



St Helena
Government

SHG VISION AND STRATEGY 2026 – 2029

St Helena is a unique and special place to call home, defined by its strong sense of community, rich heritage, extraordinary natural environment, and people who consistently demonstrate resilience, kindness and determination. While these strengths provide firm foundations for our future, we face a complex set of interconnected social, economic and environmental challenges that must be addressed if we are to secure the island's long-term sustainability, prosperity and the well-being of our community.

These challenges include our remoteness and small size, rising costs of living, an ageing and declining population, labour shortages, fragile infrastructure, and the need to reverse long-term trends that threaten the island's sustainability and create the conditions for sustainable population and economic growth. These pressures reinforce one another: population decline reduces the labour force, skills base, tax base and long-term resilience of our community; weaknesses in key systems can undermine confidence; environmental degradation threatens water, food and health security; and uncertainty about the future can contribute to outward migration.

By working together, we can address these challenges, build on our strengths, invest in our people and environment, and focus on long-term solutions, to build a stronger, more inclusive and resilient St Helena for current and future generations.

This Vision and Strategy sets out a clear path to first stabilise these trends and begin to reverse them over time.

St Helena's future will not be secured through a single intervention or short-term initiative. It will be achieved through sustained effort, partnership and investment, building on the strengths that have enabled our community to endure and adapt throughout its history.

Our vision is for a fair, inclusive, more resilient 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.

We aspire to be a community:

- where every person is valued, has the opportunity to live a healthy and fulfilling life;
- where all children and learners - including those with additional educational needs - have equitable access to high-quality education, support, and opportunity;
- where families are supported, businesses can grow, and the environment and our heritage are protected as strategic assets.
- where government is open, accountable, and responsive, and people feel informed, heard, and able to influence decisions that affect their lives.

At its heart, this strategy is about creating the conditions for people to choose St Helena as a place to live, learn, work, visit, invest, raise a family and build a future.

OUR APPROACH

We recognise that rebuilding confidence will require phased reform, a clear focus on what is affordable and sustainably delivered within our financial and institutional capacity and a greater emphasis on resilience, prevention and self-resilience where appropriate .

We also recognise:

- the increasing costs of service delivery, particularly in health and social care;
- the impact of a shrinking workforce; and
- the pressures arising from global economic conditions, including costs of fuel, disruptions to global supply chains, and the availability of pharmaceuticals.

This requires careful prioritisation, reform of how services are delivered, and a stronger focus on long-term sustainability.

STRATEGIC THEMES

The strategy is built around three interconnected themes shaped by the voices and experiences of St Helenians:

1. **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.
2. **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.
3. **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.

Key actions include aligning education and workforce planning with current and future needs, commitment to partnership with the community in preventative healthcare, investing in utilities, and public service modernisation. The strategy also recognises the need for incremental tax and revenue reform and disciplined public financial management. The Strategy will support initiatives already underway, such as the continued implementation of the Tourism Development Programme, Company Registry and Financial Services Development Programme, and completion of the long overdue immigration reforms. It also seeks to explore new areas of Government intervention, with fresh thinking already commenced with the fishery, in high value agriculture, wharf redevelopment, and on expanding the St Helena Research Institute.

IMPLEMENTATION

Implementation is aligned to Strategic Outcomes and Objectives - see Annex A - and will be phased, with clear milestones and measurable deliverables. Government will communicate openly about progress and constraints, adapt as needed based on evidence and lived experience. Delivery will require strong collaboration across Government, businesses, community and voluntary organisations, investors and residents. We will work in partnership across portfolios, communities, business and civil society, creating opportunities for public engagement, participation and feedback throughout implementation.

Government recognises that long-term sustainability cannot be achieved solely through increasing taxation on a shrinking workforce. It requires a broader and fairer revenue base, improved compliance, growth-linked revenues and disciplined public financial management. Delivery also requires strong collaboration across Government, business, community and voluntary organisations, investors and residents.

By focusing first on stabilising people's lives and rebuilding trust, while strengthening the foundations of our economy, services, and environment, we will build confidence in St Helena's future, step by step, and together.

Key Priorities 2026–2029

Following on from the above, the Government will focus on nine cross government priorities:

1. Stabilise the rate of outward migration and support labour market needs
2. Improve health, wellbeing and prevention outcomes
3. Reform education and build the future workforce
4. Invest in utilities and infrastructure
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
8. Safeguard the environment, heritage and culture as strategic assets
9. Protect living standards

Together, these priorities reflect a balanced and realistic approach - stabilising the present, reforming key systems, and building the foundations for a more resilient, inclusive, and confident St Helena.

