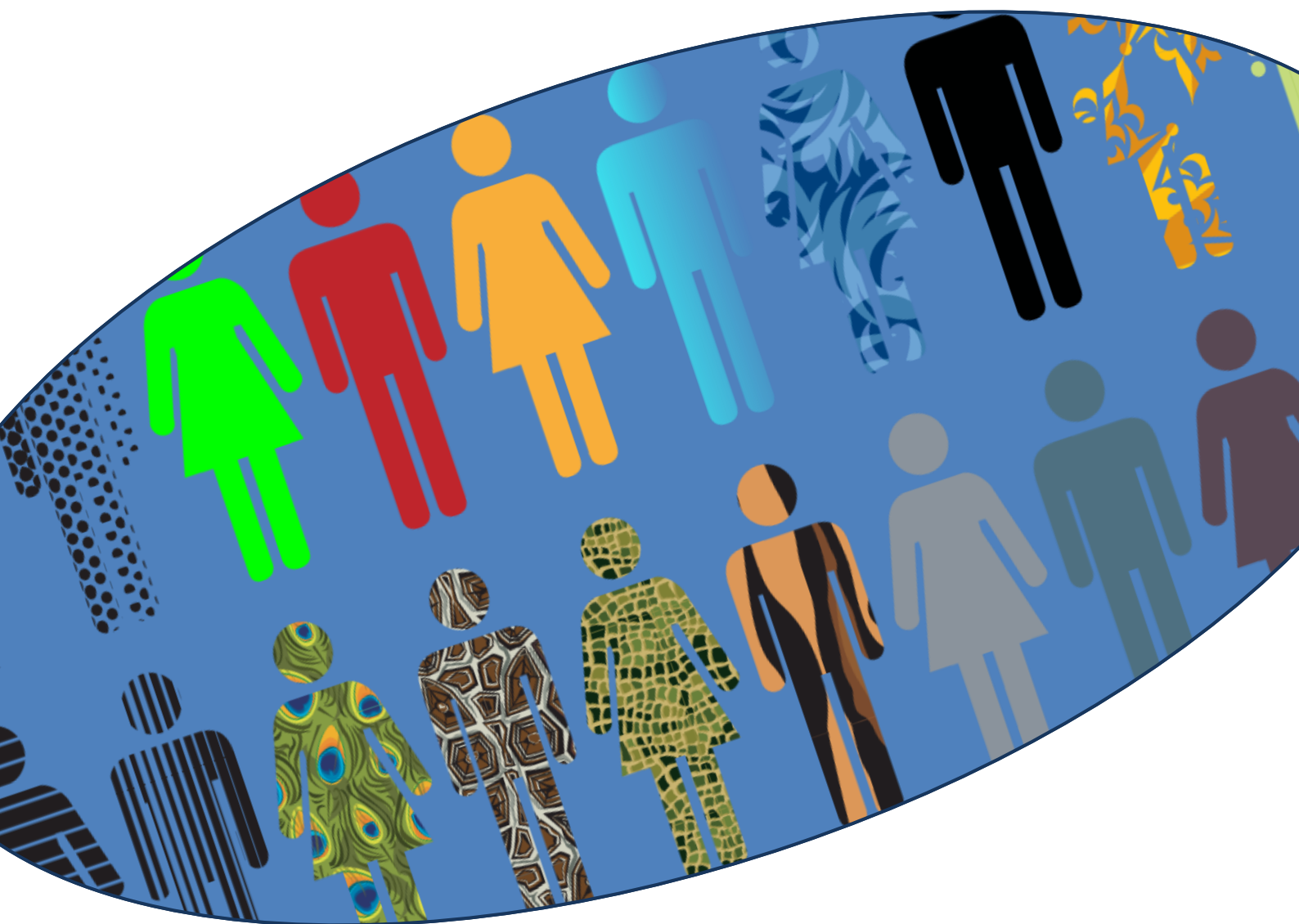




**St Helena
Government**

A Great Place to Work and do Business With



A Prospectus for Change 2016-2019

SHG
**A Great Place to Work
and do Business With**

**People &
Resources**

Pay, Reward
and
Recognition

Leadership

Teamwork

Health, Safety
and Wellness

Learning and
Development

Talent
Management

**Information &
Communication**

Decision Making

Internal
Communication

External
Communication

Information
Management

**Systems &
Technology**

Quality
Services and
Business
Improvement

Digital by
Default

Project
Management

Risk
Management

**Processes &
Planning**

Policies and
Procedures

Change
Management

Strategic
Planning

Workplace
Planning

Empowerment

Goals and Strategies

**Vision, Purpose,
Values**

St Helena is at a critical point in its history, with its first international airport opening and becoming operational in 2016.

