



St Helena
Government

Central Support Service

Strategy and Delivery Plan April 2021 – March 2024

Version: Two

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Prepared by: Central Support Service Senior Management Team

Version 1 Endorsed by Finance Committee

1. Our Vision, Mission and Values:

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

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

Our Values:

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

2. The role of the Central Support Service:

The role of the Central Support Service (CSS) is to provide support to the five Public Service Portfolios as well as 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, accountability, compliance, and good public relations.

We are outcome and people focused. We will work with Portfolios with a view to ensuring that they are provided with the necessary tools and capability to deliver their respective services in an effective and efficient manner. We will engage with employees to ensure their development and wellbeing as we strive to build a Public Service that is fit for the future. We will also ensure the provision of adequate resources for the Executive and Legislative Councils to enable these bodies to carry out their respective duties.

Our services include ICT, Administration, Internal and External Communication, Statistics, HR and Organisational Development, Transport, Information Management, Performance and Risk Management, Policy and Planning, and Compliance.

We are also responsible for statutory appointments, processing and publishing legislation and Gazette Notices, managing contracts for St Helena Government divested services such as Public Transport, Cleaning Services and the Jamestown Swimming Pool, organising Elections and induction for Elected Members, organising formal meetings of the Legislative Council, Commonwealth Parliamentary Association business, the day to day running of the Legislative Council office, along with the management of the 'Report it, Sort It' service and the formal complaints system.

We also monitor and report on the delivery of the Island's 10-year Plan 2017-2027 and the Sustainable Economic Development Plan 2018 - 2028.

CSS works to various Ordinances including the Census Ordinance, Statistics Ordinance, Elections Ordinance, Legislative Council (Remuneration and Allowances) Ordinance, Employment Rights Ordinance, as well as the St Helena, Ascension and Tristan da Cunha Constitution Order, 2009.

3. What we have achieved so far:

CSS lies at the heart of Government. It plays a fundamental part in the Public Service planning, training and development, service delivery, good governance and decision making process and works closely with the other five portfolios 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.

The IT Service seeks to ensure that fit for purpose IT systems are in place to innovate and transform service delivery securely and sustainably. Robust, accessible, and affordable connectivity networks and storage are integral to service provision and to this end, a comprehensive Server Storage Farm was recently installed. In addition to being able to accommodate additional users, the increased storage capacity will ensure that SHG's data is kept safe and secure, which is one of the key principles of the proposed Data Protection legislation.

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

Continuous improvements to the ICT infrastructure are necessary to enable SHG to attain optimum benefits from the Fibre Optic Cable Project.

The Press Office coordinates all of SHG's external communications activity and plays an important role in keeping the public and other stakeholders informed about what is happening in SHG. It supports the organisation's openness and transparency agenda with year-on-year increases in its communications output through, for example, the number of press releases and public announcements issued and the number of Social Media posts and website updates. The Press Office has over the last year enhanced its digital output and, as part of the restructure of the Office, a new Digital Media Officer will join the team to further develop this area. It is planned to increase filming work as well as explore new Social Media channels, for example, Instagram.

A number of actions resulting from the 2019 Public Opinion Survey have been implemented including:

- Producing more good news stories and promoting local achievements
- Celebrating staff and student achievements
- Providing more information on directorates' work towards achieving our national goals, strategic objectives and policy priorities
- Publicising service times/opening hours on the website
- Producing weekly Police Reports
- Making more use of radio
- Making SHG information easier to understand and accessible by all
- Making more use of infographics
- Having in place a user-friendly and attractive website
- Providing more images with press releases
- Using posters for awareness raising
- Holding more district meetings with government officials
- Producing more user-friendly reports

A follow-up Survey is being planned for 2021/22.

The intranet, established by the Press Office in 2019, also continues to be an important one-stop shop for all internal news. The intranet is now managed by a dedicated Internal Communications Officer.

The Head of News has achieved an ILM Level 5 Certificate in Coaching and Mentoring and continues to coach staff as part of SHG's newly established coaching network. Other team members are also working towards qualifications in the communications field. The team remains small but has been bolstered with temporary support officers leading on the Fit for the Future Programme and COVID-19 communications work.