Specific actions that will be undertaken in support of the priorities are set out in the table below. They will inform key performance indicators that will be monitored, with progress reports being published on a quarterly basis.

KEY PRIORITIES	STRATEGIC OUTCOME	We will undertake the following key actions:-
<p>1. Stabilise the rate of outward migration and support labour market needs</p>	<p>2. People on St Helena have the skills and confidence to adapt, thrive, and contribute to the island's future through higher-quality, inclusive & lifelong education.</p> <p>3. People live in inclusive and safe communities, with fair access to adequate housing, essential services, and opportunities for civic participation and social connection.</p> <p>7. The island has an inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities.</p>	<p>1. Finalise and enact amendments to Immigration Ordinance</p> <p>2. Develop and implement a comprehensive monitoring and evaluation plan for the Labour Market Strategy 2025 - 2030.</p> <p>3. Develop policy on investment visas and remote worker visas</p> <p>4. Progress double tax agreements and other policies that enable more freedom to work on St Helena</p> <p>5. Develop and implement a 3-year marketing strategy to ensure alignment with organisational goals</p>
<p>2. Improve health, wellbeing and prevention outcomes</p>	<p>1. People living healthier longer, supported by financially sustainable health and social care services that are accessible, equitable, preventative and person-centred.</p> <p>10. Communities feel safe and confident in the systems that</p>	<p>6. Establish service improvement standards</p> <p>7. Review & implementation of strengthened mental health service provision following UKHSA strategy work</p> <p>8. Provide routine specialist secondary/ tertiary care</p> <p>9. Undertake elective surgery</p> <p>10. Maintain access to GP services</p> <p>11. Assess feasibility & success of diabetes remission and prevention pilot programmes</p>

	<p>protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services.</p>	<p>12. Comply with Adults and Childcare procedures in line with legislation and good practice</p>
<p>3. Reform education and build the future workforce</p>	<p>2. People on St Helena have the skills and confidence to adapt, thrive, and contribute to the island's future through higher-quality, inclusive & lifelong education.</p> <p>7. The island has an inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities.</p>	<p>13. Open two new schools (KS1 and KS2) with facilities which are compliant with agreed COBIS standards</p> <p>14. Complete a post-16 education review which includes careers education and pathways across qualifications that also supports the Labour Market Strategy by September 2026</p> <p>15. Strengthen educational quality and outcomes by ensuring an increase in the proportion of teaching staff with appropriate professional qualifications from 90% of staff with Level 4 to 40% of staff with Level 5 by 2029. Reduce the number of classes taught by locally trained teachers below Level 4, who are working towards professional teaching qualifications</p> <p>16. Establish a University College on St Helena building on the already existing Research Institute and fostering economic benefits and entrepreneurship</p> <p>17. All senior leaders in the Portfolio trained to Level 3 Designated Safeguarding Lead by September 2026.</p> <p>18. Develop cross-portfolio collaboration to create a neurodevelopmental support pathway</p>
<p>4. Invest in utilities and infrastructure</p>	<p>3. People live in inclusive and safe communities, with fair access to adequate housing,</p>	<p>19. Ensure telecommunications licensing framework protects the consumer, and ensure fair pricing for the economy</p> <p>20. Upgrade the island's local communications network</p>

	<p>essential services, and opportunities for civic participation and social connection.</p> <p>5. The island has secure, efficient and environmentally responsible energy, water and resource systems that strengthen climate resilience and help stabilise the cost of living.</p> <p>8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena.</p>	<p>21. Improve St Helena’s energy resilience through increased energy generation from renewables</p> <p>22. Review and reform St Helena’s energy regulatory framework</p> <p>23. Strengthen St Helena’s long-term water security and resilience through implementation of a new Water Resources Management Plan</p> <p>24. Continue to repair roads infrastructure</p> <p>25. Delivery of the Wharf Development Programme</p>
<p>5. Enable sustainable, locally driven economic growth</p>	<p>6. St Helena operates within ecological limits, with more sustainable patterns of consumption, production and waste that meet human needs while protecting the environment.</p> <p>7. The island has an inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities</p>	<p>26. Through the Tourism Strategy, continue to commercialise the sector through growing the Destination Management industry</p> <p>27. Deliver reforms in financial services regulation to enable enhanced access to banking services</p> <p>28. Use the innovation fund and other initiatives to assist the private sector in creating projects with investable equity that creates real returns for investors</p> <p>29. Develop new incentives to encourage capital investment and market the island to encourage Foreign Direct Investment</p> <p>30. Undertake fisheries sector review and develop and implement a new fisheries sector policy for St Helena, with a view to developing our offshore fisheries to enable enhanced, sustainable, commercialisation in the sector</p>

