



St Helena
Government

Corporate Support, Policy and Planning Directorate

Directorate Strategy and Delivery Plan April 2020 – March 2023

Version: 3

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1. Our 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:

- **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 Corporate Support, Policy and Planning Section of Corporate Services Directorate:

The role of the Corporate Support, Policy and Planning (CSPP) section of Corporate Services is to provide support to SHG Directorates in policy development, performance and risk management, provision of statistical data, information services, statutory appointments and external communication via the Press Office. The section also provides administration and accounting support to other sections of Corporate Services, as well as those service areas which fall under the umbrella of Corporate Support, such as the Governor's office and residence, Attorney General's Chambers and Judicial Services. Support to the Executive and Legislative Councils is also part of the role, including the administration of matters such as Elections, formal meetings of the Legislative Council, Commonwealth Parliamentary Association business and the day to day running of the Legislative Council office.

Support is also provided to Directorates in achieving the delivery of the Island's 10-year Plan 2017-2027 and the Sustainable Economic Development Plan 2018 - 2028.

CSPP works to various Ordinances including the Census Ordinance, Statistics Ordinance, Elections Ordinance, Legislative Council Remuneration and Allowances Ordinance as well as the St Helena, Ascension and Tristan da Cunha Constitution Order, 2009

3. What we have achieved so far:

Corporate Support, Policy and Planning lies at the heart of Government. It plays an integral part in SHG's planning and development, good governance and decision making process and works closely with Corporate Finance, Corporate HR and other directorates to

manage and drive 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.

Corporate IT has a supporting and enabling role that cuts across the whole of SHG. It seeks to ensure that fit for purpose IT systems are in place to innovate and transform service delivery in a secure and sustainable manner. Working closely with fellow directorates, Corporate IT has undertaken work which has resulted in efficiencies and enabled directorates to better achieve their objectives. This includes the implementation of Research Machines Greenfield solution which delivers education products and services that will help teachers to teach and students to learn. A comprehensive Metropolitan Area Network (MAN) has been established encompassing all key establishments. This has benefited SHG since it is less expensive to attach the MAN to the WAN; it is more secure and enables more efficient data management and a free and faster flow of local e-mail traffic.

Other achievements include the installation and configuration of all critical IT Systems, which supported the establishment of Patient Source which is an integrated clinical user interface that aims to improve patient safety and quality of care; the migration of Health, Police, ENRD and Air Access directorates to the Thin Client Operational environment; the installation of all core hardware/networking components, which supported the relocation of the Police Directorate to Coleman's House along with the installation of an enhanced Power Solution at Prince Andrew School; and, the installation and implementation of an internal Intranet Portal which unifies access to enterprise information and applications, enabling SHG to manage its data, applications and information more easily through personalised views.

The Press Office plays an important role in keeping the public informed about what is happening within SHG. It supports SHG's openness and transparency agenda with an increase in the number of press releases that have issued year on year since 2017. Social media has provided a platform to engage with the public both on and off Island; there has been an increase in the number of visitors and 'Likes' on the SHG Facebook page and we now have over 2,500 Twitter followers. SHG's first Public Opinion Survey was conducted to gather people's views on what they think about the information provided to them by Government. Results are being used to improve external communications work going forward to ensure that the public get the information they need, in a format they understand and through a channel they are comfortable to use. A suite of Communication Policies were updated in 2018 to include a new overarching SHG Communications Strategy 2018-2023, Social Media Policy and SHG Branding Guidelines. Upskilling of staff continued to be a priority and in this regard, the Head of News acquired professional qualifications in Internal Communications and staff training was secured for Senior Press Officer. The need for additional resource to improve internal communications has been highlighted and more recently a local intranet has been launched to provide a 'one stop' information shop for SHG employees.

