Isle of Man Government

Reiltys Ellan Vannin

OUR ISLAND PLAN:

BUILDING A SECURE, VIBRANT AND SUSTAINABLE FUTURE FOR OUR ISLAND: JANUARY 2022

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Our Island Plan: Introduction

Chief Minister
Hon Alfred Cannan, MHK

Our Island Plan sets out our overall ambition and vision for our Island. This document provides greater detail on how this Government will go about delivering on its vision of building a secure, vibrant and sustainable Island.

Since the draft version was brought to Tynwald in November 2021, we have received feedback from across the community that has helped to shape and further evolve our strategic direction and the actions we will take to make this vision a reality. I would like to thank everyone who has taken the time to give us their views.

This document sets out a firm direction of travel for the Island over the next five years but many of the supporting documents, such as the Climate Change Roadmap and the Transport Strategy should be delivered with a long term vision in mind.

The Island is facing significant challenges but there are also significant opportunities. The big policy issues all require in-depth thought and planning not only to resolve immediate issues, but to ensure that we have long term plans and associated structures that deliver sustainable policies for the future.

Our Island's safety and security must also be a core theme of future policy. In an uncertain world, we should not underestimate how quickly international crises may threaten us. In that respect, responding to and managing the COVID pandemic remains essential and we also have key central questions to answer regarding food and energy security.

Amongst the turmoil of COVID-19, climate change, global economics and international politics lies an Ellan Vannin that we should be proud to call home. We need to keep it, and us, secure, and create a vibrant and modern society for the future and sustaining its heart.

To achieve that we need a focused Island Plan, with simplicity at its heart and the requirement to deliver essential services to a high standard. The pandemic has taught us that Government can work efficiently and effectively across departments but a clear vision and direction is required to pull together many strands into one strategy: One Island, represented and served by One Government, delivering One Vision.

As a diverse set of political representatives and communities, there are always going to be individual differences between us - but there will also be common ground. Differences can be a source of strength, offering a range of viewpoints and experience, and we must provide the opportunity for differing voices to be heard. I am proud that we are working collaboratively to define our Island Plan and set the strategic priority areas for action in the immediate term. We must work as a collective to gain real traction and deliver meaningful change within this administration.

Government alone cannot deliver all of the actions that will be needed, and we must increase our positive influence and collaborative working capabilities with key partners across the community if we are to achieve success. We also need to develop a stronger understanding of the baseline metrics used to inform and measure our success. The development, in tandem with the recently commissioned Island's Economic Strategy, has begun to identify core indicators that can be used to measure our social, health and economic wellbeing. The emerging findings and outcomes from the first phase of the Economic Strategy tell us some of the problems that we face but also the opportunities that we as an Island can capitalise on.

Our focus is the next five years, but we want the legacy of this plan to endure for years to come. I would like to thank everyone that has taken the time to contribute. Your voices have been heard.

One Vision for the Isle of Man

Our overarching vision is to build a secure, vibrant and sustainable future for our Island nation.

This plan sets out 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. But our Plan sets a course for longer term delivery over the next decade and beyond.

In practice, our core strategic objectives 'secure', 'vibrant' and 'sustainable' mean:

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.

Our strategic objectives translate into multiple actions across Government to make the vision to a reality. Fundamental measures and metrics have yet to be developed and our plans for these are discussed in more detail throughout the document.

Fundamentally however, there are critical issues that we must respond to and therefore **we will**:

- Tackle the housing crisis by ensuring everyone has a suitable and affordable place to call home and our housing stock meets the needs of our population now and into the future.
- Address the critical issues in Health and Social Care and deliver greater access to a comprehensive, high quality and fully integrated health and social care system.
- Overcome uncertainty by developing a stronger and more diverse economy that provides prosperity and rewarding career opportunities and where our economic success positively impacts all residents.
- Improve our basic infrastructure and provide for vibrant communities where people feel pride in their surroundings and where our rich and diverse biosphere is being protected, nurtured and sustained.
- Continue to recognise the importance of investing in our residents' education from an early age, increase school performance levels and provide for high-quality education and training opportunities to allow anyone to reach their full potential at any time in life.
- Put in place the action plan for a successful climate change transition program.

Our vision must be the cornerstone for a longterm common purpose, a reference for policy, and a driver for a concerted effort across One Government, to deliver for people now, and for future generations.

Challenges and Opportunities

Our Island Plan sets out where we will focus our attention and responses, to aim to improve the quality of life for everyone living on our Island. As we do so, we will need to face several significant challenges and recognise the strong link between a successful and stable economy, the ability to deliver sustainable Government services and quality of life and care for people.

To this end, to support recovery from the difficulties of COVID-19 and set a new focus, the Isle of Man Government commissioned an in depth review of the Island's economy to develop a new ten-year economic plan.

The emerging findings are already informing our Island Plan to make sure we are aligning our policy responses to the challenges and opportunities.

CHALLENGES

Much of our GDP and jobs growth has been driven by a relatively small number of sectors. We are facing increasing wage disparity across households. Around the world, there are inflationary pressures resulting from the pandemic, which will add further to the pressures on cost of living on our Island.

The long term availability and affordability of housing is clearly a major challenge we need to tackle and the challenges posed by our ageing population mean we need to work harder to ensure our services are sustainable for generations to come.

We have a critical shortage of skills in a number of areas and the skills needed for our future economy will continue to evolve. Added to these challenges is the need for the Island to deliver on its Climate Change commitments and actively reduce emissions necessary for our people, our environment, our international reputation and also crucially for our economy as businesses increasingly look to fulfil their own environmental, social and governance commitments.

The challenges we face, the foundations we have and the opportunities we can build upon will be laid out in detail in the Economic Strategy which is due to be completed and published for debate in July 2022.

OPPORTUNITIES

We must not lose sight of the significant positives that we possess as a nation. The initial findings of the first phase of the economic strategy have already identified strong foundations which can support further growth.

In financial terms, the Island has seen many years of progressive growth in GDP, has relatively strong Government reserves when compared to peer jurisdictions, and has navigated many challenges to remain respected internationally.

Our digital infrastructure is well placed to support future growth and transition in a global move towards a digital society, and we have a good level of diversity for a small Island in our business sectors with opportunities for further growth and diversification.

The Island also has a wealth of natural beauty and resources that benefit our residents, our businesses and visitors alike.

It is with these challenges and opportunities in mind that Council of Ministers has developed the focus for its programme and long term vision for the Island.

Our Focus

To work towards a more secure, vibrant and sustainable Island nation for all, our focus is on five interrelated priorities as developed from early engagement with Tynwald Members in October 2021.

Building great communities

An Island of health & wellbeing

A strong and diverse economy

An environment we can be proud of

Outstanding lifelong learning and development opportunities for all

Each priority relies on cross-Government working and has its own vision, reflecting the aim, commitments and focus of this administration, which seeks to put people at the heart of service delivery and policy making.

The focus for Government must be on straightforward delivery on the issues that matter most, with clear emphasis on creating a sustainable future and being an attractive destination for people and business.

Whilst Our Island Plan sets out a vision for the next 10-15 years, with the actions to be taken over the course of this administration, Government must be ready to adapt to changing priorities, updating policy and taking a long term view.

The actions and outcomes related to each priority as outlined in greater detail in the Appendix 1, seek to address the challenges and opportunities outlined and deliver the policies stated. They highlight the priorities and commitments we will strive for to improve our Island and the quality of life for our people.

Principles for One Government

'One Government' as an approach requires everyone across the public service to have certain considerations at the forefront of public service delivery. **Our culture should be one of People First.**

To be sustainable and deliver the best quality of life for people requires key principles to be embedded across all of Government:

- **Listening** – to continue to understand the changing needs of our people.
- **Strategic thinking** - to take account of longterm interests and aspirations of the Island.
- **Stewardship** – to take care of public funds and ensure value for money.
- **Prioritisation** – to effectively determine where Government resources are most needed.
- **Productivity** – to ensure resources are used effectively in the best interests of serving our people.
- **Delivery** – to provide a quality and efficient service for the public.
- **Accountability** – to recognise shortcomings, seek improvement and accept responsibility.

Government departments, boards and offices will be required to develop clear action plans in fulfilment of our Island Plan, ensure cohesion on cross-Government working methods and policies and produce an annual report for Tynwald debate, scrutiny and approval, led by the Minister or Chairperson. These plans will include specific actions and measures of performance.

It is also our intention to allow for enhanced strategy and policy decisions by implementing better forums for more open policy development and debate.

Building great communities

The ethos and character of our towns and villages is a vital component of our Island. Each in its individual way has a feel of its own, yet each also carries with it common requirements in terms of what needs to happen to create a secure, vibrant and sustainable Island for the future. Whilst building great communities goes far beyond traditional bricks and mortar, housing and associated matters are a cornerstone of our success both now and into the future. We must also consider the leisure facilities available to our communities going forward supporting improved quality of life for everyone, including young people and families.

Our Vision

Our **vision** for building great communities is one where everyone has a suitable and affordable place to call home and our housing stock meets the needs of our population now and into the future.

Our vision will be **successfully** realised by:

SECURE

- Ensuring every Island resident has a safe and secure home.
- Tackling issues of affordability, homelessness, security of tenancy and vacant or derelict properties with bold action.

VIBRANT

- Ensuring the availability of a choice of housing stock for differing needs that allows people to transition between different housing types according to need and changing circumstances.
- Focusing development on brownfield sites to support urban living and regeneration.
- Implementing policies that strive for beauty and quality in our built environment.
- Ensuring our towns and villages are clean, well-maintained and provide the basis for our people to build great communities.

SUSTAINABLE

- Ensuring new developments align with our sustainability goals, and existing homes can become more environmentally friendly and Conservation Areas are protected and enhanced.

Over the lifetime of this Plan **we will**:

1. 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. This will be informed by a debate on housing to take place at January 2022 Tynwald sitting.
2. Develop an action plan to ensure every resident has a safe and secure home which will include the bringing of vacant and derelict buildings back into use.
3. Revive our urban landscape and improve the public realm in a sustainable way by transforming Government owned brownfield sites via the Manx Development Corporation, for the benefit of all citizens.
4. Review the Town Centre First model (in Scotland) as a possible template for regeneration.
5. Introduce a new charter for a standard regular schedule of road, roadside and pathway and leisure route maintenance.
6. Evaluate the pilot community hub project and seek to improve and increase future delivery of Government services in the community.
7. Ensure that we meet the needs of our older population and those with disabilities living in all our communities, from design and adaptation, care and extra care provisioning through to the provision of residential, nursing and respite care.
8. Ensure 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.
9. Ensure our planning policies and legislation are fit for purpose by performing a review ensuring alignment with Climate Change targets and initiatives and sustainability.