The SHG Communications Strategy 2018-2023 encourages a 'no surprises' culture and an external Communications Grid is maintained by the team in liaison with Directors to ensure a 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.

The team played an instrumental role in the communications work needed for the 2020 Consultative Poll.

Next on the Press Office' agenda is the implementation of an SHG 'Send to all' text message service which will send out text message updates on important announcements to a subscription list.

Policy, Planning and Performance Management is concerned with the SHG annual strategic planning process, policy development and monitoring and reporting on service delivery against performance indicators. A review of our performance management system resulted in an improvement whereby performance indicators for all of the directorates' strategic priorities have been agreed and are being monitored centrally. A set of key performance indicators were also agreed and monitored. A central database of all SHG policies continued to be developed in liaison with Directorates. Progress on the delivery of both the 10-Year Plan 2017 – 2027 and the Sustainable Economic Development Plan 2018-2028, continued to be tracked and published on a six monthly basis.

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. In February 2021 the Statistics Office conducted a full Population and Housing Census, to provide an important baseline for policy and planning now that the Airport is fully operational. Working with the Social Policy Planner, the Statistics Office has supported the reformulation of the Minimum Income Standard, which will now be used to inform the Minimum Wage rather than Income Related Benefit and Basic Island Pension rates. Estimates of inflation rates are calculated and published every quarter, within three weeks of the end of the quarter, and population estimates and estimates of arrivals and departures – with over 100 indicators – are now published every month, within three weeks of the end of the previous month. A major achievement has been the estimation and publication of Gross Domestic Product using the favoured production/value added method, for 2017/18 and 2018/19, including estimates of economic growth. Statistics of the value of imports are now processed using data collected via the ASYCUDA system, which has improved accuracy, timeliness, and efficiency and enabled estimates to be published three months after the end of the previous financial year. In addition, the statistics data management and dissemination systems have been completely overhauled, with an 'on-line first' policy to publish data that can be more easily accessed by users. Weekly COVID data updates are also now being produced for use by relevant SHG officials.

Information Management Services has continued to administer and manage the official SHG Complaints Procedure, as well as the 'Report it Sort It' service with over 400 reports having been received since the service began in 2015, 45 of those being during the financial year 2020/21. Steady progress has been made with digitising the Government Archives collection and an Archives Record Collection policy has been developed to guide and inform the collection of archival material. 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 111 requests for information being received since the Code of Practice was introduced in September 2014 with 29 received during the financial year 2020/21. A number of Corporate Information Management policies have been developed to ensure appropriate management of SHG information, with an Information Retention and Disposal Policy developed for the administration function of the Central

Support Service. Timely arrangement of statutory appointments, drafting and publication of Gazette Notices and preparation of Legal Notices as well as Ordinances have continued to be managed by the CSS.

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, Finance 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 and dealt with 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. The annual publication of the Register of Electors has been ongoing, focussing on ensuring the information within the Register is as accurate as possible; a successful Bye-Election was held in November 2019.

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 forward planning of Executive Council business through maintaining a Rolling Programme of business.

In March 2021, a Consultative Poll was organised in order to seek the views of the electorate with regard to Governance reform, following various public information sessions which commenced in 2019.

Administration and Accounts Services continued to lead on organising national events such as the annual Remembrance Sunday service and Inauguration ceremonies for new Governors as well as arranging appointments for Acting Governors. Processing of an increasing number of local and overseas supplier payments and monthly payroll data for the former Corporate Services has been carried out in accordance with set deadlines. Development of a policy relating to security of the Castle building has been completed. Accounting support continued to be provided to the various component parts of CSS through preparation and routine monitoring of the Directorate's annual recurrent budget including that of the SHG UK Representative's Office. Management of divested services such as SHG Cleaning, Public Transport and Swimming Pool management has been ongoing and compilation of the Directorate's annual Strategy and Delivery Plan has been facilitated.