The changes that will be brought about through improved access to the island, along with the introduction of mobile telephony, mean that SHG needs to operate in a way that will meet the demands of both residents and visitors. This will be a time of unprecedented challenge for the public service but we have to ensure that SHG is regarded as a great place to do business with.

Alongside the need to develop services to meet the needs of customers, an Action Plan, which has been developed following the outcomes of the 2015 Employee Opinion Survey will be implemented ensuring that SHG becomes a great place to work.

In meeting the needs of our customers, we will have a special focus on developing health, safeguarding and education services. Emphasis in these areas will ensure St Helena continues to be a great place to live during the transformation and into the future. We will develop in consultation with the people of St Helena, a 10 year plan designed to improve the lives of all the residents of St Helena.

By 2019, we aim to ensure that SHG becomes 'A great place to work and do business with'. This prospectus for change sets out how we intend to go about that transformation.

Roy Burke
Chief Secretary
November 2015

Time to Prepare

To prepare SHG for the challenges that we face in becoming a great place to work and do business with, we need to create a new narrative on public service delivery within SHG.

SHG needs to listen, learn and act to make the organisation front facing and fluid to meet the demands of an ever changing island.

There are six key activities that need to be completed by April 2016 to provide us with the foundations upon which to deliver the activities outlined in this Prospectus for Change 2016-19.



1. We need to articulate our aspiration through our Vision, Purpose and Values

We will develop with our stakeholders our new Vision, Purpose and Values.

We then need to embed these Values in everything that we do. Our Values need to underpin everything that we do.



2. We need senior leadership teams that have an SHG wide perspective and the ability to work collaboratively

We will establish a Core Leadership Group to ensure alignment of St Helena Government's priorities and activities with the 10 year plan.

Taking into account political direction, the Core Leadership Group meetings will facilitate discussion and decision making on initiatives and issues with the purpose of determining the strategic and operational direction for St Helena Government (SHG).

We will also refocus the Business Delivery Group to effectively share information between Business Units about their performance, identify areas of common interest and share good practice.

The Business Delivery Group meetings will focus on monitoring performance against the objectives within the 10 year plan and general information sharing with a focus on discussion of impact.



3. We need a different kind of leadership capability across the organisation

Our leaders need to:

- Operate effectively with Legislative Council Members
- Be able to appreciate alternative views of the world
- Have an open demeanour and capability to look for solutions rather than obstacles
- Actively seek the views of staff and the public to improve our organisation
- Be able to see the bigger picture
- Be resilient under pressure

We will develop new behaviour sets for leaders at all levels of SHG from the executive team to the front-line, to help ensure that how leaders behave reflects SHG's stated values.

Starting with directors, all leaders will be appraised against these behaviours.

We will then systemise our leadership development to make sure that there is a degree of core skills development at all levels of management, at executive level and particularly at middle and front-line level.



4. We need to encourage our employees to have a voice and ensure people's opinions and ideas are aired

We will establish a **Partnership Forum** which follows good practice adopted by many organisations.

The Forum will be made up of management representatives and employee representatives, and will undertake three key roles:

- A **consultative** role where ideas, issues, policies, organisational changes and legitimate employer/employee matters can be discussed cordially.
- An important **communication** role i.e. the two way flow of information and ideas with employee representatives:
- A **negotiating** mechanism for SHG's pay and terms and conditions of employment relating to all employees within grades A-H.

The first thing that we will do is establish an **Employee Representative Committee** (ERC) that includes representatives from across SHG. An agreed number of ERC (including the Chair of the ERC), will be members of the Partnership Forum.