Policy and Planning includes three main areas of work i.e. strategic planning and performance monitoring, the economics team, and the statistics office. The team is responsible for collecting, analysing and publishing data as well as developing proposals and strategies for St Helena to achieve its vision for sustainable economic growth and to help everyone living on St Helena become *altogether wealthier*. Recent economics policy work include the fibre-optic cable project and options for satellite ground stations, developing and implementing a renewable energy strategy, working on proposals for ship and company registries, finding ways to improve the labour market, and appraising proposals for government investment in infrastructure. The economics team also provides twice annual revenue forecasts and leads on the increase to the Minimum Wage. The team has a leading role to develop revenue generating and tax mechanisms for SHG. The Statistics Office is responsible for the development of the Minimum Income Standard to assist in determining Income Related Benefits and Basic Island Pension rates twice per year and reviewing the food component using a weekly St Helenian menu. A Business survey was undertaken in 2018 and Labour Market Strategy was drafted in 2019. For the first time the Gross Domestic Product for 2017/18 was calculated using the favoured production/value added method and a new processing system was developed for compiling statistics on imports and exports using data collected by the ASYCUDA system which has improved accuracy, timeliness, and efficiency. The 2017 Household Expenditure Survey successfully rebased the Retail Price Index to ensure accurate inflation estimates. Strides have been taken to improve the system to analyse immigration data, producing over 100 monthly indicators of arrivals and departures which are published by the third week of the following month. In addition, the statistics data management and dissemination system were completely overhauled, with an 'on-line first' policy to publish data that can be more easily accessed by users. A review of our performance management system has resulted in an improvement whereby performance indicators for all of the directorates' strategic priorities have been agreed and are being monitored centrally. Work has begun to develop a central database of all SHG policies and progress on the delivery of both the 10 Year Plan 2017 – 2027 and the Sustainable Economic Plan has continued to be tracked and published on a six monthly basis.

Information Services has continued to administer and manage the 'Report it Sort It' service where over 300 reports have been received since the service began in 2015. Steady progress has been made with the digitising the Government Archives collection and an Archives Record Collection policy was developed to guide and inform the collection of archival material. 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 26 requests for information were received for the period 1 June 2017 – 1 June 2019. A number of Information Management policies have been developed to ensure appropriate management of SHG information.

Council Support Services continued to support the work of the Executive and Legislative Councils through the provision of secretarial support to both bodies, as well as the Economic Development and Social and Community Development Council Committees and the office of Speaker of the Legislative Council. Formal meetings of the Legislative Council have been arranged,

including liaison with senior officials for lines of reply to Questions and Motions, preparing all the required documentation and ensuring that all business was submitted in compliance with the requirements set out in the Legislative Council Standing Orders. The section has continued to be responsible for ensuring the publication and distribution of Legal Notices and Ordinances. Council support has included providing secretarial support to the Public Accounts Committee by arranging meetings – both formal and informal - as well as report writing.

Follow-up work continued to be undertaken by Council support staff once meetings of Executive and Legislative Council had taken place, ensuring that officials have carried out the necessary actions resulting from the respective meeting, as well as forwarding planning of Executive Council business .

4. Where we want to be:

Corporate Support, Policy and Planning 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 lead on the business of Government.

The next three year period will see the landing of the fibre optic marine cable and with that will come a host of opportunities. An upgraded SHG ICT infrastructure to support high speed bandwidth transmissions will be driving and enabling innovative and smarter ways of working across SHG. There will be improved collaboration across directorates and more information and knowledge sharing.

The MTEF process will be fully embedded following year on year lesson learning. Alignment of directorate priorities, 10 Year Goals and Strategic Objectives with the UN Sustainable Development Goals will see St Helena well placed to secure external funding. The policy making process will be better supported with SHG policies better captured on the central policy database. A more robust performance management system will capture data to better measure progress against the delivery of strategic goals and objectives. Risk management will be fully embedded and used by SHG to support service delivery. Good Governance Principles will be reflected in the way we manage and deliver the business of Government in the public interest and, systems and processes are in place to inform Compliance reporting.