HR and Organisation Development continued to build on key achievements over the last three years and maintain high standards that have been set. As well as developing a highly qualified team with members now CIPD (Chartered Institute of Personnel and Development) qualified to Level 7, Level 5 or Level 3 depending on their role, HR and OD has also been responsible for the:

- Development of a Five-Year Workforce Plan
- Roll out of a Core Leadership Programme
- Creation of a Coaching and Mentoring Network
- Development of a Values and Behaviour Framework
- Introduction of 12 Trained and Accredited Mediators
- Reintroduction of a Corporate Induction Programme
- Development and Launch of a HR Networking Forum
- Creation of a HR and Organisational Development Intranet Site
- Development of a Centralised HR Delivery Structure and Introduction of HR Business Partners
- Development of the 2020 to 2023 Prospectus for Change
- Creation of the Employee Representative Committee and Partnership Forum
- Development of a Leadership Competency Framework
- Introduction of the first Future Leaders Programme
- Introduction of Career Progression Job Cadres
- Succession Plans put in place to localise posts
- A Training Needs Analysis process is in place
- Provision of a Staff Handbook to all SHG employees
- Introduction of a Continuous Improvement Programme and Trained and Accredited Change Champions

Transport Service continued to manage the SHG vehicle fleet, ensuring the maintenance and provision of suitable vehicles across the Public Service, on a full cost recovery basis. It also provided a service to the public for the hire of plant and certain equipment where these services were unable to be provided by the private sector.

4. Where we want to be:

Central Support Service 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 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.

Internal and external communications with reliable and timely statistical publications will 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 and Data Protection legislation.

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

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

We recognise and value our people as our most important asset in achieving our Policy Priorities, Strategic Objectives and National Goals. We also acknowledge that there are no facts about the future and the world, and that the world of work is transforming at such a fast rate that the Organisation for Economic Co-Operation and Development estimates that 65% of children going into primary education now will go into jobs that don't yet exist.

Our HR and OD Strategy will show how we build capability and capacity within the organisation to innovate, manage uncertainty, ambiguity and transformation, develop new skills and embrace the opportunities that come with digital transformation. Our Vision, Mission and Values will be embedded into all people processes; and, our organisation will be flexible and agile with employee engagement and wellbeing at the fore of what we do. Public Services will be delivered by an inclusive and diverse workforce where achievements and good performance are rewarded and recognised, where equal opportunities prevail and where barriers/silo working are non-existent.

We aim to have the right people with the right skills and values in place at the right time with exceptional leaders who champion our culture, live our values and facilitate high performance in a developmental, collaborative, inclusive and supportive working environment.

5. How we will achieve this:

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

<p>PRIORITY ONE</p> <p>Drive SHG’s Digital Transformation Agenda</p>	<p>PRIORITY TWO</p> <p>Ensure effective corporate governance arrangements are in place to achieve St Helena’s overarching goals and objectives</p>	<p>PRIORITY THREE</p> <p>Encourage and facilitate openness and transparency across SHG</p>	<p>PRIORITY FOUR</p> <p>Enable and support policy makers, directorates and the public to make better decisions</p>
<p>PRIORITY FIVE</p> <p>To support the delivery of the Fit for the Future Programme</p>	<p>PRIORITY SIX</p> <p>To develop Leadership and Management capability and capacity</p>	<p>PRIORITY SEVEN</p> <p>To deliver the Prospectus for Change people initiatives</p>	<p>PRIORITY EIGHT</p> <p>Ensure the provision of an effective and efficient vehicle hire service</p>