	8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena.	31. Establish and implement a new Agriculture Policy and provide effective underpinning legislation for sustainable agriculture through review and reform of St Helena's agricultural legislation 32. Facilitate the development and implementation of data protection legislation 33. Development and implementation of a revised Land Development Control Plan
6. Grow revenues fairly and sustainably	9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services	34. Through the property disposal plan, market opportunities that promote adaptive re-use of built heritage and enable commercial opportunities to be available from heritage assets 35. Undertake a comprehensive review of the tax administration function to strengthen the collection of income tax revenue for the Government 36. Develop an overarching tax policy for SHG and lead the implementation of the Government's tax policy programme
7. Reform and strengthen the public service to support effective, transparent and accountable governance	9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services	37. Deliver and embed a comprehensive People Strategy 38. Implement Digital Transformation Strategy within approved funding envelope 39. Implement the PFM Reform Programme 40. Supply spatial analysis and accessible data so policy makers, portfolios and the public can make evidence-based decisions. 41. Increase multi-agency working across the Emergency Services 42. Embed Risk management in decision making allowing for more effective allocation of limited resources. 43. Monitor and evaluate SHG communications through public feedback, media analysis, and surveys to identify areas for improvement and ensure maximum impact.
8. Safeguard the environment, heritage and culture as strategic assets	4. St Helena's heritage, culture, natural landscapes, land, ocean and biodiversity are protected and restored for current and	44. Develop and implement an Environment Strategy. 45. Management Plans in place for all of St Helena's terrestrial National Conservation Areas (NCAs)

	<p>future generations through strong partnerships and responsible stewardship.</p>	<p>46. Reform St Helena’s environmental protection legislation (EPO) through improvements to the primary Ordinance and establishing regulations to give effect to priority areas of the Ordinance</p> <p>47. Develop and implement an environmental assessment framework (EAF) for projects, programmes, policies and activities with associated awareness raising</p> <p>48. Strengthen St Helena’s biosecurity legislative framework through establishment of a dedicate Biosecurity Ordinance and supporting Regulations.</p>
<p>9. Protect living standards</p>	<p>3. People live in inclusive and safe communities, with fair access to adequate housing, essential services, and opportunities for civic participation and social connection.</p> <p>5. The island has secure, efficient and environmentally responsible energy, water and resource systems that strengthen climate resilience and help stabilise the cost of living.</p> <p>9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services</p>	<p>49. Implement new social security regulation changes to reflect outcome of pensions review.</p> <p>50. 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</p> <p>51. Provide social and economic statistics that are fit for purpose.</p> <p>52. Review the Public Transport Service</p>

ANNEX A - STRATEGIC OUTCOMES AND OBJECTIVES 2026 – 2029

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVES
People – Healthy, Educated, and Secure Communities	
1. People living healthier longer, supported by financially sustainable health and social care services that are accessible, equitable, preventative and person-centred.	<ol style="list-style-type: none"> 1. Improved health & social outcomes for all 2. Data driven planning and delivery of services for prevention & management of NCDs. 3. Effective primary, secondary & tertiary healthcare provision
2. People on St Helena have the skills and confidence to adapt, thrive, and contribute to the island’s future through higher-quality, inclusive & lifelong education	<ol style="list-style-type: none"> 1. Education provision meets COBIS and safeguarding standards 2. Educational outcomes improve towards UK average benchmarks 3. On island skills availability better aligned with labour market needs 4. Increased focus and participation in lifelong learning and vocational pathways 5. Schools are compliant and operationally consistent in safeguarding practices 6. . Early years and Additional Educational Needs (AEN) provision strengthened
3. People live in inclusive and safe communities, with fair access to adequate housing, essential services, and opportunities for civic participation and social connection.	<ol style="list-style-type: none"> 1. Adequate, and affordable housing supply expanded 2. Adequate and affordable access to water and sanitation services 3. Improved access to affordable digital connectivity 4. Access to reliable and affordable energy 5. Waste collected and managed in line with SHG Waste Management Strategy 6. Access to safe, inclusive and accessible public spaces for all
Place - Protected and Sustainable Environment	
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.	<ol style="list-style-type: none"> 1. Effective prevention of marine and terrestrial pollution 2. Effective management and protection and regeneration of marine and coastal ecosystems supports ecosystem services. 3. Effective conservation, regeneration and use of terrestrial ecosystems supports ecosystem services and water security 4. Energy and water use per capita maintained at baseline level or below 5. Invasive species, biosecurity and disease risks are better controlled 6. Sustainable land management

