

# Public Bodies - Climate Change Reporting

This form is your annual report, required under the Climate Change (Public Bodies' Reporting Requirements) Regulations 2022 (as amended by the Climate Change (Public Bodies' Reporting Requirements) Amendment Regulations 2023).

This report relates to compliance with the climate change duties set out in Section 21 of the Climate Change Act 2021.

The climate change duties are:

- (1) A public body, in performing its duties, must act in the way that it considers best to contribute to —
- (a) the meeting of the net zero emissions target by
  - (b) the meeting of any interim target;
  - (c) supporting the just transition principles and the climate justice principle;
  - (d) sustainable development, including the achievement of the United Nations sustainable development goals; and
  - (e) protecting and enhancing biodiversity, ecosystems and ecosystem services.

Please complete this form and submit it to: [publicbodiesclimate@gov.im](mailto:publicbodiesclimate@gov.im) along with any supporting documents.

Public bodies' climate change reporting does **not** feed into the national GHG inventory.  
 It is intended to provide an overview of climate action within the public sector and ensure that the climate change duties are understood and being implemented.  
 The report therefore focusses on a small number of high-level indicators.  
 It is not a full-scale, detailed emissions report, which would need to be undertaken by a suitably experienced emissions auditor.

Guidance is included throughout and FAQs are included on a separate tab.  
 However, if you have any queries about how to complete this form please email: [publicbodiesclimate@gov.im](mailto:publicbodiesclimate@gov.im)

>>>> In each section relevant to your public body ONLY complete the GREEN fields <<<<

Only complete the sections (tabs) relevant to your category of public body, as follows:

Category A	Category B	Category C
More than 150 fte stationed employees	Between 16 and 150 fte stationed employees	Inactive or 15 or fewer fte stationed employees
Introduction	Introduction	Introduction
Reporting Period	Reporting Period	Category C
Baseline (if baseline year different to reporting period)	Governance & Behaviour	
Governance & Behaviour	Missing & Estimated Data (if applicable)	
Missing & Estimated Data (if applicable)		

Q-11

## PUBLIC BODY INFORMATION

Name of public body (choose from drop down)	Department for Enterprise
Contact phone number	688514
Contact email address	david.morter@gov.im
Number of fte stationed employees	191.78

## CATEGORIES A & B ONLY

# REPORTING PERIOD DATA

In this tab enter the data for the period **1 April 2022 - 31 March 2023**

>>>> Only fill in the GREEN fields <<<<

Your emissions will be automatically calculated and appear in the BLUE fields

### Q-R1

### TRANSPORT

Both category A and B public bodies must complete this question.

Enter the total amount of each vehicle fuel used during the reporting period, in the units listed.

	Amount used	Emissions	
Petrol (litres)		0	kgCO <sub>2</sub> e
Diesel (litres)	1806.85	4,876	kgCO <sub>2</sub> e
Coal (tonnes)		0	kgCO <sub>2</sub> e
Total transport emissions:		4,876	kgCO <sub>2</sub> e

If you have used a fuel that is not listed, for the purposes of powering a vehicle, please contact CCTT

### Q-R2

### BUILDINGS (HEATING)

Both category A and B public bodies must complete this question.

Enter the total amount of each heating fuel used during the reporting period, in the units listed.

	Amount used	Emissions	
Natural gas (kWh)	67219	12,270	kgCO <sub>2</sub> e
Heating oil (litres)	1500	3,810	kgCO <sub>2</sub> e
Coal (tonnes)		0	kgCO <sub>2</sub> e
LPG/Propane (litres)		0	kgCO <sub>2</sub> e
Wood - Logs (tonnes)		0	kgCO <sub>2</sub> e
Wood - Chips (tonnes)		0	kgCO <sub>2</sub> e
Wood - Pellets (tonnes)		0	kgCO <sub>2</sub> e
Total buildings emissions:		16,080	kgCO <sub>2</sub> e

If you have used a fuel that is not listed, for the purposes of heating a building, please contact CCTT

### Q-R3

### ELECTRICITY GENERATION

Both category A and B public bodies must complete this question.

Enter the total amount of each fuel used to generate electricity during the reporting period, in the units listed.

	Amount used	Emissions	
Petrol (litres)		0	kgCO <sub>2</sub> e
Diesel (litres)		0	kgCO <sub>2</sub> e
Total electricity generation emissions:		0	kgCO <sub>2</sub> e

If you have used a fuel that is not listed, for the purposes of generating electricity for the public body's own use, please contact CCTT.

### Q-R4

### ELECTRICITY USE

Both category A and B public bodies must complete this question.

Enter the total amount of electricity used during the reporting period, in kWh.

	Amount	Emissions	
Electricity used (kWh)	338078	142,669	kgCO <sub>2</sub> e

### TOTAL FOR REPORTING PERIOD

This section will show the public body's total emissions, for the reporting period, based on the data entered.

NOTE: This report is limited to a small number of high level indicators and therefore does not cover all GHGs or GHG emitting activities.

Total reported emissions:	163,626	kgCO <sub>2</sub> e
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CATEGORIES A & B ONLY

# GOVERNANCE & BEHAVIOUR

In this tab enter the data for the period 1 April 2022 - 31 March 2023

Only fill in the GREEN fields

Q-G1

DECISION MAKING

Only category A and B public bodies should complete this question.

	Description	Name of supporting document (if applicable)
<p>Please describe any processes or mechanisms by which the public body has included the climate change duties in its decision making processes.</p> <p>See guidance notes if you are not sure how to answer.</p>	Environmental Sustainability Policy - recent review and redraft to move from an 'operational' document to something setting strategic direction and focus.	Environmental Sustainability Policy (ESP-01)
	Department paper requires consideration of climate change obligations to be taken into account for anything coming forwards to the Department.	Department Paper Template
	Inclusion of requirements within various Agency consideration papers.	Agency Paper Template
	Business Improvement Scheme - 50% support up to £5,000 towards Energy Audits of premises. This is currently being reviewed to align further to the duties.	
	The Business Energy Saving Scheme offers unsecured interest free loan support up to £20,000 to businesses looking make their operations more energy efficient. This is currently being reviewed to align further to the duties.	
	Domestic Event Fund - Single use plastic guidelines included as part of the decision criteria for applicants to limit impact on the local biosphere and to promote sustainable events. Excerpt from Domestic Event Fund Guidelines - 3.1. Single use plastics & recycling The Isle of Man Government has committed to significantly reduce the amount of single use plastics (Not just those subject to impending ban). Single use plastics represent an unsustainable use of resources and make a significant contribution to global greenhouse gas emissions. Applicants should demonstrate how they plan to source raw materials and deal with recycling waste product. In assessing applications, credit will be given to applicants that demonstrate sustainable sourcing	

Q-G2

AWARENESS

Only category A and B public bodies should complete this question.

	Description	Name of supporting document (if applicable)
<p>Please describe any ways in which the public body has raised staff awareness of the climate change duties.</p> <p>See guidance notes if you are not sure how to answer.</p>	Green Group - made up of members from across the Department, not Management lead - looks at the Department and its operations, providing information and operational policies for the Department	Draft Vehicle use policy
	Signage throughout the Department	
	Ship Registry ISO 14001	ISO Recertification report.
	Guidance circulated alongside Department Policy	E-mail



Only category A and B public bodies should complete this question.

Are there any actions or initiatives taken by the public body over the reporting period, in relation to the climate change duties, that you would like to highlight?	
If so, please describe the action, project or initiative:	Engineering & Manufacturing - Sector Review includes an analysis which includes a review of the sustainability and viability of business plan, strategy for growth, areas to improve, innovate, adapt, diversify and invest in order to capitalise on future opportunities. Which means awareness of climate impact from the sectors activities will be part of this process with a view to promoting sustainable business practices.
To which aspect of the climate change duties does the action, project or initiative relate?	Multiple, except Biodiversity and Ecosystems
Please briefly explain why you have chosen to highlight this action, project or initiative:	Sector is potentially, the largest in overall impact when taken collectively, this review will provide information to both businesses and the Department to further inform decision making in the future.



## Certificate Renewal

Report for:

# Isle of Man Ship Registry

<b>LRQA reference:</b>	LRQ0942812 / 5732662
<b>Audit dates:</b>	02-October-2023 - 05-October-2023
<b>Reporting date:</b>	05-October-2023
<b>Client address:</b>	Department of Enterprise, St Georges Court, Upper Church Street, Douglas Isle of Man IM1 1EX, IM
<b>Audit criteria:</b>	ISO 9001:2015, ISO 14001:2015
<b>Audit team:</b>	[REDACTED]
<b>LRQA client facing office:</b>	LRQ United Kingdom OU

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### Attachments:

LRQ0942812\_APP\_SV1.doc.docx

### This report was presented to and accepted by:

Name:

[REDACTED]

Job title:

[REDACTED]



## 01. Executive report

### Visit audit objective:

This was a Certificate Renewal visit, conducted remotely against objectives previously notified to the client. The objectives of the next visit, including any applicable visit specific objective (theme / focus), are confirmed in the audit plan attached to this report.

An opening meeting was held on day 1 at 09.00 amended by: Toby Brooks, Cameron Mitchell, Martyn Oates, Chris Martin, Ilya Kondratjuks, Angela Barnett, Sarah Lisy, Paul Grace, Chris Martin.

The closing meeting was held on day 3 and attended by: Toby Brooks, Cameron Mitchell, Martyn Oates, Angela Barnett, Sarah Lisy, Chris Martin, Paul Grace, Sarah Lisy,

### Note.

A remote audit was authorised because of potential travel difficulties. The risks and mitigations were reviewed by LRQA technical and authorised by Paul Harley

### Audit outcome:

Based on the audit outcome the Audit Team recommends the ISO 9001:2015, ISO 14001:2015 certification of Isle of Man Ship Registry for the agreed scope.

This certificate renewal audit was carried out remotely using Teams and the effectiveness of this approach was confirmed during the 'visit'.

The Registry's management system is comprehensively documented and provides a good set of reference material for staff implementing processes. Since the departure of the registry's quality manager, responsibilities have been taken up by other senior managers. Sharing these responsibilities and delegating other aspects of maintaining and implementing the management system's requirements was seen to have been done successfully and the management system has been maintained and implemented effectively.

The service to stakeholders and "customer service" was demonstrated to be to a good standard with no adverse feedback.

The one open minor non conformity from the previous audit was closed and no new non conformists were raised so recertification is recommended.

### Continual improvement:

The use of industry created data to monitor the performance of IoM flagged ships and compliance with IMO conventions. This risk-based approach to planning surveys optimises resource utilisation

Survey planning process using proactive approach and resultant reduction in overseas travel.

Recruitment of additional BDMs using overseas travel by top management.

The addition of technical officer and increasing the number of Principal Surveyors from 2 to 3.

The adoption of 4 UN Sustainable Development Goals and investment in projects to improve environmental performance in the shipping industry. (Note. The current scope of certification does not include project work related to non statutory activities)

The purchase of an electric pool car reduces the impact from on island travel.



### **Areas for senior management attention:**

No specific areas for attention.



## 02. Audit findings

Where scheme requirement differs to the standard definition below, the scheme definition will take preference

### Major Nonconformity

The absence of, or the failure to implement and maintain, one or more management system elements, or a situation which would, on the basis of the available objective evidence, raise significant doubt of the management to achieve: The policy, objectives or public commitments of the organisation, compliance with the applicable regulatory requirements, conformance to applicable customer requirements, conformance with the audit criteria deliverables.

### Minor Nonconformity

A finding indicative of a weakness in the implemented and maintained system, which has not significantly impacted on the capability of the management system or put at risk the system deliverables, but needs to be addressed to assure the future capability of the system.

<b>Reference number</b>	4156802_SBCPLU01	<b>Audit Criteria (Clause)</b>	ISO 14001:2015 ( 9.1.2 )
<b>Grade</b>	Minor NC	<b>Issue Date</b>	18-October-2022
<b>Status</b>	Closed	<b>Process / Aspect</b>	Legal compliance
<b>Location(s)</b>	Department of Enterprise,Douglas,IM		
<b>Statement of Non Conformity</b>	There were no current records (since July 2021) to show the status of compliance with Isle of Man office related legal obligations.		
<b>Requirement</b>	<p>The organization shall establish, implement and maintain the process (es) needed to evaluate fulfilment of its compliance obligations.</p> <p>The organization shall:</p> <ul style="list-style-type: none"> <li>a) determine the frequency that compliance will be evaluated;</li> <li>b) evaluate compliance and take action if needed;</li> <li>c) maintain knowledge and understanding of its compliance status.</li> </ul> <p>The organization shall retain documented information as evidence of the compliance evaluation result(s).</p>		
<b>Evidence</b>	Since the retirement of the quality manager in January 2022, process for periodically reviewing compliance with Isle of Man office related legal obligations has lapsed. Although the office is tenanted and fully serviced by the landlord, checks that office produced waste is disposed of legally and statutory obligations such as having a legally compliant air-conditioning system and other requirements have not been verified		
<b>Proposed correction, corrective action and timescales</b>	Evidence of compliance will be obtained from the building facility management team.		
<b>Correction</b>	All compliance obligations will be covered by future internal audits. The landlord's representative (facility management) has been made aware of their tenant (IOMSR's) expectations that records related to office environmental aspects such as those resulting from use of air conditioning equipment and consignment of waste, will be obtained and made available for review.		
<b>Root Cause analysis</b>	Lapsing implementation of procedures since the quality manager retired.		



<b>Corrective action</b>	Because these indirect aspects cannot be controlled by the tenants, communicating expectations addresses the fundamentals of the requirement to verify legal compliance. In the longer term tenant (IOMSR) will pursue obtaining the required records.	
<b>LRQA has reviewed and verified the implementation of actions taken.</b>	<b>Date of closure</b>	05-October-2023



### 03. Audit summary

<b>Audit of:</b>	Management Elements	<b>Auditor:</b>	[REDACTED]
<b>Auditee(s):</b>	[REDACTED]		

#### Objective Evidence, Process Controls reviewed and Comments:

Topics:

Discussions with 'top management'.  
Changes to organizational context,  
Management review,  
Internal Audits,  
Continual improvement,  
Corrective action,  
Management of complaints,  
Quality and Environmental objectives,  
Use of Logo. Seen used inappropriately.

Evidence seen:

Context and Interested parties (Risks and opportunities February 2023)  
Risk register 2023  
Integrated management system manual  
Management review, IMS manual 9.3 and appendix (Process flows).  
- Monthly review plan/output August 2023  
- Strategic objectives - updated January 2023  
Quality objectives (Management review)  
Environmental objectives  
- Strategic objectives and plan  
Internal Audits - Schedule 2023/2024  
Sample audit reports:  
June 2022 - Control of externally provided resources  
June 2023 - interface with support functions  
Non conformance and corrective action process and non conformities: Internal and external audit findings: RCA & CA on NC forms . Status tracked on NC log  
Management of complaints - Client feedback 2023. No complaints or adverse feedback. All positive feedback forms (Sample fork Master of MV Edzard Schulte  
Strategic Objectives 2020; improvements to the management system and Continual improvement,  
- Technical Advisory Notes (TANs) for visits under COVID (001-20 Feb 02 2020 superseded by 002-20 29 June 2020)  
Non conformances from 3rd party audits related to STCW and IMO III (mock audit):

**Comments.**





<b>Audit of:</b>	Emergency preparedness and business continuity	<b>Auditor:</b>	[REDACTED]
<b>Auditee(s):</b>	[REDACTED]		

**Objective Evidence, Process Controls reviewed and Comments:**

IMS Manual: 4/1/23 section 8.8  
Business continuity plan 2022.  
Home working arrangements.  
All risks considered and documented.  
Preparedness exercises.  
Vessel related emergencies: (Not mentioned in the IMS)  
- EXPOL: outsourced emergency scenario support company.  
- Scenario exercise debrief report: (Not filed in timely manner)  
- "Incident decision log" includes decision making process  
- Log of incidents (Casualty investigations)  
  - IMO grading: ARF Logs 2021, 2022 and 2023  
  - FV Constant Friend 06/09/23 ongoing.  
  - FV Frey 12/11/21 (Prelim Inv. 21/075) Casualty Investigation Report CA137  
  - Communication of recommendations (Fishing industry safety group).

**Comments.**

Update IMS to reference emergency preparedness arrangements (Incident decision log) for vessel related emergencies. Opportunity for Improvement

**Evaluation and conclusions:**

The process(es) were found to be compliant from the sample taken.









<b>Audit of:</b>	STCW Endorsements.	<b>Auditor:</b>	[REDACTED]
<b>Auditee(s):</b>	[REDACTED]		

**Objective Evidence, Process Controls reviewed and Comments:**

Isle of Man Ship Registry Shipping Notice MSN 50 and 51 15th July 2019  
Mavis database showing status of IoM CoCs.  
STCW Endorsement (Internal) User Guide August 2023  
STCW Endorsement (Clients') User Guide August 2023  
Applications for seafarers: web site  
Sample applications and endorsements issued

- [REDACTED]

Process MAVIS and related CoC issuing process  
Endorsement verification process: peer review within the team.

Comments. The process was seen to be very well carried out.

**Evaluation and conclusions:**

The process(es) were found to be compliant from the sample taken.



<b>Audit of:</b>	Surveying process	<b>Auditor:</b>	██████████
<b>Auditee(s):</b>	██		

**Objective Evidence, Process Controls reviewed and Comments:**

Principal and Surveyor Engagement process (updated May 2022)  
MAVIS Database: definitive record of ship registrations and surveys carried out and due. (showing both 1 in 4 annual (remote) + 1 BoD scheme and traditional 2 in 5 (BoD physical inspection scheme  
Survey status v overdue/due) database  
Ship survey planning spreadsheet: (Exel spreadsheet - supplements MAVIS as a working record of surveys due and overdue)  
SO42 pre survey risk based profile  
GI Inspection tasking process (For employed surveyors)  
Report approval process.

Comments. The process was seen to be very well carried out.

**Evaluation and conclusions:**

The process(es) were found to be compliant from the sample taken.



<b>Audit of:</b>	Interface with Recognised Organisation (ROs)	<b>Auditor:</b>	██████████
<b>Auditee(s):</b>	████████████████████		

**Objective Evidence, Process Controls reviewed and Comments:**

Interface with Seven recognised IACS classification societies - Recognised Organisations (ROs).  
IMO III Code  
Red Ensign Group (REG) monitoring protocols.  
MSN 20.  
Technical instructions for Ros Rev 06 18/9/23  
RO agreement with LR. July 2021.  
Audit schedule for ROs  
Spreadsheet showing class -related deficiencies.  
Spreadsheet showing RO classed ships' PSC detention deficiencies.  
Review process for classification society inspection/survey reports.  
Samples:  
52 ABS reports reviewed (>10%)  
70 LR reports review (>10%).

**Comments.**

The interface with ROs and their reliance on their inspections/survey reports was seen to be robust. The number of reports reviewed was seen to significantly exceed the 10% requirement. However, it should be clear that although more than 10% of the contents of reports is reviewed, the of percent of reports should be reviewed in totality as required by the III code. Opportunity for improvement  
Although the actual number of deficiencies reported by class societies are reported, more meaningful data would be these deficiencies shown as a proportional of each class societies' total fleet. Opportunity for improvement.

**Evaluation and conclusions:**

The process(es) were found to be compliant from the sample taken.



<b>Audit of:</b>	MLC/SSP Approval process	<b>Auditor:</b>	██████████
<b>Auditee(s):</b>	████████████████████		

**Objective Evidence, Process Controls reviewed and Comments:**

MLC Code - DMLC Pt II

ISPS Code - SSP

This audit covered the Approval process for Maritime Labour Convention (MLC) Part II “Declaration maritime Labour compliance” and ISPS Ship security plans.

MLC Part II sampled: Commercial yacht – Soundwave (15/3/23)

ISPS processes sampled:

- SSP: MV Spirit of Singapore (21/10/22)
- Competent authority form SO 16
- Amendment to SSP - Ocean Paradise (20/5/2019)

**Comments.**

Good implementation of processes was seen.

**Evaluation and conclusions:**

The process(es) were found to be compliant from the sample taken.





<b>Audit of:</b>	Training, competence and succession planning	<b>Auditor:</b>	[REDACTED]
<b>Auditee(s):</b>	[REDACTED]		

**Objective Evidence, Process Controls reviewed and Comments:**

**Topics looked at:**

Induction training process and sample of records for recent new starters.  
Sample training records: for technical and non technical staff  
Determined competency based job descriptions:  
Surveyor training and competence records (based on IMO III code). Tab per specific ship type and other general reqts ISM, ISPS and core and knowledge  
Surveyors' experience matrix for own staff and IDWAL contracted surveyors.

**Evidence seen.**

Induction training records for [REDACTED] and [REDACTED]: DfE departmental induction form and IOMSR SO40.  
Sample of Learning and Development records for [REDACTED].  
Specific training records V6 for ship type and codes. E.g. [REDACTED].  
Sample 3C appraisal form for [REDACTED].

**Comments.**

Although the IOMSR Induction Training part of form SO40 refers to the IMS, did not specifically mention the health and safety and environmental policies and other parts of the management system such as significant environmental aspects and environmental objectives. Opportunity for improvement.  
When setting up his training record, one new recruit used a copy of form SO40 from another surveyor, which included the original training records. Line managers should initiate training records for new starters using the master form SO40. Opportunity for improvement.

**Evaluation and conclusions:**

The process(es) were found to be compliant from the sample taken.



