St Helena Government

Central Support Service

Strategy and Delivery Plan

April 2022 – March 2025

Version: Three

Updated: September 2022

Prepared by: Central Support Service Senior Management Team

Version 4   Endorsed by Chief Minister

1. Our Vision, Mission and Values:

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

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

Our Values:

- **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

2. The role of the Central Support Service:

The role of the Central Support Service (CSS) is to provide support to the five Public Service Portfolio Directorates 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. Following the Fit for the Future programme to review the Public Service HR, Finance and Administration functions during 2020 and 2021, it was recommended that a centralised administration service be set up to further support the Portfolio Directorates. This would in theory be similar to the way in which the centralised Finance and Human Resources functions were to operate. The main difference with the Central Administration function, is that the staff are physically based across the five Portfolio Directorates and supports service delivery within the Central Support Service itself. The new centralised administration function allows for the establishment of a professional administration service which should result in more flexible working as well as efficiencies being achieved in the longer term. The Central Administration function will also continue to provide support to Plantation House.

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

Our services include ICT, Administration, Internal and External Communications, Statistics, HR and Organisational Development, Transport, Information Management (including the activities of the SHG Archives service), Performance and Risk Management, Policy and Planning, and Compliance.

We also monitor and report on the delivery of the Island's 10-year Plan 2017-2027.

CSS works to various Ordinances including the Census Ordinance, 1986, Statistics Ordinance, 2000, Employment Rights Ordinance, 2010, Elections Ordinance, 2009 and the Legislative Council (Remuneration and Allowances) Ordinance, 2010, as well as the St Helena, Ascension and Tristan da Cunha Constitution Order, 2009 and the 2021 Constitution Amendment Order.

3. What we have achieved so far:

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

<u>The ICT Service</u>

The ICT Service primary objectives are:

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

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

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

The IT Support Team played an instrumental role in the landing of the St Helena's branch of Google's new submarine cable system, which will connect Africa and Europe. This strategically important project is expected to bring many benefits to the Island to include encouraging investment opportunities in the construction of satellite ground stations on St Helena and increased use of internet-based technology and delivery through, for example, digital financial transactions.

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. They are responsible for building and maintaining relationships and managing the organisation's reputation. The Press Office 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 digital updates necessary. Due to the enhanced level of digital output and, as part of the restructure of the Office, a new Digital Media Officer joined the team in April 2021 to further develop this area. As a result there has been an increase in engagement and followers across our digital channels. Demand for filming work within the organisation has increased and now with the capacity to offer filming support and work, the team has expanded its filming output. This was most notable during the run-up to the General Election 2021 when various films were shown on local TV around important dates and information on the General Election and the new ministerial system, and interviews with candidates. The Fibre Optic Cable Project and other key projects under the Economic Development Investment Programme are also being filmed both for record and publicity purposes.

The team played an instrumental role in the communications work needed for the General Election 2021 and the move to a new ministerial government.

As part of the Island's COVID-19 response, the Press Office led on the compiling and rolling out of successful information campaigns around the move to Home Quarantine and the Vaccination Programme. A dedicated COVID-19 Communications Officer within the team, leads on all COVID-19 communications for the organisation working very closely with Health and other key stakeholders.

The team continues to implement the actions from the 2019 Public Opinion Survey 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

Subject to securing funding, a follow-up Survey will be carried out in 2022/23.

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 currently being managed by HR but the intention is for this to be the responsibility of a new Internal Communications Officer who will be recruited to join the Communications team.

Team members are working towards qualifications in the communications field. It is hoped that the final phase in the restructure of the Press Office into a corporate communications function comprising Press, Digital, Internal and Marketing communications can be completed during this period in order to enhance, strengthen and further professionalise communication, both internally and externally.