<p>5. The island has secure, efficient and environmentally responsible energy, water and resource systems that strengthen climate resilience and help stabilise the cost of living.</p>	<ol style="list-style-type: none"> 1. St Helena energy needs met 2. Renewable energy generation expanded 3. Energy supply is reliable and more resilient to shocks 4. Energy is affordable 5. More efficient use of energy 6. Water resource management strengthened through water resource strategy and delivery plan 7. Resource efficiency and circular economy opportunities developed
<p>6. St Helena operates within ecological limits, with more sustainable patterns of consumption, production and waste that meet human needs while protecting the environment.</p>	<ol style="list-style-type: none"> 1. Reduce our consumption of imported diesel 2. Increased recycling and reduced landfill 3. Reduce reliance on imported food 4. Increased availability of good quality, affordable healthy locally produced food 5. More sustainable agriculture 6. More sustainable fishing 7. Improved stewardship of agriculture land
<p>Prosperity – Resilient and Inclusive Economy</p>	
<p>7. The island has an inclusive, sustainable and locally driven economy, creating fair opportunities for decent work, business growth and enterprise across all communities.</p>	<ol style="list-style-type: none"> 1. Slow the decline in the working-age population and strengthen labour market participation 2. Increase in tourist sector 3. Enhanced ability to attract new streams of revenue 4. Increase in locally generated revenue 5. Establish a post 16 Institution on island to help meet local vocational, academic & research led development needs 6. Increase in number of leisure arrivals 7. Increase in proportion of GDP attributable to private sector activity 8. Increase in proportion of GDP attributable to exports 9. Effective and efficient marketing of St Helena as a place to visit, live, work and invest
<p>8. Modern, resilient infrastructure and technology supporting cyber security, productivity connectivity and social wellbeing across St Helena.</p>	<ol style="list-style-type: none"> 1. Adequate, safe, reliable and resilient roads/bridges infrastructure 2. Adequate, safe, reliable and resilient buildings 3. Effective rock guard protection to mitigate evacuation risks to the community 4. Robust IT infrastructure supporting and safeguarding delivery of public services

Governance – Accountable, Responsive, and Trusted Leadership

<p>9. Government operates transparently, efficiently and sustainably, delivering value for money and trusted public services</p>	<ol style="list-style-type: none"> 1. The right number of staff with the right skills and support to deliver services 2. Efficient and effective e-government services available 3. Effective use of public finances: procurement, financial management and asset planning strengthened 4. Improved financial and budget information 5. Effective revenue collection 6. Effective liability management (e.g pensions) 7. Robust statistical data to inform decision making 8. GIS fully embedded to inform decision making 9. Efficient and effective programme/project management 10. Efficient and effective communications that support SHG’s overarching Strategic Outcomes and Objectives 11. Partnership working with UK and donors aligned to long-term strategy
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<p>10. Communities feel safe and confident in the systems that protect them, with justice and security delivered through collaborative approaches and trusted institutions. Children and vulnerable adults are effectively safeguarded through coordinated, multi-agency prevention, early intervention and support services</p>	<ol style="list-style-type: none"> 1. All emergency/rescue services meeting required standards in safeguarding St Helena 2. Compliant and effective prison capacity and operations 3. Effective compliant data protection against cyber crime 4. Effective compliant maritime policies and operations for a safe and economically productive maritime sector 5. Effective community policing 6. Effective border security, meeting the Immigration Policy objectives 7. Effective disaster management and emergency planning to safeguard the community 8. Children are kept safe in and out of school 9. Effective maintenance of SHG vehicle fleet including heavy equipment to ensure CNI (critical national infrastructure) operability
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These Strategic Outcomes and Objectives translate the Government’s vision into measurable change in people’s lives, the sustainability of the island’s environment, and the resilience of the economy. Together they guide portfolio planning, budget prioritisation and external partnership engagement over the period 2026–2029.