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

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

Directorate Priorities		Policy Priorities		Strategic Objectives		National Goals
<p>1. Drive SHG's Digital Transformation Agenda</p>		<p>1.2.1 Develop and maintain robust and resilient ICT systems and infrastructure with supporting policies and legislation</p>		<p>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</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>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>6.1 Ensure effective governance through efficient and effective systems and processes</p>		<p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</p>
<p>3. Encourage and facilitate openness and transparency across SHG</p>		<p>6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change</p>		<p>6.1 Ensure effective governance through efficient and effective systems and processes</p>		<p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</p>
<p>4. Enable and support policy makers, directorates and the public to make better decisions</p>		<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 Ensure effective governance through efficient and effective systems and processes</p> <p>6.3 Provide relevant and current data to inform decision making</p>		<p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</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>5. To support the delivery of the Fit for the Future Programme</p>		<p>2.2.1 Address on-island skills gaps by attracting and retaining working age population, and improving adult literacy and numeracy levels, through relevant training and development programmes.</p> <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>2.2 Improve and Build capacity of St Helena’s workforce through effective investment in education and training opportunities</p> <p>6.1 Ensure effective governance through efficient and effective systems and processes</p>	<p>2. ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE</p> <p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</p>
<p>6. To develop Leadership and Management capability and capacity</p>		<p>2.2.1 Address on-island skills gaps by attracting and retaining working age population, and improving adult literacy and numeracy levels, through relevant training and development programmes.</p> <p>6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change</p>		<p>2.2 Improve and Build capacity of St Helena’s workforce through effective investment in education and training opportunities</p> <p>6.1 Ensure effective governance through efficient and effective systems and processes</p>	<p>2. ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE</p> <p>6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR</p>

		6.1.2 Protect SHG, including employees and assets				
7. To deliver the Prospectus for Change people initiatives		5.1.1 Maintain efforts to reduce prevalence of non-communicable chronic diseases 6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change 6.1.2 Protect SHG, including employees and assets		5.1 Improve the health of the community 6.1 Ensure effective governance through efficient and effective systems and processes		5. ALTOGETHER HEALTHIER 6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR
8. Ensure the provision of an effective and efficient vehicle hire service		1.1.1 Reduce costs associated with port and cargo operations 7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment		1.1 Ensure effective investment in physical infrastructure, including improved access to and around the Island 7.1 Promote the sustainable management and use of natural resources and the environment		1. EFFECTIVE INFRASTRUCTURE 2. ALTOGETHER GREENER

6. Central Support Service Delivery Plan

Directorate Priority One: <i>Drive SHG's Digital Transformation Agenda</i>						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
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	1.1 Replacement of key communications and Information Systems.	80%	90%	95%	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	1.2 Planning and deployment of Exchange 2016.	80%	90%	95%	100%

1.3 Replace all aging Thin Client Servers with technologies that will support the current architecture and contribute towards the sustainability of social development and economic growth.	IT Section Manager	1.3 Reduce the carbon footprint associated with IT equipment.	25%	30%	65%	100%
1.4 Design and install a robust ICT Security Information and Event Management system communication systems, which will contribute towards the sustainability of social development and economic growth.	IT Section Manager	1.4 The installation and implementation of critical communication systems.	60%	80%	95%	100%
1.5 Configure the current operational environment to ensure that the Active Directory Domain Services (AD DS) are capable of supporting Read Only Domain Controllers (RODC).	IT Section Manager	1.5 Percentage of RODC Servers installed, which will enhance domain security, provide faster logons and better access to resources from remote locations.	60%	70%	90%	100%
1.6 Replace the aging servers, which host the Access Dimension Databases with newer technologies that will	IT Section Manager	1.6 Percentage of SQL Servers installed, which will support the concepts of business intelligence,	80%	90%	95%	100%

ensure SHG's ICT infrastructure remains current and secure.		transaction processing and analytics.				
Directorate Priority Two: <i>Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives</i>						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
2.1 Review, update, issue and roll out MTEF planning and budgeting guidelines/templates in liaison with Corporate HR and Finance	Deputy Chief Secretary	2.1 Develop and issue MTEF guidelines to ensure Directorates deliver overarching goals and strategic objectives	Guidelines issued 5 Sept in 2018/19	Guidelines to issue by first week in September	Guidelines to issue by first week in September	Guidelines to issue by first week in September
2.2 Review and challenge progress reports from Directorates; collate returns and compile quarterly reports to CLG, Audit and Risk Committee, Councillors, and DFID	Performance Manager	2.2 Performance and risk management reports presented to CLG, with risk management reports being presented to Audit and Risk Committee as	Reports published quarterly	performance and risk management reports published by end of each month following respective quarter	performance and risk management reports published by end of each month following respective quarter	performance and risk management reports published by end of each month following respective quarter

