St Helena Government

Central Support Service Portfolio

Portfolio Strategy and Delivery Plan
April 2026/27 – March 2028/29

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Prepared by: Central Support Service Portfolio Senior Management Team

Endorsed by Chief Minister Cairns-Wicks

1. The Ministerial Vision for St Helena

"Our vision is for a fair, inclusive, more resilient St Helena, confident in its future, responsible in its stewardship and united in purpose to become a sustainable thriving community with people at its heart."

2. The Public Service Vision, Mission and Values:

Our Vision: Saint 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:

- **F**airness We act as role models and have fair and consistent standards. We champion equality, inclusion and respect
- **I**ntegrity We communicate openly and we are honest and accountable
- **T**eamwork We work together and we support each other

3. The role of the Central Support Service Portfolio:

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 and Legislative Councils, accountability, compliance, good public relations and marketing the island in support of our national objectives.

Our services include ICT, Administration, Internal and External Communications, Marketing, Statistics, Geographical Information Services, HR and Organisational Development, Transport Services (including the Public Transport Service) and Information Management (including the activities of the SHG Archives service). Risk Management and Policy and Planning, via the Programme Management Office, fall within Head 12 for budget and planning purposes, with the Head of the Programme Management Office reporting directly to the Head of the Public Service. The Safeguarding Board has recently moved to Central Support Service, under the purview of the Chief Secretary to ensure independence. Additional resource has been secured to support this important area of work and an updated work plan is being prepared.

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.

The **IT Support Team** plays a critical role in ensuring the organisation's technology infrastructure operates efficiently, securely, and reliably, with the Cyber Security function protecting the organisation's information assets, systems, and networks against internal and external threats. The Cyber Security team also develops and maintains security policies, provides staff cyber awareness training, and collaborates with other portfolios to embed security across all operations. Through vigilant monitoring, risk management, and strategic planning, the Cyber Security team safeguards the organisation's digital environment, which subsequently strengthens overall resilience.

Our **HR&OD** team delivers 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, the provision of learning and development both internal and via external providers, and Organisational Development initiatives designed to support portfolios through change, growth and development of their services.

The **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 **Communications Hub** encompasses a range of functions, including press relations, digital media, external and internal communications, and marketing. Together, these components work synergistically to build and maintain our organisation's reputation while fostering strong relationships with the wider community we serve. The section also manages and coordinates all marketing and communications activities, ensuring that both the public, our stakeholders and SHG employees remain informed about the developments within our public service and the opportunities available on our island.

The **Programme Management Office (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.

Central Support Service works to the following legislation:

- St Helena, Ascension and Tristan da Cunha Constitution Order, 2009 as amended in 2021
- Census Ordinance, 1986
- Elections Ordinance, 2009
- Employment Rights Ordinance, 2010 (referring to UK employment legislation and best practice where it is not specifically provided for on St Helena)
- English Law (Application) Ordinance, 2005
- Interpretation Ordinance, 1968
- Legislative Council Proceedings Ordinance, 1974
- Legislative Council (Remuneration and Allowances) Ordinance, 2010
- National Honours and Awards Ordinance, 2021
- Public Access to Government Information Ordinance, 2021 (not yet brought into force)
- Public Accounts Committee (Procedure) Ordinance, 2019
- Public Holidays Ordinance, 1945
- Sheriff of St Helena Ordinance, 1969
- Statistics Ordinance, 2000

4. What we have achieved so far:

- Connection to the Equiano sub-sea cable with subsequent benefits to all portfolios
- Delivery of Cyber Security awareness training to 803 affiliated end-users
- Implementation of more stringent Cybersecurity and Data Protection Measures
- Integration of Greener Technology into the ICT operational estate
- Transition from an on-premise communication system to Outlook 365
- Integration and development of the marketing function into the Communications Hub
- Progressed the development of the new SHG website and E-Visa portal
- Rolled out the refreshed Corporate Brand

- Development of the cyber security area with associated training or all SHG staff and Elected Members ongoing
- Provision of the Public Transport bus service
- Successful General Election in 2025
- Development and ongoing implementation of an International Recruitment Strategy that explores external labour markets to address skills shortage
- Continued roll out of Core Leadership Development Programme, with middle, senior and aspiring leaders
- Leadership endorsement of Pay Policy and plan for rollout of pay progression frameworks *(note: subject to delivery in accordance with 25/26 plan)*
- Employee voice action plan endorsed by Senior Leadership Team
- HR Review undertaken and work streams clarified to enable effective service delivery

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 are published every month, within five weeks of the receipt of data from the Immigration Service. In November 2024 the Immigration Service streamlined their arrival processes, and the Statistics Office have adapted their systems to this change – which has resulted in less timely statistics for tourism especially (the Statistics Office continues to work to find a solution to this issue). In 2024, the Statistics office published a rebased Consumer Price Index for Q4, using weights calculated from the Household Expenditure Survey in 2023. In July 2025, estimates of Gross Domestic Product were released for 2023/24, the seventh year for which improved estimates have been based on economic output rather than on expenditure. Statistics of the value of imports for 2024/25 were published in July 2025 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. This includes an up-to-date and interactive 'Statistics in Figures' graphical presentation, which is also used as the basis for the 'State of the Nation' presentation each year to policy makers

GIS has been instrumental in updating, collating and digitising 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.

