St Helena Government

Economic Development Portfolio

Portfolio Strategy and Delivery Plan
April 2026/27 – March 2028/29

Updated: November 2026

Prepared by: Damian Burns, Portfolio Director

Endorsed by Minister Thrower

1. The Ministerial Vision for St Helena

Our vision is for a fair, inclusive, more resilient and forward-looking St Helena, confident in its future, responsible in its stewardship and united in purpose to become a sustainable thriving community with people at its heart, through:

a) Stabilising the Population and Labour Market: Creating conditions for people to stay, return, and contribute through fulfilling careers, skills development, and fair access to services.
b) Protecting Living Standards and Core Services: Ensuring immediate support for those under pressure, while reforming health, social care, education, and infrastructure for long-term sustainability.
c) Enabling Sustainable, Locally Driven Growth: Diversifying the economy, investing in digital and physical infrastructure, and working with businesses, investors and community organisations to develop productive economic sectors which safeguard the environment as a strategic asset, and create an enabling environment for growth.

2. The Public Service Vision, Mission and Values:

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

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

Our Values:

- **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

3. The role of the Economic Development Portfolio:

To deliver the island's sustainable economic development strategy and delivery plan 2023-33 (SEDS), keeping the strategy up to date and in line with the Ministerial Vision. The Economic Development portfolio's delivery plan is essential for achieving the island's "altogether wealthier" strategic goal, increasing the resident population, and increasing government revenues.

We will promote an inclusive, sustainable, and locally driven economy, creating fair opportunities for decent work, business growth and enterprise.

In terms of the specific outcomes:

- Increase in working age population
- Increase in number of leisure arrivals
- Increase in locally generated revenue
- Increase in median wages
- Increase in proportion of GDP attributable to private sector activity
- Increase in proportion of GDP attributable to exports

4. What we have achieved so far:

Since the portfolio was created in November 2023, it has:

- Drafted, consulted on, and enacted new, fit for purpose telecommunications legislation.
- Successfully returned the tourism industry to pre-covid health, with arrivals at 99% of 2019 levels.
- Drafted an investment "barrier reduction plan", and attracted £2.5 million worth of committed investment through the approved investor scheme across eleven approved private sector projects
- Sold three strategic assets, raising £690,000 for re-investment into the crown estate. Secured a further £513,000 worth of funding for investment in public spaces and social housing.
- Significantly improved the efficiency and transparency of property disposal processes through a new property disposal policy.
- Established a professional leasehold management function and commercialised the government's approach to rents for commercial property. 42 Commercial leases have been entered into with private enterprises.
- Established long term, stable, air and sea access contracts.
- Began the process of legislative modernisation and reform in the company registry and financial services sector, including through establishing a publicly accessible register of beneficial ownership.

5. Where we want to be:

Year 1: March 2027

Trade and Investment	Our investment marketing materials will be significantly improved, with up to three pre-designed projects available for equity buy-in across various sectors. We will have a SME start-up scheme and agricultural development scheme in place. The island will be exporting local products at a significantly higher rate than in the past, with noticeable impacts on GDP.
Tourism	Tourism arrivals will have grown at 4% annually since March 2025, and local Destination Marketing Companies will start to manage the largest proportion of arrivals. Jamestown Wharf redevelopment will have commenced with masterplan design completed.
Telecommunications	A new telecoms licence will be in place that sets the framework for upgrading the island infrastructure to improve connectivity, secures a full range of services for St Helena (fixed line voice and data services and mobile voice and data) and puts in place consumer protections for service quality and pricing.
Crown Estates	We will have drafted a housing strategy for the island. The government will have endorsed a funded plan for improved access for affordable housing options and improvements to the crown estate.
Civil Aviation and Shipping	SHG and Airlink will have a revenue management strategy which ensures the annual subsidy reducing by 3% of 2024/25 total loss. Complete review of the MACS Ocean Freight Service Contract in readiness to notify if extension or not.
Financial Services and Company Registry Development	50% of the relevant domestic legislation will be enacted to support growth of the company registry. We will have a refined tax policy for internationally active companies.

	We will initiate operational modernisation of the Company Registry. SHG will initiate planning to implement new AML and financial crime measures, including national risk assessment and Financial Intelligence Unit (FIU).