Implementation of the Sustainable Economic Development Plan will see an improved trade balance and increased revenue streams, with the 2020 – 2035 Labour Market Strategy playing a pivotal role in the process. The establishment of an improved

Health and Safety framework encourages everyone to take responsibility for health and safety in both public and work places, thus making St Helena a more attractive investment and tourist destination.

Internal and external communications meet the needs of SHG employees, private sector and the general public whilst SHG information is properly managed with supporting policies and systems in place. And SHG’s openness and transparency agenda is further underpinned by FOI legislation.

Finally, political reform will see more accountability and streamlined decision making processes as we work to achieve our Strategic goals and objectives. CSPP will ensure the provision of a support service to enable the reformed political system to operate at its best.

5. How we will achieve this:

Corporate Support, Policy and Planning has six Directorate 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 our activity will be aligned to at least one of the Strategic Goals and all our activity will be underpinned by our values.

<p>DIRECTORATE PRIORITY ONE <i>Drive SHG’s Digital Transformation Agenda</i></p>	<p>DIRECTORATE PRIORITY TWO <i>Ensure effective corporate governance arrangements are in place to achieve St Helena’s overarching goals and objectives</i></p>	<p>DIRECTORATE PRIORITY THREE <i>Create an enabling environment that is conducive to economic growth</i></p>
<p>DIRECTORATE PRIORITY FOUR <i>Encourage and facilitate openness and transparency across SHG</i></p>	<p>DIRECTORATE PRIORITY FIVE Enable and support policy makers, directorates and the public to make better decisions</p>	<p>DIRECTORATE PRIORITY SIX Ensure delivery of Fibre Optic Cable Project milestones</p>

Each of these priorities covers a range of Directorate activity which is set out in more detail in the Delivery Plan in Section 6.

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

Directorate Priorities		Policy Priorities	Strategic Objectives	National Goals
<p>1. Drive SHG's Digital Transformation Agenda</p>		<p><i>1.2.1 Develop and maintain robust and resilient ICT systems and infrastructure with supporting policies and legislation</i></p>	<p><i>1.2 Ensure that SHG's ICT infrastructure is current, secure, GDPR and FOI compliant, and capable of supporting critical services and day-to-day operations</i></p>	<p>1. EFFECTIVE INFRASTRUCTURE</p>
<p>2. Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives</p>		<p><i>6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change</i></p> <p><i>6.1.2 Protect SHG, including employees and assets</i></p> <p><i>6.1.3 Strengthen the development of evidence based policy and legislation</i></p>	<p><i>6.1 Ensure effective governance through efficient and effective systems and processes</i></p>	<p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</p>
<p>3. Create an enabling environment that is conducive to economic growth</p>		<p><i>3.1.1 Create an enabling environment for future investment and private sector growth</i></p>	<p><i>3.1 Ensure sustainable economic development</i></p>	<p>3. ALTOGETHER WEALTHIER</p>

		<p>3.1.2 Pursue reliable and affordable sea freight service</p> <p>3.1.3 Ensure food security and encourage import substitution and exports</p>			
4. Encourage and facilitate openness and transparency across SHG		6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change		6.1 Ensure effective governance through efficient and effective systems and processes	6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR
5. Enable and support policy makers, directorates and the public to make better decisions		<p>6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change</p> <p>6.1.2 Protect SHG, including employees and assets</p> <p>6.1.3 Strengthen the development of evidence based policy and legislation</p> <p>6.3.1 Improve dataset to support social and economic development</p>		<p>6.1 Ensure effective governance through efficient and effective systems and processes</p> <p>6.3 Provide relevant and current data to inform decision making</p>	6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR
6. Ensure delivery of Fibre Optic Cable Project milestones		3.3.1 Improve internet connectivity for everyone's benefit including educational, business and social purposes		3.3 Ensure Digital Strategy and Fibre Optic Cable delivers intended benefits to the whole community	3. ALTOGETHER WEALTHIER