Key focus areas of our strategic marketing efforts include the continuous promotion of St Helena as a desirable destination, enhancing engagement with the Destination Marketing Brand, and rolling out our refreshed Corporate Brand across the Public Service. We are dedicated to responding to public sentiment, as evidenced by the implementation of actions from the 2019 Public Opinion Survey and the planned follow-up survey in Q3 2025/26.

The development of a new SHG website and E-Visa portal is a cornerstone of our strategy. The new website was launched in December 2025. This technology will not only modernise our online presence but also improve the user experience based on valuable feedback from stakeholders, ensuring that our content is relevant, interactive, and user-friendly.

The Cable Landing Station, managed by Central IT, is a critical component of the island's global connectivity infrastructure. The complex, which is operated and managed by the IT Section's Technical team offers reliable, secure, and high-capacity data transmission to the citizens of St Helena.

5. Where we want to be:

The Central Support Service will continue to provide the best possible support services to the five Portfolios, Treasury, the Executive and Legislative Councils within the constraints of the resources available. Working together, we will support the delivery of all Strategic Outcomes but our main focus will be on actions set out in Section 7 of this Strategy and Delivery Plan.

During the life of this Plan we will:

- aim to develop Data Protection legislation that suits local circumstances, with a simultaneous 'drip-feed' of information about the importance of data protection and the future responsibilities of organisations/businesses etc when managing personal data
- aim to develop a sustainable transport system, including a review of delivery of public transport provision by SHG
- support the process for taking forward amendments to the St Helena, Ascension and Tristan da Cunha Constitution Order, 2009 (amended in 2021) that are likely to be progressed during the coming five-year planning period
- facilitate and work with Elected Members in reviewing the Elections legislation taking into account agreed recommendations made by the Commonwealth Parliamentary Association Elections Observation Mission 2025
- pursue continuous improvement in the way information and records are managed
- pursue continuous improvement in the administration support service by developing more efficient ways of working by streamlining processes

- ensure that timely and accurate statistical data are fit for purpose, meeting the needs of Government, the Public Service, the private sector and the general public, enabling them to make better decisions.
- Through its marketing and communications initiatives, the Communications Hub will, through various digital and traditional media endeavour to:

    - Inform, build and maintain relationships with both internal and external stakeholders driving the agenda of improved communications and transparency
    - Promote St Helena as a great place to live, learn, visit work and invest

- 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 “People Strategy” will demonstrate how we will do this
- embed Our Vision, Mission and Values 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
- aim to deliver Public Services 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
- 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, whilst not underestimating the resourcing challenges we have as a small and remote island and with a decreasing working age population
- continue to encourage, support and develop our local workforce
- encourage St Helenians within the diaspora and those from within wider international labour markets to join our workforce
- establish a Comprehensive Global Spatial Data Policy: Develop and implement a Global Spatial Data Policy for St Helena Government (SHG) to standardise data collection, management, sharing, and accessibility. This policy should align with the SHG Data Policy and encourage open data principles. It will also promote transparency for both government and public use
- digitise and verify the Land Registry: Transition the Land Registry into a fully digital system where all land parcels are mapped, verified, and maintained to a consistent and acceptable quality standard. This initiative will enhance accuracy, improve accessibility, and provide a reliable foundation for land management, legal processes, and spatial planning
- expand GIS utilisation across SHG: Increase the adoption of Geographic Information Systems (GIS) across SHG portfolios, with an initial target of 15% of government staff being trained and actively using the central GIS platform within the next 5 years. Training will focus on enabling staff to input, manage, and perform some basic analysis of live spatial data through PostGIS, supporting evidence based decision-making and inter-departmental collaboration

- develop a Public Interactive Data Portal**:** Create an interactive online data portal to make SHG's spatial datasets more accessible to the public. The portal will host a wide range of historic and current datasets, encouraging public engagement and research while showcasing SHG's commitment to transparency
- leverage Remote Sensing and Drone Technology: Integrate remote sensing and drone technologies to support agricultural monitoring, vegetation analysis, and land management. These tools will help minimise disputes through enhanced visibility and accuracy, provide detailed environmental insights, and promote land and property opportunities through improved spatial awareness
- establish the GIS Office as the Central Data Hub: Position SHG's GIS Office as the central data hub for all spatial data. This will involve maintaining high-quality metadata, ensuring interoperability across systems, and enabling efficient access to up-to-date datasets for internal and external users
- drive Data-Led Decision-Making: Enhancing SHG capabilities through CPD within the GIS Office to become a key enabler of evidence-based governance by using up-to-date data and analytical tools and modern technology to support fast, informed decision-making. Improving policy development, operational efficiency, and responsiveness across all sectors
- provide Continuous Improvement: Implement a continuous improvement framework to regularly assess data accuracy, user satisfaction, and system performance, ensuring the spatial data infrastructure evolves with emerging technologies and community needs while being economically sensitive, ensuring SHG is more efficient
- empower SHG to improve customer engagement, foster collaboration, and rapidly adapt to market changes, thereby strengthening competitive advantage. When aligned with organisational strategic and business objectives, ICT becomes not merely a support function but a visionary driver for sustained growth, operational excellence, and continuous levels of improvement across all portfolios. Information and Communication Technology (ICT) serve as a critical strategic improvement tool for modern organisations by integrating digital systems and processes that enhance efficiency, decision making, and innovation. By leveraging ICT, the organisation has at its disposal the necessary tools and resources, which will automate operations, reduce errors, streamline communication, enable real-time analysis and facilitate informed strategic decisions
- transform the organisation into a digitally empowered enterprise by harnessing the full potential of innovation information technology. In addition, the creation of a seamless, secure, and intelligent IT ecosystem will drive operational excellence, foster innovation, and enhance decision making across all sectors. The continued implementation of cutting-edge technology, such as cloud computing, artificial intelligence, data analytics and other emerging digital technological solutions, will enable agile business operations and support a resilient scalable infrastructure
- cultivate a culture of continuous learning, collaboration, and digital leadership by putting into situ the necessary prerequisites, which will enable every end-user, and major stakeholder to thrive in a connected, data-driven, and innovation-led environment