#### 04. Next visit details

<b>Standard(s) / Scheme(s)</b>	ISO 9001:2015	<b>Visit type</b>	Surveillance 1		
<b>Audit days</b>	1.00 DAY	<b>Due date</b>	October, 2024		
<b>Team</b>	TBD				
<b>Site</b>		<b>Audit days</b>	<b>Delivery Method</b>	<b>Remote Effort</b>	<b>Activity codes</b>
Department of Enterprise,Douglas,IM		1.00 DAY	Onsite	0 DAY	EA20

<b>Standard(s) / Scheme(s)</b>	ISO 14001:2015	<b>Visit type</b>	Surveillance 1		
<b>Audit days</b>	1.00 DAY	<b>Due date</b>	October, 2024		
<b>Team</b>	TBD				
<b>Site</b>		<b>Audit days</b>	<b>Delivery Method</b>	<b>Remote Effort</b>	<b>Activity codes</b>
Department of Enterprise,Douglas,IM		1.00 DAY	Onsite	0 DAY	EA29,EA08,EA31,EA32,EA23





## 05. Approval details

It is confirmed that all sites and scopes as detailed in the contract for ISO 14001:2015,ISO 9001:2015 are approved, or are being recommended for approval at this visit or remain unapproved, apart from any new approvals, suspensions and withdrawals shown below.

Product	Site	Status
ISO 14001:2015	Department of Enterprise,Douglas,IM	Approved
ISO 9001:2015	Department of Enterprise,Douglas,IM	Approved



## 06. Appendix



## **Audit Planning Programme and Visit Assessment plans**

Audit Planning Programme and visit Assessment plans are contained within the excel document LRQ0942812\_APP\_MS.xlsm

## **Report Considerations**

There have been no significant changes that affect the management system of the client since the last audit and the scope of certification continues to be appropriate to the activities/products/services of organisation. There are no unresolved issues been identified during the assessment. The organisation was NOT effectively controlling the use of the certification documents or misleading in their (online) certification statements. The organisation has taken or is taking effective corrective action regarding previously identified nonconformities. The objectives of the visit as defined in the APP, were fulfilled during the visit.

### **Stage 1 or Focus Visit**

This visit was not a Stage One or a focus visit (Certificate Renewal Planning)

### **Remote Audits**

The amount of remote audit time this next cycle, is more than 50%. ICT use was assessed, confirmed before the visit and effectively used during the audit using Teams.

### **Outside of Regular Working Hours**

All processes can be effectively audited during normal office hours. This will be reviewed at the focus visit or if it changes.

### **Occupational Health and Safety**

This audit scope did not include Occupational Health and Safety



## **Additional information**

### ***Opportunities for improvement***

*If we identify opportunities to improve your already compliant system, we will either record them in the process table applicable to the area being assessed or in the Executive summary of the report if they can deliver improvement at a strategic level.*

### ***Confidentiality***

*We will treat the contents of this report, together with any notes made during the visit, in the strictest confidence and will not disclose them to any third party without written client consent, except as required by the accreditation authorities.*

### ***Sampling***

*The assessment process relies on taking a sample of the activities of the business. This is not statistically based but uses representative examples. Not all of the detailed nature of a business may be sampled so, if no issues are raised in a particular process, it does not necessarily mean that there are no issues, and if issues are raised, it does not necessarily mean that these are the only issues.*

### ***Legal entity***

*The accredited legal entity and client facing office that has provided the assessment service in this report is referenced in the applicable agreement for this service.*

### ***Generic audit objectives and team responsibilities***

*The generic audit objectives and team responsibilities are included in the Client Information Note 'Assessment Process'. Any visit specific objectives for the next visit will be recorded in the report of the previous visit and will be addressed through the visit plan for that visit. The assessment standard and roles of the audit team are defined in the assessment visit confirmation sent to the client.*

### ***Audit Criteria***

*The audit criteria consist of the assessment standard and the client's management system processes and documentation.*

### ***Additional observers***

*Any additional observers will be as formally communicated to the client.*

### **Note**

Information on the objectives of the various visits can be found in the Client Information included in the report or on our website [www.lrqa.com](http://www.lrqa.com). Furthermore, on the website there are Client Information Notes available for the various visit types. The audit criteria and team members date and locations are also stated on the front page of the report. Scope of certification and roles and responsibilities of the audit team members are expressed in the Audit Program Plan.



## Surveillance Visit 1 Plan V1

Day	Location:	Assessor:	Date:
1	<b>Douglas Isle of Man (On Site)</b>	TBD	Oct-24
Time	Activity	Auditee	Guide
09:00	Introductory meeting with management to explain the scope of the visit, assessment methodology, method of reporting and to discuss the company's organisation (approximately 30 minutes). The Team Leader will agree a time to meet with top management to discuss policy and objectives for the management system		
09:30	Business update		
10:00	Management elements		
	Changes to organizational context		
	Management Review		
	Objectives and continual Improvement		
	Internal Audits		
	Complaint Management		
	Environmental aspects and legal requirements		
	Compliance obligations, evaluation of compliance		
13:00	Lunch		
13:45	Legislation: IoM legislation to comply with IMO conventions		
	Obligations to the IoM government regarding developing merchant shipping legislation. Statutory obligations related to services to the marine sector. (Flag state (Legislation: IoM legislation to comply with IMO conventions)		
15:30	Report Writing		
16:30	Review of day's findings & Close		
17:00	Depart		



Day	Location:	Assessor:	Date:
2	<b>Douglas Isle of Man (On Site)</b>	TBD	Oct-24
Time	Activity	Auditee	Guide
	Review of findings from previous day. Review of the assessment plan for the day.		
09:00			
09:30	Surveying process		
	Interface with ROs re ISM, MLC and ISPS audits and Outsourcing (surveys).		
	Monitoring performance of contractors		
12:30	Lunch		
13:15	Crew welfare		
	Approval of MLC Part II and SSPs.		
15:30	Preparation of final report		
16:30	Closing meeting with management to present a summary of findings and recommendations		
17:00	Depart		

# Department for Enterprise: Department Plan 2023-24



## Our Island Plan:

Building A Secure,  
Vibrant And Sustainable  
Future For Our Island





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# Minister's Foreword

**Tim Johnston, MHK**  
MINISTER FOR ENTERPRISE



We have started 2023 with clear economic aspirations, overarching goals and an evidence base outlining the way for us to build a better future for the Isle of Man, framed around a clear vision to harness our potential to be a more secure, vibrant and sustainable place to live, work and do business.

And whilst we are facing undoubtedly tough economic conditions, it would be remiss of me not to acknowledge the positives. Throughout 2022, amongst the turmoil of war, energy shortages and a cost of living crisis – our economy did see growth. We saw an increase in the number of economically active residents, we saw the highest ever number of eGaming licences offered, and the highest intake of apprentices in the Engineering and Manufacturing sector compared to recent years.


Alongside this, as a Department we trained 270 entrepreneurs through our Micro Business Grant Scheme, are forecast to see 116 new jobs created through our Financial Assistance Scheme, supported 98 jobs through our Employee Relocation Incentive, and we continue to see sustained interest in relocating to the Island through Locate Isle of Man.

We are at a point now where we must continue this trajectory, and with the Economic Strategy now fully incorporated into the Island Plan,

we are able to move forward with a single set of interrelated objectives. In line with this, our 2023 Department Plan details how we plan to capitalise on our progress and deliver key actions within the Island Plan to bring positive change for our economy.

The Department for Enterprise truly sits at the heart of the Isle of Man's Economic Strategy. By continuing our work directly with industry through the Executive Agency model of private/public sector collaboration, we are well-positioned to expedite the economic opportunities for the Island, focused on policy and product development and strategic promotion of our proposition. Having seen first-hand the work of the Executive Agencies, I would just like to thank all the private sector volunteers who give up their precious time every month to consider and vote on ideas for investment in promotion, product development or policy research.

This partnership is vital in helping Government determine how to respond to challenges and also how to capitalise on opportunities, bringing the priorities of businesses to the forefront to enable growth and prosperity. In line with this, each of the Executive Agencies have already published their own annual plans, focused on creating and filling new jobs across the economy, and identifying new opportunities and markets for the Isle of Man.



Since I joined the Department for Enterprise, first as a member in 2021, and then as Minister in February 2023, I have seen how this model works in practice, and how it produces tangible results which will be imperative to reaching our national targets by 2026. Understanding the importance of the work undertaken by the Department for the Island's future was a driver of my decision to accept the position of Minister for Enterprise. This, combined with my background running my own business, fuels my passion to deliver on these initiatives and build an economic ecosystem which breeds prosperity and opportunity.

This year, initiatives will be brought to the Economic Strategy Board to review all spending to ensure they align to our overarching ambitions and targets for this administration and that each decision brings us closer to reaching our goals.

A lot of work this year will be focused on the availability of skilled workers, a focus area not just for the Department for Enterprise, but also for wider-Government, as we continue to see low levels of unemployment in the Island and a consistently buoyant job market.

This means we need to retain our current workforce, and further grow the economically active population through returning residents and inward economic migration to ensure the Island has the skills needed to deliver essential public services across our healthcare,

education and infrastructure services, and that our private-sector has the skills it needs to succeed.

The Economic Strategy also highlights that a key element to securing our economic future is building the infrastructure for residents and businesses to ensure long term prosperity and support expected growth over the next ten years.

And we are starting this work now, the Department for Enterprise will feed directly into the targets outlined for this administration, including undertaking work to reform our planning policy, supporting the development of brownfield sites and putting sustainability and Environmental Social Governance at the heart of what we do to ensure we can continue to compete on the global stage.

The Department for Enterprise is well-positioned to set a new course for the economy, and have open and honest discussions about the ways we can deliver prosperity for business and our community and build a more secure, vibrant and sustainable economic future for the Island.

# Chief Officer's Introduction

## Mark Lewin

CHIEF OFFICER.  
DEPARTMENT FOR ENTERPRISE



With the completion of the Economic Strategy in 2022, the Department for Enterprise has a defined strategic focus for the long-term future of the Isle of Man's economy. This, combined with national ambitions set through the Island Plan, means we begin 2023 with clear measurable targets for the next three years.

In January we took the opportunity to look back and review the work undertaken by the Agencies throughout the previous year to identify areas where we had achieved our ambitions, and where we needed to apply additional focus in 2023 aligned to the Island Plan and Economic Strategy.

All of the work undertaken by the Department for Enterprise is framed around our mission to create an environment, through innovation and collaboration, where the economy thrives. Supporting this collective mission, each of the Executive Agencies have brought forward their annual programmes for 2023, focused on driving forward delivery of actions aligned to the Economic Strategy.

The Economic Strategy highlighted areas where the Isle of Man can leverage existing advantages, in particular in the green, data and knowledge sectors.

Aligned to this, Digital Isle of Man's 2023 Programme outlines plans to embark on seven key action programmes to support existing sectors, as well as exploring new opportunities in the digital economy.

Overall they will aim to create 300 new jobs across eGaming, Fintech and Esports this year, building on the figures reached in 2022.

The Digital Agency will explore ways to leverage the Island's regulatory framework and security to offer a unique proposition for data businesses, alongside identifying opportunities to develop our Smart Island proposition, driving a culture of smart Government to provide businesses and residents with the tangible benefits of real time open data.

The Economic Strategy also highlighted the importance of maintaining and growing the existing key sectors of our economy, and our long-established Financial Services sector forms an important part of this.

This year, the Finance Agency will be working to enhance their local stakeholder engagement, as well as continuing to promote our offering internationally through a comprehensive 12-month events programme in collaboration with industry, including two further Indaba roadshows in South Africa.

For Business Isle of Man, their 2023 programme sees a focus on export-based sectors, including Engineering and Manufacturing and Food and Drink, as well as continuing work towards unlocking the potential of the Medicinal Cannabis sector in the Island.

With the first medicinal cannabis licence for export being offered last year, efforts to regulate commercial operators to grow, manufacture, distribute and export medicinal cannabis products

under licence from the Isle of Man continue, and whilst there is still a way to go before we see concrete operations in the Island, they have forecast the creation of 250 new jobs in this sector over the next three years.

The Business Agency also has a key role to play in the Built Environment Reform Programme, an ambitious project to improve the infrastructure and services of the economy. The Agency will be focusing on formalising their concierge service into planning to improve the process for commercial developments which bring economic opportunity to the Island.

The Island's visitor economy continues to not only be an important contributor to our GDP, but a lot of the work undertaken by the Visit Agency also helps to improve and develop the core infrastructure enjoyed by residents in the retail, hospitality and leisure sector.

In 2023, the first full year without border restrictions since 2019, the Visit Agency's focus is to continue to deliver their Visitor Economy Strategy and build distribution networks across the UK and Ireland, ensuring businesses and experiences are visible to book in the Island. They will also be working closely with and developing travel trade connections and business, maintaining focus on core markets but also building awareness of the Island's adventure and wellness offering to attract growth markets and ultimately aim to support a return of visitor numbers approaching pre-pandemic levels.

Elsewhere within the Department, we've conducted a review into the funding and support schemes offered through the Enterprise Support team.

This was an important project which required collaboration to ensure that we fully understand the business community's priorities as the world changes around us. This year Enterprise Support will be bringing forward proposals to refresh our financial assistance offering for businesses, aligned to the ambitions of the Island Plan.

The three Registries continue to operate as key services and regulators in their own right, but also as drivers of income to support economic investment, backed by attractive propositions and a proven-business model, supporting the Department to continue to operate as broadly cost-neutral.

They each have significant plans ahead of them to continue to deliver exemplar customer service, maintain quality regulation and increasingly invest in high quality digital services.

Alongside this the Isle of Man TT Races returned in 2022, bringing forward a raft of changes which had been outlined as part of their overarching strategy to deliver long-term sustainability of the event. One of the most prominent features for 2022 was the successful delivery of live coverage to fans around the world through their digital channel, TT+. The proposition will continue to be developed for 2023 and the event is well-placed for growth, attracting new visitors and providing economic value to the local economy.

Underpinning the whole Department is the work of the Strategy and Policy team, who are working closely with many Departments across Government to bring forward new initiatives, such as the Childcare Strategy, Workforce and Skills Programme and employment legislation reforms, to name a few. The Locate team provide a critical outreach and inbound support service to support our skills and inward migration ambitions and increasingly are now delivering tangible and measurable results in helping convert vacancies and deliver economic growth.

This is a high-level overview of some of the work undertaken by the Department, which builds on years of direct support for the Island's economy, whether through our Enterprise Support team, business development, promotional activity or policy development - we continue to work directly with industry to deliver a secure vibrant and sustainable ecosystem for businesses and residents to thrive.

This year the Department will be working to progress initiatives which will deliver real, positive outcomes for the economy – not only impacting our businesses, but also each and every resident of the Isle of Man.

The Department for Enterprise brings together a great calibre of individuals from a range of commercial backgrounds to provide critical services that support existing businesses across the whole economy and support new economic growth. Wherever possible this is done hand in hand with industry professionals and this partnership is one of our greatest strengths as we collectively work towards the ambitions set out in the Island Plan and the Economic Strategy.

# 2022 Key Achievements

Key Priorities in 2022 Department Plan	2022 Achievement vs. Plan
<p><b>Visitor Strategy</b> Create a tourism offering which is more diverse, and supports our Island all year round</p>	<p>Launched a 10 year Visitor Economy Strategy with a target of 500,000 visitors per annum by 2032.</p>
<p><b>Airlinks</b> Complete air services review and finalise agreed strategy.</p>	<p>Worked with DoI to secure strategic air services to London and continued to support the development of future policy.</p>
<p><b>Regeneration</b> Supporting the Manx Development Corporation (MDC) in reviving our urban landscape and improving the public realm in a sustainable way by transforming government owned brownfield sites.</p>	<p>Provided strategic support to the MDC who secured planning permission for the redevelopment of the former Nurses Home, brought forward a detailed large-scale Westmoreland Road Masterplan and continued to undertake feasibility assessments on a number of other Brownfield sites.</p>
<p><b>Childcare Strategy</b> Finalise the Childcare Strategy and drive actions and outcomes once approved by Tynwald.</p>	<p>Delivered a Childcare Strategy in conjunction with DESC, which was approved by Tynwald.</p>
<p><b>Workforce and Skills Strategy</b> Deliver a strategy which supports attracting people to the Island, those entering employment for the first time, changing employment or returning to work.</p>	<p>On track to be completed and published for April 2023.</p>
<p><b>Medicinal Cannabis</b> Create 250 new jobs within the sector by 2025.</p>	<p>Played an instrumental role in the issuance of the first conditional licence for export and conditional licence for transport for Medicinal Cannabis.</p>
<p><b>Innovation Hub</b> Create an Innovation Hub in collaboration with the IOMFSA and Finance Isle of Man.</p>	<p>Launched the FinTech Innovation Challenge - a collaboration between Digital Isle of Man, Finance Isle of Man, and supported by the Isle of Man FSA with Deloitte assisting.</p>
<p><b>Delivery of a successful TT 2022</b> Delivery of the Global Digital First Broadcast Strategy, designed to increase the reach of the TT and grow global knowledge, interest &amp; advocacy.</p>	<p>Delivered the return of the Isle of Man TT Races with an audience growth of over 80% for the year, including the delivery of a new streaming service (TT+), live coverage of the event and a documentary film.</p>
<p><b>Refocus Enterprise Support Schemes</b> Review core financial assistance schemes with targets and measures.</p>	<p>Initiated and made good progress, including internal analysis, engagement with Executive Agencies and business consultation on each of the support measures in place.</p>
<p><b>Digitisation of the Registries</b> Continue to explore more ways of increasing digital working across all Registries.</p>	<p>The Isle of Man Ship Registry continued developments with 'MAVIS'- its operating platform to offer client focused cloud based online services and online registration. The Isle of Man Aircraft Registry introduced a multi-factor authentication in Aircraft Registry Digital Information System to further enhance cyber security, in addition to digitally verified signatures for all IOMAR issued certificates. The Central Registry completed an open procurement of, and Implemented a new Digital Archive, delivered a significant upgrade to the Beneficial Ownership database and published a new Land Registry dashboard providing for greater transparency of the housing market.</p>

LAUNCHED THE INSURTECH ACCELERATOR PROGRAMME

- 6 PROOF OF CONCEPTS
- 2 CONTRACTS ARE TO BE SIGNED
- 2 COMPANIES ARE LOOKING FOR OFFICE PREMISES ON THE ISLAND



SUPPORTED THE FORMATION OF AN INTERNATIONAL EMPLOYEE BENEFITS ASSOCIATION BRANCH AND ESTABLISHED AN EMPLOYEE BENEFITS ISLE OF MAN CLUSTER

268 NEW JOBS CREATED IN THE DIGITAL SECTOR

75 LIVE GAMBLING LICENSES

AN INCREASE OF OVER 100% IN LICENSED OPERATORS SINCE 2018



LAUNCHED THE FINTECH INNOVATION CHALLENGE



75% OF ISLAND PREMISES PASSED WITH FIBRE BROADBAND

8

NEW IOT PROJECTS DELIVERED

249

REGISTERED FOR DIGITAL LITERACY COURSE



LOVE IOM GIFT CARDS CHRISTMAS INCENTIVE RESULTED IN...

1,500 GIFT CARDS SOLD WITH £60,000 ADDED TO THEM



CONDITIONAL IOM MEDICINAL CANNABIS FOR EXPORT LICENSE APPROVED



LAUNCHED A 10 YEAR VISITOR ECONOMY STRATEGY WITH A TARGET OF...

500k VISITORS BY 2023

200+

SMALL BUSINESSES OFFERED SUPPORT THROUGH DIRECT OUTREACH



CREATED AN ONLINE TRAVEL TRADE HUB PROVIDING DEDICATED RESOURCES

INTRODUCTION OF REGULATORY APPROVALS TO PERMIT 'ARIEL WORK' OPERATIONS BY AIRCRAFT REGISTERED IN THE ISLE OF MAN

DELIVERED RETURN OF TT WITH AN AUDIENCE GROWTH OF 80%

1,700 NEW WORK PERMITS ISSUED



SUCCESSFULLY HOSTED THE RED ENSIGN CONFERENCE



DELIVERED A NEW LOOK MANX GRAND PRIX



DELIVERED NEW LIVE STREAMING SERVICE TT+

1,200 LOCATE ENQUIRIES DIRECTLY SUPPORTED

178 RELOCATION INCENTIVES

10,000 INDIVIDUALS REGISTERED ON THE TALENT PORTAL

241 BUSINESSES REGISTERED ON THE TALENT PORTAL

GLOBAL LAUNCH OF PLEASURE YACHT CHARTER READY SURVEY SCHEME

LAUNCHED A LAND REGISTRY DASHBOARD

64 TEACHER VACANCIES FILLED

300+

HEALTHCARE LEADS ACHIEVED OF WHICH

174 WERE PASSED TO MANX CARE

57 BUSINESS MIGRANT APPLICATIONS WITH AN EST. ECONOMIC BENEFIT OF £2.7m

GRAD FAIR 2022



250 ATTENDEES  
65+ BUSINESSES

100,000

COMPANY TRANSACTIONS RECORDED BY COMPANIES REGISTRY

DELIVERED OVER 2,300 HOME ENERGY AUDITS AND MADE GREEN LIVING GRANT FUNDING OFFERS OF OVER £850K

FINANCIAL ASSISTANCE SCHEME

£3M

COMMITTED AND PAID TO GROW ISLE OF MAN BUSINESSES

116

NEW JOBS FORECAST TO BE CREATED

# About Us

## Our Department Vision

To be a forward thinking, valued partner, supporting Island businesses and people to fulfil their potential.

## Our Department Mission

To create an environment through innovation and collaboration, where the economy thrives.

## Our Department Values

Respect

Integrity

Collaboration

Innovation

The Department for Enterprise (Department, DfE) is responsible for economic development and the creation of an environment where local entrepreneurship is supported and thriving and more new businesses are choosing to call the Isle of Man home.

This mission is directly aligned to the Government's vision of creating a secure, vibrant and sustainable future for our Island nation. As part of the Island Plan, the DfE is delivering key initiatives to help build a strong and diverse economy, underpinned by a robust economic strategy and clear achievable outcomes.

The Department's mission is aligned with these outcomes and objectives: to create an environment, through innovation and collaboration, where the economy thrives.