6. Corporate Support, Policy and Planning Delivery Plan

Directorate Priority One: **Drive SHG's Digital Transformation Agenda**

Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
1.1 Upgrade the current ICT infrastructure to support the increased demand for Internet and high speed bandwidth transmissions, which will be afforded to SHG, following the advent of the Fibre Optic Marine Cable.	IT Section Manager	Replacement of key communications and Information Systems.	No baseline for 2018/19	80 %	90 %	100%
1.2 Improve our internal communications systems, which will provide scope for closer cooperation through Information sharing and other forms of communications, which are capable of supporting physical and logical resources.	IT Section Manager	Planning and deployment of Exchange 2016.	60%	70%	85%	95%
1.3 Replace all aging servers with technologies that will support the current	IT Section Manager	Reduce the carbon footprint associated with IT equipment.	20%	25%	30%	35%

architecture and contribute towards the sustainability of social development and economic growth.						
1.4 Design and install robust ICT communication systems, which will contribute towards the sustainability of social development and economic growth.	IT Section Manager	The installation and implementation of critical communication systems.	20%	25%	30%	35%
1.5 Ensure that the current operational environment is capable of supporting access to on-line distance learning content, and other online collaboration tools, such as Skype and Video Conferencing.	IT Section Manager	Percentage of equipment replaced, supporting the use of distance learning portals and other online collaboration tools	No baseline for 2018/2019	30%	70%	90%

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

Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23

2.1 Review, update, issue and roll out MTEF planning and budgeting guidelines/templates in liaison with Corporate HR and Finance	Deputy Chief Secretary	Develop and issue MTEF guidelines to ensure Directorates deliver overarching goals and strategic objectives	Guidelines issued 5 Sept in 2018/19 3 meetings per directorate in 2018/19	Guidelines to issue early July 3 meetings per directorate in 2020/21	Guidelines to issue early July 3 meetings per directorate in 2021/22	Guidelines to issue early July 3 meetings per directorate in 2022/23
2.2 Review and challenge progress reports from Directorates; collate returns and issue quarterly reports to CLG, Councillors, public and DFID	Performance Manager	Performance and risk management reports presented to CLG, with risk management reports being presented to Audit and Risk Committee as well, on quarterly basis		100% performance and risk management reports published by end of each month following respective quarter	100% performance and risk management reports published by end of each month following respective quarter	100% performance and risk management reports published by end of each month following respective quarter
2.3 Update and maintain central policy registry in liaison with Directorates	Performance Manager	Percentage of registered SHG policies managed and maintained on central register/B Drive.	No baseline for 2018/19	50% of registered policies are managed and updated	55% of registered policies are managed and updated	60% of registered policies are managed and updated
2.4 Engage with Directorates and stakeholders responsible for implementing revised 10 Year Plan	Performance Manager	Implementation of revised 10 year plan with actions tracked and published	6-monthly reports compiled and published	6-monthly reports compiled and published	6-monthly reports compiled and published	6-monthly reports compiled and published
2.5 Develop and maintain system/process to	Deputy Chief Secretary	Number of undertakings with check lists in place	No baseline for 2018/19	90 % of total number	95%	100%

inform compliance reporting						

Directorate Priority Three: <i>Create an enabling environment that is conducive to economic growth</i>						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
3.1 Measure St Helena's trade balance.	Statistician	1. Annual exports 2. Annual Imports	1a. Exports of goods (fish and coffee only), 18/19: £0.42m 1b. Exports of services (tourism only), 18/19: £5.88m 2. Imports of goods, 18/19: £19.34m	2019/20 exports greater than 2018/19. 2019/20 fuel imports less than 2018/19.	2020/21 exports greater than 2019/20. 2020/21 fuel imports less than 2019/20.	2021/22 exports greater than 2020/21. 2021/22 fuel imports less than 2020/21.
3.2 Ensure renewable energy project is delivered to improve St Helena's trade balance.	Chief Economist	PPA for renewable energy delivering	No baseline	Solar panels in place	Wind turbines built	Connect subsidy reduced to less than £200k per annum.
3.3 Ensure Company Registry is enabled to improve St Helena's trade balance.	Chief Economist	Number of Companies Registered for tax purposes.	119 Companies Registered in St Helena	130 Companies Registered in St Helena	140 Companies Registered in St Helena	150 Companies Registered in St Helena

