



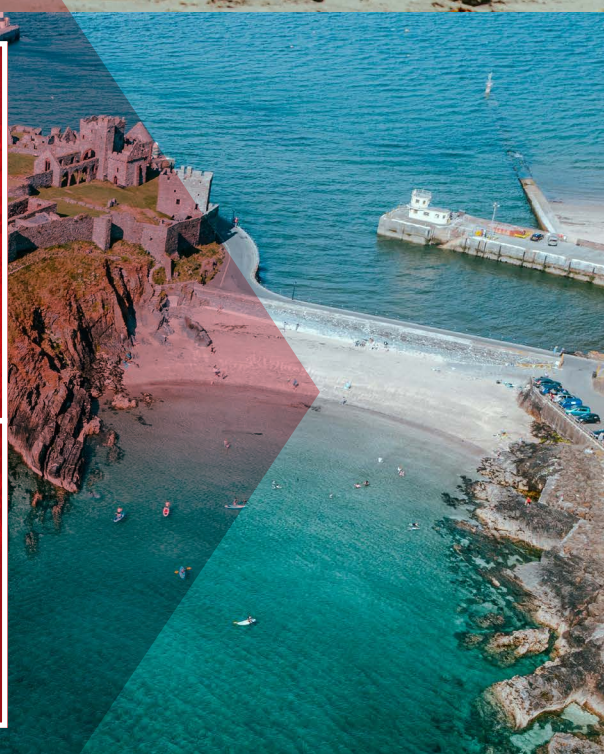
**Isle of Man  
Government**

*Reiltys Ellan Vannin*

# OUR ISLAND PLAN:

BUILDING A SECURE, VIBRANT  
AND SUSTAINABLE FUTURE FOR  
OUR ISLAND: DRAFT FOR INPUT,  
NOVEMBER 2021

GD No. 2021/0085







# OUR ISLAND PLAN

## INTRODUCTION

Chief Minister Hon Alfred Cannan, MHK



Now is the time for us to develop our future ambition and vision for our Island. This document sets out our draft Island Plan and, in that respect, there is still much more detail to add in terms of the supporting policies and delivery mechanisms that we will need to ensure we meet our high-level vision. It is my intention that a completed version is delivered and approved at the January 2022 sitting of Tynwald and that in the interim we hear views and opinions from both Tynwald and our Island community.

It is the intention that this document will set 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 in both resolving immediate issues, but also ensuring that we have long term plans and associated structures that deliver sustainable policies for the future.

Our Island 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.

But amongst the turmoil of COVID, 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, create a vibrant and modern society for the future and yet sustain 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 much 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. However, I am proud that we are working collaboratively to define this initial draft of our Island Plan and identify 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 must also seek to develop a stronger understanding of the baseline metrics used to inform and measure our success. The development, in tandem, of 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 findings and outcomes from the first phase of the Economic Strategy will be released in the coming weeks and will add further weight and direction to our thoughts.

Our focus is the next 5 years but the legacy of this plan will endure for years to come. This draft Island Plan sets the general direction and I look forward to the engagement that will take place over the next few weeks.



# OUR ISLAND PLAN

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## ONE VISION FOR THE ISLE OF MAN

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

Our vision must be the cornerstone for a long-term 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.

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

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 ISLAND PLAN

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# 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 long-term interests and aspirations of the Island.
- ▶ Stewardship – care of public funds and value for money.
- ▶ Prioritisation – Government must determine where its resources are most needed.
- ▶ Productivity – resources are used effectively in the best interests of serving our people
- ▶ Delivery – quality and efficient service for the public.
- ▶ Accountability – recognise shortcomings, seek improvement and accept responsibility.

Government departments, boards and agencies 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.

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



# OUR ISLAND PLAN

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## OUR FOCUS

Our approach will centre on simplicity and meaningful delivery on the issues that matter most to our people. Whilst this will give clarity on what we will do to improve the lives of our residents, our plan is also agile, making space for new priorities to be addressed should they arise.

Our energy will be focused on delivering meaningful improvements, putting people at the heart of policy development and service delivery and moving towards a future that is tech-enabled, sustainable, attractive to people and attractive to business.