# What We Do

The DfE has a wide remit and encompasses a number of distinct functions and agencies. It is responsible for four Executive Agencies made up of private/public sector members, who work in partnership to promote and develop the Island's sectors and deliver long term, sustainable economic growth for the Isle of Man. These are:



The Executive Agencies sit alongside the Department's central functions which are responsible for cross-agency initiatives – encompassing Policy and Strategy Development, Marketing and Business Intelligence, Enterprise Support, Legislation, and the Locate Isle of Man team.

Alongside the Executive Agencies and support functions, the Department also leads the promotion, organisation and delivery of the Isle of Man TT and Manx Grand Prix, and provides assistance to other motorsport events.

The Department is also responsible for supporting two distinct registry functions, which are also Safety Regulators. Both are highly regarded in their own right and are not only crucial to supporting day-to-day life in the Island, but also underpin a wide range of sectors of the economy:

- Isle of Man Civil Aviation Administration and Aircraft Registry
- Isle of Man Ship Registry

The Department is also the stationed employer of the Registrar General, who is responsible for the management of the Central Registry. The Registrar General holds statutory obligations under several Acts of Tynwald including those relating to Civil, Companies, Deeds & Probate, and Land registration as well as the Public Record Office, the National Archive of the Isle of Man Government and other public bodies such as Tynwald, the courts and local authorities.

Collectively, the Department's functions work hand in hand with the Executive Agencies and the broader private sector in growing real businesses, generating real jobs, and providing real opportunities for growth in the Island.

The Department is also the sponsoring Department of Manx National Heritage and the Isle of Man Post Office.

# How We Do It



The Finance Isle of Man Agency's purpose is to promote and develop the Isle of Man's significant financial and professional services industry and ensure its recognition as an international business centre of excellence, in turn delivering long term sustainable economic growth to the Isle of Man.



Digital Isle of Man was created to support the tech sector, developing and implementing a strategy to support sustainable economic growth and establishing the Island as a centre of international excellence for the digital economy.



Business Isle of Man's purpose is to support businesses involved in either the export of physical goods and related services from the Isle of Man or the operating of services within the domestic Manx economy. Coordinating the promotion and development of opportunities within these sectors to ensure a prosperous and vibrant place to live, work and invest.



Visit Isle of Man was created to establish and promote the Isle of Man as a quality, year round, visitor destination, capturing a representative share of a growing UK visitor market. Post-pandemic, its focus is on rebuilding the Island's visitor economy, with industry's help, to capitalise on the interest in domestic British tourism and our UNESCO Biosphere status, working towards a long-term aim of achieving 500,000 visitors per annum by 2032.



The Motorsport team are responsible for the promotion and delivery of the Isle of Man TT Races and the new look Manx Grand Prix. Following the successful return of the TT in 2022 the Motorsport Team is now focussed on delivering the TT's overarching strategy that looks to ensure the long-term sustainability of the event and increase the economic benefit to the Isle of Man.



Locate Isle of Man is part of the DfE with responsibility for promoting the Island as an attractive destination where people choose to live and work and where businesses and entrepreneurs choose to locate and invest, finding the workers they need to drive economic growth and diversification.



The Isle of Man Civil Aviation Administration (IOM CAA) regulates the Island's airspace, airport, air traffic service provision and aviation security and also administers and oversees the daily operations of the Isle of Man Aircraft Registry (IOMAR). IOMAR is a registrar and subsequently maintains aviation safety regulatory oversight of the IOM aircraft register.



The Isle of Man Ship Registry (IOMSR) continues to effectively regulate a worldwide fleet of Isle of Man registered vessels. The Ship Registry is currently the 18th largest by tonnage in the world, and is firmly positioned on the global "white lists" for Port State Control and on the United States Coast Guard QualShip 21 programme for high performing flag states.



The Registrar General is responsible for the management of the Central Registry. The Central Registry performs a wide range of registry functions which underpin economic activity in the Island, and the transparency of Isle of Man Government activity. The Registrar General holds statutory obligations under several Acts of Tynwald including those relating to Civil, Companies, Deeds & Probate, and Land registration as well as the Public Record Office, the National Archive of the Isle of Man Government and other public bodies such as Tynwald, the courts and local authorities.

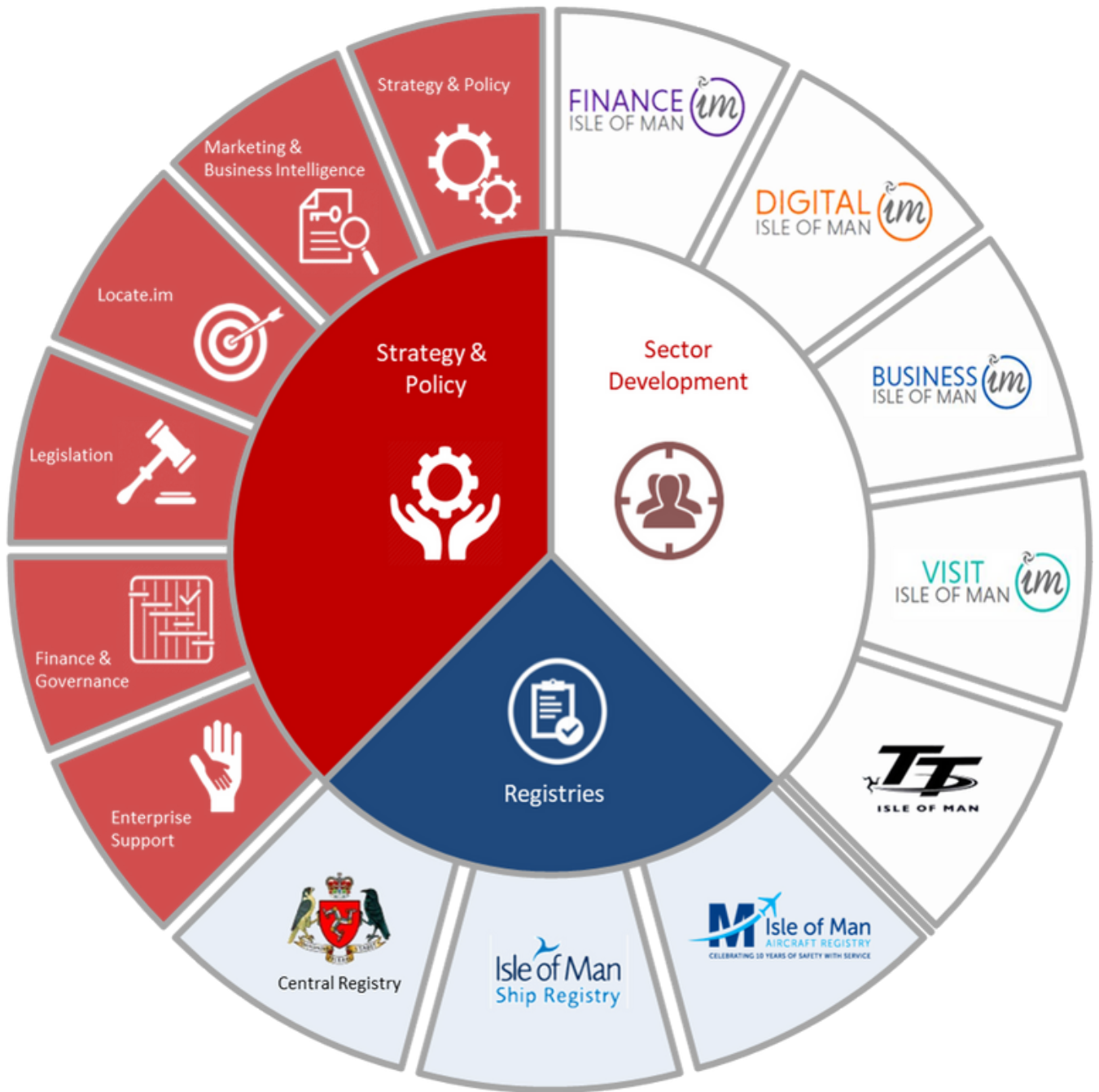
## Policy & Strategy

The Policy and Strategy directorate covers a wide variety of functions, including Marketing, Business Intelligence, Legislation, Work Permits and Locate Isle of Man, which support the Department's mission of creating an environment, through innovation and collaboration, where the economy is able to thrive. The Policy and Strategy division's key contribution is to improve skills and the attractiveness of the Island as a place to live, work and invest and support cross-government strategic initiatives.



Enterprise Support provides funding and advice to new and established businesses of all sizes to promote sustainable economic growth. The Enterprise Support team administer a number of financial assistance schemes, however the two significant schemes in terms of helping businesses to start up and to expand are the Micro Business Grant Scheme (MBGS) and Financial Assistance Scheme (FAS).

# Our Areas of Responsibility



## 1. Finance Isle of Man

- Banking
- Insurance
- Fiduciaries
- Professional Services
- Pensions
- Funds & Wealth Management

## 2. Digital Isle of Man

- eGaming
- FinTech
- Esports
- Smart Island
- Data
- Digital Academy
- Infrastructure

## 3. Business Isle of Man

- Biomed & Medicinal Cannabis
- Cleantech
- Construction & Built Environment
- Engineering & Manufacturing
- Food & Drink Export
- Local Economy
- Logistics

## 4. Visit Isle of Man

- Serviced Accom / Hotels
- Non-Serviced Accom
- Activities & Attractions
- Travel & Tour
- Events
- Cruise

## 5. TT / Motorsports

- TT Promoter
- TT & MGP
- Motorsport Events
- Commercials
- Infrastructure

## 6. Aircraft Registry

- Business Jets
- Transitional Aircraft
- Civil Aviation

## 7. Ship Registry

- Commercial Shipping
- Private Yachts
- Pleasure Craft

## 8. Central Registry

- Company Registry
- Land Registry
- Deeds Registry
- Civil Registry
- Public Record Office
- Beneficial Ownership Database
- Register of trade unions and employers' associations
- Register of legal practitioners
- House of Keys candidates expenses and register of political parties

## 9. Enterprise Support

- Financial Assistance Scheme
- Micro Business Grant Scheme
- Green Living Grant Scheme
- COVID-19 Support Schemes
- Business Enquiries

## 10. Finance & Governance

- Budgeting
- Information Governance
- Special Projects

## 11. Legislation

- Employment Law
- Intellectual Property

## 12. Locate Isle of Man

- Workers
- Employers
- Agencies
- Graduates
- High Value Entrepreneurs
- Businesses

## 13. Marketing & Business Intelligence

- Research & Economist
- Marketing Partners for Agencies
- Strategic Marketing & PR

## 14. Policy & Strategy

- Central Policies
- Agency Support
- Department Policies
- Manx Development Corporation

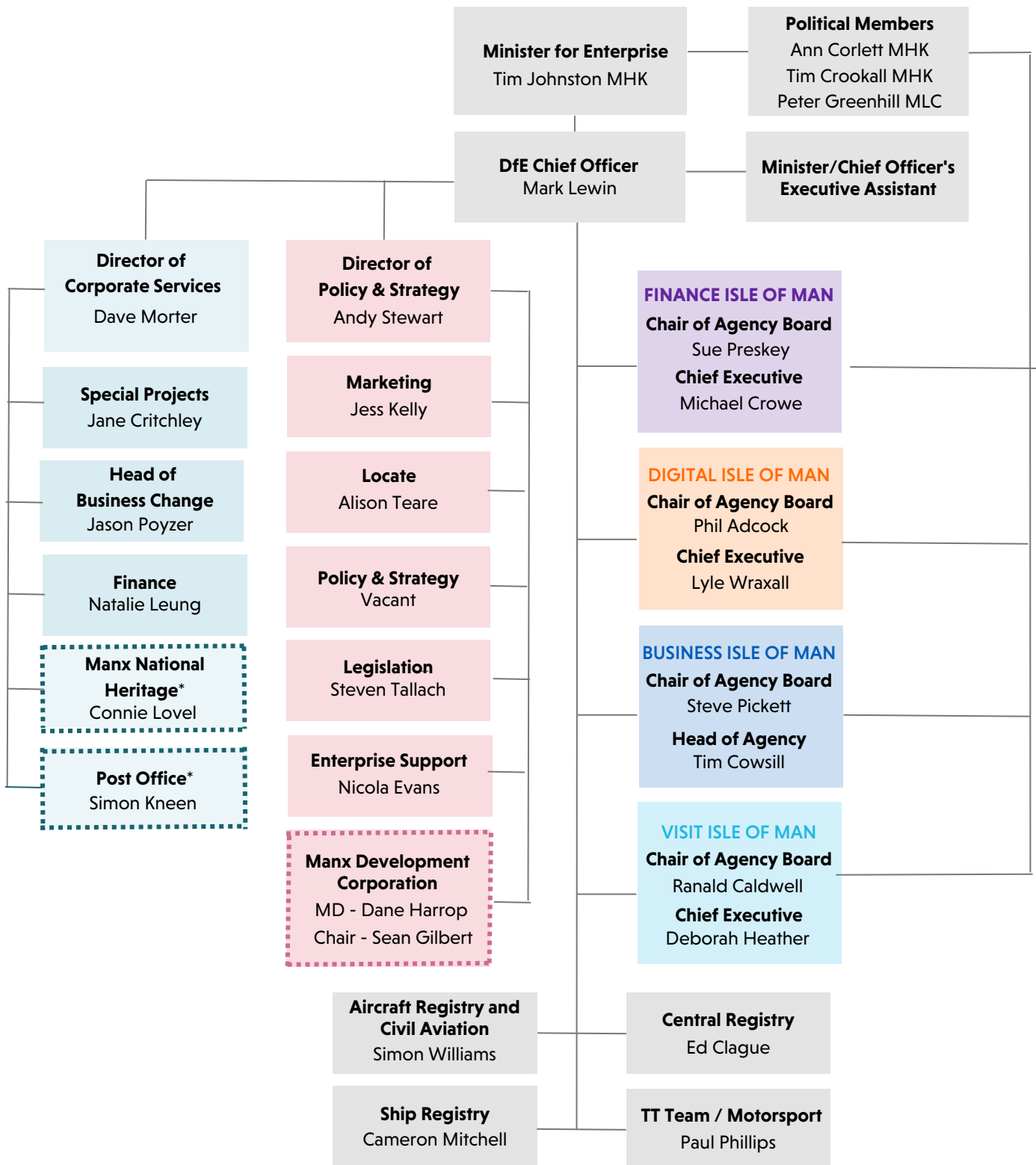
# Our People

The Department employs around 190 people across the various Agencies, Functions and Registries, with almost half of its staff directly employed in roles which provide critical services and income across the registries and around 50 staff supporting the business development activities of the four Executive Agencies. Each member of the team is essential in driving forward the Department's strategic objectives and helping to create a secure, vibrant and sustainable future for the Isle of Man.



Accurate as of 6th March 2023

# Department Structure



Accurate as of 6th March 2023

\*In respect of Manx National Heritage and the Post Office, DFE are the sponsoring Department

# Focus Areas for the Next 12 Months

## Our Island Plan

An updated version of the Island Plan, to enhance the Isle of Man over the coming years, was approved by Tynwald in January 2023. It sets out Government policies and the strategic programmes and core actions for the lifetime of the Island Plan, including our Economic Strategy until 2026; and sets the course for the longer term delivery of our vision over the next decade and beyond: To build a secure, vibrant and sustainable future for our Island.

### Secure

We have an Island where everyone feels safe, our economy is secure, our health and education systems support everyone, and we have housing, food, energy, and transport security.

### Vibrant

Our Island is vibrant, diverse and welcoming, providing excellent educational, recreational and economic opportunities for all, and our businesses are able to grow with confidence, accessing the skills and people required now and into the future.

### Sustainable

We look after and nurture our Island and our resources, driving forward our local agenda towards a fair, inclusive and sustainable society and environment.

Working towards the ten-year economic ambitions and objectives highlighted in our long term Economic Strategy, Tynwald have identified a core set of national outcomes and indicators of which the Department for Enterprise is taking an active role in the delivery of, as well as supporting more generally on a number of others:

### Increase jobs in line with Economic Strategy

**Indicator: +1,800 new jobs filled**

### Grow population in line with Economic Strategy

**Indicator: +2,500 new residents**

### Improve infrastructure and services - Housing

**Indicator: +1,000 additional homes occupied**

### Improve infrastructure and services – Public Services

**Indicators: Improve health outcomes, learning outcomes, deliver the Quality Assurance Scheme, and maintain the lowest crime rate in British Isles**

### Redevelop Brownfield sites

**Indicator: 2 key Brownfield sites developed using substantial private sector leverage**

### Grow Government Revenue in line with Economic Strategy

**Indicator: +£75m Government income, including leveraging new sources**

### Progress with Climate Commitments

**Indicator: 2.2% reduction in GHG emissions per annum and minimum 20MW onshore renewable generation**

The diagram opposite shows how the DfE Executive Agencies, in addition to the support and work from other areas of the Department will help to change the shape of the economy to assist in achieving the above key indicators by 2026, in turn making good progress towards the long term Economic Ambitions as set out in the Economic Strategy.



## Island Plan Vision

 <b>SECURE</b>	 <b>VIBRANT</b>	 <b>SUSTAINABLE</b>
<p>We have an Island where everyone feels safe, our economy is secure, our health and educational system supports everyone, and we have housing, food and energy, and transport security.</p>	<p>Our Island is vibrant, diverse and welcoming, providing excellent educational, recreational and economic opportunities for all, and our businesses are able to grow with confidence, accessing the skills and people required now and into the future.</p>	<p>We look after and nurture our Island and our resources, driving forward our local agenda towards a fair, inclusive and sustainable society and environment.</p>

## Economic Ambitions

 <b>SHAPE OF THE ECONOMY</b> Create and fill 5,000 new jobs across new, enabling and existing key sectors, by 2032, reaching an overall GDP of £10bn.	 <b>INFRASTRUCTURE &amp; SERVICES</b> Further develop the infrastructure and services for our community to plan for an estimated population of 100,000 by 2037.	 <b>PUBLIC FINANCES</b> To generate over £200m of additional annual income to reinvest in services and quality of life by 2032.	 <b>SUSTAINABILITY</b> Substantially decarbonise the services parts of our economy by 2030, supporting an overall reduction of 35% in the Island's GHG emissions.
By actively investing in skills, productivity, infrastructure, businesses and sectors to deliver a strong and diverse economy.	By actively investing in key services and infrastructure that attract and retain economically active people, supported by a range of targeted incentives and disincentives to sustain targeted growth.	To grow and diversify Government revenues with a broader range of sources for long term financial sustainability including efficient and effective delivery of Public Services.	By accelerating our Energy Strategy to provide long term security, stability and decarbonisation, and consciously and proactively investing in the Climate Change Action Plan, placing sustainability at the heart of the economy.
<b>PROSPERITY FOR PEOPLE &amp; COMMUNITIES</b>	<b>PROSPERITY FOR BUSINESS</b>	<b>RESILIENT &amp; SUSTAINABLE ECONOMY</b>	<b>PROTECT, NUTURE &amp; GROW KEY SECTORS</b>

## Shape of the economy



Other functions within the Department for Enterprise (as per pages 12 - 13)

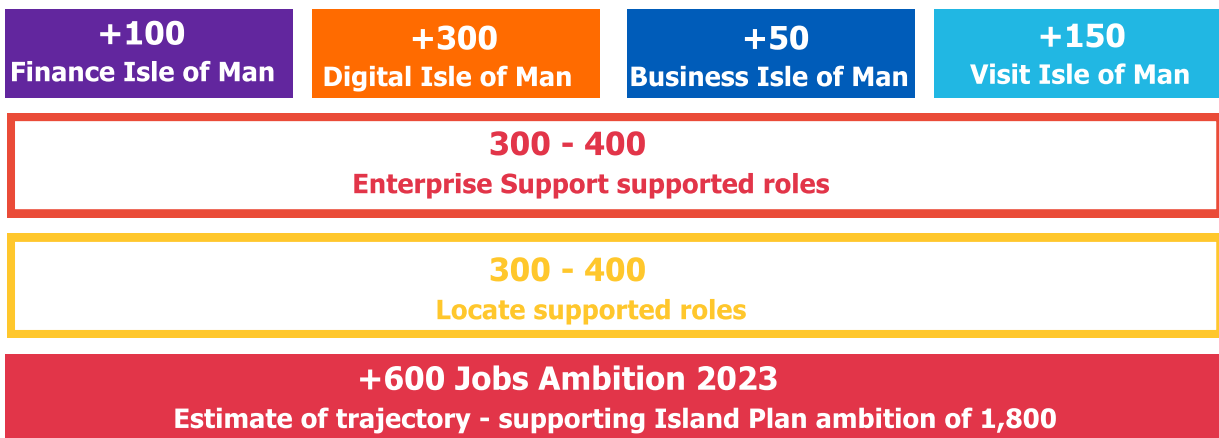
# Key priorities for 2023

In addition to directly supporting the retention of over 37,500 private sector jobs, a key aim for the Department in 2023 is to create and fill a minimum of **600 new jobs** through a combination of:

- **300 new roles across the digital sectors**
- **100 new roles across the financial services sectors**
- **150 new roles across the visitor economy**
- **50 new roles across our export and local economy sectors**

These targets will be assisted by:

- Locate Isle of Man supporting with a minimum of 300 active relocations
- Enterprise Support supporting with a minimum of 300 new roles



The following key priorities will aid the Department in achieving this ambition:

 Travel Trade Programme	 Employment Bill No. 1	 Retail & Leisure Strategy
 Economic Strategy delivery	 New Workforce & Skills Strategy	 Complete Engineering Review
 Expanded event programmes and on the ground presence	 Investigate opportunities for data	 Implement new schedule and grow digital audience further
 Launch new and revised Enterprise Support Schemes	 Brownfield Sites regeneration through MDC and the Island Infrastructure Scheme	 Advanced legislative programme for the registries

# Executive Agencies

The Department for Enterprise has four Executive Agencies – Finance, Digital, Business and Visit. Created in 2017/18 each Agency has delegated powers from the Minister for Enterprise, enabling them to leverage private sector expertise and knowledge and create a partnership approach to product development, policy input, and promotion.

