

# Department for Enterprise: Department Plan 2022-23



## Our Island Plan:

Building A Secure,  
Vibrant And Sustainable  
Future For Our Island



# Contents

## 1. Executive Summary

Minister's Foreword .....	4-5
Chief Officer's Introduction .....	6-7

## 2. About Us

Our Vision, Values and Goals .....	8
What We Do .....	9
How We Do It .....	10-11
Our Areas of Responsibility .....	12-13
Our People .....	14-15

## 3. Review of the Past 12 Months and Focus for the Next 12 Months

Our Island Plan .....	17
Executive Agencies .....	18
Finance Isle of Man .....	20-21
Digital Isle of Man .....	22-23
Business Isle of Man .....	24-25
Visit Isle of Man .....	26-27
Motorsports .....	28-29
Registries .....	30
Isle of Man Ship Registry .....	32-33
Isle of Man Aircraft Registry .....	34-35
Isle of Man Central Registry .....	36-37
Enterprise .....	38
Locate Isle of Man .....	40-41
Policy and Strategy .....	42-43
Enterprise Support .....	44-45

5. Final Comments .....	46
-------------------------	----

4. Financial Summary .....	47-49
----------------------------	-------

6. Appendix - Action Tables .....	50-65
-----------------------------------	-------

# Minister's Foreword

**Dr Alex Allinson, MHK**  
MINISTER FOR ENTERPRISE



Since I took over the role as Minister of the Department for Enterprise in October 2021 I have been continually impressed by the hard work of all our staff and the quality of the initiatives being proposed, developed, and promoted across the Department.

During my first 100 days as Minister I took the opportunity to meet with each area of the Department, understand their remit, their opportunities, and their concerns, and have now begun the implementation of a range of changes to help steer the Department's forward direction over the next few years.

Part of this involved reviewing the Executive Agency model. The Department is unique in its approach to private/public sector collaboration with the Finance, Digital, Business and Visit teams all influencing policy, developing products and leading promotion hand in hand with the private sector.


I am pleased with the way this model works and the results it produces, and have worked closely with the Agencies to ensure the structure and the vision matches up to our shared ambition.

The Department must continue to adapt and evolve. We have faced huge challenges as an Island over the last few years and the ability to flex and deal with these is a real asset that has helped the Department to continue to deliver against its objectives in the face of new external pressures.

The excellent work of the Department's three Registries means that the Department is broadly cost neutral, with the income generated re-invested to create the right environment for businesses to thrive.

With the introduction of Our Island Plan we have been given the opportunity to work on cross-government policies, including planning reform, childcare provision and our new digital strategy. The Island Plan is a great vehicle for collaboration and we are proud to be playing our part in its delivery.

As well as tackling larger issues we have not forgotten about the real challenges facing us right here, right now. Our day-to-day support and industry liaison gives us the ability to act quickly and effectively in the best interests of the Manx public.



We regularly work with Chamber of Commerce, Institute of Directors, Isle of Man Business Network and more to ensure we are always part of the wider industry conversation.

It is my hope that this document will not only raise further awareness of the great activities taking place in my Department, but will also serve as a communication tool, to further open dialogue and enable people and businesses alike a clear insight into our work and a way to reach out and engage.

I believe that through the objectives and actions set out in Our Island Plan, together with the continued collaboration between a responsive and supportive Government and an ambitious and engaged industry, we will be able to live up to our claims. We will be secure. We will be vibrant. And we will be sustainable.

We will continue to drive forward the actions in this plan and will provide a full update to Tynwald in May 2023 on our progress.

# Chief Officer's Introduction



## Mark Lewin

CHIEF EXECUTIVE.  
DEPARTMENT FOR ENTERPRISE

The Department for Enterprise was created to give far sharper focus on our economy and enable regular dialogue right across the spectrum of our sectors, giving us the chance to adjust our policies and strategies to best help local businesses not only thrive and expand, but also to create a fertile ground for new sectors and businesses.

The Department proudly supports the mission of creating an environment, through innovation and collaboration, where the economy thrives. A mission created by the staff themselves and one which underpins all of the work carried out by the Department and its four Executive Agencies, as initiatives are developed in partnership with Government and the private and third sectors, to ensure that we see real economic growth and deliver a strong and diverse economy for our Island.

As part of this, the Department directly supports thousands of local jobs through our enterprise support team, our business development, our promotional activity and our innovative policy development.


The staff across the Department come from extremely diverse backgrounds, and are often deeply experienced in the area they support – from shipping to aviation, from finance to

eGaming and digital industries, or from marketing to motorsport. Everyone coalesces around this ambition to support positive economic outcomes.

Approximately half of the Department's staff are based in our Registries – teams which provide hugely important quality services in their own right, but also in doing so provide valuable direct income which is then invested back into the economy across the rest of the Department's activities.

The last two years presented the Island with some immense challenges and the Department's response was hugely important with, at a peak, over a quarter of the whole department focusing on designing and processing financial support to businesses and individuals - and I am extremely grateful to everyone who volunteered to do so across many months.

The establishment of the Executive Agencies has been hugely important over the last few years as we develop more ideas in response to the challenges and opportunities we face, putting relevant private sector leaders right at the heart of discussions and decisions on how best to support our sectors and where public funds are spent to further our economic aims.



Looking forward, Our Island Plan clearly also aligns to this ambition. We are committed to building a secure, vibrant and sustainable future for our Island nation. This means lifting up some of our day-to-day activities into wide reaching projects as part of the Island Plan delivery, while also keeping clear lines of activity focused on our core objectives.

In partnership with Treasury, we are delivering a 5-10 year economic strategy for the Isle of Man. This will give further light to our challenges, but more importantly, will help us agree and drive forward solutions and new opportunities.

Over the last twelve months the Department has increasingly become involved in large scale projects that cut across various Government Departments including strategic air links, regeneration and the draft childcare strategy. This work of the Department, guided by the Agencies, will continue to be critically important supporting our economic ambitions.

Projects such as delivering a new workforce and skills strategy, the implementation of a new Visitor Economy strategy, the development of a brand new economic sector in Medicinal Cannabis, and a real focus on innovation through the creation of a new Innovation Hub

and Innovation Challenge, to name but a few.

These will be supported through important ongoing work in legislation, account management, business development, promotion, and policy development across a broad spectrum of sectors and specialities.

The Department is unique in Government terms in that much of what it does is not enshrined in a statutory duty. It delivers real value into our Island's economy and in doing so into our everyday lives, through a diverse range of people – employees and volunteers who all work together with this common aim in mind simply because this is the right thing to do.

This Department Plan highlights the work and the priorities currently identified. By the nature of what we do some of these will change however it provides a useful and agreed starting point for the journey ahead.

# About Us

## Our Department Vision

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

## Our Department Mission<sup>1</sup>

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 three distinct registry areas, two of which are safety regulators. All 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
- Isle of Man Central Registry

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.



The Visit Isle of Man Agency 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. Before the COVID-19 pandemic, the Island's visitor economy was improving strongly. Consequently, Visit Isle of Man is now focused on rebuilding, with industry's help, to capitalise on the interest in domestic British tourism and our UNESCO Biosphere status.



The Motorsport Team successfully delivered the 2016-2019 TT and Festival of Motorcycling, and continued to grow both events. Since 2020 they have been focused on the future, undertaking a comprehensive analysis that will underpin the event for the years ahead.



The DfE is the sponsoring Department for Manx National Heritage – a registered charity that is responsible for protecting and promoting the Island's natural and cultural heritage.



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 17th 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 Qual 21 programme for high performing flag states.



The 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 Central Registry in turn incorporates the Civil, Companies, Deeds & Probate, and Land Registries 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 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).

## Manx Development Corporation

Manx Development Corporation (MDC) is an arms-length company created to make a long term contribution to urban and brownfield regeneration in the Isle of Man.

# Our Areas of Responsibility



Isle of Man  
Chamber of Commerce  
SHESHAGHIT LUGHT-TRAGHYTEC ELLAN VANNIN



Manx National Heritage  
Eiraght Ashoonagh Vannin

Isle of Man  
Post Office  
Oik Postagh Ellan Vannin

## 1. Finance Isle of Man

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

## 2. Digital Isle of Man

- eGaming
- Blockchain
- Innovative Technology
- Esports
- Infrastructure
- IOT

## 3. Business Isle of Man

- Engineering & Manufacturing
- Food & Drink Production
- BioMed
- Cleantech
- Logistics
- Large Food Retail
- Construction
- Real Estate
- Regeneration

## 4. Visit Isle of Man

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

## 5. TT / Motosports

- TT Promoter
- TT & Classic TT
- 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