The big issues that came through clearly from the Tynwald Members' workshop held in October 2021 have been developed into 5 holistic priorities which we will strive for to improve our Island and the quality of life of our people. It is important to recognise that the challenge of Climate Change and meeting our international targets are fundamentally intertwined within these priorities.



### **Building great communities**

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.



### **An Island of health and wellbeing**

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.



### **A strong and diverse economy**

We have a sustainable, ambitious and diverse economy built on strong foundations that provides prosperity and rewarding career opportunities, and our economic success positively impacts all residents of the Isle of Man.



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

Our Island provides for vibrant communities where people feel safe and is a rich and diverse environment 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 but highways, footpaths and the surrounding infrastructure are well maintained to enhance our sense of place and pride in our Island.



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

We invest in our residents' 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.







## OUR ISLAND PLAN

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# 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

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.

### WHAT SUCCESS LOOKS LIKE

#### SECURE

- ▶ Every Island resident has a safe and secure home.
- ▶ We proactively tackle current issues of affordability, homelessness, security of tenancy and vacant or derelict properties with bold action.

#### VIBRANT

- ▶ There is a choice of housing stock available for differing needs, people are able to transition between different housing types according to need and changing circumstances and urban living is promoted to support regeneration with a specific focus on brownfield sites.
- ▶ Our towns and villages are clean, well-maintained and provide the basis for our people to build great communities.

#### SUSTAINABLE

- ▶ New developments align with our sustainability goals, and existing homes are able to become more environmentally friendly.
- ▶ The active development of brownfield sites is encouraged appropriately, and the protection and enhancement of conservation areas is sensitively supported.



# WHAT WE ARE DOING

Over the lifetime of the plan

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## Building great communities

- ▶ 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.
- ▶ 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.
- ▶ Bring vacant and derelict buildings back into use.
- ▶ Review the Town Centre First model (in Scotland) as a possible template for regeneration.
- ▶ Introduce a new charter for standard regular schedule of road, roadside and pathway and leisure route maintenance.
- ▶ Ensure access to quality services for the digitally excluded, delivered in their community.
- ▶ Ensure that we meet the needs of our older population living in our communities, from design and adaptation, care and extra care provisioning through to provision of residential, nursing and respite care.
- ▶ We have a transport system that meets the economic and social needs of our communities
- ▶ Ensure our planning policies and legislation are fit for purpose.



## OUR ISLAND PLAN

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# AN ISLAND OF HEALTH AND WELLBEING

Staying fit and healthy, both physically and mentally, benefits not only the individual but also society as a whole. 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 interlink between our economic success and our health and wellbeing.

### OUR VISION

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.

### WHAT SUCCESS LOOKS LIKE

#### SECURE

- ▶ We have an accessible, accountable and compassionate health and care system that is there for people throughout their lives, whenever they need it - 'Right Care, Right Time, Right Place'. We recognise the value of community partners in delivering services that help and assist our people to keep well.

#### VIBRANT

- ▶ Our community is one where people have the opportunity to make healthy choices, in environments that are safe and designed to promote health.
- ▶ Healthy lifestyles are promoted and encouraged for everyone, and we acknowledge the role of quality of life in a healthy and well society.
- ▶ Sport, active leisure and recreational facilities support everyone, including young people and families' general wellbeing.
- ▶ Our infrastructure, towns and villages support wellbeing and quality of life.
- ▶ We encourage and cultivate our rich arts, culture and heritage which help enrich the lives of our people.

#### SUSTAINABLE

- ▶ The Health and Care Transformation project is completed on time and to a high standard, inclusive of developing a sustainable funding model to support future viability.
- ▶ Health, income and wellbeing inequalities are addressed.
- ▶ Early-intervention programmes are promoted to deliver sustainable improvements in the long term.



# WHAT WE ARE DOING

Over the lifetime of the plan

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## An Island of health and wellbeing

- ▶ Ensure healthcare transformation project is delivering the recommendations of Sir Jonathan Michael's review.
- ▶ Address how waiting times and access to health and social care can be improved as a priority.
- ▶ 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.
- ▶ Ensure appropriate provision of services and support is available to all victims.
- ▶ Ensure appropriate support for those who choose to care for others at home.
- ▶ Recognise the value of third sector and community partners.
- ▶ Review financial support towards meeting nursing home fees and social care costs.
- ▶ Recognise the link between healthy places, active lifestyles and overall wellbeing in policy choices.