These Executive Agencies harness the dedication of industry experts who give up their time voluntarily each month to discuss and decide on investment decisions and initiatives that help protect and nurture our key sectors as well as developing new opportunities.

Together the Agencies are developing and implementing strategies that support economic growth and establish the Isle of Man as a centre of international excellence and a great place to visit and live.

## Agency Structure

Each Agency has been appointed a Non-Executive Chair on a part-time basis by the Department for a minimum limited term of two years, with a further extension of two years possible. The Non-Executive Chairs are responsible for providing effective leadership and strategic direction, forming a cohesive and focused board.

The Finance Isle of Man, Digital Isle of Man and Visit Isle of Man Agencies also have a Chief Executive to play a leading role in the Agency's vision, strategy and policies. Whilst the Business Isle of Man Agency has a Head of Agency in place.

The Chief Executives are responsible for deploying the Agency's strategic and operating plans, taking a lead role in building excellent working relationships with relevant companies on the Island.

## Board Membership

The Non-Executive Board Membership combines those individuals nominated by the respective industry sectors plus others who are self-nominated. These are voluntary roles and are not remunerated.

Each board has a Political Member from the Department, aligned with their assigned delegation as follows:

- Ann Corlett MHK for Digital Isle of Man & Locate Isle of Man
- Tim Crookall MHK for Visit Isle of Man & Motorsports, and Manx National Heritage Trustee
- Peter Greenhill MLC for Finance Isle of Man
- Tim Johnston MHK for Business Isle of Man & Enterprise Support

# Finance Isle of Man

Finance Isle of Man is an Executive Agency of the Department for Enterprise, acting as a key decision making and advisory body supporting the Government’s ambition for long term economic prosperity.

The Agency responsible for the shared vision and strategy for the Island’s Financial and Professional Services Industry and the Isle of Man as an International Finance Centre of excellence.

## Vision

To be respected, visible and influential partners to Government and industry. Creating an environment in which companies in our sectors can be agile, bold and able to take advantage of opportunities; driving growth and innovation and delivering future sustainable economic contribution to the Manx Economy.

## Mission

To drive enhancement of future products, policies, and promotion of the Island as an International Financial Centre, contributing to long term sustainable economic growth and facilitating collaboration between Government, Regulator, and Industry.

### High Level Objectives for 2023

- To create a shared vision and strategy for the Isle of Man’s Financial and Professional Services Industry and the Isle of Man as an International Finance Centre in order to promote it both internally and externally, in discussion with the Department, other Government Departments and Regulator
- To liaise with the Financial and Professional Services sector, agree priorities, help drive new ideas, determine and allocate appropriate resources for agreed actions, including the utilisation of private sector funding and secondees, in pursuit of our strategic outcomes and the business plan
- To set clear and measurable targets for success, agreed with the sector, and be transparent in reporting progress, including regular reporting to the sector, the Department and Tynwald
- To act as the primary conduit between Government and Industry
- To act as a forum that proactively considers sector related strategic and policy issues, prepares and plans for short, medium and the long-term industry growth with input and advice across Government more generally

### Finance Isle of Man Board



Sue Preskey



Michael Crowe



Mark Dougherty



Dougie Elliott



John Hunter



Gill Marples



Claire Milne



Simon Nicholas



Stuart Nelson



Chris Till



Anne Couper Woods



Peter Greenhill MLC



Mark Lewin (non-voting member)



Dina Hill (non-voting member)

## Last 12 Months

- Launched the Insurtech Accelerator Programme in late 2022, which brought a cohort of international start-ups to the Island to collaborate with our insurance community. As a result, we have multiple proof of concepts and 2 companies are already looking for office premises on the Island.
- Supported the formation of an International Employee Benefits Association branch on Island – a significant milestone for the industry and reflective of the importance of international employee benefits in the jurisdiction. We also established an Employee Benefits Isle of Man Cluster, which includes a wide range of companies from across the sector.



## Future Focus Areas - 2023 KPIs

### Protect and nurture the substantial direct Finance roles with a net increase of 100 new roles

#### Skills

- Contribute to Workforce and Skills Strategy projects designed to fill job vacancies
- Support the wide sectors in reducing the number of active vacancies by 200 through targeted relocation, training and reskilling initiatives

#### FinTech

- Deliver positive economic value to the Insurance community through the Insurtech project
- With colleagues in Digital Isle of Man and FSA, prepare a Fintech strategy for the Isle of Man
- Prepare a framework for an Innovation Hub

#### Insurtech

- Attract at least 2 new companies to establish on the Island
- Create at least 10 new jobs in the sector

#### Sustainable finance

- Commission a comprehensive stakeholder engagement programme - target June 2023
- Deliver a detailed roadmap and timeline to support the successful delivery of Sustainable Finance strategy

#### Insurance (life and non-life)

- Maintain sector strength which is currently 22.4% of the Islands GDP
- Ensure employment remains buoyant at approximately 2,000 staff
- Promote the Islands Insurance Industry prowess in key target areas in 2023

#### Fiduciary

- Maintain employment in the sector in excess of 1,800

#### Professional Services

- With partners, deliver updated Insolvency legislation

#### Pensions

- Aim to increase the amount of retirement benefit schemes, currently 1,249 as at 31st March 2022
- Create a minimum of 5 new jobs in the sector and at least 5 new International pension schemes
- Grow Employee Benefits Isle of Man Cluster membership by 20 new Isle of Man businesses

#### Banking

- Maintain current number of banking licence holders and develop Money Transmission Licences [Class 8]
- Maintain tax revenue (direct and indirect) from the banking sector in excess of £80m
- Support new job roles and maintain employment on the sector in excess of 1,900

#### Funds and Wealth Management

- Increase assets under management

# Digital Isle of Man

Digital Isle of Man plays a pivotal role in driving economic growth for the Isle of Man by supporting and nurturing an innovative and dynamic digital agenda. Today, it also plays an increasingly important role in the Island’s economy, community and lifestyle, as a significant stakeholder in developing the digital aspects of Government, society and, more directly, business.

The digital sector covers a wide range of businesses with specific initiatives, including eGaming, esports, FinTech, Smart Island (Internet of Things), data, digital media, infrastructure and Digital Academy.

In addition to the obvious economic advantages, the diversity and reach of the digital economy also has a vital part to play in creating new job opportunities as well as supporting wider aspirations such as diversity, equity and inclusion, plus hybrid working models. Not only does this give increased opportunities for talented local people to pursue careers here in the Island, it also supports initiatives to attract skilled workers from other jurisdictions to move here to live, work and learn.

Digital Isle of Man and the Department for Enterprise are driving the strategy and capability that digital technology has to enable positive change and economic development. This is why investment and innovation in this sector is an integral part of Isle of Man Government’s strategy to create a secure, vibrant and sustainable economy.

## Vision

To develop the Island’s technology sector to support sustainable economic growth and establish the Isle of Man as a centre of international excellence and innovations for digital industries.

### High Level Objectives for 2023

- 10% year-on-year growth of jobs and licenses
- Establish the Isle of Man as a globally recognised tech and regulatory hub
- Define and legitimise good business practice and regulation in emerging sectors

### Digital Isle of Man Board



Phil Adcock



Lyle Wraxall



Jaime Amoedo



Greg Ansara



Mike Bromwich



Deb Byron



Greg Ellison



Lee Hills



Russell Kelly



Gary Lamb



Katie Nicholson



Joanne Thurlow



Ann Corlett MHK



Mark Lewin  
(non-voting member)



Cheryl Gleeson  
(non-voting member)

### Last 12 Months

- 268 new jobs in the Digital Sector on-Island
- Reached 75 live Gambling Supervision Commission (GSC) licenses – increase of over 100% in licensed operators since the agency was created in 2018
- Launched the FinTech Innovation Challenge - a collaboration between Digital Isle of Man, Finance Isle of Man, and supported by the Isle of Man Financial Services Authority and Deloitte assisting.
- 8 new Internet of Things projects delivered with a refreshed Smart Island strategy approved.
- Successful digital skills campaign delivered with 249 registered for digital literacy course.
- 75% of Island premises passed with fibre broadband.
- 375 attendees at Digital Isle 2022 of which 60 speakers and panellists featured.



### Future Focus Areas - 2023 KPIs

**Protect and nurture the existing digital sectors whilst supporting further growth and a net increase of 300 new roles**

#### eGaming

- 200 new jobs created in the Isle of Man's eGaming sector in 2023 (from 194 delivered in 2022)
- Grow to a total of 80 live GSC licences by the end of 2023 (from 75 at end of 2022)
- Deliver at least two licences into new markets by the end of 2023

#### FinTech (including blockchain)

- 80 new jobs created in FinTech (including blockchain) in 2023 (from 66 delivered in 2022)
- 10 new FinTech businesses registered as a designated business in the Isle of Man in 2023
- 4 new FinTech related live licences in 2023

#### Esports

- Bring the first esports/video gaming companies to the Isle of Man resulting in 10 new jobs in 2023
- 10 new esports/video gaming clients supported by the Island's businesses in 2023
- Review the Island's regulatory approach to esports and agree a revised strategy by the end of Q2 2023

#### Smart Island

- Provision of a data distribution platform and visualisation by the end of 2023
- Identify and engage Smart Island champions across all eight Government departments in 2023
- 12 new projects in the public domain by the end of 2023

#### Data

- Complete an analysis of options for the Island to consider with recommended actions by the end of 2023
- Develop & agree a programme plan to deliver an approach and benefits to the Island by the end of 2023
- Create the governance structure required to ensure the plan is resourced and funded by the end of 2023

#### Digital Academy

- Investigate the opportunities to create joint learning initiatives with other jurisdictions
- Develop and agree a plan to provide a digital academy which benefits the Isle of Man by the end of 2023
- Secure political support and funding to provide a digital learning programme to the Isle of Man by the end of 2023

#### Infrastructure

- Continue National Broadband Plan with 90% of homes passed by the end of 2023
- Improve connections to fibre network for those that have access, from 37% to 50% by the end of 2023
- Proposition agreed to connect the final 1% of those unable to connect to the fibre network

# Business Isle of Man

Business Isle of Man accounts for nearly 60% of private sector jobs and is the only Executive Agency responsible for diverse industries ranging from domestic-facing small businesses to those exporting high-precision engineering parts.

In the past two years, Business Isle of Man has seen first-hand the impact of the pandemic and the cost of living crisis on the Island's economy. This has led it to pivot from its export focus to help the local economy recover from the crisis. Local economy challenges are likely to remain of real concern and may continue throughout this next year. Business Isle of Man will need to continue to support industry in responding to these challenges whilst in parallel, work strategically across all its sectors to deliver on the ambitious targets set by the Economic Strategy.

## Vision

To create a shared vision for the Isle of Man as an internationally well-regarded economic base for export businesses, recognised for technical and service performance and competence, underpinned by a well-developed infrastructure and environment conducive to the needs of the targeted sectors.

## Mission

To develop and implement a range of strategies and goals which will support sustainable economic growth across Business Isle of Man's sectors. Working with a range of stakeholders across private and public sectors to ultimately support the Island as a great place to live, work and do business.

### High Level Objectives for 2023

- Unlock the regulatory framework to allow for the export of Medicinal Cannabis and create 50 new jobs by the end of 2024.
- Develop a strategy for the local economy and regeneration – that supports and grows local businesses by the implementation of the Town Centre First Model.
- Bring forward a strategy for Engineering and Manufacturing to maintain jobs and further develop new areas and markets.
- Support the Built Environment Reform Programme– develop a concierge service for planning applications.
- Increase the amount exported through engaged businesses in the Food and Drink sector by 10%.
- Develop a 'Cleantech Challenge Concept' to attract new Cleantech businesses to the Island.

### Business Isle of Man Board



Steve Pickett



Tim Cowsill



Stephen Smyth



Janna Horsthuis



Carol Glover



Findlay Macleod



Ieda Gomes Yell



Dave Hester



Alex Fray



Ollie Neale



Tim Johnston MHK



Mark Lewin  
(non-voting  
member)



Hira Modan  
(non-voting  
member)





## Last 12 Months

- Played an instrumental role in the issuance of the first conditional licence for export and conditional licence for transport of Medicinal Cannabis.
- Business Isle of Man confirmed as Consultee on Planning Applications as part of the Built Environment Reform Programme
- Introduced a range of targeted measures to support the local economy through the cost of living crisis including a relaunch of the Domestic Event Fund, Love Manx campaign and LoveIOM Gift Card incentives.
- Financial Assistance Scheme, Appendix 13 supported the Engineering and Manufacturing Sector to invest in research and development, new technology and product design, and diversify.
- Construction Isle of Man reached agreement to introduce mandatory Health and Safety training from April 2023, helping drive up standards in the sector.
- Support for Small Businesses established through direct outreach to 200+ businesses and the re-launch of 12 skill building workshops in collaboration with Isle of Man Chamber of Commerce.

## Future Focus Areas - 2023 KPIs

**Protect and nurture our existing export sectors and help our local economy adapt with an overall net increase of 50 new roles**

### Biomed and Medicinal Cannabis

- 50 new jobs created and filled, and 4 more conditional licences agreed with the GSC by end of 2023
- Open up a Good Manufacturing Principles pathway with the DHSC by the end of March 2023

### Cleantech

- Develop a proposition for a 'Cleantech Challenge Concept' which will be open by the end of Q4 2023
- Attract at least 1 new business to the Isle of Man at stage 1 (Initial engagement)

### Construction and Built Environment

- Continue to support the Built Environment Reform Programme
- Continue to support Construction IOM to deliver on their KPIs which include; Submission of updated funding model by end Q1 2023 with an aspiration to transition to be self funded by Q4 2024, implementation of mandatory Health and Safety minimum standard for CIOM Certification Scheme from April 2023 and issue 100 cards for the scheme, development of a proposal for a coordinated approach to training, growth of 10% in membership numbers by 2023
- Agreement towards development of a renewable technology training centre, that could also be part of the Island Campus proposition, with planned delivery of renewables courses at UCM by Sept 2025
- Business Isle of Man to develop a Built Environment Concierge Service for Businesses by the end of Q1 2023

### Engineering and Manufacturing

- Complete the Engineering & Manufacturing review by Q3 2023
- Support and maintain job numbers at the same level for 2023
- UCM & DESC to continue providing foundational courses, feeding the apprenticeship pipeline at current levels

### Food and Drink Export

- Account management for the sector implemented; high-growth potential businesses identified and engaged businesses positioned for growth
- Value of engaged company exports up by more than 10% in the year
- Volume of engaged company exports up by more than 10% in the year

### Local Economy

- Develop a dashboard to monitor change and understand the health of the local economy
- Reach out to at least 15 businesses every month to gather feedback and understand challenges & opportunities
- Increase the number of small business workshop attendees by 15% based on 2021/22 figures

## Visit Isle of Man

The Visit Isle of Man Agency strives to operate efficiently to ensure the provision of a first class visitor offering through enhanced partnerships, innovative products and events, and dynamic marketing strategies, which together aim to boost the Island's proposition and image, while building on our UNESCO Biosphere status and driving sustainable tourism.

Visitor spending provides income for, and supports employment in, the Island's Accommodation, Retail, Hospitality, Attractions, Transport and Entertainment sectors, and considerable supply chain benefit from the on-spending of this money by these businesses and visitor sector workers.

In May 2022, Tynwald unanimously endorsed the Isle of Man Visitor Economy Strategy 2022 – 2032 which outlines the strategic plans for growing the Island's visitor economy, and provides a headline target to grow annual visitor numbers to 500,000 by 2032. The strategy comprises seven action programmes which are required to deliver, in partnership with other government departments and the private sector, the ambitious objectives.

### Vision

To establish and promote the Isle of Man as a quality, year round, visitor destination for our target audiences.

### Mission

To ensure the provision of a first class visitor offering to all our target markets by working with, and empowering, public and private partners to develop innovative product development and marketing strategies which enhance the Island's proposition and image, while building on our UNESCO Biosphere status and drive for sustainable tourism.

### High Level Objectives for 2023

- Attract 300,000 visitors to the Island
- Grow visitor economy jobs in the Isle of Man to 3,697 - a net increase of 150 new jobs filled
- Achieve an average visitor spend of £538 per person, resulting in a total visitor spend of £161.4m

### Visit Isle of Man Board



Ranald Caldwell



Deborah Heather



Angela Byrne



Brian Thomson



Brett Martin



Richard Fletcher



Gary Cobb



John Keggin



Connie Lovel



Leigh Morris



David Curtis-  
Brignell MBE



Tim Crookall MHK



Mark Lewin  
(non-voting  
member)



Laura Dalton  
(non-voting  
member)

### Last 12 months

- Launched a 10 year Visitor Economy Strategy.
- Began the process of extending the season with key partners to immediately address seasonality issues within the accommodation sector whilst the Accommodation Transformation Programme is developed which will create additional bed stock & properties to provide the required capacity year round.
- Created an online Travel Trade Hub to provide dedicated resources.
- Formed a Travel Trade Partnership and Distribution Forum to develop cross-government working and promote unified messaging and working practices in support of visitor growth.
- Continued the development of the Island's key products: with the creation of 8 Summits Routes and input into the ongoing maintenance and development of national trails to support the walking product. Expanded the Island's wellness and adventure offering with a mindful map for visitors and supported the growth of new adventure businesses.



### Future Focus Areas - 2023 KPIs

**Sustain and develop our existing visitor economy and support growth with a net increase of 150 new roles**

#### Air & sea access improvement

- Increase the number of passengers travelling by air by 10%
- Increase the number of passengers travelling on existing sea routes by 5%

#### Quality improvement

- Increase the number of highly satisfied visitors, monitored through a net promoter score, from 69 to 70
- Increase the number of visitor accommodation businesses with an accessibility rating from 10 to 25
- Encourage 30% of tourism businesses to engage with industry training and information events and sources
- Ensure 50% of the accommodation stock receive a quality grading and encourage accessibility ratings

#### Visitor Accommodation Transformation

- Increase the total quantity of new non-serviced accommodation bedstock (units) by 50 to reach 544
- Increase the total quantity of new serviced accommodation bedstock (bedrooms) by 50

#### Visitor product development

- Increase the number of cruise passengers and crew visiting the Island to 16,950
- Increase cruise passenger spend by 100% to £1.5m
- Finalise a season extension plan for Q4 2023 and Q1 2024 - delivering an additional 5,800 visitors in Q4 2023
- Ensure 50% of attractions offer online booking services
- Delivery of Product Development Plans for the three key products (walking / cycling / active & adventure)

#### Events development

- Increase the number of event specific visitors (excluding TT & MGP) to the Island by 1,000 to 13,000
- To identify and acquire 5 new signature events for the 2024 events calendar
- Increase the number of events supported through the Tourism Events Development Scheme by 3 to 40
- Increase the number of visitors to the TT and MGP by 10% to 55,000

#### Market development

- Increase Travel Trade Partners (niche interest) across the UK and Ireland by 15 to 35
- Increase Travel Trade Partners (Groups) by 15 to 80
- Increase sign ups to the Travel Trade Hub by 130 to 200
- Grow total unique website users by 250,000 to 1.4m
- Ensure 50% of 'Travel Trade Ready' businesses are visible on B2B booking platforms

#### Talent development

- Increase the number of visitor economy jobs by 'net' 150 to reach 3,697
- Provision of a Tourism and Hospitality Programme at UCM

## Locate Isle of Man

### Vision

The Isle of Man is acknowledged globally for its innovative, diverse and sustainable environment. Attracting individuals, families and business as a vibrant, safe and secure place to live, work and invest.

### Mission

To promote the Islands strengths and differentiators to a demographically targeted, global audience, identified by need. Demonstrate our capacity to support residents and businesses to meet their potential as part of an inclusive and welcoming community. Showcase the diversity and breath of employment opportunities for skilled workers a financially rewarding and sustainable environment for those seeking to invest and supporting people through their relocation journey and enabling integration into Island life.

### High Level Objectives for 2023

To support the direct attraction and relocation of a minimum of 300 economically active people

- Skills shortages are reduced – As part of a revised Workforce and Skills strategy, attract a highly skilled, highly productive workforce.
- Economically active population is increased – Bringing economic prosperity and a larger more diverse, younger population.
- Inward investment is facilitated – Attracting investors and entrepreneurs, building a more diverse economy with growth.

To achieve these objectives, Locate will deliver strategies which will focus on three key pillars highlighted within the Workforce & Skills strategy:

- **Attraction, promotion and perception**

Identifying differentiators, raising awareness, amplifying key messages and extending reach to key audiences

- **Enabling relocation**

Identifying and working to reduce the barriers, facilitating relocation, providing signposting, guidance and concierge.

- **Integration and retention**

Actively encouraging and facilitation community integration, increasing retention of existing and new residents.

## Key Team Members



**Alison Teare**



**Ann Corlett MHK**

### Last 12 Months

- Over 10,000 interested leads registered on the Locate Talent Portal; with 65% opting to receive monthly emails from Locate.
- The 2022 Secondary Teacher campaign resulted in 64 vacancies filled before the start of the September term. The success was achieved by a new collaborative marketing and recruitment partnership between OHR Talent Acquisition and Locate Isle of Man working closely with DESC.
- Approved 57 Business Migrant applications with an estimated economic benefit of £2.7m.
- A joint campaign with Manx Care and OHR attracted over 300 Health Care leads to the Talent Portal of which 174 were passed on to Manx Care.
- In May 2022 the Talent Portal opened to companies, to date 241 businesses are registered.
- During a ten-week campaign, over 4,000 interested (skilled worker) leads were generated including; 572 tech, 1,700 accountancy, 653 compliance and 277 hospitality individuals.
- The Graduate Fair 2022 welcomed over 65 companies and 250 attendees.
- Launched a series of successful relocation events, of which 138 people attended 5 events.
- Dedicated relationship management, concierge and marketing programme to promote the Isle of Man to High Net Worth Individuals, with thirteen leads in progress as a result.