Recently the team has introduced measurement and analysis into their workload and now regularly report statistics across the official digital channels as well as analysis of the 'public conversation' and local media activity. This is helping the organisation to evaluate its output and if necessary tailor its communications to effectively reach all of its audiences. The Press Office will continue to push for 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. We continue to administer the SHG performance management system with performance indicators for all of the portfolios being monitored centrally, along with a set of key performance

indicators as outlined in the SHG Strategy. Strategic Policy Planning Workshops were held with Directors and their senior management team members following which a Strategic Policy Toolbox was developed and posted on the intranet. The central database of all SHG policies continued to be developed in liaison with Portfolio Directorates. The 10-Year Plan was reviewed and an updated version was published in August 2021, summarising progress against delivery over the period January 2017 to March 2021. Progress against the delivery of the 10-Year Plan 2017 – 2027, the Sustainable Economic Development Plan (SEDP) 2018-2028 and the Labour Market Strategy (LMS) continued to be tracked, resulting in the publication of six monthly reports. Going forward, progress against the delivery of the SEDP and the LMS will be tracked/published by the Sustainable Development Team in the Treasury, Infrastructure and Sustainable Development Portfolio.

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. Key results from the Census were made available in May 2021 with the full report (including separate file for tables in excel format) being published in July 2021. Working with the Strategic and Social Policy Coordinator, 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 receipt of data. A major achievement has been an improved GDP deflator methodology and source data improvements for the estimation and publication of Gross Domestic Product. New estimates for 2019/20 were released in September 2021. 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. Since September 2020, weekly COVID data updates have been produced as an informative tool both for the public (updates published on the SHG website) and also for SHG officials. Over the course of the 2 years, the scope and format of these updates has been amended to ensure they maintain relevance and are fit for purpose.

Information Management Services has continued to administer and manage the official Complaints Procedure, as well as the 'Report it Sort It' service which attracted over 400 reports since the service began in 2015. 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. An ongoing project sponsored by the British Library Endangered Archives Programme is enabling the digitisation of the East India Company records which comprises over 350 volumes, the earliest of which dates from 1673. The project commenced in September 2021 and is scheduled to be completed in 2 years.

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 116 requests for information have been received since the Code of Practice was introduced in September 2014. A recently approved 'Public Access to Government Information' Bill was enacted by the Legislative Council in June 2021 and associated Regulations and guidance are being prepared in advance of the new legislation being brought into force. The legislation provides for the appointment of an Information officer and it is likely that the individual appointed to that role will be a member of staff from within the Central Support Service.

An Information Management Framework has been developed for the Public Service Portfolios, as well as a number of Corporate Information Management policies having been developed to ensure appropriate management of the organisation's information, with 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 carried out by the CSS.

Council Support Services continues 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 are arranged, to include liaison with senior officials for lines of reply to Questions and Motions, preparing all the required documentation and ensuring that all business is submitted and dealt with in compliance with the requirements set out in the Legislative Council Standing Orders. The section continues to be responsible for ensuring the publication and distribution of Legal Notices and Ordinances. Council support includes the provision of secretarial support to the Public Accounts Committee by arranging meetings – both formal and informal - as well as report writing. The annual updating and publication of the Register of Electors continues to focus on ensuring the information within the Register is as accurate as possible. A successful General Election was held in October 2021 and was the first under the new Ministerial form of Government which commenced on 25 October 2021, following the outcome of the Consultative Poll held in March 2021, which sought the views of the electorate with regard to options for Governance reform. Under the new system of governance, five Ministers are working alongside the Portfolio Directors, with seven non-Ministers taking on the scrutiny function via 2 Scrutiny Committees, including the continuation of the Public Accounts Committee function.

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

The CPA UK Branch carried out an 'Elections Expert Mission' whilst the October 2021 General Election preparation was ongoing and the report containing twelve recommendations was received in January 2022. These recommendations are also being considered by a small working group of Elected Members who are not holding a Ministerial office.

