



Isle of Man
Government

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Locate Isle of Man Strategy

2018 - 2021

February 2019



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FOREWORD BY THE MINISTER FOR ENTERPRISE

The Isle of Man is truly a unique and special place to work, live and do business, as evidenced through our 'Year of Our Island' celebrations in 2018. As an independent and self-governing nation, we offer a progressive and modern society, vibrant international business centre and a natural aptitude for innovation whilst maintaining our strong sense of heritage, tradition and a trustworthy reputation.

You need only speak to our residents to appreciate the magnetic pull that the Island exerts. Its natural beauty formed of extensive coastline and lush glens, unique status as a UNESCO Biosphere, sense of community spirit and an unrivalled feeling of safety and security all contribute to the incomparable quality of life that we benefit from in the Isle of Man.

We have a diverse and healthy economy thanks to the many businesses that call the Isle of Man 'home'. The latest Business Confidence survey has shown that 92% recommend the Isle of Man as a good place to do business and national indicators signal continued growth in coming years across the majority of sectors.

It is vital for our overall economy that we encourage and support this growth by highlighting the benefits of working and living in the Isle of Man.

There are already a wealth of career opportunities available across a range of businesses. Whilst our priority will always be ensuring our residents continue to have opportunities to prosper, it is clear that by promoting the Isle of Man to a wider audience, including more skilled workers, we can further encourage growth in enterprise and mutual progression for both businesses and our Island.

It is a topic of much discussion in both industry and the Department for Enterprise Executive Agencies, and it is a top priority for this Government. As well as providing a boost for our economy and bringing substantial extra tax revenue into the Island each year, the number of current vacancies in skilled roles presents an exciting opportunity to invite in new people, skills, cultures, creativity and ways of thinking to our communities.

The Department for Enterprise supports people looking to make the Isle of Man their new home. While prioritising organic growth of the local market, it also supports new businesses looking to use the Isle of Man to start, grow or relocate their operation through business support schemes and initiatives, and we are always happy to hear from anyone considering moving their operation here, however, the success of the Locate strategy truly relies on the ability of us all to act as ambassadors for our Island.

Attracting new skills and talents to the Island is beneficial to all of us and will ensure we have the services and facilities in place to continue our Island's success.

We are all aware of the multitude of benefits the Island offers its residents; whether you're looking to work for well-known brands or global companies, wish to prosper in business or raise a family in safety, or indeed all of the above - it offers a rewarding and beautiful place to call home.

Our role now is to spread the word of our incredible Island and invite others to share in the Island of Enterprise and Opportunity. This strategy sets out the direction and foundation to further this aim.

Hon. Laurence Skelly, MHK
Minister for Enterprise

1. LOCATE VISION

- 1.1. 'The island is 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**.'
- 1.2. **Attractive destination** - The Isle of Man will appeal to the skilled workers needed in the economy, providing an attractive mix of career opportunities and outstanding quality of life.
- 1.3. **Choose to live and work** - Recognising that in an ever-changing global economy, workers have increasing choice as to where they live and work. We will position the Isle of Man as a jurisdiction of choice for those looking to work, live and invest; where skilled workers are aware of the variety of career opportunities and businesses in the Island.
- 1.4. **Businesses and entrepreneurs** - We will have an overall business proposition that attracts new businesses and encourages and rewards entrepreneurs
- 1.5. **Locate and invest** - The Island's economy will be enhanced by businesses and individuals who choose to call the Isle of Man home and invest in its future.
- 1.6. **Economic growth** - Increasing the economically active population will drive economic growth and enable businesses to expand and flourish.
- 1.7. **Diversification** - As our economy evolves, so will the requirements for skills. We will continually update our labour market intelligence and ensure target markets remain appropriate.

2. The strategy sets out 6 key themes:

SKILLED WORKERS

We will better understand skills shortages, enhance and promote the overall proposition of the Island and maximise economic participation.

GRADUATES

We will raise the profile of the Island as a place to start or develop a career by encouraging new pathways specifically for graduates and undertaking targeted promotion of existing opportunities.

EMPLOYERS

Working closely with employers we will identify the barriers to relocation and support the recruitment of skilled workers and the ongoing development of the existing workforce.

EMPLOYMENT AGENCIES

We will ensure that legislation is modern and fit for purpose and employment agencies are best able to engage with the aims of this Strategy supporting local businesses to meet their skills needs.

HIGH VALUE ACTIVE ENTREPRENEURS

We will raise the profile of the Island and its attractiveness to specific High Value Active Entrepreneurs, showcasing the best of what we offer and how we compare.