### Future Focus Areas

#### To support the direct attraction and relocation of a minimum of 300 economically active people

- Support the revised Workforce and Skills Strategy with a Locate Isle of Man plan aligned to the Island Plan and Economic Strategy.
- Develop new data analysis and reporting to better understand sector skills need and launch a Locate dashboard.
- Work with the Executive Agencies to support the relocation and inward migration of workers required to fill the 600 new roles.
- Continue to support the increase of the economically active population in line with the indicators detailed in the Island Plan.
- Raise awareness and improve perception of the Isle of Man through targeted marketing campaigns, and through supporting public and private sector skills needs, new migrant applications and High Net Worth activity.
- Deliver the revised plan for the Graduates Ecosystem – focusing on attracting new and returning, and retaining existing, graduates and young professionals.

# Enterprise Support

Enterprise Support provides funding and advice to new and established businesses of all sizes to promote sustainable economic growth. The Enterprise Support Division administer a number of financial assistance schemes including, over the last 18 months, several COVID-19 support schemes; however the two significant schemes in terms of helping businesses to start up and to expand are the Micro Business Grant Scheme (MBGS) and Financial Assistance Scheme (FAS).

## Key Team Members



**Nicola Evans**

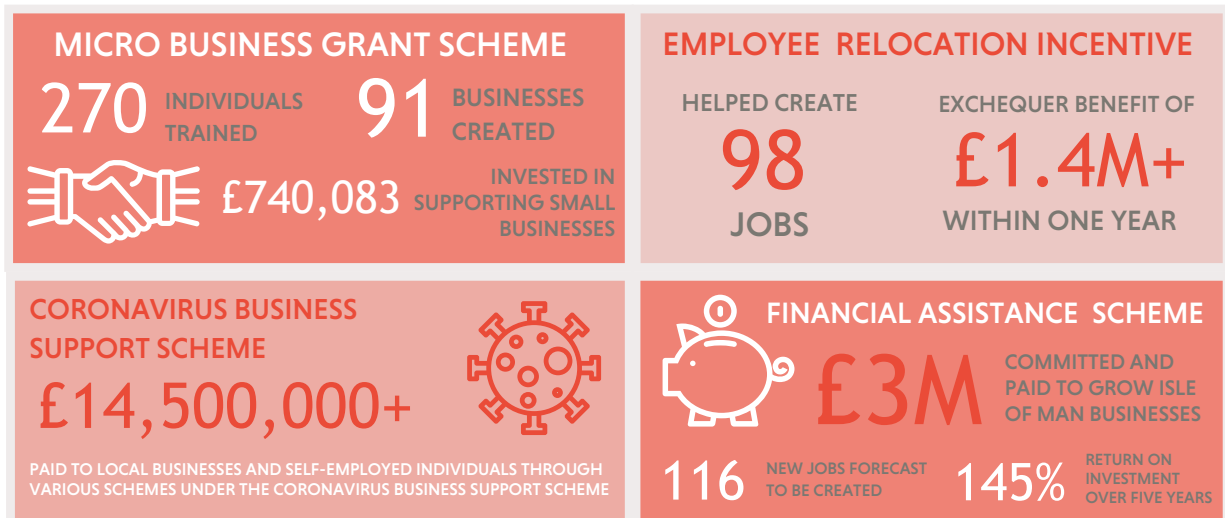


**Tim Johnston MHK**

### Last 12 Months

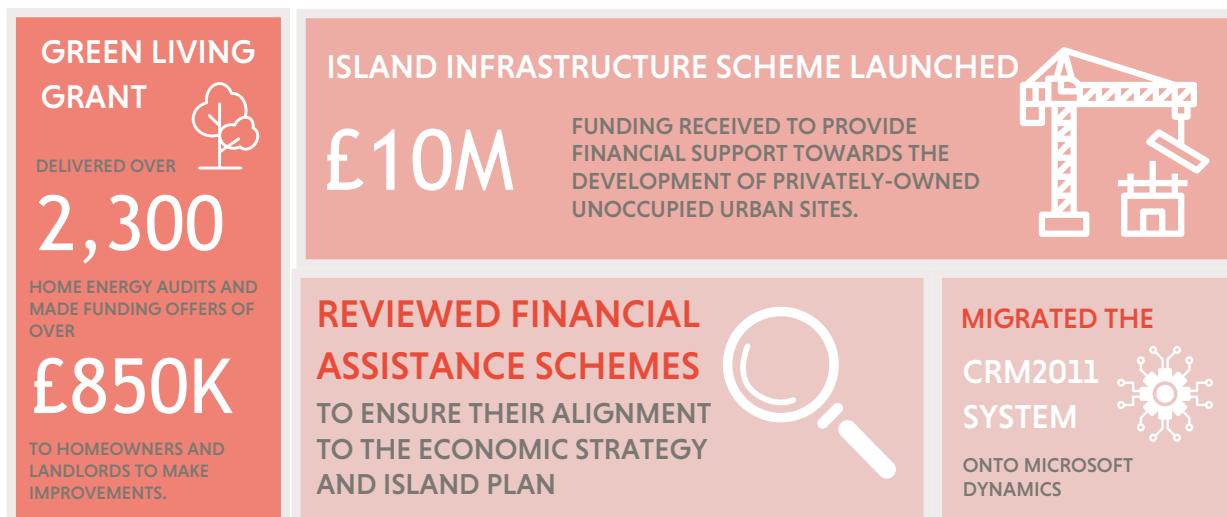
#### Published the Enterprise Act 2008 Annual Report for the Financial Year 2021/22:

- o Over £14.5m provided to businesses and self-employed individuals through various schemes under the Coronavirus Business Support Scheme.
- o The Micro Business Grant Scheme invested £740,083 supporting small businesses, trained 270 individuals and helped create and support 91 new businesses.
- o £3m committed to Isle of Man businesses through the Financial Assistance Scheme with 116 new jobs forecast to be created, resulting in a 145% return on investment over five years.
- o 98 jobs created through the Employee Relocation Incentive with an exchequer benefit of over £1.4m within one year.
- o 16 jobs supported through the Graduate Role Incentive, with an exchequer benefit of more than £82,000 within one year.



**In addition, throughout 2022, the Enterprise Support Division:**

- o Administered the Green Living Grant Scheme which has delivered over 2,300 Manx Home Energy Audits and made funding offers of over £850,000 to homeowners to make improvements to their properties.
- o Launched the Island Infrastructure Scheme, receiving funding of £10m to provide financial support towards the development of privately-owned unoccupied urban sites. The first round of applications will close on 1st April 2023.
- o Initiated and made good progress on a review into all of the core financial assistance schemes to ensure their alignment to the Economic Strategy and Island Plan, which included internal analysis, engagement with Executive Agencies and business consultation on each of the support measures in place.
- o Migrated the CRM2011 system onto Microsoft Dynamics. This will allow future development of the schemes including online integrated application forms and workflows.



**Future Focus Areas**

**Continue to support businesses starting and growing, including training and growth that ultimately will support over 300 new jobs**

- Continue to review collection and presentation of data allowing for more public transparency and demonstration of the value of the schemes.
- Complete the review of the core financial assistance schemes.
- Launch new and revised schemes which align to the Economic Strategy and Island Plan, with further revisions after the implementation of the Retail and Leisure Strategy and the Engineering & Manufacturing Review.
- Complete digitisation of the Financial Assistance Scheme and progress onto the other financial support scheme applications, aligned to the Department for Enterprise's refreshed website.



## Motorsports

The Motorsport team are focused on ensuring the long-term sustainability of the Isle of Man TT Races. The long term vision for the TT is to be 'a world class entertainment brand based around the world's most accessible and visceral motorsport event engaging a loyal and passionate international fan base'. The Isle of Man TT has not yet reached its full potential, but has reached a critical point in its product lifecycle. Whilst many opportunities lie ahead, promising greater reward, focus must rest equally on the numerous challenges that face the event, as behaviours, perceptions and expectations change faster than ever before.

In 2022, the Department implemented a long term strategy to maximise these opportunities and effectively navigate a path through the challenges. This strategy aims to deliver this outcome by growing the TT brand, building its audience, better managing the risks associated with the event and creating a healthier, more robust organisation to oversee the Island's most widely known asset. The strategy sets out 'to deliver a sustainable world-class TT that increases the economic benefit to the Isle of Man'.

The TT strategy set out a wide range of initiatives planned for execution over several years, with a raft of changes outlined in the TT strategy being brought into action already across all aspects of the TT. Some of the changes included; the introduction of a new Safety Management System to establish a continual process for improving safety across the entirety of the event, the delivery of the first ever live broadcast of via the TT's own digital platform TT+, improvements for visitors including the provision of free to access entertainment thanks to the new Fan Park and many more.

2023 will see continued focus on increasing the TT's digital audience and improving the global accessibility of the event as well as the delivery of further changes outlined in the TT strategy brought into play including the revised TT schedule and the delivery of an online retail store for merchandise.

The entire objective of all the changes currently being driven forward is to reduce a number of key areas of risk relating to the future sustainability of these events which are critical to the success of the Island's visitor economy.

### Vision

To be a world-class entertainment brand based around the world's most accessible and visceral motorsport event engaging a loyal and passionate international fan base.

### Key Team Members



**Paul Phillips**



**Tim Crookall MHK**



### Last 12 Months

- Delivered the return of the Isle of Man TT Races following the COVID-19 pandemic.
- Audience growth of over 80% for the year, including the delivery of a new streaming service (TT+), live coverage of the event and a documentary film.
- Delivered a new look Manx Grand Prix in collaboration with Manx Motor Cycle Club.

### Future Focus Areas

- Delivery of a new 10-race TT schedule, designed to ensure the best sporting narrative, engagement and entertainment, and to best compliment travel and accommodation capacity and provision.
- Reform of the TT race organisation (and other supported events) to ensure greater resilience, professionalism and sustainability.
- Continued delivery of the Global Digital First Broadcast Strategy, driving further sharp audience growth, including the delivery of the TT's first commissioned documentary series 'No Room For Error'.
- Delivery of the TT Sales Strategy, including the refinement of our sponsorship and licensing portfolio, seeking partners that align with our values and who can help us to achieve our vision through an activation first approach.
- Deliver key commercial tenders including travel and merchandise with all elements combined designed to drive £16m worth of additional income between now and 2028.
- Working with the race organiser to establish and maintain a clearly articulated safety management system for both on and off-track activities, ensuring that we continually strive for the highest standards of safety risk management.
- Delivery of the centenary Manx Grand Prix in collaboration with Manx Motor Cycle Club, including a range of special celebratory events.

## ISLE OF MAN TT RACES

GLOBAL DIGITAL-FIRST BROADCAST STRATEGY

GROWTH & SUSTAINABILITY THROUGH SPORT AND ENTERTAINMENT



# Policy and Strategy

The Policy and Strategy Directorate covers a wide variety of functions, including Locate Isle of Man, which supports the Department’s mission of creating an environment, through innovation and collaboration, where the economy is able to thrive. The Policy and Strategy Division's key contribution is to improve skills and the attractiveness of the Island as a place to live, work and invest.

## Key Team Members



**Jess Kelly**



**Andy Stewart**



**Steven Tallach**

## Last 12 Months

- Finalised the long term Economic Strategy with Treasury and supported delivery of the final plan and combined Island Plan/Economic Strategy.
- Worked with DoI to secure strategic air services to London and continued to support the development of future policy.
- Coordinated and delivered the inaugural Government Conference on behalf of Cabinet Office.
- Undertook extensive consultations on proposals to modernise certain elements of employment legislation including family rights, whistleblowing and zero hours contracts.
- Brought forward increases to the minimum wage rates and signalled the direction for a smooth transition from a minimum wage to a living wage by April 2025.
- Provided strategic support to the Manx Development Corporation who secured planning permission for the redevelopment of the former Nurses Home, brought forward a detailed large-scale Westmoreland Road Masterplan and continued to undertake feasibility assessments on a number of other Brownfield sites.
- Delivered a Childcare Strategy which was approved by Tynwald in conjunction with DESC.



## Future Focus Areas

- Complete and publish proposed approach to Workforce and Skills challenges in conjunction with DESC.
- Complete consultation on further reforms for Work Permits and bring forward final proposals.
- Continue to support the Manx Development Corporation in progressing the construction phase of the former Nurses Home development, completing the planning process for Westmoreland Road and bringing forward another landmark brownfield site development proposal.
- Bring forward an Employment (Amendment) Bill which seeks to modernise employment legislation in respect of family rights following the consultations completed in 2022.
- Complete a review of previous work undertaken in respect of the Island's Entrepreneurial Ecosystem to better understand the proposition and outline a clear action plan to address required improvements.

# Registries

The Department is also responsible for supporting two distinct registry functions, which are also Safety Regulators. Both are highly regarded in their own right and are not only crucial to supporting day-to-day life in the Island, but also underpin a wide range of sectors of the economy:

- Isle of Man Civil Aviation Administration and Aircraft Registry
- Isle of Man Ship Registry

The Department is also the stationed employer of the Registrar General, who is responsible for the management of the Central Registry. The Registrar General holds statutory obligations under several Acts of Tynwald including those relating to Civil, Companies, Deeds & Probate, and Land registration as well as the Public Record Office, the National Archive of the Isle of Man Government and other public bodies such as Tynwald, the courts and local authorities.

The Registries are responsible for the generation of around £26m income, across the various revenue streams. This essential income is reinvested into the Department to create an environment, through innovation and collaboration, where the economy thrives.

Together they all aim to improve the ease of doing business in the Isle of Man and continue the drive to transform Government services through the use of digital technology, automation and online services, as well as to make access to services more focused around the needs of customers. As well as the usual day-to-day activity the Registries are also responsible for rationalising regulation and ensuring it better supports the Island's economy, environment and community.



Isle of Man  
Ship Registry

**M** Isle of Man  
AIRCRAFT REGISTRY

CENTRAL REGISTRY  
ISLE OF MAN 



# Isle of Man Ship Registry

The Isle of Man Ship Registry continues to effectively regulate a diverse fleet of Isle of Man registered vessels operating worldwide.

The Ship Registry is currently the 18th largest by tonnage in the world (Clarksons), and is firmly positioned on the global "white lists" for Port State Control (Quality Flags) and on the United States Coast Guard QualShip 21 programme for high performing flag states.

A Country Strategy is in place, which includes increasing the IOMSR's global network to meet current and future client demand. The Ship Registry continues to innovate in terms of online services and customer responsiveness.

**Vision**

To be an internationally respected quality flag of choice.

**Mission**

To provide a ship registry which adds real value to our clients in a rapidly changing global maritime environment.

## Key Team Members



**Cameron Mitchell**



**Toby Brooks**



Total register as at 16th March 2023

### Last 12 Months

- Introduced a new General Inspection regime for merchant ships which comprises four 'mini' annual remote inspections with a full 'boots on deck' inspection in the 5th year.
- Successfully hosted the Red Ensign Group annual conference and received overwhelmingly positive feedback from delegates.
- Gained membership of a number of industry bodies considered most relevant to our business including Asian Shipowners Association and Intercargo.
- Re-started business development activities after COVID-19 restrictions – including Posedonia (Greece), Monaco Yacht Show and Fort Lauderdale (USA) Yacht Show.
- Completed updates to Regulations covering the carriage of Dangerous Goods and completed amendments to Minimum Safe Manning Regulations following III Code Audit.
- Retained USCG Qualship 21 and Tokyo and Paris MoU White List rankings but also undertook 'pre-PSC' campaign to assist our fleet to successfully complete PSC inspections.
- Finalist at Mersey Maritime Awards in the 'Environmental, Social & Governance' Category.
- Began roll out of Power BI for enhanced analysis of our survey data.
- Continued to develop and market our 'Green Fees' incentives to IOM Ship Registry Fees Regs.
- Engaged in numerous industry working groups and partnerships as an integral part in regulatory discussion and planning on 'Green Tech' innovations.
- Continued developments with IOMSR's (MAVIS) operating platform to offer client focused cloud based On-line services and On-line registration of Ships and Yachts.
- Continued developments in IOMSRs Crew Welfare App – Crew Matters.
- IOMSR act as Global Ambassador for Eyesea and Seatrade Maritime Club.
- Global launch and marketing activities for PYCR (Pleasure Yacht Charter Ready) yacht survey scheme.

### Future Focus Areas

- Continue to recruit additional Business development Managers for the Country Strategy to increase IOMSR network globally to support existing and new client base
- Expand IOMSR awareness within relatively unexplored maritime business hubs – USA, Norway, Middle East and Taiwan. Concentrate efforts on generating new client base in these regions.
- Increase tonnage registered on the flag as head winds begin to subside.
- Encourage and support owners along the de-carbonisation pathway and investment in green tech innovation by collaborating in industry project approvals and offering regulatory consultancy services.
- Continue to look for opportunities to add new Classification Societies as Recognised Organisations
- CCS approval as RO will open dialogue and opportunities with Chinese Shipyards looking for CCS class / IOM flag new ship building collaboration. Shipyard visits priority in China and Korea. KR class also interested in KR / IOM collaboration with shipyards in Korea.
- Ballast Water Management Convention to be extended to the Isle of Man within 12 months of UK ratification (Summer 2022) – it will regulate discharge of Ballast Water in Isle of Man waters and from Manx ships in foreign waters.
- Develop and implement a 5-year strategy for the Ship Registry.
- UK 'Mock' III Code Audit to take place in the Summer/Autumn of 2023 – auditors from the UK MCA and other members of the Red Ensign Group will visit for approximately one week to assess compliance with III Code and other instruments.



# Isle of Man Civil Aviation and Aircraft Registry

The Isle of Man Civil Aviation Administration and Aircraft Registry deliver aviation safety & security regulatory oversight of aviation on the Island and aircraft on the Isle of Man register.

The Director of Civil Aviation's vision is for the Island to become an Aviation Centre of Excellence.

The Isle of Man Civil Aviation Administration regulates the Island's airspace, airport, air traffic service provision and aviation security plus administers and oversees the daily operations of the Aircraft Registry.

The team fastidiously uphold appropriately robust regulatory standards that are necessary for operational safety and the maintenance of good reputation on the international stage.

The Aircraft Registry is recognised internationally for its award winning customer service whilst upholding appropriately high standards of operational safety founded on high regulatory standards. The Divisional public facing motto is: 'Safety with Service'.

## Key Team Members



**Simon Williams**



**Colin Gill**



Total register as at 28th March 2023



### Last 12 Months

- Programme of aviation secondary legislation continued with the completion of:
  - Civil Aviation (Aerodromes) Order 2022;
  - Civil Aviation (Aircraft Registration and Marking) Order 2022;
  - Civil Aviation (Miscellaneous Amendments) Order 2022.
- Introduction of wide ranging suite of new and improved regulatory and customer services for aircraft registered in the Isle of Man.
- Provision of enhanced legislation relating to the ownership of aircraft registered in the Isle of Man and the allowable provision of remuneration for the purpose of a flight.
- Introduction of regulatory approvals to permit "aerial work" operations by aircrafts registered in the IOM such as specialised operations and could also include; aerial mapping, surveying, filming or imagery, observation, surveillance, patrol, inspection.
- Transition of Isle of Man Airport from an aerodrome licensing regime to an aerodrome certification regime in accordance with contemporary best practice.
- Introduction of multi-factor authentication in Aircraft Registry Digital Information System (ARDIS) to further enhance cyber security.
- Introduction of digitally verified signatures for all IOMAR issued certificates.
- Ongoing digital system enhancements relating to ARDIS Audit Findings.
- Ongoing digital system enhancements to the provision of special operating approvals via ARDIS designed to improve efficiency and customer service proposition.

### Future Focus Areas

#### Aviation secondary legislation

- The following aviation secondary legislation is currently in development and is expected to come into effect during 2023:
  - Civil Aviation (Carbon Offsetting and Reduction Scheme for International Aviation) Order;
  - Civil Aviation (Security) Order.
- Initial policy work to develop new legislation on the following subject areas will commence in 2023 with the Orders expected to take effect between 2024-25:
  - Aircraft Environmental Standards;
  - Airworthiness;
  - Flight Operations;
  - Air Traffic Management.

#### Aviation Safety:

- IOM CAA will continue work to further evolve the State Safety Programme processes, with focus on developing a National Aviation Safety Plan which sets safety goals and targets;
- Regulatory audit and oversight of Isle of Man Airport in 2023 will continue to take place in accordance with a programme agreed using a performance based methodology;
- Preparations will continue for the aviation safety regulatory processes of the IOM CAA and IOMAR to be independently audited during 2024 in accordance with our obligations as a result of the UK signatory of international aviation conventions;
- Introduction of a suite of new services such as aircraft fleet approvals which make the jurisdiction increasingly appealing for aircraft registration and operational purposes by further enhancing efficiency and customer service proposition.

#### Registry Services:

Aircraft Registry Digital Transformation System Key deliverables:

- Further extension of online application based services to customers:
  - Validation of licences;
  - Requesting surveys.

# Isle of Man Central Registry

The Isle of Man Central Registry incorporates a number of registries and registers whose functions underpin economic activity in the Island, and the transparency of Isle of Man Government activity. It has significant statutory obligations under several acts of Tynwald and associated secondary legislation to establish and maintain a range of registers.

## The Civil Registry

Maintains registers of births, deaths, marriages, civil partnerships, adoptions and gender recognition.

## The Companies Registry

Maintains registers and records of all companies and other business types incorporated or registered in the Isle of Man, and provides a facility for the public to view documents which have been filed.

## The Deeds Registry

Creates and maintains indices of deeds recorded or enrolled in accordance with the Registration of Deeds Act 1961.

## The Land Registry

Creates and maintains a map-based Title Register which gives details of interests in land in the Isle of Man.

## The Isle of Man Public Record Office

Preserves the national archive collections from Isle of Man public bodies, under the Public Records Act 1999 and the Public Records Order 2015.