Central **Administration Services** provide the admin support function for all Portfolios. Duties include processing supplier payments, temporary employees' salary data; minute taking; reception duties; administration of petty cash and local purchase orders. The admin function also continues to lead on organising national events such as the annual Remembrance Sunday service and Inauguration ceremonies for new Governors as well as arranging statutory appointments for Acting Governors. Accounting support continues to be provided to the various component parts of CSS through preparation and routine monitoring of the Directorate's annual recurrent budget including that of the SHG UK Representative's Office. Management of 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.

We are also responsible for arranging statutory Appointments on behalf of the Governor; processing and publishing legislation and Government Gazette Notices; preparation of annual reports to the International Labour Organisation regarding meeting of obligations in respect of various Conventions which have been extended to St Helena; annual updating of the Register of Electors; organising Elections in accordance with the Elections Ordinance 2099 and induction and training programmes for newly Elected Members; supporting the Executive Council; organising formal meetings of the Legislative Council, Commonwealth Parliamentary Association business; the day to day running of the Legislative Council office; management of the 'Report it, Sort It' service; dealing with requests for information submitted in accordance with the Code of Practice for Access to SHG Information; and administration of the official SHG complaints procedure.

HR and Organisation Development (OD) continues 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 St Helena Graduate Scheme
- Development of a Five-Year Workforce Plan
- Roll out of a Core Leadership Programme
- Roll out of Mental Health Awareness Training for all Senior Managers plus the introduction of TRiM Practitioners
- 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 an 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 to localise posts
- A Training Needs Analysis process
- Provision of a Staff Handbook to all Public Service employees
- Introduction of a Continuous Improvement Programme and Trained and Accredited Change Champions

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

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 lighting of the fibre optic marine cable with which will come a host of opportunities. An upgraded Public Service ICT infrastructure to support high speed bandwidth transmissions will be driving and enabling innovative and smarter ways of working across the Public Service and Government. There will be improved collaboration across Portfolio Directorates and more information and knowledge sharing.

The MTEF process will be fully embedded following year on year lesson learning. Alignment of portfolio 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 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 Public Service employees, private sector and the general public whilst government information is properly managed with supporting policies and systems in place. And SHG's openness and transparency agenda is further underpinned by Data Protection policy/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 the Public Service.

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 six 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.

PRIORITY ONE	PRIORITY TWO	PRIORITY THREE	PRIORITY FOUR
Drive St Helena Government's Digital Transformation Agenda	Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives	Encourage and facilitate openness and transparency across the Public Service and Government	Enable and support policy makers, portfolios and the public to make better decisions
PRIORITY FIVE	**PRIORITY SIX**		
Support the development of the Public Service through the delivery of an effective People Strategy	Ensure the provision of an effective and efficient vehicle hire service		

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

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

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

3. Encourage and facilitate openness and transparency across the Public Service and Government		We will ensure communications are aligned to our goals and objectives and to embed a corporate attitude and sense of stewardship in terms of timely and accurate release of information		28. Improve internal and external communications and engagement to build a more informed community	6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR
4. Enable and support policy makers, portfolios and the public to make better decisions		We will continue to develop our strategic policies in line with best practice as set out in our Strategic Policy Framework. We will implement lesson learning as part of this process and ongoing review.		30. Ensure decision making is supported by evidence-based policy and legislation	6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR
5. Support the development of the Public Service through the delivery of an effective People Strategy		We want to address skills gaps by implementing policies to, attract, grow and retain the working age population. We want to give our school leavers the opportunity to learn, train and develop to enable them to gain employment on island and to grow and develop in their chosen careers. We will improve the experience of our customers and employees, identify efficiencies and better ways of working; and position ourselves to meet challenges that lie ahead.		8. Address skills gaps by valuing the local workforce and attracting, growing and retaining the working age population. 29. Strengthen public service governance and organisational structures.	2. ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE 5. ALTOGETHER HEALTHIER 6. EFFECTIVE, EFFICIENT AND ACCOUNTABLE PUBLIC SECTOR