An Island of health and wellbeing

Staying physically and mentally fit and healthy benefits not only the individual but also society. We cannot expect to be immune from the ravages of serious diseases, global pandemics or the daily pressures of life, but facilitating healthy lifestyles, access to sport and culture, and encouraging a good work-life balance is as important as developing high quality health and social care services. There is a fundamental link between our economic success and our health and wellbeing.

There is a clear benefit to taking a long term Public Health view in Government policy making.

Our Vision

Our **vision** for an Island of health and wellbeing is one where our residents have high levels of physical and mental wellbeing, access to a comprehensive, high quality, and fully integrated health and social care system, and are able to live long, healthy and fulfilling lives.

Our vision will be **successfully** realised by:

SECURE

- An accessible, accountable, and compassionate 'Right Care, Right Time, Right Place' health and care system which is there for people throughout their lives.
- Collaboration with community partners in delivering services that help and assist people to keep safe and well.
- Policies and services which mean that people can make healthy choices, in communities that are safe, and with infrastructure and design in towns and villages which promotes and supports health and wellbeing.

VIBRANT

- Communities where people can make healthy choices, in environments that are safe and designed to promote health and infrastructure in towns and villages which support health and wellbeing.
- Promoting healthy lifestyles and acknowledging the role of quality of life in a healthy and well society.
- Supporting sport, active leisure and recreational facilities.
- Encouragement of arts, culture and heritage enrichment.

SUSTAINABLE

- Successful delivery of the Health and Care Transformation Programme including regional integrated healthcare developing a sustainable funding model for future viability.
- Addressing health, income and wellbeing inequalities.
- Early-intervention and multi-agency approach to support and protect children and all victims of abuse.

Over the lifetime of this Plan, **we will:**

1. Ensure the Health and Care Transformation project is delivering the recommendations of Sir Jonathan Michael's review.
2. Address how waiting times and access to health and social care can be improved as a priority.
3. Ensure the proper development of integrated healthcare and early intervention so that health and social issues, including child health and mental health, can get attention more quickly and in a joined-up way, delivered within communities.
4. Ensure appropriate provision of services and support is available to victims of abuse and those at risk or in need of protection.
5. Provide appropriate support for those who choose to care for others at home.
6. Value partnership with third sector and community groups by commissioning specific services where possible.
7. Review financial support towards meeting nursing home fees and social care costs.
8. Recognise the link between healthy places, active lifestyles and overall wellbeing in policy choices.

A strong and diverse economy

Our economic success is of course dependent on many factors, and recent experiences with COVID have served to highlight both the strengths and weaknesses in our economic performance. It was right to embark on the significant project that is now underway to put together the complete picture of our economic make up and identify the policy levers we might choose to use for future success.

As that picture develops, we outline our determination to build a diverse economy with strong foundations that provides opportunity and progress for people.

Our Vision

Our **vision** is for a strong and diverse economy which is sustainable, ambitious and built on firm foundations to provide economic success, rewarding career opportunities and prosperity which positively impacts all residents of the Isle of Man.

Our vision will be **successfully** realised by:

SECURE

- Supporting and providing the right conditions for the development, diversification, growth and opportunity for the Island's economy and business sectors.
- Meeting or exceeding global standards and enhancing our reputation as an internationally responsible and increasingly sustainable jurisdiction.
- Ensuring supporting infrastructure is world-class and provides a resilient and business friendly environment.

VIBRANT

- Ensuring our Island is a place where people have opportunities to fulfil their potential.
- Creating the environment for vibrant economies where everyone, including entrepreneurs can achieve and prosper, recognising the important role they play in making the Isle of Man an attractive place to live, work and invest.
- Recognising our diverse international workforce and the value that it brings to our economy.
- 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 for both visitors and residents.
- Attracting our graduates and alumni back to the Island.

SUSTAINABLE

- Considering how our Climate Change commitments can inform and positively influence our economic growth, opportunities and stability over the long term.

- Wages that allow for higher living standards being achieved in an economy where people are supported into work, opportunities exist for career progression and quality of life is maximised.
- Stewardship of sustainable public finances.
- Robust technology and related infrastructure that enhance the Island as a place to live, work and invest as a tech-enabled and future-ready jurisdiction, embracing the opportunities of digital technologies.
- Taking account of and addressing demographic challenges.

Over the lifetime of this Plan, **we will:**

1. Finalise the long term (10 year) economic strategy for our Island and complete the four phases by June 2022 to produce the final plan.
2. Implement approved recommendations of the July 2021 Poverty Report, including increasing the Minimum Wage towards parity with the Living Wage to address income disparities.
3. Ensure that the Island's tax system and financial structures continue to meet international standards whilst supporting economic growth.
4. Deliver a National Insurance review in conjunction with the long term Economic Plan for the Island, considering fairness and future funding requirements for public services including health and social care.
5. Support a 2023 Year of Sport to boost tourism, the domestic economy and wellbeing.
6. Ensure we are a well-connected Island enabling travel to, from and around making us an attractive place to live, visit and do business in.
7. Deliver key Legal and Justice Reforms.
8. Finalise the Strategic Infrastructure Needs Assessment to ensure our approach to investment in our strategic infrastructure is better informed.

An environment we can be proud of

Our environment is far more than just protection of the landscape. We live and breathe our environment every day, whether walking through a town centre, exploring an Island glen, driving a country lane or cycling on a main road. Our environment is multi-dimensional and determining more clearly the boundaries and balance between people and nature will go a long way to improving our quality of life - and help achieve a sustainable Island for the future. We should have pride in our environment.

Our Vision

Our **vision** for an environment we can be proud of is an Island that provides for vibrant communities where people feel safe and is a rich and diverse biosphere that is being protected, nurtured and sustained and held in high regard here and around the world. We protect and appropriately manage our woodland, our areas of special interest, our uplands and farmland, and carefully consider any proposed development of Greenfield sites. Highways, footpaths and the surrounding infrastructure are well maintained to enhance our sense of place and pride in our Island.

Our vision will be **successfully** realised by:

SECURE

- Ensuring energy, food, water and digital security.
- Reducing and preventing harms that impact our community.
- Delivering a strong maintenance plan for our roads and surrounding infrastructure.
- Being prepared to adapt our defences to extreme weather events.
- Upholding Climate Change objectives, and maintaining a reputation for being internationally responsible and credible.

VIBRANT

- Providing a vibrant, inclusive and family friendly environment.
- Policies that strive for beauty and quality in our built environment.
- Creating the conditions to make the Island an even more attractive place to live, work, visit and invest in, by making the most of the opportunities that the global climate debate presents.
- People feeling safe in their community and with a sense of pride in the place where they live.

SUSTAINABLE

- Identifying clear and acceptable ways of transitioning to carbon neutrality and meeting our Climate Change plan objectives.
- Ensuring infrastructure can adapt to or is planned to take account of climate extremes and build 'sustainable-first' foundations for future generations.

- A socially inclusive public transport system that people choose to use and that supports a move to Net Zero.
- Delivering sustainable sewage treatment and waste management for the Island.
- A commitment to clean air, watercourses and year-round bathing water.

Over the lifetime of this Plan, **we will:**

1. Develop a clear roadmap to achieve our Climate Change goals, based on the Professor Curran Action Plan.
2. Ensure a vibrant Island offer for young people today and attract people to live and work on the Island to grow the economically active population.
3. Plan for Food Security for our Island.
4. Plan for the Future of Agriculture so that the sector meets the needs of the Island, people and farming community.
5. Ensure that environmental considerations are embedded across Government decisions and infrastructure.
6. Ensure street policy is informed by communities so that streets and places are inclusive, easy to navigate, safe and healthy and reflect the wishes of the people who live there.
7. Develop an integrated and socially inclusive Transport Strategy which meets the needs of communities, keeps people connected in work, leisure and access to services and supports transition to Net Zero.
8. Develop a Plan for Climate Change Adaptation, including flood management and mitigation.
9. Deliver sustainable sewage treatment across the Island.
10. Deliver a strategy for waste management.
11. Review our approach to ensuring clean air, watercourses and bathing water by undertaking regular, year-round bathing water quality testing in areas based on use not designation, carrying out air quality monitoring in a variety of locations, and meeting or exceeding international standards in relation to environmental waste.
12. Report on and update the Road Safety Strategy.
13. Review drugs policy.

Outstanding lifelong learning and development opportunities for all

We all know that a good well-rounded education will provide us all with the best possible start in life, but we also recognise that lifelong learning is a fundamental pillar of our social and economic success.

Our Vision

Our **vision** for outstanding lifelong learning and development opportunities for all is one where we invest in our residents' education from an early age, and everyone can access high-quality education and training opportunities to reach their full potential at any time in life. Our primary and secondary schools should provide an excellent education for our children and young people to achieve their potential.

Our vision will be **successfully** realised by:

SECURE

- Every child having access to excellent education and childcare.
- Children having the best possible start in life, including equal access to early years education.
- Supporting residents throughout their lives with a diverse education service which is there for them whenever they need it, including learning, development and reskilling at any stage or age.

VIBRANT

- Providing services which support people to achieve their full potential.
- Working with industry to provide a full range of opportunities for people.
- Investing in areas that support everyone who can work, to be in work, including skills development, transport links and the availability and affordability of childcare.

SUSTAINABLE

- Ensuring education and training services are aligned to the technical, employability and interpersonal skills required for the future.

Over the lifetime of this Plan, **we will:**

1. Review education funding and delivery so resourcing is focused into the right areas with the most positive impact.
2. Ensure attainment and quality benchmarking of education services.
3. Establish apprenticeship partnerships with employers to reflect the current and future needs of the Island's economy and contribution to global sustainable development.
4. Deliver improved ongoing support for training, internship, higher education, re-skilling and upskilling initiatives.
5. Implement a Childcare Strategy and any necessary changes to employment law so that parents can access childcare at various stages and balance home and work commitments.
6. Ensure that public services are increasingly digitally-enabled, and residents have access to fast, reliable internet via the Island's National Broadband Plan to create enhanced opportunities for learning in the Digital Age.
7. Consider the potential role, benefit and remit of a Children's Commissioner and Child First policy approach across Government.