## OUR ISLAND PLAN

# A STRONG AND DIVERSE ECONOMY

Our economic success is of course dependent on many factors and recent experiences with COVID has 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 progression for our people to help us build our economy on the foundations of the emerging economic strategy.

### OUR VISION

We have a sustainable, ambitious and diverse economy built on strong foundations that provides prosperity and rewarding career opportunities, and our economic success positively impacts all residents of the Isle of Man.

### WHAT SUCCESS LOOKS LIKE

#### SECURE

- ▶ The Island's business sectors continue to develop and diversify, protecting our core foundations whilst actively supporting new growth and new opportunities in emerging businesses and sectors.
- ▶ We continually and consistently meet global standards, maintaining and enhancing our reputation as an internationally responsible and increasingly sustainable jurisdiction.
- ▶ Supporting infrastructure is world-class, protecting the operations of our businesses at all times.

#### VIBRANT

- ▶ Our Island is a place where people have opportunities and choices to fulfil their potential.
- ▶ We have vibrant business, leisure and domestic economies and we recognise the important role they play in making the Isle of Man an attractive place to live, work and invest.
- ▶ We recognise our diverse international workforce and the value that they bring to our economy.
- ▶ Technology and its related infrastructure are core to our future success and enhance the Island as a place to live, work and invest.
- ▶ Our tourism offering has become more diverse, it supports our Island all year round, and it is a valued and growing part of our Island's proposition for both visitors and residents alike.
- ▶ Our graduates and alumni are attracted back to the Island.

#### SUSTAINABLE

- ▶ Our commitment to Climate Change informs and influences our economic growth.
- ▶ Our economy is one where people are supported into work, opportunities exist for career progression and wages allow for higher living standards to be achieved.
- ▶ Our Public finances are sustainable to support our Island's economy.
- ▶ We are tech-enabled and future ready, actively embracing the opportunities presented by digital technologies in both our economy and society.
- ▶ We take account of and acknowledge demographic challenges in respect of future economic sustainability.



# WHAT WE ARE DOING

Over the lifetime of the plan

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## A strong and diverse economy

- ▶ Finalise long term (10 year) economic strategy for our Island, and complete the four phases by June 2022 to produce the final plan.
- ▶ Implement Recommendation of the July 2021 Poverty Report, including Minimum Wage Increase moving towards parity with the living wage to address income disparities.
- ▶ Ensure that the Island's income tax system continues to meet international standards whilst supporting economic growth. We will continue the National Insurance review in conjunction with the long term Economic Plan for the Island, taking into account fairness and future funding requirements for public services including health and social care.
- ▶ Support a 2023 Year of Sport to boost tourism, the domestic economy and wellbeing.
- ▶ Ensure we are a well-connected Island enabling travel to, from and around the Island making us an attractive place to live, visit and do business.
- ▶ Ensure key Legal and Justice Reforms, by implementation of the Tynwald agreed recommendations.



## OUR ISLAND PLAN

# 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 but also achieving a sustainable Island for the future. We should have pride in our environment.

### OUR VISION

Our Island 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.

### WHAT SUCCESS LOOKS LIKE

#### SECURE

- ▶ We actively consider and protect our energy, food, water and digital security.
- ▶ We work to reduce and prevent harms that impact our community.
- ▶ We have a strong maintenance plan for our roads and surrounding infrastructure.
- ▶ We are prepared to adapt our defences in the face of extreme weather events.
- ▶ We uphold Global climate change objectives and we maintain a reputation for being internationally responsible and credible.

#### VIBRANT

- ▶ The Island provides a family friendly environment where everyone can thrive.
- ▶ Our natural and built environment respects our rich culture, biodiversity and sense of place as a Biosphere.
- ▶ We strive for beauty and quality in our built environment, creating places in which people want to live
- ▶ We are an even more attractive place to live, work, visit and invest by embracing and making the most of the opportunities that the global climate debate presents.
- ▶ People feel safe in their community and have a sense of pride in the place where they live.

#### SUSTAINABLE

- ▶ We identify clear and acceptable ways of transitioning to carbon neutrality, and meet our Climate Change plan objectives.
- ▶ Our Island has the infrastructure in place to adapt to climate extremes and build 'sustainable-first' foundations for future generations.
- ▶ We have a socially inclusive public transport system that people choose to use and that supports a move to net zero.