INWARD INVESTMENT & NEW BUSINESS

Partnering with the Executive Agencies and industry, we will support the attraction of new business by providing dedicated services to those looking to relocate and invest.

EXECUTIVE SUMMARY

3. Priorities and Focus

- 3.1. The Isle of Man's economy is in a strong position, having experienced solid economic growth and diversification of business in recent years. In order to support our businesses in their ambitions and achieve outcomes identified in the Programme for Government, we need to invite more people to our shores to share in this success. Historically, resources have been weighted towards the attraction of high net worth residents, inward investment and new business, and this will continue as part of this strategy. However, as a result of the priorities identified by employers, Government and the wider Island economy, greater emphasis will now be placed on the attraction of skilled workers.
- 3.2. This strategy has identified an exciting opportunity to promote the benefits of our Island to a global audience, attracting pioneering talent to shape our economic future. We can also nurture our relationships with home-grown talent and the Manx diaspora who have the skills our businesses need to raise awareness of the change and progression that the Island's economy has demonstrated in recent years.
- 3.3. The Locate strategy sets out a vision; three strategic aims, six themes and 44 actions. Four of these themes are related either directly, or indirectly, to the attraction of skilled workers.
- 3.4. It must be recognised, however, that the Department cannot achieve these in isolation. We will require collaborative work from across Government, with our partners in the private sector and from the Island's close community, if we are to realise our shared vision.
- 3.5. Increasing the economically active population will meet the needs of employers and increase direct taxation revenues to Government. It will directly and positively impact our Island; creating wealth in the economy and supporting potential investment decisions by both public and private sector in areas such as leisure, retail and the night time economy. The overall quality of life that the Island offers will improve as a direct consequence of additional workers and their families spending in the local economy.
- 3.6. Whilst it is acknowledged that there is a need for continuing inward migration of skilled workers, this is not the sole focus of the strategy. A number of the actions will seek to address the challenges around maximising the economic participation from the existing resident workforce, particularly those groups who are often disadvantaged in the labour market, such as younger workers and those who require re-skilling. Adequate training programmes and vocational skills development will continue to be a priority for Government.
- 3.7. Promoting the return of Manx-educated graduates, enabling those who have moved out of the labour market to return and supporting those that wish to work longer remain in the workforce will be of equal importance in achieving the strategic objectives of Locate.
- 3.8. The inability to fill existing vacancies is the single biggest subject discussed within industry and our Executive Agencies. Growing the economically active population would provide the single biggest boost to our economy and is a policy statement in the Programme for Government.

- 3.9. Achieving our Goal and realising our Vision will take considerable effort and resource, working collaboratively across Government and with the private sector.
- 3.10. This is a living document - designed to reflect our focus between now and the end of 2021. As the economy evolves, so will this strategy. The Island is a special place to live and work, and through the Locate initiative, the Department seeks to enhance and promote what it has to offer and ensure it remains an Island of Enterprise and Opportunity for all.

4. Current context

- 4.1. The Department for Enterprise has recently reformed work permits and worked with the Cabinet Office to modernise the immigration system in an effort to assist employers in recruiting the skilled workers they need, when they are not available locally. The Department has also worked closely with Treasury in recent years to significantly reduce unemployment, which during 2018, reached its lowest point since 2003.
- 4.2. A recent survey of businesses¹ indicated that 54% of respondents expected to increase their workforce in the next 12 months, which indicates that the economy is in a strong position. Underlying economic performance is good, exceeding recent expectations, with an additional 1,400 jobs created in the economy since 2016 signalling a timely opportunity to attract suitably skilled workers to the Island.
- 4.3. Therefore, supporting the increase in the working population is a priority objective for the Department on two fronts – to support the protection and growth of both new and existing businesses and to deliver on the national political priorities.
- 4.4. Given the low level of unemployment, it is likely that the vast majority of this increase will need to come from the migration of workers to the Island.

5. Skills Shortage

- 5.1. Around 1 in 3 employers surveyed in a recent Business Confidence Survey stated that 'Shortage of labour force' was limiting their growth².
- 5.2. Consistently, over the past 18 months there have been more jobs listed at the Job Centre than registered unemployed persons at the end of every month. This trend is highly unusual in the long term, and in developed economies more generally, and can signal a market where the demand for skills is significantly outstripping supply of labour.
- 5.3. From analysis of the vacancies listed, consideration of jobs listed with agencies, and direct discussion with large companies who often have their own talent recruitment teams, the basis of the current modelling concludes that there are around 1,000 discrete jobs advertised at present across a range of channels, even when accounting for duplicates.