6. **Ensure the provision of an effective and efficient vehicle hire service**		We will implement policies which will facilitate all our energy being generated (over time) using renewable sources reducing our reliance on fossil fuels. `		SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment SO 32. Ensure assets are protected for the good of all		1. EFFECTIVE INFRASTRUCTURE 2. ALTOGETHER GREENER

6. Central Support Service Delivery Plan

CSS Priority One: *Drive St Helena Government's Digital Transformation Agenda*						
Action	**Owner**	**Performance Indicator**	**Baseline**	**Target**		
				2022/23	**2023/24**	**2024/25**
1.1 Replacement of all legacy systems and software, which presents a data security risk to the organisation.	IT Section Manager	1.1 Replacement of all Windows 7 and Windows Server 2008 devices, which pose an immediate threat to SHG.	15% replaced during 2021/22	30%	55%	80%
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	IT Section Manager	1.2 Planning and deployment of Exchange 2016.	80%	95%%	100%	100%

physical and logical resources.						
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%	40%	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%	70%	95%	100%
1.5 Establish and effectively communicate a cyber-security policy.	IT Section Manager	1.5 Develop and communicate a cyber-security policy, which will outline guidelines and provisions for preserving the security of SHG's data and technological infrastructure.	2021-2022 – 20%	45%	95%	100%
1.6 Development of a removable media policy for all critical systems and essential services.	IT Section Manager	1.6 Develop and implement a removal media policy, which will protect the organisation against loss,	0% 2021-2022	45%	90%	100%

Action	Owner	Performance Indicator	Baseline	Target		
1.7 Establish an effective and common patching regime across the organisation.	IT Section Manager	1.7 Implement a patch management regime, which will allow for the processing and distribution of software updates across the organisation.	0% 2021-2022	20%	40%	60%
1.8 Adopt a minimum common cyber approach across the organisation.	IT Section Manager	1.8 Reduce the organisation's exposure to cyber-attacks by adopting a common cyber measure across the organisation.	0% 2021-2022	20%	85%	100%
1.9 Implementation of a cyber-security awareness programme.	IT Section Manager	1.9 Implement a cyber-security awareness training programme that will address issues such as data privacy, information security and cyber security.	0% 2021-2022	20%	50%	70%

CSS 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		
				2022/23	**2023/24**	**2024/25**
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	Guidelines issued 5 Sept in 2018/19	Guidelines to issue in September	Guidelines to issue in September	Guidelines to issue in September

		overarching goals and strategic objectives				
2.2 Review and challenge progress reports from Directorates; collate returns and compile quarterly reports to SLT, Audit and Risk Committee, Councillors, and FCDO	Performance Manager	2.2 Performance and risk management reports presented to SLT, with risk management reports being presented to Audit and Risk Committee as well, on quarterly/half-yearly basis	Reports published quarterly/half-yearly	Performance and risk management reports published by end of each month following respective quarter	Performance and risk management reports published by end of each month following respective quarter	Performance and risk management reports published by end of each month following respective quarter
2.3 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 progress reports compiled and published	6-monthly reports compiled and published	6-monthly reports compiled and published	6-monthly reports compiled and published

Action	Owner	Performance Indicator	Baseline	Target		
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

CSS Priority Three: *Encourage and facilitate openness and transparency across the Public Service and Government*						
Action	**Owner**	**Performance Indicator**	**Baseline**	**Target**		
				2022/23	**2023/24**	**2024/25**
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 2022	SHG Communications Strategy reviewed August 2023	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	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

'look back' to review effectiveness of communications platforms as well as feedback from audiences.						
3.3 Continue to implement Action Plan for 2019 Public Opinion Survey and conduct new survey every other year to ensure maximum impact in our communications	Head of News	3.3 Percentage of actions implemented from 2019 Public Opinion Survey	Public Opinion Survey conducted in FY 21/22 and Action Plan implemented	Continue to implement Action Plan from 21/22 Public Opinion Survey	Public Opinion Survey conducted in FY 23/24 and action plan implemented	Continue to implement Action Plan from 23/24 Public Opinion Survey
3.4 Information management framework to be agreed by SHG Senior Leadership Team and implemented across SHG	Head of Administration Support Service	3.4 Information Management framework being implemented	Final draft Information Management framework prepared and circulated for comment to key stakeholders in December 2021	Final Framework agreed	Framework implemented	Framework Implementation reviewed
3.5 Review, update and agree Corporate information management policies	Head of Administration Support Service	3.5 Number of policies reviewed annually	Number of policies in place 2020-21 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