# WHAT WE ARE DOING

Over the lifetime of the plan

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## An environment we can be proud of

- ▶ Develop a clear roadmap to achieve our Climate Change goals, based on the Professor Curran Action Plan.
- ▶ 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.
- ▶ Plan for Food Security for our Island.
- ▶ Plan for the Future of Agriculture so that the sector meets the needs of the Island, people and farming community.
- ▶ Recognise the value of third sector and community partners.
- ▶ Ensure that Biosphere and environmental policies are embedded across government decisions and infrastructure.
- ▶ 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.
- ▶ 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.
- ▶ Develop a Plan for Climate Change Adaptation, including flood management and mitigation.



## OUR ISLAND PLAN

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# OUTSTANDING LIFELONG LEARNING AND DEVELOPMENT OPPORTUNITIES FOR ALL

We all know that a good well-rounded education will provide our children 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

We invest in our residents' 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.

### WHAT SUCCESS LOOKS LIKE

#### SECURE

- ▶ Every child has access to excellent education and childcare.
- ▶ Our children have the best possible start in life, including equal access to early years' education and childcare.
- ▶ Our residents feel supported throughout their lives by a diverse education system that is there for them whenever they need it, inclusive of learning, development and reskilling at any stage or age.

#### VIBRANT

- ▶ Everyone has the opportunity to achieve to a high level against their potential throughout their lives.
- ▶ We work with industry to provide a full range of opportunities for our people, both now and in the future.
- ▶ We continue to invest in areas that support everyone who can work to be in work and positively contribute to society including skills development, transport links and the availability and affordability of childcare.

#### SUSTAINABLE

- ▶ Our education system is aligned to the technical, employability and interpersonal skills that are required now and in the future.

# WHAT WE ARE DOING

Over the lifetime of the plan

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## Great education, lifelong learning and development opportunities for all

- ▶ Review education funding so resourcing is focused into the right areas with the most positive impact.
- ▶ Ensure attainment and quality benchmarking of education services.
- ▶ Improve our education service through continued delivery of the recent Education review.
- ▶ Establish apprenticeship training partnerships with employers to reflect the current and future needs of the Island's economy and contribution to global sustainable development.
- ▶ Consider ongoing support established by Economic Recovery Programme for training, internship, higher education, re-skilling and upskilling initiatives.
- ▶ Implement Childcare Strategy and any necessary changes to employment law so that parents can access childcare at various stages and balance home and work commitments.
- ▶ 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.
- ▶ Consider potential remit of a Children's Commissioner.
- ▶ Consider a review of children's services and policy and future responsibility and delivery model.



# OUR ISLAND PLAN

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## 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 the 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 ways to 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 COMIN, 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:

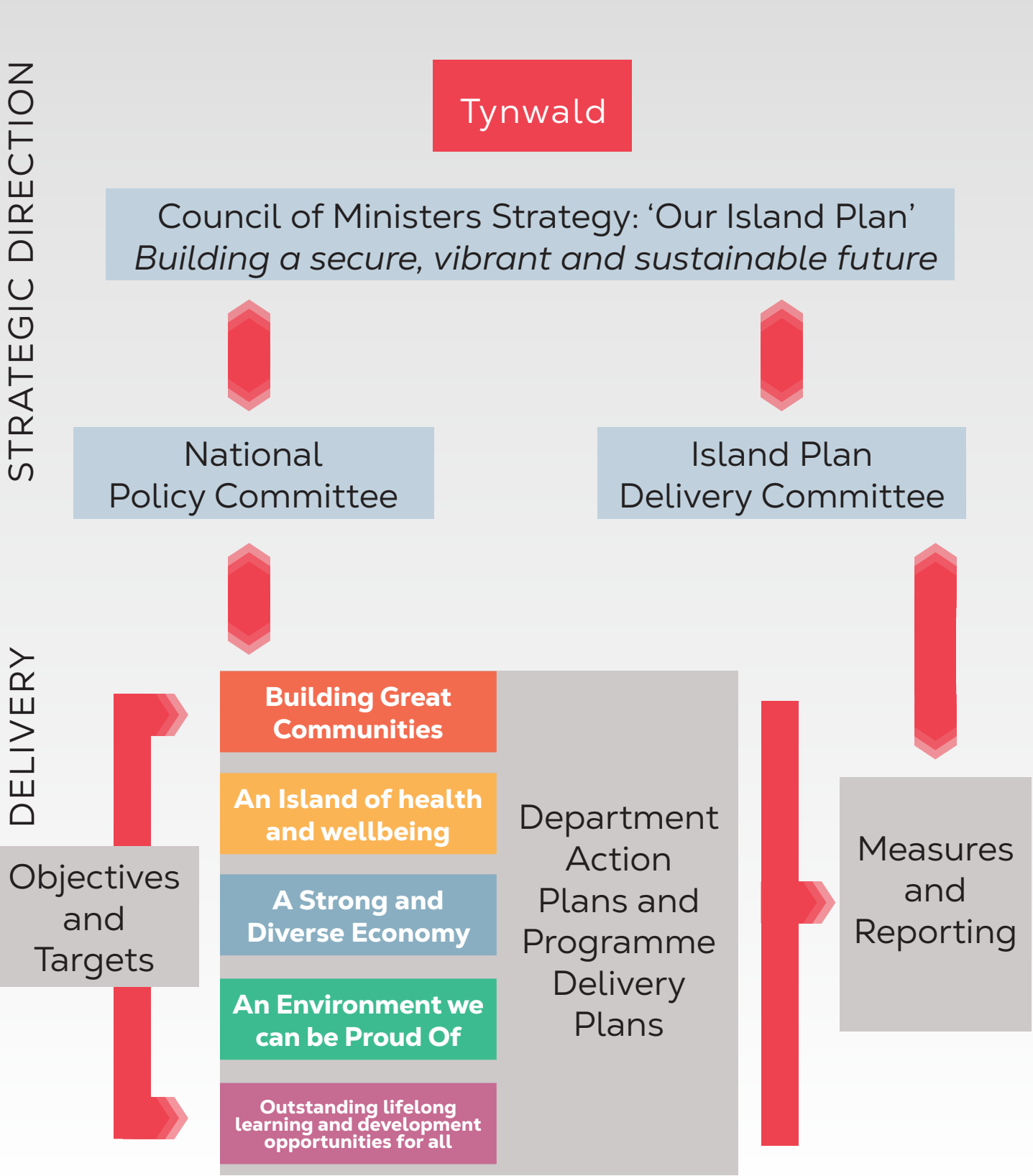
- ▶ A Tynwald Conference will be held annually to allow for public interaction and debate on the key issues.
- ▶ The Island Plan will be debated annually and amended accordingly by Tynwald.
- ▶ Every Department and Board must produce an annual report for Tynwald debate, scrutiny and approval led by the 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.

We will set up a new delivery board at the heart of Government, to oversee delivery particularly where it cuts across various parts of Government.

RESPONSIBILITY FOR DELIVERY

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





## OUR ISLAND PLAN

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# MEDIUM TERM FINANCIAL STRATEGY

The success or otherwise of any Strategic Plan will be underpinned by the accompanying Financial planning which should reflect the term of the plan. In many respects, finalising the Medium Term Financial Strategy will become clearer as the Island Plan is finalised but it is useful to set our high level principles.

We will look to publish a five year plan that reflects on our key priorities and must continue to recognise the value of strong reserves and long term financial sustainability.







# OUR ISLAND PLAN

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## NEXT STEPS

This is the beginning of a new approach to how Government works which puts people first. This Government will engage across the community, respect opinions, challenge where necessary and strive for success. We want this plan to be a fresh start that creates an enduring, positive difference to the lives of our people.

We have already begun making changes starting with the structure of how the centre of Government works through the streamlining of committees to focus on policy formulation, delivery of outcomes, performance management and accountability.

Our draft Island Plan sets a direction of travel. It reflects at a high level issues that were communicated to MHKs by our residents during the general election but also a vision for a future Ellan Vannin.

We purposefully present this as a draft plan. It is flexible, it is not set in stone, and there is space for it to change. Our aim is to bring a more detailed version back to the January 2022 Tynwald sitting that will respond to feedback from Tynwald and members of our community who wish to contribute. We need to include departmental strategies and plans which will express in more detail what delivery means and what departments need to achieve to better our Island.