¹ <http://www.iomchamber.org.im/media/164126/Summary-analysis.pdf>

² <https://www.gov.im/media/1362180/business-confidence-survey-report.pdf>

6. Summary Tables

- 6.1. *Table 1*, presents an overview of the Vision, Goal, Aims and Themes of the Locate Strategy, with high level success measures identified.
- 6.2. *Table 2*, demonstrates the dependencies, across Government, on which the Department will engage and how these relate to existing actions in the Programme for Government.

TABLE 1 - LOCATE VISION, THEMES AND OBJECTIVES

VISION	The island is 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.		
GOAL	Facilitate natural growth in the economically active population		
AIMS	Attraction of skilled workers	Attraction of high value entrepreneurs	Attraction of inward investment and new business
MEASUREMENT	Growth in economically active population	Maintain “strong employment”	Increase business confidence in ability to recruit workers

	1 SKILLED WORKERS	2 GRADUATES	3 EMPLOYERS	4 EMPLOYMENT AGENCIES	5 HIGH VALUE ACTIVE ENTREPRENEURS	6 INWARD INVESTMENT & NEW BUSINESS
THEMES & OBJECTIVES	To better understand the Island’s skills shortages and ensure direct communication with potential workers.	To better promote graduate career opportunities in the Island.	Identify and remove, where practical, the barriers to relocation.	Ensure on-Island employment agencies are engaged with the Locate strategy.	Ensure the Island remains a competitive jurisdiction for individuals with significant wealth.	Support the DfE Executive Agencies in attracting new inward investment and business relocations
	Enhance and promote the overall proposition of the Island to prospective workers.	Encourage the expansion of new opportunities specifically for graduates.	Support employers recruiting off-Island workers.	Ensure Employment Agency legislation is modern and fit for purpose.	Raise the profile of the Island as an attractive, safe and secure place to live and invest.	Remove potential barriers to business and worker relocation
	Maximise economic participation from the resident workforce.	To raise the profile of the Island as a place to start or continue an exciting and rewarding career.	Ensure that employers are able to train existing workers to meet changing skills requirements.	Enhanced reach and capability of employment agencies in respect of off-Island recruitment.	Provide a professional and personalised service to those looking to relocate and invest	Provide a professional and personalised service to those looking to relocate and invest
TARGET MARKETS	Using labour market intelligence to inform campaign marketing materials highlighting career opportunities for skilled workers. Focussing initially on ICT, financial services & accountancy, manufacturing, healthcare, education and hospitality.		Bespoke campaign messaging to target demographic focussing on the relevant push/pull factors for different age profiles, family status and lifestyle needs – skilled workers, graduates and Manx diaspora.		Identify relevant areas and jurisdictions and produce comprehensive marketing campaigns, targeting skills and demographic markets to inform targeted country strategy.	

TABLE 2 – LINKS TO PROGRAMME FOR GOVERNMENT OUTCOMES

In addition to the direct themes, the Department will work closely with other stakeholders on cross cutting dependencies

NATIONAL POLICY CONSIDERATIONS		PROGRAMME OVERVIEW	STAKEHOLDERS	PfG ACTIONS
	TRANSPORT LINKS	Maintain reliable and cost effective air and sea routes	Private sector; Department of Infrastructure; Department for Enterprise Executive Agencies	Partner with businesses to offer skills training and accreditation
	PRE-SCHOOL PROVISION	Address the availability of adequate pre-school provision	Department for Education, Sport and Culture; Department of Health and Social Care; Treasury	Consider and report on options for securing our strategic air services
	EDUCATION	Improve the alignment between the needs of business and skills delivery	Department for Education, Sport and Culture	Introduce a regulatory framework for pre-school services
	IMMIGRATION	Work closely with the Immigration Office to identify areas of reform and monitor the impact of Brexit with regards to migrant workers	Cabinet Office	Harmonise our further and higher education to ensure we achieve a more effective and value for money service
	RETAIL OFFERING AND ENTERTAINMENT	Develop a vibrant retail, entertainment and night-time economy	Department for Enterprise Executive Agencies; Cabinet Office	Update the 2001 Education Act to refresh existing and address gaps that exist in our current legislation
	HOUSING	Review options which address the availability and affordability of suitable accommodation for workers and returning students	Private sector; Department of Infrastructure	Encourage and stimulate the return of our graduates
	GRADUATE RETENTION	Engage with DESC to encourage graduate retention and attraction	Department for Education, Sport and Culture	Explore the use of internships in developing the future workforce to work towards addressing the Island skills gap
	PLANNING	Work with the Planning Department to ensure policies reflect the need for economic growth, including planning reform, inward investment, commercial property and retail/leisure environment	Cabinet Office; Department of Environment, Food and Agriculture (Planning & Building Control Directorate)	Develop a plan for key worker housing to support the growth in population
	BUSINESS ENVIRONMENT	Review our business and inward investment proposition, ensuring we are competitive with regards to tax, access to banking and skilled staff, infrastructure, funding and support	Department for Enterprise Executive Agencies; Business customers	