		well, on quarterly basis				
2.3 Update and maintain central policy registry in liaison with Directorates	Performance Manager	2.3 Liaison with directors on status of policies relevant to their directorates	Reminders sent to directorates on ad hoc basis	Quarterly communication with directorates	Quarterly communication with directorates	Quarterly communication with directorates
2.4 Engage with Directorates and stakeholders responsible for implementing revised 10 Year Plan	Performance Manager	2.4 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 inform compliance reporting	Deputy Chief Secretary	2.5 Compliance Reports compiled and submitted to A&R Committee	2019/20 - 2 x qtrly Compliance reports covering statutory appointments only	Communication with Directors issued during first month of each quarter Report with increased coverage submitted to IA by end of first month following each quarter	Communication with Directors issued during first month of each quarter Report with increased coverage submitted to IA by end of first month following each quarter	Communication with Directors issued during first month of each quarter Report with increased coverage submitted to IA by end of first month following each quarter
Directorate Priority Three: <i>Encourage and facilitate openness and transparency across SHG</i>						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24

3.1 Working with Directorates, review and update the SHG Communications Strategy 2018-2023 to reflect ever changing communications landscape – both internal and external	Head of News	3.1 Review and update SHG Communications Strategy 2018-2023 annually	SHG Communications Strategy reviewed in December 2019	SHG Communications Strategy reviewed August 2021	SHG Communications Strategy reviewed August 2022	New SHG Communications Strategy issued
3.2 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	3.2 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
3.3 Continue to implement Action Plan for 2019 Public Opinion Survey and	Head of News	3.3 Percentage of actions implemented from 2019 Public Opinion Survey	Public Opinion Survey conducted in FY 18/19 and	Public Opinion Survey conducted in FY 21/22	Continue to implement Action Plan from 21/22 Public Opinion Survey	Public Opinion Survey conducted in FY 22/23

conduct new survey every other year to ensure maximum impact in our communications			Action Plan implemented			
3.4 Information management framework to be agreed by SHG Senior Management Team and implemented across SHG	Head of Corporate Support	3.4 Information Management framework being implemented	Final draft Information Management framework prepared and circulated for comment to key stakeholders in March 2021	Final Framework agreed	Framework implemented	Framework Implementation reviewed
3.5 Review, update and agree Corporate information management policies	Head of Corporate Support	3.5 Number of policies reviewed annually	Number of policies in place 2019-20 baseline – 6 Corporate information management policies in place and reviewed in 2020/21	Review 3 Corporate information management policies	Ongoing review of policies	Ongoing review of policies

3.6 Facilitate the introduction of data protection legislation	Deputy Chief Secretary in liaison relevant committee or minister	3.6 Development of Data Protection Policy to inform legislation	No local data protection legislation in existence	Data protection policy drafted.	Data Protection Legislation developed	Data Protection legislation enacted
3.7 Arrange ongoing survey to ascertain level of customer satisfaction of the various services provided by SHG.	Deputy Chief Secretary	3.7 Level of customer satisfaction with SHG services	Baseline to be established	Report published by year end.	Develop / implement Action Plan in liaison with Portfolio Directors Report published by year end.	Develop /implement Action Plan in liaison with Portfolio Directors Report published by year end.