- develop and implement a modern Digital and ICT Strategy, which will provide the foundation for enhanced service delivery and business growth. Key ICT initiatives include:

    - Transitioning from the historical on-premise Microsoft solutions to Microsoft Office 365. By migrating from legacy systems to Microsoft Office 365, the organisation will benefit from a modern cloud-based platform that integrates communication, productivity, and an array of security tools
    - The on-going Proof of Concept project will lay the groundwork for any form of Cloud adoption within SHG. This foundation or 'Landing Zone' will define the principles and guidelines which will lead SHG through its Cloud journey. It will consider both the technical and business requirements, in addition to accounting for longer-term growth and use of the Cloud. In essence it will ensure optimal and efficient Cloud adoption
    - The integration of AI security detection tool, which comprises of three tightly integrated flagship products will address SHG's Detect, Respond and Investigatory security requirements. The platform will also provide real-time threat detection, investigation, and response, as well as advanced visualisation across the entire digital environment

6. How we will achieve this:

The Central Support Service Portfolio has three Portfolio Priorities which will support the delivery of our Strategic Goals and the achievement of our Strategic Objectives and Strategic Outcomes and meet the needs of the communities we serve. Each element of this Portfolio's activity will be aligned to at least one of the Strategic Goals and all our activity will be underpinned by our values.

DIRECTORATE PRIORITY ONE	DIRECTORATE PRIORITY TWO	DIRECTORATE PRIORITY THREE
To enable and support the delivery of transformational change	*To enable and support policy makers, portfolios and members of the public to make evidence based decisions*	*To support the Public Service to develop and deliver an effective and efficient service to our customers*

Each of these priorities covers a range of Portfolio activity which is set out in more detail in the Delivery Plan in Section 7.

The diagram below shows how each Portfolio Priority is linked to our Strategic Objectives and Strategic Outcomes:

PORTFOLIO PRIORITY	KEY PRIORITY	STRATEGIC OUTCOME	STRATEGIC OBJECTIVE
1. To enable and support the delivery of transformational change	1. Stabilise the rate of outward migration and support labour market needs	7. The Island has an inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities	7.9 Effective and efficient marketing of St Helena as a place to visit, live, work and invest
	5. Enable sustainable locally driven economic growth	8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena.	8.4 Robust IT infrastructure supporting and safeguarding delivery of public services
	9. Protect living standards	9.Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services	9.2 Efficient and effective e-government services available
			9.9 Efficient and effective programme/project management
			9.10 Efficient and effective communications that support SHG's overarching Strategic Outcomes and Objectives
2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions.	9. Protect living standards	9.Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services	9.7 Robust statistical data to inform decision making. 9.8 GIS fully embedded to inform decision making.

3. To support the Public Service to develop and deliver an effective and efficient service to our customers		9.Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services	9.1 The right number of staff with the right skills and support to deliver services. 9.10 Efficient and effective communications that support SHG's overarching Strategic Outcomes and Objectives.
	2. Improve health, wellbeing and prevention outcomes	10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.	10.3 Effective and compliant data protection against cybercrime. 10.9 Effective maintenance of SHG vehicle fleet including heavy equipment to ensure CNI (critical national infrastructure) Operability.

7. Central Support Service Portfolio Delivery Plan

Key Priority: 4. Invest in utilities and infrastructure
7. Reform and strengthen the public service to support effective, transparent and accountable governance

Strategic Outcomes: 8. Modern, resilient infrastructure and technology support productivity, connectivity and social wellbeing across St Helena.
9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services.
10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.