THEME 1 - SKILLED WORKERS

7. Promoting opportunities

- 7.1. We have an Island to be proud of, offering safety, excellent quality of life and a rewarding economy with many number of job opportunities available immediately for skilled workers. We need to ensure that we best demonstrate our available jobs to the right workers, in the right places at the right time.
- 7.2. Alongside the promotion of the Isle of Man and its qualities as a place to live and work, the targeted marketing of specific career opportunities in key geographic, demographic and skill markets is a key objective of Locate.
- 7.3. Trials of targeted digital promotion have shown positive, quantifiable results. Further research will be undertaken to inform the strategic approach to the Locate marketing provision.
- 7.4. There is significant opportunity to maximise the potential of our tourism offering and build upon the draw that the Island already has to those who visit the Isle of Man for events such as the TT and Festival of Motorcycling. A trial during 2018 produced an uplift in traffic to the Locate website and direct relocation enquiries. We will seek to build on this through increased presence and targeted marketing for key events during 2019 and beyond.

8. Research

- 8.1. Initial research of the Island's labour market has highlighted skills shortages across a broad range of sectors, however, those in acute shortage have been identified as:
 - Information Communication Technology
 - Financial Services & Accountancy
 - Engineering and Manufacturing
 - Healthcare
 - Education
 - Hospitality
- 8.2. The Department will allocate resources to undertake further research into specific skills shortages, ensuring this is continually updated as the economy evolves. This work will inform specific target marketing and promotion campaigns.

9. Manx diaspora

- 9.1. There is a global network of people with Manx heritage, many of whom maintain strong links to the Island.
- 9.2. Working across this global network and many of the associations established, such as the North American Manx Association and the Queensland (Australia) Manx Society, Locate will promote the Island as a destination and extend its reach to call people 'home'.

10. Maximising economic participation

- 10.1. There are opportunities to increase the economically active population by maximising the economic participation of existing residents as well as driving inward migration, and the Locate strategy takes a number of these into consideration.

11. Childcare

- 11.1. The availability of pre-school provision is not only a priority consideration for workers seeking to relocate; it is of equal importance to those already living in the Island. By providing suitable provision for childcare, we will better support parents to return to work when they wish to do so, and Locate Isle of Man is committed to working with other Government departments to identify ways in which this support may be best delivered.
- 11.2. A cross department group has already been established to develop a strategy for working families with young children and the Department for Enterprise has made changes to financial support schemes to extend support to businesses who provide childcare, enabling them to obtain financial assistance for costs relating to expansion of facilities. A higher level of support will be considered where provision is geared towards priority areas (i.e. locations in the Island with little provision, providing care for children under two).

12. Working for longer

- 12.1. As a society, many people wish to work for longer and historical arbitrary retirement ages are no longer necessarily the norm. However, in order to meet the changing needs of employers in a modern economy, there may need to be developments in training provision to enable workers to obtain new skills. The Department is committed to understanding these skills requirements and using that market intelligence to better inform training provision.
- 12.2. Employers may also need to promote flexible ways of working to suit those remaining in, or returning to, work in order to maximise the available workforce in a tight labour market.

13. Objectives & strategic actions

<i>Objective</i>	<i>Strategic Actions</i>
To better understand the Island's skills shortages and ensure direct communication with potential workers.	<p>Undertake further research to understand business needs and ensure this is continually updated</p> <p>Develop a campaign plan for each skills, demographic and geographic market</p> <p>Link and engage with Manx diaspora to promote opportunities to 'return' home</p>
Enhance and promote the overall proposition of the Island to prospective workers.	<p>Work with Treasury to assess the attractiveness in the level of disposable income available for skilled workers</p> <p>Review, in conjunction with relevant Government departments, employment legislation and undertake a jurisdictional comparison</p>
Maximise economic participation from the resident workforce.	<p>Contribute to the cross Government working group in developing a strategy for working families with young children, reporting to Tynwald by June 2019</p> <p>Expand the Financial Assistance Scheme to enable support for businesses providing childcare, with additional incentives for those catering for children under two and in areas with lower levels of overall provision</p> <p>Work with DESC to ensure that adequate provision of, or support for, training is available for those who wish to retrain, return to the workforce or work for longer.</p>