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

Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
4.1 Provide social and economic statistics that are fit for purpose.	Statistician	4.1.1 % of key statistics (quarterly price inflation, monthly population) delivered according to timetable	12 of 16 outputs (75%) Conducted	As baseline (75%) Results published	As baseline (75%) Fully completed	As baseline (75%) No action required until

		4.1.2 Population census taken in early 2021				next population census
4.2 Develop a Social Policy Plan for the period 2021 - 2024	Social Policy Planner	4.2 Social Policy Plan prepared, endorsed and implemented	No plan in place	Draft Plan developed and consulted upon	Plan implemented and monitored	Ongoing monitoring of Plan
4.3 Development of a Rolling Programme of business for Executive Council	Head of Corporate Support	4.3 % of Executive Council business tabled as per the Rolling Programme	2019/20 78% 2020/21 93%	95%	95%	95%
4.4 Develop and maintain ExCo and LegCo tracker documents	Head of Corporate Support	4.4 Tracker documents updated and circulated quarterly	Not measured 2020/21 – ExCo Tracker document updated and circulated twice; LegCo tracker updated and circulated 3 times	100%	100%	100%
4.5 Ensure adequate structure and resources are in place to support new form of political governance prior to 2021 General Election	Deputy Chief Secretary	4.5 Structure /resources in place prior to General Election	N/A	Revised Councillors Expenses budget approved by end July 2021 Office accommodation allocated by end August 2021		

				New Job Profiles developed and positions filled by end August 2021		
Directorate Priority Five: To support the delivery of the Fit for the Future Programme						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
5.1 Undertake a functional / structural review of the Public Service (to include career progression cadres)	Director of HR&OD	5.1 Functional/ structural review undertaken	No Baseline	Delivery of the Programme in line with the Programme Plan	Delivery of the Programme in line with the Programme Plan	Delivery of the Programme in line with the Programme Plan
5.2 Ensure effective establishment management, and associated recruitment, retention, skills development strategies are in place	HR Business Partners Employee Relations Advisor Organisational Development Advisor Director of HR&OD	5.2.1 Creation and Implementation of a Succession Planning (to include Talent Management) Policy Creation 5.2.2. Implementation of a revised Learning and Development Policy Skills Development	No Baseline(s) <i>Establishment Management Procedures Implemented (2020/21)</i> <i>Recruitment Code of Practice Implemented (2020/21)</i>	Policy 1 and 2 100% complete	Skills Development Framework created within FY	Na

		Framework created				
5.3 Ensure regular appropriate reporting and scrutiny at directorate SMT and CLG	HR Business Partners Director of HR&OD	5.3.1 People Metrics to be reported as part of CLG Balanced Score Card quarterly 5.3.2 People Data Pack to be reported at SMTs quarterly	No Baseline(s)	Data reported 100% of the time Data reported 100% of the time	Data reported 100% of the time Data reported 100% of the time	Data reported 100% of the time Data reported 100% of the time
5.4 Ensure we can capture and report on TC Officers 'Active Capacity' Building - Return on Investment of TC Officers to workforce development above and beyond just undertaking their role	Employee Relations Advisor Director of HR&OD	5.4 Active Capacity Metrics to be reported to CLG bi-annually	No Baseline	Data reported 100% of the time	Data reported 100% of the time	Data reported 100% of the time

Directorate Priority Six: To develop Leadership and Management capability and capacity

Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
6.1 Run the Core Leadership Programme	Organisational Development Advisor	6.1 At least 80% of participants/line managers giving a positive evaluation against Kirkpatrick	No Baseline	80% positive	80% positive	80% positive

		evaluation (level 2 'learning' and level 3 'behaviour')				
6.2 Run the Coaching and Mentoring Network	Organisational Development Manager Director of HR and OD	6.2 At least 48 coaching hours delivered each FY [8 individuals coached for 6 sessions]	No Baseline	Delivery of 48 coaching hours (minimum)	Delivery of 48 coaching hours (minimum)	Delivery of 48 coaching hours (minimum)
Directorate Priority Seven: To deliver the Prospectus for Change people initiatives						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
7.1 Create a Wellbeing Strategy and Action Plan – agreed by all stakeholders – for the Public Service as an employer	Organisational Development Advisor Director of HR and OD	7.1 Wellbeing Strategy and Action Plan developed and agreed by CLG and ERC	No Strategy and Action Plan	Action Plan developed within FY	33% of Action Plan delivered	66% of Action Plan delivered
7.2 Develop and implement the Employee Recognition Scheme	Organisational Development Advisor Director of HR and OD	7.2 Employee Recognition Scheme developed and agreed by CLG and ERC	EOS 2018 'Reward & Recognition': Q1 14% Q2 65% Q3 14% Q4 25% Overall 29%	Scheme launched within FY	Na	Overall Score to increase by 16% (55%)
7.3 Create a Diversity and Inclusion Strategy and Action Plan – agreed by all stakeholders – for	Organisational Development Advisor Director of HR and OD	Diversity and Inclusion Strategy and Action Plan developed and agreed by CLG and ERC	No Strategy and Action Plan	Action Plan developed within FY	33% of Action Plan delivered	66% of Action Plan delivered