3.4 Support the planning of the Economic Development Investment Programme	Senior Economist	Satisfaction in the quality of EDIP business cases	No baseline.	PMU satisfied with quality	PMU satisfied with quality	PMU satisfied with quality
3.5 Monitor the delivery of the Sustainable Economic Development Plan	Performance Manager	Annual report published in May; six monthly report published in October of each year	2 reports per annum compiled and published	2	2	2
3.6 Monitor the delivery of the Labour Market Strategy	Performance Manager	Annual report published in May; six monthly report published in October of each year	2 reports per annum compiled and published	2	2	2
3.7 Facilitate the development and implementation of a pragmatic Health and Safety framework for St Helena	Deputy Chief Secretary	Percentage of new H&S Framework implemented	Inadequate policy and legislation	Framework developed	25% implemented	50% implemented

Directorate Priority Four: <i>Encourage and facilitate openness and transparency across SHG</i>						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
4.1 Working with Directorates, review and update the SHG	Head of News	Review and update SHG Communications	SHG Communications Strategy	SHG Communications strategy	SHG Communications Strategy	SHG Communications Strategy

Communications Strategy 2018-2023 to reflect ever changing communications landscape – both internal and external		Strategy 2018-2023 annually	implemented on 1 August 2018	reviewed August 2020	reviewed August 2021	reviewed August 2022
4.2 SHG external Communications Grid maintained in liaison with Directors to ensure three week 'look ahead' of all SHG communications activities and one week 'look back' to review effectiveness of communications platforms as well as feedback from audiences.	Head of News	Percentage issuance of SHG Communications Grid which delivers the Communications Strategy goals	New SHG external communications forward looking Communications Grid initiated from 19 May 19	100% issuance of Communications Grid and compliance with planned communication activities	100% issuance of Communications Grid and compliance with planned communication activities	100% issuance of Communications Grid and compliance with planned communication activities
4.3 Continue to implement Action Plan for 2019 Public Opinion Survey and conduct new survey every other	Head of News	Percentage of actions implemented from 2019 Public Opinion Survey	Public Opinion Survey conducted in FY 18/19 and Action Plan implemented	Continue to implement Action Plan from 18/19 Public Opinion Survey	Public Opinion Survey conducted in FY 21/22	Continue to implement Action Plan from 21/22 Public Opinion Survey

year to ensure maximum impact in our communications						
4.4 Information management framework to be agreed by the Core Leadership Group and implemented across SHG	Head of Corporate Support		No framework in place	Framework developed and agreed by CLG	Framework implementation ongoing	Framework implementation ongoing
4.5 Review, update and agree information management policies and records management procedures	Head of Corporate Support		Number of policies in place	% increase in number of policies in place		
4.6 Facilitate the introduction of FOI legislation	Deputy Chief Secretary in liaison with SCDC		No local legislation in existence	Draft Bill prepared and consulted upon	Legislation enacted and in force	

Directorate Priority Five: ***Enable and support policy makers, directorates and the public to make better decisions***