THEME 2 – GRADUATES

14. Attraction and retention

- 14.1. The ability of the Island to attract and retain graduates is crucially important to the continued success and growth of the economy.
- 14.2. It is widely accepted that of the annual cohort of local graduates, currently fewer than 50% ultimately return to the Island to work³. Whilst reasons are varied and personal, evidence suggests that negative perceptions around available opportunities and career progression influence the decision for many graduates not to return.
- 14.3. Young people also reference the lack of entertainment, retail choice and nightlife options as important factors when considering living and working in the Island. We need to acknowledge that if our aspirations of a young, vibrant working population are to become reality, then our Island will need to evolve to appeal accordingly. Recent announcements of projects such as the Lord Street development demonstrate a commitment to the improved vibrancy and quality of life that growing the economically active population will bring to the Island.

15. Promotion

- 15.1. Attracting graduates, whether originally from the Island or from other jurisdictions, and encouraging them to live and work in the Island can bring innovative thinking, modern skills and fresh insight to employers and the wider economy.
- 15.2. Promotion of specific career opportunities, better engagement and communication with local graduates and showcasing the growing breadth of sectors will be instrumental to attracting graduates to return or consider relocating. Locate will develop relationships with universities in target jurisdictions and engage directly with young people seeking gap year opportunities, internships or considering their career options.
- 15.3. Faced with an array of options, the decision on next steps for graduates can be challenging. Working with employers, Locate will deliver an on-Island event which is specifically aimed at graduates, promoting the career opportunities available with local businesses.

16. Enhancing opportunities

- 16.1. We will work with employers to highlight and enhance the offering of internships, graduate apprenticeships and accelerator programmes. Such initiatives will create strong links between local employers and graduate talent.
- 16.2. A number of employers already offer similar programmes and in addition to promoting these as part of the Island's offer we will look to understand best practice and work with a wider range of employers to increase and enhance the overall proposition for graduates.

17. On-Island provision

- 17.1. There are in excess of 20 degree courses available on-Island at present and the Isle of Man offers excellent Higher Education routes through the University College Isle of Man, its relationship with the University of Chester, and the International Centre of Technology at the

³ Manx Graduate Survey, Department of Education, Sport and Culture, 2017

Nunnery. Recognising that it is often not possible or preferential for some local young people to attend university off-Island, it is important that we seek to maximise the benefits of this provision.

18. Objectives & strategic actions

<i>Objectives</i>	<i>Strategic Actions</i>
To better promote graduate career opportunities in the Island.	Raise the profile and awareness of career opportunities available, the breadth of economic sectors and leading multinational employers in the Island Use targeted PR and advertising opportunities that not only reaches but also inspires, motivates and excites younger workers and graduates
Encourage the expansion of new opportunities specifically for graduates.	Work closely with DESC, to raise awareness and increase uptake of on-Island degree provision and consider additional provision, where appropriate, to meet the needs of the economy Work with industry to develop further opportunities for internships, graduate apprenticeships and accelerator programmes
To raise the profile of the Island as a place to start or continue an exciting and rewarding career.	Develop, manage and facilitate an on-Island graduate employment fair, in collaboration with employers, in April 2019 Establish strong links and ongoing relationships with selected universities and develop and publish a programme of visits and events which support graduate attraction Continue to engage with DESC in respect of policy on tuition fees and associated support

THEME 3 – EMPLOYERS

19. Barriers to relocation

- 19.1. The Department is committed to exploring innovative ways to support employers in recruitment.
- 19.2. The trial of an employee relocation incentive demonstrates the impact of assistance in this area. A grant, payable in arrears, provides additional resource to employers who can choose to offset relocation and other costs for potential off-Island recruits. To date more than 260 jobs have been supported through this incentive which will generate a potential £3.8m in exchequer benefit each year.
- 19.3. Reforms to the work permit and immigration systems have already been delivered and early feedback indicates that these have had a positive impact. Of those businesses who have interacted with the work permit system, in excess of 75% are now either satisfied or very satisfied with the process⁴. Time, cost and bureaucracy have been removed as far as possible whilst maintaining protection for Isle of Man workers.
- 19.4. It is recognised, however, that employer's interaction with these processes may be infrequent and as such, knowledge and understanding of the process will often be limited. Locate will, therefore, provide a service to employers to ensure they are aware of the

⁴ <https://www.gov.im/media/1362180/business-confidence-survey-report.pdf>

processes and provide guidance and assistance where recruitment from off-Island is required.