**3,000**

individual life events registered

**2,223**

businesses and companies registered

**4,000**

individual properties transaction registered

**7,600**

items accessioned into the National Archive

## Key Team Members



**Ed Clague**



**Angela Skitt**



**Nigel Lewney**



**Nick Cowell**



**James Lowery**

### Last 12 Months

- Carried out a diverse range of functions under more than 40 Acts of Tynwald, include: the registration of more than 3,000 life events, incorporation of more than 2,000 companies, processing of more than 100,000 company events, registering more than 4,000 properties transactions and accessioning more than 7,600 items into the National Archive - the equivalent of 453 bankers boxes.
- Focused on improving data quality and timeliness including upgrade of Beneficial Ownership database and closer working with external bodies such as the FSA and Treasury to improve quality and challenge companies in long-term default with statutory obligations.
- Improved processing time across all areas.
- Increased transparency of Land and Deeds data via the new Land Registry dashboard, and made a further 22,000 Deeds available online.
- Continued to review and modernise our IT infrastructure; including the selection and implementation of a Digital Archive and storage solution, and updates to the Land and Deeds registries systems.
- The PRO has played a lead role in the collation of records for Independent Covid Review.
- New fees and duties order for land and deeds registrations, effective from 1st May.

### Future Focus Areas

- Increase transparency of information by implementation a public access portal to the digital archive and making more companies data available online.
- Develop a long term IT strategy for the modernisation of Central Registry's services including civil, companies, land and deeds registration; and by working cooperatively with GTS and other partners explore the potential of electronic signatures and paperless office solutions.
- Update legislation by preparing drafting instructions for the modernisation of civil registration legislation and work with partners to implement new legislation relating to same-sex parents, adoption contact registers, and measures to prevent sham-marriages.
- We will review the Public Record Act 1999 and Legal Practitioners Registration Act 1986 to ensure they are compatible with GDPR and Freedom of Information Legislation.
- Maintain finance by reviewing fees charged for civil and companies registrations and services provided by the Public Record Office.
- Work with Manx National Heritage to identify a solution for a modern and long term National Archive site.
- Continue to implement recommendation from the Standing Committee on Adverse Possession.
- Work with OHR to review and identify improvement to the working structure of the Central Registry.

# Our commitment to the Climate Change Action Plan

The proposals set out in the Isle of Man Climate Change Plan 2022-2027 represent the first steps of measures that will grow and develop, ensuring our emissions reductions are on track for net zero by 2050. As a Government we will lead by example, investing wisely in the infrastructure and initiatives needed to achieve net zero.

Alongside key actions, the Climate Change Plan assigns target emission reductions across six emission areas, along with an increase in removals from net land use. The way these reductions are delivered will be determined by strategies, which will be developed and delivered by the relevant government departments, in conjunction with key stakeholders.

Throughout 2023, the Department for Enterprise will be supporting the commitment in the following ways:

## Finance Isle of Man

- Contribute to the development of a leading regulatory framework for Sustainable Finance - actively promoting opportunities in the sector.
- Support new and existing business to embrace new innovative and creative financial products to support sustainability and economic growth.
- Increase accessibility to green capital.
- Strengthen the economy and make the Island more sustainable through effective and forward thinking policy and regulation.

## Digital Isle of Man

- Support industry to show how digital technologies can increase productivity and improve sustainability.
- Drive a culture of smart Government to show businesses and citizens the tangible benefits of real time open data, leading to smarter decisions - aiming to identify and engage Smart Island champions across all eight Government departments in 2023.
- Fund and deliver 12 proof of concept trials through the year within Government departments or in the third sector, and publicise the benefits that are realised.

## Visit Isle of Man

- Promoting ferry travel as an environmentally sustainable option for travelling to the Isle of Man, increasing passengers by sea routes by 5%.

<p><b>Business Isle of Man</b></p>	<ul style="list-style-type: none"> <li>• Develop a proposition for a 'Cleantech Challenge Concept' which will be open by the end of Q4 2023.</li> <li>• Attract at least 1 new Cleantech business to the Isle of Man at stage 1 (Initial engagement).</li> <li>• Acquire agreement towards development of a renewable technology training centre, that could also be part of the Island Campus proposition, with planned delivery of renewables courses at UCM by Sept 2025.</li> <li>• Support Manx Development Corporation (MDC) and private sector with the development of two brownfield sites.</li> <li>• Encourage residents to support the local economy - develop a strategy that supports modernisation and breaks down barriers to businesses in the Island's retail, hospitality and leisure sectors, and implement the Town Centre First Model to help develop an attractive and vibrant local economy by supporting enabling infrastructure and regeneration.</li> </ul>
<p><b>Enterprise Support</b></p>	<ul style="list-style-type: none"> <li>• Green living Grant Scheme - assisting Island residents with the reduction of carbon emissions and household energy bills, and provides a financial contribution of up to a maximum of £5,725 per property, to help make residential properties more energy efficient.</li> <li>• Island Infrastructure Scheme - providing financial assistance to property developers who plan to develop on designated brownfield sites.</li> <li>• Business Energy Saving Scheme- offering 100% interest-free unsecured loan to all types of businesses seeking to make their operations more energy efficient and lower their energy costs.</li> <li>• Business Improvement Scheme - funding for businesses to complete improvement projects encompassing energy audits and environmental efficiency.</li> <li>• Complete digitisation of the Financial Assistance Scheme and progress onto the other financial support scheme applications.</li> </ul>
<p><b>Motorsport</b></p>	<ul style="list-style-type: none"> <li>• Undertaking an independent report to calculate the total carbon footprint of the TT Races that will help us to create an action plan to reduce the emissions of the event where possible.</li> <li>• Working with the Climate Change team to identify schemes on island for investment as part of their carbon offsetting.</li> </ul>
<p><b>Aircraft Registry</b></p>	<ul style="list-style-type: none"> <li>• Further extension of online application based services to customers, including the requesting of surveys and validation of licences.</li> </ul>
<p><b>Central Registry</b></p>	<ul style="list-style-type: none"> <li>• Develop a long term IT strategy for the modernisation of Central Registry's services including civil, companies, land and deeds registration; and by working cooperatively with GTS and other partners explore the potential of electronic signatures and paperless office solutions.</li> </ul>
<p><b>Ship Registry</b></p>	<ul style="list-style-type: none"> <li>• Encourage and support owners along the de-carbonisation pathway and investment in green tech innovation by collaborating in industry project approvals and offering regulatory consultancy services.</li> </ul>

# Financial Summary

## Financial overview for 2023 /2024

The Department for Enterprise operates largely on a revenue neutral basis for its staff, services and basic functions. Broadly speaking the Department aims to collect around £27m of revenue during the next financial year and re-invest this back into the economy through the work across the Department including the Executive Agencies and Motorsport.

**£27,109,000**

**Gross Expenditure**

**Registries**

**Motorsport**

**Agencies**

**Strategy  
& Policy**

**£27,144,000**

**Gross Income**

**Central Registry**

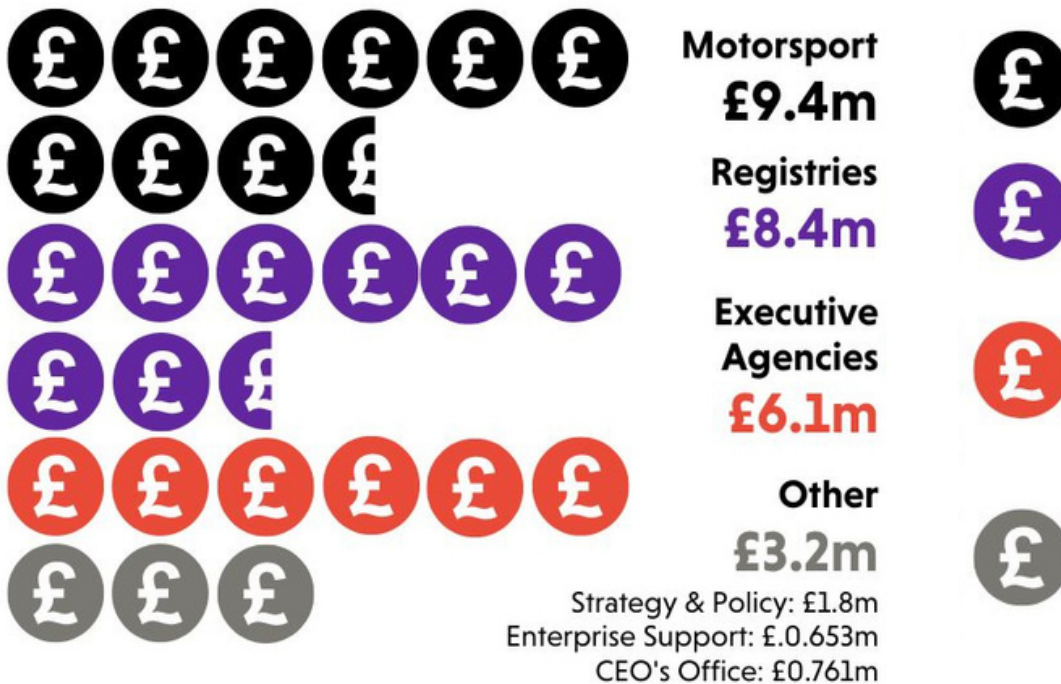
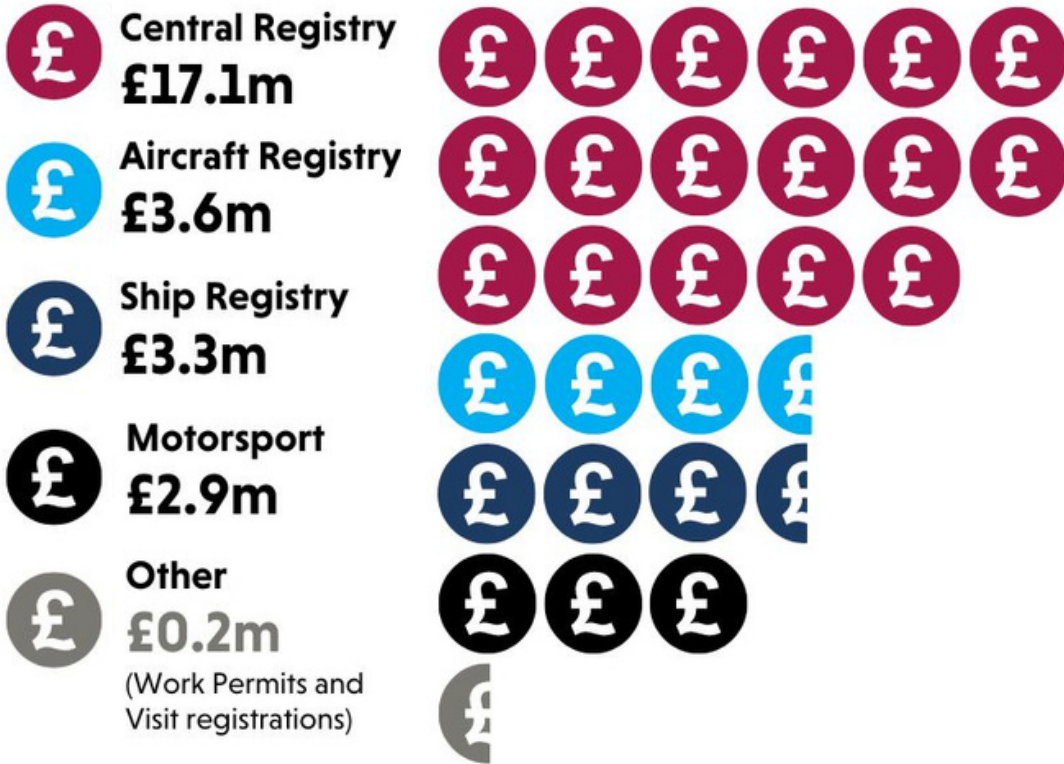
**Aircraft  
Registry**

**Ship  
Registry**

**£35,000**

**Net Income**

Gross Income: £27,144,000



Gross Expenditure: £27,109,000

# Final Comments



We are in full support of the Department's second year delivery plan as part of the Island Plan commitments. In December 2022, the Island Plan was updated with key elements of the Economic Strategy, ensuring the two are intertwined as we move forward with a number of important initiatives over the next few years. We are proud to be continuing to play our part in its delivery with this updated plan outlining how each of the agencies and functions will contribute, presenting our goals and objectives in a clear and measurable way throughout 2023.

The Island's economy has grown well over the past decade, a leader among the Crown Dependencies. Two sectors in particular – eGaming and Insurance – have experienced very strong growth and have been the powerhouses behind the Island's GDP growth.

However, at the same time as we continue to deliver against the strategic programmes within the Island Plan, we will likely face significant challenges. Real incomes are under strain, with wages not keeping pace with the cost of living, even before the most recent inflationary period. Consistent excess levels of vacancies, through either skills or resource gaps, are also inhibiting future economic growth. We believe the structure and people in place at the Department for Enterprise are well positioned to engage with these challenges head on and to bring positive solutions that contribute towards building a secure, vibrant and sustainable future for our Island.

Climate change will continue to be at the forefront of our minds and the need to weave sustainable practices throughout our activities will continue to be of the utmost importance as we progress the delivery of this plan.

Highlighted in the 2023 / 24 budget, the Department operates on a cost neutral basis to achieve some notable achievements, with significant economic benefit, in line with Our Island Plan and the Economic Strategy. These include directly supporting the retention of over 37,500 private sector jobs as well as the growth in a minimum of 600 new jobs created and filled through a combination of:

- **300 new roles across the digital sectors**
- **100 new roles across the financial services sectors**
- **150 new roles across the visitor economy**
- **50 new roles across our export and local economy sectors**
- **Assisted by 300 - 400 active relocations supported by locate and 300 - 400 new roles supported by Enterprise Support**

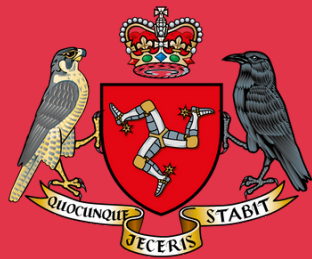
We are looking forward to developing the initiatives outlined in this plan as the year progresses. As always, we will continue to work closely and collaboratively with the local business community and other key stakeholders to support our economy and the delivery of this plan.

**Tim Johnston MHK**

**Ann Corlett MHK**

**Peter Greenhill MLC**

**Tim Crookall MHK**



# Isle of Man Government

*Reiltys Ellan Vannin*

**Please consider the environment before printing**

# Environmental Sustainability Policy (ESP-01)

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## 1. INTRODUCTION

- 1.1 Recognising the imperative of addressing environmental challenges, the Isle of Man Department for Enterprise, including the Central Registry (hereinafter referred to as "the Department") is committed to driving sustainable practices and integrating them into our core activities, policies and decision-making processes.
- 1.2 This policy outlines the commitment of the Department in regards to environmental stewardship and sustainable development. It is rooted in the principles set out in the Climate Change Act 2021, the associated Regulations, and the vision established in "Our Island Plan" (GD 2022/004.).

## 2. PURPOSE

- 2.1. The purpose of this policy is to:
  - 2.1.1. Ensure that the meets and, where feasible, exceeds the requirements of the Climate Change Act 2021;
  - 2.1.2. Guide the Department's divisions and Agencies in integrating sustainable practices into their respective operations; and
  - 2.1.3. Strengthen the resilience of our local economy and community against environmental challenges.

## 3. SCOPE

- 3.1 This policy applies to all operations, projects, and activities undertaken by the Department its Divisions, Agencies and the Central Registries.

## 4. OUR COMMITMENT

- 4.1. The Department supports the Isle of Man Government's vision;
- 4.2. At the Department, we understand that by undertaking our statutory responsibilities, natural resources, energy and a wide variety of supplies and services will be consumed;
- 4.3. The Department is committed to minimising any damaging environmental impacts which may arise from the conduct of our activity.
- 4.4. The Department is dedicated to:
  - 4.4.1. Enhancing environmental and ecological protection;
  - 4.4.2. Championing sustainable development that meets the needs of the present without compromising the ability of future generations; and
  - 4.4.3. Reducing, wherever possible, carbon emissions in line with the Climate Change Act 2021.

## 5. PRINCIPLES

- 5.1. The Department pledges to:
  - 5.1.1. **Economic Stability:** Balance economic growth with environmental responsibilities, ensuring both thrive in harmony;

- 5.1.2. **Efficiency:** Prioritise the efficient use of resources, reducing waste, and promoting recycling wherever possible;
- 5.1.3. **Innovation:** Encourage and adopt innovative solutions and practices that lead to sustainability;
- 5.1.4. **Collaboration:** Work collaboratively with the divisions and agencies under the Department, as well as external stakeholders, in achieving our environmental and sustainability goals;
- 5.1.5. **Accountability:** Monitor, review, and report on our environmental and sustainability progress, ensuring transparency and accountability in all activities.

## 6. AREAS OF FOCUS

- 6.1. Based on the diverse work of its Divisions, Agencies and the broader public sector duties:
  - 6.1.1. **Business Development:** Promote green technologies and environmentally friendly business practices, encouraging businesses to adopt and integrate them;
  - 6.1.2. **Tourism:** Advocate for sustainable tourism practices that preserve the island's natural beauty, heritage, and resources;
  - 6.1.3. **Digital:** Support the development of digital solutions that facilitate environmental protection and sustainability;
  - 6.1.4. **Finance:** Encourage investment in sustainable industries and sectors, and consider the environmental impacts in all financial decision-making processes;
  - 6.1.5. **Work & Skills:** Promote education and training in green jobs and industries, emphasizing the importance of environmental consciousness in all sectors.

## 7. IMPLEMENTATION

- 7.1. **Action Plan:** The Department will devise a detailed action plan that outlines the specific steps, responsibilities, timelines, and key performance indicators;
- 7.2. **Stakeholder Engagement:** Collaborate with stakeholders from all sectors of the economy and society to harness collective intelligence and action for environmental sustainability;
- 7.3. **Continuous Review:** Periodically review and adjust the policy based on feedback, new developments, and lessons learned to ensure it remains effective and relevant.

## 8. MONITORING AND REPORTING

- 8.1. Establish an internal team responsible for monitoring progress against the policy.
- 8.2. Produce an annual sustainability report detailing the Department's progress towards the targets set under the Climate Change Act 2021 and the aspirations of "Our Island Plan" GD 2022/004.

## 9. CONCLUSION

- 9.1. The Department for Enterprise is committed to playing its part in making the Isle of Man a beacon of sustainability and environmental protection;
- 9.2. We recognise that a healthy environment is the foundation of a strong and resilient economy;
- 9.3. By implementing this Environmental and Sustainability Policy, we aim to demonstrate our commitment to a greener, more sustainable future for the Isle of Man

## 10. VERSION CONTROL

- 10.1. This policy will be initially reviewed after 12 months and subsequently reviewed biennially to ensure its continued relevance and effectiveness.
- 10.2. Adjustments will be made in response to new scientific insights, technological advancements, or regulatory changes.

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Change/Notes</b>
<b>0.01</b>	24/08/2022	D Morter	Draft for discussion
<b>0.02</b>	01/09/2022	D Morter	Draft for discussion
<b>0.03</b>	09/11/2022	D Morter	Approved version of document
<b>0.04</b>	11/09/2023	D Morter	Revision for Discussion.
<b>0.05</b>	27/09/2023	D Morter	Approved by Department for circulation.

# Our Island, Our Future

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Isle of Man  
Visitor Economy  
Strategy 2022-2032

VISIT  
ISLE OF MAN





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# Minister's Foreword

Hon Alexander Allinson MHK  
Minister for Enterprise



The Isle of Man is home to an extraordinary offering for visitors, from our rich heritage and distinct cultural identity, to our ever-changing landscapes. All of which contribute to our UNESCO Biosphere Reserve status – the only entire nation in the world to be awarded this special accolade.

Isle of Man Government's *Our Island Plan* and the emerging 5-10 year economic strategy for the Island both clearly recognise the role that Visitor Economy growth has to play in achieving the vision of a secure, vibrant and sustainable future for the Isle of Man.

*Our Island, Our Future* outlines the strategic plan for growing the Island's Visitor Economy over the next 10 years through to 2032. It has been developed by the Visit Agency ('Visit Isle of Man') in partnership with the Island's Visitor Economy sector and partner government departments, agencies and organisations. It is through improving the quality of the destination that the quality of life for our residents will improve too, and it is this association that makes the Isle of Man the natural choice to live, work and visit.

The strategy is the culmination of a comprehensive programme of market research and consultancy studies, which have consistently shown great potential for growth in the Island's Visitor Economy. It outlines a clear way forward for fully capitalising on all of these opportunities, and provides the context and mandate for the work of Visit Isle of Man and the starting point for business cases for Government

policy and investment support. It is designed to complement and inform the strategies, policies and ambitions of all partner government departments, agencies and bodies, and support the future prosperity of the Island's existing and new Visitor Economy businesses.

*Our Island, Our Future* sets out an ambitious but achievable vision and targets for growth, and is firmly focused on the development of a more compelling and competitive visitor offer that will raise awareness of the Isle of Man as a visitor destination. In turn, this will attract new visitor markets, boost the performance of Visitor Economy businesses, and create rewarding career opportunities to retain and attract talent in our tourism industry. All whilst contributing positively to reducing the impacts of climate change.

Alongside the evidence that market research and consultancy studies have shown, I firmly believe that the Isle of Man has the potential to grow strongly through to 2032. Combined with a strong set of unique selling points, we have a loyal existing customer base that can be encouraged to visit more frequently and out of season, and a clear potential to grow demand from the pre-family and family holiday and short break markets. The next ten years are going to prove vitally important for Visit Isle of Man as we implement the core principles and action programmes required to grow our annual visitor numbers to 500,000 by 2032.