Delivery & Performance Management

Delivery matters. Whether it is a bus service designed for an inclusive and connected Island or a new scheme to assist people into work, the end result must work for people.

Government exists predominantly to serve people as well as to act in the best long-term interests of the Island. Our culture must be one of "people first" and we must seek not to express what we "can't do" but rather find out what we "can do" to take the Island forward and help people progress. We must strive to create an accessible and caring environment that we can be proud of and that gives people and businesses the platforms to succeed.

The relationship between Council of Ministers, Tynwald and Government Departments needs to change. We need better forums not only for more open policy debate and agreement, but also for ensuring that better and more cohesive policy is being delivered across Government. The following actions will enhance policy and strategic delivery:

- A Tynwald Conference will be held annually to allow for public interaction and debate on the key issues.
- The Island Plan will be debated annually and amended accordingly by Tynwald.
- Every Department, Board and Office must produce an annual report for Tynwald debate, scrutiny and approval led by the Minister or Chairperson. These will be tabled throughout the parliamentary year. These reports will lay out clearly the actions undertaken by the department, the positive impact on the Island and determine and justify staffing levels.

We will ensure that policy formulation, delivery and performance management are put at the centre of how Government functions to ensure that we work together for the people of our Island. This simplified model will bring with it transparency, accountability and oversight of how Government is performing to meet the service needs of the public.

A new delivery board has been established at the heart of Government, to oversee delivery particularly where it cuts across various parts of Government. Departments, Boards and Offices will be supported by a central programme structure (the Island Plan Programme) with a governance structure that actively supports delivery of key results.

The Island Plan Delivery Committee will have oversight of all Island Plan initiatives with the performance against agreed measures being reported on from Departments and associated Boards and Offices through the Island Plan Programme.

At this early stage, a number of objectives set out in this plan require the development of policies and strategies which will describe the detailed actions that will be taken. To track and report progress on delivery, we will use a recognised measurement known as OKRs (Objectives & Key Results) wherever possible. This is a collaborative way of measuring metrics with clear alignment and engagement. This will require more work within Departments to develop.

Operational delivery aspects in fulfilment of the Island Plan, along with detailed measures will be developed in departmental work and plans and further updates will be provided in the early stages of the administration. Department plans and reports, which may build on other aspects of work and inform specifics, will be presented and debated as indicated.

The finalised long term economic strategy, due to be completed and published for debate in July 2022, will be vital in defining the most appropriate National Indicators of success in delivering our vision for the Island. In advance of the findings of the review of the Island's economy, at Appendix 2 we set out the indicative performance metrics, both at a macro and micro level that may be used to monitor progress in achieving outcomes.

Reform of Government

Our Island Plan puts people first and focuses on meaningful outcomes to improve quality of life.

Implicit in this is the need to ensure that Government operates effectively and efficiently in a modern, responsive, productive, joined up and accountable structure and method, offers value for money and is set up to deliver essential services to a high standard that can be sustainable in a world which presents many challenges.

This requires serious consideration as to the necessary changes where the status quo is a barrier to the above.

Improving how Government functions, is structured and how services are delivered will be progressed as a separate workstream which will run alongside the delivery of the Island Plan where appropriate.

This process is integral to our 'One Government' approach which is defined by joined up working for the people of our Island.

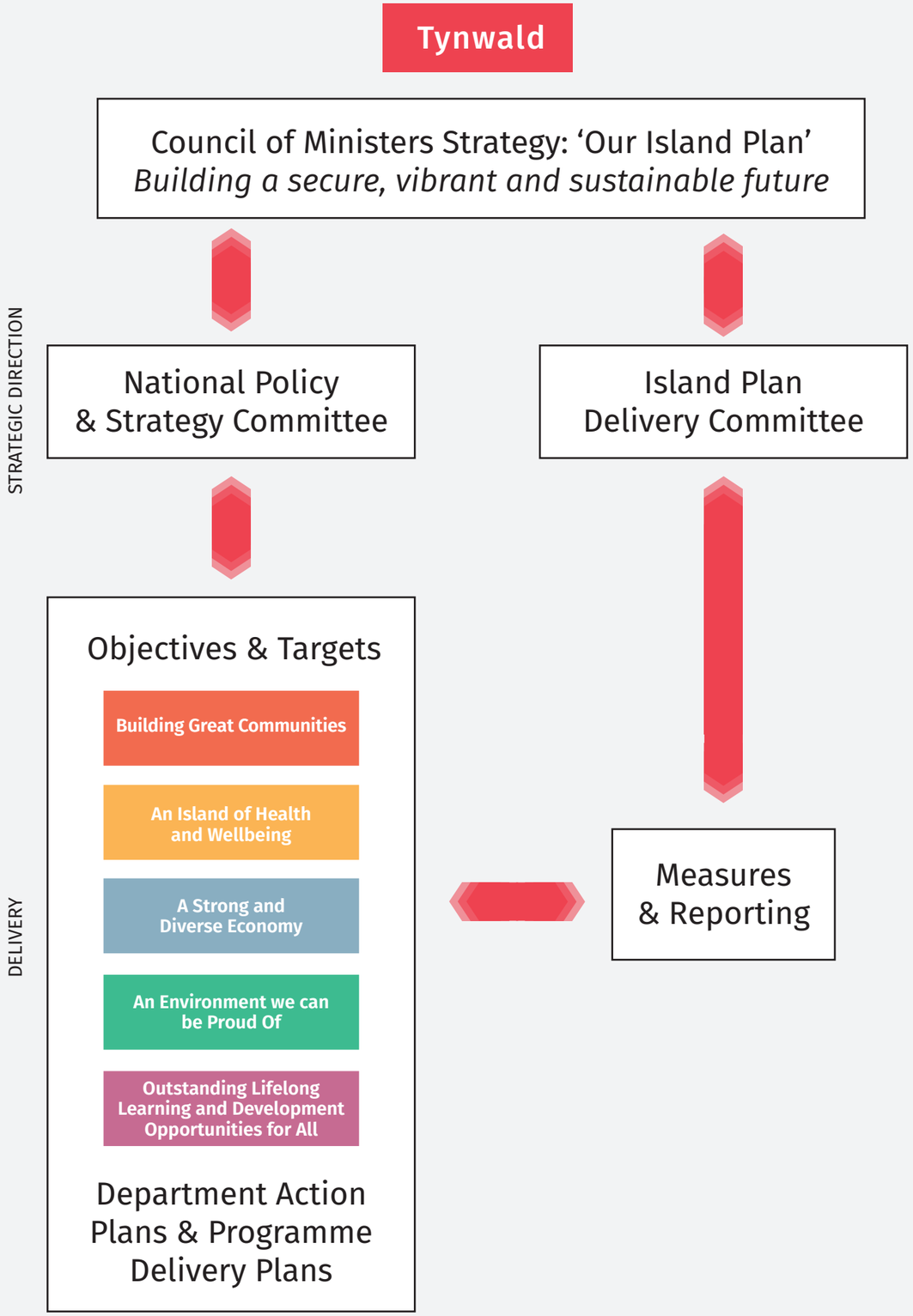
Responsibility for Delivery

The responsibility for delivery sits with Government Departments and associated Boards and Offices tasked with fulfilling the objectives of the Island Plan. Ultimate responsibility lies with Council of Ministers.

Complex, interrelated issues require joined up policy, strategy and delivery. The management of the delivery of the Island Plan will happen through a formal matrix programme management approach with appointed leads for each workstream being accountable for operational delivery.

The Policy and Strategy, and Delivery sub-committees of Council of Ministers, chaired by the Chief Minister, will oversee the Island Plan, in terms of development of policy and ensuring effective delivery. This will enhance cross-Government working and support the 'One Government' approach needed to ensure we deliver for our Island and its people.

Furthermore, as set out in the Plan, reform of Government including its structure will be a workstream in its own right with the aim of breaking down barriers to joined up working, enhancing transparency and bringing clear delineation between strategic policy and operational delivery.



Medium Term Financial Strategy

The Island Plan seeks to lay out a direction of travel for the next five years, and also one that will leave a positive legacy for many years to come. As such it will require the whole of Government to be aligned in its priorities in support of the plan. Our financial resources will likewise need to be aligned to the Plan to support the delivery of new initiatives and clear priorities alongside the ongoing day to day demands on public services in supporting everyday Island life.

The February 2022 budget will outline the key principles and aims for the medium term financial strategy which will include and require the following:

- Development of a strategy to ensure that our fiscal policies and arrangements support the economy and the delivery of the Island Plan and the emerging Economic Strategy and deliver its objectives to:
  - > drive and support a diverse and successful economy;
  - > support existing and new business on the Island driving inward investment;
  - > maintain the highest international standards for our economy;
  - > support employment by ensuring work pays and through assisting people into work ensuring they can progress;
  - > deliver a tax system which supports the economic aims and raises sufficient revenues to support public services; and
  - > control public spending and promote value for money through strong financial governance
- The prudent use of reserves to maintain and support investment in services for the public of the Isle of Man to deliver the Island Plan and meet strategic infrastructure investment needs in the short term, whilst making appropriate plans to eliminate this reliance in the medium term.
- The development of long term funding plans to support Health and Care spending and Climate Change including the encouragement of external investment to help deliver the Island's Net Zero carbon objective in line with the committed timetable.

It has now been some time since the process to produce the budget has been updated so we will review this with the objective of providing more opportunity for public bodies to decide on the allocation of resources against their priorities, promoting increased responsibility and accountability whilst focusing on reporting the outcomes of that spending.