Strategic Objectives: 8.4 Robust IT infrastructure supporting and safeguarding delivery of public services
9.2 Efficient and effective e-Government services available
10.3 Effective compliant data protection against cybercrime

Portfolio Priority: 1. To enable and support the delivery of transformational change
3. To support the Public Service to develop and deliver an effective and efficient service to our customers

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
1.Modernise and secure IT's infrastructure	IT Section Manager	1.1 Replacement of all legacy systems and software which presents a data security risk to the organisation.	90% replaced during 2025/26	95%	100%	100%
		1.2 Reduce energy consumption through the procurement of 'Greener' ICT Systems and solutions.	90% replaced during 2025/26	95%	100%	100%
		1.3 The installation and implementation of all critical components, which are associated with the transitioning from the current on-premises Microsoft solutions to Microsoft Office 365.	60% replaced and implemented during 2025/26	95%	100%	100%
			0%	25%	50%	100%

		1.4 Design, Create, and Manage Bespoke Database solution to assist in reducing paper-based Data and improve efficiencies throughout SHG. 1.5. Improve Communication Speed processes by utilising designed Computerised Record Systems to produce essential periodical and ad hoc Reports. 1.6 Implementation of Digital Strategy as per approved Implementation Plan.	0% No baseline	50% TBD	100% TBD	100% TBD
2. Improve Cybersecurity posture and Data Protection Measures	IT Section Manager	2.1 Work towards alignment with the CIS v8.1 Framework. This includes: 2.1.1 Deployment of an IT asset management tool to provide better visibility into the IT estate, helping to reduce risk from unauthorised, obsolete, or misconfigured devices. 2.1.2 Implementation of an Endpoint Management tool to providing Centralized visibility and control of endpoints, proactive threat detection, and enhanced data protection through automated security policies and remote management capabilities. 2.1.3 Introduce a SIEM Tool to facilitate real-time threat detection, investigation, and reporting through the collection and analysis of security data/logs from across the IT infrastructure. 2.1.4 Implementation of a Threat Exposure Management platform to provide actionable threat intelligence and risk	0% 0% 0% 0%	66% 66% 30% 100%	75% 75% 50% 100%	90% 90% 75% 100%

		mitigation insights. The platform will identify and prioritise threats like leaked credentials, malware, and exposed assets to help defend against attacks.				
3. Enhance Awareness and Collaboration	IT Section Manager	3.1 Implementation of a cyber security awareness programme. 3.2 Implementation of a refined/targeted cyber security awareness programme that focuses on staff in roles who regularly process sensitive data such as Health Finance and Education.	94% 0%	100% 50%	100% 100%	100% 100%

Key Priority: 7. Reform and strengthen the public service to support effective, transparent and accountable governance.

Strategic Outcomes: 9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services.

Strategic Objectives: 9.7 Robust statistical data to inform decision making.

Portfolio Priority: 2. To enable and support policy makers, portfolios and members of the public to make evidence based decisions.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
4. Provide social and economic statistics that are fit for purpose.	Chief Statistician	4.1 % of key statistics (quarterly price inflation, monthly population) delivered according to timetable. 4.2 Implement relevant surveys: a national Business Survey (once every two or three years, if justified by demand), a Household Expenditure Survey (once every five years), and a Population Census (once every ten years)	12 of 16 outputs delivered to timetable (75%) Business Survey last Completed in 2022, Household Expenditure Survey last completed in 2023, Census last	As baseline (75%) Business survey completed	As baseline (75%) Business survey completed	As baseline (75%) Household Expenditure Survey completed

			Completed in 2021.			

Key Priority: 7. Reform and strengthen the public service to support effective, transparent and accountable governance.

Strategic Outcomes: 9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services.

Strategic Objectives: 9.1 The right number of staff with the right skills and support to deliver services.

Portfolio Priority: 2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
5. Improve Information Management	Head of Administration Support Service	5.1 Number of records retention and disposal schedules developed. 5.2 Number of corporate information Management policies reviewed and updated Annually.	Three in CSS Three	4 schedules Three	6 schedules Three	8 schedules Three
6. Ensure effective planning and follow up of the business of Executive and Legislative Councils	Head of Administration Support Service	6.1 % of ExCo memoranda tabled at ExCo Meetings included in the Rolling Programme of business 6.2 ExCo Tracker document updated quarterly 6.3 LegCo Tracker document updated quarterly	63% 2023/24 Four Tracker documents issued in 2022 Four Tracker Documents issued in 2022	75% One per Quarter One per Quarter	80% One per Quarter One per Quarter	85% One per Quarter One per Quarter
7. Develop Elections Policy Paper	Head of Administration Support Service	Policy submitted to CSS Advisory Board and Executive Council	Policy approved by CSS Advisory Board by March 2027	Policy approved by Executive Council by June 2027		

Key Priority: 7. Reform and strengthen the public service to support effective, transparent and accountable governance.

Strategic Outcomes: 9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services.

Strategic Objectives: 9.1 The right number of staff with the right skills and support to deliver services.

Portfolio Priority: 3. To support the Public Service to develop and deliver an effective and efficient service to our customers.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
8. Ensure efficient and effective administration support services are in place across all Portfolios	Head of Administration Support Service	8.1 % of posts filled at the end of each quarter	100% in 2022/23	100%	100%	100%

Key Priority: 7. Reform and strengthen the public service to support effective, transparent and accountable governance.

Strategic Outcomes: 9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services.

Strategic Objectives: 9.1 The right number of staff with the right skills and support to deliver services.

