there's potential to assist Portfolios with procuring and piloting of fully electric vehicles and equipment						
6.2 Develop mechanics' basic IT skills	Head of Transport /Garage Manager	6.2 % of mechanics using computer and relevant software	50% in 2024/25	70%	90%	90%
6.3 Develop mechanics' understanding of diagnostic tools	Head of Transport /Garage Manager	6.3 % of mechanics competent in navigating diagnostic software	30% in 2023/24	50%	70%	90%
6.4 Develop and implement the business strategy for the Transport Section	Head of Transport	6.4 Strategy in place covering aspects of the business such as vehicle replacement and maintenance, staff training and up skilling.	Final draft 2024/25 to be approved	100% implementation of Strategy	Review, update and implement strategy	Review, update and implement strategy

6.5 Review the Public Transport Service	Head of Transport	6.5 Monitor usage of all routes, review and revise whenever required	Current adopted timetables 2024/25	Review & update	Review & update	Review & update
<b>Priority Seven: Support and enable the government's high level national objectives through marketing activities, notably the promotion of St Helena as a tourist and investment destination and as a place to live and work</b>						
7.1 Lead the implementation and monitoring of the governance of Celebrating St Helena and Corporate brands to ensure alignment with strategic goals, effective resource allocation, and consistent brand representation.	Head of Marketing, Brand Manager	7.1 Brand Implementation Action Plan delivered to approved timelines	No such plan has previously existed, so no baseline	Please refer to the Brand Implementation Action Plan	Please refer to the Brand Implementation Action Plan.	Please refer to the Brand Implementation Action Plan
7.2 Deliver the St Helena Tourism Brand Strategy/Plan to support the delivery of the Tourism Development Programme (TDP)	Senior Marketing Manager, Head of Tourism, Brand Manager	7.2 Brand reach  Objective 1: Fully implement brand strategy and plan, in order to help differentiate St Helena as 'a great place to live, learn, work, visit and invest'  Objective 3: Maintain baseline brand awareness of approximately	In 2023/24, Objective 1 was completed and Objective 3 (of 3 total) was met	Establish firmer brand awareness, strength, and positioning metrics, to enhance analysis of brand performance	Maintain baseline brand awareness of approximately 100k/month, via paid/shared/owned/ear	Maintain baseline brand awareness of approximately 100k/month, via paid/shared/owned/earned marketing mix in

		100k/month, via paid/shared/ owned/earned marketing mix in relevant platforms, publications, target audiences and niches		Maintain baseline brand awareness of approximately 100k/month, via paid/shared/ owned/earned marketing mix in relevant platforms, publications, target audiences and niches	ned marketing mix in relevant platforms, publications, target audiences and niches	relevant platforms, publications, target audiences and niches
7.3 Secure and effectively manage the ring-fenced 2025/26 TDP paid marketing/promotion budget to maximise its impact on St Helena's tourism goals.	Senior Marketing Manager, Head of Tourism, Destination Marketing Officer	Spend options presented, approved, completed, in a manner that demonstrates any lessons learnt from first year of TDP	2025/26 TDP marketing activities	Measure on a monthly basis Spend on Marketing activities and track the return, to measure ROI	Use Baseline developed in 2025 to target 15% better ROI from Marketing. Improve Efficiency and Reach	Expand 2026 Marketing ROI calculations to target 15% higher efficiency for ROI from 2026 calculations. Focus on conversions and retargeting.

7.4 Create, gain approval for, and implement a 3-year marketing strategy to ensure alignment with organisational goals.	Senior Marketing Manager, Brand Manager	Approval and successful delivery of the draft strategy	No strategy exists yet	Draft 3-Year Marketing Strategy approved for use  Baseline metrics established	Maintain support for the destination side of the brand, to assist St Helena Tourism in achievement of the Tourism Recovery Strategy	Implement SHG's new brand, to increase internal brand belief by 20% by Q4 FY 2027/28 Increase brand perception amongst potential working-age diaspora members by 15% by Q4 FY 2027/28
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**Priority Eight: To enable and support the delivery of SHG's vision and strategy through ensuring successful delivery of transformational change**

Action	Owner	Performance Indicator	Baseline	2025/26	2026/27	2027/28
8.1 Develop and implement tools and templates including a Project Management Framework to aid and guide project delivery.	Head of PMO	Percentage of projects delivered by portfolios using the Project Management Framework with PMO support.	No Baseline  Project register required to measure.	Develop Project Registration process and ensure all Portfolio Directors support and implement the process,	20% Use the information gathered by the project registration process to design a resource model	50% Implement required resource model (funding allowing)