Legislative Programme

At a minimum, the following Bills will be brought for introduction to the Branches during the current parliamentary year (2021/22):

Bill	Department	Comment	Introduction to Branches
Income Tax Bill	Treasury	Annual Bill required in respect of Temporary Taxation Orders (TTOs)	February (Keys)
Border Security (Information Sharing)	Cabinet Office	To bring into effect the legislative provisions required to enable information and intelligence sharing across the relevant border and enforcement agencies.	March (Keys)
Animal Welfare	DEFA	This is an overhaul of our principal law relating to animal welfare. It will ensure owners and keepers have a duty of care to their companion and kept animals, and animal needs are met. This enabling legislation is aimed at keeping pace with a fast-evolving landscape on animal welfare law in the UK, and other Crown Dependencies.	March (Keys)
Capacity Bill (1)	DHSC	The creation of a framework under which practitioners will be able to operate when determining capacity.	April (Keys)
Public Sector Payments Bill	Treasury	To replace the Payment of Members Expenses Act 1989 to clarify, regulate and expand on existing payment regimes.	June (Keys)
Safeguarding (Amendment) Bil	Cabinet Office	To repeal the provisions within the Safeguarding Act 2018 for the composition of the Safeguarding Board and transfer them into regulations.	June (Keys)
Trusts (Amendment) Bill	Treasury	To reform Trusts Law in the Isle of Man.	June (Leg Co)
Energy Bill	DEFA	To provide measures that will provide additional guarantees of security of supply to Island consumers, in light of the ongoing volatility in global gas markets. This will complement the broader market reform measures being introduced through the Gas (Economic Regulation) Bill.	June (Keys)

In addition to the progression of the primary legislation above, Government will need to focus considerable effort and resource on drafting and delivering important pieces of secondary legislation required to give effect to the significant primary legislation passed during the previous administration.

Council of Ministers' Legislative Committee will review the remaining Bills proposed for introduction during this administration, for alignment to the policy priorities outlined in this Island Plan.

The Committee will work with Departments to ascertain whether proposed Bills are awaiting policy formation, confirmation or drafting instructions in its consideration and will publish an updated list and full programme for July 2022.

Initial Key Dates

Action	Date
Debate on Housing in Tynwald	January 2022
Establish the Housing and Communities Board	January 2022
Medium Term Financial Plan - budget	February 2022
Housing and Communities Board first action plan	March 2022
Charter for regular road, roadside, pathway and leisure route maintenance	March 2022
Improve our education service through continued delivery of the recent education review with the implementation plan presented to Tynwald	March 2022
Child Care Strategy presented to Tynwald	March 2022
Interim target and 5 year Action Plan published	March 2022
New Digital Strategy for Government submitted to Tynwald	May 2022
Roadmap to Net Zero by 2050 published	May 2022
Complete Tourism Strategy and submit to Tynwald	May 2022
Complete the four planning phases of the 10 year Economic Strategy	June 2022
Review the Town Centre First model	July 2022
Legislative Programme Update	July 2022
New Workforce and Skills Strategy submitted to Tynwald	July 2022
Revised Locate Strategy submitted to Tynwald	July 2022
Report on Waste Strategy	July 2022
Continuous Staff Development Plan for Education in place	September 2022
Schools Quality Assurance Plan in place	September 2022
Complete the review of planning policies and legislation	October 2022
Update unoccupied urban sites list	December 2022
Updated Environmental Protection Policies	December 2022
2023 Year of Sport	January 2023
Updated Environmental legislation re-drafted for debate	January 2023
Present the 2023 National Insurance Review to Tynwald	February 2023
Publish energy security plan	March 2023
Publish water security plan	June 2023
Strategic Transport Services Review submitted to Tynwald	July 2023
Publish food security plan	December 2023
Transition from the Minimum Wage to the Living Wage	April 2025
Deliver the UNESCO Biosphere Isle of Man Strategy and achieve re-accreditation	2026

Department Annual Report and Delivery Plan Dates

Department	Reporting Month
Treasury	April
Department for Infrastructure	April
Department for Environment, Food and Agriculture	May
Department for Enterprise	June
Cabinet Office	July
Department for Home Affairs	July
Department for Education, Sport and Culture	October
Department for Health and Social Care	November

Conclusion and Next Steps

This Plan has been formulated in approximately 14 weeks and sets out the interrelated priorities of this Government.

Complex issues require informed and developed policy responses and collaborative approaches to aid the delivery of Government services to address the issues faced and the objectives of this plan. It is also crucial that we remain agile to changing circumstances and openly acknowledge that policies and strategies take time to develop and adapt as appropriate to ensure they continue to meet intended outcomes.

Accordingly, as we progress with policy and strategy development with input from Tynwald and partners from across the community, we will update our Island Plan.

Council of Ministers value and appreciate the feedback, ideas and input submitted as part of the consultation and engagement sessions on the very early iteration of Our Island Plan. Where such changes have not been included, they may be considered as part of departmental or board plans, to inform specific policy development, or reforms.

Appendix 1

How We Will Deliver Our Vision

HOW WE WILL DELIVER OUR VISION FOR: **BUILDING GREAT COMMUNITIES**

What	How	Why	Outcomes	What this means for me
Seek to address issues of affordability, homelessness, security of tenancy and vacant or derelict properties.	Establish the Housing and Communities Board by January 2022 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. First action plan laid before Tynwald by March 2022.	To bring together cohesive Government policy on housing.	More people are living in homes that are suitable and affordable and we have reduced the issue of vacant or derelict properties.	Every person has access to shelter and longer-term housing. Everyone has a clear pathway to finding a home. As a potential home-buyer I can find a home suitable to my needs at a reasonable cost.
Ensuring every Island resident has a safe and secure home.	Develop an action plan to ensure every resident has a safe and secure home which will include the bringing of vacant and derelict buildings back into use.	To address homelessness and access to housing.	Emergency night shelter and longer term housing available to homeless and those in need.	As a person or family in need I feel supported in finding a safe and secure home.
The availability of a choice of housing stock for differing needs that allows people to transition between different housing types according to need and changing circumstances.	Improved housing stock with appropriate design built to standards in line with Climate Change Plan.	Recognise changing needs and have policy to incentivise development and meet needs.	Sufficient housing to meet the needs of the community now and into the future.	As a potential home-buyer I can find a home suitable to my needs at a reasonable cost.
Focus on brownfield sites to support urban living and regeneration.	Continue with the Brownfield Regeneration Steering Group (BRSG) to oversee Outcomes. Unoccupied urban sites register completed by December 2022 which will inform further actions and opportunities.	To maximise urban development opportunities to revitalise our towns but also to create new urban living opportunities.	Our brownfield sites are revived and brought into use supporting an increase in sustainable urban living.	I have opportunities to live in urban areas and can feel the benefits of urban regeneration. As a property developer barriers to developing brown field sites are removed.
Ensure our towns and villages are clean, well-maintained and provide the basis for our people to build great communities.	Review the Town Centre First model (in Scotland) as a possible template for regeneration. Written report with any recommendations by July 2022 with subsequent delivery plan for agreed actions.	To assess potential benefits to enhance regeneration and bring focus to town planning.	Our town centres are vibrant places to live, work and visit.	Towns and villages provide vibrant places to live, work and enjoy.
	Introduce a new Charter by March 2022 for regular road, roadside, pathway and leisure route maintenance, working in partnership with local authorities where responsibility sits with them, with clear policy and legislation to ensure accountabilities are clear.	To make clear commitments to maintaining core everyday infrastructure on the Island and to provide day to day accessibility for all.	Our built and natural environment is well maintained for everyone to enjoy.	I can enjoy well maintained roads and pathways across our Island wherever reasonably practical.
	Evaluate the 2021 pilot of community hub project.	To clarify and inform future policy proposals.	To determine the future and scope for the community hub concept in the delivery of Government services in the community.	Services are matched to the needs of communities.

HOW WE WILL DELIVER OUR VISION FOR: **BUILDING GREAT COMMUNITIES**

What	How	Why	Outcomes	What this means for me
	Ensure that we meet the needs of our older population and those with disabilities living in all our communities, from design and adaptation, care and extra care provisioning through to the provision of residential, nursing and respite care.	To ensure the needs of people are met so that they can live within their communities throughout their lives.	People can live within their communities throughout their lives.	My family can access appropriate care provisions in my local community, from at home care provisioning through to residential, nursing and respite care should I need it.
	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.	To enable people to access the Island in a sustainable way to go about their daily lives.	As a result of maintaining our infrastructure, Island resident feedback indicates increases in satisfaction to the top quartile by 2025 and greater pride in the local area and wider Island.	Bus services connect me better to work, services, education and activities.
	As referenced in "Building Great Communities", report on and update the Island's Road Safety Strategy as set out in the Environment section.	To ensure we have safe and inclusive roads.	Our residents feel safe using our roads and streets whether as a pedestrian, cyclist or motorist.	I feel safe using our roads and streets whether as a pedestrian, cyclist or motorist.
Ensure new developments align with our sustainability goals, existing homes can become more environmentally friendly and Conservation Areas are protected and enhanced.	Ensure our planning policies and legislation are fit for purpose by completing a review by October 2022 ensuring alignment with Climate Change targets and initiatives and sustainability. This will ensure planning applications are dealt with efficiently, effectively, in line with policy providing clarity and transparency to applicants and third parties. Updated Isle of Man Strategic Plan brought to Tynwald for debate and approval in 2024.	To ensure that planning is able to support high level strategic commitments for housing, economic growth, regeneration and protection and enhancement of our built heritage.	Our new developments provide for sustainable living in homes that contribute less to Climate Change and our built heritage is protected and enhanced.	I can be confident my new home is built to reduce my environmental impact and save me money for ongoing services such as heating and electric. I can adapt my home in order to minimise my environmental impact and save on money required for ongoing provision of services such as heating and electric. As a property development business-owner I have clear policy and legislation.