Portfolio Priority: 1. To enable and support the delivery of transformational change.
2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions.
3. To support the Public Service to develop and deliver an effective and efficient service to our customers.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
9. Deliver and embed a comprehensive People Strategy	Head of People	9.1 Develop People Strategy and Implementation plan	No Baseline	Development of Strategy & plan for Delivery.	Phased delivery in line with delivery plan and budget availability.	Phased delivery in line with delivery plan and budget availability.
		9.2 Implement Pay Policy (roll out of Pay Progression Frameworks (PPF)	No Baseline	Phased delivery of PPF in accordance with roll out plan and budget.	Phased delivery of PPF in accordance with roll out plan and budget.	Phased delivery of PPF in accordance with roll out plan and budget.
		9.3 Implementation of the International Recruitment Strategy		Phase 1- Alternative Labour Markets – remaining pilot exercises undertaken. Phase 2 - Development of options that Support returning	Phase 1 - Full implementation (alternative labour markets within resourcing plans and recruitment activities). Phase 2 – Implementation of options for	Phase 1 - Review Phase 2 – Full implementation (initiatives to

				saints to work in the Public Service.	supporting returning saints to Public Service roles. Phase 3 – Development of options for optimisation of the TC Programme.	Support returning saints to Public Service roles Within resourcing plans and recruitment activities). Phase 3 – Implementation of agreed options for optimisation of the TC Programme
10. Strengthen HR Systems and Governance	Head of People	10.1 Establish HR data dashboards and metrics for leadership reporting 10.2 Review and implement updated Code of Management		Implementation of an e-recruitment system Commence basic Organisational health reporting on quarterly basis. COM reformatted into a consolidated Document. Identification of	Fully embedded e-recruitment system Review data requirements (define scope) to help inform organisational decision making. In-depth review of priority policies. Roll out of COM to all staff.	Review of effectiveness and refining system/processes. Implement systems/processes to enable full reporting. Continuous review of policies in line with review schedule

		10.3 Internal review of HR services with Portfolio Feedback – particularly within Recruitment Services and Delivery	Qualitative review (not previously undertaken)	priority policies for review. Roll out agreed improvements and developments to the service to ensure maximum efficiency within available resources	Business as usual (continuous review)	Business as usual (continuous review)
11. Implement development initiatives that respond to employee feedback and support changing Public Service requirements	Head of People	11.1 Implement and develop initiatives from the Employee Voice Action Plan (25/26) 11.2 Run Employee Opinion Survey (26/27)	2023 Employee Opinion Survey and 2024 staff Focus Groups	Implement Medium & Long Term Improvements and Transformational changes from the Employee Voice Action Plan Commence Employee Opinion Survey	Follow-up results from Survey with Focus Groups Employee Voice Action Plan	Implement Quick Wins & Medium term actions from Employee Voice Action Plan

Key Priority: 7. Reform and strengthen the public service to support effective, transparent and accountable governance.

Strategic Outcomes: 9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services.
10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.

Strategic Objectives: 9.1 The right number of staff with the right skills and support to deliver services.
10.9 Effective maintenance of SHG vehicle fleet including heavy equipment CNI (critical national infrastructure) operability.

Portfolio Priority: 3. To support the Public Service to develop and deliver an effective and efficient service to our customers.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
12. Strengthen knowledge and skills of Transport section staff	Head of Transport Services	12.1 % of mechanics using computers and relevant software 12.2 % of mechanics competent in Navigating diagnostic software	50% in 2024/25 30% in 2023/24	70% 50%	90% 70%	90% 90%
13. Implement the business strategy for the Transport Section		13.1 Strategy in place covering aspects of the business such as vehicle replacement and maintenance, staff training and up skilling.	Transport Business Strategy drafted	Strategy approved by CSS Advisory Board. Commence implementation	Implement Strategy	Review, update and implement strategy

Key Priority: 9. Protect living standards.

Strategic Outcomes: 10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.

Strategic Objectives: 10.9 Effective maintenance of SHG vehicle fleet including heavy equipment to ensure CNI (critical national infrastructure) operability.
3.6 Access to safe, inclusive and accessible public spaces for all.

Portfolio Priority: 3. To support the Public Service to develop and deliver an effective and efficient service to our customers.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
14. Undertake preventative maintenance to avoid unexpected breakdowns / downtime	Garage Manager	14.1 % adherence to Maintenance Schedule (based on mileage, hours, days use)	0% in 2025/26	95%	96%	97%
15. Regularly review the Public Transport Service	Head of Transport Services	15.1 Completion of quarterly Public Transport Service (PTS) review, incorporating passenger feedback and ticket revenue data to adjust routes and pricing.	3 routes reviewed and revised in 2025/26	Undertake PTS Survey and implement approved changes to routes and ticket prices	Continue to collect data and make any approved changes to routes and ticket prices	Complete review of business model for future service delivery

Key Priority: 7. Reform and strengthen the public service to support effective, transparent and accountable governance.

Strategic Outcomes: 9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services.

Strategic Objectives: 9.8 GIS fully embedded to inform decision making.