## 9. Enterprise Support

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

## 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

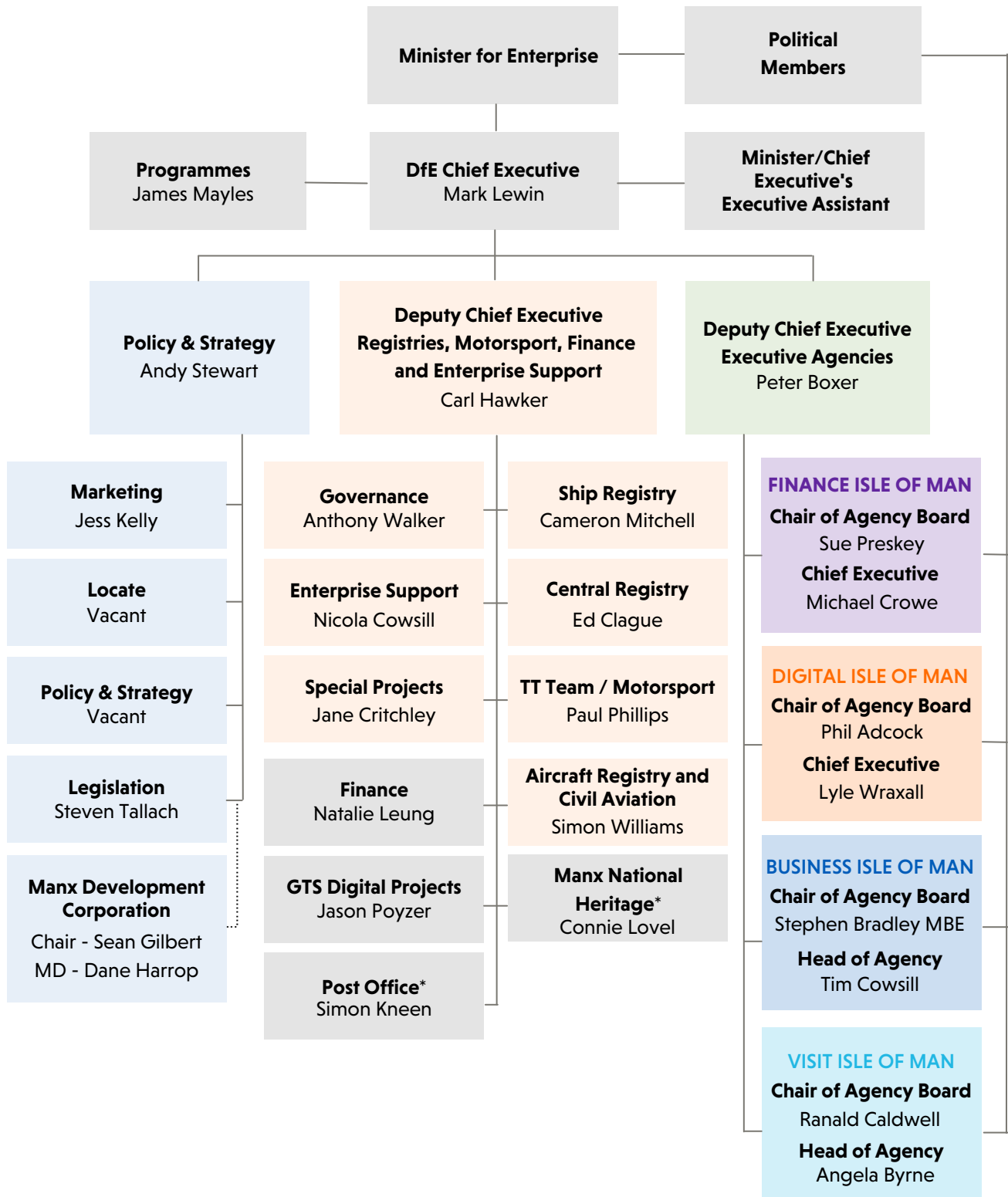
# Our People

The Department employs over 170 people across the various Agencies, Functions and Registries. 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 24th March 2022

# Department Structure



Accurate as of 24th March 2022

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

# Review of the Past 12 Months and Focus Areas for the Next 12 Months





# Our Island Plan

The Island Plan was approved by Tynwald in February 2022 and sets out a vision to build a secure, vibrant and sustainable future for our Island nation.

The Island Plan proposes commitments and priorities at a high level for the lifetime of the Island Plan from 2021 - 2026, and provides high level indicators as to where to focus efforts and resources, which will be supplemented by more detail as the Island Plan develops with further input.

Each Department is responsible for different commitments and the DfE is taking an active role in the delivery of a number of priorities across the five themes, as well as supporting more generally on a number of others. The Island Plan sets out three key areas of development:

## 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.

Developed in the first 30 days of the new administration, the Island Plan sets out a roadmap of how Government will work to make meaningful improvements to people's lives over the next five years. It has five broad themes:



**Building great communities;**



**A strong and diverse economy;**



**An Island of health and wellbeing;**



**An environment we can be proud of;**



**Outstanding lifelong learning and development opportunities for all.**

This document sets out the key activities and milestones which the Department will be carrying forward (see Appendix 1). The full Island Plan and associated actions can be found online at [gov.im/islandplan](http://gov.im/islandplan)

# 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.

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 and Digital Isle of Man Agencies also have a Chief Executive to play a leading role in the Agency's vision, strategy and policies.

The Visit Isle of Man and Business Isle of Man Agencies have two Heads 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
- Rob Callister MHK for Visit Isle of Man & Motorsports
- Peter Greenhill MLC for Finance Isle of Man & Manx National Heritage Trustee
- Tim Johnston MHK for Business Isle of Man & Enterprise Support

# Key Priorities

 <p><b>Visitor Strategy</b></p>	 <p><b>Airlinks</b></p>	 <p><b>Regeneration</b></p>
 <p><b>Childcare Strategy</b></p>	 <p><b>Workforce &amp; Skills Strategy</b></p>	 <p><b>Medicinal Cannabis New Sector</b></p>
 <p><b>Innovation Hub</b></p>	 <p><b>Innovation Challenge</b></p>	 <p><b>Delivery of a Successful TT 2022</b></p>
 <p><b>Refocus Enterprise Support Schemes</b></p>	 <p><b>Digitisation of the Registries</b></p>	

# Finance Isle of Man

Finance Isle of Man was established in 2018 to promote and develop the Isle of Man’s significant Financial and Professional Services sector, and to act as the primary conduit between Government and industry.

Since its creation the Agency has worked closely with the Island of Man Financial Services Authority (IOMFSA) and industry to support numerous legislative changes as well as promoting the Island in key jurisdictions.

Finance Isle of Man is involved in a broad spectrum of matters from promotion of the Financial and Professional Services sector in key jurisdictions and working to attract people to the Isle of Man to build their careers here, to policy matters such as Beneficial Ownership registers, a comprehensive review of Insolvency legislation and inclusion in new UK Free Trade agreements.

The Agency looks at new opportunities for growth and development in order to deliver long term sustainable economic growth, working with industry to strengthen the Island's current proposition as a jurisdiction. As part of this, the Agency anticipates that important subjects such as ESG (environmental, social, and governance-led investment decisions) may cross-cut Government-wide priorities.

Under the stewardship of Chair Sue Preskey, the Finance Isle of Man Board was recently reviewed, with new board members appointed in October 2021. The Board is made up of a combination of members nominated from trade bodies, together with a number of self-nominated members keen to contribute their expertise to strategic and policy issues.

## 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.

7

Team Members

£717k

Revenue Budget

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

Sectors

## Finance Isle of Man - Board



Sue Preskey



Michael Crowe



Stuart Nelson



Gill Marples



Simon Nicholas



Claire Milne



Chris Till



Mark Dougherty



Anne Couper  
Woods



Dougie Elliott



Peter Greenhill  
MLC

### Non-Voting Members



Mark Lewin



Dina Hill

### Last 12 Months

- Commenced new projects to grow sectors and job opportunities in Insurtech and Employee Benefits
- International marketing campaigns to promote the jurisdiction, and specific projects to support Captive Insurance and International Pensions have reached 100,000s of people around the world
- Awarded best International Finance Centre and International Campaign of the Year award at the International Investment Awards in 2021
- Jurisdictional awareness campaigns and activity into Dubai, Switzerland, UK, and South Africa continue to drive more interest in Isle of Man financial services, including wealth and asset structures

### Future Focus Areas

- Establish a regular industry / government / regulator forum for collective discussions of challenges and opportunities
- Enhance communications with all our stakeholders to remove barriers to business, ensure we are focused on current priorities to support our sector
- Increase the Isle of Man's reach and recognition in key markets including South America, Africa, Europe, and Asia through sponsorship of a variety of events, digital-led marketing activity and building relationships with targeted off-Island organisations
- Take short term action to promote financial services opportunities and to fill current vacancies, as well as work with industry partners to look at medium term work to alleviate this issue in the future
- Develop the Island into an Insurtech centre of excellence
- Become a centre of excellence for multinational corporations to manage their international employee benefit programmes
- Progress a project on sustainable finance to meet future requirements and support the Climate Change Agenda
- Create an Innovation Hub in collaboration with IOMFSA and Digital Isle of Man
- Continue work on the Island's access to cash, credit cards and digital banking

A full list of planned activity can be found in Appendix 3.

## Digital Isle of Man

Digital Isle of Man has developed a number of new sectors including blockchain, esports, FinTech and the Internet of Things (IoT), whilst strengthening its core competence in eGaming, continuing to attract businesses worldwide. Digital Isle of Man regularly partner with industry to remove any potential barriers for business and support opportunities for growth. The Agency's infrastructure work continues to improve broadband access across the Island with speeds up to 1Gbps now available to 60% of the Island's premises.

In 2021 the Agency completed an expressions of interest process for new board members, appointing a number of new industry experts across a number of key sections essential in supporting the ongoing strategic objectives of Digital Isle of Man.

Digital Isle of Man aspires to improve the economic development of the Isle of Man through attracting top tech talent and businesses to the Island and supporting organic growth of the digital sector as a cornerstone of the economy. The Agency seeks to improve quality of life by leading on the development of digital skills and by creating exciting job opportunities in digital sectors and supporting those across all Island-industries in line with current and future digital transformation.

In order for the Isle of Man to remain competitive well into the future, the Island must maintain its thriving digital sector while proactively developing new, market adjacent tech sectors, supported by robust and agile regulation. The Isle of Man must keep pace with developments in technology and industry through timely engagement and constant feedback from industry peers; as well as developing new initiatives. Over the next 12 months the Agency will be focusing on key strategic objectives to ensure the Island remains an attractive location for digital businesses.

### 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.

**11**

**Team Members**

**£815k**

**Revenue  
Budget**

- eGaming
- Blockchain
- Innovative Technology
- Esports
- Infrastructure
- IoT

**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

### Non-Voting Members



Mark Lewin



Lawrence Dick

#### Last 12 Months

- National Broadband Plan exceeded 62% completed premises passed for fibre and delivering against planned timelines
- 19 new eGaming licences approved, creating 177 jobs and record levels of opportunities
- Island-wide IoT network rolled-out covering 90%+ of the Island
- The new Digital Accelerator Programme for blockchain businesses is fully active and now working with 47 affiliated businesses in the blockchain space

#### Future Focus Areas

- 10% year-on-year growth in digital sector creating at least 500 new jobs by the end of 2023
- Underpinned by strong focus on eGaming, further development of blockchain/FinTech
- Continue to strengthen infrastructure on-Island with availability of 1Gbps internet to 75% of the population by 2023
- Support the sector by encouraging uptake of digital skills and lifelong learning
- Create an Innovation Hub in collaboration with IOMFSA and Finance Isle of Man
- Launch and run a FinTech Innovation Challenge for the Isle of Man
- Development of the esports value proposition for the Island, helping to build stability within industry while driving significant job growth to the Isle of Man



Visit [www.thinkfibre.im](http://www.thinkfibre.im)  
for more information

# Business Isle of Man

Business Isle of Man was established to facilitate the support, development and promotion of key sectors involved in the export of physical goods and related services from the Isle of Man, and those operating services within the domestic economy.

The sectors supported by Business Isle of Man include Large Retail, Construction, Logistics, Real Estate, Cleantech, Engineering and Manufacturing and Medicinal Cannabis.

The broad remit of Business Isle of Man and the devastating impact of the pandemic on all sectors of the domestic economy has made the first three years of the Agency a dynamic and challenging environment where the team have been able to provide key support, guidance and advice at an agency level, sector specific and directly to individual businesses.

The last two years have brought a number of challenges to the Island’s local economy and key areas supported by Business Isle of Man. This process has given the Agency the opportunity to review and renew its focus on export sectors. This work is ongoing, with certain areas moving into the Visit Isle of Man Agency and others getting a refresh in line with the new approach. The Agency’s Terms of Reference are being revisited and the board membership will also be renewed in 2022.