HOW WE WILL DELIVER OUR VISION FOR:
AN ISLAND OF HEALTH AND WELLBEING

What	How	Why	Outcomes	What this means for me
Successful delivery of the Health and Care Transformation including regional integrated healthcare developing a sustainable funding model for future viability.	Ensure the proper development of integrated healthcare and early intervention so that health and social issues, including child health and mental health can get attention quicker and in a joined-up way, delivered within communities as appropriate by ensuring the healthcare transformation project is delivering the recommendations of Sir Jonathan Michael's review.	To create high quality, integrated, person-centred care that is sustainable now and in the future.	An effective and accountable healthcare service which delivers for all service users.	I feel confident I will receive the health and social care I need, when I need it.
	Present the National Insurance review to Tynwald by the Budget in 2023 with recommendations and associated delivery plan. This will be conjunction with the long term economic plan for the Island, considering fairness and future funding requirements for public services including Health and Social Care.	To contribute to secure a sustainable funding model for health services.	Our Health and Social Care services are sustainable.	I feel health services offer value for money.
An accessible, accountable, and compassionate 'Right Care, Right Time, Right Place' health and care system which is there for people throughout their lives.	Through the DHSC Mandate to Manx Care, address waiting times for all mandated services to be reduced to levels comparable with other health and care systems. This will include continued delivery of the approved COVID restoration and recovery and additional elective recovery plans to address all backlogs, in order to improve waiting times across services. Target of 18 week referral to treatment consistently met.	To provide clarity and transparency for those who need medical treatment and give greater confidence in the delivery of health services.	Everyone has access to healthcare in a reasonable timeframe throughout their lives.	As a patient I know when and where I will receive any health and social care I need. As a community health and care partner I feel valued and supported in my role of helping the residents of our Island in need.
	Implement recommendations of the Tynwald Committee Mental Health and Suicide Reports.	To ensure people are helped based on previous learning by support and services which are accessible, proactive and joined up.	More people get help sooner, people know how to access help and do so and rate of suicide is reduced. The emerging Public Health Outcomes Framework (national indicator dataset) shows improvements to the mental health of the Island's population.	People can access appropriate interventions and care quickly.
	Provide appropriate support for those who choose to care for others at home by evaluating and reviewing the value of carers in the community and deliver improvements as part of the Health and Care Transformation Programme.	To provide greater support to home carers recognising the valuable contribution they make to society including reducing primary care requirements.	Home carers are provided with appropriate support to allow them to undertake their roles with appropriate levels of support, including respite care.	As a home carer I can balance my own needs whilst caring for others. As a home carer I have a network of support to fulfil my caring role, so I am supported and don't feel isolated.
	Value partnership with third sector and community groups by commissioning specific services where possible.	To utilise the network of third sector and community partners in reaching out to those	Government support for services provided by the third sector is in place with clear commissioning.	I can easily find information on and access to specialist third sector services

What	How	Why	Outcomes	What this means for me
		in need and providing additional support services to those delivered by the DHSC.		As the leader of a third sector organisation, I am engaged and clear on the services my organisation will deliver and how these may be supported.
Early-intervention and multi-agency approach to support and protect children and all victims of abuse.	Ensure appropriate provision of services and support is available to any victim by performing an evaluation and review of the provision of service, protection from abuse and support for adult and child victims and the vulnerable, where necessary, ensure multi-agency intervention takes place swiftly and appropriately. Benchmark current service provision working with Department of Home Affairs and measure improvements at set intervals based on agreed targets. Establish a Community Safety Board (initially using the provisions of the Justice Reform Act to create a subcommittee of the Criminal Justice Board) in partnership with the third sector to address early interventions. Implement the Domestic Abuse Act 2020.	To ensure that all victims and the vulnerable are actively provided with supporting services. To ensure the Police and Courts have adequate powers to enable early intervention and support victims of abuse.	Victims and the vulnerable feel protected and have appropriate services available to them.	I know where to turn for help, and that help will be provided. I know my safety and wellbeing is protected and supported. I can be confident people in need or who are victims of crime and abuse will be cared for in the best possible way.
	Scoping across multiple departments and services to define and deliver early intervention strategies. Consider and where appropriate adopt approach taken in other jurisdictions (i.e. Child First approach in Wales).	To ensure the right information and supporting interventions are available at the right time.	A reduction in the number of people who need advanced health interventions and better long term outcomes.	I know where to go to receive help and support.
Address health, income and wellbeing inequalities in care.	Review and implement changes to financial support towards meeting residential, nursing, and social care costs.	To ensure that costs are apportioned as fairly as possible.	People feel protected in older age from substantial care costs.	I can understand how my care is funded.
	Identify, review and implement other aspects of health and social care provision to address any inequalities.	To ensure that care is accessible.	Care is accessible to everyone that requires it.	I can be confident that I will be cared for.
Promote healthy lifestyles and acknowledge the role of quality of life in a healthy and well society.	Recognise the link between healthy places, active lifestyles and overall wellbeing in policy choices and promote the benefits of a healthy lifestyle through Public Health awareness campaigns.	To support people to make healthy choices.	The emerging Public Health Outcomes Framework (national indicator dataset) shows improvements to the public health of the Island's population.	I am provided with information and resources to help me make positive health and lifestyle decisions.
	Provide Health & Social Care services in communities where possible.	To reduce the need to go into hospital where possible.	Improvement of long-term health across the population. Greater capacity within the hospital setting.	As a patient I can receive the health and care services I need in my home and local area, without having to travel and stay in hospital.
	Take a whole system approach and advocate for collaborative working to ensure our communities can easily make healthy lifestyle choices.	To ensure that we clearly recognise benefits of a healthy lifestyle and that these are promoted and encouraged.	Improvement of health across the population and greater capacity within the hospital setting.	I am able to access a wide range of healthy lifestyle options provided by various partners across the community.

HOW WE WILL DELIVER OUR VISION FOR: **AN ISLAND OF HEALTH AND WELLBEING**

What	How	Why	Outcomes	What this means for me
Policies and services which mean that people can make healthy choices, in communities that are safe, and with infrastructure and design in towns and villages which promotes and supports health and wellbeing.	Identify and remove barriers that prevent a healthy and active lifestyle. Consider how sport and active recreational facilities can be supported. Encourage people to engage in our rich arts, culture and heritage.	To ensure that we clearly recognise benefits of a healthy lifestyle and access to arts, culture and heritage and that these are promoted and encouraged.	More people have an active and healthy lifestyle and enjoy the physical and mental health benefits this brings.	My town or village is a place where it is easy to make healthy choices and access amenities.

HOW WE WILL DELIVER OUR VISION FOR: **A STRONG AND DIVERSE ECONOMY**

What	How	Why	Outcomes	What this means for me
Support and provide the right conditions for the development, diversification, growth and opportunity for the Island's economy and business sectors.	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.	To build a stronger, even more competitive economy and secure a better future for our Island.	Our economy grows and develops, informed by our Climate Change commitments, supporting a better quality of life for residents.	I have certainty on the economic direction of the Island and can make better informed business decisions as a result.
Consider how our Climate Change commitments can inform and positively influence our economic growth, opportunities and stability over the long term.		To ensure that we take account of Climate Change in our long term economic strategy.		I am confident that Climate Change is influencing our economic growth, opportunities and stability over the long term.
Ensure our Island is a place where people have opportunities to fulfil their potential.	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. Review minimum wage policy including approaches to periodic increments and age disparities.	To reduce poverty and improve equality across our Island. To give more employment opportunities and choices.	More economic opportunities for people. Everyone is able to attain a living wage.	I am able to find suitable, rewarding and fairly paid work.
Take account of and address demographic challenges.	Consider policies and impact relating to demographics and population.	To link provision with population and understand demographic challenges and possible policy solutions so that demographic challenges are addressed.		I have confidence that the Island demographic challenges are being addressed through policy choices.
Meet or exceed global standards and enhance our reputation as an internationally responsible and increasingly sustainable jurisdiction.	Implementation of Legal and Justice reforms to ensure our legal services and justice system is fit for purpose and meets the needs of the Island.	To ensure our legal services and justice system remains fit for purpose and meets the needs of the Island.	We have a fit for purpose legal and justice system.	I have confidence that our legal services and justice system is fit for purpose and meets the needs of the Island.
	Ensure international requirements and standards are met.	To support economic growth and the future funding of services.	International standards are met and the Island is widely recognised as an economically responsible and reputable jurisdiction.	I have confidence in the sustainability of the Island's finances, and I can continue to live and prosper here in future. I am confident the Island has the reputation and credibility to allow my business to maximise its potential. As a prospective business owner looking to locate my business, I am attracted to the Island as a competitive, well regulated and attractive jurisdiction to do business.
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.	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. For 2023 this is expected to support annual visitor numbers totalling 315,000 visitors with a total visitor spend of £150m	To diversify and develop our tourism to boost the domestic economy and improve the wellbeing of our residents and visitors.	Our tourism offering is more attractive resulting in better amenities for residents and more visitors to the Island.	As a visitor the Isle of Man is a vibrant and attractive place to visit all year round. As a business owner footfall and sales from tourists increases my business opportunities.

HOW WE WILL DELIVER OUR VISION FOR: **A STRONG AND DIVERSE ECONOMY**

What	How	Why	Outcomes	What this means for me
	Support a 2023 Year of Sport to boost tourism, the domestic economy and wellbeing.	To support the growth of tourism and increase spend in local economy.	Tourism is increased and more people engage in sporting activities.	People are encouraged and motivated to visit the Island to enjoy the rich range of sporting events and activities on offer.
Attract our graduates and alumni back to the Island.	Address housing issues, job opportunities and pursue actions to create a more vibrant and sustainable Island.	To ensure that our graduates and alumni have attractive job opportunities to return to the Island for.	More graduates and alumni return to the Island following off-Island study.	As a recent leaver from full time education, I feel supported in pursuit of my career ambitions and furthering my skills and want to return to the Island to live and work.
Wages that allow for higher living standards in an economy where people are supported into work, opportunities exist for career progression and quality of life is maximised.	Review current education schemes and make any associated recommendations. Transition from the Minimum Wage to the Living Wage by April 2025.	To develop the skills needed to fulfil their full potential to best serve our people. To reduce poverty and improve equality across our Island. To give more employment opportunities and choices.	Education schemes are fit for purpose and applicable, and support is available (e.g. student awards). Everyone is able to attain a living wage.	Everyone can enjoy a higher quality of life and feel supported into work with opportunities for career progression.
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. 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. 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.	To attract skills and knowledge required by on-Island businesses that cannot be sourced locally.	More people access rewarding training and employment both from on and off Island and employers access the skills they need to grow their businesses.	As a worker from overseas with the relevant skills to work on the Island I am attracted to the Island as a place to live and work, and feel supported in my relocation to the Island should I require. As a business owner I have access to a highly skilled and capable workforce, both locally and from further afield as required.
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.	Increased engagement with local business and prospective local business. Review schemes and promotion to attract entrepreneurs. Continuing the employment law review and financial support schemes. Deliver a Skills and Workforce strategy which supports those entering employment for the first time, changing employment or returning to the workforce.	To develop the environment for our economy to thrive.	Diversification of the Island's economy.	As a prospective Island resident, I am attracted to the Island as a place to live and work compared to other options available. As a business owner I have access to a highly skilled and capable workforce, both locally and from further afield as required.