Action	Owner	Performance Indicator	Baseline	Target
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				2020/21	2021/22	2022/23
5.1 Provide social and economic statistics that are fit for purpose.	Statistician	% of key statistics (quarterly price inflation, monthly population) delivered according to timetable Population census taken in early 2021	14 of 16 outputs (87.5%) Not conducted	As baseline Census conducted early 2021	As baseline Results published	As baseline Fully completed
5.2 Development of a Rolling Programme of business for Executive Council	Head of Corporate Support	% of Executive Council business tabled as per the Rolling Programme	Not measured	75%	80%	85%
5.3 Develop and maintain ExCo and LegCo tracker documents	Head of Corporate Support	Tracker document updated monthly	Not measured	100%	100%	100%
5.4 Ensure systems and processes are in place to support any new form of Government prior to next General Election	Deputy Chief Secretary	% of systems and processes reviewed and updated to support the new form of Government	N/A	50%	100%	

Directorate Priority Six : **Ensure delivery of Fibre Optic Cable Project milestones**

Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
6.1 Ensure satellite ground stations locate in St Helena	Chief Economist	1. Fibre Optic Cable Landed and Lit 2. At least 2 satellite ground station companies locate.	No baseline	Satellite Ground Station regulatory policy in place	Fibre Optic cable landed and lit	At least 2 satellite ground station companies locate in St Helena
6.2 Ensure landing station is fully functional	Chief Digital Officer	% of activities undertaken as per Equiano's Technical Branch Agreement.	20%	30%	45%	5%
6.3 Support Health, Education and Children and Adults Social Care Directorate to meet their respective milestones	Chief Digital Officer	Ensure that the aforementioned Directorates ICT infrastructure can support the stipulated EU Eleven milestones.	No baseline	40%	60%	100%

7. Financial projections:

The table below shows the Corporate Support, Policy and Planning Directorate's financial projections for the 3-year planning period with a summary of outputs linked to budget submissions. Links are also made to Directorate Priorities and Strategic Policy Priorities where relevant.

Outputs	Budget Cost Centre	2020/21 £'000	Directorate Priority	Policy Priority
Management and Administration	12-1200	£257,000	2. Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives 4. Encourage and facilitate openness and transparency across SHG	6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change 6.1.2 Protect SHG, including employees and assets 6.1.3 Strengthen the development of evidence based policy and legislation
Information Services	12-1201	£84,000	4. Encourage and facilitate openness and transparency across SHG	6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change
Corporate Support, Policy and Planning	12-1202	£87,000	3. Create an enabling environment that is conducive to economic growth	3.1.1 Create an enabling environment for future investment and private sector growth 3.1.2 Pursue reliable and affordable sea freight service 3.1.3 Ensure food security and encourage import substitution and exports

			<p>5. Enable and support policy makers, directorates and the public to make better decisions</p> <p>6. Ensure delivery of Fibre Optic Cable Project milestones</p>	<p>6.1.3 Strengthen the development of evidence based policy and legislation</p> <p>6.3.1 Improve dataset to support social and economic development</p> <p>3.3.1 Improve internet connectivity for everyone's benefit including educational, business and social purposes</p>
Public and National Affairs	12-1203	£244,000	2. Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives	<p>6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change</p> <p>6.1.2 Protect SHG, including employees and assets</p>
Governor	12-1204	£153,000	2. Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives	<p>6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change</p> <p>6.1.2 Protect SHG, including employees and assets</p>
Attorney General's Chambers	12-1205	£116,000	<p>2. Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives</p> <p>4. Encourage and facilitate openness and transparency across SHG</p>	<p>6.1.3 Strengthen the development of evidence based policy and legislation</p> <p>6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change</p>

Councils Support	12-1206	£321,000	5. Enable and support policy makers, directorates and the public to make better decisions	6.1.3 Strengthen the development of evidence based policy and legislation
Press Office	12-1212	£67,000	4. Encourage and facilitate openness and transparency across SHG	6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change
Total Recurrent Allocation		£1,329,000		
Total Funding		£1,329,000		

8. Workforce plan:

The Corporate Support, Policy and Planning Directorate 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.

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

9. Risk Management and Mitigation

The Corporate Support, Policy and Planning Directorate's Risk Register is shown as an Appendix to this Directorate Strategy and Delivery Plan.