Year 2: March 2028

Trade and Investment	We will be delivering on plans for other SEDS sector developments, with noticeable impacts on revenue generated from those sectors.
Tourism	4% increase in leisure arrivals from previous year, 45 international tour operators actively selling St Helena.
Telecommunications	Upgrades to the telecommunications infrastructure will be close to completion be progressing with at least 50% of residents already able to access broadband speeds of 50 Mbps.
Crown Estates	SHG will have increased the housing stock with new builds, and made significant improvements to public spaces through redistribution of income from the sale of assets.
Civil Aviation and Shipping	SHG and Airlink will have a revenue management strategy which ensures the annual subsidy reducing by 6% of 2024/25 total loss. A medium-term shipping strategy agreed.
Financial Services and Company Registry Development	Remainder of the domestic legislation is enacted Tax policy completed and enacted in relevant legislation Operational modernisation of the CR is completed Complete establishment of FIU

Year 3: March 2029

Trade and Investment	The contribution to GDP from SEDS sectors will have materially increased, particularly export sectors.
Tourism	4% leisure arrivals growth on previous year. 55 active tour operators selling St Helena and Worlds Most Remote Marathon to have 95 participants.
Telecommunications	The island network upgrade will be complete; the fibre optic cable will be delivering faster connectivity fostering an environment where tangible benefits will be delivered to the community reducing transaction costs to business and improving access to training and education.
Crown Estates	A digital land registry will be established, enhancing access to property information through streamlined processes and user-friendly online services.
Civil Aviation and Shipping	SHG and Airlink will have a revenue management strategy which ensures the annual subsidy reducing by 8% of 2024/25 total loss
Financial Services and Company Registry Development	Licence overseas TCSPs to promote the St Helena CR Complete operational preparations for implementation of tax policy and CRS Engage in extensive marketing of the CR through international channels

Year 4: March 2030

Trade and Investment	SEDS sector growth increases labour demand for skilled workers resulting in measurable median wage increases.
Tourism	4% arrivals growth. 60 active tour operators selling St Helena.
Telecommunications	Businesses will be making use of cloud services; and SHG will be leading the way with the provision of digital services to the public.
Crown Estates	Transform the way we manage and maintain our property, transiting from reactive management to improved life cycle planning, and utilising sustainable cost recovery models, rents and investment to reduce maintenance backlog and improve asset value.

Civil Aviation and Shipping	SHG and Airlink will have a revenue management strategy which ensures the annual subsidy reducing by 10% of 2024/25 total loss.
Financial Services and Company Registry Development	St Helena CR operating as a modern registry, building a portfolio of internationally active companies Further develop commercial relationships with overseas TCSPs Target CR fee income of GBP 250,000

Year 5: March 2031

Trade and Investment	SHG will be able to demonstrate achievements in retaining skilled labour on the island (and in the return of working age Saints) in the targeted SEDS industries. This will be due to the success of these sectors and our ability to train and upskill our own workforce.
Tourism	4% arrivals growth. 90 fully serviced rooms available within the sector and 85% visitor satisfaction rating achieved.
Telecommunications	SHG will be covering the cost of the submarine cable either directly through revenue from the sale of subsea cable capacity or through benefits derived from the wider digitalisation of the economy.
Crown Estates	We will have secured strategic partnerships and joint ventures to develop and invest in key historical assets, enhancing their value and positioning them as major attractions for tourism and cultural heritage.
Civil Aviation and Shipping	SHG and Airlink will have a revenue management strategy which ensures the annual subsidy reducing by 12% of 2024/25 total loss.
Financial Services and Company Registry Development	Target CR fee income of GBP 750,000 to 1 million. First overseas TCSP establishes an onshore presence in St Helena, employing local people.

6. How we will achieve this:

The Economic Development Portfolio has six Portfolio Priorities which will support the SHG Key Priorities set out in the SHG Vision and Strategy 2026–2029 (approved by Executive Council in June 2026) and the achievement of our Strategic Objectives and Strategic Outcomes and meet the needs of the communities we serve. Each element of this Portfolio's activity will be aligned to at least one of the SHG Key Priorities and all our activity will be underpinned by our values.