## 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 the Business Isle of Man 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.

**5**

**Team Members**

**£519k**

**Revenue  
Budget**

- Engineering & Manufacturing
- Food & Drink Production
- BioMed
- Cleantech
- Logistics
- Large Food Retail
- Construction
- Real Estate
- Regeneration

**Sectors**



## Business Isle of Man - Board



**Stephen Bradley**  
MBE



**Tim Cowsill**



**Steven Smyth**



**Dave Taggart**



**Andrew Corrie**



**Janna Horsthuis**



**Steve Pickett**



**Phil Taylor**



**Carol Glover**



**Dave Hester**



**Tim Johnston MHK**

### Non-Voting Members



**Mark Lewin**



**Phoebe Harwood**

### Last 12 Months

- Supported 44 events to date through the Domestic Event Fund and committed over £250,000 worth of grant funding and additional underwriting support. The projected footfall for events supported is in excess of 200,000
- Delivered a successful Manx Internship Programme supporting 226 people matched in placements across a wide range of sectors within the Manx Economy
- Supported and developed a new Medicinal Cannabis for Export License Regulatory Framework
- Continued to monitor COVID-19 impact on our sectors and offered support

### Future Focus Areas

- Deliver 250 new jobs for the Medicinal Cannabis sector over three years
- Review of construction skills and training required to meet future requirements and support the Climate Change Agenda
- Develop an Island-wide Engineering and Manufacturing Review to develop a future strategy for this sector following the impacts of the COVID-19 pandemic and Brexit
- Focus on Town Centre First development and support an overall review of planning in the Isle of Man
- Work with the Policy and Strategy team to support the ongoing work of the Manx Development Corporation
- Improve connections and cross-government working to further help businesses in the Island

A full list of planned activity can be found in Appendix 3.

## 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.

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 COVID-19 pandemic brought about significant changes to visitor expectations, with more emphasis on hygiene and flexibility when booking. An increased demand for staycations will change the marketplace moving forwards. A range of support schemes have been in place throughout 2020/21 to provide financial assistance of over £20m to the Travel and Tourism sectors in light of the impact of COVID-19 and the necessary emergency Government measures required. Consequently, Visit Isle of Man is now focused on rebuilding, alongside industry, to capitalise on the interest in domestic British tourism and our UNESCO Biosphere status, and the delivery of a new ten year Visitor Economy Strategy.

The delivery of the strategy will require robust leadership, partnership, Government support and monitoring. At the core of all this will be the collective and diverse expertise of the Visit Agency Non-Executive Board. Inducted in February 2022, the Agency welcomed a new Non-Executive Board who will be of utmost value as they assist with the drive and success of the strategy.

### 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.

8

Team Members

£2m

Revenue  
Budget

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

Sectors

## Visit Isle of Man - Board



Ranald Caldwell



Angela Byrne



Brian Thomson



Brett Martin



Sally Helwich



Richard Fletcher



Deborah Heather



John Keggin



Connie Lovel



Leigh Morris



David Curtis-  
Brignell MBE



Rob Callister MHK

### Non-Voting Members



Mark Lewin



Laura Dalton

#### Last 12 months

- Over £14m provided to Tourism Accommodation businesses through the Strategic Capacity Scheme
- Continued delivery of a programme of business support and the COVID-19 Strategic Capacity Scheme
- Launched multi-channel marketing campaign to highlight the easing of the Island's border restrictions to attract visitors
- Developed the 'Our Island, Our Future' Isle of Man Visitor Economy Strategy 2022-2032 - which involved extensive research and consultation across industry and Government to produce an ambitious new plan for the Island's visitor economy
- Progressing with an Accommodation Development Strategy for the Island to capitalise on the development opportunities
- Appointed three Product Champions to lead development and growth of key tourism areas
- Refresh of the Visit Isle of Man Board – now incorporating more key areas of the visitor economy

#### Future Focus Areas

- Rebuild visitor numbers to pre-pandemic levels over the next 12–24 months
- Strengthen relationships with local industry and travel trade to accelerate visitor economy growth.
- Strengthen existing events and develop new events to help extend the season
- Work with the relevant lead bodies and government departments to progress programmes of projects and initiatives to develop the Island's eco-tourism offer, developing distinctive visitor products that capitalise on the Island's USPs
- Ensure that the memories that our visitors take away with them are positive and lasting, so that they will return and encourage others to come
- Improve perceptions of the Isle of Man via effective marketing of the Island as a short break destination, and of visitor accommodation, attraction and activity businesses, events and packaged holidays, targeted around transport hubs with direct links to the Island
- Drive forward the action programmes in 'Our Island, Our Future' Isle of Man Visitor Economy Strategy 2022-2032 subject to Tynwald approval

A full list of planned activity can be found in Appendix 3.



## Motorsports

The Motorsports Team are focused on the future and as such a comprehensive analysis is underway that will underpin the Isle of Man TT for the years ahead and bring it back better and stronger in the future. 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 January of this year, the Department established 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 will deliver a wide range of initiatives planned for execution over the next three years. These initiatives are inter-reliant and success or failure in one area will have a positive or negative impact in one or more of the other areas being developed.

The COVID-19 period has allowed a lot of work to be undertaken 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**



**Rob Callister MHK**

### Last 12 Months

- Development of a new TT strategy to support the return of the events and realise significant growth potential for the future
- Developed a new safety management system for motorcycle racing on the Mountain Course
- Created a new Global Digital First Broadcast Strategy for the Isle of Man TT Races

### Future Focus Areas

- A root and branch review of our organisational structure and roles and responsibilities in order to manage the TT brand and help achieve our strategic objectives, instilling brand at the heart of everything we do
- Delivery of the Global Digital First Broadcast Strategy, designed to increase the reach of the TT and grow global knowledge, interest and advocacy. This includes the delivery of live broadcast for the first time, an OTT channel, year round original content including film and docuseries, esports and podcasting
- Delivery of the TT Facilities Plan, securing the facilities and infrastructure needed to drive value for money and to ensure a better customer experience, prioritising accessibility to meet the expectations of our customers with additional needs
- 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 achieve our vision through an activation first approach
- Also included in this strategy will be the management of key commercial tenders including travel and merchandise with all elements combined designed to drive £16m worth of additional income between 2022 and 2028
- Establishing and maintaining 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 a new 10-race TT schedule for 2023 designed to ensure best sporting narrative, engagement and entertainment and to best complement travel and accommodation capacity and provision
- Delivery of a new look Manx Grand Prix in collaboration with Manx Motor Cycle Club

## ISLE OF MAN TT RACES

GLOBAL DIGITAL-FIRST BROADCAST STRATEGY

GROWTH & SUSTAINABILITY THROUGH SPORT AND ENTERTAINMENT



A full list of planned activity can be found in Appendix 3.

# Registries

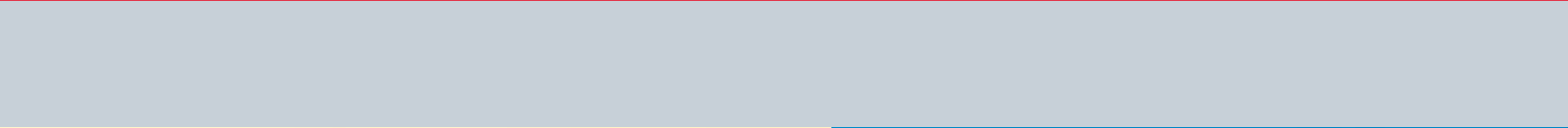
The Department for Enterprise is responsible for three Registries – the Isle of Man Ship Registry, the Isle of Man Aircraft Registry and the Isle of Man Central Registry. The Registries are responsible for the generation of around £26m income, across the various revenue streams. This essential income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

Together the Registries 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.

The Registries also play an important role in raising awareness of the Isle of Man around the world and provide the foundations for a wide range of business to take place. Their work is part of the Island’s history and public record which in turn supports continued economic growth.

2022 has brought a series of challenges to the Isle of Man Ship Registry and Aircraft Registry following the series of exceptional and distressing events unfolding during the conflict in Ukraine. The Department confirmed its commitment to proactively halt all business across its Air and Ship Registry services that have connections with Russia, beyond coordinated steps taken in response to global sanctions, in March 2022. This unprecedented and fast moving situation is under constant review.





# 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 17th 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**



### Last 12 Months

- The Ship Registry, as part of the wider Red Ensign Group, successfully passed the first IMO Instruments Implementation Code (III Code) audit. The REG was issued with 'Best Practice' in three areas - Legislation Review, Hydrography and Monitoring of Recognised Organisations
- Appointed two new Business Development Managers for China and Northern Europe
- New Green Fees initiative launched which rewards ship owners who invest in environmentally friendly technology with a 15% discount on their annual fees – aligns with UNESCO Sustainability Development Goals (SDG 9)
- Developed a new survey regime for yachts, to be named 'Pleasure Yacht Charter Ready' which is designed around the operational profile of modern yachts - due to launch in April 2022
- Continued investment in Remote Inspection technology, including trials with leading satellite communications providers to gain dedicated bandwidth to enable us to undertake remote inspections whilst a vessel is at sea
- Added 21 countries to our STCW 'Recognised Countries' List – this means our clients have greater flexibility to recruit officers for their vessels from a wider range of countries

### Future Focus Areas

- Consolidate our presence in key markets and develop new markets
- Introduce China Classification Society as our next Recognised Organisation – delegated to carry out statutory certification and services on behalf of the IOMSR (linked to priority above)
- Continue to recruit additional Business Development Managers for the Country Strategy to increase IOMSR network globally to support existing and new client base
- Introduce new General Inspection regime for merchant ships – four 'mini' annual remote inspections with a full 'boots on deck' inspection in the 5th year. The new annual inspections will allow us more visibility of our fleet, provide better data analytics and an opportunity to use our data to focus inspections on the areas where they will achieve most benefit
- Roll out a range of new features to our Seafarer Welfare app 'Crew Matters'
- Continued development of our computer system (MAVIS) including integration of Power BI to allow analysis of data and identification of trends
- Ballast Water Management Convention to be extended to the Isle of Man within 12 months of UK ratification (expected Summer 2022)

41

Commercial Yachts

351

Pleasure Craft



A full list of planned activity can be found in Appendix 3.

## Isle of Man Aircraft Registry

The Isle of Man Aircraft Registry continues to provide essential safety regulatory activities to both the domestic airport and the aircrafts 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 (IOM CAA) regulates the Island's airspace, airport, air traffic service provision and aviation security. IOM CAA administers and oversees the daily operations of the IOMAR.