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# Our Importance

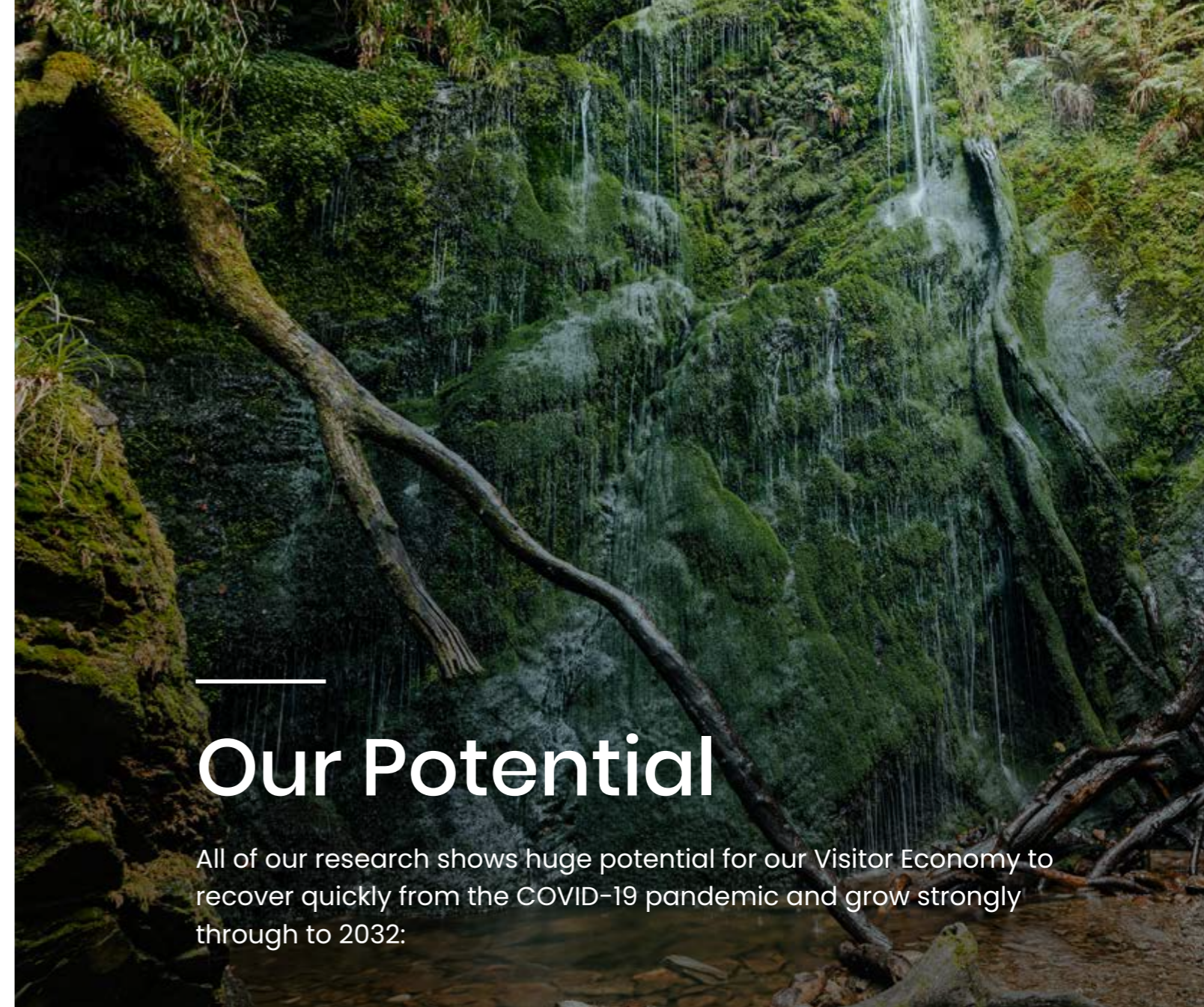
The Isle of Man's Visitor Economy plays a fundamental role in Island life. In 2019, we welcomed almost 330,000 visitors who spent around £142m during their stay and journey to and from the Island. Visitor spending provides income for, and supports employment in, the Island's accommodation, retail, hospitality, attractions, transport and entertainment sectors, and considerable supply chain benefit from the on-spending of this money by these businesses and visitor sector workers.



The Visitor Economy is vital to the Island in terms of:

- Maintaining and improving our air and sea links;
- Widening leisure opportunities for our resident population;
- Enhancing the Isle of Man as a place to invest, work, live and relocate to;
- Supporting the growth of other sectors of the economy;
- Generating Exchequer benefit for the Government.

Well managed, sustainable visitor discovery and enjoyment of the Island's seas, coastline and countryside can also make a positive contribution to the conservation goals of UNESCO Biosphere Isle of Man. Redesigning the Island's visitor industry to eliminate its carbon footprint has a key contribution to make to the Island's Climate Change Plan.



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# Our Potential

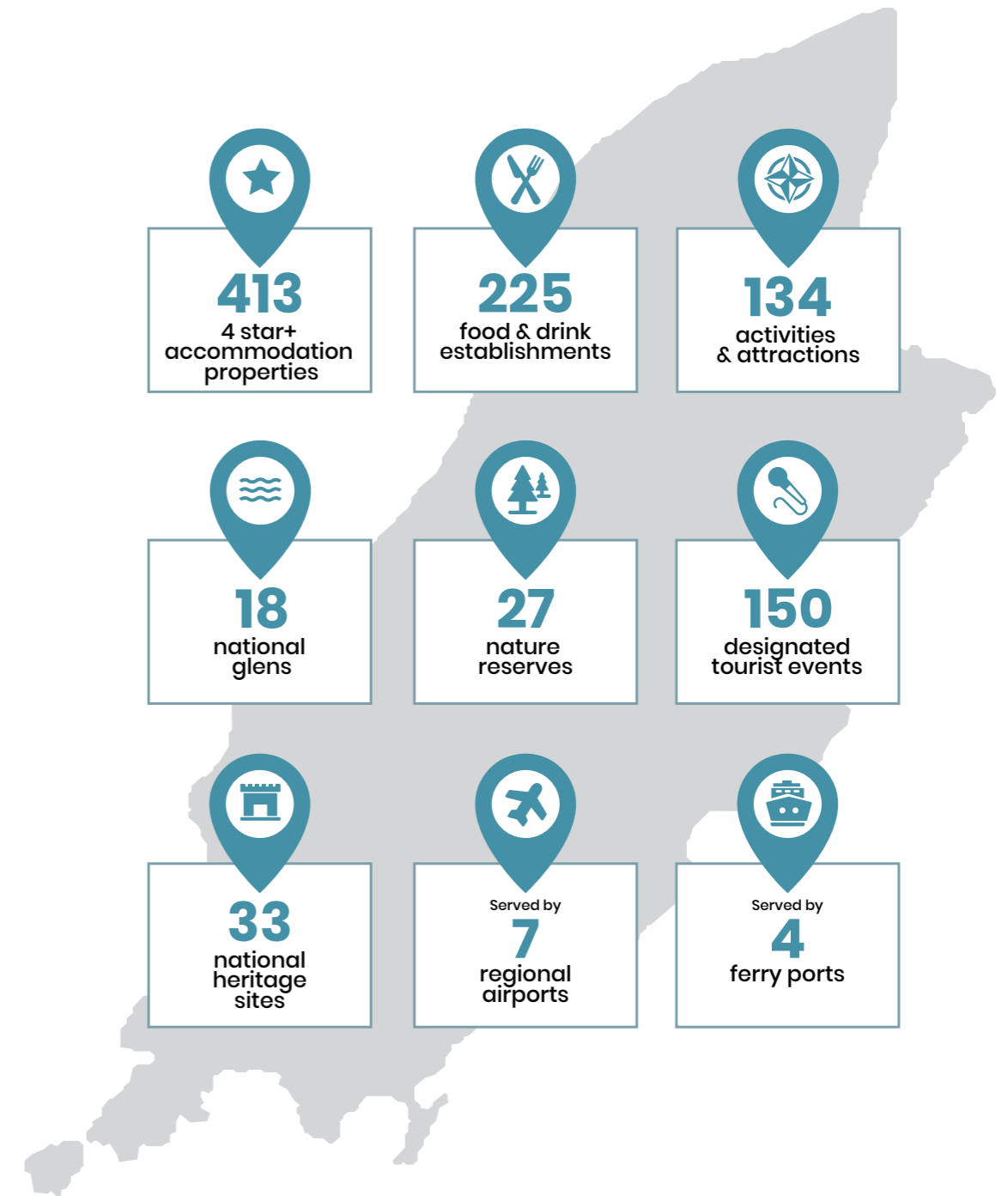
All of our research shows huge potential for our Visitor Economy to recover quickly from the COVID-19 pandemic and grow strongly through to 2032:

- We have a loyal existing customer base that can be encouraged to visit more frequently and out of season;
- We have a potential target holiday and short break visitor market of over 11 million people living in the UK and Ireland;
- We have clear potential to grow demand from the pre-family and family holiday and short break markets;
- The introduction of the new Manxman ferry in 2023 and opening of the new Liverpool ferry terminal will enhance and increase our ferry travel capacity;
- There is scope for us to grow our group travel market, particularly out of season.

# Our USPs



# Our Assets





*"Our accommodation occupancy and passenger arrivals data show that we are a highly seasonal destination."*

## Our Challenges

We have a number of challenges to overcome:

- The Island is significantly underperforming as a holiday and short break destination, attracting only 56,500 visitors for these purposes in 2019, representing a market penetration rate of just 0.5%;
- Our market research shows that the cost of travel to the Island is perceived as a barrier for a significant proportion of our target holiday and short break visitors;
- Our accommodation occupancy and passenger arrivals data show that we are a highly seasonal destination. Reduced winter transport links exacerbate our seasonality;
- Our visitor accommodation offer is lagging behind our competitor destinations in terms of quality, choice and innovation. The seasonality of our visitor market makes it difficult to secure the commercial investment and lending that is needed to address this situation;
- We are not making the most of many of our key USPs – our seas, our coastline, our countryside, our heritage, culture and arts, and our food and drink;
- Our Visitor Economy industry has been significantly weakened by the COVID-19 pandemic, leaving the Island falling even further behind competitor UK and Irish destinations;
- We face difficulties in recruiting staff to work in our Visitor Economy businesses and ensuring that they have the right level of skills to deliver the memorable experiences that our visitors are looking for.

# Our Targets

Our headline targets are to grow our annual visitor numbers to 500,000 by 2032 and increase the annual economic contribution of the Island’s Visitor Economy to £520m. This will mean attracting an additional 170,500 visitors per year compared to 2019. We aim to triple our holiday and short break market as well as grow all of our other visitor markets. Combined with an expected increase in average spending per visitor, driven by strong growth in longer staying and higher spending leisure markets, these visitor numbers should result in a more than doubling of annual visitor spending on the Island to £310m, which will support an increase in Visitor Economy jobs to 5,000 and generate an annual Exchequer benefit of £49m.



These targets are based on the findings of our market research, comparisons with competitor British Island destinations, and annual growth projections. Given this robust basis, the targets are a sound indication of the Visitor Economy growth that can be achieved on the Island over the next 10 years.

Progress towards achieving these targets will be tracked through waypoint targets that will be monitored from 2022 through the Island’s annual Passenger Survey, a new Visitor Survey, and periodic economic impact modelling exercises.

*“We aim to triple our holiday and short break market and grow all of our other visitor markets.”*

<sup>1</sup> The detailed analysis and projections that provide the basis for the Visitor Economy Strategy targets is set out in a separate report available from Visit Isle of Man



*“Our ambition is to be a leading British eco-tourism destination.”*

## Our Objectives

*Our Island, Our Future* has two key objectives for achieving Visitor Economy growth:

**1**  
**Getting Ahead of the Competition**  
Through the development of a distinctive Manx visitor experience and the establishment of the Island as an eco-tourism destination that can be explored sustainably and offers dynamic ways for visitors to engage with our unique natural environment.

**2**  
**Extending the Season**  
To improve the financial sustainability of existing and new Visitor Economy businesses through the development of a strong season between the February and October school half term holidays, and eventually to the Island becoming a year-round destination.

## Our Principles

*Our Island, Our Future* is based on the following core principles that will guide how we grow our Visitor Economy:

### Visitor First

To be successful as a visitor destination everything that we do must be driven by the needs and expectations of our visitors. We must be clear about:

- o Who we want to attract;
- o What they are looking for from their visit to the Island;
- o How we will deliver an experience for them that exceeds their expectations.

### Environmental Sustainability

We must do everything in our power to ensure that the development of our Visitor Economy is environmentally sustainable, respects and enhances our seascape, coastline, countryside, nature, heritage, culture and communities, and contributes to reducing the impact of climate change on the Island. Our visitor industry must be firmly focused on eliminating its carbon footprint. Our ambition is to be a leading British eco-tourism destination that provides a range of opportunities for visitors to connect with our unique nature and wildlife.

### Memorable Experiences

Holidays and short breaks are times when people make memories. We must ensure that the memories our visitors take away with them are positive and lasting, so that they will return and encourage others to come.

### Financial Sustainability

We need to ensure that our visitor businesses are financially sustainable and able to continuously invest in maintaining and improving their quality, by extending the season and increasing visitor numbers.

### Making the Most of Our USPs

As an Island destination with a fantastic seascape, coastline and landscape, UNESCO Biosphere designation, unique Manx heritage, culture and food, and international recognition as the home of the TT, we have many unique assets as a place to visit. There is so much more that we can do to make use of these USPs to help us stand out as a destination and get ahead of the competition.

### In It for the Long-Term

This strategy is not about quick wins and easy successes. It is about recognising the need for sustained government and private sector investment in building a competitive visitor destination over time and taking it to market.

## Our Target Markets

Our priority to 2032 will be to triple our holiday and short break demand. Over 70% (122,700) of our additional visitors will be staying with us for such purposes.

We will target four key UK and Irish holiday and short break markets:



### Traditional Travellers

Our current core market of returning and regular visitors: emptynesters and retired couples that like to take things at a leisurely pace, want to take closer-to-home breaks, and come for our heritage and culture.



### Curious Explorers

Emptynesters and older couples that like to take holidays off the beaten track and discover new places. They have a wide range of interests and enjoy heritage and culture, the outdoors and nature.



### Experience Seekers

Pre-family couples and friends that love to socialise and try new things. They are very experience-led, want to escape to the country, and look for a balance between relaxation and active leisure time.



### Family Adventurers

Families and extended families that want to spend quality time together on holiday. They are looking for play-focused attractions and activities for younger children and active, family-friendly outdoor pursuits for older children. Family-orientated accommodation that provides a safe and welcoming environment for children is important.

The core focus in the initial three years of the implementation of *Our Island, Our Future* will be on extending the season by targeting the Traditional Traveller and Curious Explorer markets. The potential for growth in the Experience Seekers and Family Adventurers markets will be more in the medium to long-term, once the visitor accommodation, attractions and activities products are more developed for these markets. Dog owners will be a key target for all holiday and short break markets.

We will also target growth in all of our other visitor markets:

- TT visitors
- Motorsports event visitors
- Other event visitors
- Group tours, including coach holidays, cultural and heritage groups, heritage transport tours, car clubs, motorbike tours, golf tours, walking groups, cycling groups, and bowling tours
- Ecotourists coming for nature and conservation holidays
- Visitors to friends and relatives
- Cruise stops
- Sailing visitors

We will additionally target Island staycationers to help boost out-of-season demand.





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# Our Action Programmes

*Our Island, Our Future* comprises seven Action Programmes covering:

- 1 Air & Sea Access Improvement
- 2 Quality Improvement
- 3 Visitor Accommodation Transformation
- 4 Visitor Product Development
- 5 Events Development
- 6 Market Development
- 7 Talent Development

Delivery will be instigated, co-ordinated and supported by Visit Isle of Man working in partnership with other delivery agencies, government departments, and the private sector. Measurable targets will be set for each of the Action Programmes and their constituent projects, with progress monitored through research and performance measurement surveys.



## Programme 1: Air & Sea Access Improvement

Convenient, value for money and enjoyable air and sea travel to the Island is vital to achieving our targets for growth in visitor numbers. We need to ensure that getting across to the Isle of Man from the UK and Ireland is as easy as possible for our target visitor markets; position and package travel to the Island as part of the overall holiday experience; and enhance journeys to the Island to improve perceptions of their value for money.

The new Liverpool ferry terminal and Manxman ferry will improve ferry travel to the Island from 2023. The Air Services Strategy for the Island focuses on ensuring the viability of existing critical air routes, expanding regional connections, and developing new connections to international hub airports.

### Objective

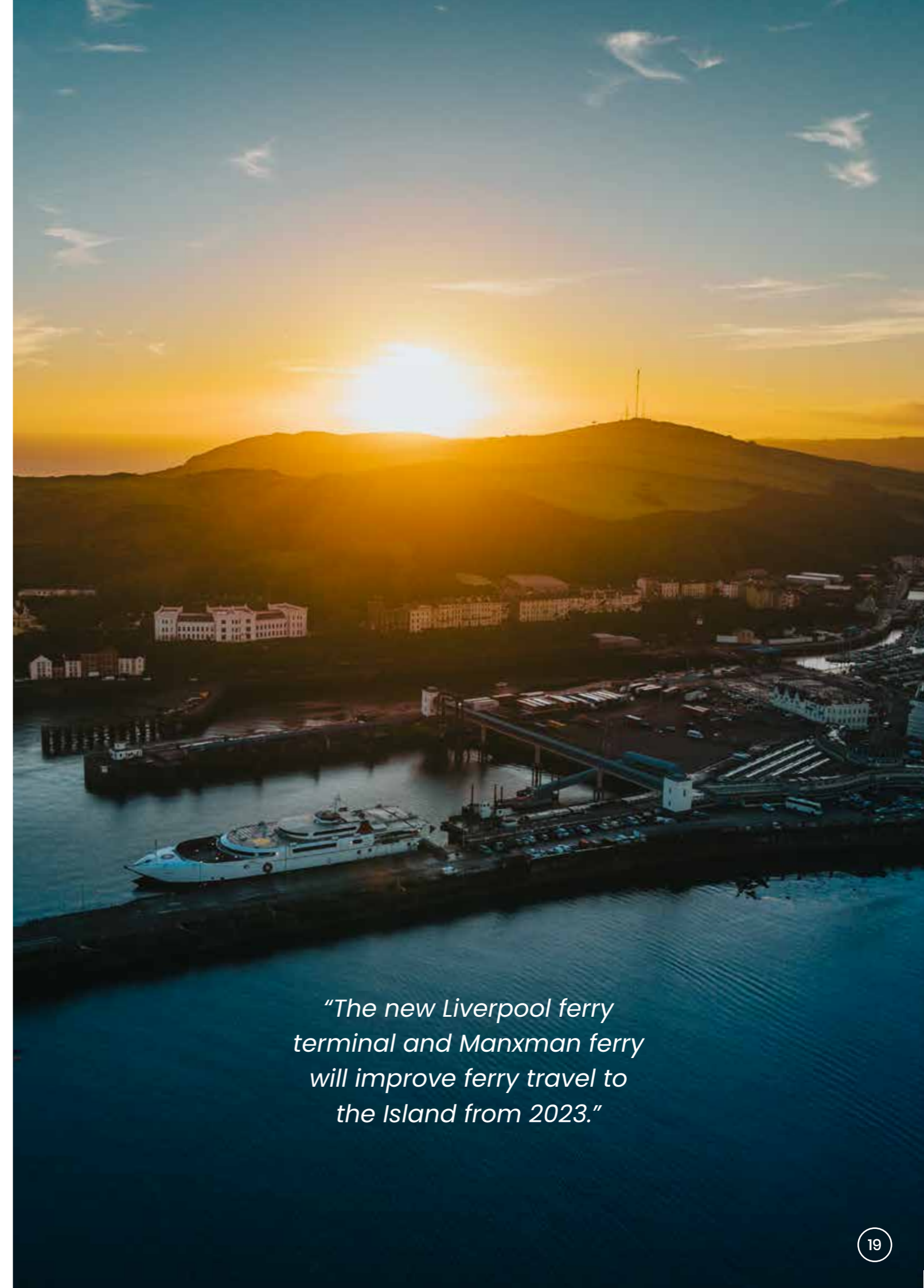
- Make access to the Island easy and enjoyable for our target UK and Irish visitor markets.

### Key Results

- Increased passenger numbers;
- Improved yields for carriers;
- More positive visitor perceptions of travelling to the Island.

### Actions

- IOMSPCo will continually look to improve its ferry services.
- Visit Isle of Man, IOMSPCo and the visitor industry will work together to:
  - Promote ferry travel as an environmentally sustainable option for travelling to the Isle of Man;
  - Develop and market ferry-inclusive packaged holidays to the Island.
- Visit Isle of Man, DfE and Ronaldsway Airport will work with airlines, UK and Irish regional airports and tour operators to promote existing air routes and increase frequency and capacity on them, and research, introduce and promote new scheduled and charter flights and packaged holidays to the Island as visitor demand grows.
- Visit Isle of Man, DOI and the Cabinet Office will work together to make improvements to visitor welcome at the Isle of Man Sea Terminal and Airport and signage to Isle of Man ferry terminals in the UK and Ireland.



*“The new Liverpool ferry terminal and Manxman ferry will improve ferry travel to the Island from 2023.”*



## Programme 2: Quality Improvement

Visitor expectations in terms of quality and value for money are constantly rising and visitors are increasingly sharing their experiences through social media and online review sites. We must continually improve quality standards, service levels and quality assurance across our visitor industry to ensure that the Isle of Man delivers an exceptional experience for all of our visitors. Visit Isle of Man will lead a Quality Improvement Programme comprising a series of largely voluntary schemes designed to improve visitor welcome, quality assurance and visitor satisfaction; give visitor businesses a marketing edge; and boost visitor business performance:

### Objectives

- Highly satisfied visitors;
- A visitor industry that is committed to continuous quality improvement and working towards eliminating its carbon footprint.

### Key Results

- Improved visitor ratings of the Island;
- More repeat visitors.