PORTFOLIO PRIORITY ONE *An open and accessible island — Open and accessible for people and culture, capital and finance*	**PORTFOLIO PRIORITY TWO** *A productive island — Increase productivity, labour force participation, and capital investment*	**PORTFOLIO PRIORITY THREE** *A breath of fresh air — Preserve and celebrate what makes us unique*
PORTFOLIO PRIORITY FOUR *A united island — Ensure everyone shares in the benefit*	**PORTFOLIO PRIORITY FIVE** *Effective infrastructure — Growth is supported by better infrastructure*	**PORTFOLIO PRIORITY SIX** *Better government — Make St Helena Government a facilitator of business*

Each of these priorities covers a range of Portfolio activity which is set out in more detail in the Delivery Plan in Section 7.

The diagram below shows how each Portfolio Priority is linked to our SHG Key Priorities, Strategic Outcomes and Strategic Objectives: Strategic Outcome 7 is the main outcome for this portfolio. Where a Portfolio Priority also contributes to another Strategic Outcome, this is shown by the number of the Strategic Objective (for example, objective 3.1 sits under Strategic Outcome 3).

Portfolio Priority	**Key Priority**	**Strategic Outcome**	**Strategic Objective**
An open and accessible island - Open and accessible for people and culture, capital and finance	1. Stabilise the rate of outward migration and support labour market needs		7.1 Slow the decline in the working-age population and

Commented [AM1]: Please insert relevant objectives

	5. Enable sustainable, locally driven economic growth 6. Grow revenues fairly and sustainably 7. Reform and strengthen the public service to support effective, transparent and accountable governance	7.The island has an inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities.	strengthen labour market participation 7.3 Enhanced ability to attract new streams of revenue 7.6 Increase in number of leisure arrivals
A productive island - Increase productivity, labour force participation, and capital investment	1. Stabilise the rate of outward migration and support labour market needs 5. Enable sustainable, locally driven economic growth 6. Grow revenues fairly and sustainably 7. Reform and strengthen the public service to support effective, transparent and accountable governance 4. Invest in utilities and infrastructure		7.2 Increase in tourist sector 7.7 Increase in proportion of GDP attributable to private sector activity 7.8 Increase in proportion of GDP attributable to exports
A breath of fresh air - Preserve and celebrate what makes us unique	8. Safeguard the environment, heritage and culture as strategic assets 6. Grow revenues fairly and sustainably 5. Enable sustainable, locally driven economic growth		6.6 More sustainable fishing 7.3 Enhanced ability to attract new streams of revenue 7.6 Increase in number of leisure arrivals

			7.9 Effective and efficient marketing of St Helena as a place to visit, live, work and invest
A united island - Ensure everyone shares in the benefit	9. Protect living standards 4. Invest in utilities and infrastructure 5. Enable sustainable, locally driven economic growth		3.1 Adequate and affordable housing supply expanded 3.3 Improved access to affordable digital connectivity
Effective infrastructure -Growth is supported by better infrastructure	4. Invest in utilities and infrastructure 7. Reform and strengthen the public service to support effective, transparent and accountable governance		8.2 Adequate, safe, reliable and resilient buildings 3.3 Improved access to affordable digital connectivity 9.3 Effective use of public finances: procurement, financial management and asset planning strengthened 9.9 Efficient and effective programme/project management
Better government - Make St Helena Government a facilitator of business	7. Reform and strengthen the public service to support effective, transparent and accountable governance 5. Enable sustainable, locally driven economic growth		9.2 Efficient and effective e-government services available 9.3 Effective use of public finances: procurement, financial management and asset planning strengthened 7.3 Enhanced ability to attract new streams of revenue

7. Economic Development Portfolio Delivery Plan

Commented [C2]: Targets added as tracked changes in the six delivery tables are proposals, drafted from Section 5 ("Where we want to be") and the SHG Vision and Strategy 2026-2029. Please check each with the action owner before accepting. SHG Action numbers refer to the actions in the Vision and Strategy.

