No: 46/2018

SUBJECT

Copy No:

### Memorandum for Executive Council

#### MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF) -2019/20 – 2021/22 – STRATEGIC OBJECTIVES

#### Memorandum by Chief Secretary

## ADVICE SOUGHT 1. Council is asked to advise whether the prioritised list of Strategic Objectives as set out in Annex A, which will inform and direct the next strategic planning and budgeting exercise for the three year period 2019/20 to 2021/22, should be approved.

BACKGROUND & 2. The 10 Year Plan covers the period 1 April 2017 to 31 March 2027 and was compiled following extensive consultation with the community. The overall objective of this plan is to continue to make St Helena a wonderful place to live, work, raise children, visit and to do business.

3. The Plan has been developed around 5 National Goals i.e. Altogether Safer, Altogether Healthier, Altogether Better for Children and Young People, Altogether Greener and Altogether Wealthier. It contains a number of actions with colour coded delivery timescales categorised as follows:

Green - ongoing and will run throughout the duration of the plan

Blue - will be delivered in the first year of the plan

Yellow - will be delivered in three years and reflected in the Strategic and Operational Plans

Purple - will be completed within five years of the plan

Pink - will be completed within ten years if not sooner

Green/Blue - are anticipated to be delivered between two timelines

4. The Plan states "To make sure we complete what was suggested we will use the SHG strategic planning process. This will be done through Directorates' three year Strategic and Operational Plans that must link and contribute to the National Goals and the outcomes the community has high-lighted." However, the Plan also recognises that "There are wider issues that do not necessarily fit into the five National Goals". In this regard, due consideration will need to be given to the implementation of the Sustainable Economic Develoment Plan, the need to generate additional revenues, the need to ensure efficient and effective governance and the need to ensure

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that the Island is ready for the Fibre Optic Cable landing as per the Digital Strategy.

5. Recognising current and forseeable resource constraints, it is imperative for SHG to begin the next annual three year rolling planning and budgeting process with a clear and focused strategic direction. Hence the need for Strategic Objectives that will assist with the development of Strategic Planning and Budgeting Guidelines and the allocation of directorate budget ceilings, noting that it is impossible to do everything in the first year.

6. The Strategic Objectives as set out in Annex A were developed following consultation with Directors, Council Committees and elected Members. The process started in late June 2018 when Directors and Council Committees were asked to determine priority areas and to identify desired outcomes and outputs for each of these areas. The results were collated and presented to elected Members on 20 July when it was agreed that further work was needed to distinguish between strategic objectives, policy priorities and operational activities. The information was subsequently reformatted and recirculated for Directors and Council Committees to critically review, identify and fill gaps and to ensure alignment with the 10 Year Plan and Sustainable Economic Development Plan.

7. The second round of discussions with Council Committees resulted in a more comprehensive set of fourteen Strategic Objectives with policy priorities and supporting activities with an indication as to whether they are for recurrent or capital spend. These were discussed with elected Members at an Informal Legislative Council meeting on 10 August 2018 when it was agreed that the list of Strategic Objectives could safely be reduced to a total of seven with supporting sub-objectives. Members were asked to individually prioritise the seven objectives, the outcome of which was collated resulting in the prioritised list at Annex A.

8. Members are asked to note that this prioritisation exercise is part of the Medium Term Expenditure Framework process (MTEF) and the list of strategic objectives will be updated annually as a part of this process.

**FINANCIAL** 9. There are no direct financial implications arising from this **IMPLICATIONS** 9. There are no direct financial implications arising from this paper. However, the Strategic Objectives will be used to direct and inform the next strategic planning and budgeting exercise during which activities will need to be prioritised/costed according to budget availability and in line with the Strategic Objectives. They will also help to inform the development of a Capital Programme.

ECONOMIC IMPLICATIONS 10. The 'Altogether Wealthier' goal is a Strategic Objective which includes sustainable economic development as a Policy Priority. This will serve to support the implementation of the Sustainable

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Economic Development Plan.

**PRINCIPLES** 

PLAN GOALS

CONSISTENCY11. Ensuring sustainable economic development as a Policy PriorityWITHwill include activities which are consistent with incentivisingINVESTMENTinvestment.POLICYPOLICY

**PUBLIC / SOCIAL**12. The proposed Strategic Objectives should have an indirect**IMPACT**12. The proposed Strategic Objectives should have an indirectpositive public/social impact in that they will direct and inform the<br/>strategic planning and budgeting exercise which will provide for the<br/>delivery of public services.

**ENVIRONMENTAL** 13. Whilst there is no direct environmental impact arising from this paper, the inclusion of an environmental related Strategic Objective 'Altogether Greener' and policy priority 'Promote the sustainable management and use of natural resources and the environment' will ensure due regard for the sustainable management and use of the environment. It is also noted that many of the activities linked to sustainable economic development are linked to the management of natural resources (e.g. planting flowers to assist honey making, enhancing the environment for tourism, land use for coffee, timber, and agriculture, and environmental research) there are likely to be synergies with 'Altogether Wealthier' strategic objective.

**PREVIOUS**14. Council Committees have been involved in the development of<br/>the proposed Strategic Objectives and there have also been wider<br/>discussions with elected Members at the informal meetings of<br/>Legislative Council held on 20 July and 10 August 2018.

**PUBLIC**15. There is unlikely to be any public reaction to Council approving**REACTION**the set of Strategic Objectives. The public will be more concerned as<br/>to how these translate into actual service delivery, which will be<br/>reflected in directorate Strategic Plans and Operational Plans.

**PUBLICITY** 16. Mention should be made in the Ex Co Report and associated radio broadcast.

SUPPORT TO17. This paper supports all of the goals in the 10 Year Plan and willSTRATEGICin fact provide more focus and strategic direction for implementingOBJECTIVESthe Plan.

LINK TO17. This paper supports the Sustainable Economic DevelopmentSUSTAINABLEPlan; one of the proposed Strategic Objectives is all aboutECONOMICsustainable economic development.DEVELOMENTPlan

SO'B

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18. Recommended for the Open Session.

**OPEN /CLOSED AGENDA ITEM** Corporate Support Corporate Services 15 August 2018

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