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

### Last 12 Months

- An extensive programme of Aviation Primary and Secondary Legislation has been completed to ensure the currency and adequacy of our aviation safety and security legislation

### Future Focus Areas

#### Primary Legislation:

- IOM CAA has an aspiration to propose a new Civil Aviation Bill. This would extract the aviation safety regulatory functions of the Department specified in the Airports and Civil Aviation Act 1987 (a Department of Infrastructure Act), along with extant items that we wish to retain from the UK's Civil Aviation Act as applied to the Island. This would result in a standalone contemporary IOM Civil Aviation Act that sets out the Department's aviation safety regulatory functions and powers

#### Secondary Legislation:

- The following aviation secondary legislation is in development with indicative dates proposed:
  - Carbon Offsetting and Reduction Scheme for International Aviation Order
  - Registration and Marking Order
  - Aerodrome Order
  - Aircraft Environmental Standards Order
  - Airworthiness Order
  - Flight Operations Order
  - Air Traffic Management Order: planned for 2023 earliest

#### 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
- IOM CAA Regulatory Audit Cycle of Isle of Man airport: The current audit cycle is nearing completion, so future dates are yet to be confirmed for 2022 onwards and are predicated on airport performance in the current audit programme
- International Civil Aviation Organisation Audit: IOM CAA continues its preparation for the anticipated audit by the International Civil Aviation Organisation of the UK and the CD/OTs during 2022 – date still to be confirmed

#### Registry Services:

- Introduction of new services such as fleet approvals which make our jurisdiction appealing for registration and operational purposes. Introduction of regulatory approvals to permit "aerial work" operations by aircrafts registered in the IOM. Such specialised operations could include; aerial mapping, surveying, filming or imagery, observation, surveillance, patrol, inspection, etc.

#### Aircraft Registry Digital Transformation System Key deliverables:

- Enhancements relating to ARDIS Audit Findings
- Digitally verified signatures for Aircraft Registry issued certificates
- Archiving feature
- Fleet approval enhancements
- Performance based oversight enhancements
- Further extension of online application based services to customers

# 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.

## Key Team Members



**Ed Clague**



**Angela Skitt**



**Nigel Lewney**

### Last 12 Months

- Changes to companies' legislation via the Companies Amendment Act 2021, Beneficial Ownership Act 2021, and Uncertificated Securities Regulations allowed for greater flexibility with companies structures and improvements to data quality
- The introduction of a simple online filing service for company annual returns
- Refurbishment of the Public Record Office's facilities allowed a significant Increase of its physical storage capacity

### Future Focus Areas

- Review of the Beneficial Ownership database, and modernisation of Companies Registry Database
- Create a Digital Archive for the Public Record Office
- Review and update Civil Legislation to reflect modern family structures
- Digitisation of Civil Registry processes
- Standing Committee report on Adverse Possession - implementation of recommendations
- Land and Deeds Registries system post implementation review
- Review and update of Central Registry Fees

**A full list of planned activity can be found in Appendix 3.**

# Enterprise

The Executive Agencies and Registries sit alongside the Department's central functions – encompassing Policy and Strategy Development, Marketing and Business Intelligence, Enterprise Support, Legislation, TT and Motorsports, Work Permits and the Locate Isle of Man team.

The Department's central functions encompass a variety of areas, some providing the services and support that underpin the entire Department and others running direct services for customers around the world. Each area has a clear line of responsibility and objectives that feed in to the overarching mission of creating an environment through innovation and collaboration, where the economy thrives.





## Locate 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.

Locate Isle of Man does this across six distinct areas:

### **Skilled Workers**

Understanding skills shortages, and enhancing and promoting the overall proposition of the Island to maximise economic participation.

### **Graduates**

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**

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

### **Employment Agencies**

Ensure that legislation is modern and fit for purpose and employment agencies are best able to support local businesses to meet their skills needs.

### **High Value Active Entrepreneurs**

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 and New Business**

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



## Key Team Members



**Andy Stewart - Director  
of Policy and Strategy**



**Ann Corlett MHK**

### Last 12 Months

- Successful campaign completed for Education, with 10% of all external appointments coming through Locate's Talent Portal
- Continuing campaigns running for Healthcare workers and close working with Digital Isle of Man and Finance Isle of Man to support skills shortage areas
- Business Migrant Route launched with 52 applications received so far and an estimated economic benefit of £1.5m
- Dedicated calling programme and multichannel marketing campaign to promote the Isle of Man to High Net Worth Individuals showing results with nine leads in progress

### Future Focus Areas

- Deliver a new strategy for Locate Isle of Man as part of the wider Workforce and Skills work programme
- Continuing to support the increase of the economically active population through targeted campaigns, new migrant applications and High Net Worth promotion
- Develop Locate's Talent Portal in partnership with local businesses
- Deliver a successful Graduate Fair 2022 for new and returning graduates

A full list of planned activity can be found in Appendix 3.

# 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

- The Department led the work on establishing the Manx Development Corporation - an arm's length, Government-owned company to drive forward urban regeneration and the development of unoccupied urban sites, in order to improve the public realm in our towns and realise the social and economic value from underused sites
- Launched the Graduate Ecosystem, incorporating the launch of the Graduate Role Incentive and the reintroduction of the Manx Internship Programme
- Carried out a consultation into the Electronic Transactions Act to gain views on the Island's current legal framework on electronic transactions to ascertain to what extent it is fit for purpose and what changes should be brought forward in order to encourage further use of technology while at the same time minimising the risks involved
- Working with Treasury, the Department proposed new minimum wage rates to Tynwald following the recommendations from the Select Committee on Poverty in July 2021, and the key policy action to transition the Island's minimum wage rates in line with the Living Wage within five years
- The Department commissioned an Air Services Review and finalised a strategy going forward. This has already resulted in the return of the Dublin connection and increased routes into London City and Heathrow
- A draft Childcare Strategy has now been created in collaboration with the Department of Education, Sport and Culture and is out for consultation in March 2022

### Future Focus Areas

- Finalise the long term economic strategy with Treasury and complete the four phases by June 2022 to produce the final plan
- Complete air services and finalise agreed strategy, leading to improved connectivity and longer term surety of the Island's air services
- Progress employment law modernisation including shared parental leave
- Bring forward a plan which sets out how the transition from Minimum Wage to Living Wage will be achieved
- Supporting the Manx Development Corporation in reviving our urban landscape and improving the public realm in a sustainable way by transforming Government-owned brownfield sites
- Deliver a Workforce and Skills strategy which supports attracting people to the Island, and those entering employment for the first time, changing employment or returning to the workforce
- Finalise the Childcare Strategy and drive actions and outcomes once approved by Tynwald

# 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 Cowsill**



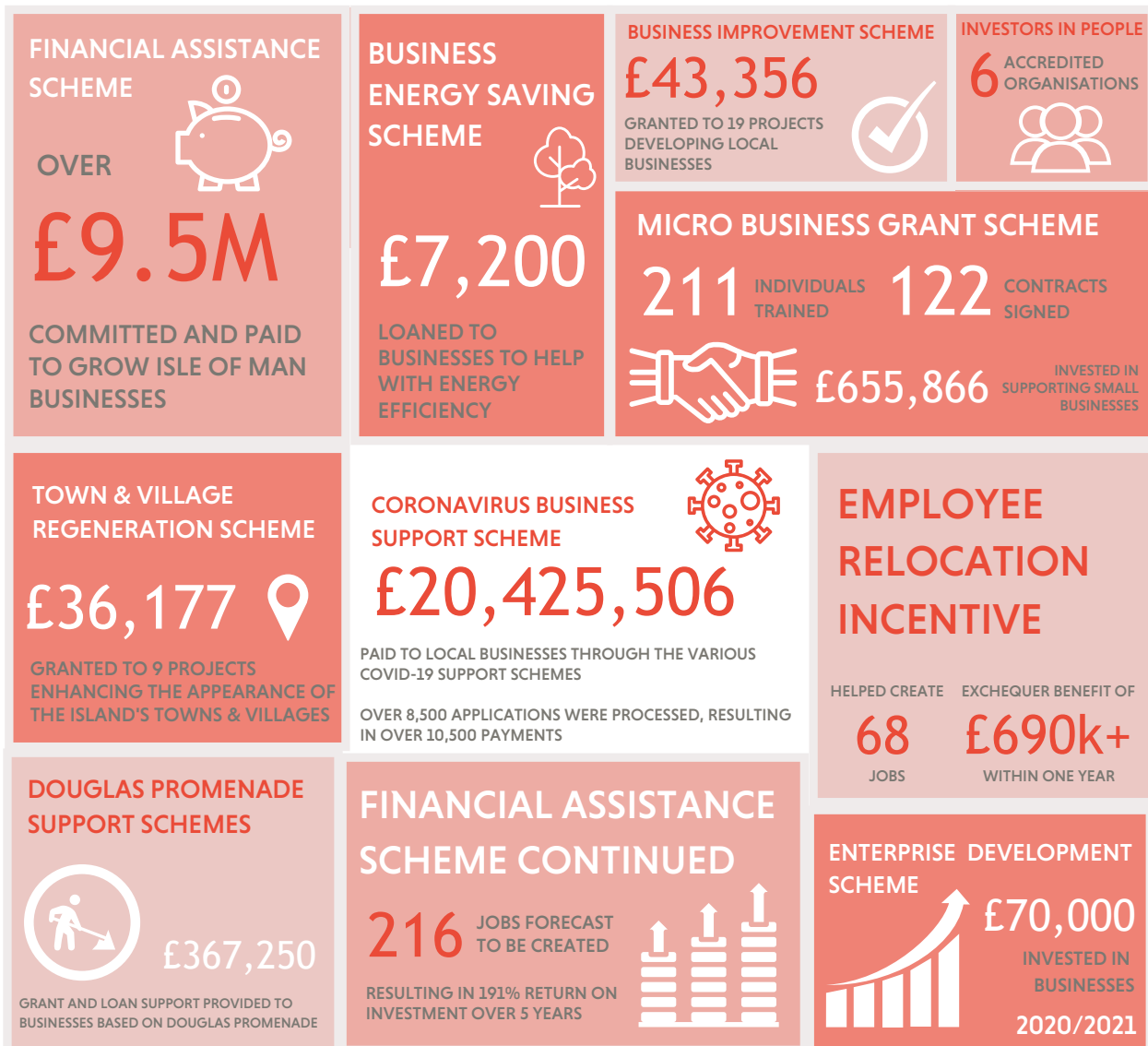
**Tim Johnston MHK**

### Last 12 Months

- Over £26.5m provided to businesses and self-employed individuals through various schemes under the Coronavirus Business Support Scheme
- Issued grants to 65 businesses for Business Adaptation to the sum of more than £600,000 investment
- The Micro Business Grant Scheme invested £655,866 supporting small businesses, trained 211 individuals and helped create 122 businesses
- £9.5m committed and paid to Isle of Man businesses through the Financial Assistance Scheme, with 216 new jobs forecast to be created, resulting in 191% return on investment over five years
- 68 jobs created through the Employee Relocation Incentive with an exchequer benefit of over £690,000 within one year
- Launched the new Green Living Grant Scheme in October 2021 to assist Island residents with the reduction of carbon emissions and household energy bills

### Future Focus Areas

- Digitise the Financial Assistance Scheme – improving the customer journey for applicants
- Review collection and presentation of data allowing for more public transparency and demonstration of the value of the schemes
- Review core financial assistance schemes with targets and measures in line with the Economic Strategy and Island Plan



A full list of planned activity can be found in Appendix 3.