Portfolio Priority: 1. To enable and support the delivery of transformational change.
2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions.
3. To support the Public Service to develop and deliver an effective and efficient service to our customers.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
16. Modernise GIS survey capability to improve productivity, data accuracy and service delivery across hydrographic, drone, land registry and topographical surveying.	Head of Geomatic Services	16.1 Increase the number jobs undertaken using different survey methods.	2 TPS Land registry Surveys 0 Drone surveys Conducted during 2025/26 0 Hydrographic Surveys conducted During 2025/26	Complete Hydrographic Survey training and conduct 2 solo surveys Conduct 2 Drone Surveys Maintain current level of GNSS surveys Provide a minimum of 2 training sessions on TPS surveying	Conduct quarterly Hydrographic Surveys, Conduct 2 Drone Surveys Maintain current level of GNSS surveys Provide a minimum of 2 training sessions on TPS surveying	Conduct quarterly Hydrographic surveys Conduct 5 Drone Surveys Maintain current level of GNSS surveys Provide a minimum of 2 training sessions on TPS surveying
		16.2 Plan and conduct a resurvey of St. Helena's geodetic control network.	16.2. 0% of controls resurveyed		16.2 Complete the Static Observations for Controls to update the	

					Geodetic Control network	
17. Supply authoritative, timely spatial analysis and accessible data so policy makers, portfolios and the public can make evidence based decisions.	Head of Geomatic Services	17.1 Formalise a Service level agreement (SLA) for GIS services	GIS analysis request logging procedures in place, while SLAs are still to be decided.	Investigate and implement a structured process for handling GIS Analysis requests.	Deliver 50% of GIS request in line with newly formed SLAs.	Deliver 55% of GIS request in line with newly formed SLAs.
18. Maintain and improve access to spatial data while developing a Spatial Data Policy to support effective data governance and evidence based decision-making	Head of Geomatic Services	18.1 Increase the amount of users who can maintain, update, and contribute to a central spatial data repository and promote data via an online Data portal for public access.	Central Spatial Database (Postgres) System in place to allow access Data portal inactive due to lack of funding.	Understand the need for a St Helena Data portal. Add 5 additional users to the Postgres system.	Create a SOPs for SHG to Access and contribute data to the central database. Add 5 additional users to the Postgres system. Database in development	Work with 2 SHG entity for adding data to the central repository. Add 10 additional users to the Postgres system. Data portal accessible by the public and Uploading Metadata records Commencing.
19. Develop and implement	Head of Geomatic	Spatial Data Policy drafted, consulted on, approved and implemented; roles and	No formal SHG Spatial Data Policy	Initial stakeholder	Draft policy prepared	Policy approved and

a Spatial Data Policy to clarify roles, responsibilities and governance for SHG spatial data, improving consistency, accountability and evidence based decision-making	Services	responsibilities agreed across relevant portfolios.	in place.	consultation completed.		implementation plan agreed.
20. Build GIS awareness and capability across SHG and the wider public through introductory training and engagement activities.	Head of Geomatic Services	20.1 Number of training and promotional events delivered each year	20.1 Currently 38 trained users of GIS 20.2 Investigations into requirements to upload to SHG Webpage. 20.3 Zero promotional events this year.	Uploading GIS Projects outputs to the SHG webpage 1 x Promotional event.	Plan and deliver 3 GIS Training events 1 x Promotional event.	Plan and deliver 3 GIS Training events 1 x Promotional event.
21. Complete Land Registry surveys within agreed Service Level Agreement (SLA) timeframes	Head of Geomatic Services	% of Land registry requests completed within the Service level agreement (SLA).	90% of applications completed in line with the Service level agreement.	Maintain a 90% + success rate of customer applications	Maintain a 90% + success rate of customer applications	Maintain a 90% + success rate of customer applications

Key Priority: 7. Reform and strengthen the public service to support effective, transparent and accountable governance

Strategic Outcomes: 9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services.

Strategic Objectives: 9.10 Efficient and effective communications that support SHG's overarching Strategic Outcomes and Objectives.

Portfolio Priority: 3. To support the Public Service to develop and deliver an effective and efficient service to our customers.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
22. Monitor and evaluate SHG communications through public feedback, media analysis, and surveys to identify areas for improvement and ensure maximum impact.	Head of Communications	% improvement against baseline performance of results of Public Opinion Survey 23/24	Results of Public Opinion Survey conducted in FY 23/24	Conduct a new Survey. Commence implementation of the Action Plan from results of 26/27 Public Opinion Survey achieving at least 25% of targets	Implement Action Plan from results 26/27 Public Opinion Survey achieving at least 50% of targets	Implement Action Plan from results 26/27 Public Opinion Survey achieving at least 90% of targets. Conduct a new survey.
23. 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	Number of online followers accessing and engaging with SHG websites, Facebook, Instagram, X, LinkedIn YouTube and other social media platforms	Totals as of April 2025 **Followers** 29.74k Facebook 6188 Instagram 4463 Twitter 1 Pinterest 3952 TikTok 2470 YouTube **Impressions** 1.41M Facebook 521.9k Instagram 0 Twitter 387 Pinterest 542.15k TikTok 5746 YouTube	Maintain and increase followers by 5% and engagement by 10% for each platform YoY.	Maintain and increase followers by 5% and engagement by 10% for each platform YoY.	Maintain and increase followers by 5% and engagement by 10% for each platform YoY.