While some of the actions below have specific outcome and output targets, the success of the delivery plan will be measured by the following monitoring and evaluation framework:

Indicator	Baseline	2026/27	2027/28	2028/29
Increase in working age population	December 2024: 2,299[1]	2,267	2,265	2,266
Increase in number of leisure arrivals	Calendar Year 2024: 2039[2]	2,121	2,205	2,294
Increase in locally generated revenue	FY 2024/25: £16.2 million[3]	17.55	17.95	18.37
Increase in median wages	2023/24 £10,490	10,490	10,545	10,634
Increase in proportion of GDP attributable to private sector activity	2023/24: 61.2%[4]	61.0%	60.6%	61.6%
Increase in proportion of GDP attributable to exports	This is currently difficult to measure. We will work with the Chief Economist and statistician to establish methodology			

[1] Source: SHG Statistics https://www.sainthelena.gov.sh/st-helena/statistics/
[2] Source: SHG Statistics https://www.sainthelena.gov.sh/st-helena/statistics/

[3] Source: SHG Budget Book
[4] Source: SHG Statistics

Key Priority:
1. Stabilise the rate of outward migration and support labour market needs (SHG Actions 3 and 4)
5. Enable sustainable, locally driven economic growth (SHG Action 27)

Strategic Outcome: 7. The island has an inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities

Strategic Objective:
7.1 Slow the decline in the working-age population and strengthen labour market participation
7.3 Enhanced ability to attract new streams of revenue
7.6 Increase in number of leisure arrivals

Portfolio Priority: 1. An open and accessible island — Open and accessible for people and culture, capital and finance

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
Develop policy on investment visas and remote worker visas	Head of Trade and Investment	See M&E framework above	No easy way for investors or remote workers to enter and work in St Helena		Policy approved and visa routes open to applicants	
Implement double tax agreements and other policies that enable more freedom to work on St Helena.	FS Development Ltd. Chief Economist	Number of DTAs in place	None		DTA with UK	
Deliver reforms in financial services regulation to enable enhanced access to banking services	FS Development	FSO Legislative reforms enacted	None	FSO/FSR (amendment) bill(s) enacted AML package implemented	Further amendments completed including Companies Ordinance, TCPS Ordinance, international	Operational preparations complete for international tax policy and CRS; overseas TCSPs licensed

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					corporation tax, and associated regulations.	
Manage aviation and shipping contracts to ensure continued access to the island throughout the year	Deputy Head of Civil Aviation and Shipping	Monthly ship Air service financial performance	One ship per month 2024/25: £1million	One ship per month £970,000	One ship per month. Contract review complete. £960,000	One ship per month £940,000

Key Priority:
5. Enable sustainable, locally driven economic growth (SHG Actions 26, 28, 29 and 31)
4. Invest in utilities and infrastructure (SHG Action 25)

Strategic Outcome: 7. The island has an inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities

Strategic Objective:
7.2 Increase in tourist sector
7.7 Increase in proportion of GDP attributable to private sector activity
7.8 Increase in proportion of GDP attributable to exports

Portfolio Priority: 2. A productive island — Increase productivity, labour force participation, and capital investment.

Portfolio Actions	**Owner**	**Performance Indicator**	**Baseline**	**Target**		
				2026/27	**2027/28**	**2028/29**
Establish a strategy to increase high value agricultural products for export.	Head of Trade and Investment	Increase the annual value (£) of St Helena's measured exports, including coffee, fish, and estimated range of visitor expenditure.	See M&E framework above	Scheme established through the agricultural policy	Export measurement method agreed with Chief	Year-on-year increase in measured export value

					Economist and Statistician; baseline set	
Through the Tourism Strategy, continue to commercialise the sector through growing the Destination Management industry.	Head of Tourism	Private sector involvement in trade shows.	2025/26: No private sector involvement	Assist 3 DMC businesses to attend WTM Africa with Tourism Team	2 DMC businesses to attend WTM Africa with Tourism Team, however, less financial assistance to be made available.	2 DMC businesses to attend WTM Africa with Tourism Team. Funding to cover stand expenses only and travel and sustenance to be covered by themselves
Use the innovation fund and other initiatives to assist the private sector in creating projects with investable equity that creates real returns for investors	Head of Trade & Investment	Maintain the number of approved investors, applications, and total committed investment value under the Approved Investor Scheme (AIS) year-on-year.	Investment committed through AIS 2024/25: Approvals: 6 £769k	Approvals: 6 new £769k	Approvals: 6 new £769k	Approvals: 6 new £769k
Develop new incentives to encourage capital investment and market the island to encourage FDI	Head of Trade & Investment	Maintain the number of approved investors, applications, and total committed investment value under the Approved Investor Scheme (AIS) year-on-year.	Investment committed through AIS 2024/25: Approvals: 6 £769k	Approvals: 6 new £769k	Approvals: 6 new £769k	Approvals: 6 new £769k
Delivery of the Wharf Development Programme	Head of Property	Progress against work plan	No plan approved by the government	Agree Wharf Development Plan and	TBD – actions will result from masterplan	TBD - actions will result from masterplan