					to support portfolio projects	
8.2 Build sustainable Project, Programme & Portfolio Management Capacity within SHG.	Head of PMO	Number of training sessions delivered	No Baseline	3 internal PMO capacity building sessions	4 open/brown bag/lunch and learn sessions.  12 internal PMO capacity building sessions	6 open/brown bag/lunch and learn sessions.  12 internal PMO capacity building sessions
8.3 Ensure maximum value is achieved from investments by focussing on Benefits Management & Realisation.	Head of PMO, Programme/ Project Executives	Percentage of strategic projects (capital grant funding) that include a detailed Monitoring Evaluation and Learning (MEL) plan to track project benefits and impact during and post-delivery	No Baseline	10%	50%	80%
8.4 Provide comprehensive and well-presented management information to enable evidence based decision making.	Head of PMO, Programme/ Project Managers	Feedback on portfolio and programme management Information from relevant boards.	No Baseline	Discussed at meetings twice annually and feedback incorporated.	Discussed at meetings twice annually and feedback incorporated.	Discussed at meetings twice annually and feedback incorporated.

## 7. Financial projections:

The table below shows the Central Support Service (CSS) financial projections for the 3-year planning period with a summary of outputs linked to budget submissions. Links are also made to CSS Priorities and Strategic Policy Priorities where relevant.

Outputs	Budget Cost Centre	2025/26 £'000	2026/27 £'000	2027/28 £'000	CSS Priority	Policy Priority
Management and Administration	12-1200	403	393	393	<p>Priority Two: Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives</p> <p>Priority Three: Encourage and facilitate openness and transparency across the Public Service and government</p>	<p>SO.29. Strengthen public service governance and organisational structures</p> <p>SO.29. Strengthen public service governance and organisational structures</p> <p>SO.30. Ensure decision making is supported by evidence-based policy and legislation</p> <p>SO.33. Ensure compliance with local and international obligations</p>
Statistics Office	12-1202	77	77	77	Priority Four: Enable and support policy makers, portfolios and the public to make better decisions	SO.30. Ensure decision making is supported by evidence-based policy and legislation

Communications Hub	12-1212	341	311	311	<p>Priority Two: Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives</p> <p>Priority Seven: Support and enable the government's high level national objectives through marketing activities, notably the promotion of St Helena as a tourist and investment destination and as a place to live and work</p>	SO.28. Improve internal and external communications and engagement to build a more informed community
Information Services	12-1201	41	41	41	Priority Three: Encourage and facilitate openness and transparency across the Public Service and government	
Supporting Executive and Legislative Councils	12-1206	539	521	521	Priority Three: Encourage and facilitate openness and transparency across	SO.30. Ensure decision making is supported by evidence-based policy and legislation

Public Accounts Committee	12-1213	6	6	6	the Public Service and government Priority Three: Encourage and facilitate openness and transparency across the Public Service and government	
Governor's Office	12-1204	157	157	157	Priority Two: Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives	SO.29. Strengthen public service governance and organisational structures SO 32. Ensure assets are protected for the good of all
Programme Management Office	12-1208	148	147	146		SO. 2. Develop and maintain Physical infrastructure, including utilities and telecoms SO.4. Complete the backbone infrastructure for a 21st century island, including an all-through Primary School a primary Health Care Centre and a new prison
Public and National Affairs	12-1203	214	214	214	Priority Two: Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives	SO.29. Strengthen public service governance and organisational structures

					Priority Four: Enable and support policy makers, portfolios and the public to make better decisions	
HR Services	12-1220	242	242	242	Priority Five: Support the development of the Public Service through the delivery of an effective People Strategy	SO.8. Address skills gaps by valuing the local workforce and attracting, growing, and retaining the working age population.  SO.29. Strengthen public service governance and organisational structures
Technical Cooperation	12-1221	8,213	8,213	8,213		
Overseas Training	12-1222	191	191	191		
Technical Services	12-1209	125	123	123		SO.20. Develop and maintain physical infrastructure
National Geographical Information Services	12-1210	91	91	91	Priority Four: Enable and support policy makers, portfolios and the public to make better decisions	SO.30. Ensure decision making is supported by evidence-based policy and legislation
<b>Total Recurrent Allocation</b>		<b>10,788</b>	<b>10,727</b>	<b>10,726</b>		
<b>Other Funding</b>	IT Trading Account				Priority One: Drive St Helena Government's Digital Transformation Agenda	SO. 3. Implement supporting policies and legislation to ensure robust and resilient ICT infrastructure in place
	Transport Trading Account	1,518	1,348	1,119	Priority Six: Ensure the provision of an effective and efficient vehicle hire service	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment SO 32. Ensure assets are protected for the good of all

	Public Transport Trading Account	197	198	198		
<b>Total Other Funding</b>						
<b>Total Funding</b>						

## 8. Workforce plan:

The Central Support Service recognises that our success in delivering our Strategic Goals and achieving our Strategic Objectives and Policy Priorities depends on having the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.

Our 5-Year Workforce (Action) Plan is an internal document which underpins this Strategy and Delivery Plan.

## 9. Risk Management and Mitigation

The Central Support Service Risk Register is an internal document which is shown as an Appendix to this Strategy and Delivery Plan.