			SHG Followers 8022Facebook 4370 Twitter 3246 LinkedIn 3280 YouTube **Impressions** 83.23k Facebook 0 Twitter 7139 LinkedIn 4123 YouTube New SHG website baseline tbc			
24. Develop and implement new fit-for-purpose SHG intranet to support internal communications across the public service	Head of Communications	24.1 Award and delivery of contract. 24.2 Transition from old intranet to new.	Current intranet as of 01 April 2026	Contract awarded by March 2027	Contract delivered by 30 September 2027. Transition to new Intranet by end December 2027.	100% of connected employees trained and using all intranet functionalities

Key Priority: 5. Enable sustainable, locally driven economic growth

Strategic Outcomes: 7. The island has inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities.

Strategic Objectives: 7.9 Effective and efficient marketing of St Helena as a place to live, learn, work, visit and invest

Portfolio Priority: 1. To enable and support the delivery of transformational change

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
25. Lead 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	Brand Implementation Rolling Action Plans delivered to approved timelines	No baseline	Brand Implementation Rolling Action Plans achieving 80% of all actions by specified timelines	Brand Implementation Rolling Action Plans achieving 80% of all actions by specified timelines	Brand Implementation Rolling Action Plans achieving 80% of all actions by specified timelines
26. Deliver the St Helena Tourism Brand Strategy/Plan to support the delivery of the Tourism Development Programme (TDP)	Senior Marketing Manager, Brand Manager in collaboration with Head of Tourism	Brand visibility of Celebrating St Helena Brand across paid/shared/owned/earned marketing mix in relevant platforms, publications, target audiences and niches.	100K/month baseline.	Establish firmer Brand awareness, strength, and positioning metrics, to enhance analysis of brand performance. Grow baseline brand awareness by 4% YoY via	Grow baseline brand awareness by 4% YoY via paid/shared/ owned/earned marketing mix in relevant platforms, publications,	Grow baseline brand awareness by 4% YoY via paid/shared/ owned/earned marketing mix in relevant platforms, publications, target audiences and niches.

				paid/shared/ owned/earned marketing mix in relevant platforms, publications, target audiences and niches	target audiences and niches	
27. Secure and Effectively manage the ringfenced 2026/27 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	Use Baseline developed in 2025 to target 15% YoY better ROI from Marketing. Improve Efficiency and Reach	Use Baseline developed in 2025 to target 15% YoY better ROI from Marketing. Improve Efficiency and Reach	Use Baseline developed in 2025 to target 15% YoY better ROI from Marketing. Improve Efficiency and Reach
28. Create, gain approval for, and implement a 3-year marketing strategy to ensure alignment with organisational goals.	Senior Marketing Manager, Brand Manager	Marketing Strategy Implementation Rolling Action Plans delivered to approved timelines	No baseline	Draft Marketing Strategy approved by Advisory Board by end December 2026	Marketing Strategy Implementation Rolling Action Plans achieving 80% of all actions by specified timelines	Marketing Strategy Implementation Rolling Action Plans achieving 80% of all actions by specified timelines

Key Priority: 2. Improve health, wellbeing and prevention outcomes.

Strategic Outcomes: 10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.

Strategic Objectives: 10.3 Effective compliant data protection against cyber crime

Portfolio Priority: 1. To enable and support the delivery of transformational change.
2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions.
3. To support the Public Service to develop and deliver an effective and efficient service to our customers.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
29. Facilitate development and implementation of Data Protection (DP) legislation	Deputy Chief Secretary in liaison with relevant stakeholders	29.1 Enactment of legislation	29.1 DP policy approved in 2024	29.1 DP legislation drafted	29.1 Draft DP legislation approved for consultation	29.1 DP Ordinance Enacted
		29.2 Implementation of Communications Plan	29.2 Coms Plan drafted 2024/25	29.2 Coms Plan updated	29.2 Implement Coms Plan	29.2 Implement Coms Plan
		29.3 Portfolio preparedness	No Base Line			

Key Priority: 7. Reform and strengthen the public service to support effective, transparent and accountable governance

Strategic Outcomes: 9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services.

Strategic Objectives: 9.1 The right number of staff with the right skills and support to deliver services.

Portfolio Priority: 1. To enable and support the delivery of transformational change.
2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions.
3. To support the Public Service to develop and deliver an effective and efficient service to our customers.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
30. Monitor Compliance across the organisation	Deputy Chief Secretary	30.1 Allocation of laws to Portfolios 30.2 Number of compliance reports completed	2019/20 – 2 x quarterly Compliance Reports covering Statutory appointments only	List of laws allocated and approved Communication with Directors issued during first month of each quarter At least one Ordinance reviewed for compliance per portfolio each quarter	Communication with Directors issued during first month of each quarter At least one Ordinance reviewed for compliance per portfolio each quarter	Communication with Directors issued during first month of each quarter At least one Ordinance reviewed for compliance per portfolio each quarter

Key Priority: 7. Reform and strengthen the public service to support effective, transparent and accountable governance

Strategic Outcomes: 9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services.

Strategic Objectives: 9.1 The right number of staff with the right skills and support to deliver services.

Portfolio Priority: 1. To enable and support the delivery of transformational change.
2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions.
3. To support the Public Service to develop and deliver an effective and efficient service to our customers.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
31. Monitor ongoing live survey to ascertain level of customer satisfaction of the various services provided by SHG	Deputy Chief Secretary	31.1 Publication of SHG response to customer feedback		Quarterly publication	Quarterly publication	Quarterly publication

Key Priority: 7. Reform and strengthen the public service to support effective, transparent and accountable governance

Strategic Outcomes: 9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services.