### Actions

- The re-introduction of the Manx Welcome customer care and product knowledge training programme for frontline staff in visitor businesses;
- A strengthened Accommodation Registration System to ensure that all visitor accommodation on the Island meets minimum standards and avoid reputation damaging poor quality provision;
- A revamped, guest-led voluntary Accommodation Grading Scheme linked to a package of accolades, awards, marketing, training and business support;
- Work with DEFA to implement its new Food Hygiene Rating Scheme in the serviced accommodation sector;
- The introduction of a Biosphere Green Visitor Business Charter to help our visitor businesses align with the sustainability objectives of the Isle of Man Biosphere and eliminate their carbon emissions;
- The introduction of a Quality Assurance Scheme for visitor attractions;
- The development of a business case for a Visitor Business Improvement Fund to provide easy to access financial assistance for quality, accessibility and sustainability improvements to visitor business premises;
- A Welcome All training programme to improve the welcome and service our visitors with disabilities receive;
- Proactive promotion of the Island's Accessible Accommodation Scheme to the visitor accommodation sector to improve quality assurance for visitors with mobility, sensory and cognitive impairments;
- Periodic visitor satisfaction surveys.

## Programme 3: Visitor Accommodation Transformation

Our visitor accommodation studies<sup>2</sup> have shown that we are lagging behind our competitor island, coastal and rural destinations in terms of the quality and choice of visitor accommodation that we offer. We need to secure investment in distinctive, contemporary and eco-friendly visitor accommodation that will attract new visitor markets to the Island, help to boost off-peak demand, and enable the Island to get ahead of the competition.

We need to:

- Attract new modern serviced accommodation offers, such as coastal and harbourside boutique hotels, spa and thalassotherapy resorts and retreats, e-sports hotels, branded hotels, and contemporary pub rooms.
- Widen our non-serviced accommodation supply with the introduction of the innovative offers that are finding a strong market in competitor destinations, such as back-to-nature retreats, lifestyle and wellness resorts, sea cabins, treehouses, sky huts and luxury glamping sites.

### Objective

- The development of 500 new and transformed hotel and serviced accommodation bedrooms and 500 new units of distinctive, contemporary eco-friendly non-serviced accommodation<sup>3</sup>

### Key Results

- Growth in peak season visitor numbers driven by new accommodation;
- New off-peak demand generated by new accommodation;
- Higher average spending per visitor on accommodation.

### Accommodation Development Priorities



### Actions

Visit Isle of Man will work with all of the relevant government departments and agencies to deliver a Visitor Accommodation Transformation Strategy that will include:

- The development of guidance to prospective visitor accommodation developers, investors and architects on the Island's visitor accommodation transformation agenda;
- Work to achieve a planning policy approach that can give positive consideration to proposals for well-designed, eco-friendly coastal and rural visitor accommodation, whilst protecting the natural environment and areas of high scenic value and avoiding any adverse climate change impact;
- The investigation of options and opportunities for government investment in transformational visitor accommodation development projects;
- Marketing activity to raise awareness of the visitor accommodation transformation agenda for the Island among land and property owners and Manx, UK, Irish and international property, hotel and visitor accommodation developers, investors and operators;
- The compilation of a portfolio of deliverable visitor accommodation development sites that will attract strong developer, investor and operator interest, and be capable of achieving planning permission, given a well-designed scheme;
- The progression of a series of Island-wide visitor accommodation development initiatives, including a cabin and bothies network around the Island to support the Raad Ny Foillan coastal path and round-island cycle, car, motorbike and kayak touring; a motorhome stopovers network around the Island; a pub accommodation development programme; a sky huts and star camps initiative; and the development of a distinctive Manx glamping offer.

<sup>2</sup> Isle of Man Hotel Futures, January 2016

Isle of Man Non-Serviced Accommodation Futures, March 2017

<sup>3</sup> Our visitor accommodation capacity modeling analysis (January 2021) showed a need for these levels of visitor accommodation development to achieve our target of 500,000 annual visitors by 2032



## Programme 4: Visitor Product Development

Our visitor product research and strategies<sup>4</sup> clearly show that we can make use of a lot more of our countryside; coastline; UNESCO Biosphere status; nature; wildlife; Manx heritage, culture and arts; food and drink specialities; and harbour towns to provide more distinctive and compelling visitor experiences that will set us apart from the competition.

### Objective

- The development of a series of unique Manx visitor products that will entice more visitors to come to the Island throughout the year.

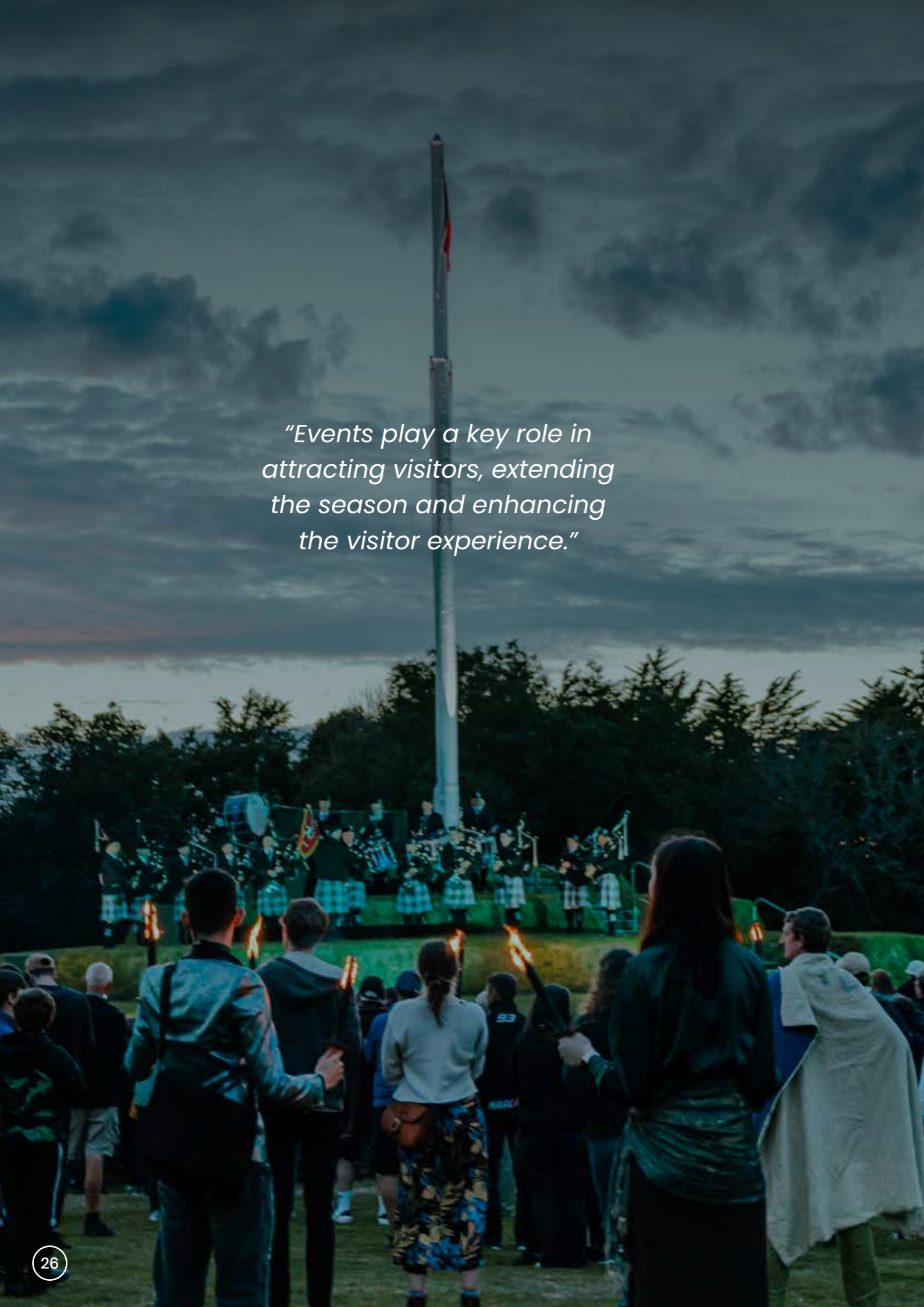
### Key Results

- Stronger positioning of the Isle of Man as a visitor destination;
- New visitors coming for different reasons;
- High quality visitor experiences that deliver lasting memories;
- Greater recognition of the Isle of Man as an eco-tourism destination.

### Actions

- This Action Programme will be progressed through the development and delivery of seven Product Development Programmes (PDPs) covering:
  - Walking
  - Cycling & Mountain Biking
  - Adventure & Sea Sports
  - Manx Heritage, Arts & Culture
  - Eco-Tourism (Nature & Wildlife Discovery)
  - Food & Drink
  - Harbour Towns & Marine Leisure
- Each PDP will include:
  - Market research and consultancy studies to fully understand the requirements for developing the product and inform PDP development;
  - Soft product development in terms of tours, trails, itineraries and packages;
  - Capital development projects, potentially including major projects subject to feasibility assessment and robust cases for government investment;
  - Targets and performance measures;
  - Funding business cases;
  - Delivery models.
- Each PDP will be progressed by a Task Force of relevant interested parties, supported by Visit Isle of Man.

<sup>4</sup> Visitor Product Audit, December 2020  
 'Our Landscape, Our Legacy' - DEFA Strategy for the Landscape and Amenity of the Isle of Man to 2050  
 DOI Harbours Strategy, March 2018  
 Biosphere Isle of Man Vision and Strategy 2021-2026  
 Manx National Heritage Forward Development Plan 2021-23  
 Isle of Man Arts Council/ Culture Vannin National Development Strategy for Culture and The Arts 2017-2027



*“Events play a key role in attracting visitors, extending the season and enhancing the visitor experience.”*

## Programme 5: Events Development

Events play a key role in attracting visitors to the Island and enhancing the visitor experience that we offer, and have a vital role to play in helping to extend the season. Apart from the TT and Manx Grand Prix, there are a large number of small events on the Island organised by a wide range of organisations working independently or collaboratively. Visitor numbers to these events typically range between 100 and 500 and, with continued focus, they represent an ongoing opportunity for incremental, organic growth.

There could also be scope for a number of major new events attracting 1,000 – 3,000 visitors to be established or attracted to the Island. Such events would offer an instant uplift in visitor numbers and significant increase in awareness of the Island. The identification, acquisition and delivery of major events will require financial investment in respect of both securing rights and sourcing the necessary people skills.

### Objectives

- Strengthen existing events to improve their impact, visitor experience and financial sustainability;
- Introduce viable new events, especially events that can help to extend the season.

### Key Results

- Increased numbers of visitors coming for events;
- Growth in events-driven off-peak visitor demand.

### Actions

- The implementation of the Strategic Plan for the TT to elevate it to a truly sustainable world-class event;
- Research to clearly establish the opportunities and priorities for events development on the Island to inform the forward Events Development Action Programme;
- The introduction of new events that capitalise on our USPs, especially where they can help to boost off-peak demand;
- The festivalisation of complementary events to attract longer stays;
- Professionalising events management and marketing by upskilling event organisers and/or supporting their outsourcing of these functions to suitable events management companies.

## Programme 6: Market Development

Our visitor research<sup>5</sup> shows that our target markets don't know enough about what we have to offer for a holiday or short break, or in some cases have an outdated view of the Island as a place to visit. A lack of packaged holidays is also a barrier for some. Effective marketing of the Island as a holiday and short break destination, and of visitor accommodation, attraction and activity businesses, events and packaged holidays will be critical to achieving our targeted growth in visitor numbers.

### Objectives

- Increased awareness of the Isle of Man as a place to visit and holiday;
- Effective marketing partnerships between Visit Isle of Man, visitor businesses and the travel trade;
- More bookings and higher visitor spending.

### Key Results

- A stronger digital presence;
- Increased traffic through social media channels;
- Greater numbers of subscribers to consumer databases;
- Increased engagement with the travel trade;
- More bookings through partnership marketing campaigns;
- More travel influencers and journalists recommending the Island.

### Actions

- Through its marketing strategies, Visit Isle of Man will lead on strategic market development activity in terms of:
  - Market research and segmentation analysis;
  - Branding and image development;
  - Awareness raising PR, press and media work;
  - Off-peak campaigns;
  - Work with tour operators, carriers and travel agents to develop and promote packaged holidays to the Island;
  - Group travel marketing to develop productive working relationships with group travel operators and organisers;
  - Working with cruise operators to attract cruise stops;
  - Improving bookability and upselling;
  - The establishment of Celebrity Ambassador and Brand Partnership programmes;
  - Marketing evaluation and conversion research;
  - Supporting the upskilling of visitor businesses through:
    - > Marketing skills workshops and courses;
    - > Marketing grants to help visitor businesses to improve their marketing tools.
- Visitor businesses will need to develop their:
  - Online presence in terms of the content and presentation of their websites, photography and videography, and search engine optimisation;
  - Online booking systems;
  - Work with Online Travel Agents (OTAs);
  - Social media posting and advertising;
  - Coverage on review sites;
  - Contact with existing customers.



## Programme 7: Talent Development

Having the right people with the right skills, knowledge and motivation in place to run our visitor businesses and work in them is vital to ensuring that the Island delivers an exceptional guest experience that leaves our visitors with lasting positive memories of their time with us.

The Island's visitor industry needs to:

- Improve pay and working conditions to make working in our visitor industry more satisfying and rewarding;
- Improve management skills;
- Hone the skills and knowledge of its core workforce;
- Improve career progression opportunities;
- Improve the recruitment and training of its seasonal workforce;
- Promote the visitor economy more strongly as a career opportunity;
- Address the visitor industry's staff accommodation and housing needs.

Extending the season to reduce seasonal employment and strengthen the financial stability of our visitor businesses will play a key role in attracting and retaining the talented workforce that we will need moving forward.

### Objectives

- Fully staffed visitor businesses;
- A visitor sector that is seen as offering rewarding employment and an attractive career choice;
- A fully trained, knowledgeable, skilled and motivated visitor workforce.

### Key Results

- High visitor satisfaction with customer service from visitor businesses;
- Low labour turnover in the Visitor Economy.

### Actions

- Visit Isle of Man will work with the Locate team, University College Isle of Man, visitor businesses, training providers, educational establishments and UK and Irish hospitality training colleges to progress visitor industry-focused:
  - Business skills programmes for our visitor business owners;
  - Management development programmes;
  - Winter skills development and career progression programmes for our core teams;
  - Apprenticeship schemes;
  - Seasonal worker visa schemes for the visitor sector;
  - Recruitment and induction training programmes for seasonal workers;
  - Careers promotion initiatives for our school leavers and returning graduates;
  - Placement programmes for hospitality students studying in the UK and Ireland;
  - The possible re-establishment of a hospitality school on the Island;
  - Research to fully understand the visitor industry's staff accommodation and housing needs and identify ways of addressing them.

# Delivery

The delivery of *Our Island, Our Future* will require strong leadership from Visit Isle of Man, effective partnership working, clear government support and ongoing monitoring and review.

## Visit Isle of Man

As the agency for Visitor Economy growth on the Island, Visit Isle of Man has a central role to play in the delivery of the Strategy in three key ways:

- Informing delivery through:
  - Research;
  - Guidance;
  - Advocacy.
- Building delivery partnerships through:
  - Co-operation;
  - Facilitation;
  - Co-ordination.
- Directly delivering programmes:
  - Quality Assurance;
  - Strategic Marketing;
  - Business Support.

It will be vital to ensure that Visit Isle of Man is adequately and appropriately staffed, funded, managed and governed to fulfil these roles.

Visit Isle of Man will align its business plan, team and budget around the seven Action Programmes by:

- Assigning lead officer roles and responsibilities for each Action Programme;
- Establishing clear targets and KPIs for each Action Programme and putting in place performance measurement and management mechanisms to monitor and guide progress towards their achievement;
- Implementing a staff training, coaching and development programme to ensure that the team is fully supported to achieve what is expected of it.





## Partnerships

Effective delivery of *Our Island, Our Future* will require all of the interested government agencies and departments, other bodies, visitor businesses and the travel trade to work in a concerted direction. The seven Action Programmes provide a framework to stimulate, guide and support this collaborative and collective working.



This process will be supported through:

- The establishment of task forces to progress specific programmes, projects and initiatives;
- The continued convening of the Visitor First Review Panel as the vehicle for co-ordinating cross-departmental government action to address operational, public realm and destination management issues;
- A refocused working relationship between Visit Isle of Man and visitor businesses that are committed to quality, effective marketing and environmental sustainability.

## Government Support

Government policy support will be vital to the delivery of *Our Island, Our Future*. The Strategy seeks to inform and align the policies and strategies of all the government departments that have a role to play in Visitor Economy growth.

The successful delivery of *Our Island, Our Future* will also require government investment support in terms of:

- Core funding for Visit Isle of Man to enable the agency to fulfil the roles that are required of it;
- Financial support to accelerate the upgrading and development of existing visitor businesses;
- Capital investment and incentives to ensure the commercial viability of the transformational visitor accommodation and visitor product development projects that are needed to drive Visitor Economy growth and enable the Island to get ahead of the competition.



The seasonal nature of the Isle of Man's visitor market, limited liquidity in our visitor industry, and reluctance of commercial lenders to support visitor accommodation and product development projects on the Island are major barriers to achieving the required transformation of the Island's visitor offer. A review of the options for government investment, grant aid, loan support and covenant leverage is needed to fully understand how Government can help to address this market failure. This can in turn deliver good returns to the Government in terms of Exchequer benefit, payback, direct revenues and contribution to achieving many of the objectives of *Our Island Plan*. Fully researched and costed business cases for government investment support will be brought forward over time as Action Programmes are progressed and the feasibility of capital development projects is established.

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## Monitoring & Review

*Our Island, Our Future* is intended to be a strategy that will evolve over time through periodic reviews against its waypoint targets. This process will be supported by a robust research and measurement programme to monitor progress; guide the future design and direction of the seven Action Programmes and their constituent projects and initiatives; and support business decision-making processes.



This will include:

- The ongoing roll out and development of the Passenger Survey and Visit Isle of Man's industry performance surveys;
- Visitor accommodation supply, quality and development monitoring;
- A programme of periodic visitor surveys and market research studies;
- Marketing campaign evaluation and conversion research;
- Periodic economic impact modelling for the Visitor Economy.

*"The Strategy sets out a clear framework for co-ordinated action to transform the Island's visitor offer and take it proactively to market..."*

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## Moving Ahead

*Our Island, Our Future* articulates an ambitious vision for substantial Visitor Economy growth over the next 10 years, which all of our research evidence shows is entirely achievable given effective partnership working and strong government support. The Strategy sets out a clear framework for co-ordinated action to transform the Island's visitor offer and take it proactively to market, in order to attract more visitors over a longer season, spending higher amounts of time and money on the Island, supporting greater numbers of Visitor Economy businesses and creating new jobs. This in turn will improve leisure opportunities for Island residents, strengthen the Island's transport links, and contribute to wider economic development. Visitor Economy growth must not however be at the expense of our natural environment and communities or contribute to climate change. We must work continually towards a zero-carbon Visitor Economy by focusing on environmentally sustainable visitor activity, business operations and development projects. The Strategy gives us a clear way ahead for achieving this vision of sustainable Visitor Economy growth through to 2032, and a common agenda for Government and all Visitor Economy partners to get firmly behind, in order to secure the considerable benefits that can be achieved for the Island.





VISIT  
ISLE OF MAN



**Department Paper No. ##/###** (Obtain form Moira before submission)

**TO:**

**CC:**

**FROM:**

**Date of Paper:**

**Date of Department Meeting:**

<b>SUBJECT:</b>	<b>Proposed Post Office Charge Increases(Commercially Confidential)</b>
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<b>What is the purpose of this paper?</b>	Choose an item.
<b>Compliance:</b> Please indicate whether the below have been considered. If applicable, please append or detail in paper.	
<ul style="list-style-type: none"> <li>• <b>Legislative Impact Assessment</b> for major primary legislation.</li> <li>• <b>Public Sector Equality Duty<sup>1</sup></b></li> <li>• <b>Public Sector Climate Change Duty<sup>2</sup></b></li> <li>• <b>Data Protection Impact Assessment</b></li> <li>• <b>Risk Assessment Completed<sup>3</sup></b></li> </ul>	<p>Choose an item.</p> <p>Choose an item.</p> <p>Choose an item.</p> <p>Choose an item.</p> <p>Choose an item.</p>
Are there any resource/personnel implications?	Choose an item
Is the request to be funded from within existing revenue budget?	Choose an item.
If request to be funded through fund reclaim identify fund?	Choose an item.
Will Treasury or ESB approval be required?	Choose an item.
Has appropriate internal and/or public consultation taken place?	Choose an item.
Is the Department acting within its legal powers (vires)? (Please provide details in the paper, including reference to any advice received).	Choose an item.
Are there any cross Government implications?	Choose an item
If yes, which other Departments are involved?	Choose an item
Have you consulted with these Departments? <sup>4</sup>	Choose an item
Is there a communication plan required?	Choose an item.
Does the recommendation have Political and/or Board approval within the Division or Agency?	Choose an item.
If yes date approval given:	
Are there any potential Conflict of Interest issues?	Choose an item.
Please identify Conflict of Interest:	

<sup>1</sup> Equality Act 2017 Section 143 [Public Sector Equality Duty]

<sup>2</sup> Clause 21, Climate Change Act 2021 [Duties of Public Bodies]

<sup>3</sup> Treasury Risk Management Policy 2023-28

<sup>4</sup> Please include the other Department's views in the consultation section

**1. Introduction and Background:**

1.1

**2. Issues and Options:**

2.1.

**3. Resource Implications:** (including finances):

3.1

**4. Consultation and Stakeholder Engagement:**

4.1.

**5. Legal Position:**

5.1.

**6. Recommendation:** (unless for information only)

6.1.

**Political Member Comment:**

Signed:	Date:
Comments:	

**DFO/Treasury Business Partner Comments**(for all Financial Decisions):

Signed:	Date:
Comments:	

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**Accounting Officer/DS&P/DCS Comments:**

Signed:	Date:
Comments:	

**Department Decision:**

Approved:		Signed:	Date:
Rejected:			
Deferred:			
Comments:			