HOW WE WILL DELIVER OUR VISION FOR: **A STRONG AND DIVERSE ECONOMY**

What	How	Why	Outcomes	What this means for me
Robust technology and related infrastructure that enhance the Island as a place to live, work and invest as a tech-enabled and future ready, jurisdiction embracing the opportunities of digital technologies.	New Digital Strategy for Government presented to Tynwald by May 2022, resulting in delivery of more sustainable and innovative digital services for Government and the wider Island. Deliver a secure digital future for Island residents and businesses through the digital transformation of Government.	To ensure our services are ubiquitous and easy to access through appropriate digital devices and channels.	Everyone has access to the technology they need provided by secure infrastructure and Government digital services are enhanced.	I can access a wide range of digital services that are simple and compelling to use, if I choose to. As an Island resident I can seek and receive training and support to help me better utilise the range of digital services.
Ensure supporting infrastructure is world-class and provides a resilient and business friendly environment.	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 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.	To protect businesses and make the Island a destination of choice to live and visit.	The Island is well connected through sustainable air and ferry services.	As an Island resident or visitor I have a good variety of options for the destinations, mode of transport, and times/dates that I can travel off Island.
	Complete the Strategic Infrastructure Needs Assessment to define future approach for our infrastructure.	To ensure our approach to investment in our strategic infrastructure is informed by the findings of the Strategic Infrastructure Needs Assessment.	Delivery of new infrastructure and maintenance of existing infrastructure is undertaken in line with need.	I have confidence that long term infrastructure planning, and funding is considered and matches need in a strategic way.

HOW WE WILL DELIVER OUR VISION FOR:
AN ENVIRONMENT WE CAN BE PROUD OF

What	How	Why	Outcomes	What this means for me
Identify clear and acceptable ways of transitioning to carbon neutrality and meet our Climate Change plan objectives.	Roadmap to achieve Net Zero published by May 2022 with associated action plan enabling us to meet our Climate Change plan objectives. Develop an integrated and socially inclusive Transport Strategy with recommendations and delivery plan which meets the needs of communities, keeps people connected in work, leisure and access to services and supports transition to Net Zero.	To ensure the Island meets Net Zero emissions by 2050 or earlier. To increase access to affordable and accessible public transport.	As an Island we have transitioned to carbon neutrality and meet our Climate Change plan objectives. Greater use of public transport and reduction in the number of car journeys made around the Island.	I understand how the Island is transitioning to Net Zero emissions and how it affects me. As a commuter I have transport options that are reasonably priced and convenient. As a car owner I consider public transport a viable alternative to using my car for every journey. As a cyclist I can use my bike for regular journeys.
Ensure infrastructure can adapt to or is planned to take account of climate extremes and build 'sustainable-first' foundations for future generations by being prepared to adapt our defences to extreme weather events.	Develop a plan for Climate Change Adaptation, including flood management and mitigation. Deliver the recommendations and priorities from the independent review undertaken by ARUP in 2019 and National Strategy on Sea Defences, Flooding and Coastal Erosion (2016).	To mitigate the risk of flooding to properties and infrastructure from rivers, sea levels and coastal erosion and surface water.	We have mitigated the risk of flooding to properties and infrastructure from rivers, sea levels and coastal erosion and surface water.	I understand the flood protection measures proposed by Government.
Support a natural and built environment which respects our rich culture, biodiversity and sense of place.	Updated Environmental Protection Policies by December 2022 and associated legislation re-drafted for debate by Jan 2023. Updated Isle of Man Strategic Plan brought to Tynwald for debate and approval in 2024. Deliver the UNESCO Biosphere Isle of Man strategy and achieve re-accreditation in 2026. Environmental considerations are embedded across government decisions and infrastructure supporting a natural and built environment which respects our rich culture, biodiversity and sense of place.	To drive a reduction in emissions and continue to develop a culture of sustainability across Government.	Our built and natural environment is enhanced and protected for everyone to enjoy.	I have confidence our people and environment are protected by law and action. As a business owner I have a clear environmental policy and legislation to guide future business activity.
Ensure energy, food, water and digital security.	Develop and publish a plan for food security by December 2023.	To provide a stable and secure food supply for the Island.	An Island that has appropriate and relevant food security to support the population.	I have confidence with the Island's food supply chain and enjoy benefits of local food production.
	Develop and publish a plan for water security by June 2023.	To provide a stable and secure water supply for the Island.	The Island has a plentiful supply of water that is sustainable.	I have consistent access to water throughout the year.
	Introduce Energy Bill as a priority. Develop a plan for energy security for our Island with support from the Climate Change Transformation Board. Bring forward bill for short term energy security. Publish a plan for longer term energy security by March 2023.	To provide a stable and secure energy supply to the Island.	The Island has a sustainable energy supply.	I can heat and power my home and business throughout the year. As a business owner I have sufficient information to support decisions for my business around the costs and supply of energy.

HOW WE WILL DELIVER OUR VISION FOR: **AN ENVIRONMENT WE CAN BE PROUD OF**

What	How	Why	Outcomes	What this means for me
	As referenced in A Strong & Diverse Economy; In conjunction with the Digital Inclusion strategy, deliver a new Digital Strategy for Government. Actively contribute to cyber resilience and information security for the benefit of citizens, consumers, enterprises and public sector organisations established on the Island through the provision of advice guidance, and awareness raising.	To promote digital security.	Individuals and businesses have secure digital infrastructure.	As an Island Resident and business I can access support and guidance to help keep me safe online.
Deliver sustainable sewage treatment and waste management for the Island.	Report on Waste Strategy submitted to Tynwald by July 2022 with recommendations and delivery plan. Deliver effective and sustainable sewage treatment infrastructure operational by December 2024.	To provide effective and sustainable sewage and waste treatment for the Island.	Our waste is disposed of in a sustainable way which means we have a cleaner environment that everyone can enjoy.	I am confident our waste is dealt with in an appropriate and responsible manner and can have confidence that our seas are not contaminated with sewage waste.
Ensure the future of Agriculture meets the needs of the Island, people and farming community.	Publish a plan for the Future of agriculture by April 2023.	To ensure that the agriculture sector meets the current and future needs of the Island and contributes towards Climate Change Net Zero targets. Our countryside is being managed sustainably.	Agriculture sector is sustainable and resilient. Farming is an attractive profession. Climate Change target of reaching Net Zero by 2050 is achieved. There is good access to local, quality food.	As a farmer I am confident my livelihood can be sustainable and stand up to external shocks or pressures that may arise.
People feel safe through reducing and preventing harms that impact our community.	Ensure our public safety services are collaborative, innovative, coordinated and focused on meeting the needs of our local communities.	To minimise crime and the harms associated with it. To support community rehabilitation and reduce reoffending. To address fire safety.	Reduction in crime. People feel safe in their community.	I feel safe in my community.
	Publish progress to date and next steps to support road safety ensuring this aligns with the needs of the community.	To ensure that road safety aligns with the needs of the community to support great communities, health and wellbeing. To reduce the number of people killed and seriously injured on our Island's roads.	People feel safer using our Island's roads.	I feel safe travelling in my community and around the Island as a pedestrian, cyclist or motorist.
	Review of drugs policy. Ensure there is good support to address substance misuse. Bring forward future policy to address drug misuse.	To minimise crime and social harms associated with substance misuse. To support consideration of future policy in respect of drugs	There is a reduction in the crime and social harms associated with substance misuse.	I am able to access support to address substance misuse and feel safe in my community.

HOW WE WILL DELIVER OUR VISION FOR: **AN ENVIRONMENT WE CAN BE PROUD OF**

What	How	Why	Outcomes	What this means for me
Strong maintenance plan for our roads and surrounding infrastructure and policies that strive for beauty and quality in our built environment.	Deliver a new street policy informed by communities with recommendations and a delivery plan to ensure that our roads and surrounding infrastructure is well-maintained and of high quality.	To ensure our built environments are accessible, well-maintained and of high quality.	Our built environment is well maintained and enhanced to meet the needs of the community.	I can contribute to the design and layout of my local area so it best fits the requirements of the local community and the roads and surrounding infrastructure are well maintained and of high quality.
Raise environmental and health protection standards for clean air, watercourses and bathing water	Review areas considered as bathing areas based on use not designation. Undertake regular, year round bathing water quality testing and air quality monitoring. Updated Environmental Protection Policies by December 2022 and associated legislation re-drafted for debate by Jan 2023 to ensure decisions are made to provide a clean and safe environment. Meet and where possible exceed international standards in relation to environmental waste, ensuring no intentional discharge of Polychlorinated Biphenyls (PCBs) into waters, including bays.	To ensure that our environment is clean and safe.	We have cleaner air, watercourses and bathing water	Everyone can be confident that our environment is clean and safe.

HOW WE WILL DELIVER OUR VISION FOR: **OUTSTANDING LIFELONG LEARNING AND DEVELOPMENT OPPORTUNITIES FOR ALL**

What	How	Why	Outcomes	What this means for me
Every child has access to excellent education and childcare.	Review education funding so resourcing is focused into the right areas with the most positive impact.	To ensure that resourcing is focused into the right areas with the most beneficial impact.	Fit for purpose funding model for education for long term.	As a child I get better educational outcomes.
	Provide rigorous quality assurance in schools and childcare using appropriate standards and independent inspections. Quality assurance plan in place by September 2022.	To improve quality, results and transparency in what schools are delivering.	Assurance of quality in education provision and confidence that children are making good progress across all educational settings.	As a child have quality assured education and childcare. As a parent or guardian I have confidence in the quality of education and childcare provided to my child.
	Continuous staff development plan in place by September 2022 which is consistent across Island teaching staff helping to ensure every child has access to excellent education.	To ensure educational staff have access to development opportunities required to deliver an optimal educational experience.	Delivery of excellent education and childcare.	As a teacher or education professional I am obtaining new skills to deliver education.
	Revived modern curriculum created and implemented.	To ensure learning consistency.	A common core curriculum is in place across all Island schools helping to ensure every child has access to excellent education,	As a parent I have confidence in the quality and content of education in schools.
Children have the best possible start in life, including equal access to early years education.	Child Care 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.	To enable parents/guardians access to childcare at various stages and balance home and work commitments.	Better opportunities and support for families and young children.	As an Island resident I am confident that all children receive equal access to care and education. As a parent/guardian I have access to appropriate childcare for my work and home circumstances.
	Consider the potential role, benefit and remit of a Children's Commissioner and Child First policy approach across Government.	To provide independent oversight of the services provided by Government.	Improved focus on children in policy and services.	As a child my rights are promoted and protected and my needs are considered in all policy development.
Support residents throughout their lives with a diverse education service which is there for them whenever they need it, including learning, development and reskilling at any stage or age.	Review of all education support schemes to ensure they are fit for purpose. Improvement plan in place which includes clear transition pathways for all phases of education and into employment.	To ensure access to suitable education pathways.	Everyone can access clear transition pathways for all phases of education and into employment.	As an Island resident I am made aware of the various education, training and career pathways available to me and how I can pursue these.
Work with industry to provide a full range of opportunities for people.	Enhance current apprenticeship training partnerships with employers, considering other learning options such as online learning.	To ensure current and future economic and global sustainability needs are met.	More people are able to secure and complete apprenticeships leading to more opportunities.	I can access the various education, training and career pathways.
Ensure education and training services are aligned to the technical, employability and interpersonal skills required for the future.	Continue ongoing support for training, internship and higher education, with promotion of support through key community events and experiences. Deliver a Skills and Workforce strategy which supports those entering employment for the first time, changing employment or returning to the workforce.	To support upskilling and reskilling to meet employability needs.	Island residents have the qualifications and technical skills required to secure employment throughout their lives.	As an Island resident I can obtain the qualifications and skills required so I can find meaningful and rewarding employment.