Strategic Objectives: 9.1 The right number of staff with the right skills and support to deliver services.

Portfolio Priority: 1. To enable and support the delivery of transformational change.

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
32. Ensure Maximum value is achieved from investments by focussing on Benefits Management & Realisation.	Head of PMO, Programme/ Project Executives	32.1 Capital Programme business cases have clearly identified and articulated benefits. Programme boards have a plan to track project benefits and impact during and postdelivery.	Undefined Undefined	100% 30%	100% 60%	100% 90%
33. Build sustainable Project, Programme & Portfolio Management Capacity	Head of PMO	33.1 Number of training sessions delivered.	Ad – Hoc internal training. 4 sessions FY25-26 to date.	6 internal PMO capacity building sessions 2 service wide capacity building sessions	12 internal PMO capacity building sessions 3 service wide capacity building sessions	12 internal PMO capacity building sessions 4 service wide capacity building sessions
34. Provide comprehensive and well presented management information to enable evidence based decision making.	Head of PMO, Programme/ Project Managers	34.1 Feedback on portfolio and programme Management Information from relevant boards.	Feedback from Steering Committee Regularly received And incorporate.	Discussed at meetings twice annually and feedback incorporated.	Discussed at meetings twice annually and feedback incorporated.	Discussed at meetings twice annually and feedback incorporated.
35. Embed Risk management	Head of	35.1 Qualitative assessment	Risk Challenge Group	Directors can	Directors can	Directors can

in decision making allowing for more effective allocation of limited resources.	PMO, Performance, Benefits and Risk manager.	of Portfolio risk registers and interviews of directors by the Risk Challenge Group.	meetings have commenced and three Portfolio risk registers have had an initial review.	demonstrate risk registers are kept and updated at department and portfolio level.	demonstrate risk registers are used as a tool in decision making and regularly reviewed.	demonstrate risk management is fully embedded in decision making.

7. **Financial projections:**

The table below shows the Central Support Service Portfolio's financial projections for the 5-year planning period with a summary of outputs linked to budget submissions. Links are also made to Portfolio Priorities and Strategic Outcomes where relevant.

Outputs	Budget Cost Centre	2026/27 £'000	2027/28 £'000	2028/29 £'000	Portfolio Priority	Strategic Outcome
Management and Administration	1200	461	492	511	1. To enable and support the delivery of transformational change 2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions 3. To support the Public Service to develop and deliver an effective and efficient service to our customers	9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services
Information Services	1201	46	46	46	2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions 3. To support the Public Service to develop and deliver an effective and efficient service to our customers	9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services
Statistics Office	1202	83	84	87	2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions	9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services

Public & National Affairs	1203	303	305	287	2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions	9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services
Supporting Governor's Office	1204	169	169	171	2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions	9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services
Supporting Executive and Legislative Councils	1206	576	578	580	2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions	9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services
Programme Management Office	1208	168	166	167	1. To enable and support the delivery of transformational change	8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena.

Technical Services	1209	130	131	133	1. To enable and support the delivery of transformational change	8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena
Geographic Information Systems	1210	97	98	99	1. To enable and support the delivery of transformational change	8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena
Communications Hub	1212	339	312	311	3. To support the Public Service to develop and deliver an effective and efficient service to our customers	9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services
Public Accounts Committee	1213	6	6	6	2. To enable and support policy makers, portfolios and members of the public to make evidence-based decisions	9. Government operates transparently, efficiently and sustainably,

						delivering value for money and trusted public services

HR & OD Services	1220	310	304	306	1. To enable and support the delivery of transformational change	9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services
TC Programme	1221	9,395,424	9,714	10,138	1. To enable and support the delivery of transformational change	9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services
Learning and Development	1222	241	291	341	1. To enable and support the delivery of transformational change	2. People on St Helena have the skills and confidence to adapt, thrive, and contribute to the island's future through higher-quality, inclusive & lifelong education
Total Recurrent Allocation		**12,324**	**12,696**	**13,183**		
IT Trading Account	60 - 6000	1,608	1,720	1,871	1. To enable and support the delivery of transformational change	8. Modern, resilient infrastructure and technology support productivity, connectivity and social wellbeing across St Helena

						9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services
Cable Landing Station	60 - 6002	656	658	660	1. To enable and support the delivery of transformational change	8. Modern, resilient infrastructure and technology support productivity, connectivity and social wellbeing across St Helena
Cyber Security Trading Account	60-6000	53	342	200	1. To enable and support the delivery of transformational change	10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services
Transport Trading Account	60 - 6003	1,442	1,442	1,442	3. To support the Public Service to develop and deliver an effective and efficient service to our customers	10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through

						collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services
Public Transport Trading Account	60 - 6011	217	245	245	3. To support the Public Service to develop and deliver an effective and efficient service to our customers	10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services
Total Other Funding (delete where applicable)		**3,976**	**4,407**	**4,418**		
Total Funding		**16,300**	**17,103**	**17,601**		

7. Workforce plan:

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

The Portfolio's 5-Year Workforce (Action) Plan is an internal document which underpins this Portfolio's Strategy and Delivery Plan.