# Final Comments

We are proud to support the Department's first delivery plan as part of the Island Plan commitments agreed earlier this year. The Department for Enterprise has always strived to be open in its work, engaging daily with local industry on the ever-changing challenges and opportunities that face our Island. This delivery plan offers us the chance to present our goals and objectives in a clear and measurable way, demonstrating an overarching picture of the work underway in the Department.

It is true that we are facing another time of uncertainty. As the world recovers from the COVID-19 pandemic, new conflicts in Europe and a developing challenge in our cost of living, we believe the structure and people in place at the DfE are well positioned to engage with these challenges head on and to bring positive solutions for our Island.

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

There are some ambitious and clear goals set out in this document. Key commitments include:

- Review of the Island's employment law
- Approval and delivery of a new ten year Visitor Economy Strategy
- Development and protection of key air links
- Continued investment and regeneration into our towns and villages
- Provision of a clear Childcare Strategy
- Full realisation of the new Medicinal Cannabis sector
- Delivery of a comprehensive Workforce and Skills Strategy
- Collaborative working that will give us a new Innovation Hub and Innovation Challenge later this year.

We are looking forward to developing these ideas as the year progresses. 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. There's a lot more work to be done and like the Island Plan, this document will continue to adapt and change as our work evolves and we will be keeping our communication open with industry and the public to ensure the dialogue around this continues.

**Dr Alex Allinson MHK**

**Ann Corlett MHK**

**Peter Greenhill MLC**

**Tim Johnston MHK**

**Rob Callister MHK**

# Financial Summary

## MIF and ERG Funding

The following tables show an overview of additional budget which has been allocated to each of the Department's Executive Agencies and divisions through a Marketing Initiative Fund (MIF) or the Economic Recovery Group (ERG) to start, or accelerate projects which stimulate the economy. MIF funds are to be used only when revenue is fully spent.

### FINANCE ISLE OF MAN

Project Name	Carry Forward or Approval Amount
Isle of Man Insurtech Ecosystem (ERG)	£670,000
Employee Benefits Centre of Excellence (ERG)	£249,500
IFC 2020-21 Marketing Campaign (MIF)	£77,000
Finance PCD & STEP Events Programme 2020 (MIF)	£58,000
International Pensions Marketing Campaign (MIF)	£30,000
EEA Brexit Insurance Opportunity (MIF)	£25,000
International Finance Centre Promotion for East (MIF)	£21,703
MIF 20-21 - Captive Insurance Campaign (MIF)	- £2,518

### DIGITAL ISLE OF MAN

Project Name	Carry Forward or Approval Amount
Acceleration of National Broadband (ERG)	£1,400,000
Isle of Man Blockchain Office Year Two Funding (MIF)	£203,728
MIF 21-22 - Digital - Esports Y2 Funding (MIF)	£190,000
Esports Strategy (MIF)	£74,364
Content Marketing Strategy for Digital Agency (MIF)	£42,000
Internet of Things Accelerator Programme (MIF)	£41,522
MIF 21-22 - Digital - Lead Generation Asia Initiative (MIF)	£34,000
Isle of Man Blockchain Office (MIF)	£11,051
MIF 21-22 - Digital - X7 Org Sponsorship (MIF)	£10,000

### BUSINESS ISLE OF MAN

Project Name	Approval Amount
LovelOM (ERG)	£600,000
Medicinal Cannabis (ERG)	£550,000
Internship Programme (ERG)	£546,520
Events Fund (ERG)	£500,000
Town & Village Branding (MIF)	£37,299
Truly Manx Christmas (ERG)	£25,000
Support for Energy & CleanTech Sector (MIF)	£6,668

### VISIT ISLE OF MAN

Project Name	Carry Forward or Approval Amount
Champion Posts for Cycling, Walking and Golf (MIF)	£21,401
Consultancy Support Accommodation Strategy (MIF)	£30,000
Contract Extension Tourism Events AO (MIF)	£31,655
Additional Funding for Visit Isle of Man (MIF)	£545,088

### MOTORSPORTS

Project Name	Carry Forward or Approval Amount
Marketing Classic TT (MCN) (MIF)	£33,572
New Sponsorship Acquisition (MIF)	£16,787

### POLICY & STRATEGY

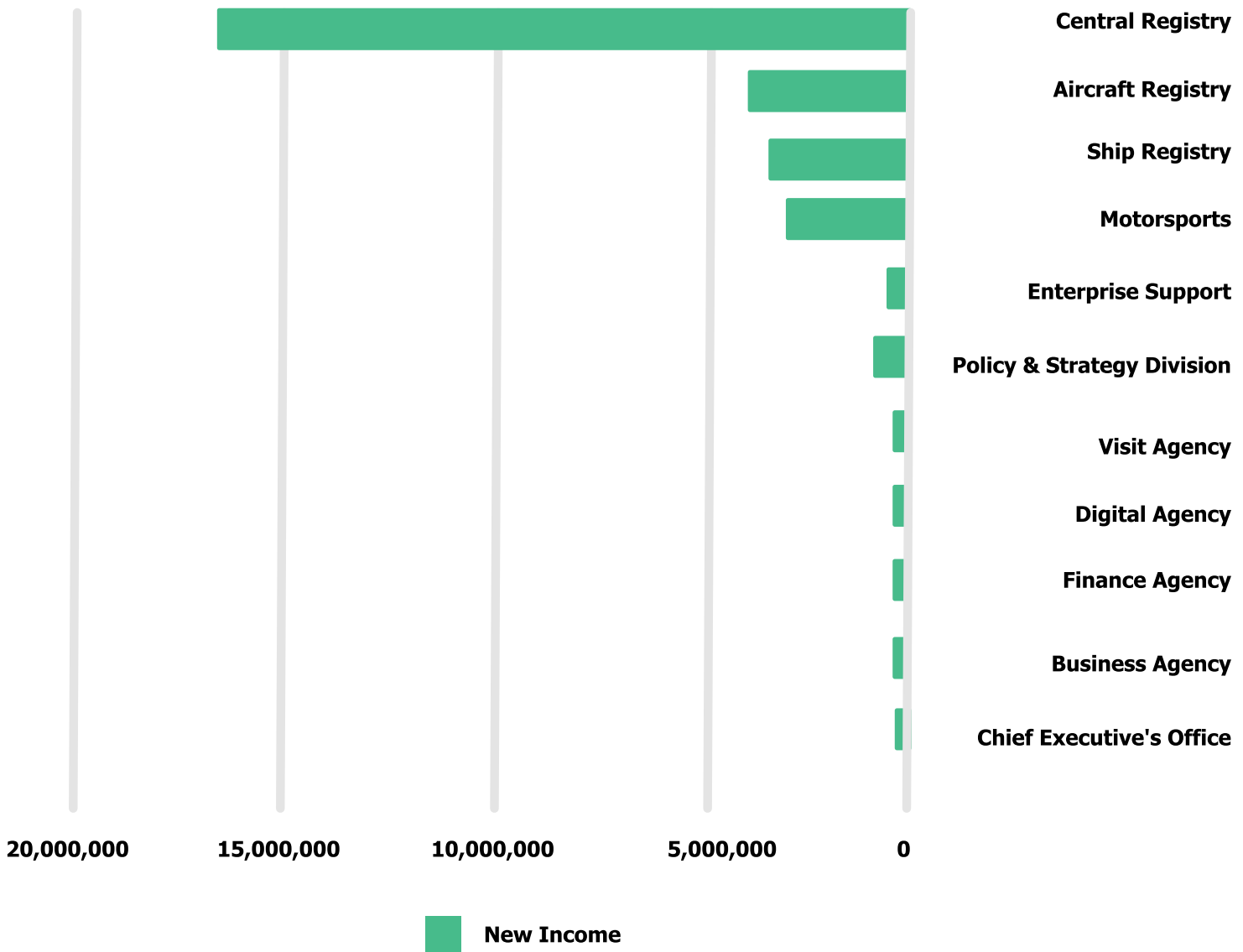
Project Name	Carry Forward or Approval Amount
Manx Graduate Ecosystem (ERG)	£1,477,050
Locate - Acceleration of Initiatives (ERG)	£420,000
Development Corporation (ERG)	£40,000
ES - Douglas Promenade Businesses Scheme (TSY) (MIF)	£37,000
Locate IOM (MIF)	£15,620
Locate - High Net Worth Attraction (MIF)	£4,348

### ENTERPRISE SUPPORT

Project Name	Carry Forward or Approval Amount
FAS - Accessibility Grants (ERG)	£1,000,000
Town & Village Regeneration Amendments (ERG)	£1,000,000
BIS - Web & Digital Marketing (ERG)	£500,000