20. Training / re-training

- 20.1. As the needs of employers change, in respect of skilled workers, the provision and access to training programmes must remain agile and responsive to the needs of industry.
- 20.2. Such training programmes enable employers to maximise the value of their current and future workforce.
- 20.3. Promoting the benefit of training programmes such as apprenticeships and internships will assist employers in developing their own talent pools and attracting graduates to join their business. Locate will play an active role in linking the skills requirements of business with the providers of training programmes.
- 20.4. We will identify best practice amongst employers in respect of existing training programmes and seek to extend the benefit of such to other interested employers.

21. Outreach

- 21.1. Locate will provide practical support to employers in reaching the skilled workers they need.
- 21.2. By better understanding the skills shortages and hard to recruit roles, Locate will identify which roles are likely to require promotion and extended reach off-Island in order to attract suitable candidates.
- 21.3. Targeted marketing and promotion of specific opportunities in the Island will be facilitated through locate.im.

22. Objectives & strategic actions

Objectives	Strategic Actions
Identify and remove, where practical, the barriers to relocation.	Undertake annual reviews of the work permit and immigration processes, consider the effectiveness of recent reforms and identify further areas of potential reform
Support employers recruiting off-Island workers.	Provide a service to employers within the Locate team to assist with queries relating to work permit and immigration processes and assist with navigation through rules and guidance Monitor the effectiveness and impact of the Employee Relocation Incentive, in conjunction with any additional worker incentives and report annually
Ensure that employers are able to train existing workers to meet changing skills requirements.	Work with DESC and private training providers to ensure adequate provision and availability of vocational training and skills development programmes Work with employers to promote the benefits of apprenticeships, internships and re-training programmes for workers moving employment sector or re-entering the workforce.

THEME 4 – EMPLOYMENT AGENCIES

23. Current and future role

- 23.1. Employment agencies have a key role to play in the promotion of job opportunities and the attraction of skilled workers.
- 23.2. Support through the Financial Assistance Scheme is provided for off-Island marketing and better links established with locate.im as a central portal for information, advice and guidance in respect of relocation to the Island.
- 23.3. The Department has regulatory responsibility for employment agencies and is committed to reviewing the associated legislation to ensure that it is modern and fit for purpose and, where possible, supports the aims of this strategy, encouraging promotion and engagement with skilled workers regardless of jurisdiction. Locate will seek to encourage the growth in agencies who actively seek to recruit off-Island in areas of critical skills shortages.
- 23.4. We also recognise that employment agencies are well placed within the labour market to provide intelligence to the Department in respect of both areas of skills shortages and in understanding the needs and requirements of potential workers. Obtaining this market intelligence will help inform and shape the Locate strategy as it develops.

24. Target jurisdictions

- 24.1. Many of the skills needed in the Island are also in shortage in other areas. There is a global demand for workers in ICT, financial services, healthcare and many other areas.
- 24.2. It is essential, therefore, that the opportunities in the Island reach workers with the right skills, where there is potential for them to relocate to the Island.
- 24.3. In order to connect the vacancies with the workers, Locate will seek to establish relationships in relevant jurisdictions to promote the Island and its wealth of available careers.

25. Objectives & strategic actions

Objectives	Strategic Actions
Ensure on-Island employment agencies are engaged with the Locate strategy.	Establish a forum to enable Locate to engage fully and openly with employment agencies, improving labour market intelligence Develop an on-Island communications plan to raise awareness of incentives and support for off-Island recruitment Develop key messages, resources and Isle of Man toolkit on the Locate website, for use by employment agencies
Employment agency legislation is modern and fit for purpose.	Undertake a review of current employment agency legislation and make proposals for amendments by October 2019
Enhanced reach and capability of employment agencies in respect of off-Island recruitment.	Enable access to assistance for off-Island marketing efforts by employment agencies which are aligned to the objectives of the Locate strategy and target markets Develop a programme of events in target jurisdictions where shared

	<p>presence with employment agencies and industry representatives is appropriate</p> <p>Develop relationships with employment agencies in target skill areas and jurisdictions</p> <p>Consider policy options to further incentivise off-Island recruitment</p>
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THEME 5 – HIGH VALUE ACTIVE ENTREPRENEURS