the Public Service as an employer						
Directorate Priority Eight : Ensure the provision of an effective and efficient transport service						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
8.1. Carry out research on the use of fully electric vehicles by the SHG Vehicle Fleet	Senior Transport Manager	8.1 % review into fully electric vehicles evaluating purchase, running and maintenance cost to gauge efficiency savings, completed.	75% in 2020/21	100 %	-	-
8.2. Pilot use of fully electric vehicles within the SHG fleet	Senior Transport Manager	8.2. % of fleet vehicles fully electric.	0% in 2020/21	2%	5%	10%
8.3 Develop mechanics' basic IT skills	Senior Transport Manager/Garage Manager	8.3 % of mechanics using computer and required software	30% in 2020/21	50%	70%	90%
8.4 Develop mechanics' understanding of diagnostic tools	Senior Transport Manager/Garage Manager	8.4 % of mechanics competent in navigating diagnostic software	20% in 2020/21	50%	70%	90%
8.5 Develop framework agreements for the procurement of vehicle spares	Senior Transport Manager	8.5 Number of framework agreements in place for the different categories of vehicles	0 in 2020/21	1	2	3

7. Financial projections:

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

Outputs	Budget Cost Centre	2021/22 £'000	2022/23 £'000	2023/24 £'000	Directorate Priority	Policy Priority
	60-6000 12-1202				Directorate Priority One: Drive SHG's Digital Transformation Agenda	1.2.1 Develop and maintain robust and resilient ICT systems and infrastructure with supporting policies and legislation. 3.3.1 Improve internet connectivity for everyone's benefit including educational, business and social purposes
	12-1200 12-1202				Directorate Priority Two: Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives	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
	12-1202				Directorate Priority Three: Encourage and facilitate openness and transparency across SHG	6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change
	12-1200 12-1201 12-1206 12-1212				Directorate Priority Four: Enable and support policy makers, directorates and the public to make better decisions	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 6.3.1 Improve dataset to support social and economic development
	12-1201 12-1202 12-1200 12-1206				Directorate Priority Five: To support the delivery of the Fit for the Future Programme	2.2.1 Address on-island skills gaps by attracting and retaining working age population, and improving adult literacy and numeracy levels, through relevant training and development programmes.

					6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change 6.1.2 Protect SHG, including employees and assets
	12-1202 1300 60-6000			Directorate Priority Six: To develop Leadership and Management capability and capacity	2.2.1 Address on-island skills gaps by attracting and retaining working age population, and improving adult literacy and numeracy levels, through relevant training and development programmes. 6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change 6.1.2 Protect SHG, including employees and assets
	1300			Directorate Priority Seven: To deliver the Prospectus for Change people initiatives	5.1.1 Maintain efforts to reduce prevalence of non-communicable chronic diseases 6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change 6.1.2 Protect SHG, including employees and assets
				Directorate Priority Eight: Ensure the provision of an effective and efficient vehicle hire service	1.1.1 Reduce costs associated with port and cargo operations 7.1.1 Enhance efforts to develop, protect, conserve and promote sustainable use of our environment
Total Recurrent Allocation		XX			
Other Funding Streams [This should be listed] (delete where applicable)		Y			
Total Other Funding		YY			

(delete where applicable)						
Total Funding		XX + YY				

8. Workforce plan:

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

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

9. Risk Management and Mitigation

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