5. We need to work smarter

We will develop and initiate a Smarter SHG Service Review Programme whereby every single part of the organisation will be reviewed to make sure it's relevant, that is focussing on customers' needs, that it is free from bureaucracy and is delivering savings to meet SHG's overall financial objectives.

The Smarter SHG Service Reviews will be driven by a programme board chaired by a nominated director.

The service review programme will start with HR because HR needs to lead the way and then get on and help the rest of the organisation.

Allied to this, we will have a number of Smarter SHG reviews led by the Business Delivery Group to look at how services and departments work.



6. Bringing Structure to the Fresh Start Programme

The programme is made up of a co-ordinated series of projects aimed at addressing the key cross-cutting themes identified through in-depth consultation across SHG, including the 2015 Employee Opinion Survey, including:

- Change Management
- Decision Making
- Digital Strategy and Information Management
- Health, Safety and Wellness
- Information and Communication
- Leadership Development
- Pay, Reward and Recognition
- Planning
- Resourcing
- Risk Management
- Service Delivery and Business Improvement
- Talent Management and Succession Planning
- Teamwork

These themes are all captured within this Prospectus for Change under the following four headings:

People and Resources

Information and Communication

Processes and Planning

Systems and Technology

Outcomes and Measures of Success

The high level outcome will be for SHG to become a streamlined and modernised public service that provides efficient and effective core customer focused services that facilitate further development, through a well-paid, highly skilled, flexible and committed workforce... a great place to work and do business with.

SHG also needs to ensure that all of our focus is on improving the lives of the community. Everyone in our organisation has a significant part to play in realising this goal.

Each of the key theme projects will have their own specific set of outcomes, and measures of success.

Methodology



A programme and project management methodology will be adopted to ensure co-ordinated, prioritised approach that makes best use of our limited resources, and avoids wasted effort, duplication and misguided activities when addressing the key themes.

Although it is imperative that each project is managed through the agreed project management methodology, because of our limited resources, we will need to resource the various project teams in a creative, co-ordinated way. We should use them as development opportunities where possible.

Each project will adopt an appropriate structure that reflects its needs. Where possible, each project will be led by a Director, who will be:

- Highest ranking manager on the project.
- Vocal champion for the project at executive level.
- Responsible for securing budget for the project.
- Final decision-maker for the project.

Support

A Programme and Projects Support function will be established and will be responsible for developing the methodology and for providing project approval, project planning and project management guidance and support.



Governance



The Fresh Start programme will be governed by a Programme Board chaired by the Programme Director (Chief Secretary), and supported by the Programme and Projects Support function.

Each project will be governed in accordance with the agreed project governance approach developed by the Programme and Projects Support function.

Where we are, where we want to be, and how we are going to get there

People and Resources

Where we are

The 2015 Employee Opinion Survey highlighted a number of areas for improvement in the way SHG operates. 53% of the total employees took part in the survey and the results demonstrate that we are not where we want to be as an employer or deliverer of services to the people of St Helena.



We are committed to take action to address the issues highlighted by the survey.

Where we want to be by 2019

By the end of the current 3-year budget planning cycle, the airport will be fully operational and demands on staff to deliver excellent services will be ever increasing, so SHG will attract and retain the right people, in the right places, at the right times by:

- Offering salaries which reward staff appropriately
- Recognising and rewarding excellence and innovation
- Providing our staff with the opportunity to help define the future direction of SHG
- Recognising and rewarding loyalty
- Supporting our employees to develop to their full potential
- Providing strong, inclusive leadership
- Promoting the concept of 'Teamwork' across SHG and reducing the silo working mentality
- Developing a culture of openness and honesty within SHG ensuring we meet progression aspirations
- Developing a culture of health, safety and wellness
- Developing a staff culture of pride and passion in working for the public service

How we are going to get there

We will:

- Review the pay and grading structure
- Introduce a Reward and Recognition Scheme

- Ensure all employees are able to access training and development opportunities that are 'forward thinking'
- Fully develop and explore scope for succession planning
- Establish a 'one culture' organisation through strong leadership
- Develop and implement policies and procedures which encourage wellness in the organisation

Information and Communication

Where we are

The 2015 Employee Opinion Survey results show that there is a need for improvement in Communication within SHG, with employees stating that SHG does not communicate effectively on matters that are of importance to them and that they fear the consequences of expressing an opinion.