26. Economic benefit

- 26.1. High Value Active Entrepreneurs (HVAE) are important to the Isle of Man as they bring significant economic benefit as a result of their relocation.
- 26.2. This includes direct tax revenues, investment in businesses and job creation, increased expenditure on local goods and services and investment into property stock, supporting the valuable local construction sector.
- 26.3. The Island has been actively promoting to HVAE for over 10 years and since the tax cap was originally introduced, numbers electing for the tax cap have increased from 11 already resident in the Island upon introduction to 69, with a further eight individuals whose tax liability exceeds the cap threshold, but have not elected to be capped. The income tax payments from these individuals directly amounts to over £10m per annum.
- 26.4. Furthermore, there is a significant wider economic benefit to the Island in attracting HVAE through taxes generated through their investment and employment provided. From those companies readily identifiable as associated with tax capped individuals, it was estimated by Treasury in February 2018⁵ that they employed almost 2,500 staff with a payroll cost of over £120m and income tax and NI contributions exceeding £34m. This is just related to those individuals who have elected for the tax cap, with many other High Value Active Entrepreneur residents in the Island, therefore the value to our economy is expected to be far greater than this.

27. Investor to ambassador

- 27.1. There are additional wider benefits as many HVAE act as ambassadors for the Island, promoting awareness of what the Island has to offer and playing an important role in supporting community events and charitable causes.
- 27.2. Locate will seek to harness this influence through the creation of an ambassador network.

28. Competition

- 28.1. In recent years, the market to attract individuals with a high net worth has become extremely competitive. There are numerous jurisdictions actively promoting an attractive proposition and individuals have a significant range of options available to them when choosing where to reside.

⁵ <http://www.tynwald.org.im/business/OPHansardIndex1618/1831.pdf>

- 28.2. If the Island is to continue to realise the economic benefit that individuals with wealth bring when they relocate, then we must review the overall proposition to ensure it remains competitive.
- 28.3. The Strategy will commit the Department to undertaking a detailed review of our offer, together with a jurisdictional comparison.

29. Attraction and support

- 29.1. HVAE rely on a network of professional advisors, wealth managers and intermediaries. Establishing strong links with relevant individuals and organisations will be key in promoting the offer in the Island and facilitating introductions to those looking to relocate and invest.
- 29.2. Additionally, targeted marketing in relevant publications and attendance at specialist events will ensure the Island raises its profile in a competitive marketplace.
- 29.3. Locate will have a dedicated resource to manage the relationship with High Value Active Entrepreneurs and their advisors, overseeing the entire journey from initial enquiry through to relocation. This service will link with relevant Agencies and organisations, both internal and external to Government, to provide a bespoke concierge service.

30. Objectives & strategic actions

Objectives	Strategic Actions
Ensure the Island remains a competitive jurisdiction for individuals with significant wealth	Undertake a full review of the Island’s HVAE proposition, to include comparisons with competitor jurisdictions
Raise the profile of the Island as an attractive, safe and secure place to live and invest	<p>Develop and maintain a programme of communication and attendance at events, to foster relationships with HVAE intermediaries, partnering with private sector stakeholders where relevant</p> <p>Establish a programme of targeted marketing and PR activities in relevant top tier / niche publications</p> <p>Develop an ambassador network, utilising the influence of those who have relocated and their network of advisors</p>
Provide a professional and personalised service to those looking to relocate and invest	<p>Commit dedicated resources to the provision of personalised support, guidance and assistance from initial enquiry through to relocation and continuing once relocated to maintain strong relationships</p> <p>Supplement personal resource with a bank of tailored content, targeting those looking to relocate and invest, on the Locate website</p>

THEME 6 – INWARD INVESTMENT & NEW BUSINESS

31. Executive Agencies

- 31.1. The recent transformation to the Department for Enterprise provides an opportunity to refocus existing inward investment and country strategies. The creation of four Executive

Agencies covering Digital, Business, Finance and Visit will provide a greater ability for the Department to understand business development priorities and identify opportunities for growth.

32.Support

- 32.1. Locate will drive initiatives that seek to grow existing businesses in the Island, as well as playing a key supporting role to the Executive Agencies in their pursuit of new business.
- 32.2. Working in partnership with the Agencies, Locate will seek to be a key enabler in the relocation of businesses and skilled workers.
- 32.3. We will start by reviewing our current business proposition to understand our USPs (unique service propositions) in comparison with other jurisdictions and refine our key messages which will be used in the promotion of the Island as a place to do business.

33.Financial assistance

- 33.1. The Department has recently reviewed all of its financial assistance schemes to ensure they are fit for purpose and can provide the maximum benefit and incentives to support growth or potential relocation. This work has now been completed and a key objective for Locate will be to promote the range of assistance available to encourage investment and relocation.