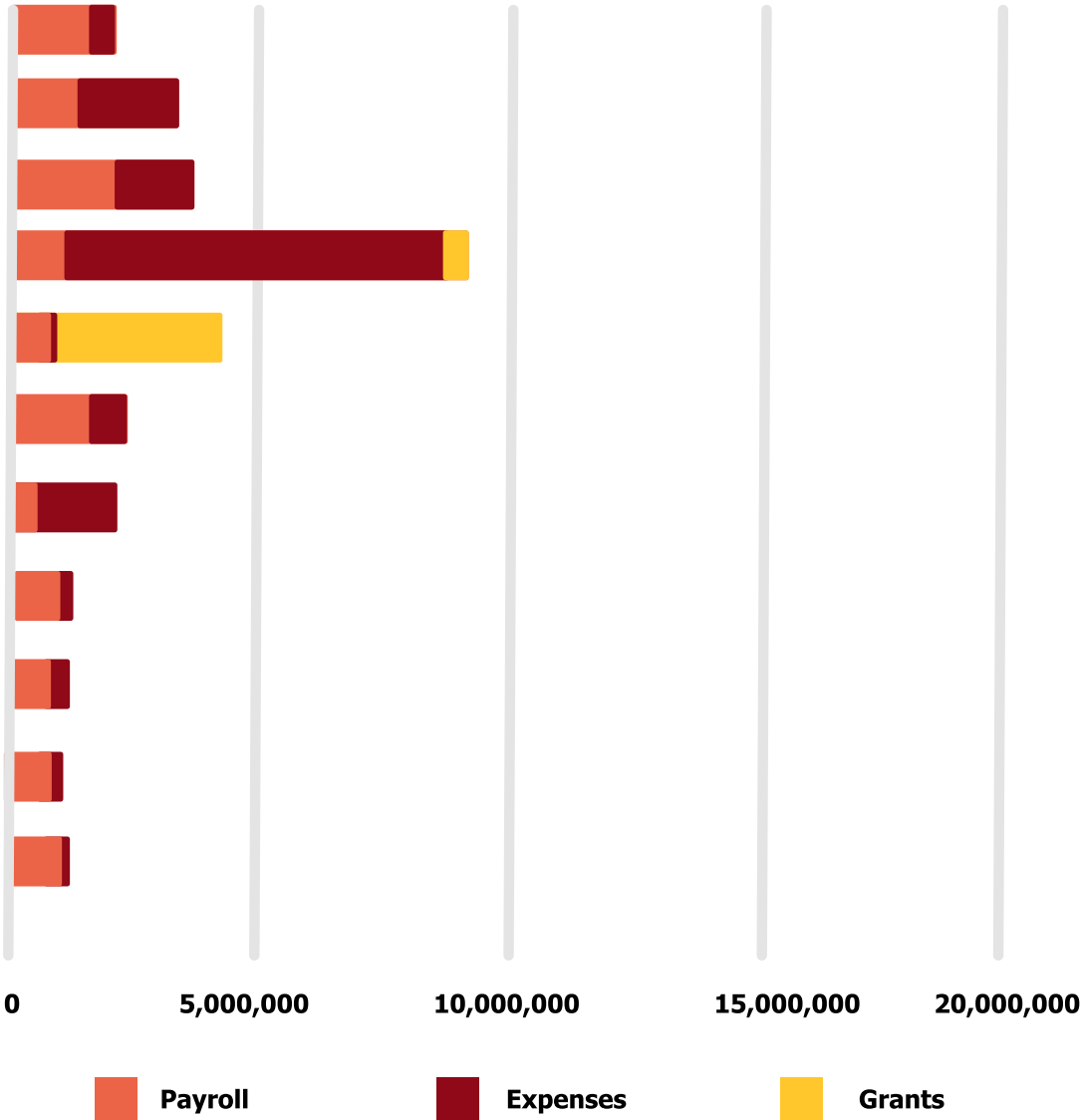
# Department for Enterprise 2022 / 2023 Budgets

## Income





# Expenditure



# Appendices

## Appendix 1 - Island Plan Objectives the Department for Enterprise is Leading

The Department is delivering the following Island Plan objectives and below are key activities and timescales. These are living documents and we will produce quarterly updates on the status of these actions.

■ On track/complete    
 ■ Risk to deliver    
 ■ Not on track

What	How	We Will	By When	Status
Ensure our towns and villages are clean, well-maintained and provide the basis for our people to build great communities	<p>Review the Town Centre First model (in Scotland) as a possible template for regeneration</p> <p>Written report with any recommendations by July 2022 with subsequent delivery plan for agreed actions</p>	Review the Town Centre First model	July 2022	
Ensure our Island is a place where people have opportunities to fulfil their potential	Review minimum wage policy including approaches to periodic increments and age disparities	Agree three year plan for living wage basis and minimum wage committee revision	December 2022	
Create a tourism offering which is more diverse, supports our Island all year round, and is a valued and growing part of our Island's proposition	<p>Complete a new Tourism Strategy and submit to Tynwald for approval by May 2022, followed by an implementation plan for the delivery of the strategy</p> <p>For 2023 this is expected to support annual visitor numbers totalling 315,000 visitors with a total visitor spend of £150m</p>	Complete Tourism Strategy and submit to Tynwald	May 2022	
	Support a 2023 Year of Sport to boost tourism, the domestic economy and wellbeing.	Year of Sport launched.	January 2023.	
Recognise our diverse international workforce and the value that it brings to our economy	Deliver a Workforce and Skills Strategy to Tynwald by July 2022 which attracts people to the Island and supports those entering employment for the first time, changing employment or returning to the workforce	New Workforce and Skills Strategy submitted to Tynwald	July 2022	

What	How	We Will	By When	Status
	Ensure the Immigration Strategy and Work Permit System are attracting those with the skills needed to support the continued growth in the economically active population, and supporting our domestic economy to ensure the Island offers vibrant communities	Consult on further reforms for work permits	April 2022	
	A revised Locate Strategy will be brought to Tynwald by July 2022 followed by an implementation plan for delivery of the strategy to help ensure we can attract skills and knowledge required by on-Island businesses that cannot be sourced locally	Revised Locate Strategy submitted to Tynwald	July 2022	
Creating the environment for vibrant economies where everyone, including entrepreneurs can flourish and recognising the important role they play in making the Isle of Man an attractive place to live, work and invest	Review schemes and promotions to attract entrepreneurs	Publish Economic Strategy	July 2022	
	Continuing the employment law review and financial support schemes	Consult on family rights legislation	December 2022	
	Make sure Enterprise Support Schemes are relevant to changing priorities and opportunities	Review Enterprise Support Schemes following publication of the 5-10 year Economic Strategy	October 2022	

## Appendix 2 - Island Plan Objectives the Department for Enterprise is Supporting

What	Accountable Department
Establish a Housing and Communities Board to bring together and focus policy and actions across Government on housing for all. This will include legislative, financial and practical interventions as appropriate as a priority for our Island, so that public and private sector housing is accessible, secure and affordable.	Cabinet Office
We have a transport system that meets the economic and social needs of our communities as set out in the environment section of this plan	Department of Infrastructure
Complete the four planning phases of the long term economic strategy by June 2022 to enable production of the final plan thereafter for the delivery of the strategy which supports and helps to provide the right conditions for the development, diversification, growth and opportunity for the Island's economy and business sectors	Treasury
Implement recommendations of the July 2021 Poverty Report, including Transition from the Minimum Wage to the Living Wage by April 2025 to address income disparities	Treasury
Consider policies and impact relating to demographics and population	Treasury
Ensure international requirements and standards are met	Cabinet Office
Deliver a secure digital future for Island residents and businesses through the digital transformation of Government	Cabinet Office
Ensure we are well-connected enabling travel to, from and around the Island making us an attractive place to live, visit and do business by completing a strategic transport services review to Tynwald by July 2023 to include recommendations and delivery plan, following finalisation of the plan to reach Net Zero by 2050 due in May 2022	Department of Infrastructure
Develop and publish a plan for food security by December 2023	Department of Environment, Food & Agriculture
Review education funding so resourcing is focused into the right areas with the most positive impact	Department of Education, Sport & Culture
Childcare Strategy submitted to Tynwald by March 2022 with recommendations and delivery plan helping to ensure that children have the best possible start in life, including equal access to early years education	Department of Education, Sport & Culture

What	Accountable Department
Improvement plan in place which includes clear transition pathways for all phases of education and into employment	Department of Education, Sport & Culture
Enhance current apprenticeship training partnerships with employers, considering other learning options such as online learning	Department of Education, Sport & Culture
Continue ongoing support for training, internship and higher education, with promotion of support through key community events and experiences	Department of Education, Sport & Culture

## Appendix 3 - Other Department for Enterprise Objectives

This reflects the current workstack – subject to change as priorities and opportunities change.

Sector/Focus	Goals	Accountable Division
Fiduciary	<ol style="list-style-type: none"> <li>1. Deliver one new Financial Services Business in 2022</li> <li>2. Deliver IFC Campaign Phase 1 objectives. Plan and deliver Phase 2</li> <li>3. Produce a detailed promotion report and deliver recommendations for 2022 events</li> <li>4. Plan and deliver a minimum of four international events in 2022</li> <li>5. Plan and produce a minimum of six podcasts by Dec 2022</li> </ol>	Finance Isle of Man
Banking and Professional Services	<ol style="list-style-type: none"> <li>1. Secure one new business</li> <li>2. Promote IOM vacancies in key jurisdictions by producing a marketing campaign and potentially a UK recruitment event with the assistance of Locate team</li> <li>3. Insolvency Law Review: updated winding-up rules approved by Tynwald by July 2022 - approval for drafting instructions by beginning of Q4</li> <li>4. Auditors Residence Project: agree with industry a way forward for the project by end of Q2</li> <li>5. Access To Cash Report: present the report to Tynwald by end of Q1 and support certain work streams agreed as part of this review</li> <li>6. Agree mechanism to change audit regulations around access to working papers</li> <li>7. Support the Legal Services sector with a transition to on-Island training</li> </ol>	Finance Isle of Man
Insurance	<ol style="list-style-type: none"> <li>1. Deliver Brexit Insurance Opportunities project</li> <li>2. Plan the next phase of the Isle of Man for Life campaign in conjunction with the Manx Insurance Association</li> </ol>	Finance Isle of Man
Pensions, Funds and Wealth	<ol style="list-style-type: none"> <li>1. Final Webinar of IPP Campaign Phase 1 to be completed - consider options for potential Phase 2 beginning in mid-2022</li> <li>2. Plan and execute a minimum of four journalist interviews by Dec 2022</li> </ol>	Finance Isle of Man
Insurtech	<ol style="list-style-type: none"> <li>1. Deliver two new Insurtech businesses to the Isle of Man by Dec 2022</li> <li>2. Attend a minimum of four business trips to promote the Isle of Man for Insurtech by Dec 2022</li> <li>3. Deliver the Insurtech World Championships in Sept 2022</li> <li>4. Attend a minimum of four specific events by Dec 2022</li> <li>5. To organise a minimum of four visits to the Isle of Man from perspective businesses by Dec 2022</li> </ol>	Finance Isle of Man