				business case(s)		

Key Priority:
8. Safeguard the environment, heritage and culture as strategic assets
6. Grow revenues fairly and sustainably (SHG Action 34)
5. Enable sustainable, locally driven economic growth (SHG Actions 26 and 30)

Strategic Outcome:
4. St Helena's heritage, culture, natural landscapes, land, ocean and biodiversity are protected and restored for current and future generations through strong partnerships and responsible stewardship
6. St Helena operates within ecological limits, with more sustainable patterns of consumption, production and waste that meet human needs while protecting the environment
7. The island has an inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities

Strategic Objective:
6.6 More sustainable fishing
7.3 Enhanced ability to attract new streams of revenue
7.6 Increase in number of leisure arrivals
7.9 Effective and efficient marketing of St Helena as a place to visit, live, work and invest

Portfolio Priority: 3: A breath of fresh air — Preserve and celebrate what makes us unique

Portfolio Actions	**Owner**	**Performance Indicator**	**Baseline**	**Target**		
				2026/27	**2027/28**	**2028/29**
Through the property disposal plan, market opportunities that promote adaptive re-use of build heritage	*Head of Property*	Number of Assets disposed of	See property disposal register and plan for detailed targets			

and enable commercial opportunities to be available from heritage assets						
Through the Tourism Strategy, utilise and market the “6 pillar” approach to sustainably increase visitor numbers	Head of Tourism	Increased visitor numbers	Leisure visitors 2024/25: 976	1015	1056	1098
Continue to explore leveraging the island’s ESG credentials to market niche financial service products	FS Development	Project milestones reached	Marketing materials produced and road testing commenced		Products marketed through international channels	First ESG-linked products or companies registered
Working with ENRP, develop a new fishing strategy for St Helena, looking to increase catch limits to enable enhanced, sustainable, commercialisation in the sector	Head of Trade & Investment	TBD in the strategy	Strategy drafted by March 2027	TBD	TBD	TBD

Key Priority:
9. Protect living standards (SHG Action 50)
4. Invest in utilities and infrastructure (SHG Action 19)
5. Enable sustainable, locally driven economic growth (SHG Action 27)

Strategic Outcome:
3. People live in inclusive and safe communities, with fair access to adequate housing, essential services, and opportunities for civic participation and

social connection
7. The island has an inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities

Strategic Objective:
3.1 Adequate and affordable housing supply expanded
3.3 Improved access to affordable digital connectivity

Portfolio Priority: 4: A united island — Ensure everyone shares in the benefit

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
Manage an effective property service and develop a housing strategy that is evidence based, sustainable, and responsive to the current and future needs of the population over a 10 year period	Head of Property	Maintain efficient processing timeframes for housing applications ensuring: • An average waiting time of no more than 28 days for investigating and processing homelessness-related applications. • An average waiting time of no more than 14 working days for housing applications to be assessed and registered. • A maximum of 7 days to let a property once it becomes available..	To be confirmed from 2025/26 housing data	Maintain baseline	Maintain baseline	Maintain baseline
Ensure telecommunications licensing framework protects the consumer, and ensure fair pricing for the economy	Head of Communications Policy, Regulation, and Compliance	New public telecoms license agreed, issued and implemented	Sure 2024 telecoms licence	New licence issued with KPIs	Telecoms regulator in post	Data reporting on KPIs publicly available

Key Priority:
4. Invest in utilities and infrastructure (SHG Action 20)
7. Reform and strengthen the public service to support effective, transparent and accountable governance (SHG Action 39)