Appendix 2

Indicative Measures to Monitor Delivery and Performance

INDICATIVE MEASURES TO MONITOR DELIVERY AND PERFORMANCE

Note: these measures are indicative and will evolve as delivery planning and data sources are identified. The work on the Economic Strategy will also determine measures.

Theme	Vision	Some of the indicative measures we may use to monitor delivery and performance
Building Great Communities	Our **vision** for building great communities is one where everyone has a suitable and affordable place to call home and our housing stock meets the needs of our population now and into the future.	**Macro Level:** 1. The number of first time buyer assisted purchases 2. The number of second time buyer purchases 3. Median house price on the Island as a ratio of median earnings compared to the same figure in England and Wales **Micro Level:** • The number of people who say they are satisfied or very satisfied with Government services • Number of people who would recommend the Isle of Man as a good place to live. • Public confidence in the planning system • The amount of land subject to beneficial land management practices • The number of buildings added to the registration list • Percentage of average household income used for energy purchase • Reduction of electricity supply customer minutes lost • Reduction of water supply customer minutes lost • The number of people who have taken part in cultural activity in the previous 12 months • Value of projects on which Building Control certification started during the last 12 month period • Homelessness - households in temporary accommodation • Loneliness - Percentage of adults who feel lonely often / always or some of the time • Resident population by area of residence • Resident households by type of accommodation and area of residence • Resident households by number of bedrooms and area of residence • Resident households by type of accommodation and number of bedrooms • Adults with a learning disability who live in stable and appropriate accommodation • Adults in contact with secondary mental health services who live in stable and appropriate accommodation • Percentage of households connected to broadband • Number of households passed with fibre • Number of households connected to fibre • Average property price • Occupied household stock by size • Number of void properties • Number of young people returning to Island into own accommodation • Number of idle Government owned brownfield sites (Continued)

INDICATIVE MEASURES TO MONITOR DELIVERY AND PERFORMANCE

Theme	Vision	Some of the indicative measures we may use to monitor delivery and performance
Building Great Communities (continued)		• Number of idle private sector brownfield sites / "temporary car parks" • Number of people on waiting list for FTB / Social Housing. • Average waiting time for FTB / Social Housing • Number of properties by EPC Rating (D) • Number of dwellings being actively constructed by type • Waiting lists for assisted first time house purchases and social housing • Number of properties available for assisted first time buyers • Number of people volunteering in the community • Dwellings completed – public and private sector
An Island of Health and Wellbeing	Our **vision** for an Island of health and wellbeing is one where our residents have high levels of physical and mental wellbeing, access to a comprehensive, high quality, and fully integrated health and social care system, and are able to live long, healthy and fulfilling lives.	**Macro Level:** 1. The number of people on waiting lists 2. Overall mortality rates **Micro Level:** Public Health • Smoking prevalence age 15 years - regular smokers • Proportion of the population meeting the recommended '5-a-day' on a 'usual day' (adults) • Percentage of physically active adults • Preventable sight loss - age related macular degeneration (AMD) • Excess winter deaths index • Estimated dementia diagnosis rate (aged 65 and over) • Utilisation of outdoor space for exercise/health reasons • Mortality rate from causes considered preventable (2019 Definition) - 1 year range • Infant mortality • Suicide rate • Obesity in early pregnancy • Drinking in early pregnancy • Smoking status at time of delivery • Low birth weight of term babies • Healthy life expectancy at birth (Male) • Adjusted antibiotic prescribing in primary care by the NHS • Under 75 mortality rate from all cardiovascular diseases - 1 year range • Percentage of 5 year olds with experience of visually obvious dental decay Health and Social Care System • The average number of reported Safeguarding alerts in care homes • Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14 years) (Continued)

INDICATIVE MEASURES TO MONITOR DELIVERY AND PERFORMANCE

Theme	Vision	Some of the indicative measures we may use to monitor delivery and performance
An Island of Health and Wellbeing (continued)		• Number of reported serious incidents related to Adult Social Care Services • Number of reported incidents related to Adult Social Care Services • Number of referrals to Children's Social Care • % of re-referrals in total referrals • Time to initial clinical assessment in Emergency Department and Urgent Treatment Centres • Time to Emergency Treatment for critically ill patients • Emergency readmissions within 30 days of discharge from hospital - 999 response - Wait time to see first Doctor in ED - Time to Initial Assessment within ED - Total time spent in ED - % of urgent GP referrals seen for first appointment within 6 weeks - 999 response times - Zero day length of stay - Patients with a length of stay > 7 days - Patients with a length of stay > 21 days • Discharges - pre 1000 discharges - pre 1600 discharges - weekend discharges - Delayed transfers of care • Access to cancer services - Maximum two week wait from referral to first outpatient appointment - Maximum two week wait from referral of any patient with breast symptoms (where cancer is not suspected) to first hospital assessment - Maximum 28 days from referral for suspected cancer (via 2WW or Cancer Screening Programme) to date of diagnosis - Maximum 31 days from decision to treat to first definitive treatment - Maximum 31 days from decision to treat or other appropriate date to start of second or subsequent treatment - Maximum 62 days from referral for suspected cancer to first treatment - Maximum 62 days from urgent referral from a Cancer Screening Programme to first treatment. • Diagnostics - Number of patients waiting more than two weeks for diagnostic tests on an urgent or cancer pathway - % of patients waiting 6 weeks or more for a diagnostic test - Wait time to urgent diagnostics from referral • Mental Health Services – crisis and access - Patients requiring Mental Health liaison services within the ED, seen within one hour. - Patients admitted to physical health wards requiring a Mental Health assessment, seen within 24 hours. - Patients with a first episode of psychosis treated with a NICE recommended care package within two weeks of referral - Patients with Severe Mental Illness (SMI) who received a full physical health check in Primary Care every 12 months - People under adult mental illness specialities on a Care Programme Approach (CPA), followed up within seven days of being discharged from psychiatric inpatient care.

INDICATIVE MEASURES TO MONITOR DELIVERY AND PERFORMANCE

Theme	Vision	Some of the indicative measures we may use to monitor delivery and performance
A strong and Diverse Economy	Our **vision** is for a strong and diverse economy which is sustainable, ambitious and built on firm foundations to provide economic success, rewarding career opportunities and prosperity which positively impacts all residents of the Isle of Man.	**Macro Level:** 1. Gini coefficient – full time individual earnings 2. 'Real' (adjusted for inflation) median earnings **Micro Level:** • The gap between men and women's full-time earnings • Government's long term public sector pension costs (long term being 40+ years), both contributions and the future service cost of benefits, within the agreed cost envelope • The proportion of people contributing to a private pension plan • Level of reserves which meet the amount defined by Treasury as sustainable • Annual Moody's Rating • Number of businesses who agree with the statement 'it is easy to do business in the Isle of Man' • The number of businesses who agree that regulation in the Isle of Man is proportionate • Number of sectors employing more than 500 people • Value of ITIP paid by employers • Value of NI paid by employers • Number of employees registered for ITIP • Number of companies with positive outlook for next 12 months • The number of visitors to the Isle of Man • The visitor spend per head for business visitors • The visitor spend per head for leisure visitors • The annual value (GDP) contribution from local food production • Average linear metres of freight daily • Frequency of flights / air routes to London • Frequency of flights / air routes to the North West • Resident satisfaction with strategic sea and air links • Business satisfaction with strategic sea and air links • Percentage of Year 11 school leavers who enter education, employment or training on leaving school on island • Level of business satisfaction with the education system • Resident economically active population by quinary age and employment status • Resident employed population by area of residence and location of employment • Resident employed population by work permit category • Resident population by place of birth • Resident population by previous country of residence and start of current residency • Manx born residents by previous country and start of current residency • The number of 20-29 year olds living and working on Island • Gross Domestic Product • Gross National Income • New company registrations / total company registrations (Continued)