Sector/Focus	Goals	Accountable Division
Employee Benefits	<ol style="list-style-type: none"> <li>1. Develop marketing plan based on Capita Report to be completed by mid Q2 - to launch plan at the end of Q2, finishing at the beginning of Q4</li> <li>2. Create and develop an independent Employee Benefits website by mid Q2 to coincide with the launch of the marketing plan</li> <li>3. To plan and attend a minimum of four promotional business trips by Dec 2022</li> </ol>	Finance Isle of Man
Esports	<ol style="list-style-type: none"> <li>1. 20 new jobs in the sector by April 2023</li> <li>2. Deliver opportunity pipeline with 30 leads qualified by H2 2022</li> <li>3. Establish a partnership enabling a proof of concept of Regulation/Code of Conduct or similar within the esports industry</li> <li>4. Through knowledge sharing session, enable on-Island businesses to be able to cross-sell products into esports sector</li> <li>5. Continue to support grassroots activity and market the Isle of Man</li> <li>6. Clarify the value proposition for potential prospects by tailoring solutions based upon key stakeholder requests - value proposition document agreed and supported by key stakeholders</li> <li>7. Submit a proposal to Government presenting options around legislative and regulatory needs based on stakeholder feedback</li> <li>8. A clear outline: products tailored to prospects, the structure of the regulator, and a finalised draft of the legislation</li> </ol>	Digital Isle of Man
eGaming	<ol style="list-style-type: none"> <li>1. 180 new jobs / 60% growth in sector in 2022</li> <li>2. 80 licenses by end of 2022</li> <li>3. Existing businesses will have a dedicated account manager - all businesses will have periodic reviews at the agreed frequency</li> <li>4. Bring 15 new prospects to Island in 2022</li> <li>5. Create targeted marketing campaigns into hub city specific locations in India, LATAM and African countries</li> <li>6. Prepare a proposal presenting options to implement a VAT reduction or offset for the eGaming sector with/without global tax rate</li> <li>7. Conduct in-depth evaluation of the impact of removing requirement for on-Island servers</li> <li>8. Safer Gambling Coalition - charity live, data provided reports generated and outcomes analysed</li> <li>9. Analyse and identify potential new product for licence by GSC</li> <li>10. Lottery proposition reviewed and considered by board and new administration.</li> </ol>	Digital Isle of Man



Sector/Focus	Goals	Accountable Division
Blockchain and FinTech	<ol style="list-style-type: none"> <li>1. 40 new jobs in the sector in 2022</li> <li>2. 40 qualified leads through pipeline - outbound prospecting plan executed</li> <li>3. Create account dashboard which will help drive promotion / policy / product</li> <li>4. Create and implement a content strategy to attract businesses to the Island's proposition and inbound - 20 published pieces in media and 30 content pieces on website</li> <li>5. Deliver a regulatory proposal which identifies regulatory improvements to support the Island's proposition for digital asset businesses</li> <li>6. Invite businesses to develop creative and sustainable tech solutions to a current issue in the FS industry and support taking the proposition to market</li> <li>7. Consider how a cost neutral approach could be applied to the blockchain initiative</li> <li>8. Continue to develop the ecosystem on-Island by hosting networking and educational events and content – four+ events and pieces of content</li> <li>9. Launch and run an innovation challenge for the Isle of Man</li> <li>10. Create an Innovation Hub in collaboration with IOMFSA and Finance Isle of Man</li> </ol>	Digital Isle of Man
Internet of Things	<ol style="list-style-type: none"> <li>1. Maximise use of remaining MIF fund and aim for at least four IoT projects by end of Q2 - if funding agreed for additional projects there will be at least an additional four projects by end of Q4</li> <li>2. Raise awareness - at least one article a month to be released, encouraging guests and partners to contribute, eight case studies published by end of 2022 and attend three industry conferences</li> <li>3. Identify key stakeholders to support and grow IoT on the Island, hold quarterly focus sessions</li> <li>4. All IoT projects data to be made available in a digestible format - other data feeds (e.g. DoI Roadwatch) to be unlocked</li> <li>5. Create smart Island visualisation - majority of IoT data will be available</li> <li>6. Evolve IoT website</li> <li>7. Attract two new IoT partnerships</li> <li>8. Grow Government IoT network with champion in key depts.</li> </ol>	Digital Isle of Man

Sector/Focus	Goals	Accountable Division
Infrastructure	<ol style="list-style-type: none"> <li>1. Achieve the year 2 target National Broadband Plan target of 60% of premises passed by fibre broadband by August 2022</li> <li>2. Deliver the recommendations of the Mast Act 1988 review - this will be completed by April 2022</li> <li>3. Economic assessment evaluated and future direction agreed for e-llan communications - plans in place by January 2022</li> <li>4. Continue work with the regulator on enhancing Electronic Communications Code (ECC) and ensure operator compliance on sharing. This includes work to support sharing of Government assets - this review will be completed by December 2022</li> <li>5. Review of Island operators to ensure Communications Act 2021 is effective in encouraging mast sharing by Jan 2023</li> <li>6. Work with the Cabinet Office and GTS to digitally map the Island's telecom assets to facilitate policy and planning decisions by February 2022</li> <li>7. Continue to develop options for a Data Strategy in conjunction with industry</li> <li>8. Develop a scheme to provide an alternative technology solution for final 1% of NBP homes by Q1 2023</li> <li>9. Creating an approach for supporting connections to the fibre network by July 2022</li> </ol>	Digital Isle of Man
Medicinal Cannabis	<ol style="list-style-type: none"> <li>1. 250 new jobs within the sector by 2025</li> <li>2. 10 licences agreed by the GSC by the end of 2022</li> <li>3. Develop strong account management and pipeline development</li> <li>4. Run two promotional events within 2022 to raise awareness of the sector and encourage growth</li> <li>5. Review of current policy and legislation</li> <li>6. Attend two/three off-Island trade shows</li> </ol>	Business Isle of Man
Engineering and Manufacturing	<ol style="list-style-type: none"> <li>1. Maintain employment level in sector in 2022</li> <li>2. Complete engineering and manufacturing review started by Q3 in 2022</li> <li>3. Develop strong account management and pipeline development</li> <li>4. Continue to support ACE (Awareness of Careers in Engineering) to deliver into schools including STEMFest 2022</li> <li>5. Support DESC to deliver apprenticeship consultation and VTAS review</li> <li>6. Continue to work with UCM in developing manufacturing apprenticeships and AMTC offering</li> </ol>	Business Isle of Man

Sector/Focus	Goals	Accountable Division
Construction and Real Estate	<ol style="list-style-type: none"> <li>1. Upskill industry and increase training offering to support the Climate Change Agenda</li> <li>2. Continue to raise awareness of careers in construction</li> <li>3. Work with Locate to understand feasibility of extending relocation grants to Construction sector and undertaking a centralised Construction Recruitment campaign</li> <li>4. Develop account management for the sector to enable and support businesses to meet their full potential and deliver sustainable development</li> </ol>	Business Isle of Man
Hospitality and Retail	<ol style="list-style-type: none"> <li>1. Support local spend through the LoveIOM Gift Card over the year and increase spend in Nov and Dec 2022 by 10% in comparison to 2021</li> <li>2. Develop account management for the sector, identifying high growth potential businesses and work closely with these to position for growth</li> <li>3. Develop and obtain board sign off on a Hospitality Strategy by September 2022</li> <li>4. Develop an Island footfall proposition - to review and understand the domestic economy</li> <li>5. Deliver an action plan to tackle staff shortages in the Hospitality sector and begin implementing this with a dedicated project team</li> <li>6. Review existing regeneration schemes / policy and present recommendations as to how these should change in line with the strategies for Retail and Hospitality</li> </ol>	Business Isle of Man and Visit Isle of Man
Visit Market Development	<ol style="list-style-type: none"> <li>1. Raise consumer awareness – grow social media followers</li> <li>2. Raise consumer awareness – grow website traffic, increase time on site, grow social traffic, grow referral traffic, grow SEO traffic, grow display traffic, grow PPC traffic, grow e-newsletter subscribers and traffic from newsletters</li> <li>3. Grow number of referrals from special offers page to 6,000 - grow bookings from marketing partnerships with OTAs to 2,000</li> <li>4. Appoint agency to develop the next three year brand</li> <li>5. Undertake Customer Journey focus groups</li> <li>6. Work with on-Island trade - online booking systems / working with travel trade &amp; OTAs, upskilling in digital marketing / customer service, increase travel trade suppliers (i.e 'Travel Trade Ready'), increase special offers and bookable experiences and encourage more businesses to become UNESCO Biosphere partners</li> <li>7. Grow travel trade marketing and obtain 15 new, quality leads for business development</li> <li>8. Grow visitor numbers to six key events by 20%</li> </ol>	Visit Isle of Man

Sector/Focus	Goals	Accountable Division
Quality Improvement	<ol style="list-style-type: none"> <li>1. Work with Cabinet Office, Statistics IOM on the future of the Passenger Survey - plan and implement Destination Satisfaction survey</li> <li>2. The re-introduction of the Manx Welcome Customer Care and Product Knowledge training program for frontline staff in visitor businesses - produce and publish a full schedule of training</li> <li>3. Research and introduce Quality Assurance Scheme(s) for visitor activities and attractions - encourage businesses to participate through promotion and training</li> <li>4. Work with DEFA to introduce a scheme to allow visitor businesses to align with the sustainability objectives of UNESCO Biosphere</li> <li>5. Following the renewed appointment of an independent quality assessor for accommodation, review the existing NAS scheme and increase industry awareness and participation</li> <li>6. Work with DoI and Visitor First Committee to feed into improvements to the visitor welcome and way finding at the ports</li> <li>7. Review Trade Engagement Results - design a programme of industry support and training</li> <li>8. Review FAS and BIS Support - to ensure current support programmes are suitable for sector support</li> </ol>	Visit Isle of Man
Visitor Accommodation	<ol style="list-style-type: none"> <li>1. Establish a database and monitoring system for proposed visitor accommodation development projects on the Island</li> <li>2. Increase potential developer contacts - further discussions with Manx, UK and Irish visitor accommodation developers to continue to test interest in investing in the Island</li> <li>3. Begin review of the registration and grading system and establish timeline for implementation</li> <li>4. Continue to feed into the review of planning policy and North and West area plans to achieve a more progressive approach to coastal and rural visitor accommodation developments</li> <li>5. Produce a Visitor Accommodation Development Guide for prospective builders and investors to help shape smaller scale accommodation development projects</li> <li>6. Identify sites already zoned for tourism to create and maintain a portfolio of sites for potential tourism accommodation development</li> </ol>	Visit Isle of Man