Action	Owner	Performance Indicator	Baseline			
3.6 Facilitate the introduction of data protection legislation	Deputy Chief Secretary in liaison with relevant 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	Summary Report published by year end.	Summary Report published by year end.	Summary Report published by year end.

CSS Priority Four: Enable and support policy makers, portfolios and the public to make better decisions						
Action	**Owner**	**Performance Indicator**	**Baseline**	**Target**		
				2022/23	**2023/24**	**2024/25**
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%)	As baseline (75%)	As baseline (75%)	As baseline (75%)

		4.1.2 Population census taken in early 2021	Conducted	Results published	Fully completed	No action required until next population census
4.2 Development of a Rolling Programme of business for Executive Council	Head of Administration Support Service/Secretary to Executive Council	4.2 % of Executive Council business tabled as per the Rolling Programme	2019/20 78% 2020/21 93% 2021/22 95%	98%	98%	98%
4.3 Develop and maintain ExCo and LegCo tracker documents	Head of Administration Support Service /Clerk of Councils/Secretary to Executive Council	4.3 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%

CSS Priority Five: Support the development of the Public Service through the delivery of an effective People Strategy						
Action	Owner	Performance Indicator	Baseline	Target		
				2022/23	2023/24	2024/25
5.1 Support the delivery of the Fit for the Future Programme	Head of HR&OD	5.1 Delivery of the Programme	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 management of the	Head of HR&OD	5.2.1 Delivery of the Programme	Budget Ceiling (plus any growth agreed in-year	Programme delivered within budget limits	Programme delivered within budget limits	Programme delivered within budget limits

Technical Co-operation Programme	Senior HR Business Partner	within budget limits agreed by the TC Monitoring Group 5.2.2. Active Capacity Metrics to be reported to Strategic Leadership Team (SLT) bi-annually	by the TC Monitoring Group) No Baseline	Data reported 100% of the time	Data reported 100% of the time	Data reported 100% of the time
5.3 Ensure regular appropriate reporting and scrutiny of people data at Strategic Leadership Team (SLT) and Portfolio Senior Management Teams (SMT)	Senior HR Business Partner	5.3.1 People Metrics to be reported at SLT 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 Run the Core Leadership Programme	Organisational Development Advisor	5.4 At least 80% of participants/line managers giving a positive evaluation against Kirkpatrick evaluation (level 2 'learning')	No Baseline	80% positive	80% positive	80% positive
5.5 Run the Coaching and Mentoring Network	Organisational Development Advisor	5.5 At least 36 coaching hours delivered each FY	No Baseline	Delivery of 36 coaching hours (minimum)	Delivery of 36 coaching hours (minimum)	Delivery of 36 coaching

Action	Owner	Performance Indicator	Baseline	Target 2022/23	Target 2023/24	Target 2024/25
		[6 individuals coached for 6 sessions]				hours (minimum)
5.6 Create a Wellbeing Strategy and Action Plan – agreed by all stakeholders – for the Public Service as an employer	Organisational Development Advisor Head of HR and OD	5.6 Wellbeing Strategy and Action Plan developed and agreed by SLT and Employee Representative Committee (ERC)	No Strategy and Action Plan	Action Plan developed within FY	33% of Action Plan delivered	66% of Action Plan delivered
5.7 Develop and implement an Employee Recognition Scheme	Employee Relations Advisor Head of HR and OD	5.7 Employee Recognition Scheme developed and agreed by SLT 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%)
5.8 Create a Diversity and Inclusion Strategy and Action Plan – agreed by all stakeholders – for the Public Service as an employer	Organisational Development Advisor Employee Relations Advisor Head of HR and OD	5.8 Diversity and Inclusion Strategy and Action Plan developed and agreed by SLT and ERC	No Strategy and Action Plan	Action Plan developed within FY	33% of Action Plan delivered	66% of Action Plan delivered