INDICATIVE MEASURES TO MONITOR DELIVERY AND PERFORMANCE

Theme	Vision	Some of the indicative measures we may use to monitor delivery and performance
A strong and Diverse Economy (continued)		• Dependency ratios; - Employed as % of working age - Employment to population - Youth dependency ratio - Aged dependency ratio • Number of people who would recommend the Isle of Man as a good place to visit • Government structural deficit • Number of people receiving welfare support and as proportion of population • Number of sectors contributing > £25m to GNI • Number of annual leisure visitors • Number of unemployed and those on EPA • The number of transactions completed online • Improvement in the Isle of Man Government online service - Cap Gemini score - Life Events • Improvement in the Isle of Man Government online service - Cap Gemini score - Key enablers • Median weekly earnings • Minimum Wage differential to living wage • Number of people "under employed" as defined in census • Natural population change (births – deaths) • Number of job vacancies
An environment we can be proud of	Our **vision** for an environment we can be proud of is an Island that provides for vibrant communities where people feel safe and is a rich and diverse biosphere that is being protected, nurtured and sustained and held in high regard here and around the world. We protect and appropriately manage our woodland, our areas of special interest, our uplands and farmland, and carefully consider any proposed development of Greenfield sites. Highways, footpaths and the surrounding infrastructure are well maintained to enhance our sense of place and pride in our Island.	**Macro Level:** 1. Maintain or increase the number of people who say they feel safe 2. Increased satisfaction of infrastructure maintenance (highways and pathways) 3. Number of environmental breaches **Micro Level:** • Number of incidents on the roads classified by IOMC as fatal or serious • The percentage of beaches classified as 'clean' out of the total number of beaches on Island. • The annualised value of built infrastructure at risk from flooding • The number of people regularly using the outdoors (environment/beaches) for leisure activities • Overall emissions calculated for the previous 12 months by key sector (completed independently by Aether) • Calculation of air quality emissions • Electricity domestic and export emission intensity • Number of new jobs created in the energy sector • Number of properties with renewable heating • Number of properties who reach EPC D due to insulation • Customer / Resident / Business / Visitor satisfaction with utility service • Visitor Advocacy Score – "I would recommend" • Fraction of mortality attributable to particulate air pollution (Continued)

INDICATIVE MEASURES TO MONITOR DELIVERY AND PERFORMANCE

Theme	Vision	Some of the indicative measures we may use to monitor delivery and performance
An environment we can be proud of (continued)		• UNESCO Biosphere accreditation status • Number of electric vehicles in use on the Island • Number of public electric vehicle charging points available on the Island • Number of bus journeys made • Number of people who regularly travel to work by active transport; walking, cycling • Average price of a public transport journey to / from work • Average price of a public transport journey to / from school • The percentage increase of imported non-fossil fuel • Number of areas actively used for bathing • Number of water quality checks that pass • Number of water quality checks that fail • Number of out-of-stock food items reported • Average price of gas / oil / electricity • Number of digital crimes reported • Value of theft from reported digital crimes • Number of incidents involving primary fires (property), and secondary firs (outdoor not involving people of property) • Number of drug overdoses, number of drug related admissions to ED, acquisitive crime related to drugs • Number of victims of violent crime • Number of repeat offenders
Outstanding lifelong learning and development opportunities for all	Our **vision** for outstanding lifelong learning and development opportunities for all is one where we invest in our resident's education from an early age, and everyone can access high-quality education and training opportunities to fulfil their full potential at any time in life. Our primary and secondary schools should provide an excellent education for our children and young people to fulfil their potential.	**Macro Level:** 1. School readiness: the percentage of children achieving a good level of development at the end of reception 2. The number of students age 16 receiving A*-C GCSE and equivalent qualification at vocational level 3. Retraining uptake post 18 years **Micro Level:** • The number of students age 18 receiving A*-C A 'Level and equivalent qualification at vocational level • The proportion of people from low income families who go into higher education. • The number of people who have level 4 qualifications or above. • School Readiness: the percentage of children achieving a good level of development at the end of reception • Level of funding invested in education per annum • Number of people accessing education services over the age of 21 • Number of students completing apprentice training in full-time employment beyond 1 year • Percentage of children achieving at least an expected level of development across all learning goals in communication and language • Resident population 16 and over not in work, by quinary age and reason • Resident unemployed population by area of residence • Resident retired population by area of residence • Number of people on apprenticeship programmes • Number of people on retraining programmes • Number of people undertaking professional development • Number of people choosing to work beyond state retirement age • Number of people under the age of 18 accessing health and wellbeing service • Number of children under the age of 16 not engaged with education

Appendix 3

Housing and Communities Board Proposed Workstreams

HOUSING AND COMMUNITIES BOARD:
PROPOSED WORKSTREAMS

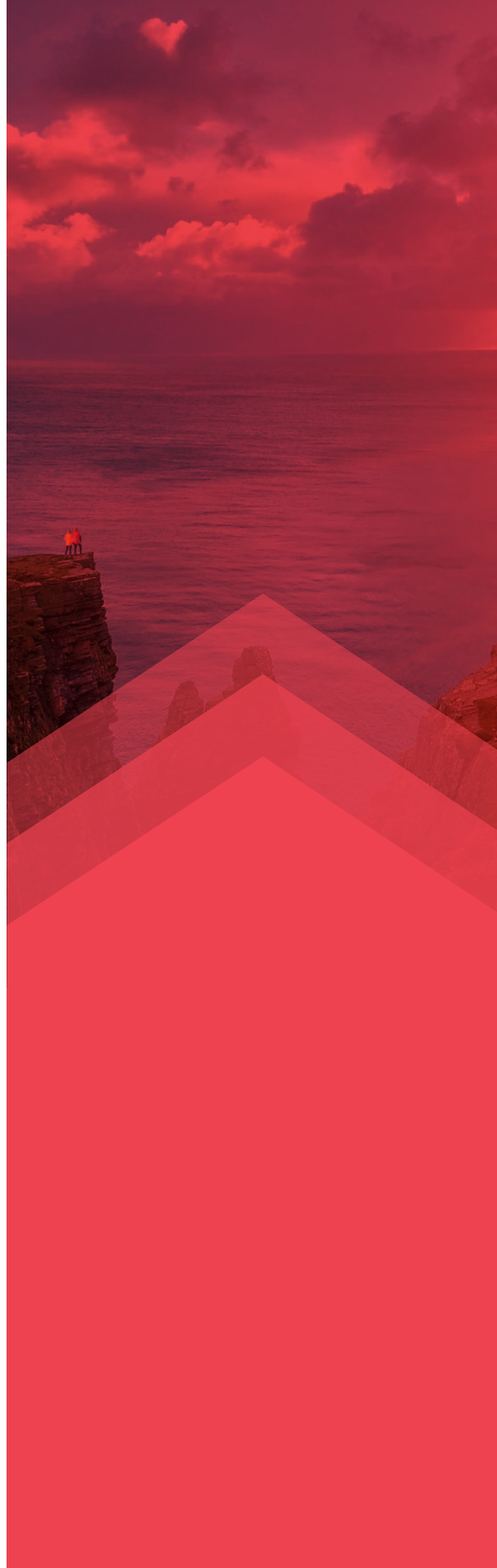
The establishment of a Housing and Communities Board to bring together and focus policy and actions across Government on housing for all is an essential component in tackling housing issues on the Island. The workstreams set out below is included in the Island Plan to demonstrate the approach to ensuring that public and private sector housing is accessible, secure and affordable.

Housing and Communities Board Proposals
Launch housing workstreams aimed to provide suitable, affordable, and accessible housing for Island residents.

Workstream	Purpose	Outputs	Outcome	Partners	Comments
Housing First	To allow people to access housing in an emergency and to enable a Housing First support service	1. Commissioned provision of emergency night shelter and 'Housing First' supported living arrangements, including facilitation of stepped approach to social housing 2. Homelessness law and arrangements	Homelessness addressed with social inclusion promoted, as having a home enables a better life	Local Authorities; Third Sector, including existing Housing Associations; Isle of Man Constabulary & Department of Home Affairs; Manx Care	This workstream builds on the existing Expressions of Interest (EOI) call, requires budget and urgent legislation.
Homes for All	To enable all Island residents to own or rent a suitable and affordable home, appropriate to their needs	1. Wider access shared equity with more appropriate thresholds and other terms, and further development of rent to buy and mid-rent and housing opportunities for key workers and others 2. Further developed social security support for housing 3. Tenancy deposit scheme introduced 4. Enhanced lending and saving arrangements for housing 5. Reviewed incentives for owner occupation for those with lower and middle incomes	Barriers removed and incentives refocused to enable Island residents to own their own homes; and improved quality, availability of, and arrangements for, rented housing	Banks and other finance providers; developers and builders; existing tenancy deposit schemes; Treasury - Social Security, Income Tax and Rates; Local Authorities; Planning Policy team, Cabinet Office	Better understanding of the Island's housing market can be obtained using Statistics Act surveys Primary legislation would seem to be in place for the various schemes which are needed, need to review what legal enhancement is required for housing lenders.
Vibrant Communities	To ensure that brownfield sites and empty and derelict properties are developed appropriately & sensitively	1. Empty properties initiative developed, including rates and tax incentives for brownfield, empty and derelict, and conservation area housing 2. Use Comprehensive Treatment Area, section 13, Community Infrastructure Levy and other planning policy approaches used to encourage urban rather than greenfield development	Vibrant communities, protecting our 'green fields' from unnecessary development	Manx Development Corporation; Property Developers; Local Communities; Banks and Building Societies; Local Authorities; Treasury; Planning Policy, Cabinet Office	This workstream is connected to the activity of Manx Development Corporation

Workstream	Purpose	Outputs	Outcome	Partners	Comments
Modern Housing and Tenancy Law	To consolidate and modernise housing, tenancy and associated legislation	1. Prioritised and scheduled legislative programme, including ADOs and secondary legislation	Clear and fair housing and tenancy legislation	DOI - Housing Division; Attorney General Chambers; Law Society and Advocates; Bankers; professional bodies; community and tenants groups	
The Right Housing Stock	To ensure the Island's housing stock meets the needs of the population now and into the future	1. Appropriate design and building standards adopted for new and existing housing for improved housing stock in line with the Climate Change Plan 2. Modified housing adaptation scheme to assist independent living	Sufficient accessible housing that reflects how Isle of Man residents want to live Adequate support provided for adapted housing Building standards contribute towards net zero targets.	DEFA; Planning & Cabinet Office - Planning Policy; DHSC & Manx Care; Treasury - Social Security; Income Tax	This workstream relates to the Climate Change plan action to improve the condition of housing, and is to be carried out in conjunction with the Climate Change Board
Change How We Work	To coordinate policy centrally, to optimise the allocation of housing functions and establish arms-length operations and depoliticised regulation	1. Coordinated Housing Policy with new structure proposed, considered and implemented	Coordinated housing policy, with optimised regulation and operations	OFT; DfE- Lands and Deeds Registry; Rent & Rates tribunal; DEFA; DOI; Local Authorities	Housing needs to be moved to the forefront of Government policy and it is important that appropriate housing management is undertaken throughout the community Report on alternative housing structures and framework Review of Registry to include all housing related registrations

"Our focus is the next five years, but we want the legacy of this plan to endure for years to come."



Isle of Man
Government

Reiltys Ellan Vannin

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