Management of information within the organisation needs to be improved and work has commenced on the development of a Code of Practice for Official Information within SHG.

Where we want to be by 2019

SHG is a place where employees can express their opinion and are encouraged to do so

- Communication with employees is significantly improved resulting in all employees having a clear understanding about any decisions or changes that affect them
- Employees are continually kept up to date with issues that are importance to them
- SHG uses all possible means of communicating key messages from SHG to the people of St Helena
- Decision making is streamlined within the organisation
- Decision making is consistent through improved planning
- Code of Practice for Official Information is fully developed
- Access to non-confidential official information is easier for all employees as different means of communication are developed through advances in ICT

How we are going to get there

We will:

- Review our approach to internal and external communications
- Enable employees to have a Voice and listen to what they have to say through the Employee Representatives Committee and SHG Partnership Forum
- Review decision making processes reducing bottle necks and bureaucracy
- Empower and encourage staff to make decisions that enable them to effectively carry out their jobs

Systems and Technology

Where we are

Project management is developing in SHG but only a few key staff have project management skills. ICT has advanced in recent years but there is scope to invest more in digital technology to enable staff to perform their jobs better and to meet the needs of our customers.



- We want to make the advancement of ICT a top priority for SHG
- We want SHG to be 'Digital by Default' optimising the use of digital technology for staff and customers
- We want to improve Internet access within Directorates to enable staff to carry out their jobs more effectively
- We want to capitalise on the introduction of mobile phone technology to improve efficiency in SHG operations
- We want to enable customers to have online access to as many services as possible

Where we want to be by 2019

- Access to SHG services is transformed, becoming 'digital by default'
- SHG delivers as many services as possible online
- Staff are fully trained to deliver efficient, effective online services
- Effective project management features prominently in SHG activities

How we are going to get there

We will:

- Make significant, appropriate investment in Information Technology, ensuring faster, simpler access for staff and customers
- Invest in relevant staff training to ensure staff are fully prepared to respond to the changes in approaches to service delivery
- Make our customers aware of the various options to access SHG services
- Provide project management training to all staff who need to utilise project management skills as a key tool for effective performance of their job

Processes and Planning

Where we are

The current Sustainable Development Plan (SDP) comes to end in March 2017 and it is proposed that a new 10 year Plan will be developed to build on the progress achieved through implementation of the SDP. Current Strategic Planning document templates are cumbersome and not easy to understand by our customers.



Policy development is not yet fully inclusive and we need to reinforce the need for collaborative working across SHG, including key stakeholders from outside the organisation when necessary to do so in the development of policy.

Workforce planning is in its infancy and whilst some succession planning is in place for certain TC posts, there is no overall succession plan to cater for posts held by locally employed staff.

Alongside this, there exists a culture within some parts of SHG which is change averse. This hinders the desire to empower staff to do their jobs without the need for referring to others, as many systems and processes are outdated.

Where we want to be by 2019

- We focus on outcomes rather than outputs and process
- A new, long-term development plan is in place
- Strategic Planning documentation is more user friendly and less wordy
- Our customers understand our future intentions

- All-inclusive policy development is the norm
- A fully developed workforce plan is in place
- SHG has a culture where change is embraced, and is seen as an opportunity and not a threat
- Staff are empowered with the freedom to work towards clear objectives with minimum supervision
- Staff have the necessary skills to allow them to work to their highest capabilities

How we are going to get there

We will:

- Revise our approach to strategic planning, and our document templates to include information about service delivery and targets that our customers associate with service improvements – they will see ‘What’s In It for Them’
- Streamline SHG systems and processes thereby ensuring empowerment for staff and improved service delivery for customers
- Provide training in policy development to all relevant staff
- Put in place an SHG workforce plan, encouraging mobility within the public service as far as is possible
- Continually reinforce the need for continuous improvement
- Ensure that changes which have been implemented are fully embedded through a constant flow of information demonstrating the benefits brought about by those changes