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

Action	Owner	Performance Indicator	Baseline	Target		
				2022/23	2023/24	2024/25
6.1. Carry out research on the use of fully electric	Senior Transport Manager	6.1 % review into fully electric vehicles evaluating purchase,	75% in 2020/21	90 %	95%	100%

vehicles by the SHG Vehicle Fleet		running and maintenance cost to gauge any efficiency savings.					
6.2. Pilot use of fully electric vehicles within the SHG fleet	Senior Transport Manager	6.2 % of fleet vehicles fully electric.	0% in 2020/21	2%	5%	10%	
6.3 Develop mechanics' basic IT skills	Senior Transport Manager/Garage Manager	6.3 % of mechanics using computer and required software	30% in 2020/21	50%	70%	90%	
6.4 Develop mechanics' understanding of diagnostic tools	Senior Transport Manager/Garage Manager	6.4 % of mechanics competent in navigating diagnostic software	20% in 2020/21	50%	70%	90%	
6.5 Develop framework agreements for the procurement of vehicle spares	Senior Transport Manager	6.5 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	2022/23 £'000	2023/24 £'000	2024/25 £'000	CSS Priority	Policy Priority
Management and Administration	12-1200	436	436	436	Priority Two: Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives	SO.29. Strengthen public service governance and organisational structures SO.30. Ensure decision making is supported by evidence-based policy and legislation
Policy and Planning	12-1202	55	55	55		

						SO.33. Ensure compliance with local and international obligations
Public Relations	12-1212	72	78	78	Priority Three: Encourage and facilitate openness and transparency across the Public Service and government	SO.29. Strengthen public service governance and organisational structures
Management & Administration Information Services Supporting Ex Co and Leg Co Public	12-1200 12-1201 12-1206	49 481	49 481	50 482	Priority Four: Enable and support policy makers, portfolios and the public to make better decisions	SO.28. Improve internal and external communications and engagement to build a more informed community SO.30. Ensure decision making is supported by evidence-based policy and legislation
Governor's Office	12-1204	141	141	141	Priority Two: Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives	SO.29. Strengthen public service governance and organisational structures SO 32. Ensure assets are protected for the good of all
Public and National Affairs		222	219	219	Priority Two: Ensure effective corporate governance arrangements are in place to achieve St Helena's overarching goals and objectives	SO.29. Strengthen public service governance and organisational structures
HR Services Technical Cooperation Overseas Training	13 – 1300 13 – 1301 13 - 1302	266 8,471 208	266 8,475 255	266 8,475 255	Priority Five: Support the development of the Public Service through the delivery of an effective People Strategy	SO.8. Address skills gaps by valuing the local workforce and attracting, growing, and retaining the working age population. SO.29. Strengthen public service governance and organisational structures

Total Recurrent Allocation		**10,401**	**10,455**	**10,458**		
Other Funding Streams [*This should be listed*] (delete where applicable)	IT Trading Account	1,196	1,204	1,213	Priority One: Drive St Helena Governments Digital Transformation Agenda	SO. 3. Implement supporting policies and legislation to ensure robust and resilient ICT infrastructure in place
	Transport Trading Account	971	963	964	Priority Six: Ensure the provision of an effective and efficient vehicle hire service	SO. 25. Continuously enhance efforts to develop, protect, conserve and promote sustainable use of our environment SO 32. Ensure assets are protected for the good of all
Total Other Funding (delete where applicable)		**2,167**	**2,167**	**2,177**		
Total Funding		**12,568**	**12,622**	**12,635**		

8. Workforce plan:

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

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

9. Risk Management and Mitigation

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