Sector/Focus	Goals	Accountable Division
Air and Sea Access Improvement	<ol style="list-style-type: none"> <li>1. Air and Sea Services Review and follow-up work</li> <li>2. Air links Marketing - promote the destination at key hubs</li> <li>3. Promote the new Manxman Ferry Service when launched in 2023, led by IOMSPCO</li> <li>4. Work with the DOI and IOMSPCO to prepare for the opening of the new Ferry Terminal in 2023</li> </ol>	Visit Isle of Man and Policy and Strategy
Product Development	<ol style="list-style-type: none"> <li>1. Encourage new tourism business biosphere partners to pledge commitment to protecting our Biosphere</li> <li>2. Sense of Place toolkit - produce in line working with the biosphere team</li> <li>3. Creation of a new section on the website to promote eco-tourism experiences and events happening</li> <li>4. Seven themed walking and cycling routes following product audit recommendations, summit route development, best of routes, nature driving routes</li> <li>5. Review FAS and BIS Support - review to ensure current support programmes are suitable for sector support in relation to eco-development</li> <li>6. Experience development programme (three events) with Champions and Sense of Place toolkit - linking up with biosphere</li> <li>7. Fully costed projects and initiatives for the outdoor adventure offer and funding secured</li> <li>8. Further research required in the key areas identified for newer products - operational plans in place</li> </ol>	Visit Isle of Man
Events Development	<ol style="list-style-type: none"> <li>1. Produce diverse portfolio of special events to attract 9,000 incremental visitors to the Isle of Man in 2022 rising to 10,000 in the post-COVID recovery phase</li> <li>2. Foster future new business development of events and carry out ongoing competitor research particularly focusing on out-of-season, non-weather dependent events suited to the Island's infrastructure, resources and facilities in order to contribute to managing the destinations seasonality</li> <li>3. Review of the events presentation page on Visit Isle of Man with the marketing team</li> <li>4. Deliver an Island-wide programme of events during TT and motorsports events to enhance the customer experience of the festivals cross-working with the TT and Motorsport Team</li> <li>5. To contribute to the managing peaks and troughs in demand to mitigate the effects of seasonality on the destination</li> <li>6. Deliver a major motoring event to mark the centenary of the last TT car with Bentley</li> <li>7. Deliver a major new outdoor adventure event</li> <li>8. Maintain effective budget control to ensure value for money and complete the budget year on target - deliver a quality service value for money through a healthy return on event investment</li> </ol>	Visit Isle of Man

Sector/Focus	Goals	Accountable Division
Isle of Man Civil Aviation Administration and Aircraft Registry	<ol style="list-style-type: none"> <li>1. Prioritise programme of primary and secondary aviation legislation, continue to evolve safety practices and digital transformation projects, and introduce new services, such as fleet approvals for the Isle of Man Aircraft Registry</li> <li>2. IOM CAA will continue work to further evolve the State Safety Programme processes, in particular with focus on developing a National Aviation Safety Plan which sets safety goals and targets</li> <li>3. IOM CAA Regulatory Audit Cycle of Isle of Man airport: The current audit cycle is nearing completion, so future dates are yet to be confirmed for and are predicated on airport performance in the current audit programme</li> <li>4. International Civil Aviation Organisation Audit: IOM CAA continues its preparation for the anticipated audit</li> <li>5. Aviation Organisation of the UK and the CD/OTs during 2022 – date still to be confirmed</li> <li>6. Introduction of new services such as fleet approvals which make our jurisdiction appealing for registration and operational purposes</li> <li>7. Introduction of regulatory approvals to permit “aerial work” operations by aircrafts registered in the IOM - such specialised operations could include; aerial mapping, surveying, filming or imagery, observation, surveillance, patrol, inspection, etc.</li> <li>8. Aircraft Registry Digital Transformation System</li> </ol>	Isle of Man Civil Aviation Administration and Aircraft Registry
Isle of Man Ship Registry	<ol style="list-style-type: none"> <li>1. Consolidate our presence in key markets and develop new markets</li> <li>2. China Classification Society to be recognised as our next RO – they will be delegated to carry out statutory certification and services on behalf of the IOMSR (linked to priority above)</li> <li>3. Continue to recruit additional Business Development Managers (Country Strategy) to increase IOMSR's network globally to support existing and new client base</li> <li>4. Introduce new General Inspection regime for merchant ships – four ‘mini’ annual remote inspections with a full ‘boots on deck’ inspection in the 5th year. The new annual inspections will allow us more viability of our fleet and an opportunity to use our data to focus inspections on the areas where they will achieve most benefit</li> <li>5. Roll out a range of new features to our Seafarer Welfare app ‘Crew Matters’</li> <li>6. Ballast Water Management Convention to be extended to the Isle of Man within 12 months of UK ratification (expected Summer 2022)</li> <li>7. Continued development of our computer system (MAVIS) including integration of Power BI to allow analysis of data and identification of trends</li> <li>8. Retain position on Tokyo/Paris MoU White Lists and USCG Qualship 21</li> </ol>	Isle of Man Ship Registry

Sector/Focus	Goals	Accountable Division
Isle of Man Central Registry	<ol style="list-style-type: none"> <li>1. Review and update all Central Registry fees</li> <li>2. Review and update legislation including: <ul style="list-style-type: none"> <li>- changes to civil registration to address fundamental operational issues such as digital registers and to allow for modern working practices</li> <li>- amendments to the Civil Registration Act, in conjunction with the DHSC to enable the registration of children with same-sex parents</li> <li>- changes to Public Records Act 1999 to modernise the legislation to take into account FOI, digital record keeping and clarify some definitions and responsibilities</li> <li>- review Isle of Man companies and Beneficial Ownership legislation to ensure it keeps pace with evolving international standards</li> </ul> </li> <li>3. Establish a new IT system within the Civil Registry to replace the current limited system and over reliance on manual processes</li> <li>4. Implement of new adoption contact register introduced under the powers of the Adoption Act 2021</li> <li>5. The implementation of a public and verified register of Company Beneficial Ownership</li> <li>6. Continue with the ongoing modernisation of Companies Registry system</li> <li>7. Ensuring the data quality of the companies and Beneficial Ownership databases - taking a proactive stance towards the monitoring of compliance with filing requirements, and the quality and timeliness of information submitted</li> <li>8. Further improvements to the Simple Online Companies Annual Return process</li> <li>9. IT changes to enable company certificates to be ordered and paid for electronically</li> <li>10. Implementation recommendations of Constitutional and Legal Affairs and Justice Committee report on Adverse Possession, including: <ul style="list-style-type: none"> <li>- Consultation on legislative changes to the Limitation Act, notice procedures and the introduction of new triggers for compulsory registration of land</li> <li>- Working with Treasury and AGC to register all Government land</li> </ul> </li> <li>11. Upgrade the Land Registry system (Sweet) in conjunction with wider MannGIS programme</li> <li>12. Perform a post implementation review of the Land and Deeds Registry system</li> <li>13. Increase transparency and aware of property market by publishing more statistical Land and Deeds registries data</li> <li>14. Establish digital preservation facilities and practices for the Public Record Office</li> <li>15. The PRO to work with public bodies to survey records relating to the COVID-19 pandemic which are of historic and cultural significance for preservation in the National Archive</li> <li>16. Continue to work with Government and local authorities to identify records of national importance for permanent preservation</li> </ol>	Isle of Man Central Registry

Sector/Focus	Goals	Accountable Division
Isle of Man Central Registry	<ul style="list-style-type: none"> <li>17.Improvement collections management and care through use of benchmark frame works, such archives accreditation standard (National Archives) and benchmarks in collections care (National conservation service)</li> <li>18.Continue to work towards a new National Archive facility to replace existing buildings which are unsuitable for the long term storage of heritage collections and fail to meet the requirements of the international standards for buildings used to store archives</li> <li>19.Continue to explore more ways of increasing digital working across all registries and the use of digital signatures</li> <li>20.Review of counter tills</li> </ul>	Isle of Man Central Registry
Enterprise Support	<ul style="list-style-type: none"> <li>1. Digitise the Financial Assistance Scheme – improving the customer journey for applicants</li> <li>2. Review collection and presentation of data allowing for more public transparency and demonstration of the value of the schemes</li> <li>3. Review core schemes with targets and measures in line with the Economic Strategy and Island Plan</li> </ul>	Enterprise Support
Locate Isle of Man	<ul style="list-style-type: none"> <li>1. Deliver skilled worker campaigns for Digital, Finance, Healthcare, Education and Hospitality - reach over 500,000 people through targeted campaigns, achieve 2,500 registrations/leads and convert 100 to firm job offers. Attract 36 new Business Migrant Applications - 20 to be viable/approved, 40 jobs to be created through these applications within 12 months and £1m direct investment through approved applications</li> <li>2. Increase High Net Worth Individuals pipeline by 20 realistic leads - secure five relocations within 12 months</li> <li>3. Deliver successful Graduate Fair, attracting 200 attendees</li> </ul>	Policy and Strategy
TT	<ul style="list-style-type: none"> <li>1. A root and branch review of our organisational structure and roles and responsibilities in order to manage the TT brand and help achieve our strategic objectives, instilling brand at the heart of everything we do</li> <li>2. Delivery of the Global Digital First Broadcast Strategy, designed to increase the reach of the TT and grow global knowledge, interest and advocacy - this includes the delivery of live broadcast for the first time, an OTT channel, year round original content including film and docuseries, esports and podcasting</li> <li>3. Delivery of the TT Facilities Plan, securing the facilities and infrastructure needed to drive value for money and to ensure a better customer experience, prioritising accessibility to meet the expectations of our customers with additional needs</li> <li>4. 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 achieve our vision through an activation first approach</li> </ul>	TT & Motorsports



Sector/Focus	Goals	Accountable Division
TT	<ul style="list-style-type: none"> <li>5. Management of key commercial tenders including travel and merchandise with all elements combined designed to drive £16m worth of additional income between 2022 and 2028</li> <li>6. Establishing and maintaining 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</li> <li>7. Delivery of a new 10-race TT schedule for 2023 designed to ensure best sporting narrative, engagement and entertainment and to best complement travel and accommodation capacity and provision</li> <li>8. New look Manx Grand Prix event to be delivered in 2022</li> </ul>	TT & Motorsports
Graduate Ecosystem	<ul style="list-style-type: none"> <li>1. An increase in the Graduate Retention Rate to above 65% in the first three years of the ecosystem</li> <li>2. 80% of employers either 'Satisfied' or 'Very Satisfied' with the initiatives</li> <li>3. Over 25% of placements ending with permanent employment with the same employer</li> <li>4. A further 25% of placements ending with permanent employment with a different employer in the same sector.</li> </ul>	Policy and Strategy
Policy and Strategy	<ul style="list-style-type: none"> <li>1. Finalise the long term economic strategy with Treasury and complete the four phases by June 2022 to produce the final plan</li> <li>2. Complete air services review and finalise agreed strategy, leading to improved connectivity and longer term surety and security of the Island's air services</li> <li>3. Progress employment law modernisation including shared parental leave</li> <li>4. Bring forward a plan which sets out how the transition from Minimum Wage to Living Wage will be achieved</li> <li>5. Supporting the Manx Development Corporation in reviving our urban landscape and improving the public realm in a sustainable way by transforming government owned brownfield sites</li> <li>6. Deliver a Workforce and Skills strategy which supports attracting people to the Island, and those entering employment for the first time, changing employment or returning to the workforce</li> <li>7. Finalise the Childcare Strategy and drive actions and outcomes once approved by Tynwald</li> <li>8. Majority of WP applications processed within one working day</li> <li>9. To complete consultation and bring forward proposals for legislative amendments to the Electronic Transactions Act</li> </ul>	Policy and Strategy



**Isle of Man**  
**Government**

*Reiltys Ellan Vannin*

**Please consider the environment before printing**