Strategic Outcome:
8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena
3. People live in inclusive and safe communities, with fair access to adequate housing, essential services, and opportunities for civic participation and social connection
9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services

Strategic Objective:
8.2 Adequate, safe, reliable and resilient buildings
3.3 Improved access to affordable digital connectivity
9.3 Effective use of public finances: procurement, financial management and asset planning strengthened
9.9 Efficient and effective programme/project management

Portfolio Priority: 5: Effective infrastructure — Growth is supported by better infrastructure

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
Re-invest in the crown estate though a crown estates management plan	Head of Property	Completion of Crown Estate development plan	No development plan	Crown Estate development plan drafted and endorsed, with funding identified	New housing builds and public space improvements under way, funded from asset sale receipts	Plan reviewed, with targets set for reducing the maintenance backlog
Upgrade the island's local communications network	Head of Communication Regulation, Policy, and Compliance	Project complete	2025 Sure broadband packages 2025 mobile network profile – 12 sites	Technical solution(s) identified	Upgrades procured and in progress to core network and broadband network	Mobile sites increased from 12 to 16

Key Priority:
7. Reform and strengthen the public service to support effective, transparent and accountable governance (SHG Action 38)
5. Enable sustainable, locally driven economic growth (SHG Action 29)

Strategic Outcome:
9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services
7. The island has an inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities

Strategic Objective:
9.2 Efficient and effective e-government services available
9.3 Effective use of public finances: procurement, financial management and asset planning strengthened
7.3 Enhanced ability to attract new streams of revenue

Portfolio Priority: 6: Better government - Make St Helena Government a facilitator of business

Portfolio Actions	Owner	Performance Indicator	Baseline	Target		
				2026/27	2027/28	2028/29
"Barrier reduction plan" produced and implemented	Head of Trade and Investment	Completion of actions	November 2025: 5/24	10/24	24/24	**Impact of plan reviewed and new barriers identified**
Digital land registry	Head of Property	Project completion	November 2025: Scanning complete	**Digitised records indexed and quality assured**	**Online land registry system procured and records migrated**	Full digital land registry established

8. Financial projections:

HEAD 19: ECONOMIC DEVELOPMENT

Accounting Officer: Portfolio Director Economic Development

	Original Recurrent 2025/26 £'000	Original Capital 2025/26 £'000	Revised Recurrent 2025/26 £'000	Revised Capital 2025/26 £'000	Estimate Recurrent 2026/27 £'000	Estimate Capital 2026/27 £'000	Estimate Recurrent 2027/28 £'000	Estimate Capital 2027/28 £'000	Estimate Recurrent 2028/29 £'000	Estimate Capital 2028/29 £'000
EXPENDITURE BY OUTPUT										
Economic Development	202	0	178	0	226	0	623	0	727	0
Financial Services & Company Registry Development	320	0	320	0	320	0	320	0	320	0
Visitor Information Service	74	0	74	0	74	0	74	0	74	0
Tourism Development Programme	500	0	500	0	550	0	550	0	550	0
Civil Aviation & Shipping	1,714	250	2,176	0	1,980	125	2,074	433	2,557	257
Airport Operations	2,995	0	2,995	0	3,165	0	3,198	0	3,256	0
Crown Estates & Land Registration	102	0	126	0	166	0	167	0	167	0
TOTAL OUTPUTS	**5,907**	**250**	**6,369**	**0**	**6,481**	**125**	**7,006**	**433**	**7,651**	**257**
REVENUE BY OUTPUT										
Airport Operations	2,995	0	2,995	0	3,165	0	3,198	0	3,256	0
Crown Estates & Land Registration	263	0	263	0	292	0	298	0	311	0
TOTAL REVENUE	**3,258**	**0**	**3,258**	**0**	**3,457**	**0**	**3,496**	**0**	**3,567**	**0**
NET EXPENDITURE (REVENUE)	**2,649**	**250**	**3,111**	**0**	**3,024**	**125**	**3,510**	**433**	**4,084**	**257**

Note:

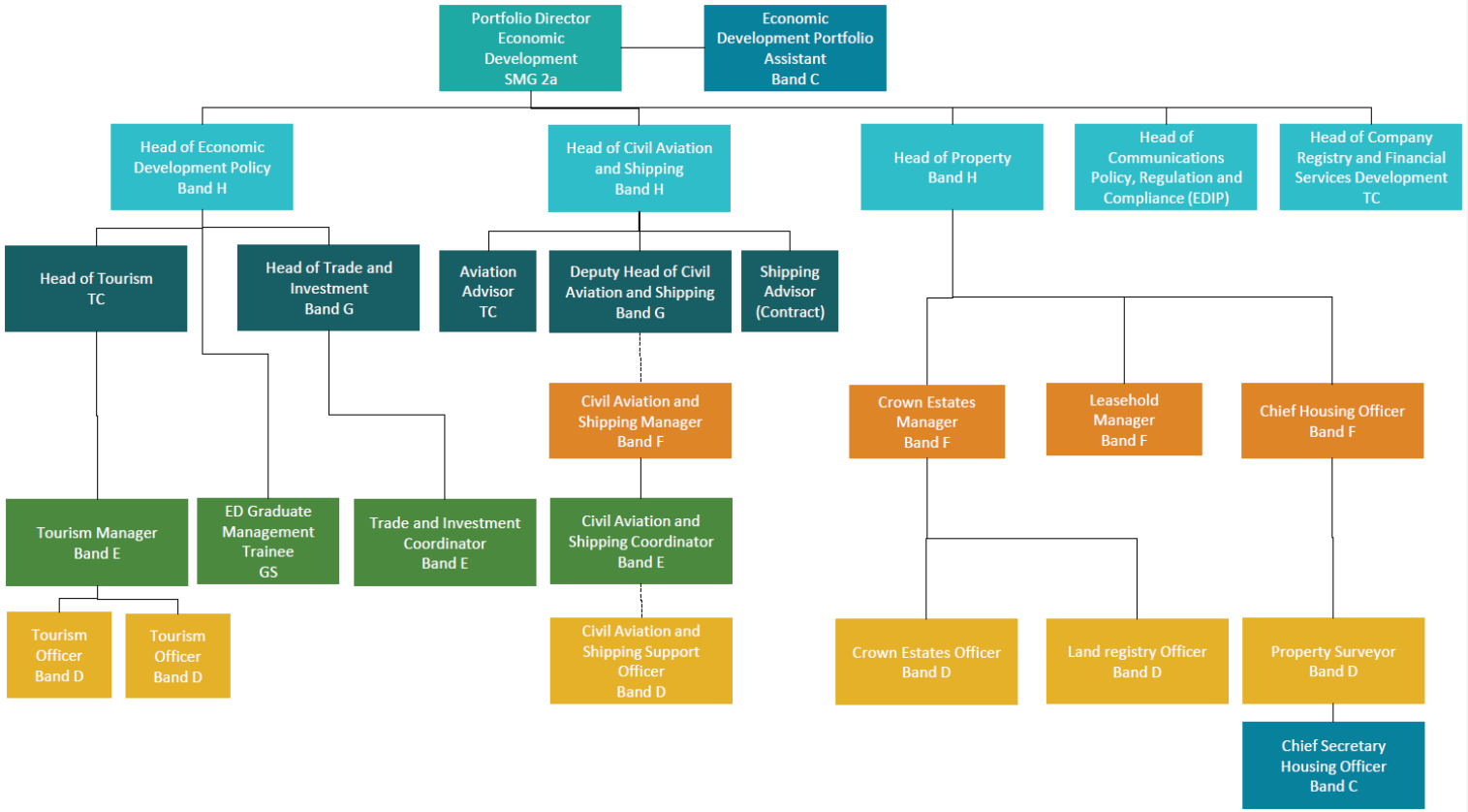
1. Included in the Total Outputs is an amount of £50k which is recharges between Heads of expenditure and Trading Accounts.

2. Included in the revenue above is FCDO Financial Aid for operational costs to St Helena Airport £3,165k.

9. Workforce plan:

The Economic Development Portfolio recognises that our success in delivering the SHG Key Priorities and achieving our Strategic Objectives and Strategic Outcomes depends on having the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.

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



10. Risk Management and Mitigation

The Economic Development Portfolio's Risk Register is updated on a regular basis and shared with the Risk Challenge Group.