34.Concierge

- 34.1. A dedicated concierge service will be provided, covering all aspects of business relocation, with services extended to provide support for families. A holistic approach will help alleviate some of the barriers associated with relocation, such as concern over employment for partners and children. This service will be provided on an initial pilot basis by the Chamber of Commerce, working closely with the Locate team.
- 34.2. Partnering on the operational aspects of such a concierge service will enable the Department to increase its capability in this important area, whilst maintaining internal resources focussed on the development of policy and ongoing promotion.

35.Country strategy

- 35.1. In a changing global market, the Department needs to fully understand the potential for inward investment and worker migration from other jurisdictions.
- 35.2. The Department will review its current country strategy and utilise its membership of the Commonwealth Enterprise and Investment Council, with a view to targeting not only business attraction, but the availability of a skilled workforce.

36.Flexible working spaces

- 36.1. When businesses are considering relocating, a key consideration is the availability of suitable accommodation, both for the business and its workers. The facilitation of temporary 'landing' space, providing the option of a quick set up in the Island while the business establishes itself will be considered in conjunction with the Executive Agencies. The Island has recently

seen the creation of flexible office space for both new Island based businesses and potential relocators.

- 36.2. The Barclays Eagle lab in Douglas, Engine House in Castletown and Mountain View Innovation Centre are prime examples of flexible, temporary business premises that can facilitate quick, value for money, start-up spaces.
- 36.3. As part of this Strategy, we will commit to investigating similar options for larger office spaces and industrial units, together with consideration of temporary accommodation facilities for key workers.
- 36.4. A recent Tynwald Select Committee report into Unoccupied Urban sites highlighted the potential benefit of a Development Agency. Such an agency could facilitate and stimulate strategic commercial developments and the Department will be closely involved as this work develops.

37. Objectives & strategic actions

Objectives	Strategic Actions
Support the DfE Executive Agencies in attracting new inward investment and business relocations	<p>Provide a key point of contact for relocating businesses or those seeking to invest, working in partnership with the DfE Executive Agencies</p> <p>Commit resources within the Locate team to act as a conduit for the DfE Executive Agencies to identify barriers and provide guidance internally and externally</p> <p>Collate intelligence on barriers encountered by those relocating in order to inform further policy development</p> <p>Undertake a review of current country strategy and implement revised approach</p>
Remove potential barriers to business and worker relocation	<p>Promote the Island’s business proposition on the Locate website and through targeted marketing and PR</p> <p>Provide a comprehensive toolkit for potential investors and businesses seeking to relocate</p> <p>Champion leading businesses, providing case studies showcasing those who are already based in the Island</p>
Provide a professional and personalised service to those looking to relocate and invest	<p>Provide, in conjunction with the Chamber of Commerce, a comprehensive concierge service providing support and resource to meet the needs of new businesses and their workers</p> <p>Promote the Island’s offering in respect of temporary office space and investigate additional requirements for larger facilities to support business relocations</p> <p>Explore the benefits and potential requirements for temporary accommodation for key workers relocating to the Island</p>

CONCLUSION

39. The Island is 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.
40. Whilst the Island offers an enviable home to both people and businesses, the inability to fill existing vacancies is the single biggest issue reported from industry and through our Executive Agencies. Growing the economically active population would provide the single biggest boost to our economy and is a national priority.
41. The goals of this strategy are not achievable by the Department for Enterprise alone, and realising our Vision will take considerable effort and resource, working collaboratively across Government and with the private sector.
42. This is a living document - designed to reflect our focus between now and the end of 2021 – as the economy evolves, so will the strategy. The Island is a special place to live and work, and through the Locate initiative, the Department seeks to enhance and promote what it has to offer and ensure it remains an Island of enterprise and opportunity for all.

MEASURING SUCCESS

43. We will know our strategy has been successful when:
 - 43.1. Employers are confident that they can find experienced and capable talent to fill their vacant roles and support business growth
 - 43.2. Employment agencies work actively on and off island and partnerships are established in target jurisdictions to support the attraction of skilled workers
 - 43.3. Workers in target skill areas are identified, attracted and converted before a skills shortage represents a risk to business expansion and investment decisions
 - 43.4. More graduates are aware of the opportunities in the Isle of Man and see it as an attractive place to start a career
 - 43.5. More High Value Active Entrepreneurs call the Isle of Man home and actively invest in local businesses and properties
 - 43.6. We have a diverse economy and more businesses choose to invest in our Island as a special place to live and work